

**Casey
Cardinia
Libraries**

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

AGENDA

**Board Meeting
Wednesday 27 April 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) Board Meeting held on Wednesday 23 February 2022.	
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IN-CAMERA

CC12/2022	CCL DISSOLUTION
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STRATEGIES/PLANS

CC13/2022 LIBRARY PLAN 2021-2025 (UPDATE APRIL 2022)

Report prepared by Beth Luppino

Purpose

To provide the Board with CCL Library Plan 2021-2025 (update April 2022) for endorsement, with adjusted Key Performance Indicators as presented at the February 2022 Board meeting.

CCL Library Plan reference – 4.6

Discussion

The CCL Library Plan is the primary planning document that informs our strategic direction. Under the Local Government Act 1989, Section 125 and the Regional Library Agreement, CCL are required to produce a 4-year Library Plan.

The Library Plan is aligned with the Strategic Resource Plan. CCL undertakes a major review of the Library Plan every four years, this was completed in 2021 after extensive consultation with community, library users, staff and key stakeholders. It was adopted by the Board in June 2021.

We have completed our annual review to ensure that key elements of the plan are current and align with the needs of the Member Councils and their communities. The changes noted to the Board at the February Board meeting related to our Key Performance Indicators. Our performance results have been affected by the pandemic and we expect service limitations and community changes in behaviour to continue for some time.

The final draft of the CCL Library Plan 2021-2025 (update April 2022) attached incorporates the revised Key Measure Output projections.

RECOMMENDATIONS

1. That the Board endorses the CCL Library Plan 2021-2025 (update April 2022) including the Key Performance Indicators.
2. That CCL forward the endorsed CCL Library Plan 2021-2025 (update April 2022) to the Member Councils for adoption.

Casey
Cardinia
Libraries

Library Plan 2021–2025



‘Inspiring spaces where
everyone is free to
discover possibilities’



Casey
Cardinia
Libraries

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

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

- How do we keep the community at the centre of everything we do, particularly during a time when people across the region are experiencing severe disruption?
- How can CCL support the Member Councils and address emerging vulnerabilities in our community?
- How do CCL and the Member Councils deliver an accessible and equitable service on a sustainable financial basis given our rapidly growing population?
- How do we build relationships with partners to maximise the reach and impact of our service?

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

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

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

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

Regards



Cr Jeff Springfield
Chairperson (2021)



Chris Buckingham
CEO (2021)

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

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

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

We contribute to building strong, healthy and resilient communities by providing:

- programs and resources that support education, lifelong learning, and literacy development
- free and equitable access for all
- a safe space where everyone is welcome

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



The role of libraries.

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

United Nations Sustainable Development Goals

Casey Cardinia Libraries support the visions of both the City of Casey and Cardinia Shire to create liveable, healthy and productive communities.

Globally, libraries are acknowledged as playing an important role in meeting the UN 2030 Sustainable Development Goals (SDGs) by providing access to lifelong learning. In particular, libraries support the achievement of the following SDGs.

Goal 1: No poverty.

Goal 3: Good health and well-being.

Goal 4: Quality education.

Goal 5: Gender equality.

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Goal 10: Reduced inequalities.

Goal 11: Sustainable cities and communities.

Goal 13: Climate action.

Goal 16: Peace, justice and strong institutions.

Goal 17: Partnerships for the goals.

SUSTAINABLE DEVELOPMENT GOALS



Strategic Plan

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

The Strategic Plan brings together insights and feedback from:

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



We are growing

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

We are young

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



We are diverse

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

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

COVID-19

COVID-19 has had a profound impact on communities and how CCL delivers services. While challenging, it also provided an opportunity for CCL to showcase its leadership, innovation and adaptability.

In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk people in our community through wellbeing calls. We learned to deliver services in an entirely new way that was deeply appreciated by the community.

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

Diverse, growing community

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

Member Councils & Local Government Act 2020

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

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

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

The Local Government Act 2020 has called time on the Regional Library Corporation model. Member Councils and the CCL Board resolved in October 2021 to dissolve Casey Cardinia Libraries.

