Casey Cardinia Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 24 February
4.00pm

Online Meeting via Teams

STRATEGIES/PLANS

CC01/2021   DRAFT LIBRARY PLAN 2021 – 25

Report prepared by – Chris Buckingham

Purpose

To inform the Board about the progress for the development of CCL Library Plan 2021 – 25.

CCL Library Plan reference – 5.3

Discussion

CCL are required under the Local Government Act (1989) and the Regional Library Agreement to produce a four-year Library Plan.

The development of the CCL Library Plan 2021 – 25 Framework is near complete.

The Member Councils, Board Members, the community and our staff have been informed, educated and engaged through the planning process.

Key considerations included:

- How do we keep the community at the centre of everything we do, particularly during a time when people across the region are experiencing severe disruption?
- How can CCL support the Member Councils and address emerging vulnerabilities in our community?
- How do CCL and the Member Councils deliver an accessible and equitable service on a sustainable financial basis?

Feedback on CCL Library Plan Strategic Framework is welcome prior to finalisation of the CCL Library Plan.

RECOMMENDATIONS

1. That the Board note the CCL Library Plan Strategic Framework
2. That CCL provide a final version of the CCL Library Plan 2021 – 25 for endorsement at the April Board Meeting.

'inspiring spaces where everyone is free to discover possibilities'

Library Plan Strategic Framework 2021 – 2025

Draft Library Plan
Strategic Framework

Prepared for:	Casey Cardinia Libraries
Project:	Strategic Framework
Purpose:	Outline proposed structure and seek feedback
Prepared by:	Melanie Yap
Date:	8 February 2020

1. Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services and serves one of the fastest growing areas in the Country.

We contribute to building strong, healthy and resilient communities by providing:
- programs and resources that support education, lifelong learning, and literacy development
- free and equitable access for all
- a safe space where everyone is welcome

The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) shows that for every dollar invested in CCL the community receives a return of $5.00. This is significantly higher than the State average which is $4.30 due to benefits of our shared service model. CCL are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 465,000 people.

The role of libraries.
Today's libraries play a central role in a thriving connected community. More than a place to access knowledge and information, they provide a trusted, safe, welcoming and nurturing 'third space' – a lounge room, an office, a playroom, a place to meet.

Libraries play a key role in achieving the visions of both the City of Casey and Cardinia Shire to create liveable, healthy and productive communities. Globally, libraries are acknowledged as playing an important role in meeting the UN 2030 Sustainable Development Goals (SDGs) by providing access to lifelong learning. In particular, libraries support the achievement of the following SDGs.

Goal 1: No poverty.
Goal 3: Good health and well-being.
Goal 4: Quality education.
Goal 5: Gender equality.
Goal 8: Decent work and economic growth.
Goal 9: Industry, innovation and infrastructure.
Goal 10: Reduced inequalities.
Goal 11: Sustainable cities and communities.
Goal 13: Climate action.
Goal 16: Peace, justice and strong institutions.
Goal 17: Partnerships for the goals.

Casey Cardinia Libraries

Draft Library Plan
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SUSTAINABLE DEVELOPMENT GOALS

Strategic Plan

This Strategic Plan provides guidance on how we will continue to strengthen our role in achieving council and global goals in the context of the communities that we serve.

The Strategic Plan brings together insights and feedback from:

- Membership data
- Organisational performance survey (n = 65)
- Shape your local library community survey (n = 1034)
- Shape your local library staff survey (n = 65)
- Shape your local library Council staff (n=23)
- Shape your local library community partner survey (n=17)
- City of Casey Shape your local library report
- Interviews with Board members
- Public Library of Victoria data 2020

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2. Who we are

We are growing

The City of Casey is forecast to grow by 59% between 2017 – 2041 (from 323,604 to 514,800) while Cardinia Shire is set to grow by 66% between 2020-2041 (from 126,184 to 200,238). Forecasts estimate that the population in the City of Casey and Cardinia Shire Councils will exceed 650,000 by 2031.

We are young

Growth in our communities will come mainly from working age population groups and young people - 3 families move to Cardinia Shire every day while 1.9 move to City of Casey. Almost 30% of residents in the City of Casey and Cardinia Shire are under 19 years old compared to 24% of the Greater Melbourne population.

We are diverse

The communities around CCL speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China and Philippines. Cardinia Shire is also home to a significant population of recent arrivals from Afghanistan. A high proportion of our communities are recent arrivals – 14% and 22% of residents in the City of Casey and Cardinia Shire arrived in Australia in the last 5 years.

This young and diverse population are key library users, suggesting that demand for CCL's resources is likely to increase significantly in the coming four years.

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3. Our changing context

COVID-19

COVID-19 has had a profound impact on communities and how CCL delivers services. While challenging, it also provided an opportunity for CCL to showcase its leadership, innovation and adaptability. In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk communities through wellbeing calls. We learned to work in an entirely new way that was deeply appreciated by the community.

Notably, COVID-19 is likely to have an ongoing impact on how and where we work. Around 30% of people worked from home during COVID-19 (ABS, September 2020) These changes mean that libraries will play an even more important role providing key community infrastructure to support workers and students.

Member Councils & Local Government Act 2020

COVID has also had a significant impact on our Member Councils. Notably the Annual Rate Cap means that councils will need to continue to explore innovative shared service models to meet its goals. This will constrain funding of new library infrastructure.

The Local Government Act 2020 will also impact on how councils do business. Councils will need to strengthen engagement with communities to ensure that council priorities are informed by community feedback.

Libraries enjoy a high level of trust within communities and can support Member Council engagement, education and program delivery.

The Local Government Act 2020 has called time on the Regional Library Corporation model. At some point in the next 10 years CCL will need to change its legal status in order to continue as a shared service provider.

Diverse, growing community

The City of Casey and Cardinia Shire are expected to grow significantly in the coming years, led by the growth of young families and migrants – key users and beneficiaries of library services. There is considerable scope to work together with council and community partners to reach and connect CALD populations who are most likely to benefit from having access to information, materials and resources.

Digital engagement

COVID-19 led to the accelerated roll out and use of digital materials, resources and programming across all sectors. Increase in community engagement with CCL eResources and online offerings accelerated significantly during 2020 due to COVID-19. The growth in digital capability will also be important to the City of Casey's smart city and education goals.

The benefits of digital engagement need to be balanced against the challenges faced in reaching and connecting with diverse communities, virtually. Notably access to ICT resources and digital literacy are still barriers for significant parts of the population.

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Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018)

Health and Wellbeing
COVID-19 has reinforced the importance of health and wellbeing in our community.

Both Member Councils, recognise that health and wellbeing is a key priority and CCL actively supports their Municipal Public Health and Well Being strategies

Libraries can help to strengthen health and wellbeing by increasing access to information and services that support health and wellbeing for our staff and community. Libraries can also provide a safe and trusted space for those who need it.

Climate change and sustainability
Casey and Cardinia - like most of south-east Australia - is expected to experience hotter days much lower amounts of average rainfall in the coming years, increasing the risk of fire and extreme storm. Both councils recognise the need to proactively address these changes.

Libraries can address climate change by providing information, enabling collaboration and decision making in the community to address climate change. Importantly, libraries also provide shelter from extreme climate emergencies.

CCL have signed up to the State Government's Take 2 sustainability program and continues to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

4. Our Libraries

4.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

4.2 Mission

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

4.3 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

Draft Library Plan
Strategic Framework

4.4 Services we deliver

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

In 2020, we delivered:
- Events and programs across a range of areas including to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, digital literacy and mental health and wellbeing.
- A range of new services in response to COVID-19 restrictions including click and collect, home delivery, digital storytelling, online conversation classes and special interest groups as well as opportunities for social connection through outbound customer care calls
- Expanded digital collection
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces

We are challenged by ageing physical infrastructure and a growing demand for our services amidst a constrained financial environment. While increasing access to CCL's services and resources will be limited by our physical assets, we will continue to work with the City of Casey and Cardinia Shire to explore new models to strengthen access to and the quality of services and resources we provide.

4.5 Our partners

We work with council teams across the arts, early childhood development, youth, family, environment, social inclusion, health and wellbeing, economic development, local history, education and training to deepen our shared impact.

Our partners value CCL's role in providing free access to information and resources, providing a space for learning, meeting and relaxing. Our partners also value our role in providing education programs and events alongside access to ICT resources.

Council teams and community partners really value working with us.

By working together with council and community partners, we achieve greater impact with the same resources. Through working with CCL:
- 66.5% of council teams and 56% of community partners agree that they have been able to achieve a greater impact with the same resources.
- 54% of council teams and 56.25% of community partners agree that they have been able to run activities in a more efficient manner.

Our partnerships have also enabled council teams and community organisations to reach a larger, more culturally and socioeconomically diverse audience.

- 52.5% of council teams and 62.5% of community partners agree that together we have reached a larger audience.
- 62.5% of council teams and 37.5% of community partners agree that our partnership has enabled them to reach a more culturally and linguistically diverse audience.
- 62.5% of council teams and 50% of community partners agree that working together has enabled them to reach a more socioeconomically diverse audience.

CCL continues to deepen our connections with council teams and community partners. By investing in joint programming and service innovations, we can create a greater social return on our investment.

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5. Where we are now

5.1 The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information – 90% told us that this is what they value the most about CCL.

Our libraries also:
- Provides communities with welcoming and safe places. 87% members agree that the libraries are welcoming, 79% say they feel safe.
- Enhances community connections. One third agreed that CCL has enabled them to participate more in their local community (e.g. events, services, activities) since visiting the library. Over 50% agreed that the library helps them feel connected to my local community. 58% said that libraries help them feel included in the community.
- Inspires learning. 86% agree that the libraries foster learning. 66.5% agree that there are relevant programs and services (e.g. Wi-Fi, digital collections, library staff) available to help their learning. 38.5% agree that they participate more in learning after visiting their local library.

For many, our libraries provide access to learning opportunities and resources that they would not have otherwise had access to.
- 49% agree that CCL has provided access to education opportunities that they would not otherwise have had.
- Almost 20% say that they visit/access library to access free ICT resources.

Our libraries also play a key role in enhancing wellbeing. CCL played a particularly important role during COVID in supporting communities by keeping them connected through online programs and providing access to a range of reading and learning materials. 76% of our community agree that they are happier after visiting the library.

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6. How we will get there

Strategic Area 1: Knowledge Well		
Create safe, welcoming spaces that provide free access to information, knowledge and resources.		
Objectives	**Actions**	**Outcomes and measures**
Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information	Strengthen the accessibility of library branches Strengthen accessibility of digital platforms Offer a broad range of opening hours that meet community needs	People feel safe and welcome People can easily access library services how and when they need them (location, opening hours, physical spaces) People who visit our branches feel happier People can easily access our digital platforms People with physical, cognitive and mental impairments feel safe and welcome in our libraries
Core services that are free and accessible	Provide free access to Wi-Fi and ICT within library branches. Provide free access to a popular and well used collection We do not charge overdue fines	Communities have free access reading materials, information, physical and digital resources
Effective ICT that enhances the library user experience	Increase strategic investment in ICT resources for the community. Support community to access information and collections digitally through programming and services. Continue to invest in expanding access to fast free Wi-Fi within library branches	Increase in the range of Information Communication Technology (ICT) resources available for community use More community members are able to access information and collections digitally Library users report that digital resources support learning and literacy
Resources and skills to support access to knowledge and information	Strengthen staff capacity to support community to access information and programming. Continue invest in digital platforms, services and infrastructure that will enhance digital access to knowledge and information.	Staff feel confident in their ability so support communities to access resources Digital improvements are reviewed regularly and funded appropriately.
Deliver programs and services that support reading, writing and lifelong learning	Deliver events and programs that support reading, writing and lifelong learning	More people are reached through events and programming

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	Explore opportunities to work with partners to deliver programs that enhance reading, writing and lifelong learning	More joint programs and services are delivered to enhance reading, writing and lifelong learning
	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	Increase in the number programs and activities that promote STEAM
	Facilitate programs and activities that promote physical, mental and social health	Library users are satisfied with the quality of events and programs that support reading, writing and lifelong learning including STEAM
		Library users are healthier and more knowledgeable about their own wellbeing
An enhanced Digital Library to enhance access to knowledge and information	An enhanced Digital Library branch that brings together all of our eResources and online offerings into one	Increased investment in our publicly available eResources and online offerings
		Communities can access an integrated digital library collections and services.
		Library users agree that the new digital library enhances access to knowledge and information.
		Increased usage of eResources and online offerings

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Strategic Area 2: Partnership and innovation to achieve shared goals
Strengthen partnerships and innovation mindset to broaden and deepen our impact.

Objectives	Actions	Outcomes and measures
Support councils to make evidence-based decisions about investment in library services	Strengthen data collection, management and reporting Support councils in their strategic decision making with relevant quantitative and qualitative evidence	Enhanced data collection and reporting Councils make evidence-based decisions in relation to library infrastructure
Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design	Explore and invest in joint planning and programming across councils Explore new service delivery models that utilise shared digital and physical assets	Increase in the number of joint programs and services Joint service delivery models are regularly considered Council teams are supported to consider, develop and deliver new library infrastructure
Strengthen partnerships with community partners to enhance learning and knowledge for the wider community	Strengthen partnerships with community organisations to increase access to information and knowledge Explore and develop opportunities to work with community organisations to deliver library services and programming to a wider audience Deepen engagement with education providers to provide community with clear learning pathways	Increase in the number of joint programs and services Existing and new community partnerships are reviewed to explore opportunities to deepen impact Joint programming and service delivery with partners are regularly delivered
Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	Continue to actively engage with PLV and Libraries Victorian Consortium	CCL is engaged in state-wide advocacy and plans to advance shared service models

Draft Library Plan
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Strategic Area 3: Community connection and wellbeing
Contribute to thriving, healthy and inclusive communities

Objectives	Actions	Outcomes and measures
Enhance community connections through programming and partnering	Deliver programs and services across the region that strengthen social connection Explore opportunities to partner with council teams and community organisations to engage the wider community through increased programs and outreach activity Support the Friends of CCL to engage with and promote CCL to the wider community Enhance opportunities for volunteers to support communities to connect with each other and the library	Communities are connected through the library to council and community programs and services. CCL, councils and community organisations are able to reach a larger, more diverse community through partnerships Communities are actively engaged and consulted in CCL's development. Community connections are strengthened.
Actively encourage health and wellbeing in our community	Work with council teams and community partners to enhance health and wellbeing Deliver programs and services that support communities to strengthen their health and wellbeing Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living	Increase in the number of programs and services that support health and wellbeing. Communities are connected through the library to council and community health and wellbeing services. Communities access information and services to support health and wellbeing.
Support culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services	Work with council teams and community partners to support CALD communities to engage with council and library services and programs Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	Increase in the number of joint services, resources and programs for CALD communities CALD communities feel that they are supported to access services and resources CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities
Inform and engage community about the positive impact of library services	Increase awareness of CCL's services and resources through strategic marketing, public relations and outreach activities Inform communities about the library's impact	Community members are aware of, and appreciate the libraries' services and resources Community members are aware of, and appreciate the impact of libraries

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Social inclusion strategy that guides inclusive community engagement	Maintain and refine the strategy that will inform CCL's approach to inclusive community engagement	CCL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities

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Strategic Area 4: Organisational excellence
Strengthen our capacity to lead adapt and innovate to meet changing community needs

Objectives	Actions	Outcomes and measures
Integrate CCL values throughout the organisation	Continue to strengthen avenues to recognise staff who live CCL's values Explore opportunities to reinforce CCL's values in consultation with staff	Staff embrace CCL's values and incorporate them into their day to day work
Partner with community to design and strengthen positive impact of library services	Involve community in making key decisions about CCL's infrastructure, services and programming Engage regularly with Friends of CCL to review and develop library initiatives	Community have the opportunity to contribute to library planning
Strengthen staff capacity to innovate and respond effectively to community needs	Encourage staff to work to their strengths Provide staff with opportunities to co-design services and programmes Provide staff with regular updates on CCL's performance, including community feedback Strengthen capacity of staff to engage and support the community	Staff have the opportunity to input into library planning Staff feel informed about CCL's planning and priorities Staff feel confident in their ability to engage and support customers
Know and understand our impact	Explore opportunities to strengthen data collection within CCL Work with partners to track and understand CCL's impact across council goals Report on CCL's impact annually	CCL regular collects and reports on its impact CCL's board, council staff and community organisations are aware of CCL's impact
Seek funding opportunities that enhance our capacity to support the community	Apply for funding and grant opportunities Raise funds through donations and sponsorships from our community	Funds raised
Good Governance and compliance with legislative requirements	Robust oversight of CCL by the Board Compliance with relevant legislation	An informed and engaged Board A reputation for good governance practices Unqualified Audit Opinion from Victorian Auditor General's Office

| CC02/2021 | CCL BUDGET 2021 – 22 AND STRATEGIC RESOURCE PLAN 2021 - 25 |

Report prepared by Emily Ramaswamy

Purpose

To provide the operating budget for the 2021 – 22 financial year and the Strategic Resource Plan 2021 - 25.

CCL Library Plan reference – 5.3

Background

The budget for the 2021 - 22 financial year was prepared following input from Member Council Officers, the CCL Executive and Leadership Teams.

This Budget takes into account key decisions made by the CCL Board made throughout the course of the 2020 – 21 financial year and takes into account the request from Member Councils to peg the increase in their annual contributions to the Rate Cap (1.5%).

The final version of the Budget will be presented to the Board for adoption in April 2021.

Discussion

This budget has allowed for:

Income

- An increase in Member Council contributions reflective of the Rate Cap for 2021 – 22 which is 1.5%.
- An increase in State Government contributions of 2.5% above those budgeted for 2020 - 21.
- Lower income from investments due to low interest rates and the drawn down on reserves to fund operations.

Expenditure

- An increase in Employee costs expected with the annual salary increase in October 2021 and change to minimum super contribution of 10.00% from 1st July 2021.
- There has been no increase to staff EFT and an assumption that branches will not be required to fund concierge positions as part of COVID-normal operations.
- A realignment of Library Materials expenditure to meet community demand, increasing the allocation to non-capital expenditure.
- Total expenditure on Library Materials has been allocated a 4% increase due to increased use of the existing collection.
- IT & Communications expenditure has been allocated a 2% increase to allow for annual increases in service provider costs and software subscriptions.

In line with the Regional Library Agreement, the final split of cost between Member Councils is not able to be finalised until after the April 2020 - March 2021 usage figures are calculated.

For reference the Member Council contributions were split on the following basis in 2020 – 21

- City of Casey 74.23%
- Cardinia Shire Council 25.77%

<u>Draft Strategic Resource Plan 2021 - 25</u>

CCL Draft Strategic Resource Plan 2021 – 25 is required under section 125 of the Local Government Act 1989. It aligns with the Draft CCL Strategic Framework (Library Plan 2021 – 25), and identifies the resources required to meet the strategic objectives identified in the Plan.

Conclusion

The Draft Budget allows for the continuation of service with the normal spread of opening hours across the existing branch network and draws down on CCL's cash reserves including the surplus accrued in the 2019 – 20 Financial Year.

