

**Casey
Cardinia
Libraries**

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

AGENDA

**Board Meeting
Wednesday 23 June 2021
4.00pm**

Online Meeting via Teams

1.	Present	
2.	Apologies	
3.	Acknowledgement of the Traditional Owners	
4.	Declaration of Conflicts of Interest	
5.	Board Membership	
	Cardinia Shire advised Casey Cardinia Libraries that Nigel Higgins resigned from Council. Casey Cardinia Libraries would like to thank Nigel Higgins for his time on the Board. Jenny Scicluna, General Manager Customer, People and Performance is now Cardinia Shire's nominated Officer on the CCL Board.	
6.	Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Special Board Meeting held on 19 May 2021.	
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7.	Strategies/Plans	
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STRATEGIES/PLANS

CC25/2021 LIBRARY PLAN 2021 – 25

Report prepared by – Chris Buckingham

Purpose

To present the Board with CCL Library Plan 2021 – 25 for adoption.

CCL Library Plan reference – 5.3

Discussion

The development of CCL Library Plan 2021 – 25 Framework was noted at the February Board meeting. The Board at the April 28, Board meeting endorsed the Library Plan 2021 – 25, it was resolved:

- 1. That the Board endorses the CCL Draft Library Plan 2021 – 25.*
- 2. That CCL forward the endorsed Library Plan 2021 – 25 to the Member Councils for adoption.*

City of Casey considered and approved CCL Library Plan 2021 – 25 at its Council meeting on Tuesday 18 May 2021.

Cardinia Shire Council will consider approval of the CCL Library Plan 2021 – 25 at its Council meeting on Monday 21 June 2021.

The CCL Library Plan 2021 – 25 will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs.

RECOMMENDATIONS

1. That the Board adopts the CCL Library Plan 2021 – 25 pending formal approval from Cardinia Shire.
2. That CCL forward a copy of the adopted Library Plan 2021 – 25 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.

Contact City of Casey

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20 May 2021

Mr Chris Buckingham
Chief Executive Officer
Casey Cardinia Libraries
Locked Bag 2400
CRANBOURNE VIC 3977 VIC 3977

Dear Chris

Casey Cardinia Libraries (CCL) Budget 2021-2022, Library Plan 2021-2025, Strategic Resource Plan 2021-2025 and Facilities Development Plan 2021-2025

At its Council Meeting of Tuesday 18 May 2021, the City of Casey approved the following CCL strategic documents prepared in accordance with Sections 127, 125 and 126 respectively of the *Local Government Act 1989*:

- Budget 2021-2022
- Library Plan 2021-2025
- Strategic Resource Plan 2021-2025

Further to this, at the same Council Meeting:

- Council approved a contribution of \$6,495,948 to CCL, as stated in the Library Budget.
- Council also noted receipt of CCL's Facilities Development Plan 2021-2025.

The City of Casey extends its appreciation to CCL staff for their significant response in providing excellence in library service delivery to our community over the past 12 months, and particularly during the increasingly challenging COVID-19 global pandemic.

We look forward to continued delivery of library services to our community, as directed through these key strategic documents.

Yours faithfully

A handwritten signature in blue ink, appearing to read "Peresso".

Angie Peresso
Manager Active Communities

Casey
Cardinia
Libraries

Library Plan 2021–2025



‘Inspiring spaces where
everyone is free to
discover possibilities’



Casey
Cardinia
Libraries

Casey Cardinia Libraries is recognised across Victoria as an innovative service that is prepared to challenge the status quo and adopt cutting edge ideas that help meet community needs.

As we developed this plan, we kept the following questions at the front of our thinking:

- 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 given our rapidly growing population?
- How do we build relationships with partners to maximise the reach and impact of our service?

Our Vision, Mission and Values are absolutely central to everything that we do. They are a clear reflection of our culture and the way we do things.

We are committed to providing a contemporary and progressive library service that brings our community together, cultivates creativity and encourages learning, social connection and well-being.

We look forward to the next four years and the implementation of this new Library Plan with optimism and confidence.

We hope you are as inspired by this plan as we are. Libraries really do change lives.

Regards

Cr Jeff Springfield
Chairperson

Chris Buckingham
CEO

"Bad libraries only build collections. Good libraries build services (and a collection is only one of many). Great libraries build communities."

R. David Lankes, Expect More: Demanding Better Libraries For Today's Complex World.

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 play room, a place to meet.

United Nations Sustainable Development Goals

Casey Cardinia Libraries support 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.

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 CCL Board members
- Public Libraries Victoria data 2020



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 – on average 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 served by 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.

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 people in our community through wellbeing calls. We learned to deliver services 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 social and economic infrastructure to support workers and students.

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 free access to information, materials and resources.

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 much needed 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.

Digital engagement – Bridging the Divide

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. Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018). 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 well-defined role providing fast free Wi-Fi and access to personal computers and other devices. Increasingly libraries are also taking responsibility for the provision of digital literacy training.

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 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. They play a vital role fostering social inclusion and bringing people together from all walks of life.

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 are committed to the State Government's TAKE2 sustainability program and will continue to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

5.2 Mission

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

5.3 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

5.4

Services we deliver

Public libraries offer one of the last free open doors in our community.

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 – 2021, we delivered:

- Libraries collections direct to people's doors.
- 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 access to digital collections.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.

Pre – COVID, Victoria's public libraries had embraced place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service.

CCL ensures that the work we do managing and distributing information is balanced with the community's need for a free place to gather and learn.

We are challenged by ageing physical infrastructure in our established service areas and a demand for our services in growth corridors 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.

Our partners

CCL help build and strengthen our communities through innovative partnerships with service providers. We enjoy a high level of trust in the community, which means we are well placed to support community engagement activities.

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 facilitating free access to information and resources, as well as providing a space for learning, meeting and relaxing. They also value our role in providing education programs and events alongside access to digital resources.

By working together with council and 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 will deepen our connections with council teams and partners. By jointly planning programming and service innovations, we can create a greater return on our shared investment.

Our partners provide specialist expertise that enhance the library's ability to support community through educational opportunities, essential support services and access to quality information.





6

Where we are now

6.1

The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information – in a recent member survey, 90% of respondents 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.

CCL are the welcoming front door for people who want free to access knowledge, connection and inspiration.

Strategic Area 1:

A Place to Gather and Learn

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	<ul style="list-style-type: none">Strengthen the accessibility of library branchesStrengthen accessibility of digital platformsOffer a broad range of opening hours that meet community needsImplement the Customer Experience FrameworkImplement the Social Inclusion Strategy	<ul style="list-style-type: none">People feel safe and welcomePeople can easily access library services how and when they need them (location, opening hours, physical spaces)People who visit our branches feel happierPeople can easily access our digital platforms
	<ul style="list-style-type: none">Provide free access to Wi-Fi and ICT within library branchesProvide free access to a popular and well used collectionWe do not charge overdue fines	<ul style="list-style-type: none">Communities have free access reading materials, information, physical and digital resources

“I love an opportunity to take my kids to a place that gets them excited about books and reading. The staff have also always been friendly and welcoming.”

Objectives	Actions	Outcomes and measures
Bridging the Digital Divide	<ul style="list-style-type: none">Provide digital resources that encourage safe adoption of technology in our communityIncrease digital literacy in our community with through programming, services, and digital resourcesSustained investment in digital services to the community, including the expansion of fast, free, Wi-FiCCL work with key partners to help bridge the digital divide in our community	<ul style="list-style-type: none">Increase in the range of Information Communication Technology (ICT) resources available for community useMore community members are able to safely and freely access digital information and collectionsLevels of digital literacy and inclusion increase in our community
	<ul style="list-style-type: none">Lift staff capacity to support community to access information and programmingSustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	<ul style="list-style-type: none">Staff feel confident in their ability so support communities to access resourcesDigital improvements are reviewed regularly and funded appropriately

Strategic Area 1: A Place to Gather and Learn

Objectives	Actions	Outcomes and measures
Deliver accessible programs and services that support reading, writing and lifelong learning	<ul style="list-style-type: none"> • Deliver events and programs that support reading, writing and lifelong learning • Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats • Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning • Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) • Facilitate accessible programs and activities that promote physical, mental and social health 	<ul style="list-style-type: none"> • More people are reached through events and programming • More joint programs and services are delivered to enhance reading, writing and lifelong learning • Increase in the number programs and activities that promote STEAM • Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM
A new digital library to enhance access to knowledge and information	<ul style="list-style-type: none"> • Establish a new digital library branch 	<ul style="list-style-type: none"> • Communities can access an integrated digital library collections and services. • Library users agree that the new digital library enhances access to knowledge and information.



Strategic Area 2:

Partnership and innovation

to achieve shared goals

Strengthen partnerships and encourage innovation to broaden and deepen our impact.

Objectives	Actions	Outcomes and measures
Support councils to make evidence-based decisions about investment in library services	<ul style="list-style-type: none">Strengthen data collection, management and reportingSupport councils in their strategic decision making with relevant quantitative and qualitative evidence	<ul style="list-style-type: none">Enhanced data collection and reportingCouncils make evidence-based decisions in relation to library infrastructure that meet our community needs
Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design	<ul style="list-style-type: none">Explore and invest in joint planning and programming across councilsExplore new service delivery models that utilise shared digital and physical assets	<ul style="list-style-type: none">Increase in the number of joint programs and servicesJoint service delivery models are regularly consideredCouncil teams are supported to consider, develop and deliver new library infrastructure

“I appreciate how friendly and helpful staff are and accommodating. We borrow a lot of books as a homeschool family, and have really benefited from all the resources.”

Objectives	Actions	Outcomes and measures
Develop partnerships that enhance learning, knowledge and wellbeing in our communities	<ul style="list-style-type: none">Strengthen partnerships with community organisations to increase access to information and knowledgeWork with partners to deliver library services and programming to a wider audiencePartnerships are reviewed annually to ensure the community benefitsDeepen engagement with education providers to facilitate clear learning pathways for our communities	<ul style="list-style-type: none">Increase in the number of joint programs and services provided to our communityWorking relationships are established and fostered with partners across the breadth of the Education sector in the region
Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	<ul style="list-style-type: none">Continue to actively engage with PLV and Libraries Victoria Consortium	<ul style="list-style-type: none">CCL is engaged in state-wide advocacy and supports plans to advance shared service models across VictoriaCCL is an active member of the Libraries Victoria Consortium

“ As someone who is careful about where I go, because of accessibility issues, I am impressed with everything that is currently available and the services offered. I find the staff are the libraries’ major asset and their willingness to order in books. ”

Strategic Area 3:

Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

Objectives	Actions	Outcomes and measures
Community connections strengthened through our programming and partnerships	<ul style="list-style-type: none">• Deliver programs and services across the region that strengthen social connection• Partner with council teams and community organisations to engage our community through programs and outreach activities• Support the Friends of CCL to engage with and promote CCL to the wider community	<ul style="list-style-type: none">• 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• Communities are actively engaged and consulted in CCL’s development.• Community connections are strengthened

“It is a place to go to get away from your troubles for just a little while. Sometimes all you need is a smile and a good book!! I am 92 years next month and the help is essential.”