Digital engagement – Bridging the Divide

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

The benefits of digital engagement need to be balanced against the challenges faced in reaching and connecting with diverse communities, virtually. Notably access to ICT resources and digital literacy are still barriers for significant parts of the population. Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018). In 2020, the Australian Digital Inclusion Index score for Outer South East Melbourne was 61.6. This is the lowest score for Metro Melbourne (average 64.4) Source: Measuring Australia's Digital Divide: Australian Digital Inclusion Index.

Public libraries have a well-defined role providing fast free Wi-Fi and access to personal computers and other devices. Increasingly libraries are also taking responsibility for the provision of digital literacy training.

Health and Wellbeing

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

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

Libraries help to strengthen health and wellbeing by increasing access to information and services that support health and wellbeing for our staff and community. Libraries can also provide a safe and trusted space for those who need it. They play a vital role fostering social inclusion and bringing people together from all walks of life.

Climate change and sustainability

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

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

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

5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

5.2 Mission

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

5.3 Values and guiding behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

5.4

Services we deliver

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

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

In 2020 – 2021, we delivered:

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

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

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

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

While increasing access to CCL's services and resources will be limited by our physical assets, we will continue to work with the City of Casey and Cardinia Shire to explore new models to strengthen access to and the quality of services and resources we provide.

Our partners

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

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

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

By working together with council and partners, we achieve greater impact with the same resources. Through working with CCL:

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

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

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

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

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





6

Where we are now

6.1

The difference we make

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

Our libraries also:

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

For many, our libraries provide access to learning opportunities and resources that they would not have otherwise had access to.

- 49% agree that CCL has provided access to education opportunities that they would not otherwise have had.
- Almost 20% say that they visit/access library to access free ICT resources.

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

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

Strategic Area 1: A Place to Gather and Learn

Create safe, welcoming spaces that provide free access to information, knowledge and resources.

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

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

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

Strategic Area 1: A Place to Gather and Learn

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



Strategic Area 2:

Partnership and innovation

to achieve shared goals

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

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

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

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

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

Strategic Area 3:

Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

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

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

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

Strategic Area 3:
Facilitate community connection and wellbeing

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



Strategic Area 4:

Organisational excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

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

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

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

Strategic Area 4: Organisational excellence

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



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

”

8 Key performance indicators

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

9 Measurement methods

Casey Cardinia Libraries gathers feedback and statistics on our performance through a range of methods:

- Community surveys, anecdotal feedback and case studies
- Net Promoter Score
- Investment attracted for new libraries, services and programs
- Staff surveys and anecdotal feedback
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework
- Sustainable financial position

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

For more detail:

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

9.1 Our key measure outputs

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

* Unusual bulk membership database cleanup occurred in February 2021.

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

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

This plan is informed by:

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



For more information about
Casey Cardinia Libraries visit



ccl.vic.gov.au



information@cclc.vic.gov.au



1800 577 548



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Casey
Cardinia
Libraries

CC14/2022 BUDGET 2022-2023

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Casey Cardinia Libraries Budget 2022-2023 for endorsement.

CCL Library Plan reference – 4.6

Discussion

Budget 2022-2023

The Library Budget for the 2022-2023 financial year has been prepared following the endorsement of the 2021-2025 Library Plan, input from the CCL Executive, Leadership Teams and Member Council Officers.

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.

It was developed in response to the request from Members Councils to reflect a 1.75% increase over 2021-2022 budget, in line with rate cap.

CCL presented the draft Budget 2022-2023 to the Board at the meeting on February 23, it was resolved that:

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.

Member Councils were provided the Budget with the updated funding split based on the Regional Library Agreement Funding Formula. Please see tables below.

- 2.2 Councils will share the combined total general operating costs of all service points across the region according to an average percentage of regional loans and population (as per Australian Bureau of Statistics) for each municipality. General operations include lending services, branch administration, reference, outreach, local history, youth and adult services.

