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

AGENDA

Board Meeting
Wednesday 23 February 2022
4.00pm

Online Meeting via Teams

1. Present

2. Apologies

3. Acknowledgement of the Traditional Owners

4. Declaration of Conflicts of Interest

5. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Special 'In Camera" Board Meeting held on Thursday 20 January 2022.

STRATEGIES/PLANS

CC02/2022   DRAFT LIBRARY PLAN 2022-2026

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on the Library Planning Process.

CCL Library Plan reference – 4.6

Discussion

CCL Library Plan is the primary planning document that informs our strategic direction. It is a requirement to have a library plan under Section 125 of the Local Government Act 1989.

The Library Plan is aligned with the Strategic Resource Plan. Traditionally the organisation undertakes a major review of the Library Plan every four years. It is then reviewed on an annual basis to ensure that key elements of the Plan are current and aligned with the needs of the Member Councils and their communities.

8.   STRATEGIC PLANNING

8.1   The Chief Executive Officer shall by 1 May each year provide each Council with a copy of the Regional Library's proposed Library Plan as endorsed by the Board and prepared in accordance with Section 125 of the Act.

8.2   The Chief Executive Officer shall by 1 May each year prepare and provide each Council with a proposed Strategic Resource Plan for the financial year commencing 1 July as endorsed by the Board in accordance with Section 126 of the Act.

Ref: *CCL Regional Library Agreement 2017*

The last major review of CCL's Library Plan took place in 2021. The Library Plan 2021–2025 was developed after extensive consultation with community, library users, staff and key stakeholders in 2021. It was adopted by the Board in June 2021.

CCL commenced the annual update and review of the Library Plan 2021-2025 including a review of current Key Performance Indicators (see attached).

There are updated projections for the Key Performance Indicators based on year-to-date results and expected service limitations continuing for some time. The performance results have been significantly affected by the COVID-19 pandemic and resulting changes to library usage. Branch closures, restricted opening hours, vaccination proof requirements will continue to affect the service moving forward.

CCL plan to submit a final draft of the Library Plan 2022-2026 to the Board for endorsement at the April Board Meeting.

RECOMMENDATIONS

1.   That the Board note the review of CCL's Key Performance Indicators.

Our Key Measure Outputs

Measure	CCL Actual 2020/21	CCL Target 2021/22	CCL Revised Targets 2021/22	CCL Target 2022/23	CCL Target 2023/24	CCL Target 2024/25	CCL Target 2025/26
Engagement							
Utilisation of Technology (Wi-Fi, Public PC user in branch)	107,171	261,000	112,000	313,000	348,000	366,000	374,000
Net Promoter Score (Community Survey)	76	65	65	65	65	65	65
Memberships*	105,930	114,000	107,000	120,000	126,000	132,000	137,000
Visits							
Visits – physical	435,263	964,000	515,000	1,157,000	1,286,000	1,350,000	1,383,000
Visits – virtual	847,362	951,000	933,000	933,000	933,000	933,000	1,012,000
Total visits	1,282,625	1,915,000	1,448,000	2,090,000	2,219,000	2,283,000	2,395,000
Program and events attendance (In Branch)	36,345	52,000	30,000	69,000	95,000	95,000	95,000
Collection							
Loans (total physical and digital)	2,055,629	2,350,000	2,125,000	2,500,000	2,646,000	2,779,000	2,845,000
Turnover rate – physical items	4.5	6.5	6.0	7.0	7.0	7.0	7.0
Turnover rate – digital items	21.1	20.0	20.0	20.0	20.0	20.0	20.0
Physical quality of library collection (age of collection - less than 5 years)	66.2%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%
Cost of Delivery							
Cost of library service per capita	$23.20	$23.94	$23.94	$23.58	$23.36	$23.14	$22.94
Cost of library service per physical visit (total expenditure)	$27.12	$12.58	$23.55	$10.65	$9.79	$9.52	$9.48

* Unusual bulk membership database cleanup occurred in January 2022 figures

CC03/2021	DRAFT BUDGET 2022-2023 AND STRATEGIC RESOURCE PLAN 2022-2026

Report prepared by Emily Ramaswamy

Purpose

To provide the operating budget for the 2022–2023 financial year and the Strategic Resource Plan 2022-2026.

CCL Library Plan reference – 4.6

Background

A draft budget for the 2022-2023 financial year has been prepared following the endorsement of the 2021-2025 Library Plan, input from the CCL Executive and Leadership Teams.

This Budget takes into account key decisions made by the CCL Board made throughout the course of the 2021–2022 financial year. This budget is based on a principle of "business-as-usual" and covers the full financial year.

The final version of the Budget will be presented to the Board for adoption in April 2022.

Discussion

This budget has allowed for:

Income

- Member Council contributions reflect a 1.75% increase over 2021–2022 budget, in line with rate cap.
- State Government contributions are budgeted with a 3.5% increase over the 2021–2022 actual funding. Actual funding in 2021–2022 came out 1% better i.e 3.5% above the 2020–2021 actuals.
- CFC Funding of 2% increase has been maintained.
- Lower income from investments is anticipated due to continued trend of low interest rates.
- Other income is expected to be at lower levels based on actual trends of 2020-2021. Donations income stream and income from special grants is expected to follow the trend of 2020-2021 actuals.

Expenditure

- An increase in Employee costs expected with the annual salary increase in October 2022 and increase to the SGC to 10.5% in July 2022.
- Employee costs increased due to realignment of costs from Administration of $48,000.
- FY2023 includes a budgeted 2% position vacancy assumption, saving $161,868. Vacant positions have not previously been budgeted for, due to the nature of the customer experience roles and their requirement to be backfilled using additional hours.
- IT & Communications expenditure has been allocated a 1.75% increase to allow for annual increases in service provider costs and software subscriptions (keeping within rate cap).
- Library materials has been allocated a 2% increase following previous years' trends.
- Promotions & marketing has been allocated a 1.75% increase following previous years' trends (keeping within rate cap).

- Administration decreased from prior year, due to the reallocation of expenditure to employee costs and the removal of the Home Delivery Program. In the event of a further COVID-19 related lockdown & branch closures, savings in employment costs will be applied to reinstate the program.
- Depreciation has been estimated based on the mix of existing assets and budgeted Capital Expenditure in 2022 and 2023

In line with the Regional Library Agreement, the final split of cost between Member Councils is not able to be finalised until after the April 2021-March 2022 usage figures are calculated.

As per the endorsed 2021–2025 SRP, Member Council contributions are split on the following basis for 2022–2023:

- City of Casey 74.049%
- Cardinia Shire Council 25.951%

Draft Strategic Resource Plan 2022-2026

CCL Draft Strategic Resource Plan 2022–2026 is required under section 125 of the Local Government Act 1989. It aligns with the Library Plan 2021–2025, and identifies the resources required to meet the strategic objectives identified in the Plan.

Conclusion

The Draft Budget allows for the continuation of service with the normal spread of opening hours across the existing branch network and draws down on CCL's cash reserves including the surplus accrued in the 2020–2021 Financial Year.

RECOMMENDATIONS

1. That the Board endorse the Draft CCL Budget 2022–2023.
2. That CCL forward the Draft Library Budget 2022–2023 to Member Councils for approval prior to final adoption by the Board.
3. That the Board endorse the Draft Strategic Resource Plan 2022–2026.
4. That CCL forward the Draft Strategic Resource Plan 2022–2026 to Member Councils for approval prior to final adoption by the Board.
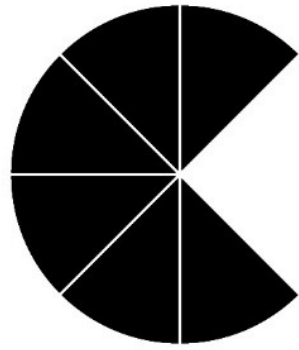
'Inspiring spaces where everyone is free to discover possibilities'

Budget

2022 – 2023

DRAFT

February, 2022

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

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

1.0   Executive Summary

The 2021–2022 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 2021 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 2022-2023 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2022. 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 $97,859 for FY2023 will result in a draw down on reserves, to be offset by savings achieved throughout the 2020, 2021 and 2022 financial years.

Income

	Actuals 2020-21	Budget 2021-22	Budget 2022-23
City of Casey	6,415,592	6,495,948	6,609,627
	54.36%	*53.56%*	*53.62%*
Cardinia Shire	2,227,264	2,276,551	2,316,391
	18.87%	*18.77%*	*18.79%*
State Government	2,953,965	3,019,025	3,150,930
	25.03%	*24.89%*	*25.56%*
CCL - Operations	205,884	336,907	249,075
	1.74%	*2.78%*	*2.02%*
Total Income	11,802,705	12,128,430	12,326,022

Budgeted Revenue

City of Casey: 2021-22 $6,496; 2022-23 $6,610
Cardinia Shire: 2021-22 $2,277; 2022-23 $2,316
State Government: 2021-22 $3,019; 2022-23 $3,151
CCL - Operations: 2021-22 $337; 2022-23 $249

Revenue

Actual 2015 $9,385
Actual 2016 $9,655
Actual 2017 $10,040
Actual 2018 $10,666
Actual 2019 $10,995
Actuals 2020 $11,500
Actuals 2021 $11,794
Budget 2022 $12,128
SRP 2023 $12,326
SRP 2024 $12,674
SRP 2025 $13,032
SRP 2026 $13,399
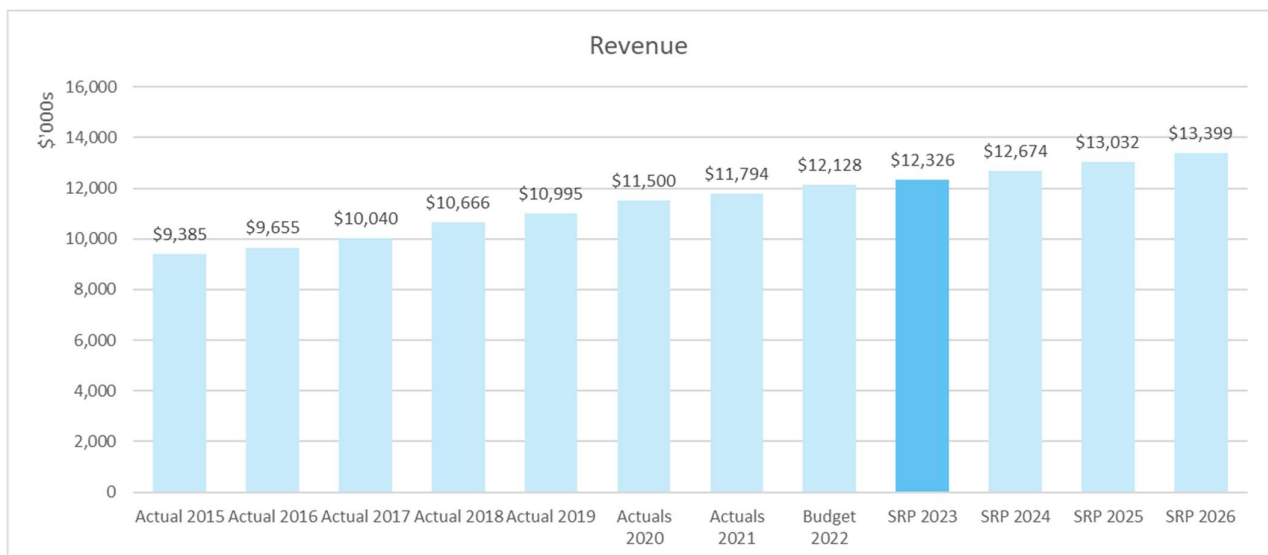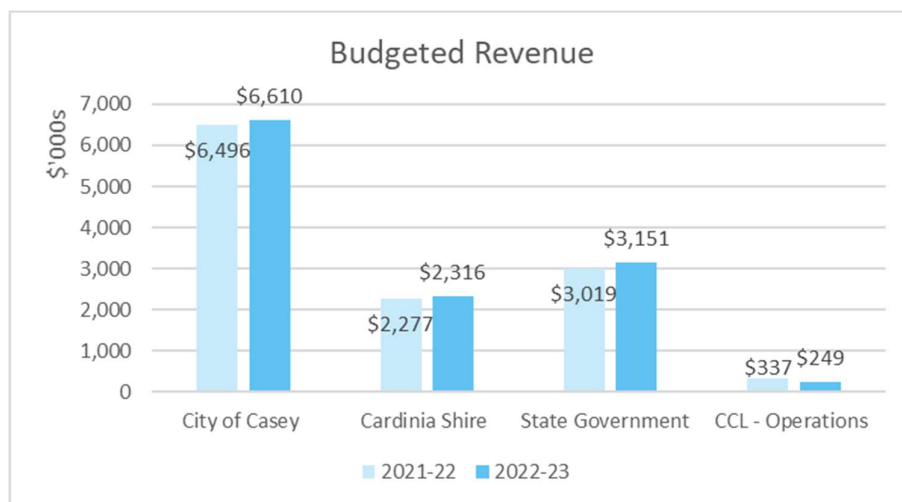
Expenditure

