

**Casey  
Cardinia  
Libraries**

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

## **AGENDA**

**Board Meeting  
Tuesday 21 April 2020  
5.15pm**

City of Casey  
Bunjil Place

1. Present
2. Apologies
3. Acknowledgement of the Traditional Owners
4. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 18 March 2020.
5. Declaration of Conflicts of Interest
6. Strategies/Plans *Page No.*

CC13/2020	Draft Library Plan 2020 – 2024	3
CC14/2020	Draft Strategic Resource Plan 2020 – 2024	4
CC15/2020	Draft Library Budget 2020 – 2021	5
7. Officers' Reports

CC16/2020	Finance	6
CC17/2020	Buildings and Facilities	13
CC18/2020	Information, Digital Services and Technology	14
CC19/2020	People and Culture	15
CC20/2020	Operational Performance	17
CC21/2020	Customer Experience	19
8. General Business

CC22/2020	COVID-19 Business Continuity Plan	22
CC23/2020	Local Law No 1 Working Group Update	22
CC24/2020	Potential impact of the State Government's new Manslaughter Laws – Update	22
9. Next Meeting 22

## STRATEGIES/PLANS

CC13/2020      DRAFT LIBRARY PLAN 2020 – 24

*Report prepared by Chris Buckingham and Beth Luppino*

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### Purpose

To present the Board with Casey Cardinia Libraries' draft Library Plan 2020 – 2024 for endorsement.

*CCL Library Plan reference – 5.3*

### Discussion

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

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

The Library Plan 2020 – 24 is an updated version of the previous year's plan and has taken into consideration learnings from the last 12 months operations, consultation with key stakeholders and community feedback through surveys and feedback. It also considers the ongoing challenges and opportunities for CCL and the community as a result of COVID-19.

The Library Plan is reviewed on an annual basis to ensure that we continue to deliver the library services the community needs. A major renewal is anticipated for 2021.

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## RECOMMENDATIONS

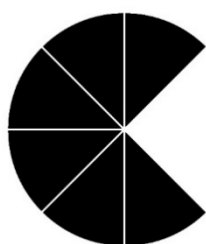
1. That the Board endorses the draft CCL Library Plan 2020 – 2024.
2. That CCL forward the Library Plan 2020 – 2024 to the member councils for adoption.



# Library Plan 2020 – 2024

**DRAFT**

*The journey from good to great!*



Casey  
Cardinia  
**Libraries**

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**Libraries  
Change Lives**

# Contents

Foreword.....	3
Public Libraries Now and into the Future.....	5
Challenges and Opportunities. ....	6
Our Vision.....	7
Our Mission.....	7
Our Values and Guiding Behaviours.....	7
Our Approach. ....	8
Our Goals, Strategies and Desired Outcomes.....	9
1. The Knowledge Well.....	9
2. Leadership & Innovation.....	10
3. Resilience.....	11
4. Literacies.....	12
5. Organisational Performance.....	13
Key Performance Indicators.....	14
Measures .....	15
Our Community – A Snapshot.....	16
Listening and Learning.....	18

# Foreword

Casey Cardinia Libraries (CCL) are pleased to share our Library Plan 2020 – 24 with you. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils part of our obligations set out in Section 125 of the 1989 Local Government Act.

2020 is undoubtedly the most challenging year ever faced by CCL. We will recover from the profound disruption caused by COVID – 19 with a deeper understanding of the vital role public libraries play in supporting community health and well-being.

CCL are absolutely committed to growing and developing our services to meet the changing needs of our community. We recognise that good things can come from the most challenging of circumstances.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of nearly 470,000 people.

Our libraries are located at Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield. We also have a dedicated CCL reading lounge and free public Wi-Fi at the Federation University Library in Berwick.

CCL plays a leading role in the Libraries Victoria Consortium who share library resources across 29 library services throughout Victoria. This gives our customers free access to a collection of more than two million items.

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

We are proud of the fact that our libraries are safe and welcoming. People see their library as a place for social connection and belonging.

The way our community use our libraries will continue to change. We need to think carefully about the way we create inspiring spaces and embrace new technology. We will also actively seek out opportunities to co-locate with other community services to deliver meaningful outcomes for our community.

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

In 2019 – 20 we worked hard to drive growth in our membership, visits and loans. This effort was significantly impacted by the COVID – 19 Virus. It is important that we reframe our performance indicators to take into account what is important to our community over the short and medium term.

Our members were already adopting new ways of consuming information before our libraries were closed. The uptake of digital items such as eAudiobooks and eBooks has increased dramatically in the final quarter of 2019 – 20. We anticipate this shift to online access to library resources by our members will continue to accelerate.

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

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

As we advocate for new libraries in the region we also need to refine our programming and opening hours to ensure that our libraries meet the growing needs of our whole community. This will include an increased focus on the delivery of virtual programming.

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

# Public Libraries Now and into the Future

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge.

Public libraries help everyone: people studying, seeking information and needing help to access the internet; people wanting to browse, children coming for storytime, those finding their way in a new town seeking services or directions; people operating their small business, people wanting to connect with others in a creative environment; and sometimes those simply seeking shelter.

The International Federation of Library Associations (IFLA) published a concise summary of the role libraries can play supporting the [United Nations Sustainable Development Goals](#).

CCL is contributing to the 2030 Agenda for Sustainable Development, by ensuring that:

- there is free public access to information in print and online;
- there is free public access to computers;
- there is support for early literacy and lifelong learning, and
- items of cultural heritage are accessible today and are preserved for future generations.

We also provide:

- information and training in new skills needed for education and employment;
- public access to health and wellness information that helps individuals and families stay healthy;
- safe, welcoming and inclusive spaces for meetings, study, group activities and personal relaxation, and
- high speed internet connectivity.

Public libraries will be increasingly judged on the quality of the experiences they provide, rather than the physical products on offer.

Public libraries locally and nationally are likely to encounter significant changes in demography.

Major trends in Casey Cardinia region include increased population, internal-migration, arrival of new migrant groups, more young families and an ageing population with greater life expectancy.

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

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

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



# Challenges and Opportunities

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

**Disruption** – In this year we learnt the true meaning of disruption! We understand how important is to address obstacles as and when they arise. Look for the opportunities and support each other as we navigate what are unprecedented times.

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

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

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

**Staffing** – The jobs of the future are cognitive and non-routine. We need to consider how we continue to get the best from our people. We need to keep empowering staff to make decisions with a robust vision and a shared set of values.

**Technology** – There is unprecedented change in the way humans gather and absorb information. We have a responsibility to make sure that everyone can access information freely, even when circumstances dictate that we cannot physically open our libraries.

# 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 and Guiding Behaviours

## **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

# Our Goals, Strategies and Desired Outcomes

## 1. The Knowledge Well

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

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

### Related CCL Strategic Plans

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

## 2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

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

### Related CCL Strategic Plans

- *Marketing Action Plan 2020 and Activity Calendar*
- *Fundraising Policy 2020*

## 3. Resilience

Strengthen capacity in our growing community.

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

### Related CCL Strategic Plans

- *Facilities Development Plan 2020–2023.*

## 4. Literacies

Encourage reading and lifelong learning.

Strategies		Aims and Outcomes
4.1	Deliver programs and activities that support literacy and lifelong learning	<ul style="list-style-type: none"><li>• Our community learn literacy and other skills from the programs we deliver</li><li>• Our programs and activities are well attended</li></ul>
4.2	Ensure collection is accessible and well used	<ul style="list-style-type: none"><li>• CCL items are free and accessible to our members</li><li>• Libraries Victoria items are free and accessible to our members</li><li>• Our collection meets key state-wide benchmarks for currency and usage</li></ul>
4.3	Host events and performances that inspire creativity	<ul style="list-style-type: none"><li>• The number of people who attend creative events and performances at CCL</li></ul>
4.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	<ul style="list-style-type: none"><li>• Establishment of STEAM related programs and activities in every branch every day of the school week</li></ul>

### Related CCL Strategic Plans

- *Children and Youth Strategy 2017 - 2020*
- *Collection Development Policy 2018*

## 5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies		Aims and Outcomes
5.1	Embrace CCL values in everything we do	<ul style="list-style-type: none"> <li>CCL staff share belief in the value of the services we provide and the communities we support</li> <li>CCL staff take calculated risks and embrace opportunities for growth</li> <li>Staff engagement survey(s) show increased understanding and support of CCL values</li> </ul>
5.2	Create a people focused organisation that is quick to embrace new ways of doing things	<ul style="list-style-type: none"> <li>Adoption of new services and strategies that support best practice</li> <li>New revenue streams established through partnerships with external agencies, grants, individual donors and corporate sponsors</li> </ul>
5.3	Compliance with statutory and funding requirements	<ul style="list-style-type: none"> <li>Review our Library Plan on an annual basis and undertake major renewal in 2020 – 21</li> <li>All our activities are governed by sound financial and business management principles</li> <li>Annual Budget comes within +/- 5% projections</li> <li>The Board provides good governance and oversight</li> <li>Renewal of business systems including Employee Records Management System</li> </ul>

### Related CCL Strategic Plans

- *Workforce Development Plan 2019 – 2020*
- *Risk Management Policy 2020 and Risk Management Plan 2020*
- *Budget 2020– 2021*



# Key Performance Indicators

- Development and delivery of the CCL Library Plan 2020 – 2024 and associated plans and policies
- Further development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL supports good governance processes and complies with statutory and funding requirements

## Measures

Casey Cardinia Libraries measures its performance through a range of activities and indicators.

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

# Our Key Measures

Measure	CCL Actual 2018/19	CCL Target 2019/20	CCL Target 2020/21*	CCL Target 2021/22	CCL Target 2022/23
Visits – physical	1,286,633	1,300,000	1,330,000	1,350,000	1,350,000
Visits – virtual	941,661	945,000	950,000	1,050,000	1,150,000
Number of programs and events	3,671	3,600	3,600	3,600	3,600
Program and events attendance	95,725	97,000	100,000	105,000	110,000
Loans (total physical and digital)	2,646,835	2,800,000	2,900,000	2,950,000	3,000,000
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	348,666	358,000	368,000	378,000	388,000
Net Promoter Score (Community Survey)	68	65	65	65	65
<i>Memberships</i>	127,642	135,300	<i>143,400</i>	<i>150,000</i>	<i>158,000</i>

## Statewide Measures

Measure	State Average 2018/19	CCL Actual 2018/19	CCL Target 2019/20	CCL Target 2020/21*	CCL Target 2021/22	CCL Target 2022/23
Turnover rate – physical items	4.6	7.4	7.4	7.4	7.4	7.4
Turnover rate – digital items	5.6	16.3	15	15	17	17
Physical quality of library collection (age of collection – less than 5 years)	65%	67.2%	68%	70%	70%	70%
Cost of library service per capita	\$44.62	\$23.97	\$24.89	\$24.35	\$24.37	\$24.30
Active Library Members (borrowers of physical items)	15%	9.5%	11%	11%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	8.55	8.64	N/A	8.8	N/A	8.8

\*Projections are based Casey Cardinia Libraries opening business as usual in 2020 – 2021, and dependent on physical visits. If re-opening of our branches is delayed pro-rata targets will be applied.