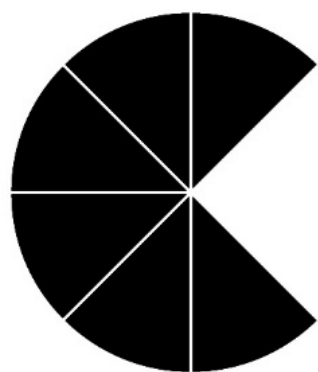
	ABS 2021 Population	Population %	Usage Apr 2021 - Mar 2022	Usage %	Average	2023 Budget	Increase on Prior Year	% Increase
Cardinia Shire Council	118,675	24.3418%	378,251	27.461%	25.901%	\$ 2,311,928	\$ 35,377	1.55%
City of Casey	368,861	75.6582%	999,159	72.539%	74.099%	\$ 6,614,090	\$ 118,142	1.82%
Total	487,536	100.00%	1,377,410	100.00%	100.000%	\$ 8,926,017	\$ 153,518	1.75%

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)

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

RECOMMENDATIONS

1. That the Board notes the Member Council funding split for CCL Budget 2022-2023.
2. That the Board endorses CCL Budget 2022-2023 noting the updated Member Council funding split.
3. That CCL forward the endorsed CCL Budget 2022-2023 to the Member Councils for adoption.
4. That CCL advertise the CCL Budget 2022-2023 prior to adoption.
5. That the Board notes CCL will adopt the CCL Budget 2022-2023 after the Member Councils advise formal approval of the Budget.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Budget 2022–2023

Endorsed: 23 February 2022

Updated: 12 April 2022

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values 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 2022–2023 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.

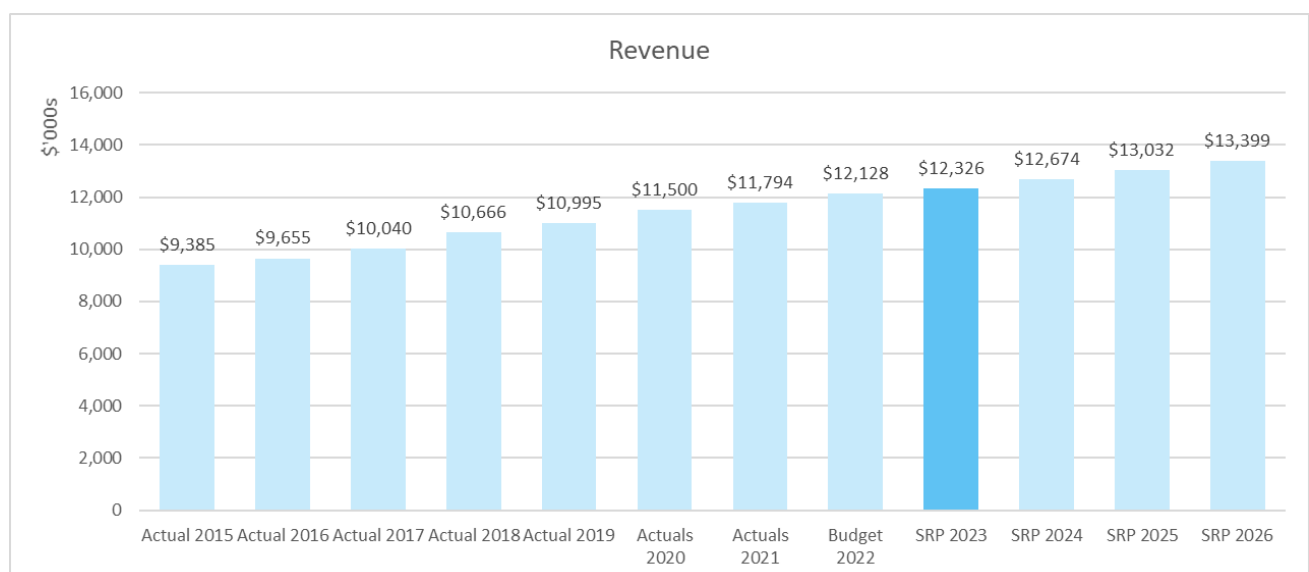
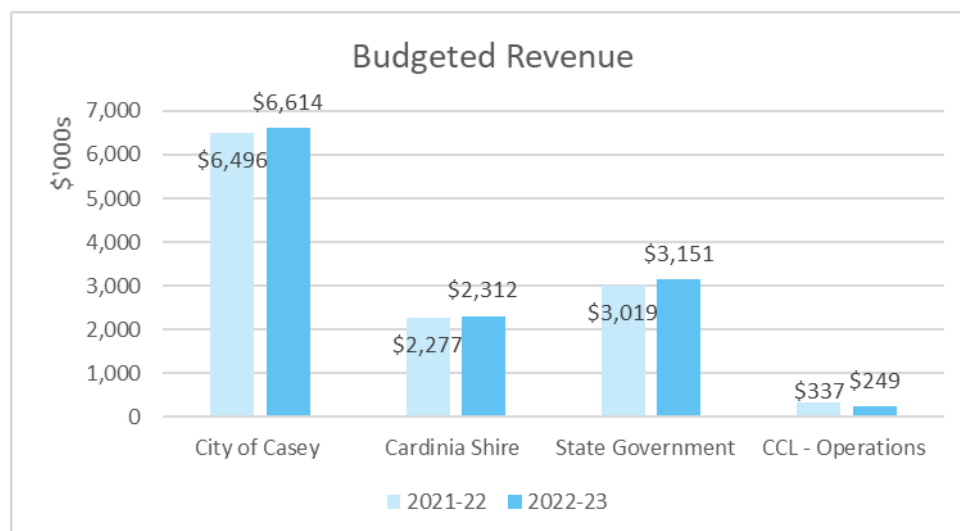
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