Objectives	Actions	Outcomes and measures
Actively encourage health and wellbeing in our community	<ul style="list-style-type: none">• 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• Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection• Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living• Align CCL services with Member Councils’ municipal public health and wellbeing plans	<ul style="list-style-type: none">• 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 programs that support health and wellbeing• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.• Library users are healthier and more knowledgeable about their own wellbeing

Strategic Area 3: Facilitate community connection and wellbeing

Objectives	Actions	Outcomes and measures
Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services	<ul style="list-style-type: none"> • 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 • CCL continues its journey to reconciliation • Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services 	<ul style="list-style-type: none"> • 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 • CCL 'Innovate' Reconciliation Action Plan is completed
Inform and engage community about our library services	<ul style="list-style-type: none"> • Increase awareness of CCL's services and resources through strategic marketing, public relations and outreach activities • Inform communities about the library's impact 	<ul style="list-style-type: none"> • Community members are aware of, and appreciate the libraries' services and resources • Community members are aware of, and appreciate the impact of libraries • CCL delivers year on year growth in visits, loans, membership and program attendance
Social inclusion strategy that guides inclusive community engagement	<ul style="list-style-type: none"> • Maintain and refine the strategy that will inform CCL's approach to inclusive community engagement 	<ul style="list-style-type: none"> • CCL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities



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	<ul style="list-style-type: none">Recognise and celebrate staff who live CCL’s valuesWork with all library team members to reinforce CCL’s values	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Involve community in making key decisions about CCL’s infrastructure, services and programmingEngage regularly with Friends of CCL to review and develop library initiatives	<ul style="list-style-type: none">Community have the opportunity to contribute to library planning
Strengthen staff capacity to innovate and respond effectively to community needs	<ul style="list-style-type: none">Encourage staff to work to their strengthsProvide staff with opportunities to co-design services and programsProvide staff with regular updates on CCL’s performance, including community feedbackStrengthen capacity of staff to engage and support the communityCCL is an inclusive employer	<ul style="list-style-type: none">Staff have the opportunity to contribute to library planningStaff are informed about CCL’s planning and prioritiesStaff feel confident in their ability to engage and support customersCCL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve

“I love the opportunities to discover books, events, authors etc that I may not have otherwise, and the inclusivity—seeing a broad range of community members at home there.”

Objectives	Actions	Outcomes and measures
Know and understand our impact	<ul style="list-style-type: none">Explore opportunities to strengthen data collection within CCLWork with partners to track and understand CCL’s impact across council goalsReport on CCL’s impact annually	<ul style="list-style-type: none">CCL regular collects and reports on its impactCCL’s board, council staff and community organisations are aware of CCL’s impact
Seek funding opportunities that enhance our capacity to support the community	<ul style="list-style-type: none">Apply for funding and grant opportunitiesRaise funds through donations and sponsorships from our community	<ul style="list-style-type: none">Additional services and programs are delivered as a result of funds raised

Strategic Area 4: Organisational excellence

Objectives	Actions	Outcomes and measures
Good Governance and compliance with legislative requirements	<ul style="list-style-type: none"> • Robust oversight of CCL by the Board • Board performance evaluation conducted annually • Compliance with relevant legislation 	<ul style="list-style-type: none"> • An informed and engaged Board • A reputation for good governance practices • Unqualified Audit Opinion from Victorian Auditor General's Office
Provision of strategic guidance and support to Member Councils	<ul style="list-style-type: none"> • Strong connections across the public library sector at a national and state level. • Provide guidance and support to Member Councils on the future development and delivery of library services • Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations 	<ul style="list-style-type: none"> • Our community has access to high quality library services • Our communities are stronger, healthier and better connected



“ I read many books in my native language. Hampton Park library has many books in my native language so I love to go there even though its bit far from my home.

”

8

Key performance indicators

- People who use our services are inspired, engaged and enthused
- Our community value the services we provide
- The number and quality of partnerships we develop with external organisations
- Development and delivery of the CCL Library Plan 2021 – 2025 and associated plans and policies
- Development of a high performing workforce with positive and inclusive culture
- Sound financial and operational management of CCL
- CCL complies with statutory and funding requirements

9

Measurement methods

- Casey Cardinia Libraries gathers feedback and statistics on our performance through a range of methods:
- Community surveys, anecdotal feedback and case studies
 - Net Promoter Score
 - Investment attracted for new libraries, services and programs
 - Staff surveys and anecdotal feedback
 - Selected lead indicators from the Annual Survey of Public Libraries
 - Local Government Performance Reporting Framework
 - Sustainable financial position

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

- For more detail:
- *Local Government Reporting Framework measures go to [City of Casey](#) or [Cardinia Shire](#) websites*
 - *Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)*
 - *[Australian Library and Information Association \(ALIA\) Guidelines, Standards and Outcome Measures for Australian Public Libraries – 2020](#)*

9.1

Our key measure outputs

Measure	Actual 2019/20	Projections 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
Engagement						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	283,652	94,000	261,000	313,000	348,000	366,000
Net Promoter Score (Community Survey)	64	70	65	65	65	65
Memberships*	132,757	109,000	114,000	120,000	126,000	132,000
Visits						
Visits – physical	949,876	460,000	964,000	1,157,000	1,286,000	1,350,000
Visits – virtual	935,390	805,000	951,000	1,001,000	1,051,000	1,101,000
Total visits	1,885,266	1,265,000	1,915,000	2,158,000	2,337,000	2,451,000
Program and events attendance	69,573	10,000	52,000	69,000	95,000	99,000
Collection						
Loans (total physical and digital)	2,285,319	1,990,000	2,350,000	2,500,000	2,646,000	2,779,000
Turnover rate – physical items	5.7	6.0	6.5	7.0	7.0	7.0
Turnover rate – digital items	23.5	20.0	20.0	20.0	20.0	20.0
Physical quality of library collection (age of collection – less than 5 years)	68.5%	68.0%	68.0%	68.0%	68.0%	68.0%
Cost of Delivery						
Cost of library service per capita	\$24.89	\$24.35	\$23.94	\$23.94	\$23.88	\$23.82
Cost of library service per visit (total income)	\$11.70	\$25.93	\$12.58	\$10.82	\$10.01	\$9.80

* Unusual bulk membership database cleanup occurred in February 2021.

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

As part of the library planning process CCL consulted widely. We appreciate the time and thought invested by library users, community members and stakeholders who freely shared their ideas, suggestions and feedback.

This plan is informed by:

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



For more information about
Casey Cardinia Libraries visit



ccl.vic.gov.au



information@cclc.vic.gov.au



1800 577 548



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Casey
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CC26/2021 STRATEGIC RESOURCE PLAN 2021 – 25

Report prepared by – Chris Buckingham and Avi Singh

Purpose

To present the Board with CCL Strategic Resource Plan 2021 – 25 for adoption.

CCL Library Plan reference – 5.3

Discussion

The development of CCL Strategic Resource Plan 2021 – 25 was endorsed at the February Board meeting, it was resolved:

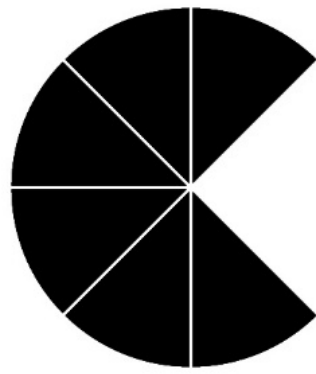
- 1. That the Board endorse the Draft Strategic Resource Plan 2021 – 25.*
- 2. That CCL forward the Draft Strategic Resource Plan 2021 – 25 to Member Councils for approval prior to final adoption by the Board.*

City of Casey considered and approved CCL Strategic Resource Plan at its Council meeting on Tuesday 18 May 2021.

Cardinia Shire Council will consider approval of the CCL Strategic Resource Plan 2021 – 25 at its Council meeting on Monday 21 June 2021

RECOMMENDATIONS

1. That the Board adopts CCL Strategic Resource Plan 2021 – 25 pending formal approval from Cardinia Shire.
2. That CCL forward a copy of the adopted Strategic Resource Plan 2021 – 25 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2021 – 2025

Endorsed: February 24 February 2021

Updated: 21 April, 2021

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values 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.

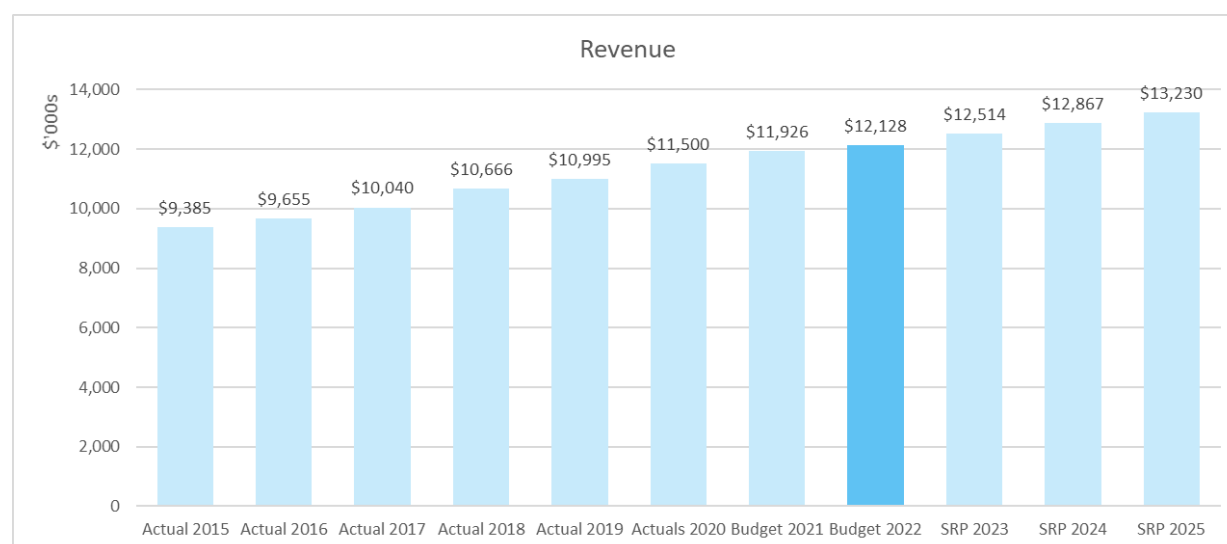
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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

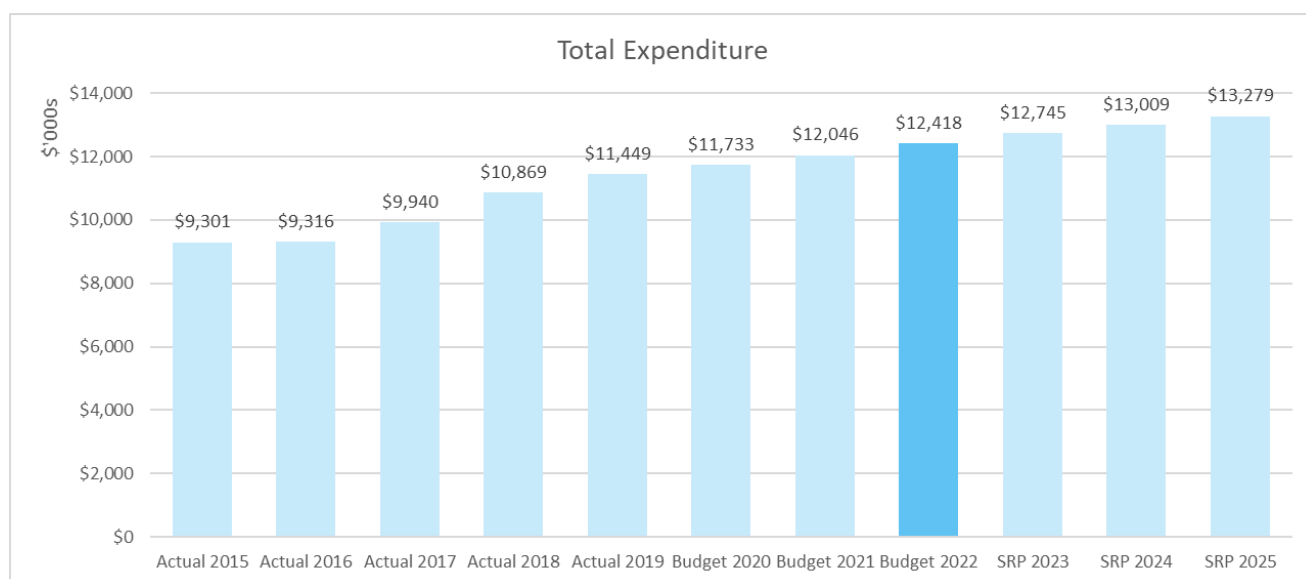
The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021 further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