For more detail:

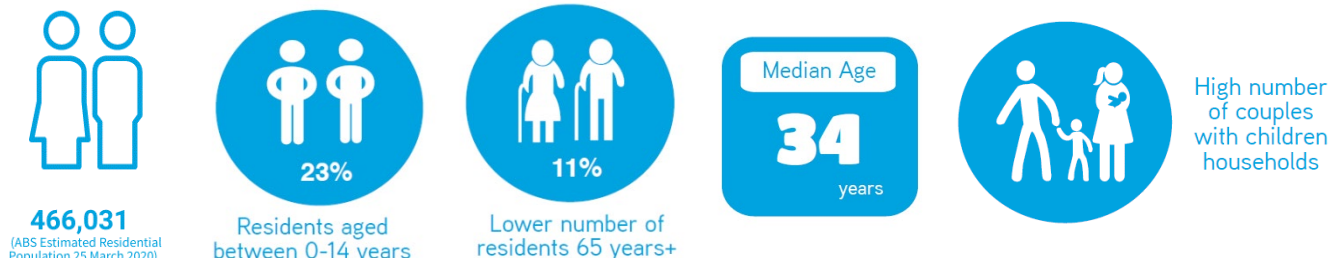
Local Government Reporting Framework measures go to [City of Casey](#) or [Cardinia Shire](#) websites

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

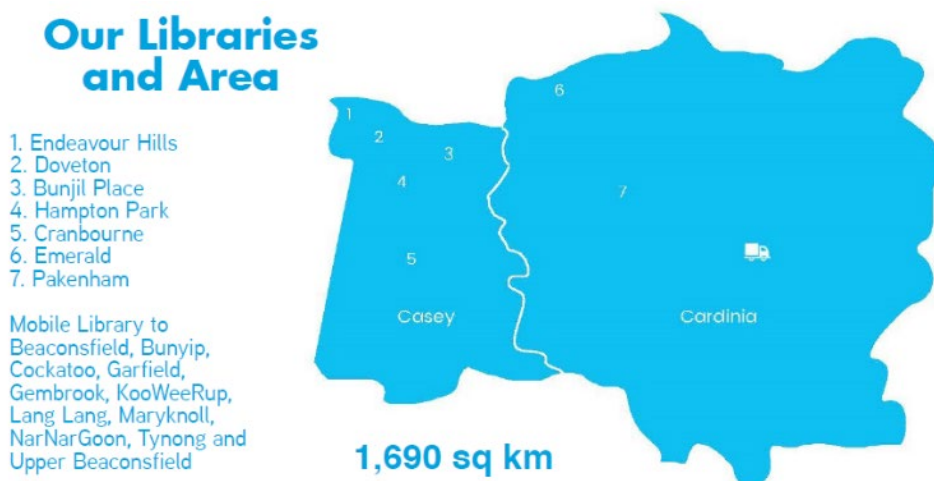
[Australian Library and Information Association \(ALIA\) Guidelines, Standards and Outcome Measures for Australian Public Libraries – July 2016](#)

# Our Community – A Snapshot

The latest Australian Bureau of Statistics report shows the Casey Cardinia population has increased to 466,031 with significant residential development across the region's 1,690 square kilometres. (*Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised March 2020*). Cranbourne East, Cranbourne South and Beaconsfield-Officer are the areas that have experienced significant growth; both are in the top 10 largest and fastest growth areas in Victoria.



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



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

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

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



### Employment

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



### Education 65%

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

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

### Diversity



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

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

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

# Listening and Learning

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

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

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

## This plan is informed by:

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

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

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



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

 @CaseyCardiniaLibraries

 @CasCarLibraries

DRAFT: April 2020

CC14/2020      DRAFT STRATEGIC RESOURCE PLAN

*Report prepared by Emily Ramaswamy*

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**Purpose**

To present the Board with Casey Cardinia Libraries four-year draft Strategic Resource Plan 2020 – 2024 for endorsement.

*CCL Library Plan reference – 5.3*

**Discussion**

The CCL Strategic Resource Plan 2020 – 2024 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the CCL Library Plan 2020 – 2024.

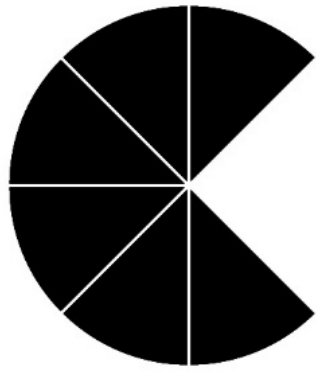
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**RECOMMENDATIONS**

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1. That the Board endorses the draft CCL Strategic Resource Plan 2020 – 2024.
2. That CCL forward the strategic Resource Plan 2020 – 2024 to the member councils for adoption.





Casey  
Cardinia  
**Libraries**

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

# Strategic Resource Plan 2020 – 2024

**DRAFT**

April, 2020

## Contents

Our Vision .....	3
Our Mission .....	3
Our Values and Guiding Behaviours.....	3
Our Approach .....	4
1.0 Executive Summary .....	5
2.0 Financial Statements 2020–2024 .....	7
3.0 Notes to the Strategic Resource Plan Financial Report 2020 – 2024.....	12
4.0 Non-Financial Resources.....	17

## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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## Our Values and Guiding Behaviours

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- We cultivate creativity in others

### Fairness

- We treat people fairly and recognise them as individuals
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### 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

## 1.0 Executive Summary

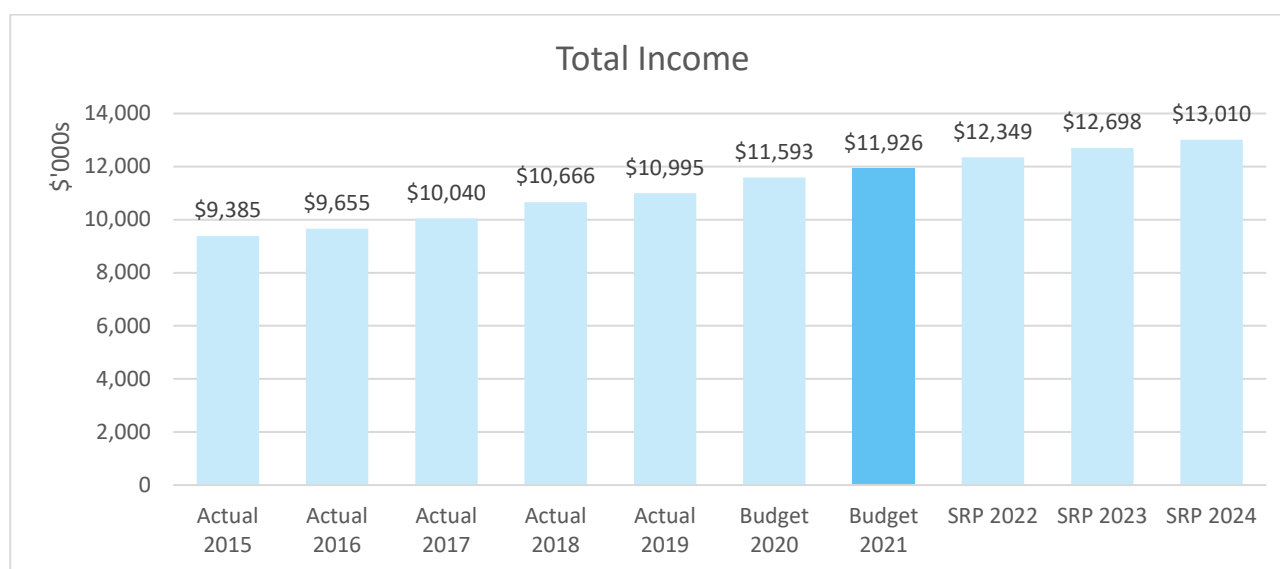
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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

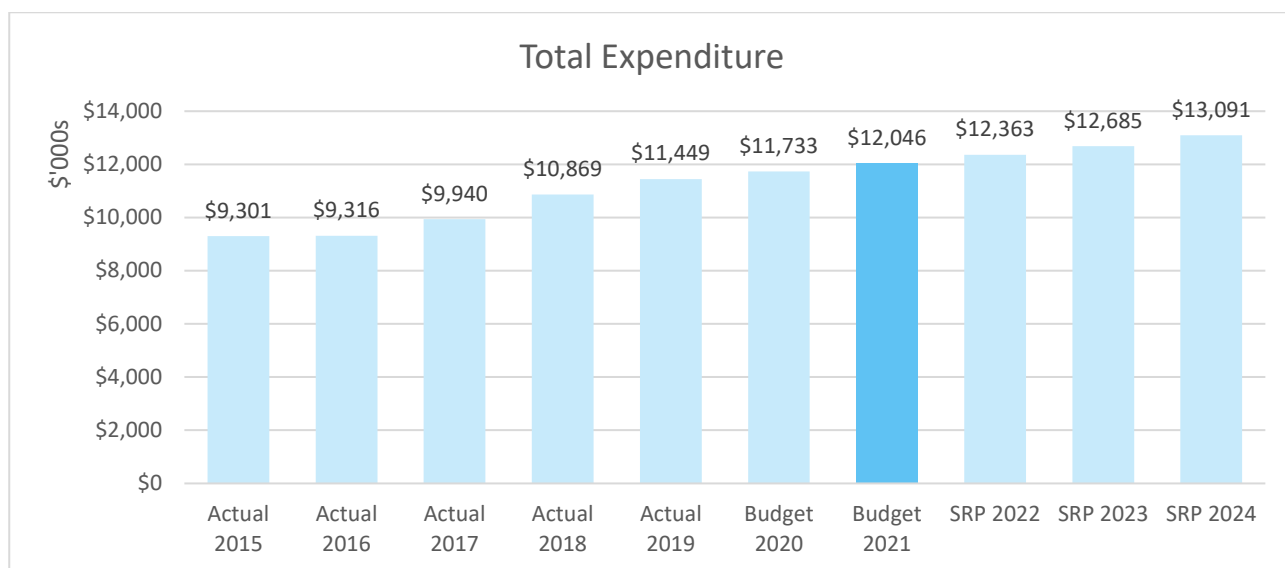
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

The full impact of COVID-19 has yet to be realised. The 2020-21 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2020.

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	6,198,639 53.43%	6,415,592 53.79%	6,672,215 54.03%	6,872,382 54.12%	7,044,191 54.14%
Cardinia Shire	2,164,866 18.66%	2,227,264 18.68%	2,316,354 18.76%	2,385,845 18.79%	2,445,491 18.80%
State Government	2,847,810 24.55%	2,947,127 24.71%	3,019,025 24.45%	3,092,694 24.36%	3,168,178 24.35%
CCL - Operations	390,400 3.37%	336,043 2.82%	341,406 2.76%	346,918 2.73%	352,579 2.71%
<b>Total Income</b>	<b>11,601,716</b>	<b>11,926,026</b>	<b>12,349,001</b>	<b>12,697,839</b>	<b>13,010,439</b>



	2019-20	2020-21	2021-22	2022-23	2023-24
Employee Costs	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
IT & Communications	736,700	737,593	752,345	767,392	782,740
Promotions & Marketing	91,500	135,160	139,766	144,541	149,490
Administration	626,851	572,967	596,821	621,917	647,905
Library Materials	1,500,640	1,530,653	1,561,266	1,592,491	1,624,341
Furniture & Equipment	220,000	227,200	192,474	196,323	240,250
<b>Total Expenditure</b>	<b>11,732,957</b>	<b>12,045,888</b>	<b>12,362,553</b>	<b>12,684,809</b>	<b>13,090,885</b>



## 2.0 Financial Statements 2020–2024

### Comprehensive Income Statement

For the Years ending June 30

	Note	Budget 2019–20	Budget 2020–21	Forecast Est 2021–22	Forecast Est 2022–23	Forecast Est 2023–24
<b>Revenue</b>						
Council Contributions	1	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
State Government Grants	2	2,682,570	2,771,127	2,839,505	2,909,584	2,981,405
CFC Grant Funding		165,240	176,000	179,520	183,110	186,773
Interest on Investments		88,000	37,500	38,250	39,015	39,795
Other income		293,279	298,543	303,156	307,903	312,783
<b>Total Income</b>		<b>11,592,595</b>	<b>11,926,026</b>	<b>12,349,001</b>	<b>12,697,839</b>	<b>13,010,439</b>
<b>Expenditure</b>						
Employee Costs	3	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
CFC Expenditure		25,320	18,800	0	0	0
IT & Communications	4	736,700	737,593	752,345	767,392	782,740
Library Materials	5	311,000	317,220	323,564	330,036	336,636
Promotions & Marketing		91,500	135,160	139,766	144,541	149,490
Administration		626,851	572,967	596,821	621,917	647,905
Depreciation		1,518,584	1,430,760	1,532,441	1,447,250	1,455,658
<b>Total Expenditure</b>		<b>11,841,901</b>	<b>12,036,015</b>	<b>12,464,819</b>	<b>12,673,279</b>	<b>13,018,589</b>
Net Gain (loss) disposal of plant & Equipment		9,121	0	0	0	0
<b>Total comprehensive result</b>		<b>(240,185)</b>	<b>(109,989)</b>	<b>(115,818)</b>	<b>24,559</b>	<b>(8,150)</b>