	Actuals	Budget	Budget
	2020-21	2021-22	2022-23
Employee Costs	8,385,771	9,110,268	9,263,795
IT & Communications	796,262	752,345	765,500
Promotions & Marketing	155,786	139,766	142,215
Administration	488,213	606,218	529,865
Library Materials	1,521,186	1,591,879	1,635,815
Furniture & Equipment	232,418	217,474	196,324
Total Expenditure	11,579,636	12,417,950	12,533,514

Total Expenditure

Category	Value
Actual 2015	$9,301
Actual 2016	$9,316
Actual 2017	$9,940
Actual 2018	$10,869
Actual 2019	$11,449
Actuals 2020	$11,184
Actuals 2021	$11,580
Budget 2022	$12,418
SRP 2023	$12,534
SRP 2024	$12,797
SRP 2025	$13,067
SRP 2026	$13,337
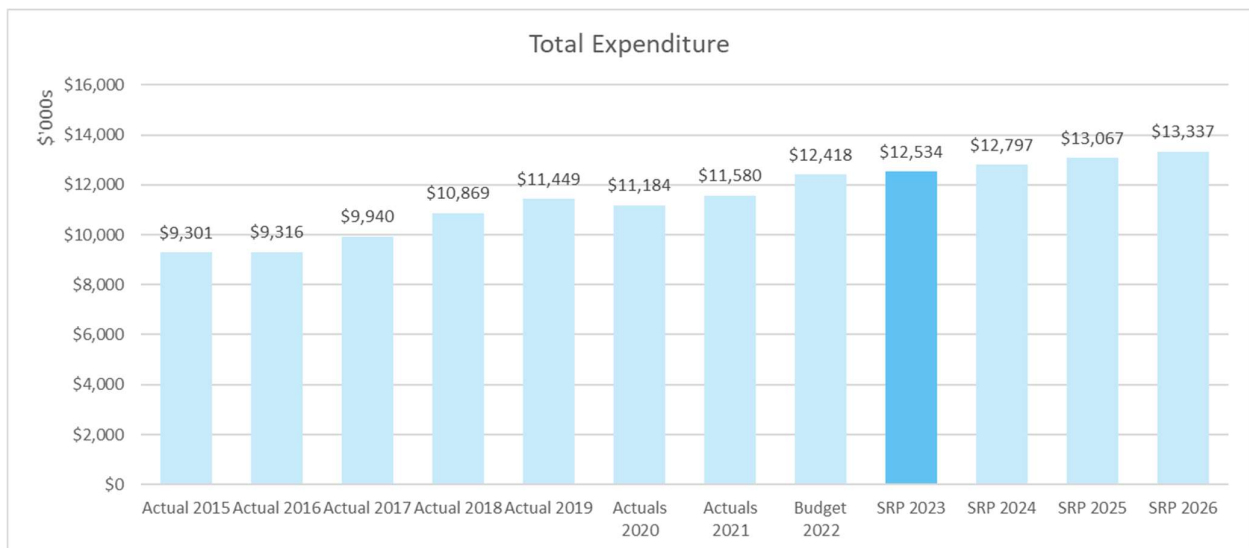
2.0　　Budgeted Financial Statements 2022–2023

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2021-22	Budget 2022-23
Revenue			
Council Contributions	1	8,772,498	8,926,017
State Government Grants	2	2,839,505	2,965,433
CFC Grant Funding		179,520	185,497
Interest on Investments		33,750	15,750
Other income	3	303,157	233,325
Total Income		12,128,430	12,326,022
Expenditure			
Employee Costs	4	9,110,268	9,263,795
CFC Expenditure		170,395	174,983
IT & Communications	5	752,345	765,500
Library Materials	6	382,051	389,692
Promotions & Marketing		139,766	142,215
Administration		606,218	529,865
Depreciation		1,456,459	1,332,813
Total Expenditure		12,447,107	12,423,881
Net Gain (loss) disposal of plant & Equipment		0	0
Total comprehensive result		(318,677)	(97,859)

Balance Sheet As at June 30		
	Budget 2021-22	Budget 2022-23
ASSETS	$	$
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	2,930,387	3,309,142
Receivables	50,000	60,000
Inventories		
	3,050,387	3,439,142
Non-Current Assets		
Fixed Assets	4,178,398	4,288,031
Right-of-use assets	107,783	83,811
TOTAL ASSETS	7,336,567	7,810,983
LIABILITIES		
Current Liabilities		
Payables	430,495	420,535
Lease Liabilities	26,661	26,661
Employee Entitlements	1,638,640	1,811,256
	2,095,796	2,258,452
Non-Current Liabilities		
Employee Entitlements	113,880	162,312
Lease Liabilities	86,560	62,859
TOTAL LIABILITIES	2,296,236	2,483,623
NET ASSETS	5,040,331	5,327,360
EQUITY		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	2,989,092	3,276,121
TOTAL EQUITY	5,040,331	5,327,360

Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2022			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(318,677)	(318,677)	
Balance at end of financial year	5,150,321	3,099,082	2,051,239
2023			
Bal at the beginning of the financial year	5,150,321	3,099,082	2,051,239
Comprehensive result	(97,859)	(97,859)	
Balance at end of financial year	5,052,462	3,001,223	2,051,239

Statement of Capital Works For the Years ending June 30		
	Budget 2021-22	Budget 2022-23
Capital Expenditure		
Library Materials	1,209,828	1,246,123
Motor Vehicles	0	0
Furniture & Equipment **	217,474	196,324
	1,427,302	1,442,446

Statement of Human Resources For the years ending June 30		
	Budget 2021-22	Budget 2022-23
Staff Expenditure		
Employee costs - Operating	9,110,268	9,263,795
Total Staff Expenditure	**9,110,268**	**9,263,795**
	EFT	EFT
Staff Numbers	96	96
Permanent full time	34	32
Permanent part time	128	133

Casey Cardinia Libraries

Statement of Cash Flows Year ended June 30	Budget 2021-22 $	Budget 2022-23 $
Cash Flow from Operating Activities		
Income from:		
Council Contributions	8,772,498	8,926,017
Government Grants	3,019,025	3,150,930
Interest Income	33,750	15,750
Overdue Fines	0	0
Other Income	303,157	233,325
	12,128,430	12,326,022
Payments for:		
Employee Costs	9,110,268	9,263,795
Library Materials	382,051	389,692
Computer Services	752,345	765,500
Other Costs	773,134	699,230
	11,017,798	11,118,217
Net Cash Inflow from Operating Activities	1,110,632	1,207,805
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equip	(1,427,302)	(1,442,446)
Net Cash (Outflow) from Investing A	(1,427,302)	(1,442,446)
Net Increase/Decrease in Cash	(316,670)	(234,642)
Cash at the beginning of the year	3,930,454	3,613,784
Cash Held at End of Year	3,613,784	3,379,142

3.0   Notes to the Budgeted Financial Statements 2022-2023

1 - Council Contributions

Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 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%

**Usage & Population split as per prior year budget, Figures to be updated April 2022 after ABS data released March 2022 & usage figure calculated for Apr 2021-Mar 2022

Councils Contribution	Budget 2021-22	Budget 2022-23
Population	506,715	522,627
Councils Contribution	8,772,498	8,926,017
Average Contrib per Capita	$17.31	$17.08

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

**2022 figures to be updated April 2022 after ABS data released in March 2022
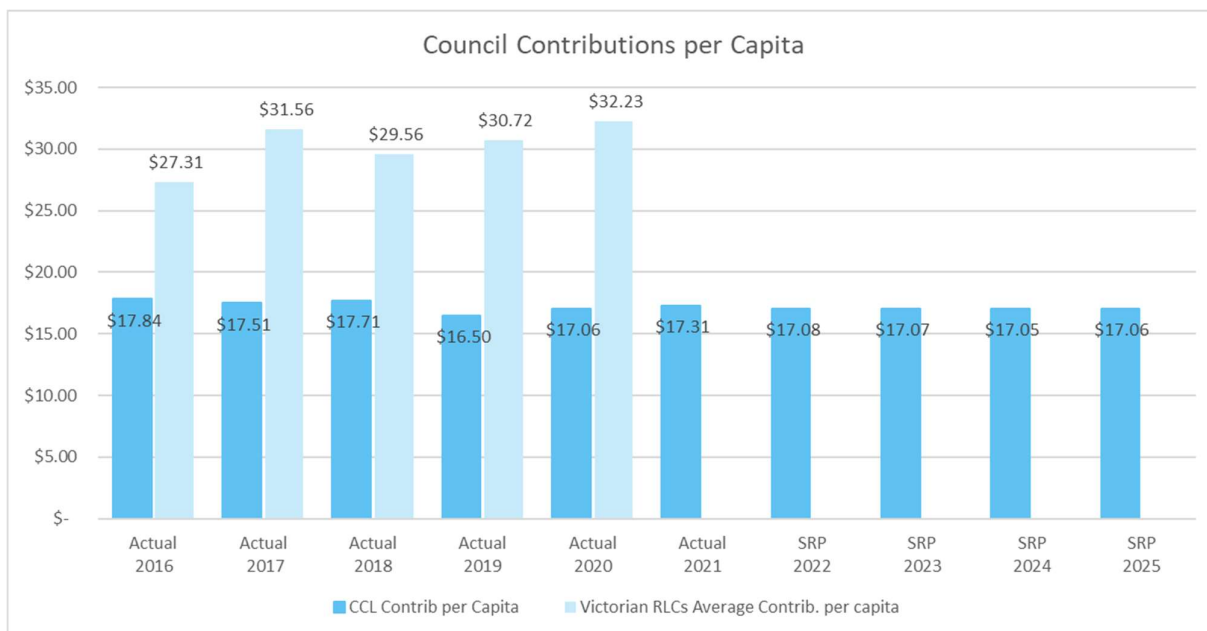
Council Contributions per Capita

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 FY2022 3.2% increase.

State Funding	Budget 2021-22	Budget 2022-23
Population	506,715	522,627
State Funding	3,019,025	3,150,930
Average Contrib per Capita	$5.96	$6.03

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 2023 budget have been based on CCL being able to operate business as usual from 1 July 2022.

Not included in the 2023 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 109.9% as at 30 September 2021 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget 2021-22	Budget 2022-23
Employee Costs	9,110,268	9,263,795
Total Staffing EFT	96	96
% of total expenditure	73.36%	73.91%
Population	506,715	522,627
Expenditure per capita	$17.98	$17.73
2020 State Average Expenditure per capita		$25.09

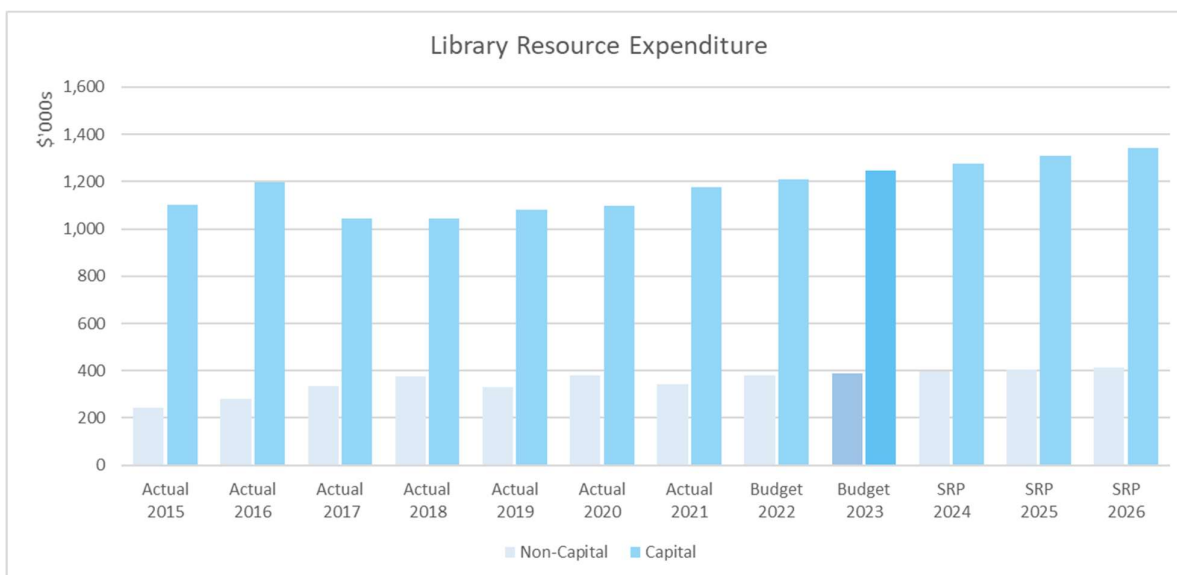## 4 - Information & Communications Technology (ICT)