RECOMMENDATIONS

1. That the Board endorse the Draft CCL Budget 2021 – 22.
2. That CCL forward the Draft Library Budget 2021 – 22 to member councils for approval prior to final adoption by the Board.
3. That the Board endorse the Draft Strategic Resource Plan 2021 – 25.
4. That CCL forward the Draft Strategic Resource Plan 2021 – 25 to member councils for approval prior to final adoption by the Board.
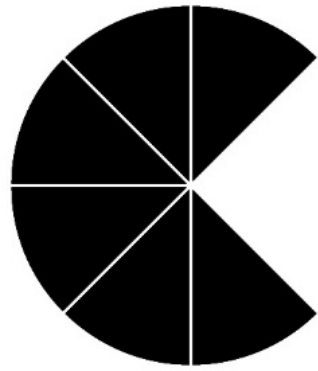
'Inspiring spaces where everyone is free to discover possibilities'

Budget
2021 – 2022

DRAFT

February, 2021

Contents

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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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 2021 – 22 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board 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 by the City of Casey, Cardinia Shire Council and the State Government.

The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021. Further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of $318,678 for FY2022 will result in a draw down on reserves, to be partially offset by savings achieved throughout the 2020 and 2021 financial years.

Income

	Actuals 2019-20	Budget 2020-21	Budget 2021-22
City of Casey	6,198,639	6,415,592	6,511,826
	54.11%	*53.79%*	*53.69%*
Cardinia Shire	2,164,866	2,227,264	2,260,673
	18.90%	*18.68%*	*18.64%*
State Government	2,883,244	2,947,127	3,019,025
	25.17%	*24.71%*	*24.89%*
CCL - Operations	209,830	336,043	336,906
	1.83%	*2.82%*	*2.78%*
Total Income	11,456,579	11,926,026	12,128,430

Budgeted Revenue

City of Casey: 2020-21 $6,416, 2021-22 $6,512
Cardinia Shire: 2020-21 $2,227, 2021-22 $2,261
State Government: 2020-21 $2,947, 2021-22 $3,019
CCL - Operations: 2020-21 $336, 2021-22 $337

Revenue

Actual 2015 $9,385
Actual 2016 $9,655
Actual 2017 $10,040
Actual 2018 $10,666
Actual 2019 $10,995
Actuals 2020 $11,500
Budget 2021 $11,926
Budget 2022 $12,128
SRP 2023 $12,514
SRP 2024 $12,867
SRP 2025 $13,230
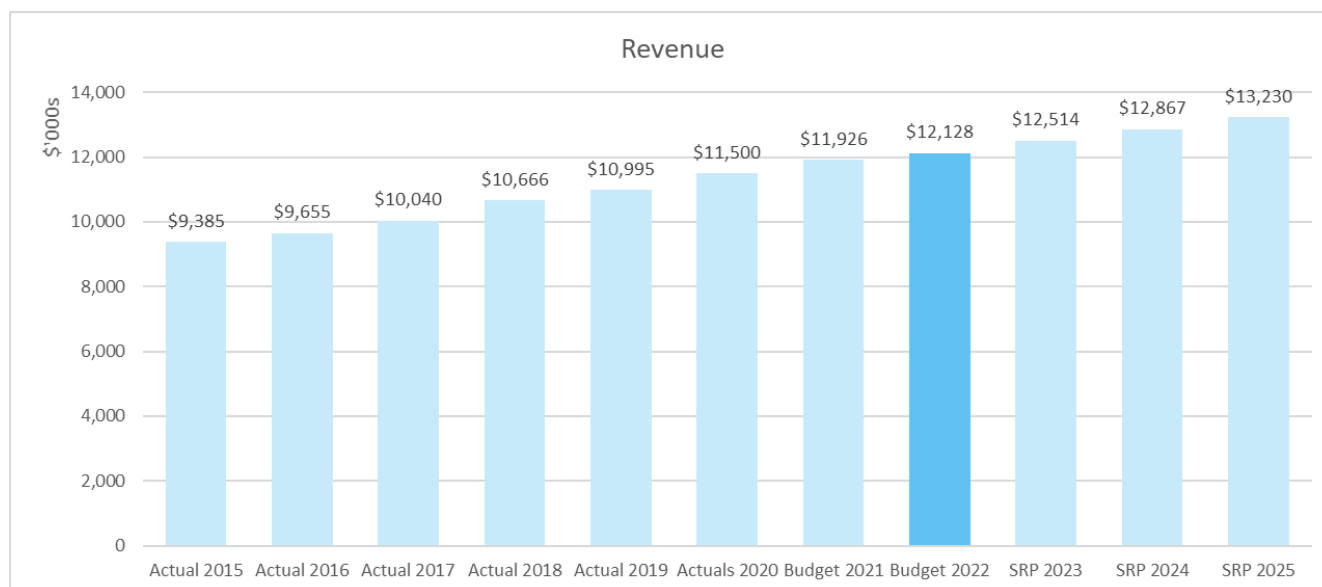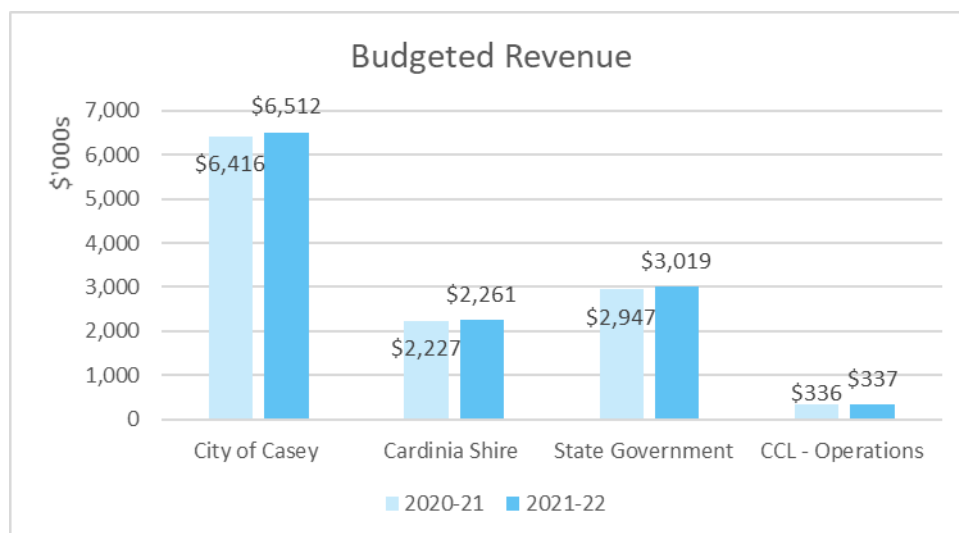
Expenditure

	2019-20	2020-21	2021-22
Employee Costs	8,149,726	8,842,315	9,110,268
IT & Communications	767,693	737,593	752,345
Promotions & Marketing	125,651	135,160	139,766
Administration	432,385	572,967	606,218
Library Materials	1,476,471	1,530,653	1,591,879
Furniture & Equipment	216,672	227,200	217,474
Total Expenditure	11,168,598	12,045,888	12,417,951

Total Expenditure chart ($'000s): Actual 2015 $9,301, Actual 2016 $9,316, Actual 2017 $9,940, Actual 2018 $10,869, Actual 2019 $11,449, Budget 2020 $11,733, Budget 2021 $12,046, Budget 2022 $12,418, SRP 2023 $12,745, SRP 2024 $13,009, SRP 2025 $13,279

Casey Cardinia Libraries
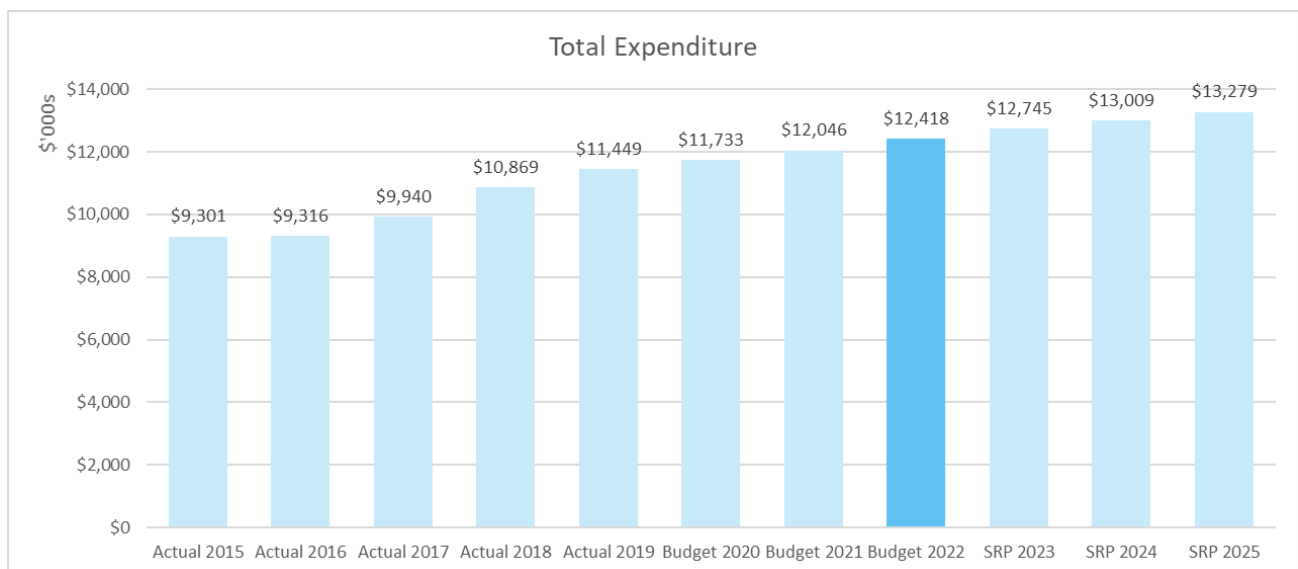
2.0 Budgeted Financial Statements 2021–2022

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2020-21	Budget 2021-22
Revenue			
Council Contributions	1	8,642,856	8,772,499
State Government Grants	2	2,771,127	2,839,505
CFC Grant Funding		176,000	179,520
Interest on Investments		37,500	33,750
Other income	3	298,543	303,156
Total Income		11,926,026	12,128,430
Expenditure			
Employee Costs	4	8,842,315	9,110,268
CFC Expenditure		25,320	18,800
IT & Communications	5	737,593	752,345
Library Materials	6	317,220	382,051
Promotions & Marketing		135,160	139,766
Administration		572,967	606,218
Depreciation		1,430,760	1,456,459
Total Expenditure		12,036,015	12,447,108
Net Gain (loss) disposal of plant & Equipment		0	0
Total comprehensive result		(109,989)	(318,678)

Casey Cardinia Libraries

Balance Sheet As at June 30		
	Budget 2020-21 $	Budget 2021-22 $
ASSETS		
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	3,247,058	2,930,387
Receivables	66,482	50,000
Inventories		
	3,383,540	3,050,387
Non-Current Assets		
Fixed Assets	4,207,555	4,178,398
Right-of-use assets	131,755	107,783
TOTAL ASSETS	**7,722,849**	**7,336,567**
LIABILITIES		
Current Liabilities		
Payables	526,226	430,495
Lease Liabilities	26,661	26,661
Employee Entitlements	1,590,912	1,638,640
	2,143,800	2,095,796
Non-Current Liabilities		
Employee Entitlements	110,563	113,880
Lease Liabilities	109,477	86,560
TOTAL LIABILITIES	**2,363,840**	**2,296,236**
NET ASSETS	5,359,009	5,040,331
EQUITY		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,307,770	2,989,092
TOTAL EQUITY	5,359,009	5,040,331

Statement of Change in Equity
As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2021			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(109,989)	(109,989)	
Balance at end of financial year	5,359,009	3,307,770	2,051,239
2022			
Bal at the beginning of the financial year	5,359,009	3,307,770	2,051,239
Comprehensive result	(318,678)	(318,678)	
Balance at end of financial year	5,040,331	2,989,092	2,051,239

Statement of Capital Works
For the Years ending June 30

	Budget 2020-21	Budget 2021-22
Capital Expenditure		
Library Materials	1,213,433	1,209,828
Motor Vehicles	38,500	0
Furniture & Equipment **	188,700	217,474
	1,440,633	1,427,302

Statement of Human Resources
For the years ending June 30

	Budget 2020-21	Budget 2021-22
Staff Expenditure		
Employee costs - Operating	8,842,315	9,110,268
Total Staff Expenditure	**8,842,315**	**9,110,268**
	EFT	EFT
Staff Numbers	98	96
Permanent full time	29	34
Permanent part time	123	128

Casey Cardinia Libraries

Statement of Cash Flows		
Year ended June 30, 2021-2025		
	Budget 2020-21 $	Budget 2021-22 $
Cash Flow from Operating Activities		
Income from:		
Council Contributions	8,642,856	8,772,499
Government Grants	2,947,127	3,019,025
Interest Income	37,500	33,750
Overdue Fines	0	0
Other Income	298,543	303,156
	11,926,026	12,128,430
Payments for:		
Employee Costs	8,842,315	9,110,268
Library Materials	317,220	382,051
Computer Services	737,593	752,345
Other Costs	735,277	773,134
	10,632,405	11,017,799
Net Cash Inflow from Operating Activities	1,293,621	1,110,631
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,440,633)	(1,427,302)
Net Cash (Outflow) from Investing Activities	(1,440,633)	(1,427,302)
Net Increase/Decrease in Cash	(147,011)	(316,671)
Cash at the beginning of the year	3,464,069	3,317,058
Cash Held at End of Year	3,317,058	3,000,387

3.0 Notes to the Budgeted Financial Statements 2021-2022

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)*. The required split in contributions between the 2 councils is unable to be calculated until April 2021.

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

**Usage & Population split as per prior year budget, Figures to be updated April 2021 after ABS data released March 2021 & usage figure calculated for Apr 2020-Mar 2021

Councils Contribution	Budget 2020-21	Budget 2021-22
Population	466,031	506,715
Councils Contribution	8,642,856	8,772,499
Average Contrib per Capita	$18.55	$17.31
2020 Victorian RLCs Average Contribution per capita		$ 32.23

**Forecast population estimate source https://forecast.id.com.au

**2021 figures to be updated April 2021 after ABS data released in March 2021

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

Council Contributions per Capita
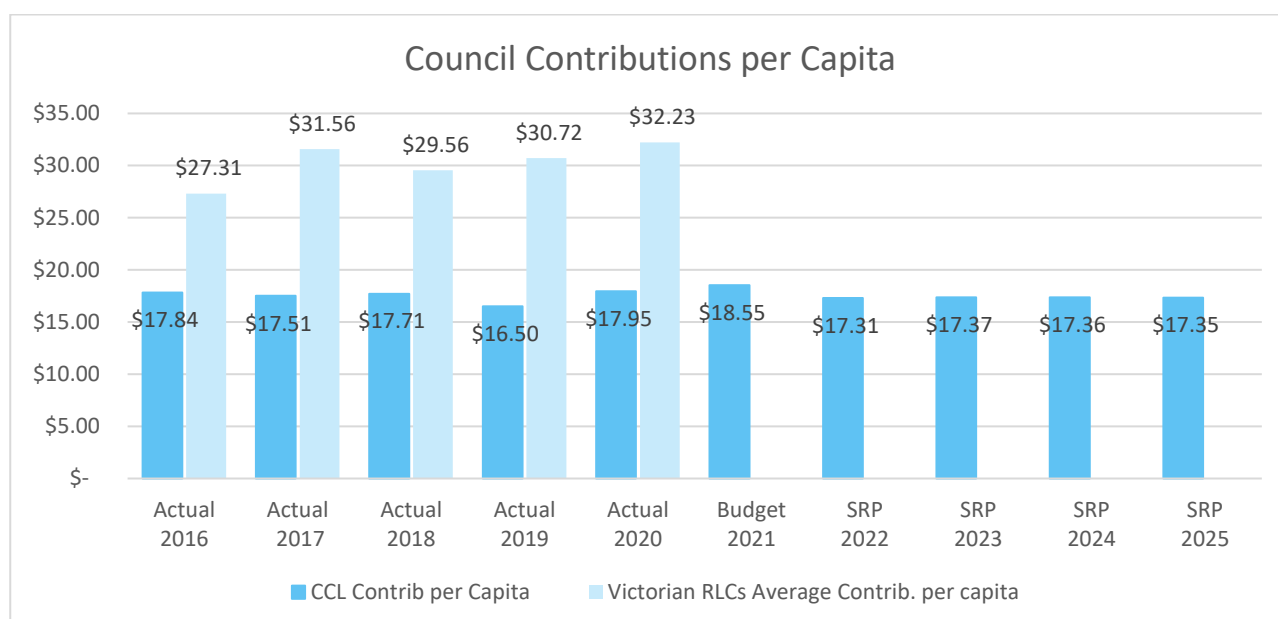
2 - State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2021. The state funding is primarily calculated on population and in FY2020 & FY2021 received a 2.5% increase.

State Funding	Budget 2020-21	Budget 2021-22
Population	466,031	506,715
State Funding	2,947,127	3,019,025
Average Contrib per Capita	$6.32	$5.96

3 - Staff Resources

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

The current Enterprise Agreement is in effect until 24th November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2022 budget have been based on CCL being able to operate business as usual from 1 July 2021.

Not included in the 2022 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 104.5% as at 30 September 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020 and was due to be completed by 31 December 2020. It has not been distributed at this point.