Balance Sheet As at June 30					
	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,674,743	2,730,882	2,896,850	3,092,991	3,199,317
Receivables	50,000	50,000	60,000	70,000	80,000
	2,794,743	2,850,882	3,026,850	3,232,991	3,349,317
<b>Non-Current Assets</b>					
Fixed Assets	4,353,844	4,363,716	4,261,450	4,272,980	4,345,276
<b>TOTAL ASSETS</b>	<b>7,148,587</b>	<b>7,214,598</b>	<b>7,288,300</b>	<b>7,505,970</b>	<b>7,694,593</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	470,879	583,500	641,850	659,000	705,500
Employee Entitlements	1,490,600	1,504,780	1,628,550	1,797,311	1,939,833
	1,961,479	2,088,280	2,270,400	2,456,311	2,645,333
<b>Non-Current Liabilities</b>					
Employee Entitlements	25,800	75,000	82,400	89,600	97,350
<b>TOTAL LIABILITIES</b>	<b>1,987,279</b>	<b>2,163,280</b>	<b>2,352,800</b>	<b>2,545,911</b>	<b>2,742,683</b>
<b>NET ASSETS</b>	<b>5,161,308</b>	<b>5,051,318</b>	<b>4,935,500</b>	<b>4,960,059</b>	<b>4,951,910</b>
<b>EQUITY</b>					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,000,079	2,884,261	2,908,820	2,900,671
<b>TOTAL EQUITY</b>	<b>5,161,308</b>	<b>5,051,318</b>	<b>4,935,500</b>	<b>4,960,059</b>	<b>4,951,910</b>



Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2020</b>			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	(240,185)	3,110,068	
<b>Balance at end of financial year</b>	<b>5,161,307</b>	<b>3,110,068</b>	<b>2,051,239</b>
<b>2021</b>			
Bal at the beginning of the financial year	5,161,307		2,051,239
Comprehensive result	(109,989)	3,000,079	
<b>Balance at end of financial year</b>	<b>5,051,318</b>	<b>3,000,079</b>	<b>2,051,239</b>
<b>2022</b>			
Bal at the beginning of the financial year	5,051,318		2,051,239
Comprehensive result	(115,818)	2,884,261	
<b>Balance at end of financial year</b>	<b>4,935,500</b>	<b>2,884,261</b>	<b>2,051,239</b>
<b>2023</b>			
Bal at the beginning of the financial year	4,935,500		2,051,239
Comprehensive result	24,559	2,908,820	
<b>Balance at end of financial year</b>	<b>4,960,059</b>	<b>2,908,820</b>	<b>2,051,239</b>
<b>2024</b>			
Bal at the beginning of the financial year	4,960,059		2,051,239
Comprehensive result	(8,150)	2,900,671	
<b>Balance at end of financial year</b>	<b>4,951,910</b>	<b>2,900,671</b>	<b>2,051,239</b>

**Statement of Capital Works**  
**For the Years ending June**  
**30**

	Note	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
<b>Capital Expenditure</b>						
Library Materials	6	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
Motor Vehicles		35,000	38,500	0	0	40,000
Furniture & Equipment		185,000	188,700	192,474	196,323	200,250
		1,409,640	1,440,633	1,430,175	1,458,779	1,527,955

**Statement of Human Resources**  
**For the four years ending June 30**

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
<b>Staff Expenditure</b>					
Employee costs - Operating	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
<b>Total Staff Expenditure</b>	<b>8,557,266</b>	<b>8,842,315</b>	<b>9,119,881</b>	<b>9,362,144</b>	<b>9,646,159</b>
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	98	96	96	96	96
Permanent full time	29	34	34	34	34
Permanent part time	123	128	128	128	128

# Statement of Cash Flows

Year ended June 30, 2020-2024

	Budget 2019-20 \$	Budget 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Government Grants	2,682,570	2,947,127	3,019,025	3,092,694	3,168,178
Interest Income	88,000	37,500	38,250	39,015	39,795
Overdue Fines	0	0	0	0	0
Other Income	458,520	474,543	482,676	491,013	499,556
	11,592,595	12,102,026	12,528,521	12,880,949	13,197,212
<b>Payments for:</b>					
Employee Costs	8,566,016	8,842,315	9,119,881	9,362,144	9,646,159
Library Materials	311,000	317,220	323,564	330,036	336,636
Computer Services	736,700	737,593	752,345	767,392	782,740
Other Costs	709,600	708,127	736,587	766,458	797,396
	10,323,316	10,605,255	10,932,377	11,226,030	11,562,931
<b>Net Cash Inflow from Operating Activities</b>	1,269,279	1,496,771	1,596,144	1,654,920	1,634,281
<b>Cash Flow from Investing Activities</b>					
<b>Payments for:</b>					
Proceeds for sale of Plant & Equipment	72,300	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,409,640)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
<b>Net Cash (Outflow) from Investing Activities</b>	(1,337,340)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
<b>Net Increase/Decrease in Cash</b>	(68,061)	56,139	165,968	196,141	106,327
<b>Cash at the beginning of the year</b>	2,812,804	2,744,743	2,800,882	2,966,850	3,162,991
<b>Cash Held at End of Year</b>	2,744,743	2,800,882	2,966,850	3,162,991	3,269,317

## 3.0 Notes to the Strategic Resource Plan Financial Report 2020-2024

### 1 Council Contributions

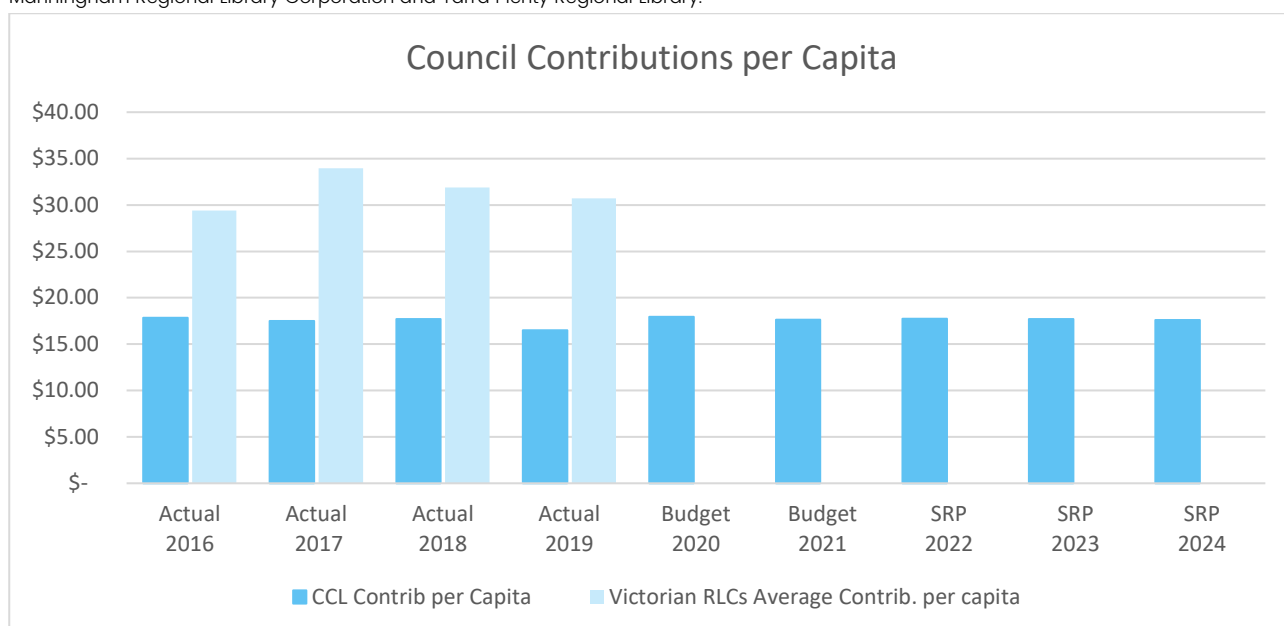
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2019. (ABS figures released 25 March 2020).

Contribution Allocation	Casey	Cardinia
Population	75.933%	24.067%
Usage	72.527%	27.473%
Average	74.230%	25.770%

Population	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	353,872	369,214	380,531	390,793	401,012
Cardinia Shire	112,159	120,559	126,184	131,834	137,700
	<b>466,031</b>	<b>489,773</b>	<b>506,715</b>	<b>522,627</b>	<b>538,712</b>

Councils Contribution	Budget 2019-20	Budget 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24
Population	466,031	489,773	506,715	522,627	538,712
Councils Contribution	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Average Contrib. per Capita	\$17.95	\$17.65	\$17.74	\$17.71	\$17.62
2019 Victorian RLCs Average Contrib. per capita*					\$30.72

\*Regional Library Corporations include - West Gippsland Regional Library, Easern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.



## 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2020. The state funding is primarily calculated on population.

State Funding	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Population	466,031	489,773	506,715	522,627	538,712
State Funding	2,847,810	2,947,127	3,019,025	3,092,694	3,168,178
Average Contrib. per Capita	\$6.11	\$6.02	\$5.96	\$5.92	\$5.88

## 3 Staff Resources

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

The previous Enterprise Agreement expired in November 2019, a new 4-year agreement is awaiting approval by Fair Work before being adopted. Employment costs have been based on the assumption that this will proceed as planned.

Employee costs in the 2021 budget have been based on CCL being able to operate business as usual from July 2020.

Not included in the 2021 budget is an additional funding call from Vision Super for Defined Benefits. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, due to be completed by 31 December 2020.

Human Resources	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Employee Costs	8,557,266	8,917,315	9,197,881	9,442,484	9,728,507
Total Staffing EFT	98	96	96	96	96
% of total expenditure	72.93%	73.57%	73.93%	73.97%	73.85%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$18.36	\$18.21	\$18.15	\$18.07	\$18.06
2019 State Average Expenditure per capita	\$26.94				

## 4 Information & Communications Technology (ICT)

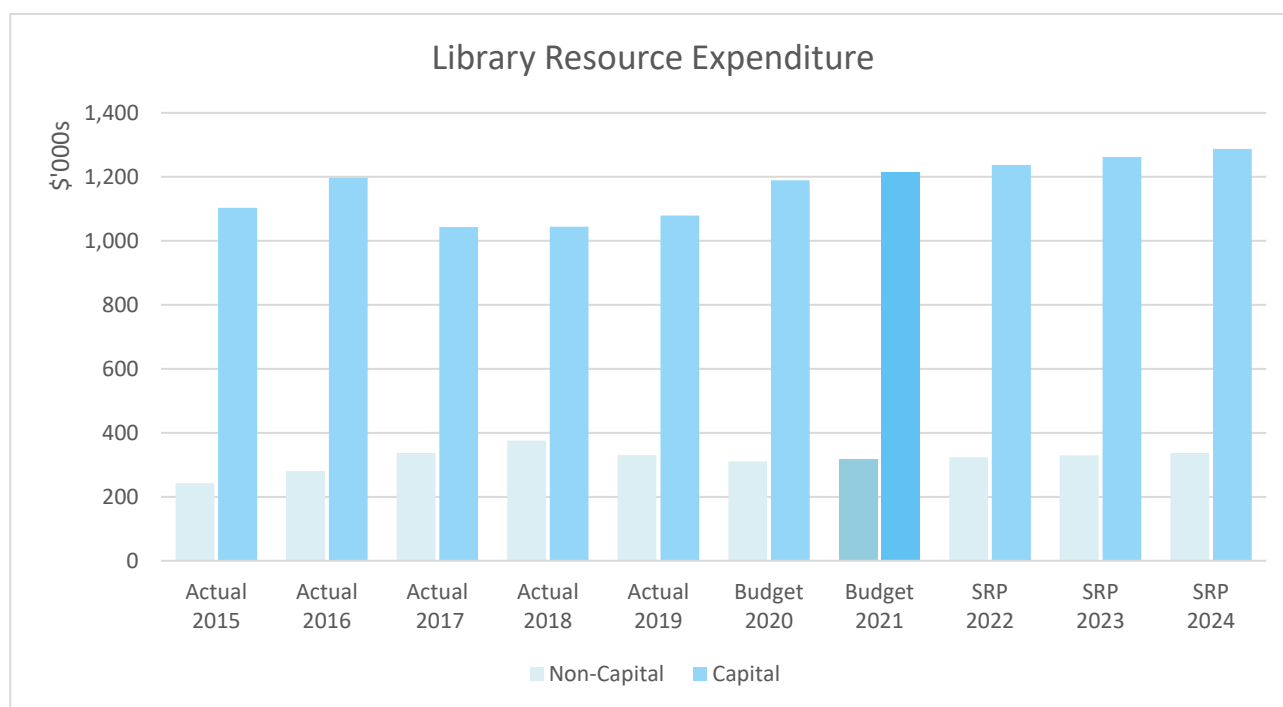
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Telecommunications	31,500	36,225	36,950	37,688	38,442
Data Communications	260,000	265,200	270,504	275,914	281,432
ILMS	220,800	187,680	191,434	195,262	199,168
Computer Software & Support	224,400	248,488	253,458	258,527	263,697
<b>Total ICT</b>	<b>736,700</b>	<b>737,593</b>	<b>752,345</b>	<b>767,392</b>	<b>782,740</b>
% of total expenditure	7.14%	6.91%	6.83%	6.79%	6.72%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$1.58	\$1.51	\$1.48	\$1.47	\$1.45