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 2021-22	Budget 2022-23
Telecommunications	36,950	50,000
Data Communications	270,504	300,000
ILMS	191,434	100,000
Computer Software & Support	253,458	315,500
Total ICT	**752,345**	**765,500**
% of total expenditure	6.83%	6.89%
Population	506,715	522,627
Expenditure per capita	$1.48	$1.46

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 2021-22	Budget 2022-23
Non-Capital	382,051	389,692
Capital	1,209,828	1,246,123
Total Library Resources	**1,591,879**	**1,635,815**
% of total expenditure	14.45%	14.71%
Population	506,715	522,627
Expenditure per capita	$3.14	$3.13
2020 State Average Expenditure per Capita		$5.78

Library Resource Expenditure

4.0   Member Council Contributions 2022-2023

Contribution Allocation	2021-22 Total	2021-22 Casey	2021-22 Cardinia	2022-23 Total	2022-23 Casey	2022-23 Cardinia
Contribution Split		74.049%	25.951%		74.049%	25.951%
Income						
Operations Income	303,157	224,484	78,672	233,325	172,775	60,550
Interest on Investments	33,750	24,992	8,758	15,750	11,663	4,087
CFC funding	179,520	132,933	46,587	185,497	137,359	48,138
Sub Total	516,427	382,409	134,018	434,572	321,796	112,776
State Government Funding						
Premiers Reading Challenge	60,600	44,874	15,726	61,206	45,322	15,884
State Subsidy	2,639,960	1,954,864	685,096	2,759,016	2,043,024	715,992
Local Priorities	138,945	102,888	36,058	145,211	107,527	37,684
Total State Funding	2,839,505	2,102,625	736,880	2,965,433	2,195,874	769,560
Expenditure						
Employee Costs	9,110,268	6,746,063	2,364,206	9,263,795	6,859,748	2,404,048
IT & Communications	752,345	557,104	195,241	765,500	566,845	198,655
Library Materials	382,051	282,905	99,146	389,692	288,563	101,129
Programs & Marketing	139,766	103,496	36,271	142,215	105,309	36,906
Administration	606,218	448,898	157,320	529,865	392,360	137,505
	10,990,648	8,138,465	2,852,183	11,091,067	8,212,825	2,878,243
Capital Expenditure						
Library Material	1,209,828	895,866	313,962	1,246,123	922,742	323,381
Motor Vehicles	0	0	0	0	0	0
Furniture & Equipment	217,474	161,037	56,437	196,324	145,376	50,948
	1,427,302	1,056,903	370,399	1,442,446	1,068,117	374,329
Total Expenses Core Library Service	12,417,950	9,195,368	3,222,582	12,533,514	9,280,942	3,252,572
Population	416,064	316,233	99,831	522,627	390,793	131,834
Council Cont Prev Yr	8,642,856	6,415,592	2,227,264	8,772,498	6,495,948	2,276,551
Council Cont	**8,772,498**	**6,495,948**	**2,276,551**	**8,926,017**	**6,609,627**	**2,316,391**
Council Contrib. increase on prior year	1.50%	1.25%	2.21%	1.75%	1.75%	1.75%

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: 2022-2023

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

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

3. <u>Lost or damaged items:</u> A charge is made to <u>replace</u> the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than $10.00 must be accompanied by the receipt. Minor damage incurs a charge of $3.30.

4. <u>Libraries Victoria Lost or damaged processing: $5.00</u> processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.

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

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

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

7. <u>Inter Library Loans:</u>
   Tertiary/ Special and other charging libraries **$16.50**
   Victorian Public Libraries and other non-charging public libraries **$5.00**
   Libraries Victoria Items are free

8. <u>Other Charges:</u>
   Library Bags (New member Free), Replacement Bags $2.00
   Ear Buds $2.00
   USB Sticks $10.00
   Book clubs (per annum) $100.00

9. <u>Library Meeting Room Hire:</u>
   General Rate: **$30.00 per hour**
   Community Rate: **$15.00 per hour**
   (Conditions apply – refer to the Bookings Policy)

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

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

**Local History Schedule of Reproduction Fees**

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

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

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ *(per single sided page)*	A4 $1.00 *(per single sided page)*	Hi Resolution $11.00
A3 30¢ *(per single sided page)*	A3 $1.50 *(per single sided page)*	Low Resolution $5.50
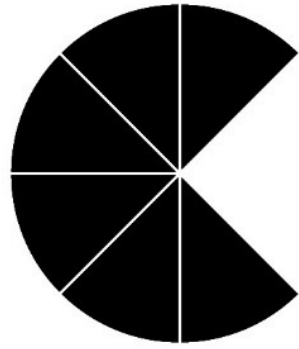
Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
ccl.vic.gov.au
@CaseyCardiniaLibraries
@CasCarLibraries

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan

2022 – 2026

DRAFT

February, 2022

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

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

1.0 Executive Summary

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

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

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

The 2022-2023 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2022 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 $97,859 for FY2023 will result in a draw down on reserves, to be offset by savings achieved throughout the 2020, 2021 and 2022 financial years.

	Actuals 2020-21	Budget 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
City of Casey	6,415,592	6,495,948	6,609,627	6,741,819	6,876,655	7,014,189
	54.36%	53.56%	53.62%	53.57%	53.52%	53.47%
Cardinia Shire	2,227,264	2,276,551	2,316,391	2,362,718	2,409,973	2,458,172
	18.87%	18.77%	18.79%	18.77%	18.76%	18.74%
State Government	2,953,965	3,019,025	3,150,930	3,227,858	3,305,201	3,382,544
	25.03%	24.89%	25.56%	25.65%	25.72%	25.79%
CCL - Operations	205,884	336,907	249,075	252,463	257,479	262,495
	1.74%	2.78%	2.02%	2.01%	2.00%	2.00%
Total Income	11,802,705	12,128,430	12,326,022	12,584,858	12,849,309	13,117,400
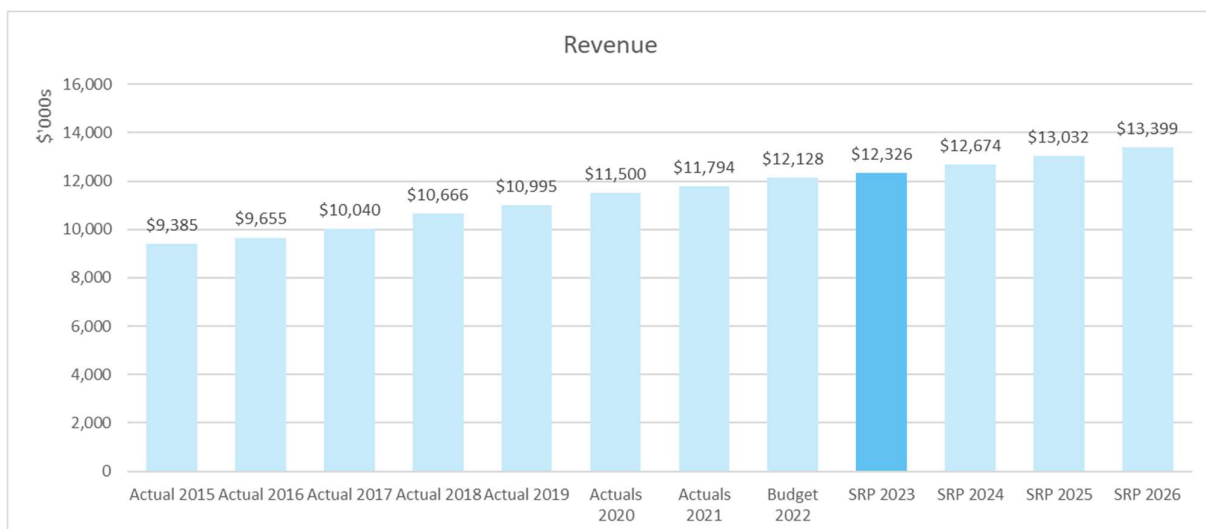
	Actuals	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Employee Costs	8,385,771	9,110,268	9,263,795	9,449,072	9,643,583	9,838,095
IT & Communications	796,262	752,345	765,500	778,897	794,551	810,206
Promotions & Marketing	155,786	139,766	142,215	144,704	147,612	150,520
Administration	488,213	606,218	529,865	539,079	551,682	564,286
Library Materials	1,521,186	1,591,879	1,635,815	1,673,788	1,713,670	1,753,551
Library Materials - Expense	342,960	382,051	389,692	396,512	404,461	412,411
Library Materials - Capital	1,178,226	1,209,828	1,246,123	1,277,276	1,309,208	1,341,140
Furniture & Equipment	232,418	217,474	196,324	200,249	204,254	208,259
Total Expenditure	11,579,636	12,417,950	12,533,514	12,785,788	13,055,353	13,324,917

Total Expenditure
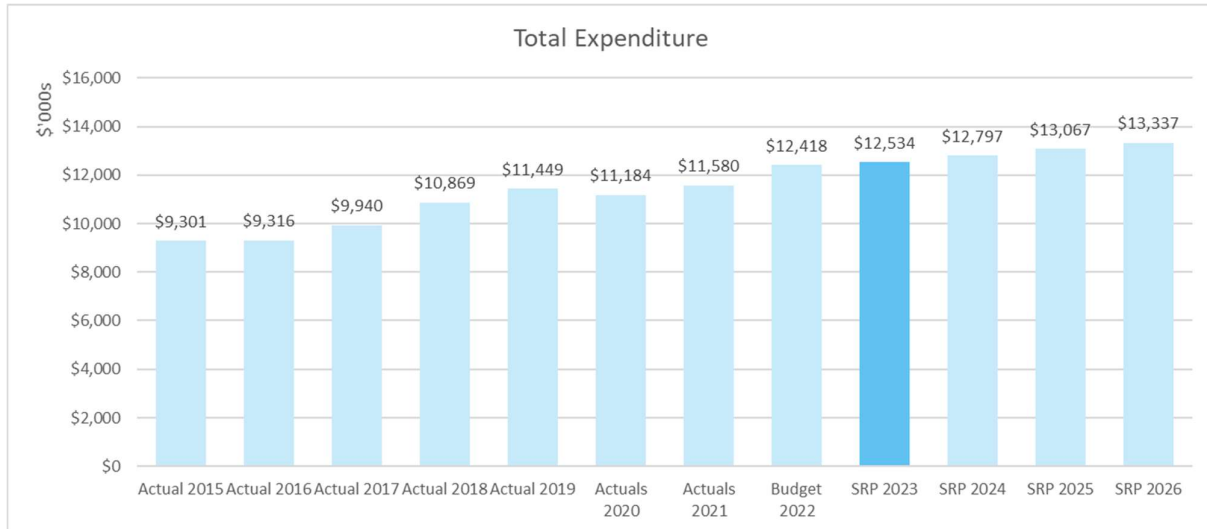
2.0 Financial Statements 2021–2025

Comprehensive Income Statement For the Years ending June 30	Note	Budget 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Revenue						
Council Contributions	1	8,772,498	8,926,017	9,104,538	9,286,628	9,472,361
State Government Grants	2	2,839,505	2,965,433	3,038,651	3,112,259	3,185,866
CFC Grant Funding		179,520	185,497	189,207	192,943	196,678
Interest on Investments		33,750	15,750	15,750	15,750	15,750
Other income	3	303,157	233,325	236,713	241,729	246,745
Total Income		12,128,430	12,326,022	12,584,858	12,849,309	13,117,400
Expenditure						
Employee Costs	4	9,110,268	9,263,795	9,449,072	9,643,583	9,838,095
CFC Expenditure		170,395	174,983	0	0	0
IT & Communications	5	752,345	765,500	778,897	794,551	810,206
Library Materials	6	382,051	389,692	396,512	404,461	412,411
Promotions & Marketing		139,766	142,215	144,704	147,612	150,520
Administration		606,218	529,865	539,079	551,682	564,286
Depreciation		1,456,459	1,332,813	1,383,782	1,452,732	1,493,890
Total Expenditure		12,447,107	12,423,881	12,692,045	12,994,622	13,269,408
Net Gain(loss) disposal of plant & Equipment		0	0	0	0	0
Total comprehensive result		(318,677)	(97,859)	(107,186)	(145,314)	(152,008)