Human Resources	Budget 2020-21	Budget 2021-22
Employee Costs	8,842,315	9,110,268
Total Staffing EFT	98	96
% of total expenditure	73.41%	73.36%
Population	466,031	506,715
Expenditure per capita	$18.97	$17.98
2020 State Average Expenditure per capita		$26.37

# 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 2020-21	Budget 2021-22
Telecommunications	36,225	36,950
Data Communications	265,200	270,504
ILMS	187,680	191,434
Computer Software & Support	248,488	253,458
Total ICT	**737,593**	**752,345**
% of total expenditure	6.94%	6.83%
Population	466,031	506,715
Expenditure per capita	$1.58	$1.48

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 2020-21	Budget 2021-22
Non-Capital	317,220	382,051
Capital	1,213,433	1,209,828
Total Library Resources	**1,530,653**	**1,591,879**
% of total expenditure	14.40%	14.45%
Population	466,031	506,715
Expenditure per capita	$3.28	$3.14
2020 State Average Expenditure per Capita		$6.06

Casey Cardinia Libraries
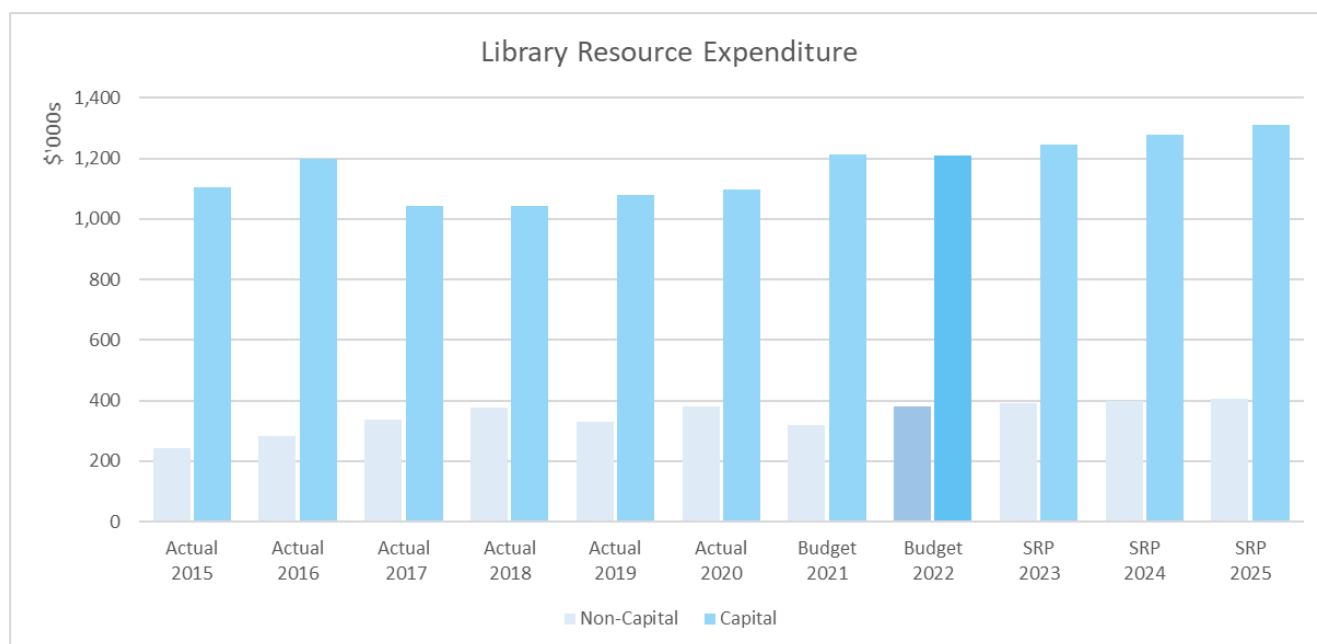
4.0 Member Council Contributions 2021-2022

Contribution Allocation	2020-21			2021-22		
	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.230%	25.770%		74.230%	25.770%
Income						
Operations Income	298,543	221,609	76,935	303,156	225,033	78,123
Interest on Investments	37,500	27,836	9,664	33,750	25,053	8,697
CFC funding	176,000	130,645	45,355	179,520	133,258	46,262
Sub Total	512,043	380,090	131,954	516,426	383,343	133,083
State Government Funding						
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,983	15,617
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,959,642	680,318
Local Priorities	135,556	100,623	34,933	138,945	103,139	35,806
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,107,765	731,740
Expenditure						
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,762,552	2,347,716
IT & Communications	737,593	547,515	190,078	752,345	558,466	193,879
Library Materials	317,220	235,472	81,748	382,051	283,596	98,455
Programs & Marketing	135,160	100,329	34,831	139,766	103,749	36,018
Administration	572,967	425,313	147,654	606,218	449,996	156,222
	10,605,255	7,872,281	2,732,974	10,990,649	8,158,359	2,832,290
Capital Expenditure						
Library Material	1,213,433	900,731	312,702	1,209,828	898,055	311,773
Motor Vehicles	38,500	28,579	9,921	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,431	56,043
	1,440,633	1,069,382	371,251	1,427,302	1,059,486	367,816
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,217,845	3,200,106
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	506,715	380,531	126,184
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264
Council Cont	**8,642,856**	**6,415,592**	**2,227,264**	**8,772,499**	**6,511,826**	**2,260,673**
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.50%	1.50%

5.0 Non-Financial Resources

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

There are five service points in the City of Casey:
- 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

6.0   Schedule of Fees and Charges: 2021-2022

1. <u>Replacement membership cards: $3.30</u> to replace a lost card.

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

3. <u>Lost or damaged items:</u> A charge is made to <u>replace</u> 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. <u>Libraries Victoria Lost or damaged processing: $5.00</u> processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.

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

6. <u>Photocopying and printing:</u>

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ *(per single sided page)*	A4 $1.00 *(per single sided page)*	All sizes and colours
A3 30¢ *(per single sided page)*	A3 $1.50 *(per single sided page)*	Free per page

7. <u>Inter Library Loans:</u>
   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. <u>Other Charges:</u>

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

9. <u>Library Meeting Room Hire:</u>
   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. <u>Local History Reproduction Fees:</u>
Contact: Local History Officer
At Cranbourne Library (03) 5990 0150

Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ *(per single sided page)*	A4 $1.00 *(per single sided page)*	Hi Resolution $11.00
A3 30¢ *(per single sided page)*	A3 $1.50 *(per single sided page)*	Low Resolution $5.50

Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
ccl.vic.gov.au
🅕 @CaseyCardiniaLibraries
🅣 @CasCarLibraries
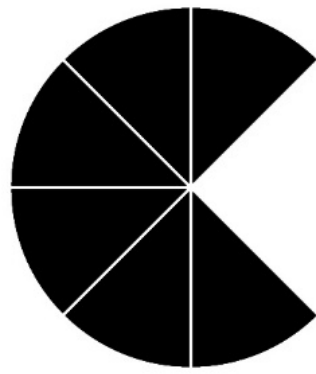
'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan

2021 – 2025

DRAFT

February, 2021

Contents

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 Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.
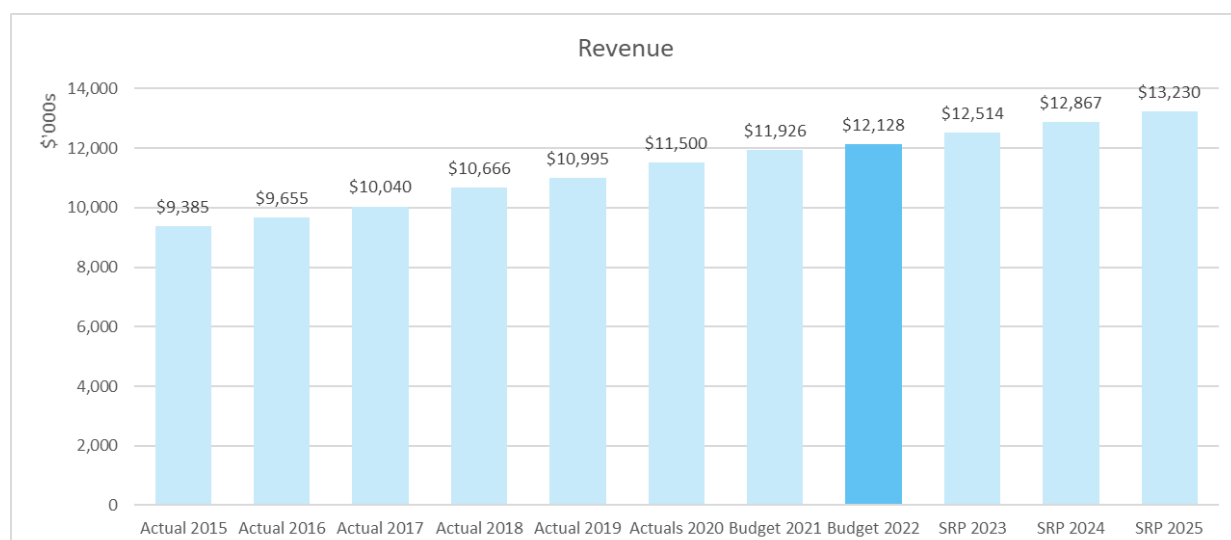
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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

The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021 further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of $318,678 for FY2022 will result in a draw down on reserves, to be partially offset by savings achieved throughout the 2020 and 2021 financial years.

	Actuals 2019-20	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
City of Casey	6,198,639	6,415,592	6,511,826	6,739,740	6,941,932	7,150,190
	54.11%	53.79%	53.69%	53.86%	53.95%	54.05%
Cardinia Shire	2,164,866	2,227,264	2,260,673	2,339,796	2,409,990	2,482,290
	18.90%	18.68%	18.64%	18.70%	18.73%	18.76%
State Government	2,883,244	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
	25.17%	24.71%	24.89%	24.71%	24.62%	24.53%
CCL - Operations	209,830	336,043	336,906	341,653	346,533	351,549
	1.83%	2.82%	2.78%	2.73%	2.69%	2.66%
Total Income	11,456,579	11,926,026	12,128,430	12,513,883	12,866,633	13,229,550

Revenue

Actual 2015	$9,385
Actual 2016	$9,655
Actual 2017	$10,040
Actual 2018	$10,666
Actual 2019	$10,995
Actuals 2020	$11,500
Budget 2021	$11,926
Budget 2022	$12,128
SRP 2023	$12,514
SRP 2024	$12,867
SRP 2025	$13,230

	2020-21	2021-22	2022-23	2023-24	2024-25
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
IT & Communications	737,593	752,345	767,392	782,740	798,394
Promotions & Marketing	135,160	139,766	142,562	145,413	148,321
Administration	572,967	606,218	618,332	630,689	643,293
Library Materials	1,530,653	1,591,879	1,635,815	1,674,762	1,714,643
Furniture & Equipment	227,200	217,474	196,323	200,250	204,255
Total Expenditure	12,045,888	12,417,951	12,745,398	13,009,260	13,278,825

Total Expenditure
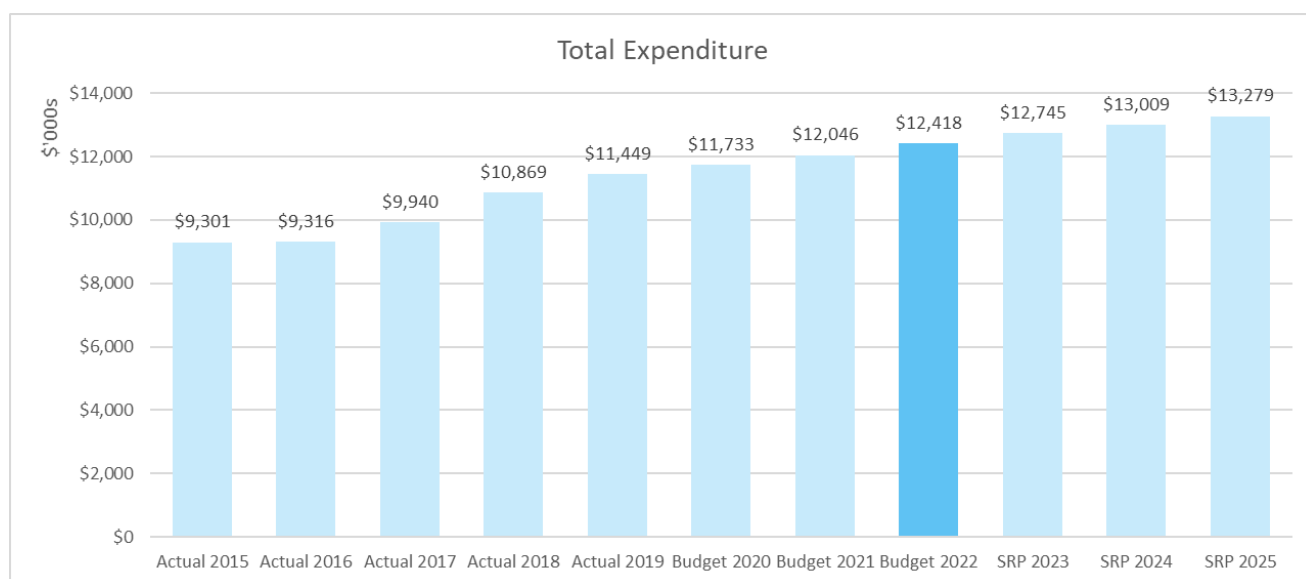
2.0   Financial Statements 2021–2025

Comprehensive Income Statement For the Years ending June 30						
	Note	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Revenue						
Council Contributions	1	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
State Government Grants	2	2,771,127	2,839,505	2,909,584	2,981,405	3,055,013
CFC Grant Funding		176,000	179,520	183,110	186,773	190,508
Interest on Investments		37,500	33,750	33,750	33,750	33,750
Other income	3	298,543	303,156	307,903	312,783	317,799
Total Income		11,926,026	12,128,430	12,513,883	12,866,633	13,229,550
Expenditure						
Employee Costs	4	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
IT & Communications	5	737,593	752,345	767,392	782,740	798,394
Library Materials	6	317,220	382,051	389,692	397,486	405,436
Promotions & Marketing		135,160	139,766	142,562	145,413	148,321
Administration		572,967	606,218	618,332	630,689	643,293
Depreciation		1,430,760	1,456,459	1,359,210	1,405,539	1,456,158
Total Expenditure		12,036,015	12,447,108	12,662,161	12,937,274	13,221,520
Net Gain(loss) disposal of plant & Equipment		0	0	0	0	0
Total comprehensive result		(109,989)	(318,678)	(148,278)	(70,640)	8,030

Balance Sheet As at June 30					
	Budget 2020-21 $	Budget 2021-22 $	Forecast Est 2022-23 $	Forecast Est 2023-24 $	Forecast Est 2024-25 $
ASSETS					
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	3,247,058	2,930,387	2,671,722	2,501,945	2,425,520
Receivables	66,482	50,000	60,000	70,000	80,000
Inventories					
	3,383,540	3,050,387	2,801,722	2,641,945	2,575,520
Non-Current Assets					
Fixed Assets	4,207,555	4,178,398	4,261,634	4,333,621	4,390,926
Right-of-use assets	131,755	107,783	83,811	59,839	35,867
TOTAL ASSETS	**7,722,849**	**7,336,567**	**7,147,167**	**7,035,405**	**7,002,313**
LIABILITIES					
Current Liabilities					
Payables	526,226	430,495	360,498	307,786	255,190
Lease Liabilities	26,661	26,661	26,661	26,661	26,661
Employee Entitlements	1,590,912	1,638,640	1,687,799	1,721,555	1,755,986
	2,143,800	2,095,796	2,074,958	2,056,002	2,037,837
Non-Current Liabilities					
Employee Entitlements	110,563	113,880	117,297	119,643	122,035
Lease Liabilities	109,477	86,560	62,859	38,348	12,998
TOTAL LIABILITIES	**2,363,840**	**2,296,236**	**2,255,114**	**2,213,992**	**2,172,870**
NET ASSETS	5,359,009	5,040,331	4,892,053	4,821,413	4,829,443
EQUITY					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,307,770	2,989,092	2,840,814	2,770,174	2,778,204
TOTAL EQUITY	5,359,009	5,040,331	4,892,053	4,821,413	4,829,443

Statement of Change in Equity
As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2021			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(109,989)	(109,989)	
Balance at end of financial year	5,359,009	3,307,770	2,051,239
2022			
Bal at the beginning of the financial year	5,359,009	3,307,770	2,051,239
Comprehensive result	(318,678)	(318,678)	
Balance at end of financial year	5,040,331	2,989,092	2,051,239
2023			
Bal at the beginning of the financial year	5,040,331	2,989,092	2,051,239
Comprehensive result	(148,278)	(148,278)	
Balance at end of financial year	4,892,053	2,840,814	2,051,239
2024			
Bal at the beginning of the financial year	4,892,053	2,840,814	2,051,239
Comprehensive result	(70,640)	(70,640)	
Balance at end of financial year	4,821,413	2,770,174	2,051,239
2025			
Bal at the beginning of the financial year	4,821,413	2,770,174	2,051,239
Comprehensive result	8,030	8,030	
Balance at end of financial year	4,829,443	2,778,204	2,051,239

Statement of Capital Works For the Years ending June 30						
	Note	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Capital Expenditure						
Library Materials	6	1,213,433	1,209,828	1,246,123	1,277,276	1,309,208
Motor Vehicles		38,500	0	0	0	0
Furniture & Equipment **		188,700	217,474	196,323	200,250	204,255
		1,440,633	1,427,302	1,442,446	1,477,526	1,513,463

Statement of Human Resources For the four years ending June 30					
	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Staff Expenditure					
Employee costs - Operating	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Total Staff Expenditure	**8,842,315**	**9,110,268**	**9,384,974**	**9,575,407**	**9,769,918**
	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

Casey Cardinia Libraries

Statement of Cash Flows
Year ended June 30, 2021-2025

	Budget 2020-21 $	Budget 2021-22 $	Forecast Est 2022-23 $	Forecast Est 2023-24 $	Forecast Est 2024-25 $
Cash Flow from Operating Activities					
Income from:					
Council Contributions	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
Government Grants	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
Interest Income	37,500	33,750	33,750	33,750	33,750
Overdue Fines	0	0	0	0	0
Other Income	298,543	303,156	307,903	312,783	317,799
	11,926,026	12,128,430	12,513,883	12,866,633	13,229,550
Payments for:					
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Library Materials	317,220	382,051	389,692	397,486	405,436
Computer Services	737,593	752,345	767,392	782,740	798,394
Other Costs	735,277	773,134	788,044	803,252	818,764
	10,632,405	11,017,799	11,330,102	11,558,885	11,792,512
Net Cash Inflow from Operating Activities	1,293,621	1,110,631	1,183,781	1,307,749	1,437,038
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,440,633)	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)
Net Cash (Outflow) from Investing Activities	(1,440,633)	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)
Net Increase/Decrease in Cash	(147,011)	(316,671)	(258,665)	(169,777)	(76,425)
Cash at the beginning of the year	3,464,069	3,317,058	3,000,387	2,741,722	2,571,945
Cash Held at End of Year	3,317,058	3,000,387	2,741,722	2,571,945	2,495,520

3.0 Notes to the Strategic Resource Plan Financial Report 2021-2025

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)*. The required split in contributions between the 2 councils is unable to be calculated until April 2021.

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

**Usage & Population split as per prior year budget, Figures to be updated April 2021 after ABS data released March 2021 & usage figure calculated for Apr 2020-Mar 2021

Population	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
City of Casey	353,872	380,531	390,793	401,012	411,719
Cardinia Shire	112,159	126,184	131,834	137,700	143,566
	466,031	506,715	522,627	538,712	555,285

**Forecast population estimate source https://forecast.id.com.au

**2021 figures to eb updated April 2021 after ABS data released in March 2021

Councils Contribution	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Population	466,031	506,715	522,627	538,712	555,285
Councils Contribution	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
Average Contrib per Capita	$18.55	$17.31	$17.37	$17.36	$17.35
2020 Victorian RLCs Average Contribution per capita				$	32.23

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

Council Contributions per Capita

Chart: Council Contributions per Capita

Year	CCL Contrib per Capita	Victorian RLCs Average Contrib. per capita
Actual 2016	$17.84	$27.31
Actual 2017	$17.51	$31.56
Actual 2018	$17.71	$29.56
Actual 2019	$16.50	$30.72
Actual 2020	$17.95	$32.23
Budget 2021	$18.55	
SRP 2022	$17.31	
SRP 2023	$17.37	
SRP 2024	$17.36	
SRP 2025	$17.35	

■ CCL Contrib per Capita   ■ Victorian RLCs Average Contrib. per capita

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2021. The state funding is primarily calculated on population and in FY2020 & FY2021 received a 2.5% increase.