## 5 Library Resources and Materials

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

Library Resources	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Non-Capital	311,000	317,220	323,564	330,036	336,636
Capital	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
<b>Total Library Resources</b>	<b>1,500,640</b>	<b>1,530,653</b>	<b>1,561,266</b>	<b>1,592,491</b>	<b>1,624,341</b>
% of total expenditure	14.54%	14.33%	14.18%	14.08%	13.95%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$3.22	\$3.13	\$3.08	\$3.05	\$3.02
2019 State Average Expenditure per Capita	\$5.86				



## Member Council Contributions 2020-2024

	2019-20			2020-21			2021-22			2022-23			2023-24		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.724%</b>	<b>25.276%</b>		<b>74.230%</b>	<b>25.770%</b>		<b>74.230%</b>	<b>25.770%</b>		<b>74.230%</b>	<b>25.770%</b>		<b>74.230%</b>	<b>25.770%</b>
<b>Income</b>															
Operations Income	302,400	225,965	76,436	298,543	221,609	76,935	303,156	225,033	78,123	307,903	228,556	79,346	312,783	232,179	80,604
Interest on Investments	88,000	65,757	22,243	37,500	27,836	9,664	38,250	28,393	9,857	39,015	28,961	10,054	39,795	29,540	10,255
CFC funding	165,240	123,473	41,767	176,000	130,645	45,355	179,520	133,258	46,262	183,110	135,923	47,188	186,773	138,641	48,131
Sub Total	555,640	415,195	140,446	512,043	380,090	131,954	520,926	386,683	134,243	530,028	393,440	136,588	539,351	400,360	138,991
<b>State Government Funding</b>															
Premiers Reading Challenge	58,140	43,444	14,696	60,000	44,538	15,462	60,600	44,983	15,617	61,206	45,433	15,773	61,818	45,888	15,931
State Subsidy	2,492,333	1,862,361	629,972	2,575,571	1,911,846	663,725	2,639,960	1,959,642	680,318	2,705,959	2,008,633	697,326	2,773,608	2,058,849	714,759
Local Priorities	132,097	98,707	33,389	135,556	100,623	34,933	138,945	103,139	35,806	142,419	105,717	36,701	145,979	108,360	37,619
Total State Funding	2,682,570	2,004,513	678,057	2,771,127	2,057,008	714,119	2,839,505	2,107,765	731,740	2,909,584	2,159,784	749,800	2,981,405	2,213,097	768,308
<b>Expenditure</b>															
Employee Costs	8,557,266	6,394,298	2,162,968	8,842,315	6,563,650	2,278,665	9,119,881	6,769,688	2,350,193	9,362,144	6,949,520	2,412,625	9,646,159	7,160,344	2,485,815
IT & Communications	736,700	550,489	186,211	737,593	547,515	190,078	752,345	558,466	193,879	767,392	569,635	197,757	782,740	581,028	201,712
Library Materials	311,000	232,390	78,610	317,220	235,472	81,748	323,564	240,182	83,383	330,036	244,986	85,050	336,636	249,885	86,751
Programs & Marketing	91,500	68,372	23,128	135,160	100,329	34,831	139,766	103,749	36,018	144,541	107,293	37,248	149,490	110,967	38,524
Administration	626,851	468,406	158,445	572,967	425,313	147,654	596,821	443,020	153,801	621,917	461,649	160,268	647,905	480,940	166,965
	10,323,317	7,713,955	2,609,362	10,605,255	7,872,281	2,732,974	10,932,377	8,115,104	2,817,274	11,226,030	8,333,082	2,892,948	11,562,931	8,583,163	2,979,767
<b>Capital Expenditure</b>															
Library Material	1,189,640	888,942	300,698	1,213,433	900,731	312,702	1,237,701	918,746	318,956	1,262,455	937,121	325,335	1,287,705	955,863	331,841
Motor Vehicles	35,000	26,153	8,847	38,500	28,579	9,921	0	0	0	0	0	0	40,000	29,692	10,308
Furniture & Equipment	185,000	138,239	46,761	188,700	140,072	48,628	192,474	142,873	49,601	196,323	145,731	50,593	200,250	148,646	51,604
	1,409,640	1,053,334	356,306	1,440,633	1,069,382	371,251	1,430,175	1,061,619	368,556	1,458,779	1,082,852	375,927	1,527,955	1,134,201	393,754
Total Expenses Core Library Service	11,732,957	8,767,289	2,965,668	12,045,888	8,941,662	3,104,225	12,362,553	9,176,723	3,185,830	12,684,809	9,415,933	3,268,875	13,090,885	9,717,364	3,373,521
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	489,773	369,214	120,559	506,715	380,531	126,184	522,627	390,793	131,834	538,712	401,012	137,700
Council Cont Prev Yr	7,786,160	5,818,105	1,968,055	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,988,570	6,672,215	2,316,354	9,258,227	6,872,382	2,385,845
<b>Council Cont</b>	<b>8,363,505</b>	<b>6,198,639</b>	<b>2,164,866</b>	<b>8,642,856</b>	<b>6,415,592</b>	<b>2,227,264</b>	<b>8,988,570</b>	<b>6,672,215</b>	<b>2,316,354</b>	<b>9,258,227</b>	<b>6,872,382</b>	<b>2,385,845</b>	<b>9,489,683</b>	<b>7,044,191</b>	<b>2,445,491</b>
Council Contrib. increase on prior year	7.42%	6.54%	10.00%	3.34%	3.50%	2.88%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%



## 4.0 Non-Financial Resources

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

There are five service points in the City of Casey:

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

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

Casey Cardinia Libraries  
Locked Bag 2400, Cranbourne, 3977

Telephone: 5990 0100

[ccl.vic.gov.au](http://ccl.vic.gov.au)

 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)

 [@CasCarLibraries](https://twitter.com/CasCarLibraries)

CC15/2020                      DRAFT LIBRARY BUDGET

*Report prepared by Emily Ramaswamy*

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#### **Purpose**

To present the Board with Casey Cardinia Libraries Budget for 2020 – 2021 financial year for endorsement.

*CCL Library Plan reference – 5.3*

#### **Discussion**

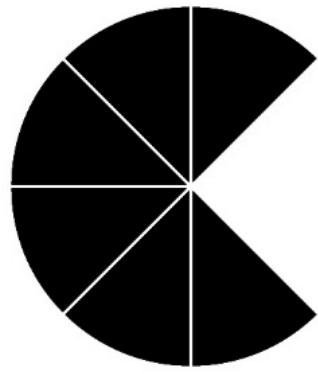
The Library Budget 2020 – 2021 has been prepared following consideration, comments and workshops from the CCL management team, consultation with the Board and key stakeholders from Member Councils.

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#### **RECOMMENDATIONS**

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1. That the Board endorse the draft Library Budget 2020 – 2021.
2. That the draft Library Budget 2020–2021 be forwarded to member Councils for approval prior to final adoption by the Board in June 2020.



**Casey  
Cardinia  
Libraries**

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

# **Budget 2020 – 2021**

**DRAFT**

April, 2020

## Contents

Our Vision.....	3
Our Mission.....	3
Our Values and Guiding Behaviours.....	3
Our Approach.....	4
1.0 Executive Summary.....	5
Income .....	6
Expenditure .....	7
2.0 Budgeted Financial Statements 2020–21.....	8
3.0 Notes to Budgeted Financial Statements year ending June 2020–2021.....	12
4.0 Member Council Contributions 2020–21.....	15
5.0 Schedule of Fees and Charges: 2020–21.....	16

## 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 and Guiding Behaviours

### 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

## 1.0 Executive Summary

The 2020–21 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the November 2019 Board meeting.

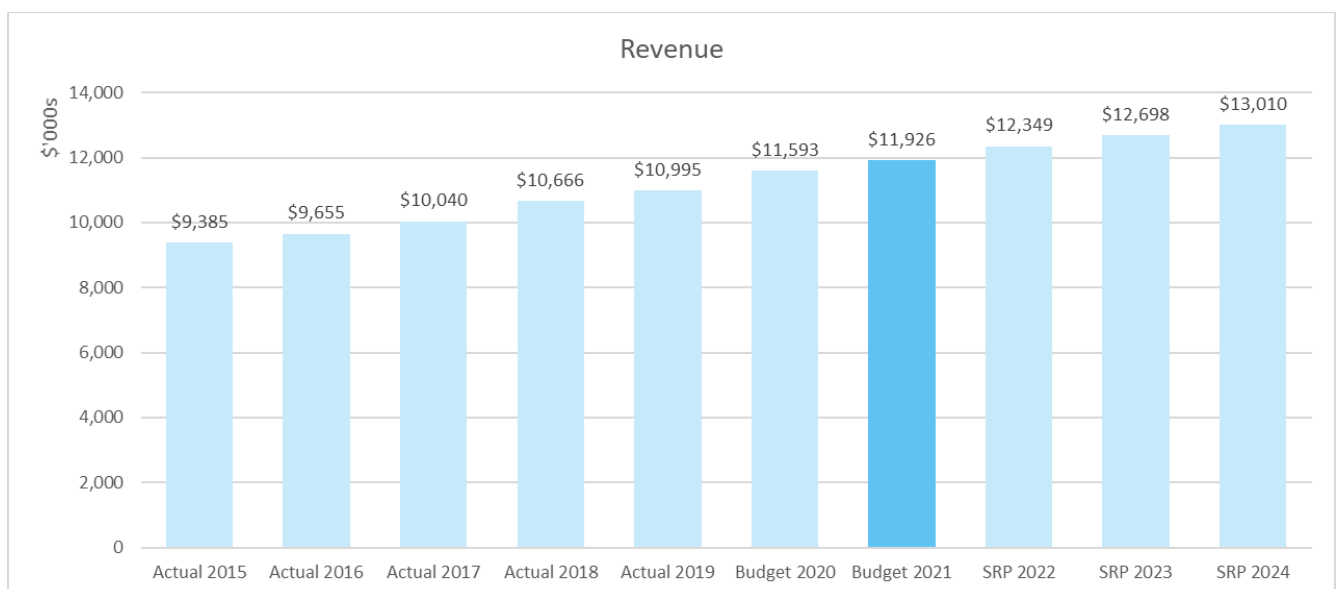
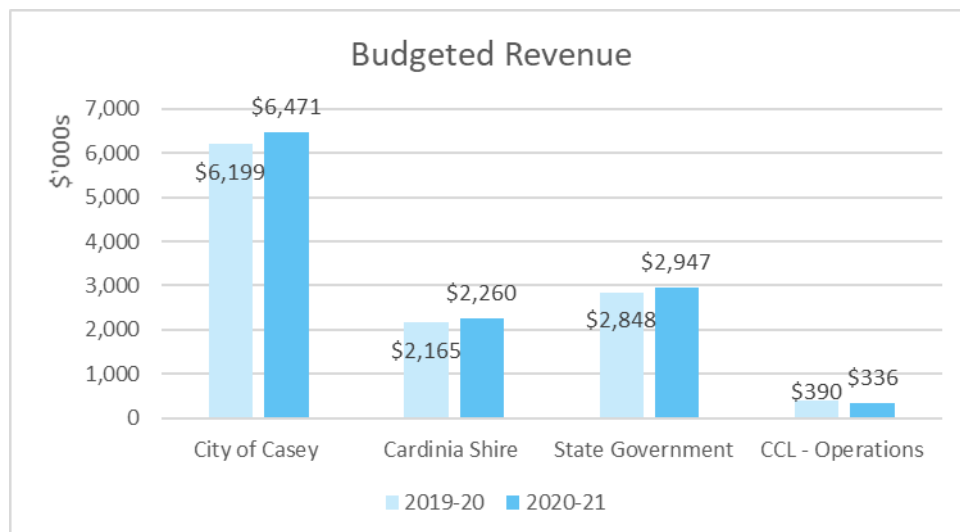
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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

The full impact of COVID-19 has yet to be realised. The 2020–21 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2020.