Casey Cardinia Libraries

Balance Sheet As at June 30					
	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2021-22	2022-23	2023-24	2024-25	2025-26
ASSETS	$	$	$	$	$
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,930,387	3,309,142	3,081,062	2,847,868	2,613,201
Receivables	50,000	60,000	60,000	70,000	80,000
Inventories					
	3,050,387	3,439,142	3,211,062	2,987,868	2,763,201
Non-Current Assets					
Fixed Assets	4,178,398	4,288,031	4,381,774	4,442,505	4,498,014
Right-of-use assets	107,783	83,811	59,839	35,867	11,895
TOTAL ASSETS	**7,336,567**	**7,810,983**	**7,652,675**	**7,466,240**	**7,273,110**
LIABILITIES					
Current Liabilities					
Payables	430,495	420,535	354,453	298,420	239,933
Lease Liabilities	26,661	26,661	26,661	26,661	15,958
Employee Entitlements	1,638,640	1,811,256	1,847,481	1,884,431	1,922,120
	2,095,796	2,258,452	2,228,595	2,209,512	2,178,011
Non-Current Liabilities					
Employee Entitlements	113,880	162,312	165,558	168,870	172,247
Lease Liabilities	86,560	62,859	38,348	12,998	0
TOTAL LIABILITIES	**2,296,236**	**2,483,623**	**2,432,502**	**2,391,380**	**2,350,258**
NET ASSETS	5,040,331	5,327,360	5,220,174	5,074,860	4,922,853
EQUITY					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	2,989,092	3,276,121	3,168,935	3,023,621	2,871,614
TOTAL EQUITY	5,040,331	5,327,360	5,220,174	5,074,860	4,922,853

Casey Cardinia Libraries

Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2022			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(318,677)	(318,677)	
Balance at end of financial year	5,150,321	3,099,082	2,051,239
2023			
Bal at the beginning of the financial year	5,150,321	3,099,082	2,051,239
Comprehensive result	(97,859)	(97,859)	
Balance at end of financial year	5,052,462	3,001,223	2,051,239
2024			
Bal at the beginning of the financial year	5,052,462	3,001,223	2,051,239
Comprehensive result	(107,186)	(107,186)	
Balance at end of financial year	4,945,276	2,894,037	2,051,239
2025			
Bal at the beginning of the financial year	4,945,276	2,894,037	2,051,239
Comprehensive result	(145,314)	(145,314)	
Balance at end of financial year	4,799,963	2,748,724	2,051,239
2026			
Bal at the beginning of the financial year	4,799,963	2,748,724	2,051,239
Comprehensive result	(152,008)	(152,008)	
Balance at end of financial year	4,647,955	2,596,716	2,051,239

Statement of Capital Works For the Years ending June 30					
	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2021-22	2022-23	2023-24	2024-25	2025-26
Capital Expenditure					
Library Materials	1,209,828	1,246,123	1,277,276	1,309,208	1,341,140
Motor Vehicles	0	0	0	0	0
Furniture & Equipment **	217,474	196,324	200,250	204,255	208,260
	1,427,302	1,442,446	1,477,526	1,513,463	1,549,400

Statement of Human Resources For the years ending June 30					
	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2021-22	2022-23	2023-24	2024-25	2025-26
Staff Expenditure					
Employee costs - Operating	9,110,268	9,263,795	9,449,072	9,643,583	9,838,095
Total Staff Expenditure	**9,110,268**	**9,263,795**	**9,449,072**	**9,643,583**	**9,838,095**
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	96	96	96	96	96
Permanent full time	34	32	32	32	32
Permanent part time	128	133	133	133	133

Casey
Cardinia
Libraries

Statement of Cash Flows Year ended June 30					
	Budget 2021-22 $	Budget 2022-23 $	Forecast Est 2023-24 $	Forecast Est 2024-25 $	Forecast Est 2025-26 $
Cash Flow from Operating Activities					
Income from:					
Council Contributions	8,772,498	8,926,017	9,104,538	9,286,628	9,472,361
Government Grants	3,019,025	3,150,930	3,227,858	3,305,201	3,382,544
Interest Income	33,750	15,750	15,750	15,750	15,750
Overdue Fines	0	0	0	0	0
Other Income	303,157	233,325	236,713	241,729	246,745
	12,128,430	12,326,022	12,584,858	12,849,309	13,117,400
Payments for:					
Employee Costs	9,110,268	9,263,795	9,449,072	9,643,583	9,838,095
Library Materials	382,051	389,692	396,512	404,461	412,411
Computer Services	752,345	765,500	778,897	794,551	810,206
Other Costs	773,134	699,230	710,932	726,444	741,956
	11,017,798	11,118,217	11,335,413	11,569,040	11,802,668
Net Cash Inflow from Operating Activities	1,110,632	1,207,805	1,249,446	1,280,268	1,314,732
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipr	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)	(1,549,400)
Net Cash (Outflow) from Investing A	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)	(1,549,400)
Net Increase/Decrease in Cash	(316,670)	(234,642)	(228,080)	(233,195)	(234,668)
Cash at the beginning of the year	3,930,454	3,613,784	3,379,142	3,151,061	2,917,866
Cash Held at End of Year	3,613,784	3,379,142	3,151,061	2,917,866	2,683,198

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%

**Usage & Population split as per prior year budget, Figures to be updated April 2022 after ABS data released March 2022 & usage figure calculated for Apr 2021-Mar 2022

Population	Budget 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
City of Casey	380,531	390,793	401,012	411,719	422,584
Cardinia Shire	126,184	131,834	137,700	143,566	149,183
	506,715	522,627	538,712	555,285	571,767

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

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

Councils Contribution	Budget 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Population	506,715	522,627	538,712	555,285	571,767
Councils Contribution	8,772,498	8,926,017	9,104,538	9,286,628	9,472,361
Average Contrib per Capita	$17.31	$17.08	$16.90	$16.72	$16.57

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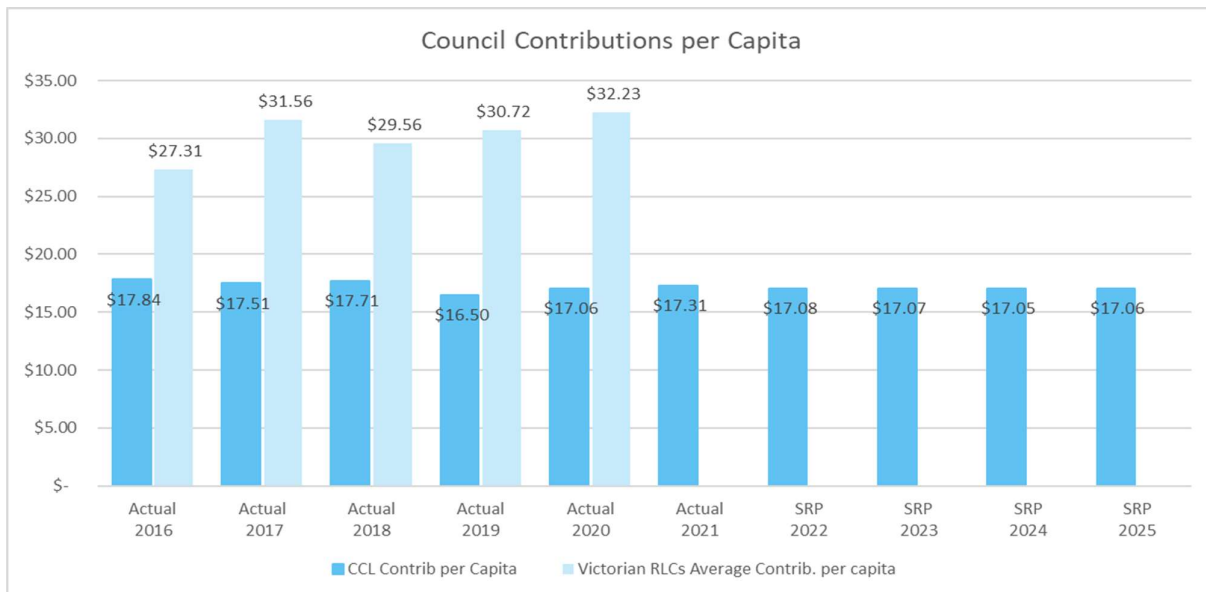
Council Contributions per Capita

Year	CCL Contrib per Capita	Victorian RLCs Average Contrib. per capita
Actual 2016	$17.84	$27.31
Actual 2017	$17.51	$31.56
Actual 2018	$17.71	$29.56
Actual 2019	$16.50	$30.72
Actual 2020	$17.06	$32.23
Actual 2021	$17.31	
SRP 2022	$17.08	
SRP 2023	$17.07	
SRP 2024	$17.05	
SRP 2025	$17.06	

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 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Population	506,715	522,627	538,712	555,285	571,767
State Funding	3,019,025	3,150,930	3,227,858	3,305,201	3,382,544
Average Contrib per Capita	$5.96	$6.03	$5.99	$5.95	$5.92

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 2023 budget have been based on CCL being able to operate business as usual from 1 July 2022.

Not included in the 2023 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 109.9% as at 30 September 2021 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Employee Costs	9,110,268	9,263,795	9,449,072	9,643,583	9,838,095
Total Staffing EFT	96	96	96	96	96
% of total expenditure	73.36%	73.91%	73.90%	73.87%	73.83%
Population	506,715	522,627	538,712	555,285	571,767
Expenditure per capita	$17.98	$17.73	$17.54	$17.37	$17.21
2020 State Average Expenditure per capita					$25.09

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 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Telecommunications	36,950	50,000	50,875	51,644	52,413
Data Communications	270,504	300,000	305,250	310,879	316,507
ILMS	191,434	100,000	101,750	105,733	109,717
Computer Software & Support	253,458	315,500	321,021	326,295	331,569
Total ICT	**752,345**	**765,500**	**778,897**	**794,551**	**810,206**
% of total expenditure	6.83%	6.89%	6.87%	6.87%	6.86%
Population	506,715	522,627	538,712	555,285	571,767
Expenditure per capita	$1.48	$1.46	$1.45	$1.43	$1.42

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 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 2025-26
Non-Capital	382,051	389,692	396,512	404,461	412,411
Capital	1,209,828	1,246,123	1,277,276	1,309,208	1,341,140
Total Library Resources	**1,591,879**	**1,635,815**	**1,673,788**	**1,713,670**	**1,753,551**
% of total expenditure	14.45%	14.71%	14.77%	14.81%	14.86%
Population	506,715	522,627	538,712	555,285	571,767
Expenditure per capita	$3.14	$3.13	$3.11	$3.09	$3.07
2020 State Average Expenditure per Capita		$5.78			

Casey Cardinia Libraries

Member Council Contributions 2022-2026

Contribution Allocation	2021-22			2022-23			2023-24			2024-25			2025-26		
	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%
Income															
Operations Income	303,157	224,484	78,672	233,325	172,775	60,550	236,713	175,284	61,429	241,729	178,998	62,731	246,745	182,712	64,033
Interest on Investments	33,750	24,992	8,758	15,750	11,663	4,087	15,750	11,663	4,087	15,750	11,663	4,087	15,750	11,663	4,087
CFC funding	179,520	132,933	46,587	185,497	137,359	48,138	189,207	140,106	49,101	192,943	142,872	50,071	196,678	145,638	51,040
Sub Total	516,427	382,409	134,018	434,572	321,796	112,776	441,670	327,052	114,618	450,422	333,533	116,889	459,173	340,013	119,160
State Government Funding															
Premiers Reading Challenge	60,600	44,874	15,726	61,206	45,322	15,884	61,818	45,776	16,042	62,436	46,233	16,203	63,054	46,691	16,363
State Subsidy	2,639,960	1,954,864	685,096	2,759,016	2,043,024	715,992	2,827,991	2,094,099	733,892	2,897,331	2,145,445	751,886	2,966,672	2,196,791	769,881
Local Priorities	138,945	102,888	36,058	145,211	107,527	37,684	148,842	110,216	38,626	152,491	112,918	39,573	156,140	115,620	40,520
Total State Funding	2,839,505	2,102,625	736,880	2,965,433	2,195,874	769,560	3,038,651	2,250,090	788,560	3,112,259	2,304,596	807,662	3,185,866	2,359,102	826,764
Expenditure															
Employee Costs	9,110,268	6,746,063	2,364,206	9,263,795	6,859,748	2,404,048	9,449,072	6,996,944	2,452,129	9,643,583	7,140,977	2,502,606	9,838,095	7,285,011	2,553,084
IT & Communications	752,345	557,104	195,241	765,500	566,845	198,655	778,897	576,765	202,131	794,551	588,357	206,194	810,206	599,950	210,257
Library Materials	382,051	282,905	99,146	389,692	288,563	101,129	396,512	293,613	102,899	404,461	299,500	104,962	412,411	305,386	107,025
Programs & Marketing	139,766	103,496	36,271	142,215	105,309	36,906	144,704	107,152	37,552	147,612	109,305	38,307	150,520	111,459	39,061
Administration	606,218	448,898	157,320	529,865	392,360	137,505	539,079	399,182	139,896	551,682	408,515	143,167	564,286	417,848	146,438
	10,990,648	8,138,465	2,852,183	11,091,067	8,212,825	2,878,243	11,308,263	8,373,655	2,934,607	11,541,890	8,546,654	2,995,236	11,775,518	8,719,653	3,055,865
Capital Expenditure															
Library Material	1,209,828	895,866	313,962	1,246,123	922,742	323,381	1,277,276	945,810	331,466	1,309,208	969,456	339,753	1,341,140	993,101	348,039
Motor Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Furniture & Equipment	217,474	161,037	56,437	196,324	145,376	50,948	200,250	148,283	51,967	204,255	151,249	53,006	208,260	154,214	54,046
	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	1,549,400	1,147,315	402,085
Total Expenses Core Library Service	12,417,950	9,195,368	3,222,582	12,533,514	9,280,942	3,252,572	12,785,789	9,467,749	3,318,040	13,055,354	9,667,359	3,387,995	13,324,918	9,866,969	3,457,950
Population	416,064	316,233	99,831	522,627	390,793	131,834	538,712	401,012	137,700	555,285	411,719	143,566	571,767	422,584	149,183
Council Cont Prev Yr	8,642,856	6,415,592	2,227,264	8,772,498	6,495,948	2,276,551	8,926,017	6,609,627	2,316,391	9,104,538	6,741,819	2,362,718	9,286,628	6,876,655	2,409,973
Council Cont	**8,772,498**	**6,495,948**	**2,276,551**	**8,926,017**	**6,609,627**	**2,316,391**	**9,104,538**	**6,741,819**	**2,362,718**	**9,286,628**	**6,876,655**	**2,409,973**	**9,472,361**	**7,014,189**	**2,458,172**
Council Contrib. increase on prior year	1.50%	1.25%	2.21%	1.75%	1.75%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