State Funding	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Population	466,031	506,715	522,627	538,712	555,285
State Funding	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
Average Contrib per Capita	$6.32	$5.96	$5.92	$5.88	$5.84

3 Staff Resources

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

The current Enterprise Agreement is in effect until 24th November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2022 budget have been based on CCL being able to operate business as usual from 1 July 2021.

Not included in the 2022 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 104.5% as at 30 September 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, and was due to be completed by 31 December 2020. It has not been distributed at this point.

Human Resources	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Total Staffing EFT	98	96	96	96	96
% of total expenditure	73.41%	73.36%	73.63%	73.60%	73.58%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	$18.97	$17.98	$17.96	$17.77	$17.59
2020 State Average Expenditure per capita					$26.37

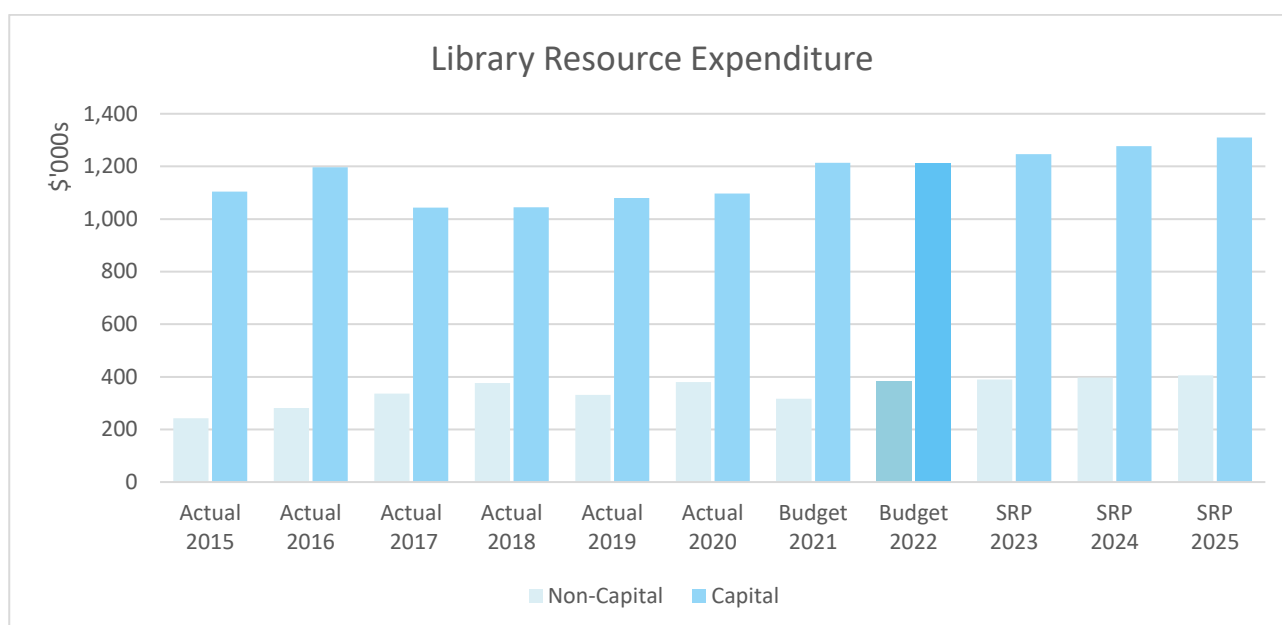# 4 Information & Communications Technology (ICT)

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 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Telecommunications	36,225	36,950	37,688	38,442	39,211
Data Communications	265,200	270,504	275,914	281,432	287,061
ILMS	187,680	191,434	195,262	199,168	203,151
Computer Software & Support	248,488	253,458	258,527	263,697	268,971
Total ICT	**737,593**	**752,345**	**767,392**	**782,740**	**798,394**
% of total expenditure	6.94%	6.83%	6.77%	6.77%	6.77%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	$1.58	$1.48	$1.47	$1.45	$1.44

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 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Non-Capital	317,220	382,051	389,692	397,486	405,436
Capital	1,213,433	1,209,828	1,246,123	1,277,276	1,309,208
Total Library Resources	**1,530,653**	**1,591,879**	**1,635,815**	**1,674,762**	**1,714,643**
% of total expenditure	14.40%	14.45%	14.44%	14.49%	14.54%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	$3.28	$3.14	$3.13	$3.11	$3.09
2020 State Average Expenditure per Capita					$6.06

Library Resource Expenditure

Member Council Contributions 2021-2025

Contribution Allocation	2020-21 Total	2020-21 Casey	2020-21 Cardinia	2021-22 Total	2021-22 Casey	2021-22 Cardinia	2022-23 Total	2022-23 Casey	2022-23 Cardinia	2023-24 Total	2023-24 Casey	2023-24 Cardinia	2024-25 Total	2024-25 Casey	2024-25 Cardinia
Contribution Split		**74.230%**	**25.770%**		**74.230%**	**25.770%**		**74.230%**	**25.770%**		**74.230%**	**25.770%**		**74.230%**	**25.770%**
Income															
Operations Income	298,543	221,609	76,935	303,156	225,033	78,123	307,903	228,556	79,346	312,783	232,179	80,604	317,799	235,902	81,897
Interest on Investments	37,500	27,836	9,664	33,750	25,053	8,697	33,750	25,053	8,697	33,750	25,053	8,697	33,750	25,053	8,697
CFC funding	176,000	130,645	45,355	179,520	133,258	46,262	183,110	135,923	47,188	186,773	138,641	48,131	190,508	141,414	49,094
Sub Total	512,043	380,090	131,954	516,426	383,343	133,083	524,763	389,532	135,231	533,306	395,873	137,433	542,057	402,369	139,688
State Government Funding															
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,983	15,617	61,206	45,433	15,773	61,818	45,888	15,931	62,436	46,346	16,090
State Subsidy	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	2,842,948	2,110,320	732,628
Local Priorities	135,556	100,623	34,933	138,945	103,139	35,806	142,419	105,717	36,701	145,979	108,360	37,619	149,629	111,069	38,559
Total State Funding	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	3,055,013	2,267,736	787,277
Expenditure															
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,762,552	2,347,716	9,384,974	6,966,466	2,418,508	9,575,407	7,107,825	2,467,582	9,769,918	7,252,210	2,517,708
IT & Communications	737,593	547,515	190,078	752,345	558,466	193,879	767,392	569,635	197,757	782,740	581,028	201,712	798,394	592,648	205,746
Library Materials	317,220	235,472	81,748	382,051	283,596	98,455	389,692	289,268	100,424	397,486	295,054	102,432	405,436	300,955	104,481
Programs & Marketing	135,160	100,329	34,831	139,766	103,749	36,018	142,562	105,824	36,738	145,413	107,940	37,473	148,321	110,099	38,222
Administration	572,967	425,313	147,654	606,218	449,996	156,222	618,332	458,988	159,344	630,689	468,160	162,529	643,293	477,516	165,777
	10,605,255	7,872,281	2,732,974	10,990,649	8,158,359	2,832,290	11,302,952	8,390,181	2,912,771	11,531,735	8,560,007	2,971,728	11,765,362	8,733,428	3,031,934
Capital Expenditure															
Library Material	1,213,433	900,731	312,702	1,209,828	898,055	311,773	1,246,123	924,997	321,126	1,277,276	948,122	329,154	1,309,208	971,825	337,383
Motor Vehicles	38,500	28,579	9,921	0	0	0	0	0	0	0	0	0	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,431	56,043	196,323	145,731	50,593	200,250	148,646	51,604	204,255	151,618	52,637
	1,440,633	1,069,382	371,251	1,427,302	1,059,486	367,816	1,442,446	1,070,728	371,718	1,477,526	1,096,767	380,758	1,513,463	1,123,443	390,019
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,217,845	3,200,106	12,745,398	9,460,909	3,284,489	13,009,260	9,656,774	3,352,486	13,278,825	9,856,872	3,421,953
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	506,715	380,531	126,184	522,627	390,793	131,834	538,712	401,012	137,700	555,285	411,719	143,566
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,772,499	6,511,826	2,260,673	9,079,536	6,739,740	2,339,796	9,351,922	6,941,932	2,409,990
Council Cont	**8,642,856**	**6,415,592**	**2,227,264**	**8,772,499**	**6,511,826**	**2,260,673**	**9,079,536**	**6,739,740**	**2,339,796**	**9,351,922**	**6,941,932**	**2,409,990**	**9,632,480**	**7,150,190**	**2,482,290**
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.50%	1.50%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

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

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OFFICERS' REPORTS

CC03/2021	FINANCE
Report prepared by Emily Ramaswamy	

Purpose

To provide the Board an update on CCL's financial performance as at 31 January 2021.

CCL Library Plan reference - 5.3

Discussion

Income Statement Month Ended 31 January 2021	Total Budget 2020-21	Budget YTD January 2021	Actual YTD January 2021	Variance	% Actual Vs Budget
Income					
Council Contributions	8,642,856	5,041,666	5,041,666	0	0.0%
Government Grants	2,771,127	2,771,127	2,711,127	(60,000)	(2.2%)
CfC Funding	176,000	86,249	93,301	7,052	8.2%
Interest on Investments	37,500	21,875	8,456	(13,419)	(61.3%)
Other Income	298,543	174,150	73,832	(100,319)	(57.6%)
Total Income	**11,926,026**	**8,095,067**	**7,928,382**	**(166,686)**	**(2.1%)**
Expenditure					
Employee Costs	8,842,315	4,834,399	4,628,304	206,095	4.3%
IT & Communications	737,593	327,097	428,476	(101,379)	(31.0%)
Library Materials	317,220	276,751	294,598	(17,847)	(6.4%)
Promotions & Marketing	95,160	55,510	55,521	(11)	(0.0%)
Administration	612,967	346,378	237,211	109,167	31.5%
Depreciation	1,430,760	734,461	728,548	5,913	0.8%
Total Expenditure	**12,036,015**	**6,574,596**	**6,372,658**	**201,939**	**3.1%**
Net Gain (loss) disposal of plant & equipment	0	0	2,045	2,045	
Net result for the reporting period	**(109,989)**	**1,520,471**	**1,557,770**	**37,298**	**2.5%**

Income

Government Grants is currently $60k behind budget, but this is solely due to the delay in funds being processed. The funds were received in early February 2021.

Interest on investments is currently $13k under budget, due to the lower than anticipated interest rates available on term deposits.

Other Income is currently $100k less than budget, due to the branches being closed to the public during the first five months of the year and having restricted opening hours until 31st January. This loss of revenue is largely offset by an underspend in administration expenses.

Expenditure

Employee Costs is currently $200k under budget, $100k of which is considered to be timing at this point. During the closure of branches to the public at the beginning of the financial year, and the delay in reinstating Sunday opening hours, savings were achieved in the reduction of overtime and ability to leave vacant shifts unfilled for the time. $50k of the underspend is related to the timing of Maternity Leave payments and is purely timing.

IT & Communications is currently $100k over budget, which is purely timing. As part of our COVID response, we have chosen to accelerate projects and service delivery options into the 2020 calendar year that has increased the year to date actuals, over our estimated budget timeline. This variance will come back in line with budget by the end of 2020 - 21 Financial Year period.

Library Materials is currently $18k over budget, but this variance was expected. The Board approved a shift of $43k from Capital Expenditure to Operational Expenditure at the November meeting.

Administration is currently $100k under budget due the branches being closed to public and reduced opening hours in the first half of the financial year. It is expected that Administration Costs will finish the year $50k better than budget, helping to offset the reduced revenue from printing and meeting room hire.

Capital Expenditure Month Ended 31 January 2021	Total Budget 2020-21	Budget YTD January 2021	Actual YTD January 2021	Variance	% Actual Vs Budget
Library Materials	1,213,433	822,623	670,123	152,500	18.5%
Motor Vehicles	38,500	0	0	0	0.0%
Furniture & Equipment	188,700	110,075	38,323	71,752	65.2%
Capital Exp. for the reporting period	1,440,633	932,698	708,446	224,252	24.0%

Capital Expenditure

Library Materials is currently $152k under budget, $100k of this relating to timing. The impact of COVID-19 has meant that purchasing of physical stock has been delayed further than was previously anticipated. The collections team is now beginning to increase the acquisitions and Library Materials should end $43k better than budget at the end of the financial year.

Furniture & Equipment is currently $72k under budget due to difficulty acquiring IT equipment during the COVID-19 pandemic and items currently being placed on back-order. It is expected that the required equipment will be purchased in the coming months and will fall in line with budget by the end of the financial year,

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
November Statement		NIL Transactions	
Total November 2020			**$0.00**
December Statement	4/12/2020	ALCC – Library & Archive Copyright Training Webinar – Ivy Tucker	$36.38
Total December 2020			**$36.38**
January Statement	7/01/2021	B&D Wholesale Supplies Pakenham – Mobile Phone Case	$30.00
	18/01/2021	Eventbrite – National RAP Conference 2021 – Beth Luppino	$520.84
Total January 2021			**$550.84**
TOTAL			**$587.22**

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
November Statement		NIL Transactions	
Total November 2020			**$0.00**
December Statement		NIL Transactions	
Total December 2020			**$0.00**
January Statement	5/01/2021	News Limited – Herald Sun Subscription – Hampton Park Library	$494.00
Total January 2021			**$494.00**
TOTAL			**$494.00**

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
November Statement	27/10/2020	Woolworths – eGift Cards for Teen Photography Competition	$160.00
	30/10/2020	RACV – Emergency Roadside Assistance Renewal – Beth's RAV4	$96.90
	2/11/2020	Kogan – Face Masks	$179.94
	23/11/2020	Kogan – Home Delivery Scales – Endeavour Hills Library	$44.10
Total November 2020			**$320.94**
December Statement	16/12/2021	Kogan – Qty 600 Face Masks	$95.94
	21/12/2021	Kogan – Qty 1000 Face Masks	$214.50
Total December 2020			**$310.44**
January Statement	13/01/2021	Kogan – Qty 1200 Face Masks	$329.70
Total January 2021			**$0.00**
TOTAL			**$961.08**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
November Statement	3/11/2020	Amazon Web Services - Amazon Web Services	$291.12
	5/11/2020	Adobe - Creative Cloud Suite	$429.39
	6/11/2020	Microsoft - Azure Cloud Servers	$24.22
	9/11/2020	Ikea - Patron Kiosk Desks	$3,935.00
	9/11/2020	Bunnings Pakenham - Cloth tape for temporary cable management	$18.68
	24/11/2020	Buzzsprout - Podcasting	$17.01
Total November 2020			**$4,715.42**
December Statement	3/12/2020	Amazon Web Services - Amazon Web Services	$265.38
	10/12/2020	Microsoft - Azure Cloud Servers	$24.96
	10/12/2020	Adobe - Creative Cloud Suite	$429.39
	14/12/2020	Zoom – Zoom meeting/programs access	$317.12
	15/12/2020	Zoom – Zoom meeting/programs access	$317.12
	18/12/2020	Monthly.com - Mark Rober - Monthly Training	$338.17
	20/12/2020	Amazon Web Services - ELEGOO Mega 2560 Testing Kit	$171.98
	23/12/2020	Coles - Gift cards for Community Survey	$250.00
Total December 2020			**$2,114.12**
January Statement	24/12/2020	Buzzsprout - Podcasting	$16.43
	3/01/2020	Amazon Web Services - Amazon Web Services	$252.46
	5/01/2021	Adobe - Creative Cloud Suite	$429.39
	5/01/2021	Microsoft - Azure Cloud Servers	$24.16
	13/01/2021	Zoom – Zoom meeting/programs access	$317.12
	15/01/2021	Jaycar Cranbourne - Electronic tools for patron kiosk desks and media displays	$54.90
	15/01/2021	Ikea Springvale - Patron Kiosk Desks	$844.00
	24/01/2021	Buzzsprout - Podcasting	$21.39
Total January 2021			**$1,959.85**
TOTAL			**$8,789.39**

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
November Statement	27/10/2020	Campaign Monitor - November EDM	$657.80
	8/11/2020	Campaign Monitor - November EDM No. 1	$657.80
	20/11/2020	Bunnings - Shelving for storage cupboard at Bunjil Place Library	$120.00
Total November 2020			$1,435.60
December Statement	30/11/2020	Campaign Monitor - EDM 30 Nov 2020	$672.10
	1/12/2020	Bunnings - Outdoor table and chairs for reading garden - Hampton Park	$75.94
	2/12/2020	Campaign Monitor - EDM 2 Dec 2020	$672.10
	3/12/2020	ABC 2000 - Craft for programs	$323.79
	3/12/2020	eBay - Social distancing floor stickers - schools and classrooms	$81.83
	7/12/2020	Fairfax Newspapers - The Age Subscription - Bunjil Place Library	$749.76
	7/12/2020	Fairfax Newspapers - The Age Subscription - Cranbourne Library	$760.79
	10/12/2020	Anglicare Victoria (Eventbrite) - Conference - Supporting our Vulnerable Families, Trauma & Mental Health	$106.59
	19/12/2020	Facebook - Promo for Community Survey	$67.98
	20/12/2020	Campaign Monitor - EDM 21 Dec 2020	$664.95
Total December 2020			$4,175.83
January Statement	31/12/2020	Facebook - Ad for Community Survey	$29.64
Total January 2021			$29.64
TOTAL			$5,641.07

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

CCL is managing the current environment with measured financial decisions

CCL is in a sound financial position and expects to finish the financial year, with a small surplus.

RECOMMENDATIONS

1. That the Finance Report be noted.

CC04/2021   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 and provide guidance on future community needs.

CCL Library Plan reference – 1.1, 1.2, 3.2, 4.2

Discussion

Facilities Development Plan 2021 – 25 *(Library Plan reference 3.3 and 4.2)*

The Facilities Development Plan provides Member Councils with a clear description of CCL's needs.

CCL are committed to working in partnership with Member Councils to enhance the visitor experience across the network and ensure that our library services meet the growing needs of the region.

Member Councils traditionally use the Plan to guide investment in current facilities throughout the year.

More focus has been placed on the region's future needs in this Plan to help inform Member Council's planning for new library infrastructure.

RECOMMENDATIONS

1. That the Facilities Development Plan 2021 - 25 be endorsed.
2. That the Member Councils use the Facilities Development Plan to guide investment in the library network.
3. That CCL forward the endorsed Facilities Development Plan to Member Councils

'Inspiring spaces where everyone is free to discover possibilities'

Facilities Development Plan 2021 – 2025

February 2021

Contents

1. Introduction

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

This Facilities Development Plan sets out key strategic considerations for Member Councils as they plan social infrastructure for the region. It articulates the need for new library facilities in the region and identifies potential locations. The Plan also provides an overview of the Council assets used by CCL and summarises the immediate and longer-term opportunities for renewal and refurbishment.

This Plan connects directly to key strategies in the current CCL Library Plan specifically:

1.1   Create accessible physical and virtual spaces which inspire our community

1.2   Increased investment in new infrastructure and services that support our community

CCL welcomes the opportunity to work in partnership with Member Councils and the State Government to further develop planning for public library facilities as critical social infrastructure for existing and emerging communities within the region.

This Plan should be read in conjunction with Member Council's Community Infrastructure Plan and associated Capital Works Programs.