## Income

	Budget 2019-20	Budget 2020-21
City of Casey	6,198,639	6,415,592
	53.43%	53.79%
Cardinia Shire	2,164,866	2,227,264
	18.66%	18.68%
State Government	2,847,810	2,947,127
	24.55%	24.71%
CCL - Operations	390,400	336,043
	3.37%	2.82%
<b>Total Income</b>	<b>11,601,716</b>	<b>11,926,026</b>

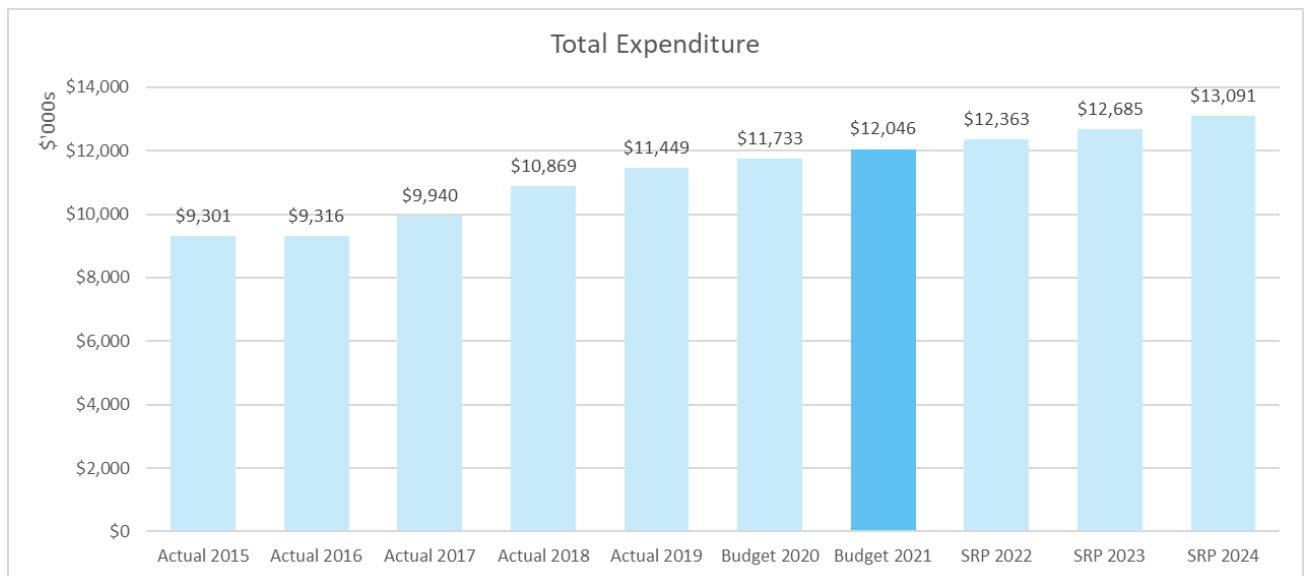




## Expenditure

	2019-20	2020-21
Employee Costs	8,557,266	8,842,315
IT & Communications	736,700	737,593
Promotions & Marketing	91,500	135,160
Administration	626,851	572,967
Library Materials	1,500,640	554,567
Furniture & Equipment	220,000	18,400
<b>Total Expenditure</b>	<b>11,732,957</b>	<b>12,045,888</b>

<b>Total cost of Library Service</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
Population	466,031	489,773
Cost of Library Service	11,601,716	11,926,026
Average Cost per Capita	\$24.89	\$24.35
State Average Cost Per Capita	\$41.15	



## 2.0 Budgeted Financial Statements 2020–21

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2019–20	Budget 2020–21
<b>Revenue</b>			
Council Contributions	1	8,363,505	8,642,856
State Government Grants	2	2,682,570	2,771,127
CFC Grant Funding		165,240	176,000
Interest on Investments		88,000	37,500
Other income	3	293,279	298,543
Total Income		11,592,595	11,926,026
<b>Expenditure</b>			
Employee Costs	4	8,557,266	8,842,315
CFC Expenditure		25,320	18,800
IT & Communications	5	736,700	737,593
Library Materials	6	311,000	317,220
Promotions & Marketing		91,500	135,160
Administration		626,851	572,967
Depreciation		1,518,584	1,430,760
Total Expenditure		11,841,901	12,036,015
Net Gain (loss) disposal of plant & Equipment		9,121	0
Total comprehensive result		(240,185)	(109,989)

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	2,730,882
Receivables	50,000	50,000
	2,794,743	2,850,882
<b>Non-Current Assets</b>		
Fixed Assets	4,353,844	4,363,716
<b>TOTAL ASSETS</b>	<b>7,148,587</b>	<b>7,214,598</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	470,879	583,500
Employee Entitlements	1,490,600	1,504,780
	1,961,479	2,088,280
<b>Non-Current Liabilities</b>		
Employee Entitlements	25,800	75,000
<b>TOTAL LIABILITIES</b>	<b>1,987,279</b>	<b>2,163,280</b>
<b>NET ASSETS</b>	<b>5,161,308</b>	<b>5,051,318</b>
<b>EQUITY</b>		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,000,079
<b>TOTAL EQUITY</b>	<b>5,161,308</b>	<b>5,051,318</b>

### Statement of Change in Equity

As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2020</b>			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	(240,185)	3,110,068	
<b>Balance at end of financial year</b>	<b>5,161,307</b>	<b>3,110,068</b>	<b>2,051,239</b>
<b>2021</b>			
Bal at the beginning of the financial year	5,161,307		2,051,239
Comprehensive result	(109,989)	3,000,079	
<b>Balance at end of financial year</b>	<b>5,051,318</b>	<b>3,000,079</b>	<b>2,051,239</b>

### Statement of Capital Works

For the Years ending June 30

	Note	Budget 2019-20	Budget 2020-21
<b>Capital Expenditure</b>			
Library Materials	6	1,189,640	1,213,433
Motor Vehicles		35,000	38,500
Furniture & Equipment **		185,000	188,700
		<b>1,409,640</b>	<b>1,440,633</b>

### Statement of Human Resources

For the four years ending June 30

	Budget 2019-20	Budget 2020-21
<b>Staff Expenditure</b>		
Employee costs - Operating	8,557,266	8,842,315
<b>Total Staff Expenditure</b>	<b>8,557,266</b>	<b>8,842,315</b>
	EFT	EFT
Staff Numbers	98	96
Permanent full time	29	34
Permanent part time	123	128

# Statement of Cash Flows

Year ended June 30, 2020-2021

	Budget 2019-20 \$	Budget 2020-21 \$
<b>Cash Flow from Operating Activities</b>		
<b>Income from:</b>		
Council Contributions	8,363,505	8,642,856
Government Grants	2,682,570	2,947,127
Interest Income	88,000	37,500
Overdue Fines	0	0
Other Income	458,520	474,543
	11,592,595	12,102,026
<b>Payments for:</b>		
Employee Costs	8,566,016	8,842,315
Library Materials	311,000	317,220
Computer Services	736,700	737,593
Other Costs	709,600	708,127
	10,323,316	10,605,255
<b>Net Cash Inflow from Operating Activities</b>	1,269,279	1,496,771
<b>Cash Flow from Investing Activities</b>		
<b>Payments for:</b>		
Proceeds for sale of Plant & Equipment	72,300	0
Payment for Books, Furniture, Plant & Equipment	(1,409,640)	(1,440,633)
<b>Net Cash (Outflow) from Investing Activities</b>	(1,337,340)	(1,440,633)
<b>Net Increase/Decrease in Cash</b>	(68,061)	56,139
<b>Cash at the beginning of the year</b>	2,812,804	2,744,743
<b>Cash Held at End of Year</b>	2,744,743	2,800,882

## 3.0 Notes to Budgeted Financial Statements year ending June 2020-2021

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Casey Cardinia Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2019. *(ABS figures released 25 March 2020)*

Councils Contribution	Budget 2019-20	Budget 2020-21
Population	466,031	489,773
Councils Contribution	8,363,505	8,642,856
Average Contrib. per Capita	\$17.95	\$17.65
2019 State LCs Average Contribution per capita	\$30.72	

Contribution Allocation	Casey	Cardinia
Population	75.933%	24.067%
Usage	72.527%	27.473%
Average	74.230%	25.770%

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2019 and expires June 30, 2020. The state funding is primarily calculated on population. State Government funding has been budgeted with a 2.5% increase in line with the prior year.

State Funding	Budget 2019-20	Budget 2020-21
Population	466,031	489,773
State Funding	2,847,810	2,947,127
Average Contrib. per Capita	\$6.11	\$6.02

### 3 Staff Resources

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

The previous Enterprise Agreement expired in November 2019, a new 4 year agreement is awaiting approval by Fair Work before being adopted. Employment costs have been based on the assumption that this will proceed as planned.

Employee costs in the 2021 budget have been based on CCL being able to operate business as usual from July 2020.

Not included in the 2021 budget is an additional funding call from Vision Super for Defined Benefits. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, due to be completed by 31 December 2020.

Human Resources	Budget 2019-20	Budget 2020-21
Employee Costs	8,557,266	8,842,315
Total Staffing EFT	98	96
% of total expenditure	72.93%	73.41%
Population	466,031	489,773
Expenditure per capita	\$18.36	\$18.05
2019 State Average Expenditure per capita	\$26.94	

### 4 Information & Communications Technology (ICT)

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

Information & Communications Technology (ICT)	Budget 2019-20	Budget 2020-21
Telecommunications	31,500	36,225
Data Communications	260,000	265,200
ILMS	220,800	187,680
Computer Software & Support	224,400	248,488
<b>Total ICT</b>	<b>736,700</b>	<b>737,593</b>
% of total expenditure	7.14%	6.95%
Population	466,031	489,773
Expenditure per capita	\$1.58	\$1.51

## 5 Library Resources and Materials

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

Library Resources	Budget 2019-20	Budget 2020-21
Non-Capital	311,000	317,220
Capital	1,189,640	1,213,433
<b>Total Library Resources</b>	<b>1,500,640</b>	<b>1,530,653</b>
% of total expenditure	14.54%	14.33%
Population	466,031	489,773
Expenditure per capita	\$3.22	\$3.13
2019 State Average Expenditure per Capita	\$5.86	



## 4.0 Member Council Contributions 2020-21

	2019-20			2020-21		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.724%</b>	<b>25.276%</b>		<b>74.230%</b>	<b>25.770%</b>
<b>Income</b>						
Operations Income	302,400	225,965	76,436	298,543	221,609	76,935
Interest on Investments	88,000	65,757	22,243	37,500	27,836	9,664
CFC funding	165,240	123,473	41,767	176,000	130,645	45,355
Sub Total	555,640	415,195	140,446	512,043	380,090	131,954
<b>State Government Funding</b>						
Premiers Reading Challenge	58,140	43,444	14,696	60,000	44,538	15,462
State Subsidy	2,492,333	1,862,361	629,972	2,575,571	1,911,846	663,725
Local Priorities	132,097	98,707	33,389	135,556	100,623	34,933
Total State Funding	2,682,570	2,004,513	678,057	2,771,127	2,057,008	714,119
<b>Expenditure</b>						
Employee Costs	8,557,266	6,394,298	2,162,968	8,842,315	6,563,650	2,278,665
New Library New works	0	0	0	0	0	0
New Library (core service)	0	0	0	0	0	0
IT & Communications	736,700	550,489	186,211	737,593	547,515	190,078
Library Materials	311,000	232,390	78,610	317,220	235,472	81,748
Programs & Marketing	91,500	68,372	23,128	135,160	100,329	34,831
Administration	626,851	468,406	158,445	572,967	425,313	147,654
	10,323,317	7,713,955	2,609,362	10,605,255	7,872,281	2,732,974
<b>Capital Expenditure</b>						
Asset Replacement						
Library Material	1,189,640	888,942	300,698	1,213,433	900,731	312,702
Motor Vehicles	35,000	26,153	8,847	38,500	28,579	9,921
Furniture & Equipment	185,000	138,239	46,761	188,700	140,072	48,628
	1,409,640	1,053,334	356,306	1,440,633	1,069,382	371,251
Total Expenses Core Library Service	11,732,957	8,767,289	2,965,668	12,045,888	8,941,662	3,104,225
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	489,773	369,214	120,559
Council Cont Prev Yr	7,786,160	5,818,105	1,968,055	8,363,505	6,198,639	2,164,866
<b>Council Cont</b>	<b>8,363,505</b>	<b>6,198,639</b>	<b>2,164,866</b>	<b>8,642,856</b>	<b>6,415,592</b>	<b>2,227,264</b>
Council Contribution increase on prior year	7.42%	6.54%	10.00%	3.34%	3.50%	2.88%