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

OFFICERS REPORT

CC04/2022	FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on CCL's financial performance as at 31 January 2022.

CCL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 January 2022	Total Budget 2021-22	Total Forecast 2021-22	Forecast vs Budget	Budget YTD January 2022	Actual YTD January 2022	Variance	% Actual Vs Budget
Income							
Council Contributions	8,772,498	8,772,498	0	5,117,291	5,117,291	0	0.0%
Government Grants	2,839,505	2,865,977	26,472	2,839,505	2,865,977	26,472	0.9%
CfC Funding	179,520	181,899	2,379	89,760	90,950	1,190	1.3%
Interest on Investments	33,750	15,000	(18,750)	19,688	8,499	(11,189)	(56.8%)
Other Income	303,157	66,860	(236,297)	176,841	43,620	(133,221)	(75.3%)
Total Income	**12,128,430**	**11,902,235**	**(226,196)**	**8,243,085**	**8,126,337**	**(116,748)**	**(1.4%)**
Expenditure							
Employee Costs	9,110,268	8,702,375	407,894	5,259,003	4,773,220	485,783	9.2%
IT & Communications	752,345	751,820	525	438,868	384,619	54,249	12.4%
Library Materials	382,051	382,063	(12)	339,123	341,046	(1,922)	(0.6%)
Promotions & Marketing	139,766	142,766	(3,000)	81,530	60,958	20,572	25.2%
Administration	606,218	487,616	118,602	361,680	259,979	101,701	28.1%
Depreciation	1,456,459	1,430,000	26,459	849,601	816,866	32,735	3.9%
Total Expenditure	**12,447,107**	**11,896,640**	**550,468**	**7,329,805**	**6,636,688**	**693,118**	**9.5%**
Net Gain(loss) disposal of plant & equipment	0	(4,386)	(4,386)	0	(4,386)	(4,386)	
Net result for the reporting period	**(318,677)**	**1,209**	**319,886**	**913,279**	**1,485,263**	**571,984**	**62.6%**

Income

Government Grants

All State & Federal Government grants have now been received, being $26k better than budgeted.

CFC Funding

Half the of the CFC funding has been received YTD. The contracted amounts to be received for the year are $2k more than originally budgeted.

Interest on Investments

The unfavourable variance in interest income will continue for the rest of the financial year. Given the trend with interest rates being at historic low levels, it is expected that there will be shortfall in this revenue stream throughout the year.

Other Income

Due to the closure of branches to the community and restricted opening hours, regular revenue such as printing and photocopying fees, meeting room hire was not received. Some of this loss of revenue is offset by corresponding savings in administration costs (printing, photocopying, stationery etc). Revenue is expected to continue to fall short of the budget in the remaining months of the year with branch visitation numbers lower than prior to the pandemic and the restricted ability to seek donations and other grants, given the upcoming dissolution.

Expenditure

Employee Costs

Employee costs are currently over $400k under budget YTD, but with branch opening hours increasing (including the reopening of Bunjil Place and Pakenham Library's on Sundays), ongoing monthly staffing costs are expected to align more closely with budget.

IT & Communications

Currently underspent due to the timing of contracted costs. This is expected to realign with budget at the end of the financial year.

Promotions & Marketing

Currently underspent YTD due to the closer of branches earlier in the year and delayed start to recommencement of programs. Expected to realign with budget by the end of the year.

Administration

YTD variance considered to be permanent saving, tied to the YTD underperformance of Other Income. Branch closures restricted the ability of the branches to generate Printing & Photocopying revenue and savings were in turn made on stationery and printing costs.

Capital Expenditure Month Ended 31 January 2022	Total Budget 2021-22	Total Forecast 2021-22	Forecast vs Budget	Budget YTD January 2022	Actual YTD January 2022	Variance	% Actual Vs Budget
Library Materials	1,209,828	1,209,828	0	855,814	744,634	111,180	13.0%
Motor Vehicles	0	0	0	0	0	0	0.0%
Furniture & Equipment	217,474	217,474	0	102,211	35,729	66,481	65.0%
Cap. Exp. for the reporting period	1,427,302	1,427,302	0	958,025	780,364	177,661	18.5%

Capital Expenditure

Library Materials

Currently underspent, largely due to COVID-19 related delivery delays (orders have been confirmed for the whole of budget, but not recognised until received) and LOTE materials are continuing to be difficult to source. The full budget is expected to be expended by the end of the financial year.

Furniture & Equipment

ITC equipment is currently underspent due to asset delivery delays and is expected to have expended the full budget by the end of financial year.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
November Statement	9/11/2021	Kmart Fountain Gate - Staff Welcome back to branch chocolates	$86.15
	23/11/2021	Fairfax Newspapers - The Age Annual Subscription - Emerald Library	$782.60
	23/11/2021	Fairfax Newspapers - The Age Annual Subscription - Hampton Park Library	$782.60
	24/11/2021	Buzzsprout – Audio/Podcasting	$17.15
Total November 2021			$1,668.50
December Statement	6/12/2021	Fairfax Newspapers - The Age Annual Subscription - Endeavour Hills Library	$782.60
	6/12/2021	2640 Restaurant & Bar - Public Libraries Victoria Dinner	$30.00
	6/12/2021	Quest Wodonga - Accommodation for CEO PLV Meeting	$175.91
	22/12/2021	Village Gift Shop - Prize for Find Santa Competition	$65.00
Total December 2021			$1,053.51
January Statement	29/12/2021	Buzzsprout – Audio/Podcasting	$17.17
	25/01/2022	Buzzsprout – Audio/Podcasting	$17.20
Total January 2022			$34.37
TOTAL			$2,756.38

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
November Statement	22/11/2021	Campaign Monitor - October EDM Credits	$783.64
Total November 2021			$783.64
December Statement	2/12/2021	News Pty Ltd - Herald Sun - Annual Subscription - Endeavour Hills Library	$494.00
	2/12/2021	News Pty Ltd - Herald Sun - Annual Subscription - Emerald Library	$494.00
	2/12/2021	News Pty Ltd - Herald Sun - Annual Subscription - Doveton Library	$494.00
	7/12/2021	Kogan - Qty 7 - OHS Wrist Wrests	$118.44
	13/12/2021	News Pty Ltd - Herald Sun - Annual Subscription - Pakenham Library	$624.00
	17/12/2021	Campaign Monitor - November EDM Credits	$795.08
Total December 2021			$3,019.52
January Statement	24/01/2022	Campaign Monitor - December EDM Credits	$795.08
Total January 2022			$795.08
TOTAL			$4,598.24

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
November Statement		NIL Transactions	
Total November 2021			**$0.00**
December Statement	16/12/2021	Woolworths - Qty 5 - $50 eGift Cards – Petty Cash	$250.00
	16/12/2021	Coles Group Limited - Qty 5 - $50 eGift Cards – Petty Cash	$250.00
	21/12/2021	Kogan - Rainbow Stamp Pad - CFC Cranbourne	$22.71
Total December 2021			**$522.71**
January Statement		NIL Transactions	
Total January 2022			**$0.00**
TOTAL			**$522.71**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
November Statement	2/11/2021	Amazon Web Services - Website Hosting	$733.34
	3/11/2021	Amazon Web Services - Currency Conversion Fee	$0.77
	5/11/2021	Adobe Systems Pty Ltd - Creative Cloud	$441.89
	6/11/2021	Amazon Prime Membership - Delivery Fee	$6.99
	9/11/2021	JB Pakenham - Cable Extensions	$25.90
	11/11/2021	Lawrence Vic Pty Ltd Thrifty Car Rental - Ewaste truck rental - bond	$200.00
	11/11/2021	Lawrence Vic Pty Ltd Thrifty Car Rental - Ewaste truck rental	$291.10
	12/11/2021	Suez Recycling and Recovery - Outlook - Ewaste	$121.00
	12/11/2021	Coles Express Service Station - Fuel for Ewaste truck	$27.89
	12/11/2021	Lawrence Vic Pty Ltd Thrifty Car Rental - Ewaste truck rental - refund	-$61.73
	12/11/2021	Lawrence Vic Pty Ltd Thrifty Car Rental - Ewaste truck rental - bond return	-$200.00
	13/11/2021	Zoom - Zoom Monthly Video Conferencing	$317.12
	17/11/2021	Bunnings Clyde North - Tools	$448.00
Total November 2021			**$2,352.27**
December Statement	2/12/2021	Amazon Web Services - Currency Conversion Fee	$0.80
	5/12/2021	Adobe Systems Pty Ltd - Creative Cloud	$441.89
	6/12/2021	Amazon Prime Membership - Delivery Fee	$6.99
	6/12/2021	Kmart - SD Card Reader	$35.00
	6/12/2021	JB Pakenham - Cable Connectors	$187.00
	13/12/2021	Zoom - Zoom Monthly Video Conferencing	$317.12
	22/12/2021	Amazon Web Services - Website Hosting	$1,013.31
Total December 2021			**$2,002.11**
Statement	4/01/2022	Amazon Web Services - Website Hosting	$1,115.02
	4/01/2022	Amazon Web Services - Currency Conversion Fee	$0.78
	5/01/2022	Adobe Systems Pty Ltd - Creative Cloud	$441.89
	7/01/2022	Amazon Prime Membership -Delivery Fee	$6.99
	10/01/2022	Amazon Web Services - Website Hosting	$23.21
	11/01/2022	Placeit EmpowerKit - Annual Membership	$121.17
	14/01/2022	Zoom - Zoom Monthly Video Conferencing	$317.12
Total January 2022			**$2,026.18**
TOTAL			**$6,380.56**

<u>Bank Reconciliation</u>

A Bank Reconciliation is available on request.

<u>Draft Procurement Policy</u>

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 mange 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 has been reviewed earlier than the planned June update, due to changes in relevant signatories.

Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position.

RECOMMENDATIONS

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

PROCUREMENT POLICY

PROCUREMENT POLICY

CONTENTS

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	August 2022

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance
Amendment Authority and Date	February 2022
Notes	This document is updated annually and adopted by the Library Board

9 APPENDICES

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 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
- Elspeth Luppino

General Manager Finance, Casey Cardinia Libraries
- Emily Rachel Louise Ramaswamy

Chief Financial Officer, City of Casey
- Bernard John Rohan

Council Officer, City of Casey
- Glenn Andrew Patterson, Chief Executive Officer

Council Officer Board member, Cardinia Shire
- Lili Rosic, General Manager, Liveable Communities, 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

CC05/2022	BUILDINGS AND FACILITIES

Report prepared by Bec Mitchem

Purpose

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

CCL Library Plan reference – 1.1, 2.1, 2.2, 4.5, 4.7

Discussion

Living Libraries Infrastructure Program update *(Library Plan reference 4.5)*

Emerald Library

The Emerald Library interior upgrade project is on track with a building contractor now appointed. Works are expected start in early March and completion of the project to take place towards the end of April. This aligns well with the current carpark works and upcoming public toilet works, also planned for April. Changes to costs associated with increases to materials and services have had minimal effect on the delivery of the internal works but as previously noted, external works including the provision of a shade sail for the reading steps have been excluded. CCL and Cardinia Council will seek alternate options for provision of shade in the 2022-2023 financial year. As part of the cost saving measures, initial plans to remain open during works have been revised and the branch will now shut for a period yet to be determined to facilitate the works. We are working closely with Council to ensure minimal disruption to community.