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	6,495,948	6,723,306	6,925,005	7,132,755
	54.11%	53.79%	53.56%	53.73%	53.82%	53.92%
Cardinia Shire	2,164,866	2,227,264	2,276,551	2,356,230	2,426,917	2,499,725
	18.90%	18.68%	18.77%	18.83%	18.86%	18.90%
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



	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



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

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 2020. *(ABS figures released 25 March 2021).*

Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

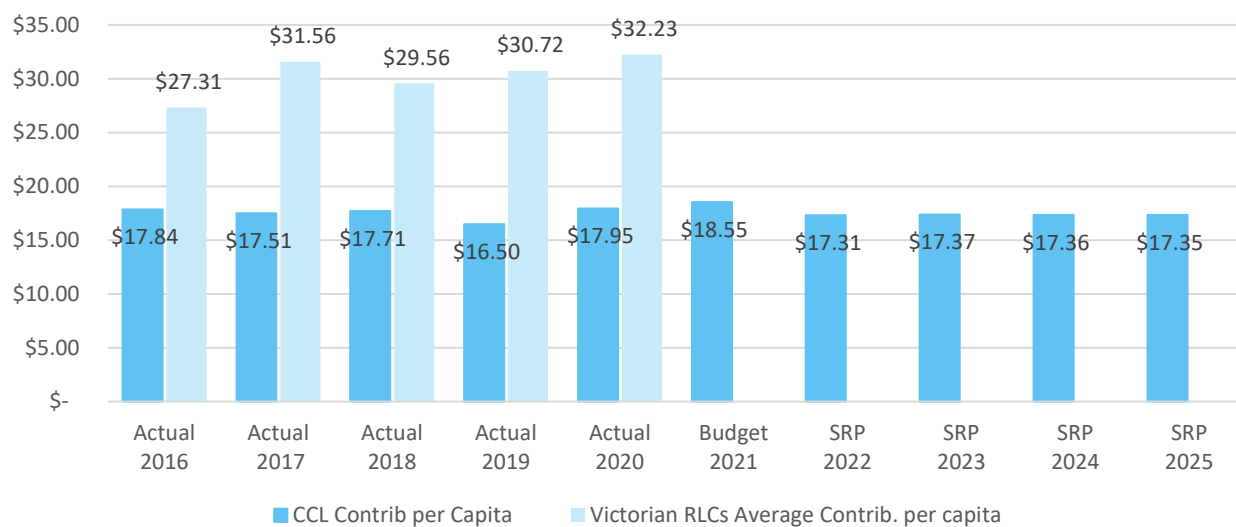
Population	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
City of Casey	353,872	380,531	390,793	401,012	411,719
Cardinia Shire	112,159	126,184	131,834	137,700	143,566
	466,031	506,715	522,627	538,712	555,285

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

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, Eastern 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	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)

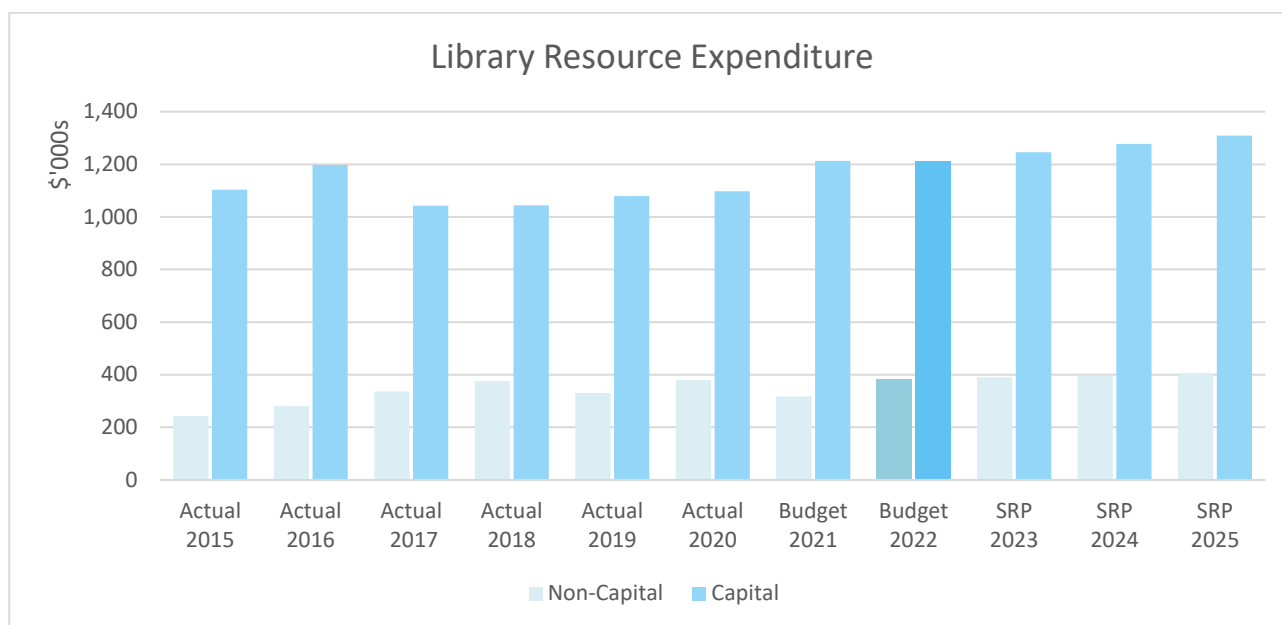
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

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				



Member Council Contributions 2021-2025

	2020-21			2021-22			2022-23			2023-24			2024-25		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.230%	25.770%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%
Income															
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672	307,903	227,999	79,904	312,783	231,613	81,170	317,799	235,327	82,472
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758	33,750	24,992	8,758	33,750	24,992	8,758	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587	183,110	135,591	47,519	186,773	138,303	48,469	190,508	141,069	49,439
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018	524,763	388,582	136,181	533,306	394,908	138,398	542,057	401,388	140,669
State Government Funding															
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726	61,206	45,322	15,884	61,818	45,776	16,042	62,436	46,233	16,203
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096	2,705,959	2,003,736	702,223	2,773,608	2,053,829	719,779	2,842,948	2,105,175	737,774
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058	142,419	105,460	36,959	145,979	108,096	37,883	149,629	110,799	38,830
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880	2,909,584	2,154,518	755,066	2,981,405	2,207,701	773,705	3,055,013	2,262,207	792,806
Expenditure															
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206	9,384,974	6,949,479	2,435,495	9,575,407	7,090,493	2,484,914	9,769,918	7,234,527	2,535,392
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241	767,392	568,246	199,146	782,740	579,611	203,129	798,394	591,203	207,191
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146	389,692	288,563	101,129	397,486	294,334	103,152	405,436	300,221	105,215
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271	142,562	105,566	36,996	145,413	107,677	37,736	148,321	109,830	38,491
Administration	572,967	425,313	147,654	606,218	448,898	157,320	618,332	457,869	160,463	630,689	467,019	163,670	643,293	476,352	166,941
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183	11,302,952	8,369,723	2,933,229	11,531,735	8,539,134	2,992,600	11,765,362	8,712,133	3,053,229
Capital Expenditure															
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962	1,246,123	922,742	323,381	1,277,276	945,810	331,466	1,309,208	969,455	339,753
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	161,037	56,437	196,323	145,376	50,948	200,250	148,283	51,967	204,255	151,249	53,006
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399	1,442,446	1,068,117	374,329	1,477,526	1,094,093	383,433	1,513,463	1,120,704	392,759
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582	12,745,398	9,437,840	3,307,558	13,009,260	9,633,227	3,376,033	13,278,825	9,832,837	3,445,988
Population	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	6,495,948	2,276,551	9,079,536	6,723,306	2,356,230	9,351,922	6,925,005	2,426,917
Council Cont	8,642,856	6,415,592	2,227,264	8,772,499	6,495,948	2,276,551	9,079,536	6,723,306	2,356,230	9,351,922	6,925,005	2,426,917	9,632,480	7,132,755	2,499,725
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%	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
 @CaseyCardiniaLibraries
 @CasCarLibraries

CC27/2021 BUDGET 2021 – 22

Report prepared by Chris Buckingham and Avi Singh

Purpose

To present the Board with Casey Cardinia Libraries Draft Budget 2021 – 22 for adoption.

CCL Library Plan reference – 5.3

Discussion

The Board was presented the Budget with the updated split for Member Councils contributions for the April Board meeting. The Budget 2021 – 22 was endorsed at the April 28 Board meeting, it was resolved:

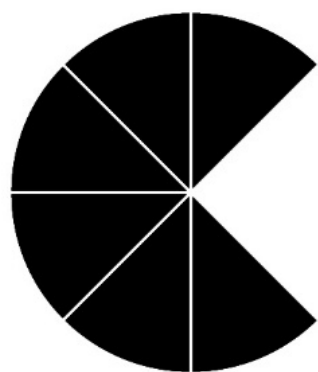
- 1. That the Board notes the Member Council funding split for CCL Budget 2021 – 22.*
- 2. That the Board notes CCL will adopt the CCL Budget 2021 – 22 after the Member Councils advise formal approval of the Budget.*

City of Casey considered and approved the CCL Budget 2021 – 22 at its Council meeting on Tuesday 18 May 2021.

Cardinia Shire Council will consider approval of the CCL Budget 2021 – 22 at its Council meeting on Monday 21 June 2021.

RECOMMENDATIONS

- 1. That the Board adopt CCL Library Budget 2021 – 22 pending formal approval from Cardinia Shire.**



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Budget 2021 – 2022

Endorsed: 24 February, 2021

Updated: 21 April 2021

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values 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 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 2020 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.

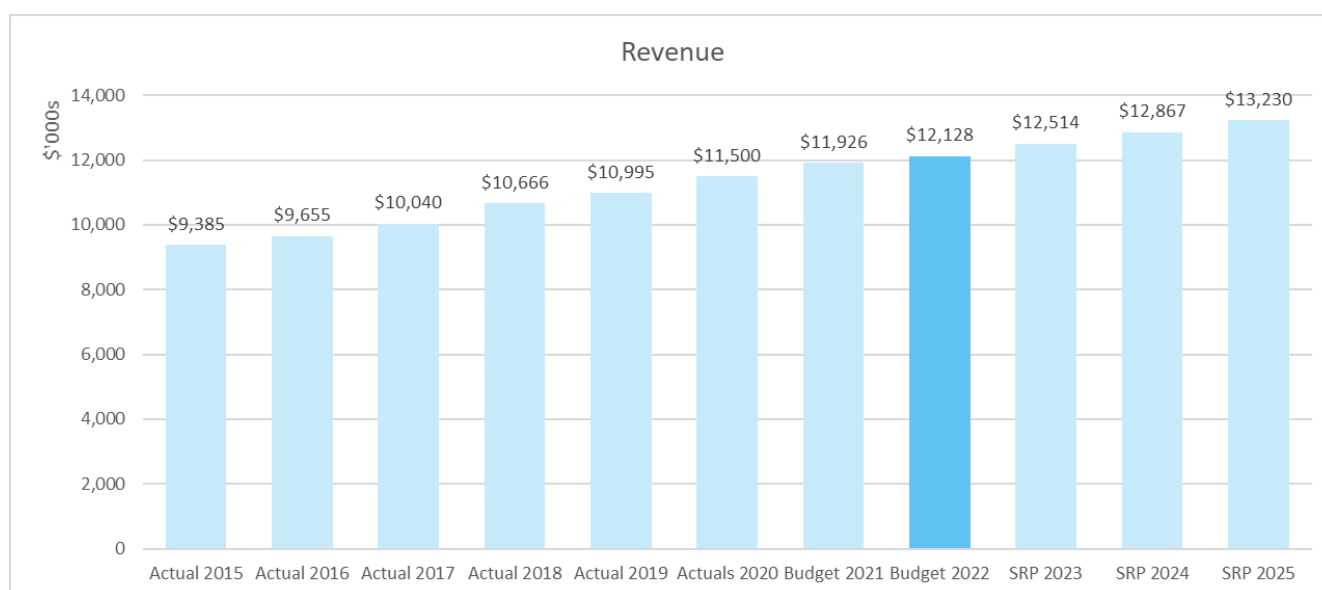
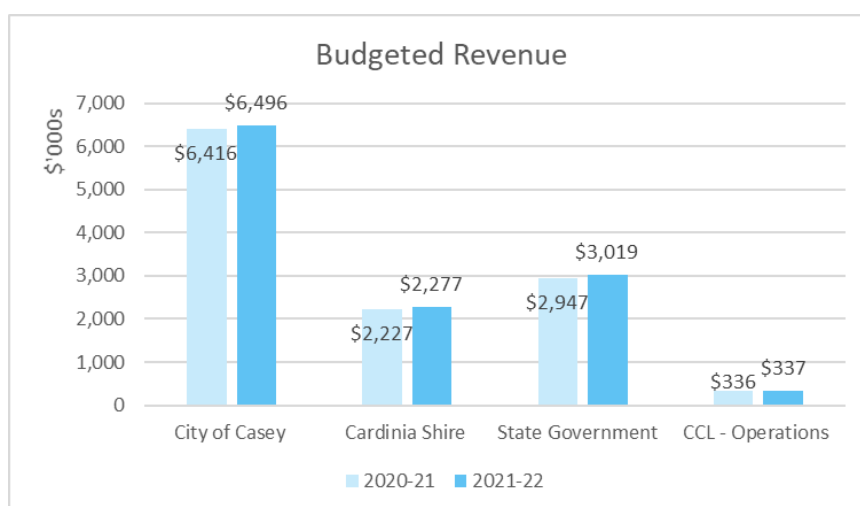
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

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.