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.

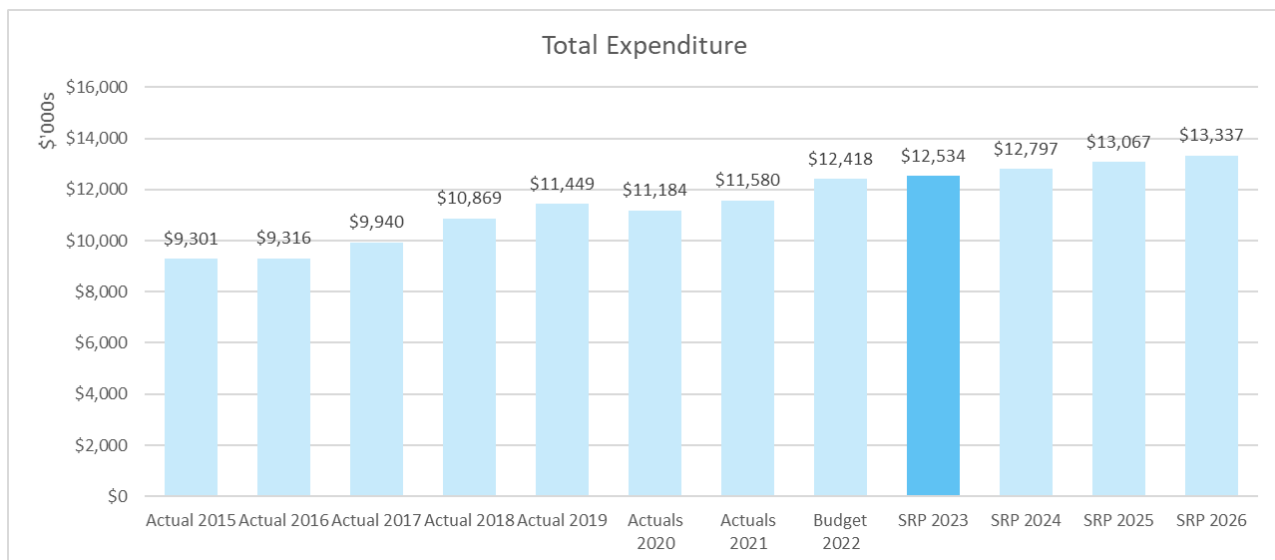
Income

	Actuals	Budget	Budget
	2020-21	2021-22	2022-23
City of Casey	6,415,592	6,495,948	6,614,090
	54.36%	53.56%	53.66%
Cardinia Shire	2,227,264	2,276,551	2,311,928
	18.87%	18.77%	18.76%
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