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

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

Love of Learning

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

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

Creativity

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

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

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

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

2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of over 465,000 people. Our population is growing at 4% per annum. Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 by 2031.

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

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

Our Libraries and Area

1 Endeavour Hills
2 Doveton
3 Narre Warren
4 Hampton Park
5 Cranbourne
6 Emerald
7 Pakenham

Mobile Library to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield

1,690 sq km

Casey Cardinia Libraries has more than 111,000 members. In a normal year we make close to 2.3 million loans (physical and digital) and receive over 2 million visits (physical and virtual).

Our community tells us that they see their local library as a safe and welcoming space. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs.

CCL normally conducts formal customer surveys twice a year. Typically, each survey attracts more than 1,000 responses.

Feedback in recent surveys has been consistent. Casey Cardinia residents want:

- Easier access to library services
- Open longer
- More parking and transport options
- Spaces for humans
- More power points
- Free access to Public PCs

- Access to food/drink quickly so they do not have to pack up their work
- Study/ Quiet areas
- Extended Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

Increased residential development with limited public transport connections, creates a need for more localised library services that can be accessed without resorting to car travel.

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

While CCL's customer profiles at each of our branches largely reflects the communities we serve, there is a gap in service provision to several localities across the Casey Cardinia region.
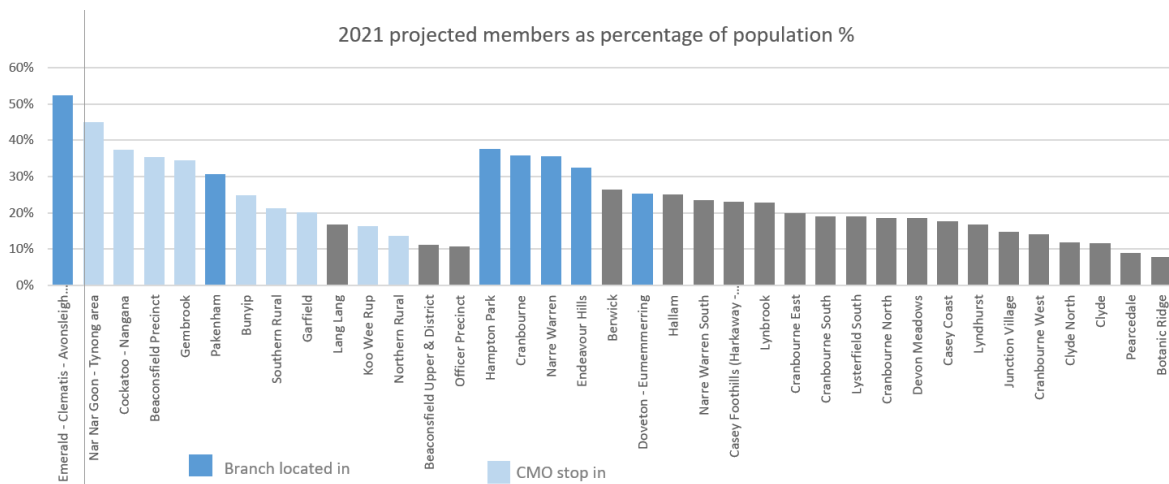
CCL usage metrics suggests we are not keeping pace with population growth, which is largely occurring in areas where we do not have an easily accessible library physical service for example Berwick, Clyde, Cranbourne West, Hallam, Lyndhurst and Officer.

Population density of Casey & Cardinia regions with current CCL locations

Legend:
- ☆ CCL Branches
- ● CCL Mobile Library Stops

Density legend:
- 0 people
- 0.01 to 4.56 people
- 4.57 to 12.45 people
- 12.46 to 22.24 people
- 22.25 to 31.51 people
- 31.52 to 44.74 people
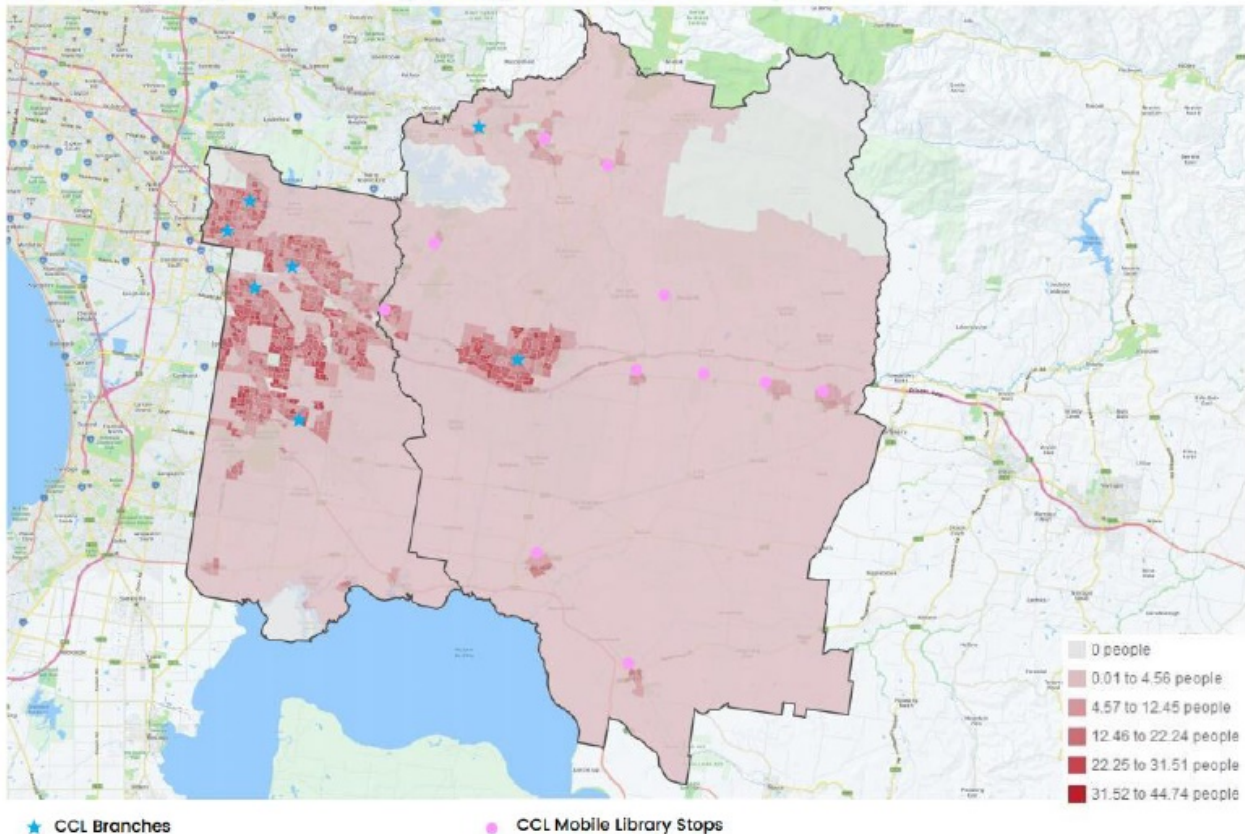
(Source Forecast ID: 2016)

The use of library spaces as 'community loungerooms' and places of social connection continues to grow in importance – and this is particularly important for emerging communities in our growth corridors.

The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

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

A CCL Community Survey (n+1000pp) conducted in late 2020, showed that 86% of library users access the service closest to them.

Local Government boundaries are not necessarily an influence on people's relationship with their local library. For example, over 1000 residents of Cranbourne are members of Frankston City Libraries.

There are tangible benefits in taking a regional approach to the development of new library services and considering the strategies of neighbouring municipalities.

There is a growing trend towards clustering of services and facilities supported by Local, State and Federal Governments. Our libraries can play a key role as a driver of visitation and engagement to community hubs, education precincts and activity centres.

The City of Casey and Cardinia Shire Councils face similar challenges to other Interface LGAs meeting demand for social infrastructure such as libraries.

Average population per branch - Metropolitan library services, 2019-20 vs 2010

Legend:
- Interface (yellow)
- Outer Metro (blue)
- Inner Metro (green)
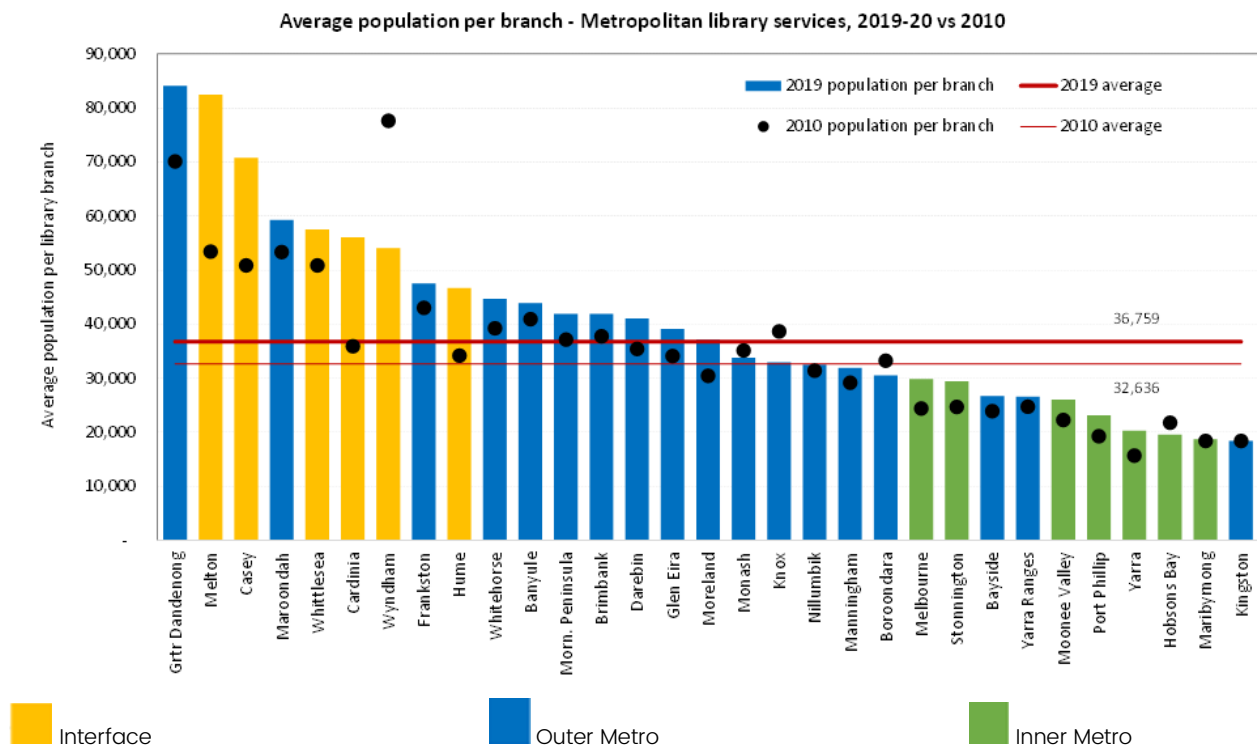
(Source: I&J Phillips, 2020)

3. Libraries Change Lives

Public libraries also play a role in facilitating economic development. CCL provide spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners. They also provide a broad range of support to business from low-cost training and skill development to networking opportunities.

Public libraries also support the visitor economy through the provision of visitor services. They act as a magnet for visitors because they know they can get free access to the internet, send emails and research places to visit and stay.

It is widely anticipated that in a post COVID environment, public libraries will be increasingly used as co-working spaces by people who no longer wish to commute to Melbourne's CBD.

Liveability
City of Casey's recent Shape Your City Survey identified that access to safe public space was a priority for local residents.

The ability for library services to combat isolation and connect people with learning opportunities is well documented.

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

Liveability policy domains: Education

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

Growth and Social Trends - Global
Increased demand for use of libraries as a **welcoming and culturally inclusive space** for people to read, relax, connect, learn and work.

Increased use of the library website, apps and **digital technologies** to facilitate wider access to library services (see COVID-19 in 2020).

Increased demand for **24/7 access** to physical and virtual library collections, services and support.

Increased expectations of libraries as a provider of and partner in delivery of **lifelong learning** opportunities.

Increased **outreach services** and delivery of programs and collections in community settings by library staff, partner organisations and other Council Departments.

Shift from **transactional** services behind the desk **to transformational** information, user support and community development roles that happen on the library floor and in community locations.

4. Roles, Responsibilities and Funding Opportunities

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

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

Future development of libraries in the region is dependent on co-operative investment from City of Casey, Cardinia Shire Council and State Government. CCL's role in encouraging infrastructure investment is to provide guidance, information and advice to the Member Councils.

The State Government has funding available for new or improved developments through the ['Living Libraries' infrastructure program.](#) Projects may be funded up to the value of $1,000,000 per project.

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other regional assets eg [Growing Suburbs Fund](#) and applying funds gathered through Developer Contribution Plans (DCP).

In 2019, the State Government invited Councils to borrow money at a low interest rate from the [Community Infrastructure Loans Scheme](#) to build new libraries. This scheme is still available.

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

The most recent example of positive collaboration has been the development of the tender specifications for the new Cardinia Mobile Service in 2019. Council officers with relevant expertise in tender design have worked closely with library staff to develop specifications that will deliver best value and a much-improved mobile service that community and staff can enjoy for years to come.

5. Learning communities

Recent experience in Australia and overseas has demonstrated that well run public libraries provide a range of significant community wellbeing and liveability outcomes for the communities that they serve.

Libraries are widely recognised for their role: fostering creativity; inspiring lifelong learning; supporting social inclusion; health and well-being; and building community resilience.

The value of public libraries to community is so much more than a book lending service. Successful public libraries facilitate programs and activities that engage and inspire their community. They are staffed by professionals, who understand that great public libraries build strong resilient communities.

There is a growing understanding that librarians, community development workers, teachers, youth workers and community health professionals all have a role to play in contemporary public libraries.

People no longer expect schools to be run exclusively by teachers, but they certainly don't expect that schools are staffed solely by teacher's aides. The same metaphor applies to libraries.

Technology
The impact of COVID19 on our community highlighted the need for accessible internet and technology.

One in seven Victorian households do not have access to the internet.

In 2020, the Australian Digital Inclusion Index score for Outer South East Melbourne was 61.6. This is the lowest score for Metro Melbourne (average 64.4) Source: Measuring Australia's Digital Divide: Australian Digital Inclusion Index

Public libraries have a critical role ensuring universal access to information through free access to technology as well as training and education.

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

CCL have committed to the following actions: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

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

Public libraries also play a role in facilitating economic development. CCL provide spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners. They also provide a broad range of support to business from low-cost training and skill development to networking opportunities.

Public libraries also support the visitor economy through the provision of visitor services. They act as a magnet for visitors because they know they can get free access to the internet, send emails and research places to visit and stay.

It is widely anticipated that a post COVID environment, public libraries will be increasingly used as co-working spaces by people who no longer wish to commute to Melbourne's CBD.

6. Design Guidelines

State and Local Governments are thinking more strategically about how to link services through the provision of integrated service hubs. CCL welcome this approach and ask that our libraries are viewed as anchor tenants in this context.

'People Places – A guide for Public Library Buildings in NSW (3rd ed.) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs.

Design Principles

A library's success is enhanced by good design and a relevant location. Good design of public libraries includes:

- Inspiring design generating civic pride for citizens
- Defined spaces for diverse user groups
- Retailing approach to collection display
- High quality interior design that includes comfortable welcoming furniture, appropriate lighting and signage
- Contemporary Information and Communications Technology embedded throughout; and
- Café style eating and drinking facilities

CCL supports the following principles in the development of new and existing libraries:

- New Libraries will meet People Places Building Standards where possible
- Listening to local communities and engaging them in the design and renewal of libraries
- Libraries will be accessible for all and incorporate universal design principles
- Libraries are for everyone and engender pride in local communities
- Libraries will incorporate Environmentally Sustainable Design Principles
- Library design will be future focused with flexibility and adaptability key aims
- Libraries are built as close as possible to existing public transport services eg rail, bus

Library Floorspace

CCL has gross floor area of **6,820 m²**.

The recommended library floor space for a population of 466,000:

- 15,660 m^2 if a single library
- 17,500 m^2 for 7 equally sized libraries (2,500 m^2 each)
- Somewhere in between for any mix of 1 to 7 large and small libraries

Source: People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012.

For a population of 662,000 (CCL 2031 forecast), *People Places* recommends a gross floor area of **22,253 m^2**

7. Development Guidelines

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

This means that new and growing communities in the Casey Cardinia are at risk of missing out on the library services that they deserve unless the Member Councils make a conscious decision to invest.

New communities in Melbourne's interface are more likely to see gaming venues open in their local area before a public library is built.

The Victorian Planning Authority and a number of Interface Councils use the [Guide to Social Infrastructure Planning 2009](#) as a key reference. The guide indicates that public libraries should be considered in population centres of 30–60,000 people (p.10) There is no consideration of how lower order library services might be delivered in integrated settings in smaller populations centres (level 2).

In 2020, Public Libraries Victoria made the following specific recommendations to the Victorian Planning Authority's review of Precinct Structure Planning:

- Public libraries are incorporated as a default investment in social infrastructure through PSPs.
- The VPA mandates construction of libraries in population centres of more than 30,000 people in greenfield suburbs.
- Population and accessibility are recognised as the two key drivers for the development of library services in new communities.
- No Melburnian should have to travel for more than 20 minutes to be able to access basic library services (book borrowing, free access to PCs and WiFi etc) and a place that they can gather freely indoors.
- Library services are integrated into existing community infrastructure in locations that have already been developed but lack easy access to libraries.

It is anticipated that the VPA will finalise the Precinct Structure Planning Guidelines in June 2021.

8. Objectives and Desired Outcomes

CCL Library Plan Reference	Objectives	Desired Outcomes
• 1.1 Create accessible physical and virtual spaces which inspire our community	• Develop forward program for refurbishment of existing libraries and construction of new library facilities across the region.	• Investment in libraries is included in Member Council Capital Works Budgets • People visit our libraries and are happier for it • Increased library visitation and engagement (physical and digital) • Strong attendance at programs and events
	• Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve.	• A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council. • Increased library visitation and engagement (physical and digital)
	• Review and enhance spaces in existing branches to ensure community needs are being met.	• People visit our libraries and are happier for it • Increased community satisfaction with the physical spaces provided by CCL.
• 3.2 Increased investment in new infrastructure and services that support our community	• Develop agreed process for refurbishment and replacement of Council owned assets under the management of CCL.	• New libraries built in target communities (Officer, Clyde and Cranbourne) • Cost of library service per capita remains stable • Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL.
	• Ensure timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.	• Timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.
	• Linkages between CCL and other Council facilities and services are leveraged and enhanced.	• Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users

		• Public transport services are promoted and improved.

9. Branch Overview and Needs

Bunjil Place Library

Bunjil Place opened in October 2017.

The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 8,500 visitors per week.

Strategic Considerations

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

Priorities

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

Cardinia Mobile Library

The Mobile Library is the busiest in Victoria and services approximately 1,000 people per week. It visits the communities of - Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.

Strategic Considerations
Timely maintenance of our beautiful new truck and trailer.

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

.

Cranbourne Library

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

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

Strategic Considerations

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

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

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

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

More work needs to be done to create strong visual linkages with other key recreational assets in the precinct.