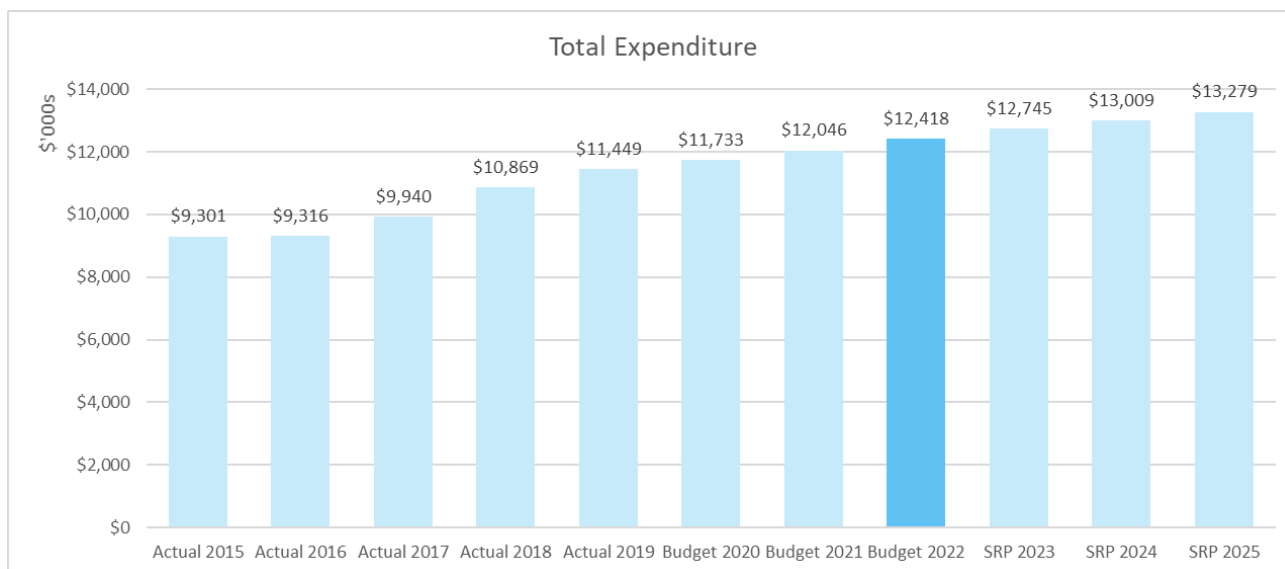
Income

	Actuals	Budget	Budget
	2019-20	2020-21	2021-22
City of Casey	6,198,639	6,415,592	6,495,948
	54.11%	53.79%	53.56%
Cardinia Shire	2,164,866	2,227,264	2,276,551
	18.90%	18.68%	18.77%
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



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



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)



Balance Sheet		
As at June 30		
	Budget	Budget
	2020-21	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

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

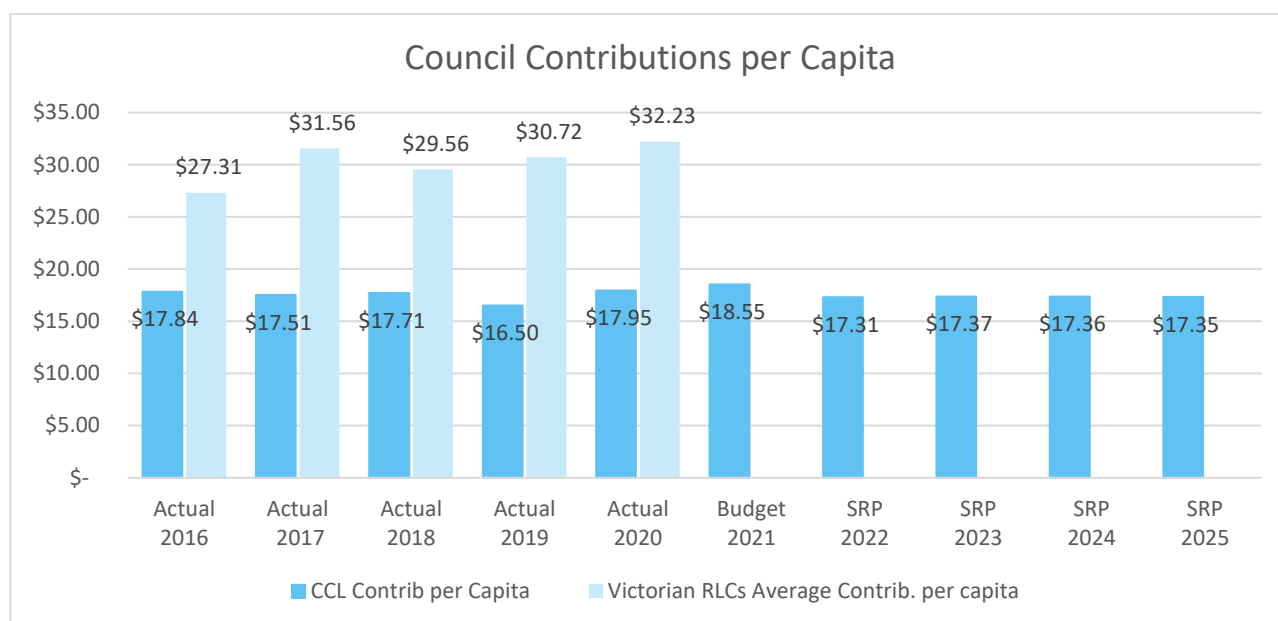
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2020. (ABS figures released 25 March 2021).

Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

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>

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



2 – State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 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)

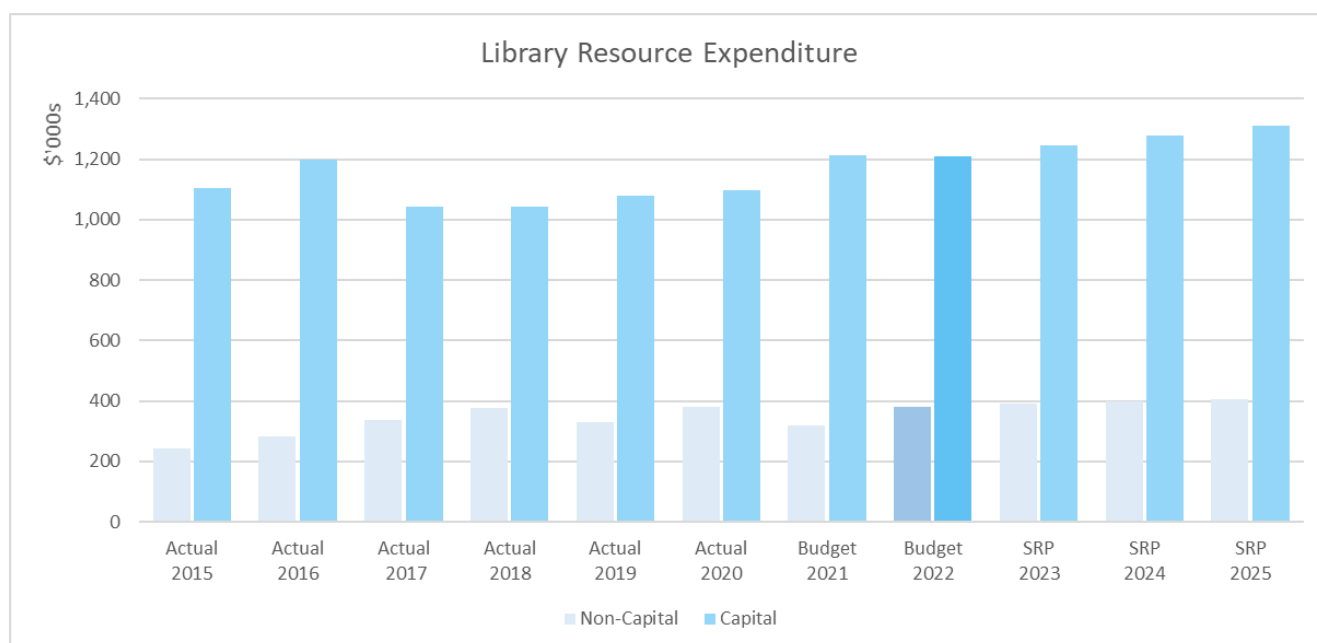
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

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



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%		74.049%	25.951%
Income						
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018
State Government Funding						
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880
Expenditure						
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271
Administration	572,967	425,313	147,654	606,218	448,898	157,320
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183
Capital Expenditure						
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962
Motor Vehicles	38,500	28,579	9,921	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,037	56,437
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582
Population	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	6,495,948	2,276,551
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%

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

6.0 Schedule of Fees and Charges: 2021-2022

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

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

7. Inter Library Loans:
Tertiary/ Special and other charging libraries **\$16.50**
Victorian Public Libraries and other non-charging public libraries **\$5.00**
Libraries Victoria Items are free
8. Other Charges:
Library Bags (New member Free), Replacement Bags **\$2.00**
Ear Buds **\$2.00**
USB Sticks **\$10.00**
Book clubs (per annum) **\$100.00**
9. Library Meeting Room Hire:
General Rate: **\$30.00 per hour**
Community Rate: **\$5.00 booking fee**
(Conditions apply – refer to the Bookings Policy)

Creative Rate: **\$15.00 per hour**
Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

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

Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
ccl.vic.gov.au
 @CaseyCardiniaLibraries
 @CasCarLibraries

OFFICERS' REPORTS

CC28/2021 FINANCE

Report prepared by Avi Singh

Purpose

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

CCL Library Plan reference - 5.3

Discussion

Income Statement					
Month Ended 31 May 2021	Total Budget	Budget YTD	Actual YTD	Variance	% Actual Vs Budget
	2020-21	May 2021	May 2021		
Income					
Council Contributions	8,642,856	7,922,618	7,922,619	1	0.0%
Government Grants	2,771,127	2,771,127	2,771,087	(40)	(0.0%)
CfC Funding	176,000	153,094	182,877	29,784	19.5%
Interest on Investments	37,500	34,375	15,379	(18,996)	(55.3%)
Other Income	298,543	273,665	166,390	(107,275)	(39.2%)
Total Income	11,926,026	11,154,878	11,058,352	(96,526)	(0.9%)
Expenditure					
Employee Costs	8,842,315	7,952,586	7,541,767	410,820	5.2%
IT & Communications	737,593	587,967	541,191	46,776	8.0%
Library Materials	317,220	313,027	347,756	(34,729)	(11.1%)
Promotions & Marketing	95,160	87,230	107,451	(20,221)	(23.2%)
Administration	612,967	542,829	431,147	111,682	20.6%
Depreciation	1,430,760	1,154,153	1,136,415	17,739	1.5%
Total Expenditure	12,036,015	10,637,793	10,105,727	532,066	5.0%
Net Gain(loss) disposal of plant & equipment	0	0	23,182	23,182	
Net result for the reporting period	(109,989)	517,085	975,807	458,722	88.7%

Income

CfC Funding is currently \$30k over YTD budget, due to the timing of contracted funds being processed early. CfC contracts for FY2021 were confirmed as \$179k in total (\$3k more than the full year budget). CCL also received additional \$3.8k as CPI/SACS payments.