## 5.0 Schedule of Fees and Charges: 2020–21

1. **Replacement membership cards: \$3.30** to replace a lost card.
2. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
4. **Libraries Victoria Lost or damaged processing: \$5.00** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
6. **Photocopying and printing:**

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

7. **Inter Library Loans:**  
 Tertiary/ Special and other charging libraries **\$16.50**  
 Victorian Public Libraries and other non-charging public libraries **\$5.00**  
 Libraries Victoria Items are free
8. **Other Charges:**

Library Bags (New member Free), Replacement Bags	<b>\$2.00</b>
Ear Buds	<b>\$2.00</b>
USB Sticks	<b>\$10.00</b>
Book clubs (per annum)	<b>\$100.00</b>
9. **Library Meeting Room Hire:**  
 General Rate: **\$30.00 per hour**  
 Community Rate: **\$15.00 per hour**  
 (Conditions apply – refer to the Bookings Policy)  
  
 Creative Rate: **\$15.00 per hour**  
 Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

**Local History Schedule of Reproduction Fees**

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

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

All prices are per copy:

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

Casey Cardinia Libraries  
Locked Bag 2400, Cranbourne, 3977  
Telephone: 5990 0100  
[ccl.vic.gov.au](http://ccl.vic.gov.au)  
[@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)  
 [@CasCarLibraries](https://twitter.com/CasCarLibraries)

## OFFICERS' REPORTS

CC16/2020 FINANCE

*Report prepared by Emily Ramaswamy*

### Purpose

To provide the Board an update on CCL's financial performance as at 31 March, 2020.

*CCL Library Plan reference - 5.3*

### Discussion

Income Statement Month Ended 31 March 2020	Total Budget 2019-20	Budget YTD March 2020	Actual YTD March 2020	Variance	% Actual Vs Budget
<b>Income</b>					
Council Contributions	8,363,505	6,272,631	6,272,629	(2)	(0.0%)
Government Grants	2,682,570	2,682,570	2,704,962	22,392	0.8%
CfC Funding	165,240	103,530	132,817	29,287	28.3%
Interest on Investments	88,000	65,997	54,038	(11,959)	(18.1%)
Other Income	293,279	217,551	186,811	(30,740)	(14.1%)
<b>TOTAL INCOME</b>	<b>11,592,595</b>	<b>9,342,279</b>	<b>9,351,256</b>	<b>8,978</b>	<b>0.1%</b>
<b>Expenditure</b>					
Employee Costs	8,557,266	6,111,399	5,938,175	173,224	2.8%
IT & Communications	736,700	528,514	548,021	(19,507)	(3.7%)
Library Materials	311,000	279,902	301,209	(21,308)	(7.6%)
Promotions & Marketing	91,500	68,670	82,900	(14,230)	(20.7%)
Administration	626,851	440,803	338,974	101,829	23.1%
Depreciation	1,518,584	0	0	0	
Total Expenditure	11,841,901	7,429,287	7,209,279	220,009	3.0%
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>1,922,112</b>	<b>2,134,693</b>	<b>212,581</b>	<b>11.1%</b>

### Income

Interest on Investments is expected to finish the year behind budget, due to the fall in interest rates. Due to the temporary closure of the branches to the public, other revenue streams (e.g. photocopying) have been adversely impacted.

### Expenditure

Employee costs are currently \$173k underspent YTD due to a variety of factors and is expected to finish the year over \$200k under budget. The budgeted annual salary increase has not been processed yet due to the EA negotiations. There have been a number of vacant positions throughout the year that will not be filled until next financial year due to the current Covid-19 situation.

IT & Communications is currently overspent YTD, but this variance is considered to be mostly due to timing of projects and invoicing from suppliers.

The YTD variance in Promotions & Marketing is considered to be a permanent overspend, due to the additional resources required to communicate with the public during COVID -19 crisis.

Savings achieved throughout the year in Administration will be partially retained, with the intention to bring forward projects used to create further efficiencies within the business. The significant refund received in February from Konica Minolta has increased expectations that CCL will finish the year ahead of budget.

#### **Capital Expenditure**

Library Materials are currently \$100k underspent. In response to the current climate, CCL are planning to redirect \$88,000 from the Capital Expenditure Budget to Operational Expenditure.

Motor Vehicle expenditure is expected to occur in the following financial year.

<b>Capital Expenditure</b>	<b>Total Budget 2019-20</b>	<b>Budget YTD March 2020</b>	<b>Actual YTD March 2020</b>	<b>Variance</b>	<b>% Actual Vs Budget</b>
Library Materials	1,189,640	976,588	869,781	106,807	10.9%
Motor Vehicles	35,000	35,000	0	35,000	100.0%
Furniture & Equipment	185,000	138,600	150,125	(11,525)	(8.3%)
Furniture & Equipment - IT	185,000	138,600	145,647	(7,047)	
Furniture & Equipment - Libraries	0	0	4,479	(4,479)	
<b>Capital Expenditure for the reporting period</b>	<b>1,409,640</b>	<b>1,150,188</b>	<b>1,019,906</b>	<b>130,282</b>	<b>11.3%</b>

**Credit Card Expenditure**

Card Holder	Transaction Date	Detail	\$
<b>Chief Executive Officer</b>			
February Statement	23/01/2020	St Ali Coffee, Melbourne - Coffee meeting	\$9.20
	23/01/2020	Melbourne Marriott - Parking CBD	\$25.50
	10/02/2020	Myki - Top up - Officer	\$50.00
	13/02/2020	Melbourne Onstreet Parking - Parking - PLV	\$14.00
	25/02/2020	Myki - Top up - Flinders Street	\$50.00
<b>Total February 2020</b>			<b>\$148.70</b>
March Statement		NIL Transactions	
<b>Total March 2020</b>			<b>\$0.00</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Digital Operations</b>			
February Statement	3/02/2020	Amazon - Cloud Services	\$15.55
	3/02/2020	Novotel - VALA Conference Accommodation 25/2/20	\$178.00
	3/02/2020	Novotel - VALA Conference Accommodation 11/2/20	\$209.00
	4/02/2020	Microsoft - Azure Cloud Hosting	\$24.86
	5/02/2020	Adobe - Creative Cloud	\$249.20
	13/02/2020	Novotel - VALA Conference Accommodation 13/2/20	\$184.00
	12/01/1900	Freelancer.com - Media Display project fee 1	\$141.69
	16/02/2020	Freelancer.com - Media Display project fee 2	\$121.49
	17/02/2020	Freelancer.com - Project Fee 1	\$4.97
	19/02/2020	Freelancer.com - Project Fee 2	\$4.30
	20/02/2020	JBHiFi Pakenham - Adaptor	\$159.00
	25/02/2020	Jaycar Electronics Hallam - CMO Media Equipment	\$114.70
<b>Total February 2020</b>			<b>\$1,406.76</b>
March Statement	3/03/2020	Amazon Web Services - Cloud hosting	\$16.71
	5/03/2020	Adobe Creative Cloud - Creative Cloud Subscription	\$249.20
	6/03/2020	Jaycar Electronics - cases & accessories for microcomputers used for digital events	\$208.40
	6/03/2020	Microsoft - Microsoft Azure	\$24.93
	14/03/2020	Microsoft - Microsoft Office	-\$46.42
	14/03/2020	Freelancer.com - Office 365 Customisation	\$2,020.10
Total March 2020	14/03/2020	Freelancer.com - Project Fee	\$66.95
			<b>\$2,539.87</b>

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Tuesday 21 April 2020

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Finance</b>			
February Statement	29/01/2020	Woolworths - Branch Petty Cash	\$50.00
	22/02/2020	Wilsons Parking - FINPRO Parking	\$17.21
<b>Total February 2020</b>			<b>\$67.21</b>
March Statement	3/03/2020	Stonnington City Council - Meerkin & Apel Award Training	\$17.80
	4/03/2020	Stonnington City Council - Meerkin & Apel Award Training	\$17.80
	16/03/2020	Paypal - Le Beauty - Alcohol wipes	\$38.46
	17/03/2020	Oasis - Murrumbreena - Hand sanitiser	\$49.90
	17/03/2020	Oasis - Murrumbreena - Hand sanitiser	\$99.80
<b>Total March 2020</b>			<b>\$223.76</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Organisational Development</b>			
February Statement	29/01/2020	Waldron Smith Management Consulting - VALA Conference Day Registration	\$495.00
	4/02/2020	Webjet - Flights - Be Connected Training	\$436.63
	4/02/2020	Agoda - Accommodation Sydney, Be Connected Training	\$134.12
	6/02/2020	Booking.com - Accommodation for VALA Conference	\$96.03
<b>Total February 2020</b>			<b>\$1,161.78</b>
March Statement	28/02/2020	Warragul Flowers - Flowers for terminally ill staff member	\$50.00
	3/03/2020	Woolworths Warragul - Gift cards for petty cash	\$500.00
	4/03/2020	EB Games Cranbourne - Vouchers for branch console games	\$180.00
	4/03/2020	JB HiFi Cranbourne - Vouchers for branch console games	\$500.00
	13/03/2020	Kogan.com - Vouchers for branch console games	\$328.89
<b>Total March 2020</b>			<b>\$1,558.89</b>

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Tuesday 21 April 2020

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Customer Experience</b>			
February Statement	31/01/2020	Campaign Monitor - Credits purchased for Feb EDM	\$429.00
	3/02/2020	Newscorp Australia - Subscription to The Australian for Bunjil Place	\$554.31
	3/02/2020	Newscorp Australia - Subscription to The Australian for Endeavour Hills	\$554.31
	3/02/2020	Newscorp Australia - Subscription to The Australian for Emerald	\$554.31
	7/02/2020	Bunnings Narre Warren - Folding Tables - Be Connected Outreach	\$119.96
	7/02/2020	JBHiFi Fountain Gate - Game Console Vouchers	\$860.00
	13/02/2020	Coles Express Narre Warren - Gift card - speaker gift - Romance under the covers event	\$50.00
	18/02/2020	Robinsons Bookshop - Voucher prize for Fed Uni Orientation week comp	-\$10.00
	18/02/2020	Robinsons Bookshop - Credit discount for voucher prize	\$101.33
	21/02/2020	Aldi Beaconsfield - Water to weigh down pop up tent and extension lead - Be connected	\$46.17
	25/02/2020	Spotlight Fountain Gate - Fabric for table covers - pop up libraries	\$84.95
<b>Total February 2020</b>			<b>\$3,344.34</b>
March Statement	28/02/2020	Campaign Monitor - Credits purchase for March EDM	\$600.60
	3/03/2020	Bunnings - Doorbell for new CMO Bus	\$29.95
	3/03/2020	Paypal K2K Signs - Emergency Door adhesive stickers for branches	\$97.93
	5/03/2020	Bean Bags R Us - Bean bags for Emerald Library	\$167.00
	5/03/2020	Campaign Monitor - EDM for March - 2	\$600.60
	9/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$10.90
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$11.74
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$8.04
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$31.88
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$11.74
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$33.57
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$15.10
	10/03/2020	Amazon - Storage bags for CFC CRA Literacy Kits	\$50.35
	13/03/2020	Campaign Monitor - EDM for March - 3	\$600.60
	14/03/2020	Amazon Marketplace - Storage bags for CFC CRA Literacy Kits	\$16.78
	18/03/2020	Campaign Monitor - EDM 18 March	614.9
<b>Total March 2020</b>			<b>\$2,286.78</b>