Endeavour Hills Library

The application for a Living libraries infrastructure grant for Endeavour Hills Library has officially been announced with an expected completion date to be confirmed for the second half of 2022. Sue Hamilton will oversee the project on behalf of City of Casey. Key outcomes will be a modern service desk, more floor space for community, improved lounge spaces, removal of the central garden and a dedicated quiet study space with glass panelling for noise control. These works will be further complimented by recent internal and external painting, an upgrade to the public toilets which is currently underway and an external shade sail to improve the outdoor space.

Furniture renewal *(Library Plan reference 1.1, 4.5)*

Furniture renewal will improve key spaces at Bunjil Place, Hampton Park and Cranbourne Library this year.

Bunjil Place Library will improve access to children's book collections with dedicated storage and seating, improved study furniture for Level 2 and fresh book display solutions.

Cranbourne Library will renew furniture in the children's area and fresh book display solutions.

Hampton Park will renew lounge seating.

Doveton Library has recently had an upgrade to their study space as part of the partnership with Federation University, including new study partitions and chairs.

Draft Facilities Development Plan *(Library Plan reference 1.1, 2.1, 2.2, 4.7)*

CCL has prepared an updated Facilities Development Plan 2022-2026 to support the ongoing decision making of both councils. Amongst other changes, the plan addresses the way people use

our libraries since COVID 19 and the recommendations made in Victoria's Infrastructure Strategy 2021-2051 in relation to the building of new libraries.

Conclusion

CCL in partnership with the Member Councils, continues to invest in creating safe, inviting, and welcoming places that encourage engagement and a sense of civic pride.

RECOMMENDATIONS

1. That the Buildings and Facilities Report be noted.
2. That the Facilities Development Plan 2022-2025 be endorsed.
3. That the Member Councils use the Facilities Development Plan to guide investment across the library network in the Casey Cardinia region.
4. That CCL forward the endorsed Facilities Development Plan to Member Councils
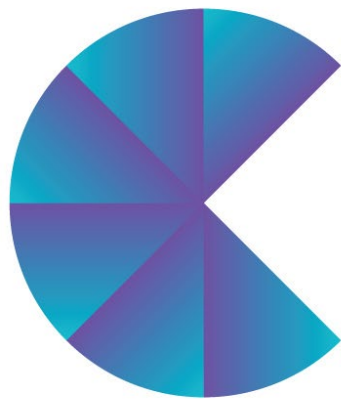
'Inspiring spaces where everyone is free to discover possibilities'

Facilities Development Plan 2022 – 2026

DRAFT

23 February 2022

Contents

1. Introduction

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

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

This Plan connects directly to key strategies in the current CCL Library Plan 2021 – 2025 specifically:

Strategic Area 1. A place to gather and learn

Objective 1.1

- Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information

Strategic Area 2. Partnership and innovation to achieve shared goals

Objective 2.1

- Support Councils to make evidence-based decisions about investment in library services

Objective 2.2

- Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design

Strategic Area 4. Organisational excellence

Objective 4.7

- Provision of strategic guidance and support to member councils

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

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

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

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

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

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

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

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

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

Our Approach

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

2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of over 480,000 people. Our population is growing at 4% per annum. Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 660,000 by 2031.

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

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

Our Libraries and Area

1 Endeavour Hills
2 Doveton
3 Narre Warren
4 Hampton Park
5 Cranbourne
6 Emerald
7 Pakenham
🚐 Mobile Library to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield

1,690 sq km

Casey Cardinia Libraries has more than 98,000 members *(31 January 2022)*. In 2020–2021 we had over 2 million loans (physical and digital) and over 1,2 million visits (physical and virtual). Pre-pandemic levels in 2019-2020 we made close to 2.3 million loans (physical and digital) and received over 1.8 million visits (physical and virtual).

Our community tells us that they see their local library as a safe and welcoming space. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs. Our libraries had an important community support role throughout the COVID-19 pandemic, including linking community to health information, and helping people connect to online vaccine proof and documentation. Our free spaces, programs and information will continue to aid the community recovery process in the coming years.

CCL normally conducts formal customer surveys twice a year.

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

- Easier access to library services

- Open longer
- More parking and transport options
- Comfortable and flexible spaces for humans
- More power points
- Free access to Public PCs
- Access to food/drink quickly so they do not have to pack up their work
- Study/ Quiet areas
- Extended Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

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

The use of library spaces as 'community loungerooms' and places of social connection continues to grow in importance – particularly for emerging communities in our growth corridors as well as successfully supporting the COVID-19 recovery process.

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

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

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

3. Libraries Change Lives

Health and Wellbeing

In 2021, Public Libraries Victoria and State Library Victoria invested in the development of a Health and Wellbeing Strategic Framework, to guide libraries in connecting with key Health partners, to advocate for Health and Wellbeing funding and to position libraries at the table of decision makers in the Health sector. The Framework also recognises the key role libraries play in connecting community to quality health information, supporting social connection and working in disease-prevention. The framework is due to be officially launched in 2022.

Liveability

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

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

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

Growth and Social Trends - Global

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

Increased use of the library website, apps and **digital technologies** to facilitate wider access to library services.

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

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

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

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

4. Roles, Responsibilities and Funding Opportunities

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

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

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

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

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

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

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

Recent examples of positive collaboration include the Emerald Library Upgrade Project and the Endeavour Hills Library Renewal Project, funded by respective member Councils and the State Government Living Libraries Infrastructure Fund. Both projects will result significant improvements to visitor experience at these locations.

5. Learning Communities

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

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

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

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

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

Technology

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

Digital inclusion at the national level is improving, increasing from 67.5 in 2020, to 71.1 in 2021. Both Casey and Cardinia sit above this average, with scores of 74 and 72 respectively. However, access to the useable internet is only part of the picture. The evolution of essential services to cloud-based platforms (eg. MyGov, Medicare, passport and visa services, adult education, Immunisation certificates) means that our community need help to learn the skills to use these. (Measuring Australia's Digital Divide: Australian Digital Inclusion Index)

Sustainability

We continue to work with the Sustainability teams of both Member Councils in order to meet the following commitments: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

Economic Development

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

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

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

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

6. Design Guidelines

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

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

In addition to this set of guidelines, there are emerging real-life local, national and international examples of collocated developments to contribute to future thinking.

Design Principles

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

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

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

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

Library Floorspace

CCL has gross floor area of **6,820 m^2**

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

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

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

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

7. Development Guidelines

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

This means that new and growing communities in the Casey Cardinia are at risk of missing out on the library services that they deserve unless the Member Councils make a conscious decision to invest. Victoria's infrastructure Strategy 2021-2051 indicates a need to increase funding over the next five years to support local governments to plan and deliver libraries in Melbourne's seven growth area municipalities, including the City of Casey and Cardinia Shire.

The Victorian Planning Authority and a number of Interface Councils use the Guide to Social Infrastructure Planning 2009 as a key reference. The guide indicates that public libraries should be considered in population centres of 30–60,000 people (p.10) There is no consideration of how lower order library services might be delivered in integrated settings in smaller population centres (level 2). Member Councils indicate an attraction to innovative delivery of services, including collocated or integrated service models such as Community Hubs.

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

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

8. Objectives and Desired Outcomes

CCL Library Plan Strategic Area and objective	Action	Desired Outcomes
1. A place to gather and learn • 1.1 – Safe, Welcoming and accessible physical and virtual spaces which support community to access knowledge and information	• Strengthen the accessibility of library branches	• People feel safe and welcome • People can easily access library services how and when they need them (location, opening hours, physical spaces) • People who visit our branches feel happier
2. Partnership and innovation to achieve shared goals • 2.1 – Support councils to make evidence-based decisions about investment in library services	• Support councils in their strategic decision making with relevant quantitative and qualitative evidence	• Councils make evidence-based decisions in relation to library infrastructure that meet our community needs
2. Partnership and innovation to achieve shared goals • 2.2 – Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design	• Explore and invest in joint planning and programming across councils • Explore new service delivery models that utilise shared digital and physical assets	• Increase in the number of joint programs and services • Joint service delivery models are regularly considered • Council teams are supported to consider, develop and deliver new library infrastructure
4. Organisational excellence • 4.7 – Provision of strategic guidance and support to Member Councils	• Provide guidance to and support to Member Councils on the future development and delivery of library services	• Our community has access to high quality library services • Our communities are stronger, healthier and better connected

9. Branch Overview and Needs

Bunjil Place Library

Bunjil Place opened in October 2017.

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

Strategic Considerations

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

Priorities

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

Cardinia Mobile Library

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

Strategic Considerations

Timely maintenance of our beautiful new truck and trailer.

Priorities

- Ongoing assessment of community needs and timetable adjustments
- Regular vehicle maintenance
- Livery (external wrap) of new vehicle to be redesigned and replaced by November 2024
- Internal furniture and fittings renewal as required
- Technology upgrades to improve self-sufficiency for library users

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DRAFT: 23-February-2022

Cranbourne Library

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

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

Strategic Considerations

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

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

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

A new community hospital will be delivered by 2024 Potential increased usage of the library may call for specialised needs and accessibility considerations, including new technologies, linked service delivery models and accessible spaces.

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

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

Priorities

- Air-conditioning – Improve even temperature distribution throughout public and staff work areas
- Water leaks – rectify ongoing leaks in building and any related damp/mould/flooding issues
- Update study facilities in Young Adult zone
- Renew external returns chutes
- Relocate to a new purpose-built library designed to meet growing demand for services
- Display solutions to promote current Health information

Doveton Library

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

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

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

The CCL Collections Team partially operate from this library.

Strategic Considerations

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

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

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

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

Priorities

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

Emerald Library

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

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

Cardinia Shire repainted the exterior of the library in 2020.

Cardinia successfully applied for Living Libraries Infrastructure funding and is currently completing an upgrade project. The works will improve the internal layout including the foyer, meeting room, circulation desk and children's reading area.

Priorities

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

Endeavour Hills Library

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

Strategic Considerations

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

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

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

In 2022 City of Casey was successfully awarded a $54,000 Living Libraries grant to support improvements to the existing library. Council is contributing $36,000, the $90,000 project which will include modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and re-purposing floor space.

Priorities

- Reduce the size of the customer service desk and make space for Young Adult section
- Remove built internal garden to create more lounge spaces
- Create Silent Study zone (section off an area of the library with acoustic treatments, or create a closed area)
- Improve external shade to support outdoor programs
- Refurbish public toilets
- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.

Hampton Park Library

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

Strategic Considerations

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

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

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

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

Priorities

- Develop reading garden/outside space to extend current footprint including shade
- Renew external returns chute

Pakenham Library

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

Strategic Considerations

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

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

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

Priorities

- Provide shade and water to external garden space
- Upgrade external returns chute
- Refurbish/ renew Men's Toilets
- Consider expanding the library footprint into the Hall and Supper room

10. Advocacy for Major Branch Works and New Facilities

Advocacy

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

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

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

Opportunities for City of Casey

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

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

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

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

Opportunities for Cardinia Shire

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

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

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

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

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

11. Conclusions and Recommendations

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

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

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

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

Appendix 1 – Further resources

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

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

Geelong Regional Library Corporation Library Infrastructure Development Plan

Infrastructure Victoria Strategy 2021-2051

Social infrastructure in Melbourne's new growth areas (infrastructurevictoria.com.au)

Victorian Planning Authority Guide to Social Infrastructure Planning 2009

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

Wyndham Library Service Strategy 2018 - 40

Yarra Plenty Libraries Infrastructure Development Plan

Appendix 2 – Ongoing Building Maintenance Requirements

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

CC06/2022	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, 1.4, 4.6, 5.2

Discussion

School Public API *(Library Plan reference 1.3, 5.2)*

Providing access to library systems to external organisations, like Compass (parent-child-school communication and engagement platform) is difficult due to privacy and security concerns. We have created a custom API for these organisations to securely interact with our systems. This API has been created and hosted within our Amazon Web Services (AWS) infrastructure, and although built for Compass (as the primary school system provider in the region) our API is capable of accepting connections from various school providers to ensure we reach as many schools in the region as possible.

Following final testing of the API this month, we will hand over to Compass (as the primary school provider in our region) who will build a connector from their system for schools to opt-in to connect students with aut6omatic library membership.