Priorities

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

Doveton Library

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

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

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

The CCL Collections Team partially operate from this library.

Strategic Considerations

The community have embraced the extended opening hours and visitation has grown significantly to nearly 1,200 visits per week (pre COVID19).

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. A lot of work has been done to improve the layout of the Doveton Library, however the current building footprint means the service is limited.

City of Casey has adopted a master plan for Autumn Place after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan.

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

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

Priorities

- Planning and design to commence for new Autumn Place Library
- New library to be constructed as a part of Autumn Place Hub.

Emerald Library

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

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

Cardinia Shire repainted the exterior of the library in 2020.

A proposal will be submitted to the Living Libraries Infrastructure grants program in March 2021. If successful, the library foyer, circulation desk and children's areas will be redeveloped.

Priorities

- Precinct signage and presence for library at street view (the new Hub obscures the library from street view)
- Upgrade the foyer furniture – the space is heavily used by visitors (mostly teens) as additional lounge/meeting space
- Upgrade public amenities
- Install staff amenity
- Refurbish returns chute
- Reduce circulation desk footprint
- Shade sails over the reading garden
- Create multipurpose quiet study/lounge/ program area in existing meeting room
- Long term carparking within eyeline of the library doors
- Improved lighting in the lower carpark

Endeavour Hills Library

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

Strategic Considerations

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

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

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

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

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

Priorities

- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths, clear signage)
- Reduce the size of the customer service desk and make space for Young Adult section
- Create Silent Study zone (section off an area of the library with acoustic treatments, or create a closed area)
- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.

Hampton Park Library

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

Strategic Considerations

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

Council have articulated plans for a new or redeveloped library as part of the Hampton Park Community Precinct Masterplan, which will inform the need for refurbishment of the existing library. Currently, there is a lack of connection between the Library, Youth centre, and the shopping precinct.

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

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

Priorities

- Develop reading garden/outside space to extend current footprint
- Upgrade public amenities
- Renew external returns chute
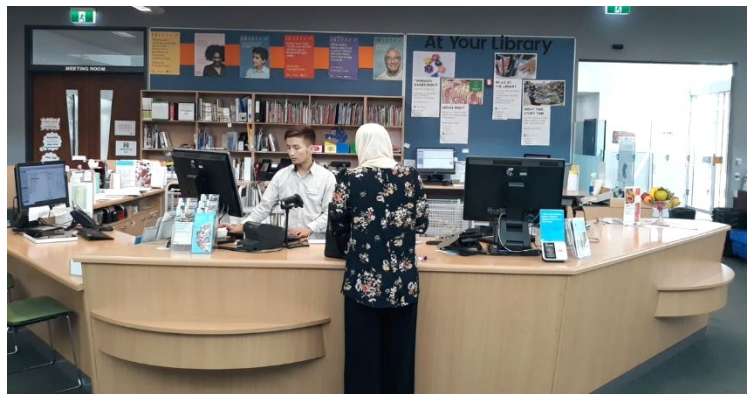
Pakenham Library

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

Strategic Considerations

Pakenham Library is heavily used by a very wide cross section of the community. There is a need to ensure that people feel safe and welcome when they enter the library.

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

The Library is the most used part of the Pakenham Hall Facility.

Priorities

- Upgrade external returns chute
- Refurbish/ renew Men's Toilets
- Upgrade furniture in the Study area
- Consider expanding the library footprint into the Hall and Supper room

10. Advocacy for Major Branch Works and New Facilities

Advocacy

CCL will work with the Member Councils to help inform the development of future library facilities.

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

It is vitally important that Member Councils allocate funding through their Capital Works Program for construction and refurbishment of libraries in their municipalities and ensure that libraries are articulated in Precinct Structure Plans.

Opportunities for Casey

The last new library built on a greenfield site in City of Casey was Hampton Park in 2004.

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

Consideration should also be given to established communities of Hallam, Lyndhurst, and Berwick who do not have easy access to a public library.

The needs of the Cardinia Creek South, Cranbourne and Clyde communities are a high priority as the population growth accelerates in the southern end of the Municipality.

Opportunities for Cardinia Shire Council

The last new public library built on a greenfield site in Cardinia was Emerald Library in 2006

Council has identified Officer as the preferred location for its next public library, however community growth in Pakenham East and Nar Nar Goon will also lead to a need for new facilities within the next 10 years.

A new library at Officer would go some way towards meeting the needs of neighbouring communities in Beaconsfield and Lakeside

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

A new Precinct Structure Plan has been gazetted for Pakenham East. There is opportunity to integrate a library service into the Tier 2 Community Facility in the Local Town Centre.

11. Conclusions and Recommendations

The way our community use our facilities continues to evolve. This means we need to think carefully about the way we use space within the branches and adopt new technology.

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

Member Councils appreciate and acknowledge the vital role libraries play in new communities, but there are no concrete timeframes for construction of new libraries in the region. This will have a growing impact on the equitable provision of library services to communities across the Casey Cardinia region.

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

Appendix 1 – Further resources - Industry standards

ALIA guidelines for Library building can be found on [Guidelines, Standards and Outcome Measures for Australian Public Libraries January 2021](#)

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

For more information on libraries and community and creative places, please see [Victorian Public Libraries 2030 Strategic framework](#)

[Victorian Planning Authority Guide to Social Infrastructure Planning 2009](#)

[Geelong Regional Library Corporation Library Infrastructure Development Plan](#)

[Yarra Plenty Libraries Infrastructure Development Plan](#)

[Wyndham Library Service Strategy 2018 - 40](#)

Appendix 2 – Ongoing Building Maintenance Requirements

	Cardinia Mobile	Cranbourne	Doveton	Emerald	Endeavour Hills	Hampton Park	Bunjil Place	Pakenham
Carpeting steam Cleaning • Branches annually • Mobile quarterly	✔	✔	✔	✔	✔	✔	✔	✔
Air-conditioning Maintenance	✔	✔	✔	✔	✔	✔	✔	✔
Meeting, Task and Lounge Chairs cleaned	✔	✔	✔	✔	✔	✔	✔	✔
Interior Window Cleaning every 2 months	✔	✔	✔	✔	✔	✔	✔	✔
Automated Electronic doors maintenance	✔	✔	✔	✔	✔	✔	✔	✔
External Windows	✔	✔	✔	✔	✔	✔	✔	✔
Building walls to be cleaned and de-cobweb annually		✔	✔	✔	✔	✔	✔	✔
Gutters/ roofs checked and cleared annually		✔	✔	✔	✔	✔	✔	✔
Gardens /Landscapes maintained regularly		✔	✔	✔	✔	✔	✔	✔
Storm Drains checked and cleared annually		✔	✔	✔	✔	✔	✔	✔
Routine Mechanical Maintenance	✔							
Maintenance of Mobile sites	✔							

CC05/2021	INFORMATION, DIGITAL SERVICES AND TECHNOLOGY

Report prepared by Daniel Lewis

Purpose

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

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

Discussion

Identity

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

Azure Active Directory Domain Services and Azure Passwordless *(Library Plan reference 1.2, 1.3 1.4, 4.3 and 5.3)*

We have been testing 'proof of concept' (PoC) that enables staff members to log directly into any CCL device with their own credentials in a matter of seconds – even if they have never interacted with the device before. We have encountered a few challenges, but it has shown us that the theories and service deliverables are possible. This project is expected to be delivered in March, when we will migrate the local cloud services to the Azure AD DS and transition all domain connected devices to this new home.

Member Dashboard *(Library Plan reference 1.2, 1.3 1.4, 4.3 and 5.3)*

Further to the November 2020 report, the new membership dashboard's release has been well received. Building on this success, we have been exploring options to include event management (booking, attendance etc.) into the dashboard. This project is expected to be completed in late February/ early March.

We are exploring further opportunities to centralise the member experience. The view is to create a virtual/digital branch for our community to engage with our services from anywhere. Our Public PC booking system and Print Management System is planned next, this will provide members the ability to manage their bookings and available library credit through the web.

Infrastructure

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

Mobile Printing *(Library Plan reference 1.2 and 1.3)*

With the print management service upgrade last year, we have a more robust web print functionality for our community. Our community have access to a streamlined approach that allows them to submit and manage print jobs from the browser. We are completing final testing for implementation; at the same time, we are looking at options to introduce the new system in its current form, or wait until we have created an integrated experience through our Membership Dashboard.

Infrastructure and Cloud Framework *(Library Plan reference 1.2 and 1.3)*

With our Active Directory servers moving off our local cloud, we have begun exploring options available to move the remaining local cloud hosted servers to the cloud. We will see cost savings

and efficiency gains – as cloud operations can be elastic hosted (scaled to meet demand) where our current local cloud is hosted on fixed capacity blades.

We have developed the functional requirements framework and created the Request for Proposal documentation to provide vendors with the current framework design and key objectives around the project. This document was provided to vendors on January 11th, with a submission window extending to March 11th, 2021. We will review all submissions and offer presentation windows for each vendor to enable a robust decision-making process.

Once a vendor/solution has been chosen (late April timeline), we will then commence work with the vendor to start transitions into the new framework/infrastructure.

Insights

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

Business Intelligence *(Library Plan reference 1.2, 1.3 3.1, 4.1, 4.3 and 5.2)*

With a focus on automating the current reporting framework, we moved towards establishing a data warehouse – a central location where reportable data is collected and transformed into useable data sets. We identified our major reporting data from four major data sources – SirsiDynix, SkyFii (people counting), Meraki (network usage), and Sinefa (end user experience) – that we have converted to daily reporting metrics.

The first dashboards and reports are scheduled to be released internally in late February. There are options to create new reports/insights from this data – whilst adding more data sources (digital collections, finance, website traffic etc.) in the future.

RECOMMENDATIONS

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

CC06/2021   PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose

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

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

Discussion

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

Strengths Manager Development training was held for 12 members of the Leadership Team. The training will allow CCL to further develop a strengths-based culture across all staff and allow individual managers to debrief team members once Strengths Profiles are completed. Team profiles can also be readily created to assist with team building and management.

Information Services team have continued to create internal training modules for staff to ensure transition back to branch and new services are streamlined and staff confident in new processes.

Members of the CCL Reconciliation Action Plan team are currently evaluating AIATSIS Cultural Awareness program with the hope to roll out to members of the CCL staff team.

CCL recently launched a LGBTQIA+ training pathway for all staff covering basic information such as use of Pronouns/language, Significant days, Flags and CCL resources. This first training pathway has been created by the LGBTQIA+ team with another module currently under development.

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

CCL values diversity and is committed to supporting inclusiveness for all. As part of an ongoing effort to support inclusiveness of gender identities, CCL now offer staff the option to add personal pronouns to their email signature.

Recruitment

With five parental leave applications commencing over the next eight weeks the recruitment process started with interviews for some being held this week.

In light of COVID-19, several staff have chosen to take extended leave due to family vulnerabilities. A few staff have chosen to take this time to re-evaluate and leave the organisation permanently. Some of our younger staff who have recently completed their degrees have found full time roles in their chosen field leaving CCL with many vacant shifts. Whilst backfilling these roles internally for the short term, we are taking this opportunity to reflect on branch staffing levels and organisational needs before formally commencing a recruitment process.

Library Assistants

During January, many 'Shelvers' commenced training in their redeveloped "Library Assistants" role. Feedback from them has been positive, they have enthusiastically engaged in learning more about the roles and becoming integral team members. Training for this role will be finetuned before new Library Assistants are recruited to ensure learning is tailored and timely.

Health and Wellbeing (*Library Plan reference 5.1, 5.2*)

CCL continue to work with vulnerable and concerned staff to ensure they feel safe and supported. The Health and Wellbeing team and Mental Health First Aiders are proactive and keen to support their teammates. Newsletters, staff catch ups and debriefs are scheduled to ensure support for both. This week our team were encouraged to "share a word; a sentence or a story" on "all the ways our work is wonderful". Here is a selection of responses received:

Something I love about our work are the training opportunities we are offered which translate into the wonderful work we do. From AUSLAN, autism, dementia, LGBTQIA+, emergency response, First Aid, Mental Health First Aid, tech skills.......All of this learning we do helps us develop empathy and understanding to interact with our customers and their needs with a gentle, considerate and educated approach.

There are so many things I love about our work, but lately I've been loving the opportunity to work on projects collaboratively across branches and teams. Its been fabulous to get to know people I might not otherwise have had the chance to spend much time with and to discover more of the extraordinary talents and passions that we have right here at CCL!

Every time I see one of our Early Years members has read 1000 books before school - I am so proud to work here

My word would have to be "Conversations" So many of our patrons comment on how nice it is to talk with library staff in person again. I think we underestimate how important our daily face to face conversations are with not only our patrons but with fellow staff members as well.

To be given the opportunity to make a persons day just that little bit better in some way.....be it in a smile, some conversation, assistance on the computer, providing a dignity bag to someone in need, helping someone get a job, listening to stories of years passed with the elderly, laughing and having fun with kids.....it is a privilege that we get everyday.

I had a mum and toddler come into Pakenham and the toddler kept staring at me open mouthed. He's star struck said Mum, he's watched you on the Storytime videos and now he's seeing you face to face (mask in place of course). So toddler and I chatted about the Very Hungry Caterpillar, his favourite story, and we did a rhyme or two. As I worked in... As I worked in the children's area shelving he followed me around for the next 15 minutes, a big smile on his face. It was so difficult during the hard lock down when we were making at home videos, to know if they would connect with the children and families we wanted to connect with. This interaction proved to me that all those videos (adult and youth) were so worth it...even with all the bloopers and problems and hours spent videoing only to realise you've chopped off the top of your head. :)

Reopening our doors has allowed us to connect vulnerable people into services they might otherwise have missed out on. Over the past few weeks our Pakenham team has connected three people to housing support through our partnership with Tim from ERMA, which is an awesome outcome for our community members who are doing it tough at the moment

We had a moment on the day we were all in a panic getting ready to close the doors for 5 days that showed how libraries change lives. A young woman had been to our conversation class earlier in the week and had found out about Rick from ERMHA who comes in normally on Fridays. She returned to the library on Friday hoping to get some food vouchers as she was living in her car, escaping from a violent home situation. Her two young children remained with her ex partner and she had to leave her car in Dandenong as she had run out of petrol, but she came back to the library looking for the food vouchers. Unfortunately, with lockdown looming Rick couldn't attend the library on Friday but we managed to contact the Uniting Church who had a crisis worker who

could come and help. We gave her a Save the Dignity bag and she was grateful. The crisis worker and the church ladies fed her, and got her put up in a hotel for the night. We at the library had also called WAYSS, and left messages to get help, and the crisis worker followed this up with the hope that WAYSS could fund further nights in the hotel for her. This young lady found the library a safe space where she could ask for help as she wasn't confident with her English skills. Amid the crazy time that was Friday and getting ready for lockdown we made this persons day a little bit brighter. (Both WAYSS and the Church called us back to let us know what was happening so that was really nice to get that follow up)

I love how a visit to the library helps our customers to feel "normal" again!

Planning for a Staff Development day has commenced with date and times still to be determined. Focus will be on celebrating staff resilience over the past 12 months, CCL future plans and a session on mental health and wellbeing to tie in with CCL's Mental Health Action Plan.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

CC07/2021   OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers and Michelle McLean

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

Significant change in number of Casey Cardinia Libraries members (Michelle McLean – Information Services Librarian) *(Library Plan reference 1.1 and 1.2)*

In January 2021, a monthly report run to clear expired memberships from the CCL membership database, removed a total of 24,640 members. Expired members are those who have not used their library card to borrow physical items or to access online library resources, in over three years.

This is well in excess of the usual monthly tally which has averaged at 824 removals per month over the past year.

The deletion occurred without prior warning from the system administrator and has led to a change in the way CCL and Libraries Victoria treat the membership renewal process.

The significant drop in membership numbers was an unintended consequence of the decision to forgive outstanding fees and fines in late 2017.

Observations:

- CCL's membership database is generally regarded as very clean. The monthly reports remove any members that have not used their library card, in person or online.
- The monthly reports do not remove any members that have been barred, due to outstanding charges (on average around 15% of our memberships are barred at any one time – most issues are resolved quickly).
- Our database had retained all memberships with outstanding charges, from as low as a 10 cents since before 2010.
- When CCL forgave outstanding library charges of all members at the end of December 2017, all the longstanding inactive memberships with overdue fines were effectively given another three years of life.
- The Bar that had stopped them from being removed from the database earlier was also deactivated.
- The removal of library fines has significantly reduced the number of memberships retained past their normal expiry date.
- There will be more memberships impacted over the course of this year, as a result of the manual removal of longstanding charges from a further 3,000 memberships during 2018.

Approximately 43% of members who were renewed through this process in December 2017, have since updated and reactivated their library cards.

At the end of 2017, 42,000 memberships had charges cleared. The library successfully re-engaged with over 17,000 of those otherwise inactive members.

This is further demonstrated by the table below, which is CCL's membership growth since 2018, when considered without the 'inactive' 24,640 members.

	Jan 2018	Jan 2019	Jan 2020	Jan 2021
Members	92,565	98,648	107,122	111,150
% difference	–	6.57%	8.59%	3.6%

These figures demonstrate strong growth, when in Victoria more generally, membership growth has been flat, or trending slightly downward.

"Across the 47 Victorian library services (excluding VAILS), in 2018-19 more than two thirds (32) experienced a drop in the proportion of active library members, while 15 had an increase in the rate of active membership. Where they occurred, the falls were not large, with 12 of the 32 library services with declining membership ratios having membership drops of less than 5%, and only two having a decline in membership of more than 10%. (Public Libraries Victoria 2018-19 PLV Annual Statistical Survey Library Performance Indicators)

Also, worth noting is the continued growth of membership in 2020, when CCL Libraries were physically closed to the public for 200+ days.

Our system vendor has given us the contact details of the deleted members and we are in the process of inviting them to join their local library again. Approximately 60% of the expired members have email addresses on their records and we will email them to invite them to rejoin the library.

CCL will work with the system vendor and Libraries Victoria to improve membership renewals processes and ensure that people are not deleted from our database without prior warning.

Library Usage (Library Plan reference 1.1, 1.2, 3.1 and 4.1)
Branches have steadily returned to their normal opening hours including evenings and weekends. This has seen gentle increase in the number of community members coming through our front doors. We are notably down on key performance measures including physical visitations and loans, programs, Internet and Wi-Fi usage compared to last year. CCL will not reach targets for key measures in 2021, die to the disruption caused by COVID-19.

We had 111,150 members at the end of January 2021. Despite the sudden drop (as explained above), we continue join up more new members each month, with figures increasing from November (687 new members) to December (994) to January (1,488).

Our physical loans are down on same time last year, however there are positive signs of recovery. We experienced a small decline in December from November, on trend with other measures like program attendance. At the end of both December and January, 29 percent of our collection was out on loan.