### 2019-20 Year End Forecast

Forecast Income Statement Year Ending 30 June 2020	Total Budget 2019-20	Forecast 2019-20	Budget vs. Forecast	% Budget Vs Forecast
<b>Income</b>				
Council Contributions	8,363,505	8,363,505	0	0.0%
Government Grants	2,682,570	2,704,962	22,392	0.8%
CfC Funding	165,240	181,050	15,810	9.6%
Interest on Investments	88,000	66,038	(21,962)	(25.0%)
Other Income	293,279	193,701	(99,578)	(34.0%)
<b>TOTAL INCOME</b>	<b>11,592,595</b>	<b>11,509,257</b>	<b>(83,338)</b>	<b>(0.7%)</b>
<b>Expenditure</b>				
Employee Costs	8,557,266	8,354,646	202,620	2.4%
IT & Communications	736,700	736,700	0	0.0%
Library Materials	311,000	399,000	(88,000)	(28.3%)
Promotions & Marketing	91,500	96,868	(5,368)	(5.9%)
Administration	626,851	415,610	211,241	33.7%
Depreciation	1,518,584	1,485,947	32,637	2.1%
Total Expenditure	11,841,901	11,488,771	353,130	3.0%
Net Gain(loss) disposal of plant & equipment	9,121	(7,285)	(16,406)	(179.9%)
<b>Net result for the reporting period</b>	<b>(240,185)</b>	<b>13,201</b>	<b>253,386</b>	<b>105.5%</b>

Forecast Capital Expenditure	Total Budget 2019-20	Forecast 2019-20	Budget vs. Forecast	% Budget Vs Forecast
Library Materials	1,189,640	1,101,640	88,000	7.4%
Motor Vehicles	35,000	0	35,000	100.0%
Furniture & Equipment	185,000	189,479	(4,479)	(2.4%)
Furniture & Equipment - IT	185,000	185,000	0	0.0%
Furniture & Equipment - Libraries	0	4,479	(4,479)	100.0%
<b>Capital Expenditure for the reporting period</b>	<b>1,409,640</b>	<b>1,291,119</b>	<b>118,521</b>	<b>8.4%</b>

#### Income

Interest on Investments is expected to finish the year behind budget, due to the fall in interest rates. Due to the temporary closure of the branches to the public, other revenue streams (e.g. photocopying) have been adversely impacted. This forecast does not include any additional government funding CCL may be eligible to receive in relation to the COVID-19 situation.

#### Expenditure

Employee costs are expected to finish the year \$200k ahead of budget, due to a number of positions that have remained vacant throughout the year and will not be filled until the Covid-19 crisis has

passed. Due to the library branches being closed to public, staff that are on leave are not required to be backfilled

IT & Communications is currently overspent YTD, but this variance is considered to be mostly due to timing of projects and invoicing from suppliers.

Savings achieved throughout the year in Administration will be partially retained, with the intention to bring forward projects used to create further efficiencies within the business. Due to the refund received in February from Konica Minolta, CCL is expected to finish the year ahead of budget.

#### Capital Expenditure

In response to the current climate, CCL are planning to redirect \$88,000 from the Capital Expenditure Budget to Operational Expenditure. As customers are not visiting library branches, purchasing the usual amount of physical stock would result in many items being underutilised. CCL will still be purchasing highly anticipated titles by key authors, such as James Patterson, Danielle Steel, Andy Griffiths and Geronimo Stilton, because they will certainly be requested by borrowers.

Items by lesser known, or debut authors will not be purchased, as these are most likely to remain unborrowed. The reallocated funds will pay for an additional 1,500 (approx.) e-books titles for 12 months use and additional online resources subscriptions to support community demand.

If CCL is unable to receive stock, further spend on physical items will be held over.

#### Bank Reconciliation

A Bank Reconciliation is available on request.

#### **Conclusion**

Shortfalls in revenue for the remainder of the year are offset with savings achieved and CCL is in a sound financial position.

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#### ***RECOMMENDATIONS***

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1. That the Finance Report be noted.
2. That the request to redirect \$88,000 from the Capital Expenditure Budget to Operational Expenditure for Library Materials be approved.

CC17/2020

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**

**Facilities Development (Library Plan Reference 3.2, and 4.2)**

Member Councils have taken the opportunity to undertake minor capital works while the library network is shut.

Notable projects include:

- The Mobile Library has been returned to Brimarco in Ballarat for minor maintenance and improvements, as well as scheduled service
- Internal painting at Pakenham Library and Doveton Library
- External painting at Emerald Library
- The internal lighting improvement project at Doveton Library is now complete
- Furniture has been purchased and awaiting delivery to Cranbourne and Doveton Libraries.



The remainder of the funds allocated to Minor Capital works this Financial year will be invested in accordance with identified priorities and will largely consist of renewal of seating and other study furniture items. Purchases are made in consultation with member Councils and in line with the Facilities Development Plan 2020-23.

**RECOMMENDATIONS**

1. That the Buildings and Facilities report be noted.

CC18/2020

INFORMATION, DIGITAL SERVICES AND TECHNOLOGY

*Report prepared by Daniel Lewis*

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**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**

Our Digital Operations Team has performed very strongly over the past few weeks. The team has gone above and beyond supporting the workforce as they transition to work from home in quick time.

Key projects Digital Operations tasks recently completed or in progress include:

- All program laptops converted to staff devices
- FreshService, FreshDesk and FreshChat systems implemented to support the organisation working at home and deliver enhanced support and web chat functionality for community
- RingCentral (cloud telephony) rolled out early to create a call centre with 1800 number so staff can answer calls from the laptops or mobile phones at home
- Website hosting migration to AWS to enable higher volumes of traffic
- Digital branch development to enable home deliveries via Australia Post
- Commencement of CCL Business Intelligence Project
- Development of staff training - from Teams/Office 365 to video creation and streaming
- Social engagement and creativity - exploring and testing opportunities to help staff engage with each other isolated. We have been exploring games like Minecraft and Werewolf, as well as video bites from Flipgrid (internal vines/tik toks) that empower staff to reach out to each other to create and maintain strong relationships.

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**RECOMMENDATIONS**

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

CC19/2020

PEOPLE AND CULTURE

*Report prepared by Melissa Martin*

## Purpose

To provide the Board with an update on organisational development.

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

## Discussion

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

160 CCL staff are now able to work from home.

Staff working from home have weekly action plans to complete under the direction of their manager. These plans have been constructed using a 'Strengths Based' approach.

Staff who are not able to work from home and do not want to work in branch, will be required to take leave

Staff are able to take leave at half pay when appropriate

Staff who were working nights and a variety of short shifts are now able to work their hours across the week.

Staff have also been encouraged to take leave where possible. Staff with high leave balances have been strongly encouraged to take leave.

There has been a freeze on new recruitment.

Opportunities for our staff working from home include but are not limited to:

- Revision of and drafting new policies and procedures
- Digital content creation
- Children and Youth Services programming
- OHS team – revisiting Incident reporting, streamlining processes, updating policies and branch/task risk assessments
- Contacting members of the community (welfare checks, checking contact details etc)
- Answering customer calls via the new 1800 number

CCL are now able to deploy small numbers of staff in the branches to undertake collection management and facilitate home deliveries via Australia Post.

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

We have received notification from Fair Work Commission that our Enterprise Agreement, Number 9 was successfully lodged on 25 March 2020. We are anticipating an 8-12 week turnaround.

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

With the move to work from home we have rolled out additional training modules for staff to complete. Several modules have been created inhouse by the Information Services and Digital Operations teams.

Staff in our new Customer Care Team who will be answering the 1800 number have been undertaking Telephone Etiquette and Phone Skills training.

We have taken this opportunity to schedule refresher training including annual Child Safe training, Code of Conduct, Workplace Bullying, Sexual Harassment, Office Ergonomics, Introduction to Microsoft Teams, organising emails and further OHS training.

We are working with external providers to create additional training packages for staff to increase awareness of social inclusion and help members of our community when our libraries reopen. These packages include:

- Online Mental Health First Aid training – including a 4-hour webinar
- Autism Awareness
- Homelessness in Libraries

**Child Safety** (*Library Plan reference 1.1, 1.2, 2.2, 5.2 and 5.3*)

CCL are committed to creating a culture of child safety and were one of the early adopters of the State Government's Child Safety Safe Standards within the Public Library Sector.

Timeline:

December 2016 – introduction of CCL's draft Child Safety Policy.

Early 2017 – the CCL Child Safe Self-audit tool was created underpinned by the seven Child Safe Standards it included required actions & timeframes for completion

Throughout 2017 – Child Safe Training was delivered by Elliot Lauder (Childsafe Limited) to all employees.

From 2017 Onwards:

- All staff over age of 18 must have a Working with Children's Check
- All CCL staff are required to understand and implement the Child Safe Standards.
- Mandatory training is completed by staff annually. Part of the training includes reading and acknowledging CCL's Child Safety Code of Conduct.

CCL has developed documents to help manage the risk and inform staff, these include:

- Child Safe incident report (0-18 years)
- Child Safe incident report (adult)
- Child Safe Policy and Procedures (updated June 2019).

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***RECOMMENDATIONS***

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1. That the People and Culture Report be noted.

CC20/2020

## 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)

CCL's key performance measures including physical visitation, physical loans, programs and Internet and Wi-Fi usage have been significantly impacted by COVID – 19 since March.

Community take up of eResources has been strong. The popularity of eAudiobooks and eBooks continues to grow year on year and month on month. RB Digital eAudiobooks saw an increase in excess of 200% in usage compared with the same time last year.

Access to Press Reader, our online platform to over 7,000 international newspapers and magazines from Australia and around the world has increased dramatically. There were 8,090 article views in March, which is nearly double the February result.

Kanopy is up significantly both year on year and month on month, with over 1,000 stream titles in March.

Ancestry and Find My Past is now available remotely and performing well on last year.

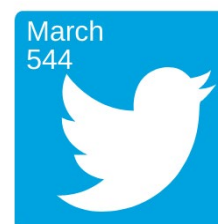
With many kids at home the take up of our eResources for children has increased with Tumblebooks almost doubling from February to March. Storybox has been re-introduced and is performing strongly.

Our children focused online videos are proving very popular. Staff continue to work on producing more content and consider other ways to lift engagement.

Membership continues to grow. We finished March 2020 with more than 133,300 members. We may be closed but the community continue to join the library, with 184 new members joining online in March plus another 147 up to 13 April. Online memberships provide members with access to all our online services including eAudiobooks, eBooks and our many eLearning platforms.



Our social media has ramped up with regular posts to keep our community informed in the uncertain times. Community engagement is strong with Facebook and Twitter likes, and an increase in feedback and interactions with posts



#### Electronic Resources

	February 2019/20	March 2019/20	% Variation
Age Library Edition	361	563	56.0%
Bolinda eAudiobooks	9,353	9,951	6.4%
Bolinda eBooks	6,825	7,912	15.9%
Choice	74	84	13.5%
Cloud Library	350	246	-29.7%
Freegal Music	7,576	8,920	17.7%
Haynes Manuals	37	34	-8.1%
Kanopy	697	1,022	46.6%
Press Reader	5,567	8,090	45.3%
RB Digital eAudiobooks	342	632	84.8%
RB Digital eMagazines	2,479	2,720	9.7%
Storybox Library		301	-
Tumblebooks	187	346	85.0%
<b>TOTAL</b>	<b>33,848</b>	<b>40,821</b>	<b>20.6%</b>

#### E-Learning

	February 2019/20	March 2019/20	% Variation
Busy Things	5,780	4,471	-22.6%
Literacy Planet	201	309	53.7%
Lynda.com	845	818	-3.2%
Road to IELTS	47	25	-46.8%
Studiosity	113	132	16.8%
uTalk	37	65	75.7%
<b>TOTAL</b>	<b>7,023</b>	<b>5,820</b>	<b>-17.1%</b>

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#### RECOMMENDATIONS

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1. That the Operational Performance Report be noted.



CC21/2020

CUSTOMER EXPERIENCE

*Report prepared by Beth Luppino and Chris Buckingham*

## Purpose

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

*CCL Library Plan reference – 1.1, 1.3, 3.1, 4.2, 4.4 and 5.2*

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

## Discussion

### Community Engagement (Library Plan reference 3.1, 4.4, 5.2)

Casey Cardinia Libraries have had to radically change our services and delivery model since the outbreak of COVID-19 in Australia.