Advanced Stocktake *(Library Plan reference 4.6)*

We have been working with FE Technologies, an RFID specialist, to improve the Live Scanning Wands (used for stocktake and collection management). Software updates and hardware improvements have allowed us to undertake branch wide stocktakes. We are waiting on the upgrade of our primary hardware, but initial utilisation of the new Live Scanning Wand at our Cardinia branches – Emerald, Cardinia Mobile and Pakenham have been positive.

Server Migrations *(Library Plan reference 1.3, 5.2)*

Following on from the Corporate Network Restructure that provided increased network connectivity and bandwidth across all sites; we have migrated all server infrastructure of our dedicated Telstra CSX datacentre into our Azure tenancy. This migration is more cost efficient and will provide improved connectivity speeds to each site and enhanced security. Each of our servers have been migrated to Azure. We are now in the validation phase where the old servers are powered down but still accessible - for the remainder of February before dismantling the CSX Blades.

RECOMMENDATIONS

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

CC07/2022	PEOPLE AND CULTURE

Report prepared by Beth Luppino and Melissa Martin

Purpose

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

CCL Library Plan reference – 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 3.5, 4.1, 4.3, 4.4, 4.6, 4.7
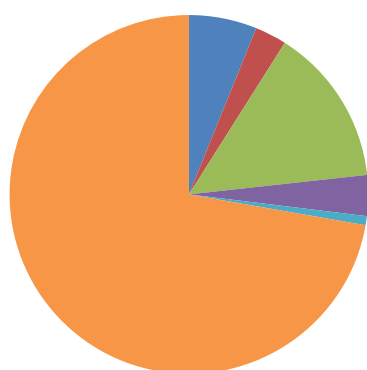
Discussion

Training and Development *(Library Plan reference 1.2, 3.5, 4.1, 4.3)*

Training has been limited due to summer holiday annual leave and all Customer Experience staff working back in libraries. Thirteen staff attended Manage Conflict through Negotiation training held at Cranbourne Library in November. Children's and Youth Services staff attended internal training on how to deliver the Health and Wellbeing themed programs content required for our SLV/PLV funded project.

Majority of the training completed over the three-month period November to January was via online learning platforms, and focused on Social Inclusion, Governance, Compliance and Manual Handling.

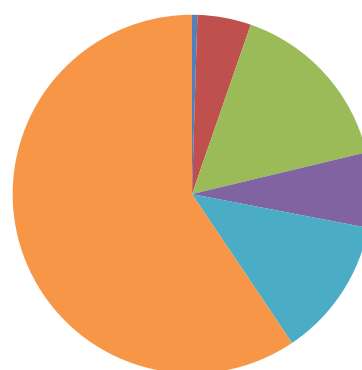**Staff Training by Type for November 2021**
Total – 245

Staff Training by Type for December 2021
Total – 207

November 2021	December 2021
■ Customer Experience	■ Adult Engagement
■ Digital Services and Technology	■ Digital Services and Technology
■ Governance and Compliance	■ Governance and Compliance
■ LITMOS	■ LITMOS
■ OHS	■ OHS
■ Social Inclusion	■ Social Inclusion

Staff Training by Type for
January 2022
Total - 133

- Customer Experience
- Digital Services and Technology
- Governance and Compliance
- LITMOS
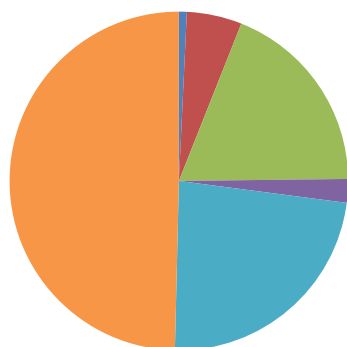- OHS
- Social Inclusion

Staffing (*Library Plan reference 4.1, 4.3*)

With many vacant positions after the recruitment freeze advertised at the end of 2021 applications for the positions requiring Children and Youth skills were disappointing. Closing dates on both positions were extended with very little change in the application pool. Difficulties attracting suitable staff for vacancies is reportedly a challenge right across the Public Library sector. Some short-term creative solutions have been put in place to ensure youth programming is not affected as we slowly introduce programs back into our libraries. Concern remains over recruiting for skilled roles with possible impact still being felt from COVID, distance traveling to Pakenham (role advertised we have had issues recruiting for in the past) and uncertainty over dissolution.

The impact of COVID and the recent Omicron variant has certainly affected staffing levels across our libraries. Across January and February several staff notified CCL of positive COVID tests. On occasions branches have had to move to a "click and collect" model as there have not been sufficient staff to run concierge (COVID Check-in Wardens) and the branch. We anticipate that this will continue for the near future with children returning to school and many staff becoming "household" or "other" contacts.

Farewell

Melissa Martin, finished up with CCL on 16 February, after almost 25 years of service. Melissa has held many roles during her time with CCL, starting out as graduate in a contract role, to a librarian, and then to the role of Branch Manager at Pakenham Library. She completed a secondment at West Gippsland Regional Libraries as Operations Manager. Following her secondment, she returned to CCL as the Cardinia Branch Coordinator. This led to her most recent position as General Manager, Organisational Development. Her leadership, knowledge, passion for libraries and tireless dedication to staff will be missed. Melissa leaves CCL with many lifelong friendships and stories that were shared at the various celebrations around the region. We are grateful for her time with us.

Michelle McLean will be backfilling the role until a permanent appointment is made, the recruiting process is underway.

Health and Wellbeing *(Library Plan reference 4.1)*

In December 2021 a Health and Wellbeing survey was sent to staff to check in on their wellbeing and allow staff the opportunity to share how they are travelling.

CCL has used similar questions throughout COVID to keep a measure on staff and gain some insight into how the organisation is travelling. Just under 40 responses were received – a similar number to many of the other surveys undertaken.

This was the first survey taken since Beth Luppino was appointed as Acting CEO and as expected, staff have confirmed that whilst they are feeling uncertain and anxious about COVID they are strong in their belief of CCL's support, consistently putting staff and community first.

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That the Board acknowledges the significant contribution Melissa Martin's has made to CCL

CC08/2022	ORGANISATIONAL PERFORMANCE

Report prepared by Melinda Rogers

Purpose

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

CCL Library Plan reference – 4.3, 4.4

Discussion

Library Usage *(Library Plan reference 4.3)*

Previous lockdowns, branch closures and reduced opening hours continue to impact our performance. The rise of Omicron variant resulted in our branches maintaining reduced opening hours with only the small addition of opening on Sundays at Pakenham Library (1pm -4 pm) and Bunjil Place (10am – 1pm). Community confidence has been impacted with the latest wave and reflected in visitation.

Requirements for evidence of vaccination to enter the library has also impacted visitation. We continue to offer Click and Collect services to unvaccinated people and work alongside them for ways to meet their needs where possible.

With the branches open to the community since November, we have seen our physical visitation numbers gradually increase, but they are still a long way from pre-pandemic levels at this point.

VISITS	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	*% Variation Dec/Jan*
Cranbourne	4,026	3,064	3,111	7,019	7,054	6,523	−7.53%
Doveton	1,557	1,247	1,249	3,173	2,888	2,948	2.08%
Emerald	1,112	538	970	2,343	2,196	1,985	−9.61%
Endeavour Hills	1,424	363	407	2,885	3,198	3,069	−4.03%
Hampton Park	1,674	555	602	3,101	3,324	3,389	1.96%
Cardinia Mobile	1,484	1,662	1,523	2,178	1,811	1,524	−15.85%
Bunjil Place	5,495	3,619	3,703	8,981	9,538	11,123	16.62%
Pakenham	2,651	1,972	2,014	8,228	8,529	9,646	13.10%
Regional Total	19,423	13,020	13,579	37,908	38,538	40,207	4.33%
Virtual Visits	*80,988*	*75,032*	*69,620*	*71,742*	*71,902*	*77,618*	*7.95%*
TOTAL	100,411	88,052	83,199	109,650	110,440	117,825	6.69%

Our virtual visits usage remained steady in November and December across our Website, Enterprise and the CCL App, with an increase in January.

VIRTUAL VISITS	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	*% Variation Dec/Jan*
Website	42,713	38,959	36,088	37,627	38,053	39,630	4.14%
Enterprise	21,224	18,723	17,011	16,548	17,190	19,292	12.23%
CCL App	16,863	17,350	16,521	17,567	16,659	18,696	12.23%
TOTAL	80,988	75,032	69,620	71,742	71,902	77,618	7.95%

Year on year, our website and CCL App are performing strongly. Our total website visits for 2021 exceeded 500,000, our biggest year on record. Not only has our traffic increased on our website but the page views and pages per session have increased, as well as a decrease in our bounce rate. More people are staying longer and engaging with our content.

Year	Total Sessions	New Users	% of New Users	Page Views	Pages Per Session	Average Session Duration	Bounce Rate
2021	501,453	197,584	39.40%	2,194,835	4.38	2:42 minutes	8.45%
2020	411,539	168,470	40.94%	1,665,923	4.05	2:47 minutes	21.25%
2019	471,143	195,486	41.49%	1,255,514	2.66	2:57 minutes	69.63%
2018	499,869	187,212	37.45%	1,272,843	2.55	2:51 minutes	68.54%
2017	487,198	188,930	38.78%	863,113	1.77	2:23 minutes	51.60%
2016	494,974	211,775	42.79%	835,321	1.69	2:27 minutes	54.91%

With our loans low due to lockdowns and branch closures, the re-opening of our branches in November has boosted physical loans back up. In all branches except Cardinia Mobile seeing loans increase 2.5 times those in October to November when the doors to the community opened. Our eLoans remain steady.

Our junior collections continue to the be those in higher demand with more of these collections on loans, including 53 percent of Board books out on loan, Begin to Read books at 38 percent, Junior Graphic Novels 45 percent and Junior Fiction at 40 percent. Our Top Titles collection is also strong with 49 percent out on loan at the end of January.

LOANS	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	% Variation Dec/Jan
Regional Support	1,045	583	499	946	921	490	-46.80%
Cranbourne	14,483	12,132	9,756	30,928	27,254	27,818	2.07%
Doveton	3,863	3,135	1,903	5,102	3,096	2,867	-7.40%
Emerald	4,807	4,404	3,434	10,361	9,134	8,483	-7.13%
Endeavour Hills	6,819	5,552	4,790	13,523	12,058	11,594	-3.85%
Hampton Park	5,825	6,375	4,664	12,438	10,415	10,880	4.46%
Cardinia Mobile	4,330	5,037	4,621	8,035	5,822	4,718	-18.96%
Bunjil Place	19,107	14,337	12,911	40,116	36,284	38,225	5.35%
Pakenham	12,294	10,203	8,848	24,821	21,813	22,570	3.47%
Regional Total	72,572	61,757	51,426	146,270	126,797	127,645	0.67%
eLoans	59,282	58,085	41,153	48,617	46,605	49,574	6.37%
TOTAL	131,854	119,842	92,579	194,887	173,402	177,219	2.20%

Our members continue to make use of our Home Delivery service, a valued service but we are seeing a decline in the demand for this now branches are open.

Circulation deliveries– physical loans 1 April 2020 to 14 February 2022 (inclusive)

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1 April – 30 June 2020	4,368	6,952	7,001	22,022
1 July – 10 November 2020	5,868	9,641	9,714	33,525
11 November 2020– 16 February 2021	750	1,225	1,234	3,467
17 February – 23 April 2021	137	346	347	1,089
24 April –11 June 2021	218	233	235	945
12 June – 17 August 2021	529	631	639	2,200
18 August – 18 October 2021	1,296	1,656	1,677	6,504
19 October – 15 November 2021	188	192	193	666
16 November – 31 December 2021	166	205	208	533
1 January 2022 – 14 February 2022	136	147	148	445
TOTAL	13,656	21,228	21,396	71,396

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

The database clean-up of inactive users happened across the Swift Consortium, not only for CCL in early January. During the last lockdown the monthly Remove Users report for users with a last activity date older than 3 years had been suspended and not run since August 2021. Across the Consortium there were over 53,000 inactive users deleted, some libraries were more impacted than others.

- Casey-Cardinia – just over 8,000
- Central Highlands – 3,400
- Goulburn Valley – 4,600
- Greater Dandenong – 3900
- Mildura – 5,700
- Wyndham – 11,700

Note that these figures equate to the average total of several months' worth of user deletions. Prior to lockdown Casey Cardinia regularly purged between 1,000 and 2,000 users, and so over a 6-month period 8,000 is about right. Wyndham, meanwhile, haven't been included in the Remove Users report until now, so their number is really catching up since they joined the consortium.