Interest on investments is currently \$19k below YTD budget, due to the lower than anticipated interest rates available on term deposits. Interest for the year is expected to reach \$17,000 (\$20k short of budget).

Other Income is currently \$107k below the YTD budget. This is mainly due to the branches being closed to the community during the first five months of the year and further disruptions caused by COVID19. This loss of revenue is largely offset by an underspend in administration expenses (printing, photocopying, stationery etc). Other income is expected to reach \$175k by the end of financial year.

Expenditure

Employee Costs is \$410k below YTD budget, mainly due to savings achieved during the first half of the year and the subsequent lockdowns when CCL branches were closed to the public. The savings YTD have also been due to staff taking leave, reduction in staff additional hours, reduced overtime, postponement of recruitment for vacant shifts resulting in not covering or replacing hours that we anticipated earlier, along with postponing and cancelling of training events.

IT & Communications is currently \$47k below YTD budget, partly due to timing of expenditure and partly due to \$20K reimbursement of FreshService access/subscription costs charged to PLV and City of Melbourne. Expenditure for the full year will fall in line with the total 2020-21 budget with the final committed orders. It is expected that ICT costs will be approximately \$727k for the financial year.

Library Materials is currently \$35k over budget and is expected to fall in line with the full year budget with the Board approving the shift of \$43k from Capital Expenditure to Operational Expenditure at the November 2020 meeting.

Promotions & Marketing is currently \$20k over YTD budget. The variance is mainly due to the graphic design expenditure of approximately \$15k incurred during the year which was not originally budgeted. Graphic design moved to an external service due to staffing changes in the marketing team.

Administration is currently \$112k under budget. This is mainly due the branches being closed to our community and reduced opening hours in the first half of the financial year. A slower return to branches from community has resulted in further savings in areas such as photocopying and stationary in the past four months. It is expected that Administration Costs will finish the year close to \$100k better than budget, helping to offset the reduced Other Income (revenue from printing and meeting room hire etc).

Capital Expenditure					% Actual
Month Ended 31 May 2021	Total Budget	Budget YTD	Actual YTD	Variance	Vs Budget
	2020-21	May 2021	May 2021		
Library Materials	1,213,433	1,146,157	1,068,655	77,502	6.8%
Motor Vehicles	38,500	0	34,544	(34,544)	0.0%
Furniture & Equipment	188,700	172,975	53,430	119,545	69.1%
Capital Exp. for the reporting period	1,440,633	1,319,132	1,156,630	162,502	12.3%

Capital Expenditure

Library Materials is currently \$77k below YTD budget. Most of this variance relates to timing and the delay in acquiring physical stock due to the impact of COVID-19. The acquisition of Premiers Reading Challenge titles which was originally delayed by 2 months arrived in May. Expenditure for the full year will fall in line with the total 2020-21 budget (excluding \$43K which was agreed in November 2020 to move to OPEX) as all the remaining underspend has been committed/ordered and is awaiting delivery.

Motor Vehicles is currently \$34k above YTD budget, due to timing of the purchase of new motor vehicle. CCL purchased a new Toyota RAV4 Hybrid with the trade-in of the old motor vehicle in April 2021 at a better deal than the \$38k allowed for in the 2020-21 budget. Disposal/Trade-in of previous motor vehicle resulted in the net gain of \$21k.

Furniture & Equipment is currently \$120k under budget due to difficulty acquiring IT equipment during the COVID-19. The expenditure should fall in line with the budget as the required equipment has been committed/ordered and is awaiting delivery and payment.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
April Statement		NIL Transactions	
Total April 2021			\$0.00
May Statement	26/05/2021	Melbourne On Street Parking - Parking	\$7.50
	26/05/2021	Fairfax Newspapers - Australian Financial Review Yearly Renewal - Endeavour Hills Library	\$1,056.25
Total May 2021			\$1,063.75
TOTAL			\$1,063.75

Card Holder	Transaction Date	Detail	\$
General Manager, Customer Experience			
April Statement	26/03/2021	Campaign Monitor - EDM April	\$715.00
	18/04/2021	Next Chapter Book - Subscription for training to support Next Chapter Book Club	\$40.01
	19/04/2021	EventBrite 8th National Early Literacy Conference - Ticket for Naomi Woodward	\$200.00
	22/04/2021	Ikea - Two display units for Bunjil Place Library and small mat for children's area at Emerald Library	\$384.00
Total April 2021			\$1,339.01
May Statement	27/04/2021	Coles - Vouchers for event speaker's gift	\$40.00
	29/04/2021	Campaign Monitor - EDM May 2021	\$737.88
	29/04/2021	Buzzsprout - Audio/Podcast Hosting	\$16.00
	5/05/2021	EventBrite 8th National Early Literacy Conference - Ticket for Jo-Anne Hansford	\$200.00
	5/05/2021	Bike Locks - Doveton Library	\$30.40
	10/05/2021	Bunnings - Vouchers for Pakenham Library Program - Vic Health Grant	\$1,500.00
	11/05/2021	Display Cubes - Pakenham Library	\$162.00
	18/05/2021	Kmart - Lego Base Plates for Lego Program - Doveton Library	\$125.00
	20/05/2021	Bunnings - Trolley - Emerald Library	\$59.00
	25/05/2021	Buzzsprout - Audio/Podcast Hosting	\$15.99
	25/05/2021	Fairfax Newspapers - Australian Financial Review Yearly Renewal - Bunjil Place Library	\$1,056.25
	25/05/2021	Fairfax Newspapers - Australian Financial Review Yearly Renewal - Emerald Library	\$1,056.25
Total May 2021			\$4,998.77
TOTAL			\$6,337.78

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 23 June 2021

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
April Statement	28/03/2021	CBA Netspot - Wi-Fi Mapping	\$1,044.32
	3/04/2021	Steamgames.com - Software and games to showcase and test VR	\$281.02
	5/04/2021	Adobe - Adobe Creative Cloud Suite	\$429.39
	6/04/2021	Microsoft - Microsoft Azure Servers	\$22.44
	11/04/2021	Ikea - Patron Kiosk Desks	\$1,587.00
	11/04/2021	Amazon Marketplace - AWS Cloud Servers and Website	\$34.11
	13/04/2021	Zoom - Zoom Monthly Subscription	\$317.12
	15/04/2021	Microsoft - Microsoft 365	\$237.60
	21/04/2021	Adobe - Additional Adobe Creative Cloud Licence	\$11.58
	22/04/2021	Restream - Multiple Streaming Source Service	\$1,058.26
Total April 2021			\$5,022.84
May Statement	10/05/2021	Restream - Multiple Streaming Source Service	\$1,059.29
	10/05/2021	Adobe - Adobe Creative Cloud Suite	\$441.89
	10/05/2021	Microsoft - Microsoft Azure Servers	\$24.89
	12/05/2021	Elementor - Website Elementor Plugin for Dev Site	\$64.53
	14/05/2021	Zoom - Zoom Monthly Subscription	\$317.12
	26/05/2021	Digicert - WildCard SSL Certificates	\$1,053.34
	26/05/2021	Digicert - WildCard SSL Certificates	\$1,053.34
Total May 2021			\$4,014.40
TOTAL			\$9,037.24

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
April Statement	7/04/2021	CPA Australia Ltd - Training - CPA Conference	\$120.00
Total April 2021			\$120.00
May Statement		NIL Transactions	
Total May 2021			\$0.00
TOTAL			\$120.00

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
April Statement	7/04/2021	Repco Automotive Parts Pakenham - Cable Ties for DX Run	\$325.00
Total April 2021			\$325.00
May Statement	25/05/2021	Kogan - Qty 800 - Face Masks	\$170.00
Total May 2021			\$170.00
TOTAL			\$495.00

Bank Reconciliation

A Bank Reconciliation is available on request.

Financial Year 2021 Audit

Auditors have commenced FY2021 Audit work with interim requests and follow-ups. The FY2021 Audit is currently planned for the week commencing August 9, 2021.

Procurement Policy

The purpose of the Procurement Policy is to:

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

CCL is required under the Local Government Act 1989 Section 186A to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods and services.

The Procurement Policy is reviewed annually; it was last reviewed and adopted by the Library Board in February 2020.

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 surplus.

RECOMMENDATIONS

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



Casey
Cardinia
Libraries

PROCUREMENT POLICY



PROCUREMENT POLICY



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1 PURPOSE

1.1 The purpose of this Policy is to:

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

Values

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

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 challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

2 SCOPE

- 2.1 This Procurement Policy is made under Section 186a of the Local Government Act 1989.
- 2.2 The Policy applies to all contracting and procurement activities at CCL and is binding upon Board Members, Library employees, temporary employees, contractors and consultants while engaged by CCL.
- 2.3 All CCL's procurement activity is subject to the applicable:
- Legislative and regulatory provisions
 - Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).
- 2.4 The key legislative requirements include:
- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
 - Section 186A of the LGA (Procurement Policy)
 - Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
 - Competition and Consumer Act 2010.
- 2.5 This Policy ensures that CCL contracting and purchasing activities:
- Support the strategies, aims and objectives of CCL
 - Achieve value for money and quality in acquiring goods
 - Are shown to be undertaken fairly and in an ethical manner
 - Seek continuous improvement, value for money and quality
 - Support local business, encourage sustainable business practices and social procurement principles where possible.

3 POLICY STATEMENT

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

3.1 Value for Money

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

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CCL will seek to minimise the cost of procurement by:

- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition

- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

3.2 Ethics and Probity

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

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

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

3.3 Conflict of Interest

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

Board Members and members of staff shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict or have potential to conflict with their CCL duties.

3.4 Fair and Honest Dealing

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

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

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

3.5 Accountability and Transparency

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

3.6 Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities. Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. (*Refer to other policies that interact with procurement*).

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

3.7 Gifts and Hospitality

No Board Member or member of staff shall, either directly or indirectly solicit gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CCL is interested.

Staff are referred to the CCL's Gifts and Hospitality Policy for details. [Gifts and Hospitality Policy](#)

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

3.8 Procurement Thresholds and Competition

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

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

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

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

3.9 Quotations, Specification and Tenders

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

- Purchases with value between \$500 and \$5,000
 - Purchase order must be raised.
 - Only one quotation required.
- Purchases with value between \$5,001 and \$10,000
 - Purchase order must be raised.
 - Two written quotations required to be recorded.

- Purchases with value between \$10,001 and \$150,000
 - Purchase order must be raised.
 - Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

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

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

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

3.10 Use of Corporate Credit Cards

Casey Cardinia Libraries has five Westpac Bank Credit Cards to be used in circumstances outside of normal purchasing routines, these cards are allocated to the members of the Executive Team.

The cards are intended to facilitate the purchase of goods or payment for services when the normal invoice/accounts payable routines are not possible or inappropriate. Examples of such circumstances are:

- Booking of airline tickets for conference travel
- Booking accommodation for conferences
- Purchase of software or other items over the Internet
- Where a supplier is not able to provide a credit account or does not support the payment of goods/services via EFT.

Purchases made using the Corporate Credit cards are to be within the approved budget lines or the source of funds needs to be established prior to the commencement of purchase for any goods, services or works.