	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	% Variation Dec/Jan
Regional Support	636	585	811	1,761	1,113	564	-49.3%
Cranbourne	2,274	5,382	8,023	32,909	28,622	32,833	14.7%
Doveton	1,181	1,693	1,007	5,634	3,876	3,492	-9.9%

Emerald	1,922	1,747	3,753	12,493	10,577	10,964	3.7%
Endeavour Hills	1,189	2,831	3,902	16,099	14,144	15,248	7.8%
Hampton Park	1,502	5,459	4,093	17,204	12,984	12,948	−0.3%
Cardinia Mobile	508	801	3,171	7,021	5,819	5,475	−5.9%
Bunjil Place	4,162	9,038	12,499	42,812	35,572	42,032	18.2%
Pakenham	3,387	5,461	8,317	26,794	23,626	25,791	9.2%
Regional Total	*16,760*	*32,998*	*45,577*	*162,727*	*136,332*	*149,346*	*9.5%*
eLoans	57,042	55,793	52,265	41,462	43,240	48,495	12.2%
TOTAL	73,802	88,791	97,842	204,189	179,572	197,841	*10.2%*

Home Delivery Service is still ticking over, but demand has dropped with click and collect and then the reopening of branches with the ease in Government Restrictions. Since the delivery service began in April 2020, we have posted out 17,949 parcels to 7,805 members, weighing in at over 59,000 kilograms or 14 hippos!

Circulation deliveries– physical loans 1st April to 16th February (inclusive) 2021.

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1st April – 30th June 2020	4,368	6,952	7,001	22,022
1st July – 10th November 2020	5,868	9,641	9,714	33,525
11th November 2020– 16th February 2021	750	1,225	1,234	3,467
TOTAL	7,805	17,818	17,949	59,014

*Some members have requested so many items that they have been sent more than one box.

CCL have continued to offer online programs, both youth and adult, events include Code Club, holiday programs, Communities for Children targeted programs, NAIDOC and Dinovember activities (November), homework help club, new parent/MCH groups and lots of seminars and special events. There was a decline in attendance over December from November likely due to the festive season and the fewer COVID-19 restrictions, January picked back up, especially for Youth programs, with 576 attendees.

Strong performers in January included Press Reader, eAudiobooks and eMagazines and Tumblebooks was hugely popular in January.

ELECTRONIC RESOURCES	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	*% Variation Dec/Jan*
Age Library Edition	873	859	848	614	636	659	3.6%
Bolinda eAudiobooks	13,197	12,845	12,312	11,176	11,093	11,949	7.7%
Bolinda eBooks	12,606	13,027	12,069	9,510	9,021	9,709	7.6%
Choice	115	115	97	154	117	55	−53.0%
Freegal Music	10,977	10,430	9695	7,643	8,698	7295	−16.1%
Kanopy	1,493	638	1,280	456	1,113	1,161	4.3%
Press Reader	10,900	11175	9774	6,197	7,521	11,269	49.8%

RB Digital eAudiobooks	1,274	1174	1,106	706	724	948	30.9%
RB Digital eMagazines	4,960	4777	4,687	4,603	4,033	4,919	22.0%
Storybox Library	538	670	352	390	178	182	2.2%
Tumblebooks	109	83	45	13	106	349	229.2%
TOTAL	57,042	55,793	52,265	41,462	43,240	48,495	12.2%

As branches returned to normality and our community came back in our Wi-Fi sessions picked up. This is also due to the COVID contract tracing register where visitor could login to our Wi-Fi.

In addition to Wi-Fi our community are enjoying being able to come back in and use our public internet PC's, with bookings increasing each month across most branches.

WI-FI USAGE	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	% Variation Dec/Jan
Cranbourne	372	300	527	1,050	1147	1333	16.2%
Doveton	465	540	527	690	651	620	-4.8%
Emerald	217	240	341	510	527	527	0.0%
Endeavour Hills	217	360	372	660	775	837	8.0%
Hampton Park	124	240	372	600	682	713	4.5%
Cardinia Mobile	0	30	124	330	279	248	-11.1%
Bunjil Place	188	204	206	326	922	1218	32.1%
Pakenham	310	270	372	810	868	961	10.7%
TOTAL	1,893	2,184	2,841	4,976	5,851	6,457	10.4%

INTERNET USAGE	Nov 2020	Dec 2020	Jan 2021	% Variation Dec/Jan
Cranbourne	286	674	931	38.1%
Doveton	206	371	319	-14.0%
Emerald	152	236	219	-7.2%
Endeavour Hills	187	388	657	69.3%
Hampton Park	275	482	764	58.5%
Cardinia Mobile	12	10	6	-40.0%
Bunjil Place	202	658	933	41.8%
Pakenham	254	431	662	53.6%
TOTAL	1574	3250	4491	38.2%

Our digital presence and engagement with our community is strong across many platforms, including regular eNewsletters, social media, website, the CCL app and online programs.

VIRTUAL VISITS	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	% Variation Dec/Jan
Website	28,704	31,910	32,052	32,435	31,418	37,133	18.2%
Enterprise	17,417	16,865	15,648	15,609	16,334	20,568	25.9%
Bookmyne	346	138	171	328	332	337	1.5%
CCL App	7,893	8,182	10,851	13,072	13,585	16,297	20.0%
TOTAL	54,360	57,095	58,722	61,444	61,669	74,335	18.2%

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC08/2021	CUSTOMER EXPERIENCE

Report prepared by Beth Luppino and Melinda Rogers

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, 1.2, 1.3, 2.2, 3.1, 3.3 4.1, 4.3, 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

Summer Events *(Library Plan reference 2.2)*

Adults_Summer_Digital_Booklet-2020_21.pdf (cclc.vic.gov.au)

Outreach and virtual opportunities to learn, have been important to our members throughout COVID 19 restrictions. Over summer CCL continued to provide online programs and events to support digital literacy; social connection, lifelong learning and to encourage reading. We partnered with MAX Employment to support jobseekers through over-the-phone consultations on job readiness.

Our junior members embraced the Summer Reading Club, with 266 participants who logged a total of 5,676 hours of reading over the school holidays! Participants also wrote 294 book reviews and participated in challenges to go into the draw to win prizes.

This is Methuli. She's in grade 3 this year and loves reading! Her favourite books were the Tilda Teaches books she got as part of her mail out binge bag in 2020. She visits the library all the time to get books with her mum. Methuli won the first prize of $250 Rebel sports voucher.

We are keen to provide more events and programs for our CALD communities this year, and over summer we hosted a Tamil Community Information session on settlement issues to support Refugees, and Citizenship classes for all community members seeking permanent residency. Our partnership with the Cardinia U3A enabled digital literacy programs and camera club for seniors.

CCL has now returned to full opening hours and recommenced onsite programming. We continue to support and strengthen community with our universal services through this 'COVID normal' and recovery period of 2021. We are thrilled to be offering regular kids programs (Storytime, Tinies Times and baby Time) and school-age events and programs in branch from February. Restrictions on attendance numbers require all events to be managed through bookings, however library members are enthusiastically embracing the option to return to events in person.

An extension to service we are particularly proud to offer is the **Libraries After Dark (LAD)** program at Pakenham Library. Open until 9pm every Friday from 5 February, this program is designed to support community at risk of gambling harm. There are two Pokies venues located near Pakenham Library, that amass almost $16 million dollars in losses annually. There is no single profile of a person at risk, but the State Government funded LAD program recognizes that libraries provide a safe and appealing alternative space for vulnerable people. Pakenham library will offer a mix of quiet, comfortable, and actively programmed spaces on Friday evenings for the next 2 years. We will gather community stories and usages statistics throughout this period.

Customer Experience Framework – Draft 2020

A dedicated and diverse group of CCL staff have drafted a framework to guide our customer experiences and services. The framework will be used to train our team, inform decisions that affect our customers and help us to create better experiences for all users.

In preparing this document, we have gathered insights from across the organisation and the communities we serve.

We want our libraries to be places where people feel welcomed, included, equal and worthy. Our purpose is to make people's lives better and communities stronger.

We have outlined a group of Standards that we agree are our 'non-negotiables'. We have also articulated our desired outcomes in key service areas and how we will achieve these. Commitments and incites from the framework include:

- We are a values-driven team and have chosen to work in Public Libraries because we want to make a difference
- We know that customers interact with us in many ways, and that their library experience often begins before they set foot in our branches
- We work to develop a relationship with every customer, treating every interaction as if it is part of a lifelong journey
- We want people to enjoy consistently positive experiences when they interact with us.
- The people who use our libraries are more important to us than our books or technology
- We actively gather feedback and listen to our community – we adapt our services to suit their needs.

We invite review and feedback on the draft, and plan to review this framework annually, to ensure that targets and outcomes are renewed.

CCL Deliver Joy Campaign

Casey Cardinia Libraries (CCL) 'Deliver Joy' campaign lived up to expectations and helped make sure that locals who were doing it tough got a little help over the festive period. It also provided a welcome boost to the CCL Home Delivery Service, which helps get books and other library items to people who are not able to make it to the library in person.

Casey Cardinia residents generously donated more than $10 000 worth of gifts, toiletries and non-perishable food items to the 'Deliver Joy' Appeal in the lead up to Christmas and gave over $1 000 to the CCL Home Delivery Service.

All donations have been distributed by the charities to the most vulnerable families in our community. The 7 charity partners are: Cranbourne Information & Support Service, Transit Soup Kitchen and Food Support, Hampton Park Community House, Casey North Community Information & Support Service, The Andrews Centre, Emerald Lions Club and The Salvation Army (Pakenham branch).

Collections *(Library Plan reference 1.2)*

The Library Materials CAPEX budget is currently tracking as $152, 000 underspent. Underspends are in part attributable to the Quarter 1 and 2 supply chain delays, however all suppliers are now back up and running and the Collections Team is focused on ramping up acquisition of new materials to meet community demand.

CAVAL LOTE materials

The supply of LOTE materials has been particularly impacted this year due to COVID-19. Supply of materials for two of our key community language groups, Singhalese and Panjabi, has been severely disrupted. Our suppler CAVAL, who also manage most of the cataloguing and processing of these items, is confident that allocated budgets can be fulfilled by May 2021.

We now have new adult Punjabi material that is being processed and will arrive in the coming weeks. The Junior material on order is still on its way to CAVAL.

Our backorder of adult fiction Sinhalese items, all recent 2020 titles including many award winners is being catalogued, soon to be processed. Our Sinhalese collection is popular, and we are keen to ensure we offer a range of new titles, and a range that is different than that offered at our neighbouring library service in Dandenong – our members tend to use both collections.

eAudiobooks in demand

We know our community love digital content. CCL is ranked second in Victoria for the usage of eBooks.

A recent report revealed fantastic usage statistics for our popular platform 'Borrowbox':
- eAudiobook loans continue an upward trajectory, in January we had a 24% increase compared to the same time last year. Average turnover rate for eAudiobooks at 16.1 which is certainly highlighting heavy demand for this format. eBook loans show a 30% increase compared to January 2020. We have a 16% increase in Active users on this platform.
- The turnover rate for Junior and Adult eAudiobooks is very high - both exceed 14.0, which means each title has been borrowed an average of 14 times per year. Details of the report reveal a huge increase (68%) in turn-over for children's eBooks, reflecting the change in reading habits last year brought for our junior readers and their families. However, a decrease of 16% in turnover for YA eBooks demonstrates potential to re-engage this cohort.
- CCL has spent $66,418.45 on Borrowbox content since 1 July 2020. There has been 115,202 total Loans generated on Borrowbox since then making the cost per loan 57 cents.

RB Digital migration to Overdrive

RB Digital is set to migrate to the 'Overdrive' in the next month. Overdrive acquired RB Digital last year and we are currently working with this supplier to understand what the change means for our customers, and our budget. Negotiations occur either through direct negotiation with preferred suppliers or by tendering the supply of library materials with specifications including, but not limited

to: terms of supply, discounts and exchange rates, delivery/responsiveness, and supplier capacity to provide a wide range of materials relevant to specific needs.

In this case, the parameters of access to the content that was provide via the RB Digital platform have changed. Of particular concern is a change from a multi-use model (many customers can borrow the same book at once without having to queue) to a single-use model (only one user can borrow the book at a time – this means queues for popular items, and a need for us to purchase multiple copies).

CCL is keen to provide the content our users want without the long wait times, with an easy-to-use access portal and achieve this within budget.

Marketing and Promotions *(Library Plan reference 3.1)*

Key marketing activities for the months of November 2020 – January 2021 were:

- "Time to Unwind" – wellness area signage at Pakenham and Hampton Park
- Nov 2020 – Jan 2021 eDMs
- Summer What's On Booklet – Adults (985 web downloads)
- Summer What's On Booklet – Kids + Teens (1,816 web downloads)
- Summer Reading Club
- Deliver Joy – Christmas Campaign
- Daily promotion of branch events/programs/activities
- Website navigation updates – enabling faster discovery of online information and resources
- Internal and external signage updates at Emerald, Cardinia Mobile Library
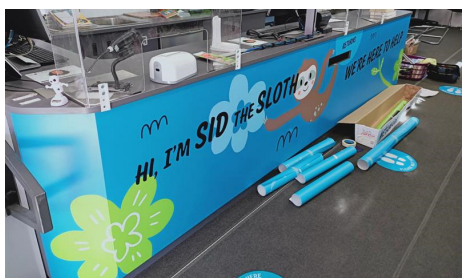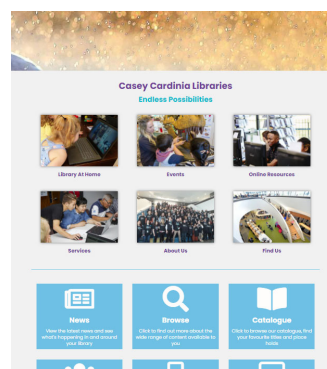
CCL in the news: featured articles in local media

- Pakenham Gazette 'Meet the library staff' feature – Bec Mitchem, Erin Commerford and Jess Downie
- Back to Open Hours
- Summer Reading Club
- New Chair (of the Board)
- Deliver Joy Christmas Donation campaign
- NAIDOC week activities
- State Government Funding boost with MP Jordan Crugnale and Chris Buckingham

- [Technology critical to the adoption of flexible working practices in government](#) (The Mandarin)

Engagement statistics

SOCIAL MEDIA	November 2020	December 2020	January 2021
Facebook	Followers: 7,804 Reach: 80,375 Engagement: 3,671	Followers: 7,897 Reach: 57,828 Engagement: 3,646	Followers: 7,957 Reach: 55,068 Engagement: 2,698
Instagram	Followers: 1,302	Followers: 1,328	Followers: 1,346
Twitter	Profile visits: 223 Tweet Impressions: 4,295	Profile visits: 98 Tweet Impressions: 1,183	Profile visits: 72 Tweet Impressions: 2,361

eDM/eNewsletters

November 2020	December 2020	January 2021
Recipients: 45,946 Opens: 23,412 (50.96%) Click: 462 (1.97% CTR)	Recipients: 46,208 Opens: 30,435 (65.87%) Click: 395 (1.30% CTR)	Recipients: 46,652 Opens: 26,857 (57.57%) Click: 856 (3.19% CTR)

Key marketing activities for the months of November - January were:

- Summer Reading Club
- Summer Events and Programs booklets – kids and adults
- School Holiday Programs
- Deliver Joy – Christmas donation campaign
- Autumn Events and Programs booklets – kids and adults
- Launch of new Events books platform (staff training, customer promotion)

Marketing and Communications Strategic Directions and Planning

Development of draft Marketing and Communications Strategy 2021 – currently under review by Leadership Team.

Conclusion

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

RECOMMENDATIONS

1. That the Customer Experience Report and Customer Experience Framework be noted.

Casey Cardinia Libraries
Customer Experience Framework

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

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

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

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

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

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

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

Our Approach

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

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 465,000 people. Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years.

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

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.

Our Customers

Customer Experience is Everybody's Business

People visit our libraries to seek out new experiences and opportunities to use their imagination.

We want our libraries to be places where people feel welcomed, included, equal and worthy. Our purpose is to make people's lives better and communities stronger.

- We are a values-driven team and have chosen to work in Public Libraries because we want to make a difference
- We know that customers interact with us in many ways, and that their library experience often begins before they set foot in our branches
- We work to develop a relationship with every customer, treating every interaction as if it is part of a lifelong journey
- We want people to enjoy consistently positive experiences when they interact with us.
- The people who use our libraries are more important to us than our books or technology
- We actively gather feedback and listen to our community – we adapt our services to suit their needs.

The CCL Customer Experience Framework is our guide that is used to train our team, inform decisions that affect our customers and help us to create better experiences for all users.

In preparing this framework, we have gathered insights from across the organisation and the communities we serve. We have built a shared understanding across CCL that the Customer Experience is everyone's business.

Audience Segments – who are our customers?

Public libraries are for everyone. The services and experiences we provide have been described as 'the cornerstone of community life'. With such a broad range of potential users, we have segmented our 'target audiences' into the following categories to help ensure we reach the people who need us most:

- Children and Families
- Teens and Young Adults
- Readers
- Unconnected community (job seekers, unemployed/underemployed, no internet at home/homeless)
- Learners and Researchers
- Culturally and Linguistically Diverse people

Community Profile

CCL operate in the traditional lands of the Wurundjeri and Boon Wurrung peoples. Indigenous people from many different places live in the Casey Cardinia Region. Our region continues to experience rapid population growth with significant residential development occurring in Clyde, Cranbourne and Officer. The latest Australian Bureau of Statistics report shows the population has increased to 466,031 across the region's 1,690 square kilometres. Our population is growing at more than 4% every year. (Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised March 2020). 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.

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. 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 2020).

City of Casey has the second highest Pokies expenditure of Victorian Local Government Areas. There are thirteen venues with Pokies across Casey and another five in Cardinia, with a total 1,237 Electronic Gaming Machines (EGM's). (Victorian Responsible Gambling Foundation, June 2020). More than $160 million dollars was spent on the Pokies in the Casey Cardinia region in 2018/19, and despite the closures associated with COVID-19, more than $31 million dollars were spent over 267 days of operation in 2019-20.

Our community faces challenges with income, education, employment, occupation and housing. Casey and Cardinia rank 49th and 59th respectively in Victoria for socio-economic disadvantage. (Population and Housing: Socio Economic Indexes for Areas (SEIFA), Australia – 2033.0.55.001 Australian Bureau of Statistics, Revised March 2019).

Mortgage and rental stress is common in the Casey Cardinia region. This is likely to increase as the full economic impact of COVID – 19 is realized. Time is a precious resource in our community. More than 93% of residents (15 years+) are employed. Approximately 65% of working people from Casey and Cardinia live in the area but are employed outside the area – working from home during the COVID-19 pandemic has increased significantly and it is likely many will continue to work away from their office in their homes or in our libraries.

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, September 2020).