At the end of January 2021, we had 98,750 members, down from over 105,000 in December 2022. We continue to have new members join, especially now with our branches open, we have seen strong growth month on month. We joined over 3,000 new members in the past 3 months, with over 1,200 of these in January. All branches have joined new members, Bunjil, Cranbourne and Pakenham have had the biggest growth.

As anticipated the re-opening our branches in November even with reduced hours, has seen our Wi-Fi usage and public internet usage pick up, numbers are down slightly compared on the same period as last year.

Experience and confidence with online programming over the past 18 months has grown and staff nimbly shift programming now as required. However, we are seeing a decrease in online participation in many online programs. Our community is keen to return to face-to-face programming, evident by the attendance we have experienced during the school holiday period

and return of our regular pre-school programs. We continue to experience challenges due to changing opening hours and restrictions in line with responses to COVID. We continue to adapt offerings, including outdoor events, to reach as many people as possible.

Electronic resources increased in November and have remained stable since. Strong performers again being eAudiobooks, eBooks. eMagazines, and Press Reader.

ELECTRONIC RESOURCES	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	% Variation Dec/Jan
Age Library Edition	813	917	925	748	777	801	3.09%
Bolinda eAudiobooks	13,915	13,286	13,296	12,585	11,748	13,017	10.80%
Bolinda eBooks	10,736	11,285	10,210	8,834	8,741	9,907	13.34%
Choice	137	86	89	75	82	70	-14.63%
Freegal Music	10,541	12,472	9,956	9,757	9,560	7,368	-22.93%
Kanopy	1,686	1,281	1,277	932	650	557	-14.31%
Libby eAudiobooks	878	916	871	781	784	999	27.42%
Libby eBooks	792	829	738	638	697	841	20.66%
Libby eMagazines*	2,265	2,223	2,109	1,687	1,697	1,885	11.08%
Press Reader	16,949	14,175	14,604	12,292	11,655	13,663	17.23%
Storybox Library	340	320	157	79	53	26	-50.94%
Tumblebooks	230	295	707	209	161	440	173.29%
TOTAL	59,282	58,085	41,153	48,617	46,605	49,574	6.37%

Our digital engagement is strong across many platforms, including eNewsletters, social media, website and the CCL app.

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC09/2022   CUSTOMER EXPERIENCE

Report prepared by Bec Mitchem

Purpose

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

CCL Library Plan reference – 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.2, 2.3, 3.1, 3.4 and 3.5

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

<u>Re-engaging with community</u> *(Library Plan reference 1.1, 1.2, 1.3, 1.4, 1.6, 3.4, 3.5)*

With rolling lockdowns and reduced opening hours across the last two years, our community have had limited opportunity to engage with us in the ways they are familiar and comfortable with; leading to some of our members losing contact with us as they have navigated the new COVID environment. Also, reduced outreach to schools and kindergartens has affected our ability to sign up new members.

We miss our community, and we want them back! To support this, we have developed a 3-phase approach to re-engage with past members and encourage new memberships, with a focus on our youth cohort who will benefit from the encouragement of building a lifelong relationship with their local library.

<u>Phase 1 – "READiscover your library"</u>

Tied into library lovers day (Feb 14) and focusing on members who haven't actively used their membership accounts since January 2021, "READiscover you library" is an digital campaign that will circulate to more than 20,000 members encouraging them to "dust of" their library card and get borrowing, either in branch or through our digital library. People who participate have an opportunity to win one of 10 free family movie passes.

<u>Phase 2- "SID loves libraries"</u>

Launching in April with an initial roll out across 10 weeks, "SID loves libraries" engages children through SID the Sloth, our library mascot by offering them their very own SID library card and library bag, along with simple incentives to borrow, read and engage with our programs.

<u>Phase 3 – Compass student membership</u>

An exciting and innovative initiative that we hope to offer in the second half of the year - Compass membership allows students whose schools use Compass for information sharing to register for library membership directly through the Compass portal, using their student ID as their membership number. With many schools in Casey and Cardinia using this platform, we expect the campaign to reach a significant number of students and families.

<u>**Partnerships and collaboration**</u> *(Library Plan reference 2.2, 2.3, 3.1, 3.5)*

Our branches continue to nurture partnerships with a broad range of service providers and community services to deliver outstanding outcomes to our community.

<u>Casey Rainbow Community and Middsumma</u>

Our ongoing relationship with the Casey Rainbow community has provided CCL an opportunity to both support and advocate for our LGBTQ community. Staff participated in the Mid Summa picnic, hosting two Storytime's, promoting our rainbow collections and rainbow online reading room, and connected with 150 people. Courtney Rushton, Endeavour Hills Branch Manager, is driving a project which to capture the stories of LGBTQ people and their allies. These stories are accessible through the CCL website and will be submitted for archive to the Australian Queer Archives (AQUA) and the Narre Warren and District Family and Local history group.

> *At Middsumma I had a really wonderful conversation with a dad who attended the story time who was so happy to see books that represented his family of two dads and a child. He said that he'd never seen anything like it- Nikki*
>
> *The Living Libraries project has been vital in giving voice to the LGBTQ community who in the past have been marginalised and silenced. By sharing their stories, the community is not only recording the history of the community for future generations but also creating a safe space for all LGBTQ people to be who they are and connect with one another- Courtney*

<u>Wilson Botanic Park storytime sessions</u>

Providing literacy programs for pre-school children has been an ongoing challenge for our youth team since COVID-19 began impacting service delivery. While the team successfully transitioned to online programs; providing face to face storytimes in a COVID safe environment often proved difficult or impossible. As a solution to this, our Bunjil Place team partnered with Wilson Botanic Park to deliver outdoor programming.

Our sessions in December and January had almost 100 people in attendance, who travelled from all over to participate. The sessions have proven so successful, they will now form part of our regular outreach programming.

Community engagement *(Library Plan reference 1.1, 1.3, 1.5 ,3.1)*

Books Matter Podcast

The Books Matter Podcast, established during our first lockdown in 2020 is a standout example of the way we connect with our members beyond our four walls to share a love of everything books and reading.

The podcasts are hosted by some of our most enthusiastic book-worms- Janine Kimberley, Sam Benton, and Tim Cuthell- they work tirelessly to engage authors and other literacy enthusiasts as well as our broader team, who provide reading recommendations and reviews.

We were excited to learn that last month "Books Matter" reached 2,000 downloads and was ranked 13 in the top 35 Australian book and writing podcasts in 2022 by Feedspot, which is wonderful recognition of the podcasts high standard and reach.

> *it is a thrill being able to speak with authors especially if you are a fan of them, and I have loved learning the nuts and bolts of putting the podcast together – you never stop learning!- Janine*

Collections *(Library Plan reference 1.5)*

Seed Library pilot project

From March we will be introducing a new collection to our offerings. The seed library will be piloted at Pakenham and Hampton Park and will allow 150 members to borrow, grow and return seeds along with access to information, advice and free programming.

The Seed Library will help the community to:
- Have access to fresh, healthy food and ways of eating
- Build a knowledge of growing fresh food
- Share information and plants with each other
- Attend programs that teach skills in growing and using fresh food
- Be healthier and more environmentally friendly

To support the initiative, we will offer a range of resources about how to cook using fresh produce and how to save seeds on our website via the H.E.A.L. Foods webpage and collaborate with both Councils to offer workshops and events that lend support and build skills in gardening, saving seeds, cooking and small farming practices.

Division of collections

Our collections are supported by collections HQ, a third-party collection analysis tool designed to maximise collection use. Works have recently started to ensure that when CCL dissolves both Casey and Cardinia residents have access to relevant and well-balanced collections that meet the needs of the community.

Collections HQ have been working for us behind the scenes to add a new layer to the CHQ library structure. As well as all branches being viewed individually, and as part of the CCL whole; we are now able to look at the two separate regions of Casey and Cardinia.

We will use this information to form part of our purchasing strategy, helping us to maximise collections in both council areas.

Marketing and Promotions *(Library Plan reference 3.1)*

Key marketing activities for the months of November 2021 – January 2022 were:

- Nov 2021 – Jan 2022 eDMs
- Summer What's On Guide – November 118 downloads, December 497 downloads, January 698 downloads.
- Local Media (Star News + Gazette) – generated stories on –
    - o Libraries Reopen (Front Page),
    - o Premiers Reading Challenge,
    - o Library Events Back, Deliver Joy (Front Page)
- Big Summer Read – 520 readers entered (note this figure does not include the paper entries, so the number will be higher)
- Deliver Joy – Christmas Charity Campaign.
    - o Resulted in the value of $17,000 in food/toiletries/toys in donations to 7 local charities.
    - o Star News ran a follow up story (2 stories ran on this campaign, including 1 story that was front page, see images below).
    - o The amount in donations raised was double what was received in 2020, incredible given the times we are in
- Podcast - achieved 2,000 downloads plus listed at number 13 in Feedspot's Top 35 Australian Book and Writing Podcasts in 2022
- Daily promotion of branch events/programs/activities

Engagement statistics

SOCIAL MEDIA	November 2021	December 2021	January 2022
Facebook	Followers: 8,600 Reach: 50,665 Engagement: 2,622	Followers: 8,616 Reach: 41,754 Engagement: 1,983	Followers: 8,633 Reach: 34,764 Engagement: 1,179
Instagram	Profile visits: 313 Tweet Impressions: 3,663	Profile visits: 89 Tweet Impressions: 2,808	Profile visits: 29 Tweet Impressions: 2,294
Twitter *	Profile visits: 313 Tweet Impressions: 3,663	Profile visits: 89 Tweet Impressions: 2,808	Profile visits: 29 Tweet Impressions: 2,294

*CCL are not actively using Twitter as a channel in 2022

eDM/eNewsletters

November 2021	December 2021	January 2022
Recipients: 55,134 Opens: 27,813 Click rate: 933 (3.35%)	Recipients: 55,622 Opens: 24,981 Click: rate 1,798 (7.2%)	Recipients: 55,909 Opens: 27,262 Click rate: 1,676 (6.2%)

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
November	37,627	14,553	38.68%	163,518	2:22 minutes	8.67%
December	38,053	16,984	44.63%	165,300	2:33 minutes	8.96%
November	37,627	14,553	38.68%	163,518	2:22 minutes	8.67%

Website Reflections:

Outstanding performance reflected in over 2 million page views (75% increase on 2020) and a reduced bounce rate of 8.45% for the year in comparison to 22% for 2020 (meaning a significantly lower number of people are arriving at the site and leaving without engaging with our content).

Conclusion

The CCL team continues to find innovative ways to engage community and deliver services and resources.

RECOMMENDATIONS

1. That the Customer Experience Report be noted

GENERAL BUSINESS

CC10/2022	CCL TRANSITION

Report prepared by Beth Luppino

Purpose

To provide the Board with relevant updates on the transition from CCL to future library structure.

CCL Library Plan reference – 4.6, 4.7

Discussion

- Councils have finished initial phase of the EOI assessment process and are now considering next steps to Tender.
- Due Diligence document is back from Councils legal teams and will now go to Council Executive before coming to CCL for review. Councils expect Due Diligence to be completed end-February.
- Termination Agreement still in draft. Elements of this document related to staff transfer will go to CCL Consultative Committee for review before Agreement is taken to Council for endorsement.
- Early mapping (aligning frontline staff with each Council) has been delayed due to the resignation of Melissa Martin. This process can occur at a later stage and does not pose a risk to the overall timelines for the Transition Project. CCL staff have been updated about this, and staff will work with the new General Manager Organisational Development when they are on board. These conversations may now be rescheduled to later in the year when new entity structures are defined (eg May).
- Replacement of Melissa Martin is underway – interviewing preferred applicants this week. The role has been advertised as a contract to 31 December 2022 with possible extension.
- Early work now occurring on the division of Library materials (physical) and planning for new entities to take up E-resources – this is with a view to continuity of customer service when transition occurs
- Change and Transition training occurring. Guiding Change Team set up, and Workshop for Leadership Team has occurred. All staff will get access to online training to support their own transition experience and provide them with some skills to help teammates.
- Finance and Assets working group - Councils' bipartite 'Finance and Assets Working Group' (FAWG) have shared the agreed Distribution of Net Assets and Financial Principles and Agreements documents with CCL. Of particular note from a CCL perspective:

    Decisions of CCL, the Councils and individual Councils that have a material financial impact (over $5,000) will be assessed, enumerated, and agreed at FAWG, and after approval will be used to adjust the Net Asset Baseline.

    The FAWG has not held a meeting in 2022. When the team next meets, CCL will discuss with the group how this can be effectively managed for the remainder of the calendar year.

Conclusion

CCL continues to support member Councils in the dissolution and transition process.

RECOMMENDATIONS

1. That the Transition update be noted

IN-CAMERA

CC11/2022   CCL DISSOLUTION

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NEXT MEETING

Wednesday 27 April 2022 - Online Meeting