Under no circumstance may a Corporate Credit Card be used for private or personal purchases.

Unauthorised staff or personnel must not use or divulge a Corporate Credit Card number, and the Card PIN must only be used by the Credit Card Holder and may not be divulged to any other staff member or person.

After using the Credit Cards to undertake a transaction, a New Item transaction record must be completed within SharePoint and a valid receipt/tax invoice attached.

Withdrawal of cash using the Corporate Cards is strictly prohibited.

Any unauthorised transactions on the Credit Card Statement (eg. fraudulent or unidentified transactions) are to be reported to the Accounts Department as soon as they detected.

A lost or stolen card must be reported to the Accounts Department immediately.

3.11 Internal Controls

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

- More than one CCL employee is involved in each transaction
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

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

3.12 Risk Management

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

3.13 Sustainability

CCL is committed to achieving environmental sustainability and supporting initiatives that have an impact on or contribute to the environment.

CCL supports sustainable procurement practices including:

- Buying locally produced products and services
- Buying products that have recycled content eg paper
- Engaging suppliers who support sustainable business practices
- Buying durable products that have guarantees

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

3.14 Support of Local Business

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

3.15 Social Procurement

CCL is committed to employing Social Procurement principles where practicable to help create positive social change. For example, encouraging the procurement of goods and services from Aboriginal and Torres Strait Islander businesses when appropriate.

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 The next annual review of this document is scheduled to be presented to the Board at the June 2022 Board meeting.

Reporting

- 4.2 No additional reporting is required.

Records management

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

5 DEFINITIONS

Board Members	individuals holding office on the CCL Board, including Councillors and Officers.
CCL	Casey-Cardinia Library Corporation trading as Casey Cardinia Libraries being a legal entity under Local Government Act 1989.
Staff	Employees of CCL
Probity	refers to a good process, one that has clear procedures consistent with organisations policies and legislation understood and followed from the onset.
Procurement	the entire process of acquisition of goods, services and works, including initial concept through to end of the useful life of an asset or service agreement or contract
Quotation	a formal process whereby suppliers or different parties are invited to submit a statement setting out the estimated cost for a particular good, service or work.
Social Procurement	when organisations use their own buying power to generate positive social value and outcomes above and beyond the value of the goods or services being procured.
Supplier/s	any organisation that supplies goods or services, includes but not limited to contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.

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

6 RELATED LEGISLATION AND DOCUMENTS

Our Governance Documentation

[Gifts and Hospitality Policy](#)

Our Forms and Templates

[Corporate Gift Register](#)

Other Related Documentation

[Competition and Consumer Act 2010.](#)

Legislative and regulatory provisions

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

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

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

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

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

[Victorian State Government definition of Social Procurement](#)

7 FEEDBACK

- 7.1 CCL staff and members may provide feedback about this document by emailing governance@cclc.vic.gov.au.

8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance
Advisory Committee to Approval Authority	General Manager, Finance
Administrator	Executive Assistant
Next Review Date	June 2021

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance
Amendment Authority and Date	May 2021
Notes	This document replaces and combines Procedure Manual 2.17 Procurement Policy and 3.06 Use of Corporate Credit Cards. This document is updated annually and adopted by the Library Board

Attachment 1 – Delegations of Authority

Chief Executive Officer

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

General Manager Customer Experience

- Purchase orders to the value of \$50,000 (Library materials and equipment)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

General Manager Digital Operations

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

General Manager Finance

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

General Manager Organisational Development

- Purchase orders to the value of \$20,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

Community Programs & Engagement Coordinator

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

Information Services Coordinator

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

All authority granted is to within allocated and approved budgets.

Attachment 2 – Casey Cardinia Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Casey Cardinia Libraries.:

Chief Executive Officer, Casey Cardinia Libraries

- Christopher Cleeve Buckingham

General Manager Finance, Casey Cardinia Libraries

- Emily Rachel Louise Ramaswamy
- Avtar Singh

Chief Financial Officer, City of Casey

- Bernard John Rohan

Council Officer, City of Casey

- Glenn Andrew Patterson, Chief Executive Officer

Council Officer Board member, Cardinia Shire

- Jenny Scicluna, General Manager, Customer, People and Performance, Cardinia Shire

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

Authorised Officers to issue instructions only, regarding term deposits:

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

CC29/2021

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, current and future.

CCL Library Plan reference – 3.2, 4.2

Discussion

Branch Building and Facilities (*Library Plan reference 3.3 and 4.2*)

Building and Facilities allocations for 2020-21 have now been expended for both member Councils. Recent updates include the decommissioning of fixed furniture/shelving at Bunjil Place to enable more space for study in the library, replacement of study tables at Pakenham and meeting room chairs at Emerald.

Federation University have confirmed their support and funding of study furniture at both Emerald and Doveton Libraries, and CCL will work with them to install improvements by December 2021.

Cardinia Shire has signed contracts for the Emerald Library Upgrade project, funded through the State Government's Living Libraries Infrastructure program. CCL will support Council's Project Control team over the coming months. Latest advice is that a second round of Living Libraries Grants will open early in the second half of 2021, providing further opportunities for library development and renewal in the region.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.

CC30/2021

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.

CCL Library Plan reference 1.3, 5.2 and 5.3

Background

I3 (Identity, Infrastructure, Insights) and Agile are two main driving forces behind the Digital Operations strategy.

Discussion

Corporate Network Restructure (*Library Plan reference 1.3, 5.2*)

Corporate Network Restructure will provide increased network connectivity and bandwidth across all sites. The internal service review was completed, before going to market. The procurement panel unanimously decided on Telstra Purple's proposal. We are now in discussions with Telstra Purple for the design and scoping phase of the project. The target migration has been brought forward to late Q1 2021-22.

Azure Passwordless (*Library Plan reference 1.3, 5.2*)

Azure Passwordless streamlines the staff authentication process for all CCL devices, verifying the user once and then securely providing this authentication to our internal systems – preventing the need for further logins. We have engaged AV Technologies to undertake the project. Implementation is due to start in mid-June – for a late August completion.

Business Innovation (*Library Plan reference 1.3, 5.2, 5.3*)

HR and Payroll Systems Upgrade will deliver efficiency gains within the current administrative requirements of manual form handling and approvals. We are working with developers Murdoch Webster on the project and have designed the forms and flows required. Making use of existing systems, most notably the Power Platform within Microsoft Office 365, we have created digital Payroll and HR apps that can be used on desktop and mobile devices alike. These apps bring all the forms together, and make it simpler and quicker for staff to process and complete. The project has been fast tracked, with final testing underway for a planned release to staff in mid-late June.

Alternate Revenue Streams (*Library Plan reference 1.3, 5.2*)

The Digital Operations Team continues to seek and identify efficiency gains. This strategy has ensured that additional required services are being delivered to the organisation and the community.

FreshWorks – Our digital support portal has been the envy of library services across the state. In 2019, we negotiated an improved model with our vendor (FreshWorks) to provide other libraries with this service. As a result of, CCL obtained reduced pricing on the previous contract and brought in an alternate revenue stream of \$20k for 2020-21.

Wi-Fi sponsorship – Making use of the compulsory acceptance of CCL Terms and Conditions page before granting access to our Wi-Fi, we designed a custom Meraki interface that would enable

member login and two strategic advertising/ branding opportunities for a potential partner. This initiative was put on hold due to COVID, but the technology is in place and ready for a new sponsor.

Computer Replacement Schedule – CCL has adopted a capital expenditure model for the acquisition of its technology. This, together with our high-level service and maintenance, results in longer than average life cycles for our equipment, improved depreciation, and end of life sale opportunities.

In annual comparison rates to financing and rental agreements, CCL has seen a life cycle savings of an estimated 7 percent in addition to the 16 percent end of life sale value – ending in ongoing annual savings and sales. In 2020-21, our fleet of 62 devices scheduled for end-of-life sale were allocated to create a new community service – ‘Loanable Devices’.

Community Network Activation – With our new corporate network, we have the capacity to readily extend our digital network and presence outside the library walls and into the community – in support of the Smart Cities activation plan. With a network topology specifically designed for secure, open and transparent access to the community, libraries have been adopted by governments across the globe to provide internet access to public spaces.

RECOMMENDATIONS

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

CC31/2021 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

Workplace Diversity

After completing a Workplace Diversity survey for ALIA, CCL was asked to submit a Case Study for the July/August issue of *INCITE*, providing examples of how libraries across Australia address diversity. CCL's traineeships have embraced diversity, changed lives and the article highlights the successes, challenges and learnings over the past 5 years.

Gender Equality (*Library Plan reference 3.3, 5.1, 5.2*)

CCL were advised by LGV that Regional Library Corporations are considered as defined entities where the corporation has more than 50 employees and had commenced work on following obligations under the Gender Equality Act 2020.

As we commenced work on our Gender Equality Action Plan (GEAP) we were advised by the Commission for Gender Equality in the Public Sector of the following:

I write to inform you that Casey Cardinia Libraries does not fall within scope of the Gender Equality Act 2020 (GE Act), and therefore has no legislative obligations under the GE Act.

The Commission received legal advice that library corporations are public entities under the Public Administration Act 2004 (PAA) and therefore have obligations under the GE Act if they have 50 or more employees. Unfortunately, this advice was incorrect, and our legal advisers have since confirmed that library corporations are not public entities, and therefore not in scope of the GE Act. This is because library corporations' board members' are appointed by member councils, not the Victorian Government (section 5(1)(b) of the PAA).

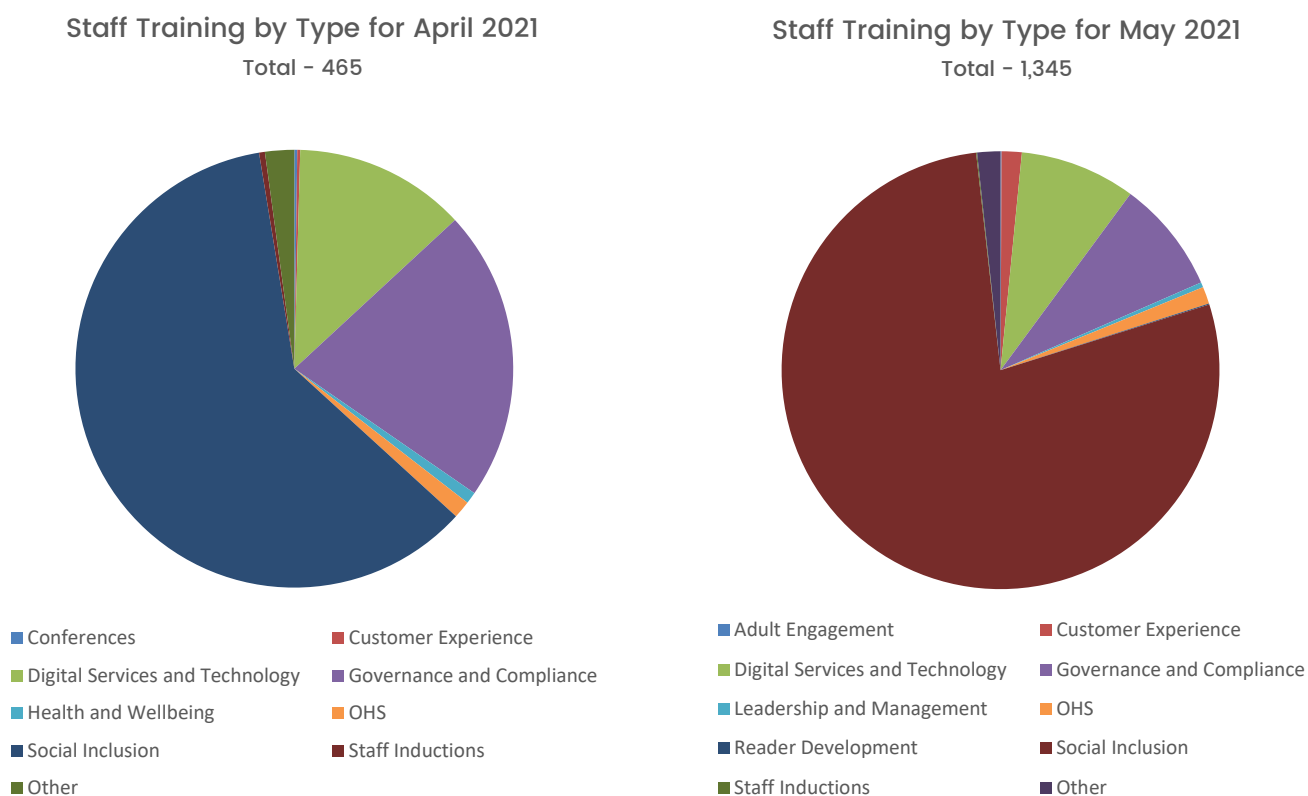
Relying upon this independent legal advice, the Commission believed your organisation may have been within scope of the GE Act.