Standards for Success

Below are the expected standards* that are essential to deliver excellent Customer Experiences:

Environment (physical and digital)

- Our libraries are easy to access and welcoming
- Our libraries are safe places
- Our spaces are flexible and inclusive
- Our libraries are clean and well maintained

Services (things we offer)

- Technology and communication systems are easy for customers to use
- Our people are knowledgeable, helpful, friendly and go above and beyond
- Services are tailored to customer needs and are accessible

Customer First (the way we interact)

- We greet every customer when they visit in a warm and friendly way
- We deliver excellent and consistent service
- We are all here to deliver positive and memorable customer experiences

Communication (relationship focused)

- We acknowledge written contact from customers within one (1) working day
- Our communication is clear and considerate of our customer's literacy skills
- We are patient, respectful and listen to our customers

See Appendix 1 for Standards, Outcomes and How we will get there

Tracking our progress

Measures

Success will be measured by:

- Asking our customers for feedback through six-monthly surveys (including Net Promoter Score (NPS) survey question
- Visits to CCL App and Website
- Online social engagement – Facebook and Instagram followers, visits to online events
- Membership and physical visitation/engagement
- Collection Usage (number of loans, turnover rate, downloads)
- Google reviews (star rating) for each Branch

We report on these measures in CCL Monthly and Annual reports.

We can also track our success according to the outcomes outlined under each Standard (see Appendix 1).

Appendix 1

Standards for Success

Outcomes and how we will get there.

Environment

CCL's physical and digital environments.

Customer Experience Objective	How we will get there	Who	Outcome
Ease of access	- Clear Wayfinding signage - Libraries are well organised, and every part of the library is accessible - Access Keys available for all branches - Broad range of opening hours - Transport advocacy with member councils - User-friendly Online services	Marketing Manager General Manager Customer Experience (facilities management) Leadership Team	Spaces and online services that are flexible, inclusive and accessible for everyone
Welcoming spaces	- Entry points – uncluttered, well maintained - Staff greet customers on entry - Staff identify and prioritise customer needs on entry - Staff demonstrate Cultural and Diversity competency (training implemented) - There are Visual welcomes for ABTSI, LGBTIQA+ and Families (breast feeding; family violence safe space)	Customer Experience Team Marketing Team (signage)	Inviting, uncluttered Spaces that are flexible, inclusive and accessible for all. Our staff greet people warmly Spaces kept to comfortable temperature all year round

			People feel safe and welcome in our libraries
Clean and well maintained	• Buildings well maintained and repairs completed when required • Furniture is clean, comfortable and regularly replaced • Regular cleaning and dusting • Temporary signage is relevant and in good repair • Toilets are clean	General Manager Customer Experience (facilities management) Member Councils Customer Experience Team	Clean and well-maintained spaces that are inviting for long stays
Libraries are Safe Spaces	• Libraries have good internal/external lighting • Security measures are in place • Child Safe Standards practiced • User Code of Conduct implemented • OHS Standards met • Member privacy protected • Users cultural needs are understood and met • Online services are secure	General Manager Customer Experience (facilities management) General Manager Organisational Development General Manager Digital Ops	Spaces and places are safe, inclusive, and accessible for all
Website is easy to navigate and has up to date information	• Website updated daily with new information • Accessibility standards are met – suitable for people visual and cognitive challenges • Website navigation is easy and encourages member engagement	Marketing Team Digital Operations Team Customer Experience Team Information Services	Customers are confident in navigation and able to access information easily

Flexible use of space	• Provide both quiet and collaborative/vibrant spaces. • Provide a mix of study, relaxation, performance, solo and collaborative working, and activity spaces	General Manager Customer Experience (facilities management) Branch Managers	Spaces that are flexible, inclusive, and accessible for all Customers can enjoy quiet as well as vibrant and active spaces when they need to

Services

Things we offer.

Customer Experience Objective	How we will get there	Who	Outcome
ICT enhances services and is easy to use	• Create user-centred services including: Self-check kiosks; public pcs; photocopiers/printers; wifi access; digital collections; Telephony system, Library App and online member services • Staff and customers are well informed about new initiatives and are supported through changes • Technology is at the forefront of available systems	Customer Experience Team Digital Operations Team Information Services Marketing Leadership Team	Customers are confident and can be independent users. Technology is up to date, reliable and simple to use.
Library staff are knowledgeable	• Up to date training in processes, services and development is available • Staff are proactive in supporting and informing their peers • Staff actively seek out relevant learning opportunities and share their knowledge	Reader Development Team Information Services Marketing Leadership Team All staff	Staff feel confident about how things work within the library Customer requests and needs are fulfilled Customer satisfaction and confidence in staff knowledge
Services are tailored for customer needs and are affordable	• We ask our users for feedback through regular surveys, social media, suggestion forms online and in branch • We use member requests to shape our collections • Demographic data used to inform service planning • Services are free or low cost	Leadership Team	Community feels the service is responsive and relevant
Programs are interesting and engaging	• Programs assessed by attendance, feedback, and member surveys	Read Adult Programs Youth Programs	Programming responsive to community. Positive feedback and involvement

	• We benchmark our offering with that of other libraries and other cultural institutions • We work with partner organisations to provide a broad range of programs	Outreach Information Services Leadership Team	Community feels programs are responsive and relevant
Staff are helpful and friendly **Staff go above and beyond to add value to the experience**	• Staff are empowered to interpret policy and procedures for a values driven outcome • Staff are aware of all services and can help customers discover more at CCL • Staff are trained in Customer Experience • We recruit staff that understand CCL values and have great customer service skills	General Manager Organisational Development Leadership Team Information Services All staff	CCL staff are highly valued and regarded by our community. Customers feel valued Customers feel confident they can get the right information when they need it

Customer First

The way we interact.

Customer Experience Objective	How we will get there	Who	Outcome
Customer focused service	• We acknowledge and welcome customers as they enter our libraries • Everyone has a role supporting the customer experience • We allocate resources to support customer interactions first (Branch teams, Customer Care) • We streamline back-of-house tasks to leave more time for customer engagement • Optimise rostering of staff • CCL values, guides our interactions with customers	Branch Teams Information Services Branch Managers General Manager Customer Experience	Staff respond to my needs quickly/efficiently Satisfied customers Customers confident in the information/service they receive Customers feel welcome and valued equally
Consistent excellent service level across all branches and platforms	• First impressions count, so we want our people to be visible, approachable, and accessible. • We prioritise customers before back of house tasks, while understanding that the purpose of all our tasks is to contribute to our customers' experience. • Staff receive customer service and engagement training, and we support ongoing professional development • Clear guidelines are provided for staff to deliver consistent service, but they have flexibility to tailor their approach for individual needs • Staff prioritise all customers regardless of whether they are in-branch, telephone or on the web	Leadership staff Seniors on Duty Branch Teams	Customers receive the same high level of service whichever branch they visit Customers receive great service whenever they visit/engage with the library We receive positive feedback from our customers

	- Staff balance their time between customers and use CCL values to ensure that all customers are treated equitably - There is clear communication between teams and branches – Leadership staff and Seniors on Duty support and encourage excellent service - Staff are recognised for great teamwork		

Communication

Relationship focused

Customer Experience Objective	How we will get there	Who	Outcome
Communication is clear and caters to a range of literacy skills	• CCL website accessible in community languages • Signage translated into key community languages if required – relevant programs, collections, community health information • Communications are written in plain and simple English • Imagery used instead of, or to support text • Communication aids are readily available to support customers and staff – staff are trained in how to use them effectively	Marketing Team LOTE Team Collections Team Coordinator Community Engagement	Customers can confidently navigate library services
Customer feedback and requests are followed up promptly	• Regularly ask customers what they want – use multiple channels including Biannual Customer experience survey, social media, feedback via email etc • Make responses to customer feedback and requests a priority – reply to feedback within 1 working day • Provide clear information for staff about who does what, and how requests can be handled • All staff take ownership/responsibility for ensuring requests are followed up	Leadership Team Branch Teams Marketing Team Executive Team	Requests are effectively followed up Customers feel valued/important Services are improved and customer-focused Customers get the information they need
Staff are patient, respectful and	• Staff behaviours are informed and underpinned by CCL values	All staff	Customers feel valued, respected, and heard

listen to customers	• Staff learn from each other and develop excellent communication skills		
Staff are skilled in customer support across all channels	• Staff consistently engage in warm, friendly interactions with customers in branch • Communications Technology is fit for purpose i.e Telephony, Webchat, Social media channels • Staff are trained and confident in the use of communications technology	Marketing Team Digital Operations Team ICT team All staff	Customers feel valued and can easily contact us

Appendix 2:

Customer Experience Training

The following training and development opportunities are available to our teams to support the Standards for Success:

Training title	Who	Responsible	When	Comments
Welcome to CCL – Intro to CX and the Framework	New staff	General Manager, Customer Experience (GMCE)	Induction	PPT presentation and web meeting
CCL LGBTQIA+ Inclusion	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
Autism and other hidden disabilities	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
What is diversity and Inclusion	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
CCL Online Resources	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
Telephone Etiquette	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
CCL New Phone Handsets – the basics	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
Member Relationship Manager (MRM)	All staff	Information Services Coordinator	Now	Litmos Online Learning Portal
CCL Customer Care Team	Customer Care Team	Information Services Coordinator	Now	Litmos Online Learning Portal
CX presentation/workshop/guest speaker	All staff	GMCE	Annual Staff Development Day	External or Internal trainer
Dealing with Difficult behaviours	All staff	General Manager, Organisational Development (GMOD)	Annual	External supplier

|				
Cultural Competency	Programs staff, CX staff	GMOD	Annual	
First Impressions	Select branch staff	GMCE/GMOD	Annual	Opening the Book https://www.openingthebooktraining.com/en-uk/courses/public-library-training/managing-first-impressions/

GENERAL BUSINESS

CC09/2021   COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

RECOMMENDATIONS

1.   That the Board note the CCL COVID-19 Business Continuity Plan.
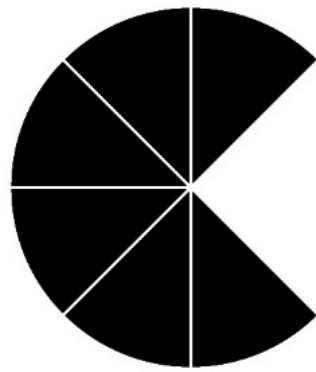
'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan

2020 – 2021

17 February, 2021

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 and government directives

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 response to the COVID – 19 Pandemic and flow on impacts. It is the organisation's ready reckoner as we manage what is a continuously evolving 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 is invested in the COVID – 19 Recovery Group.

The membership of the Recovery Group includes the CCL Leadership Team and Lucas Baker (Digital Ops Team).

While the Recovery Group is responsible for making recommendations around business continuity and operational changes, the CEO and Executive Team are ultimately responsible for decision-making.

CCL's Member Councils are key stakeholders and should be consulted before major changes to service delivery are implemented. Key Contacts:

- Steve Coldham and Angie Peresso, Casey City Council
- Nigel Higgins and Kristen Jackson, Cardinia Shire Council

Chris Buckingham, CEO or his 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	8	Decline in revenue from funding partners
2	7	Changes to government policy
	7	Global warming - climate change
	7	Disruption of the partnership between Cardinia Shire Council and the City of Casey
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Domestic violence incident staff working from home
3	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Staff mental health in response to COVID-19 and changes in workplace practices
	6	Decline in visitation

Please see CCL's Risk Management Policy and Risk Management Plan for more information

Crisis Communications

Advice on library closure has been provided to community via website and social media channels

Posters will be placed on library doors

Response and Recovery – The Journey so far

CCL implemented the unprecedented decision to close the branch network Thursday, 19 March 2020. We put in place a number of initiatives to enable the public's ongoing access to the physical collection including a 'click and collect' and 'home delivery' services.

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

On 7 April, advice was received from DHHS that no staff were to work in the library.

On 10 April, advice was received from DHHS and LGV that staff were 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.

Libraries were nominated as part of Step 1 of the Recovery process by the Federal Government and the Premier announced that libraries could reopen as of 1 June in a limited capacity. The physical branch network commenced reopening on 22 June, with the exception of Bunjil Place Library (1 July).

Due to a growing number of infections across Melbourne the State Government decided to return the Metropolitan area (plus Mitchell Shire) to Stage 3 Restrictions on 6 July.

CCL closed its physical branch network from 4pm Wednesday 8 July, for 6 weeks in line with government directives.

The organisation was reconciled to the likelihood that conventional service delivery would be disrupted for several months as the community adjusts to the implications of community transmission.

On 2 August, the Premier announced Stage 4 restrictions for Metro Melbourne. On 3 August, the State Government directed that no staff are to work on-site in Metro Public Libraries from 11.59pm 5 August.

On 11 August, advice was provided by Local Government Victoria that Libraries could provide contactless Home Delivery Services to vulnerable people in the community under Stage 4 Restrictions.

On 23 August, CCL made the difficult decision to suspend our Home Delivery Service in the absence of clear advice from DHHS. This news was greeted with some dismay by library users.

On 6 September, State Government released advice that public libraries in Metro Melbourne could resume Contactless Home Delivery, Click and Collect and Chute returns on September 14.

CCL re-established Contactless Home Delivery and reopened the return chutes on 14 September. We launched Contactless Click and Collect on 28 September.

The Premier's announcements on 27 September, did not have significant implications for public library services, however the continued downward trend in infections meant that further easing of restrictions in the coming weeks was highly likely.

On 19 October, The Victoria Government eased restrictions on the movement of Melburnians (from 5km to 25Km radius of home) and outlined the plans for Step 3.

On 26 October, The State Government announced easing of restrictions in Metro Melbourne, which meant that from 9 November, CCL was be able to host up to 20 people in branches as well as facilitating click and collect and contactless home deliveries.

CCL opened 6 branches and the Cardinia Mobile to the community on 9 November, in line with State Government directives. An updated COVIDSafe Plan adhering to the six COVIDSafe principles and Business Contingency Plan was put in place.

Bunjil Place Library opened in line with the reset of the precinct from 23 November.

The cap on the number of people allowed in each of our buildings was increased to 150 or 1 person per 4 sq Metres (whichever is the lesser).

On 6 December, the Premier announced a new set of guidelines that included advice for libraries. Key changes were:

- It is highly recommended that staff should wear a facemask at work, but it is not compulsory. It is not compulsory for customers to wear a mask (but we will ask them too).
- No patron caps with a density quotient of 1 per 2sqm, subject to use of electronic record keeping. If not using electronic record keeping a density quotient of 1 per 4sqm applies.

On 3 February, in response to a Hotel Quarantine worker getting infected, the Premier announced that facemasks are compulsory in all indoor public settings.

Density quotients remain unchanged.

CCL has moved away from the concierge service model for registering visitors to adoption of the Service Victoria QR Code, to reduce impacts on conventional service delivery.

On 12 February, the Premier announced the introduction of Stage 4 Restrictions for a 5-day period in response n outbreak of UK Variant COVID19 from the Holiday Inn. Our libraries were closed from 11.59pm, 12 February.

On 17 February, the Premier announced a lifting of restrictions, which means that CCL branch network is able to open to the public from 9.00am on 18 February.

CCL continue to develop and implement a number of services and initiatives to help mitigate impact of COVID19 on the community, while doing our best to discourage people from putting themselves at risk of infection:

Collection
- Expansion of eResources (https://www.cclc.vic.gov.au/online-resources/)
- CCL App promoted to the community
- Development of a Home Delivery Service in partnership with Australia Post (Public Launch occurred 20 April. It has been very well received by community. Almost 18,000 packages of library items have been dispatched). Suspended 23 August, resumed 14 September (note demand for this service dropped significantly when branches reopened)
- 'Click and Collect' ceased on 6 July and resumed 28 September as a contactless service. This service ceased being contactless from 9 November.
- Contactless Home Library Service resumed from 9 November
- Return Chutes were closed on 31 July, reopened 14 September
- Physical collection services will resume on 18 February

Social and Economic Inclusion
- Ask a Librarian phone service (launched 1 April)
- Ask a Librarian web chat (soft launch occurred after Anzac Day)
- Digital story-telling and program delivery – Library@Home will continue (launched 25 March)

- Continuation of home delivery services to Home Library Service Recipients via Australia Post
- Free WiFi was switched back on across the library network on 1 June
- Social Media – writing competition (launched in April via social media and print media)
- Contactless print and collect service has been established.
- Customer Care phones lines will be open during the upcoming lockdown

Service Provision Innovation Projects
- Implementation of new phone system (now operational)
- CCL has now loaned 60 previously redundant PCs and Laptops available to the community on 3-month loans (from 22 June)
- CCL ramped up outbound customer care calls to vulnerable eg aged customers during the first and second lockdowns.
- Upgraded printing system for library members enabling printing from remote locations

Governance
- The BCP is provided as a working draft to Board Members on a regular basis
- State Government has passed legislation which will mean that RLC Boards do not need to physically meet during the Emergency Period.

Staffing
- Library Branches are opening 18 February and staff will be expected to attend work as per normal, or take leave
- Microsoft Teams is being used as the preferred online tool for staff communications
- 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 and Mental Health First Aid
- Currently 2 staff members have identified as high risk and remains on long term leave
- CCL is providing staff regular access to Health and Well-being information, Mindfulness Apps & EAP
- Staff surveys are being conducted every 6 – 8 weeks to keep a line of sight on staff well-being
- CEO is conducting 'Live Briefings' for all staff on a regular basis

Working from Home
- All staff are required to maintain up to date Working from Home documentation during lock down
- Staff must respect Government directives and be accountable for their behaviour

Response to COVID – 19 Infection
- A Business Contingency Plan has been established
- A COVID-19 Positive Case Checklist (Staff or Community member) has been established for a rapid and thorough response to positive notification
- If a staff member is tested for COVID – 19 and upon confirmation of negative result (must be sighted) can return to work.
- If a staff member is confirmed as having COVID – 19 they will seek appropriate medical treatment and remain at home until cleared to return to work by DHHS

- Colleagues exposed to the infected staff member will be tested for COVID – 19 and upon confirmation of negative result (must be sighted) before returning to work. They will be given the opportunity to work from home or take leave.

Pathway to Full Operating Hours

7 – 20 December

Monday – Friday: All Branches open 10-6pm, except Doveton 10-4pm.

Bunjil Place will open from 9.00am on weekdays from 10 December (soft launch) and 12 & 19 December from 10am-1pm. All other branches Click and Collect

21 December – 3 January

Monday – Friday: All Branches open 9am-4pm including 4pm finish for CMO as per 2019 timetable

Bunjil Place opened Saturday 2 January from 10am-1pm. All other branches Click and Collect

4 January – 30 January

Monday - Friday: All Branches open 9am-6pm except Dov 9am-4pm

Saturdays: All Branches normal opening hours

31 January onwards

All branches returned to normal opening hours

13 February

All branches were closed

18 February

All branches will reopen and resume normal opening hours.

Financial viability

CCL recorded a strong surplus in the 2019 – 20 Financial year.

The budget is on track with projections (December YTD)

The organisation has saved money through reduction in overtime (Sundays) and administration costs.

We are investing savings in systems and processes that will deliver longer term efficiency gains as well as valued community services eg Home Delivery.

We have also employed Trainees leveraging subsidies from State and Federal Government

Longer term financial viability is dependent on Member Council contributions.

Equipment and Resources

CCL reprofiled program laptops for staff use to enable work from home during the 5-day lockdown. These are being returned to branch from 18 February.

CCL has implemented a new telephone system (Ring Central) to enable a more flexible and resilient service. This is being reconfigured to enable staff to answer customer calls at home.

Review

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

The Recovery 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.

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CC10/2021	EMPLOYMENT MATTER

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NEXT MEETING

Wednesday 28 April 2021, City of Casey TBC.