CCL branches closed their doors to the community from Thursday 19 March 2020.

Since then, our team has focused on adapting existing programs and services to cater to the communities needs in the home environment – we are now delivering the community 'Library at Home.' This new page on our website links to YouTube clips of our Children and Youth Services team running Tinies Time, Storytime and STEAM Club, as well as links to other literacy/STEAM activities.

Our community love seeing staff they know deliver familiar programs – many of these sessions have been filmed by our Youth Team specialists from their own homes. We have received some great feedback including:

*The work you're doing is seriously helping kids stuck in lock down, break the monotony.*

*This is awesome, guys! My son gets anxious in groups and can't go to normal Tinies Time, so it is wonderful to have an option that he can enjoy without tears* ❤️

*My son is so excited that he can see Tim in his TV* 😊

*My girls LOVED this! They both stayed engaged for the whole session and sang along, doing all the hand actions – their playdough was completely forgotten! Thanks Bec, and the team! You guys are amazing.*

We will roll out more activities over coming weeks including kids and adult writing competitions, Lego building challenges, a photography competition, recommended reading booklists, special interest podcasts and online digital classes for adults.

### Customer Care (telephone services) (Library Plan reference 1.3, 5.2)



Members or prospective members can speak to our Customer Care Team on our new 1800 number for assistance Monday to Friday 9am – 5pm. In anticipation of Stage 4 restrictions and beyond, the ICT team moved quickly to implement the Ring Central project. This is crucial to enable us to deliver information support to community when all our staff are working off-site/from home. Library staff are rostered on to manage this virtual call centre from Monday to Friday, 9am–5pm.



### **Collections** (*Library Plan reference 1.1, 4.2*)

Several of our key digital content suppliers are providing increased free access during COVID-19 restrictions. This includes Ulversoft eAudiobooks, Gales Health and Wellness resources and Storybox Library. Find My Past and Ancestry have enabled remote access, which means our members can research their family history from home – a great option for people looking for projects to occupy their time.

CCL's online resources are searchable through our main library catalogue. This means that members can discover e-resources even when they are not used to looking for them (i.e. not searching via our Online resources landing page on the website). Books, audiobooks, music and movies can be borrowed/downloaded for free through Borrowbox, RB Digital, Kanopy and Freegal. eMagazines are coming soon through RB Digital –magazines translate readily to being viewed on a tablet or large screen phone and latest issues can be auto-downloaded to your device as soon as they are published.

Community members who have not joined the library before can still join with an online membership giving them access to all our online resources 24/7.

### **No Contact Home Deliveries – Physical Collections** (*Library Plan reference 4.2*)

The ICT, Finance and Customer Experience Teams have been working on a non-contact delivery model for library materials. This project will adhere to Government guidelines and combines a web solution that integrates with our existing Holds notification system, with minimal staff in-branch to pick and pack customer requests. These would be collected from one library location by Australia Post and delivered directly to customers selected address (left at door). The delivery service will only manage local library collections (CCL), not broader state-wide collections currently accessed through Libraries Victoria.

### **Grants and fundraising** (*Library Plan reference 5.2*)

CCL has been awarded a \$56,000 grant through Libraries After Dark to deliver extended opening hours on Friday evenings at Pakenham Library over the next two years. When the library reopens, the Pakenham team will create regular programs on Friday evenings, with a focus on social inclusion, and promote the late-evening offering to encourage community to make a library visit a healthy habit.

CCL has won \$54,500 in grant funding through Be Connected to deliver online training to community. This funding will allow CCL staff to train community volunteers to become skilled in delivering Digital Literacy classes to others. The train-the-trainer model will extend existing Be Connected programs already established in libraries and delivered by library staff.

Draft Fundraising Policy (*Library Plan reference 5.2*)

The attached Fundraising Policy was developed with support from consultant Lucy Menting (Smart Giving). It is designed to guide CCL's fundraising practice and inform an annual Fundraising Strategy.

**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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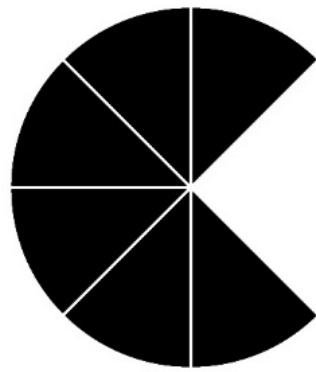
1. That the Customer Experience Report be noted
2. That the Fundraising Policy be endorsed.

**GENERAL BUSINESS**

- CC22/2020 COVID-19 Business Continuity Plan
- CC23/2020 Local Law No. 1 Working Group Update
- CC24/2020 Potential impact of the State Government's new Manslaughter Laws – Update

**NEXT MEETING**

Wednesday 24 June 2020, Cardinia Shire, Siding Avenue Officer – Dining Room



**Casey  
Cardinia  
Libraries**

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

# **Business Continuity Plan 2020 – 2021**

14 April, 2020

## Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 470,000 people in Melbourne's South East.

Our libraries are located at Bunjil Place (Narre Warren), Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park 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.

We employ approximately 170 people, the majority of whom work part time.

Our Member Councils are Casey City and Cardinia Shire Council.

CCL provide a vital community service across the region and we know that, during difficult times, many people turn to their local library for support and a sense of community.

This Plan is an evolving document that is updated regularly to take into account changes in operating conditions.

## 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 and Guiding Behaviours

### **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



## Aims and Objectives

This Business Continuity Plan (BCP) has been constructed in direct response to the ongoing threat of the COVID – 19 Pandemic. It is the organisation's ready reckoner as we manage what is a rapidly developing situation.

It describes how, when and why CCL services are changing in response to the COVID – 19 Pandemic.

## Goals and Objectives

- Protect the safety, health and wellbeing of our staff, customers and volunteers
- Establish new ways of providing services to support our community while complying with Government directives
- Ensure the best possible service is available to the community through a highly disrupted period
- Protect and preserve the employment of our staff; and
- Ensure responsible financial management through this period

## Roles and Responsibilities

Responsibility for the development, maintenance and implementation of this BCP sits with the COVID – 19 Response Group:

- Chris Buckingham, CEO
- Beth Luppino, GM Customer Experience
- Melissa Martin, GM Org Development
- Emily Ramaswamy, GM Finance
- Daniel Lewis, GM Digital Ops
- Bec Mitchem, Branch Manager Pakenham and Exec Team Member
- Cenza Fulco, Community Engagement (Children and Youth services, programs, Home Library Service)
- Michelle McLean, Information Services
- Erin Commerford, Marketing and Communications

The Response Group meets every two days via Teams to discuss progress with implementation of the BCP and respond to changes in the operational environment.

The Response Group members have nominated 'home branches' where they base their operations, if they are not working from home.

While the Response Group is responsible for making decisions around business continuity and operational changes, our Member Councils are key stakeholders and should be consulted before major changes to service delivery are implemented. Key Contacts:

- Steve Coldham, Director Community Life, Casey City Council
- Tracey Parker, GM Liveable Communities, Cardinia Shire Council

The CEO or their nominated delegate is the key point of contact for all relevant CCL communications.

## Risk Register

### Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Changes to government policy
2	7	Decline in revenue from funding partners
3	7	Global warming - climate change
4	6	Data Security Breach or Cyber Attack
	6	Legal claim or proceedings against CCL
	6	Poor enterprise risk management
	6	Disruption of the partnership between Cardinia Shire Council and the City of Casey

### Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Pandemic - acute
2	8	Pandemic - fatal
3	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)

Please see CCL's Risk Management Policy and Risk Management Plan

### Crisis Communications

Please see link to CCL's COVID - 19 Crisis Communications Plan

## Response and Recovery

CCL implemented the unprecedented decision to close the branch network Thursday, 19 March. We put in place a number of initiatives to enable the public's ongoing access to the physical collection including a 'click and collect' service

On Sunday March 22, The Federal Government directed all libraries across Australia to close with no exclusions. As a result, CCL ceased its 'click and collect' service, switched off the free public WiFi service and closed its external returns chutes.

On Tuesday 7 April, advice was received from DHHS and LGV that no staff are to work in the library.

On Friday 10 April, advice was received from DHHS and LGV that staff are able to continue to work in libraries that are closed to the public in undertaking activities such as collection management where those activities are unable to be undertaken from home.

While Stage 4 restrictions are still likely and it is unlikely that the physical branch network will reopen until the New Financial Year. CCL will develop a staged recovery strategy in the coming weeks.

CCL continue to develop and implement a number of initiatives to help mitigate impact of library closures on the community, while doing our very best to discourage people from putting themselves at risk of infection:

### Collection

- Automatic renewals and extension of all loans to June 30
- Expansion of eResources (<https://www.cclc.vic.gov.au/online-resources/>)
- CCL App
- Development of a 'pick, pack and post' Home Delivery Service in partnership with Australia Post (soft launched 1 April – put on hold until DHHS directive was lifted – now being reactivated)

### Social Inclusion

- Ask a Librarian phone service (soft launched 1 April)
- Ask a Librarian web chat (soft launch planned after Easter)
- Social Media – writing competition (due to launch after Easter)
- Digital story-telling and program delivery (launched Wednesday 25 March)
- Outbound phone calls to regular library users who may be feeling socially isolated (including Home Library Service customers). Occurring on an ad hoc basis – now being scaled up.

### Service Provision Innovation Projects

- Restoration of Suspended/ Blocked borrowing rights for six months (delivered)
- Implementation of new phone system (soft launched 1 April now operational)

### Governance

- The BCP has been provided as a working draft to Board Members on a regular basis
- It will be formally tabled at the April 21 Board Meeting.
- Under current Local Law No 1. At least three Board Members need to be physically present remainder can attend via electronic means (Teams)

### Staffing

- Where possible CCL employees are working from home, particularly those at 'high risk' of significant impact if infected. 160 staff have completed requisite paperwork
- All staff have been allocated a 'home branch' from which to work so that risk of transmission between teammates across the network is minimised
- Teams has been activated as an online meeting tool (with associated training)
- FAQs provided to staff providing clarity on employment provisions and conditions
- Regular engagement with ASU to ensure open lines of communication
- Provision of online training and development opportunities including Mindfulness resources
- Staff that have not completed working from home documentation, or are not working in a branch, are required to take leave.
- Staff with excessive leave balances have been asked to take leave
- All new recruitment has been frozen
- CCL is providing staff access to Health and Well-being information, Mindfulness Apps and EAP

### Working From Home

- All staff working from home need to check in with their manager and discuss their work plan on a weekly basis.
- Staff who are working from home are required to complete the documentation in the updated Working from Home Policy During COVID-19.
- Staff must respect Government directives and be accountable for their behaviour

### Response to COVID – 19 Infection

- If a staff member is confirmed as having COVID – 19 they will seek appropriate medical treatment
- Their 'home branch' will be closed for 48 hours and given a deep clean (if they attended their branch while they were infected)
- Colleagues exposed to the infected staff member will self-isolate for 14 days and be given the opportunity to work from home or take leave.
- After the 14 day period the staff who have self- isolated will be reallocated a home branch, based on the needs of the organisation

### Phased Return to Operations

- We are in the early stages of a pandemic.
- CCL anticipate our capacity to deliver services will be impacted by staff illness
- We will continue to look for ways to deliver services via digital platforms
- When it appears the COVID – 19 Transmission Curve has flattened we will reopen branch infrastructure pending Government advice and staff availability.

### Financial viability

CCL is well positioned to record a small operating surplus for the 2019 – 20 Financial year.

Longer term financial viability is dependent on Member Council contributions, whose cash flow may be impacted by the economic downturn caused by COVID – 19.

### Equipment and Resources

CCL's Leadership Team and Regional Support Teams are equipped for Activity Based Work

CCL has reprofiled program laptops for staff use.

CCL has implemented a new telephone system to enable a more flexible and resilient service.

### Review

This document is updated on a weekly basis (or as needs) to reflect the operating environment and shared with the CCL Board and Leadership Team.

The Response Group will review processes and outcomes delivered through the BCP on a weekly basis throughout the crisis and make point of debriefing post 'Response' and 'Recovery' phases.