CCL has a strong commitment towards Gender Equality and will continue working on an action plan that will be included in the Workforce Development Plan.

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

Staff completed a variety of training over April and May with over 1,800 training sessions/modules completed in total. More than 98% of these completed through online learning platforms.

Social Inclusion training was again the most attended with 1,310 modules from the Homelessness training platform accessed, as well as training on the social and emotional wellbeing of LGBTIQ+ young people. Governance and Compliance modules Fire Warden training at Bunjil Place, training on CCL's new Digital Payroll and Online Leave applications other most popular sessions.



The Staff Development Day has been postponed due to COVID Restrictions and has now been rescheduled for Wednesday 4th August at Pakenham Hall. The theme is “Connect, Engage and Celebrate” with sessions covering Team building, connecting and engaging with our community and Mental health and Wellbeing.

Due to the recent lockdown, several of the Governance/Compliance training sessions that were scheduled to take place in June have to be postponed. Dates for these sessions are now scheduled for the first quarter of 2021-22, which will lead to a modest variance in the training budget next financial year.

Recruitment

Recruitment to fill a number of vacant shifts has been delayed as a result of lockdown and associated COVID restrictions. This has impacted staffing levels and available cover.

CCL were delighted that Marcela Russnak has been appointed Service Manager for Warrnambool City Council after 8 years as Library Branch Manager for Narre Warren and Bunjil Place.

The Bunjil Place Library Branch Manager role has been advertised on Seek and through the PLV lists

Health and Wellbeing

After the recent lockdown, CCL staff were asked to complete a health and well-being survey to gauge how they were travelling. Top line results were that staff are feeling cautious, but happy to be back in branch and able to serve the community. They are more confident with where things are at given previous experience coming out of lockdown. Branches are busy even with the current operating restrictions in place. The re-establishment of our concierge service model, to encourage compliance with COVID restrictions, may mean staffing levels will be stretched if customer activity continues to increase.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

CC32/2021 OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers

Purpose

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

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

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

Visitation has been constant in recent months. Over 72,000 community members came through our front doors in May despite the recent lockdown forcing branch closures from 28th May. This is our largest physical visitation month to date since pre COVID.

Despite remaining down on key performance measures for 2020 – 21 including physical visitations, loans, programs, Internet and Wi-Fi usage we have up until the recent lockdown seen steady improvements month to month.

PHYSICAL VISITS	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Cranbourne	8,481	8,007	10,910	11,198	11,040	-1.41%
Doveton	2,302	2,507	4,175	4,669	4,428	-5.16%
Emerald	2,671	2,745	3,560	4,138	3,928	-5.07%
Endeavour Hills	4,373	4,274	5,575	5,526	5,587	1.10%
Hampton Park	4,385	4,806	6,576	5,884	6,725	14.29%
Cardinia Mobile	1,610	1,782	2,397	1,999	2,443	22.21%
Bunjil Place	12,273	12,338	21,920	23,189	21,584	-6.92%
Pakenham	7,731	9,146	15,080	13,219	16,858	27.53%
TOTAL	43,826	45,605	70,193	69,822	72,593	3.97%

With Easter falling in April this year, the branches did see a slight decline in visitation and physical loans from March to April but bounced back again in May. Pakenham, Cardinia Mobile and Hampton Park Libraries experienced the biggest growth in May.

People continue to use our spaces for different activities across the region with loans not reflective of the same visitation trends. The exception is Cardinia Mobile that has experienced growth month on month for both visitation and physical loans.

This time last year, we were in the midst of our extended lockdown. As expected with branches open this year our physical loans are well up on the same period last year. We did see a slight decline month on month in April, possibly impacted by Easter closures but picked back up in May.

Regional Support loans were considerably higher in May, this was due to repurposing processes of top titles, as well as issuing items to library cards as part of the process for new titles for our eager bookgroups.

At the end of May, a third of our collection (33 percent) was out on loan. Like previous months, many of our junior collections for the region are sitting higher, including board books with 63 percent out on loan, begin to read's at 60 percent and picture books at 47 percent. Our top titles collection is strong too with 60 percent out on loan at the end of May.

LOANS	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Regional Support	564	768	881	606	2,955	387.62%
Cranbourne	32,833	29,885	35,330	32,813	34,173	4.14%
Doveton	3,492	3,043	3,937	3,618	4,338	19.90%
Emerald	10,964	10,431	11,748	10,761	12,227	13.62%
Endeavour Hills	15,248	12,828	14,275	12,531	14,814	18.22%
Hampton Park	12,948	11,420	13,605	11,940	12,620	5.70%
Cardinia Mobile	5,475	5,597	6,979	5,061	6,033	19.21%
Bunjil Place	42,032	38,708	44,624	42,951	44,121	2.72%
Pakenham	25,791	25,042	29,247	25,561	26,908	5.27%
<i>Regional Total</i>	149,346	137,722	160,626	145,842	158,189	8.47%
<i>Loans</i>	48,495	45,466	50,854	47,422	50,236	5.93%
TOTAL	197,841	183,188	211,480	193,264	208,425	7.84%

Home Delivery Service is still ticking over. During week one of the recent lockdown, we offered click and collect, opening up home deliveries in the second week. Since the delivery service began in April 2020. we have posted out 18,531 parcels to 11,341 members, weighing in at over 61,000 kilograms.

Circulation deliveries– physical loans 1st April to 11th June (inclusive) 2021.

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1 st April – 30 th June 2020	4,368	6,952	7,001	22,022
1 st July – 10 th November 2020	5,868	9,641	9,714	33,525
11 th November 2020– 16 th February 2021	750	1,225	1,234	3,467
17 th February 2021 – 23 rd April 2021	137	346	347	1,089
24 th April 2021 – Friday 11 th June	218	233	235	945
TOTAL	11,341	18,397	18,531	61,048

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

Our total membership has remained stable in recent months. At the end of May we had 106,338 members. Following the large membership purge earlier in 2021, duplicate memberships have been removed in May and ongoing database maintenance continues for residual memberships for 3 years ago.

Despite the impact of membership database maintenance, CCL is seeing a significant increase in the number of new members joining each month. We added almost 2,000 new members across the region in May.

CCL continue to offer a small selection of online programs, both youth and adult. Experience with online programs and the recent lockdown has enabled staff to easily shift focus back to online programming.

Members of our youth team engaged local kinders to join us online for storytime sessions, the response has been positive. This is a tremendous opportunity for increased engagement and creating increased community awareness of libraries.

"Thank you so much Heidi and Jenny our whole service (3 rooms) joined in on Thursday and really enjoyed it all, the children in my room took part in the songs, stories and activities. We look forward to being able to participate in some more storytimes. "(Livingston Kinder).

Program attendance in branch prior to lockdown had been positive. We continue to make use of our online bookings module to ensure we continue to meet COVID safety requirements. Staff will continue to monitor government restrictions with the upcoming Winter School Holiday program.

Our staff have completed over 1,000 individual chats in the last 18 months. 1,000 individuals that is, if someone revisits they are not recounted. Topics include both holds and purchases, membership queries, information questions, lockdown and the services and programs available.

RB Digital eAudiobooks ceased at the end of May, and we fully transitioned to Libby in April. RB Digital Magazines remained until the end of April. Library users have begun to adopt Libby as the alternative with 845 eAudio, 582 eBooks and 1,165 eMagazines loans in May.

Strong electronic resource performers in May included Press Reader, eAudiobooks and eMagazines. Tumblebooks and Storybox saw a decline in May.

ELECTRONIC RESOURCES	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Age Library Edition	659	574	657	661	661	-
Bolinda eAudiobooks	11,949	10,726	11,715	11,602	12,059	3.94%
Bolinda eBooks	9,709	8,559	8,679	8,376	8,758	4.56%
Choice	55	77	89	104	71	-31.73%
Freegal Music	7295	7,340	8,688	8075	7358	-8.88%
Kanopy	1,161	1,077	1,071	1,063	1,052	-1.03%
Libby eAudio and eBooks	-	-	2,192	1,366	1,427	4.47%
Press Reader	11,269	11,267	12,625	14,081	16,865	19.77%
RB Digital eAudiobooks	948	688	244	-	-	-
RB Digital eMagazines/ Libby eMagazines*	4,919	4,659	4,513	1,551	1,651	6.45%
Storybox Library	182	301	134	170	74	-56.47%
Tumblebooks	349	198	247	373	260	-30.29%
TOTAL	48,495	45,466	50,854	47,422	50,236	5.93%

*Was RB Digital until end of April, then changed to Libby eMagazines.

With branches open, our community return to use our Wi-Fi, sessions continue to pick up month on month. Our members are also enjoying the benefit of being able to access and use our public internet PC's on a limited basis due to COVID19 restrictions.

WI-FI USAGE	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Cranbourne	1333	1344	1953	2070	2325	12.32%
Doveton	620	644	744	690	744	7.83%
Emerald	527	504	620	570	589	3.33%
Endeavour Hills	837	840	1271	1200	1240	3.33%
Hampton Park	713	812	899	690	868	25.80%
Cardinia Mobile	248	224	248	180	186	3.33%
Bunjil Place	1218	1370	2802	2577	2674	3.76%
Pakenham	961	924	1488	1260	1333	5.79%
TOTAL	6,457	6,662	10,025	9,237	9,959	7.82%

INTERNET USAGE	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Cranbourne	931	846	1,079	1,104	1,065	-3.53%
Doveton	319	431	645	733	572	-21.96%
Emerald	219	219	320	327	296	-9.48%
Endeavour Hills	657	548	643	750	759	1.20%
Hampton Park	764	634	886	944	915	-3.07%
Cardinia Mobile	6	8	10	8	10	25.00%
Bunjil Place	933	899	1,383	1,500	1,314	-12.40%
Pakenham	662	704	927	1,095	1,219	11.32%
TOTAL	4491	4,289	5,893	6,461	6,150	-4.81%

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.

Our Marketing and Communications Team have been doing some fantastic work on our website, ensuring it is simple and easy for our community to navigate around and get to the information they seek as efficiently as possible.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 23 June 2021

VIRTUAL VISITS	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	% Variation Apr/May
Website	37,133	40,635	49,464	42,545	46,164	8.51%
Enterprise	20,568	17,766	19,663	18,738	19,527	4.21%
Bookmyne	337	232	335	357	229	-35.85%
CCL App	16,297	14,392	15,160	15,144	16,097	6.29%
TOTAL	74,335	73,025	84,622	76,784	82,017	6.82%

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC33/2021 CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

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

CCL Library Plan reference – 1.2, 2.1, 2.2, 3.1, 3.3, 4.1, 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

Grants and Fundraising

Libraries for Health and Wellbeing

CCL has successfully secured \$35,000 from the State Library to develop an exciting program targeting mental health, wellbeing and nutrition for parents and young children. We will work with City of Greater Dandenong Libraries and Monash Health to deliver information on the key subject areas via established library programs including Babytime, Tinies Time and Storytime. The objective is to deliver improved health outcomes for young children and their parents in the outer South East Metropolitan region. The program starts rolling out next month and will run at library branches, outreach locations, and online throughout 2021-22.

Lego and Science Programs – Winter Fundraiser

Our latest campaign has already raised \$4,700! We have also welcomed donations of physical LEGO bricks from generous community members. The funds will support the purchase of more LEGO, including Technic, and other science related materials for our extensive STEAM programs. The fundraiser will run during winter, and we are lucky to featuring the story of one of our own members who has benefited from our LEGO club. Poppy is eight, and is a member of Cranbourne library:

For eight year old Poppy, the science program at her local library has changed her life. Poppy was born with only half a functioning heart. By the time she was four, she'd already had three open heart surgeries and spent much of her short life in hospital.

One of the few activities that Poppy could take part in however was trips to the library with her Mum. At the library Poppy discovered the Lego Club and through this developed a love of science and technology.

Amelia, Poppy's mum is grateful for the library's science program that is quite different to the classes at her primary school.



"Because Poppy was so sick, Lego was one of the few activities she could do. It engaged her mind and her hands. Poppy absolutely loves the science program at the library. It's where she catches up with her friends, it's where she uses her creativity. It's her passion."

ASRC Food drive

CCL continues to 'pay it forward' and is happy to support the Asylum Seekers Resource Centre in collecting non-perishable food and supplies for people in need, especially those who have no income or work rights. The groceries and other useful products will be sent out from the central ASRC collection point to communities weekly, benefiting those in our region and right across Melbourne.

The food drive complements our continuing initiative supporting Cardinia Shire residents with Care Packs from Bless Collective, available at Pakenham, Emerald and the Cardinia Mobile Libraries.

Community Engagement

H.E.A.L Foods

The H.E.A.L (Healthy East Accessible Local) Foods program brings together food, gardening, sustainability and lifelong learning at Pakenham Library. The program is the brain-child of the Pakenham team, led by Bec Mitchem. Bec is one of CCL's most creative and energetic leaders, and the H.E.A.L Foods program is a wonderful example of her ability to identify and tailor programs to local needs. H.E.A.L is supported by the Cardinia Food Movement and funded through Vic Health.

The program encourages people to understand how to grow and eat seasonal produce and connect with each other. Local library members have also been encouraged to help the library staff set up the community garden in the outdoor reading area of the library. We hope this is the start of something big (and healthy) for Pakenham residents. Following the initial grant phase, there is the capacity to expand this program across the network with additional funding.



Winter Author Talks

Our exciting line up of Winter Author Talks will now take place online, in the wake of recent restrictions and uncertainty. Melbourne Journalist and crime writer Katherine Firkin will chat about her writing and new explosive novel, *The Girl Remains*. We are also featuring historical fiction novelist Martha Hall Kelly, and Australian author Rachel Givney. It is a fantastic event series which will be accessible to a broad online audience, and compliments the Authors featured through our Book Matters podcast series.



VALE Eric Carle

The CCL team were saddened to hear of the passing of Eric Carle, author and illustrator of *The Very Hungry Caterpillar* and many other beloved classics. *The Very Hungry Caterpillar* has delighted children for decades and has become something of a mascot for CCL since our CEO first donned the green suit for the 2019 Vinnies CEO Sleepout.

One of our library members reflects on the legacy of Eric Carle's writing:

"His imagination inspired millions of children around the world who read his books in multiple languages, which they in turn read to their children.

What a wonderful thing it is, when you remain young at heart and are fondly remembered by generations for your creations"



National Simultaneous Storytime

It was great to celebrate National Simultaneous Storytime (NSS) this year on the 19th of May in the Plaza at Bunjil Place. Local children were thrilled to hear the story read by Shannon Walker, NASA Astronaut – from the International Space Station! This year's chosen book 'Give me some Space' by Philip Bunting was read right across our library network, with many local schools, kinders and childcare centres participating too.

NSS is held annually by the Australian Library and Information Association (ALIA). Every year a picture book, by an Australian author and illustrator, is read simultaneously around the country. NSS helps us to:

- promote the value of reading and literacy,
- promote the value and fun of books,
- promote an Australian writer and publisher,
- promote storytime activities in libraries and communities around the country,
- and provide opportunities to involve parents, grandparents, the media and others to participate in and enjoy the occasion.



In 2021, around the country, there were nearly 2 million readers at over 33,000 locations. Above is Tim, Children and Youth Services Librarian at Bunjil Place Library, with some fellow budding Astronauts.

Collections

Click and Collect and Home Deliveries

The return of lockdown has meant the resurgence in popularity of our Home Deliveries and Click and Collect services. Cranbourne Library was particularly busy processing requests during the recent Stage 4 restrictions. Library Materials are a must for members when they are stuck at home:

"Hello! We tried the binge bag service and I have to say a huge thank you to the staff at Endeavour Hills for nailing it! The boys were so excited to open the packages and were further delighted to see a perfect range of books for their interests. I wish we had done this last year during lockdowns. Thanks again for this service and all the best!" Lena

"The highlight of our day was our delivery from Cranbourne library- thank you so much!" Jodie

Partnerships and collaboration (*Library Plan reference 2.2*)

CCL is working with City of Casey on strategic plans that link to library services.

City of Casey Health and Wellbeing Strategy 2021-25 is currently being drafted. CCL is contributing to the planning process as a key stakeholder. Many of CCL's current and planned activities align with the Health and Wellbeing Strategy goals of social connection, mental health, Family Violence prevention and promotion of physical wellbeing. The CCL team are keen to work improving Health outcomes in the region.

Bunjil Place Brand Strategy

Consultants Landor and Fitch have been engaged by City of Casey to develop a new branding strategy for Bunjil Place. CCL leadership staff have participated in the initial insights phase. The work considers the current brand, future ambitions for Bunjil Place and the functional and emotional benefits for its audiences. CCL looks forward to continued involvement in the development of the new brand.

Marketing and Promotions (*Library Plan reference 3.1*)

Key marketing activities for the months of April and May 2021 were:

- April and May 2021 e-newsletters (eDMs)
- Autumn What's On Booklet
- Autumn School Holidays program
- Key campaigns launched: HEAL, National Simultaneous Story Time, Winter Authors
- Local Media – generated 7 stories on – Libraries After Dark (including Cr Brett Owen – Cardinia Shire Council), 3 x staff stories on Felicity McGuire Bell, Jadine MacCuaig and Kelly West, "Time to get back to the library in Star News, NSS (at Bunjil Place) in Star News and Winter Author Events
- Refresh of photography for use on digital and physical assets and website
- Lockdown 4.0, pivot, communication to our community regarding 'click and collect' and home delivery and move all children programs online
- Daily promotion of branch events/programs/activities

Engagement statistics

SOCIAL MEDIA	March 2021	April 2021	May 2021
Facebook	Followers: 8,074 Reach: 55,770 Engagement: 2,248	Followers 8,106: Reach: 56,011 Engagement: 2,461	Followers:8,151 Reach: 49,397 Engagement: 2,386
Instagram	Followers: 1,389	Followers: 1,399	Followers: 1,415
Twitter	Profile visits: 186 Tweet Impressions: 4,751	Profile visits: 82 Tweet Impressions: 1,380	Profile visits: 131 Tweet Impressions: 4,511

Best performing Facebook posts:

- April: Emerald Play and Discovery Day – 14 April (4,053 people reached, 72 reactions, 345 post clicks)
- May: Food Drive – 24 May (6,200 people reached, 173 reactions and 178 post clicks)

eDM/eNewsletters

March 2021	April 2021	May 2021
Recipients: 47,510 Opens: 19,761 (42%) Click: 1,519 (7.69% Click rate)	Recipients: 49,961 Opens: 32,055 (64%) Click: 1,923 (6%)	Recipients: 51,282 Opens: 20,560 (40%) Click: 569 (2.8%)

Conclusion

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

RECOMMENDATIONS

1. That the Customer Experience Report be noted.

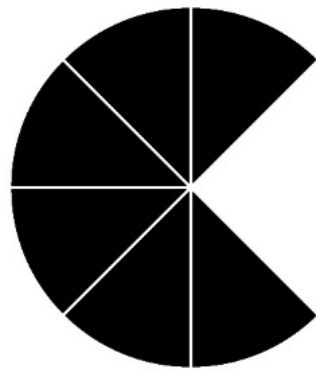
GENERAL BUSINESS

CC34/2021 COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

RECOMMENDATIONS

1. That the Board note the CCL COVID-19 Business Continuity Plan 17 June, 2021



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan 2020 – 2021

17 June, 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 other members of the CCL Team as required.

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
- Jenny Scicluna 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 operations are regularly provided to community via website and social media channels.

Posters are placed on library doors when required.

Response and Recovery – The Journey so far

CCL implemented the unprecedented decision to close the branch network on 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 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 rest 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 2021, in response to a Hotel Quarantine worker getting infected, the Premier announced that facemasks were 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 to an 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 was able to open to the public from 9.00am on 18 February.

On 26 February, the Premier announced a further easing of restrictions that means people do not have to wear facemasks in libraries, unless they are unable to socially distance.

On 22 March, the Acting Premier James Merlino announced further changes to restrictions. While the relaxation of rules did not relate directly to library services, there has been a distinct easing in community mindset and confidence is growing.

On 27 May, the Acting Premier James Merlino announced a 7-day Stage 4 Lockdown

On 2 June, the Acting Premier James Merlino announced an extension of the Stage 4 Lockdown for another week and signalled that the transition process back to COVID normal may take some time.

On 9 June, the Acting Premier, James Merlino announced an easing of restrictions from 11.59pm 10 June, which will mean that CCL can reopen to the community in the coming days with restrictions on people density (1 person per 4 square metres) and a cap on the number of visitors (50pax)

On 16 June, the Acting Premier, James Merlino announced an easing of restrictions from 11.59pm 17 June, which will mean that CCL can increase the cap on the number of visitors indoors (75pax)

CCL will continue to develop and implement 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:

Services

- Expansion of eResources (<https://www.cclc.vic.gov.au/online-resources/>)
- CCL App promoted to the community
- 'Click and Collect' continues
- The Home Delivery service in partnership with Australia Post continues
- Home Library Service has resumed (via the Home Delivery Service) and drop to door contactless service
- Return Chutes are now open 24/7
- Programs continue to be delivered largely online

Social and Economic Inclusion

- Ask a Librarian phone service recommenced from 28 May
- Ask a Librarian web chat continues
- Digital story-telling and program delivery recommenced 31 May
- Free WiFi access continues

Service Provision Innovation Projects

- Phone system has been configured to enable staff to answer calls while working from home
- 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 further legislation which will mean that RLC Boards do not need to physically meet.

Staffing

- Staff are required to attend work for Collection Management eg run Click and Collect, Work from home, or take leave – this will change as branches reopen to the public.
- Microsoft Teams is being used as the preferred online tool for staff communications
- Regular engagement with ASU to ensure open lines of communication
- Provision of online training and development opportunities continues
- Currently 1 staff member has 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 will conduct 'Live Briefings' on Teams on an as needs basis.

Working from Home

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

Response to COVID – 19 Infection

- A Business Contingency Plan has been established and maintained
- A COVID-19 Positive Case Checklist (Staff or Community member) has been established for a rapid and thorough response to positive notifications
- If a staff member is tested for COVID – 19 they must self-isolate 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

CCL has resumed normal opening hours

Financial viability

CCL will record a surplus in the 2020-21 Financial year.

The organisation has saved money through reduction in overtime (Sundays) in the first half of the financial year and administration costs.

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 are reprofiling program laptops for staff use to enable work from home during the 7-day lockdown.

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.

CC35/2021 CCL 25TH BIRTHDAY CELEBRATIONS

Report prepared by Chris Buckingham

On September 26th CCL will have been incorporated for 25 years. This is a significant milestone for the organisation and the community.

CCL and the Board will continue to discuss the opportunity to celebrate the milestone.

IN-CAMERA

CC36/2021	EMPLOYMENT MATTER
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NEXT MEETING

Wednesday 25 August 2021, City of Casey – Online Meeting