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



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	Budget
	2021-22	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

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 & Equipment	(1,427,302)	(1,442,446)
Net Cash (Outflow) from Investing Activities	(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

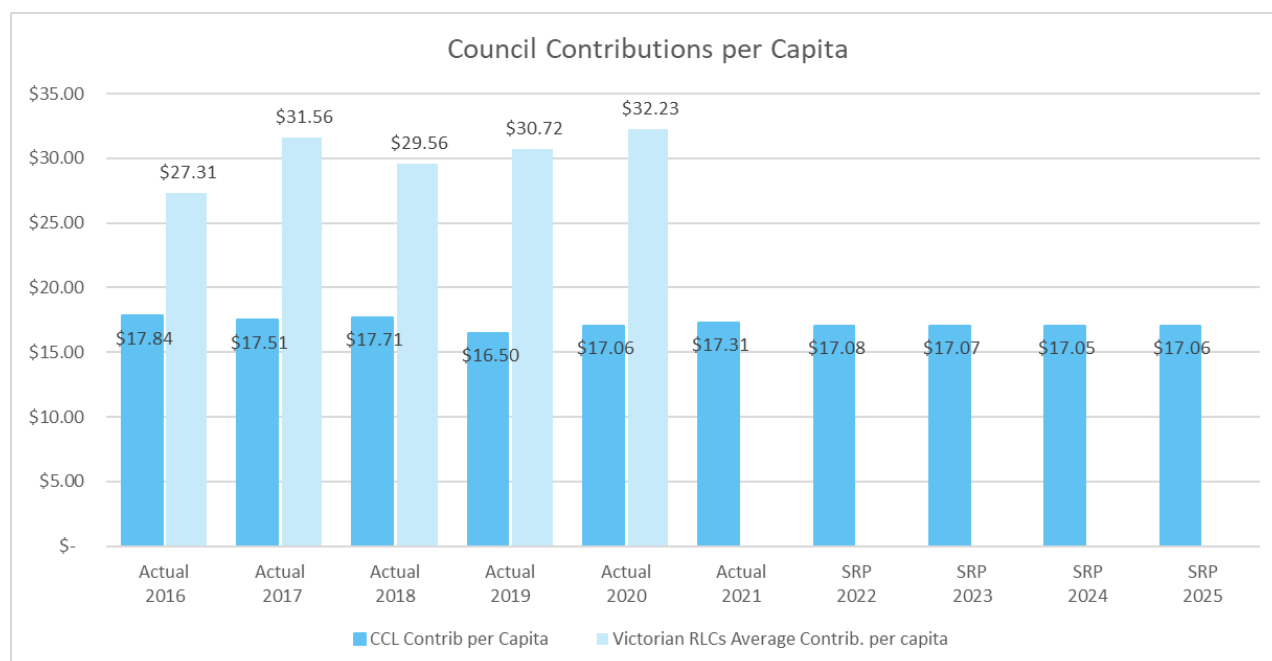
1 – Council Contributions

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 2021. *(ABS figures released 29 March 2022).*

Contribution Allocation	Casey	Cardinia
Population	75.6582%	24.3418%
Usage	72.539%	27.461%
Average	74.099%	25.901%

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>



2 – State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2022. The state funding is primarily calculated on population and in FY2022 3.2% increase.

State Funding	Budget	Budget
	2021-22	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 111.2% as at 31 December 2021 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget	Budget
	2021-22	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)

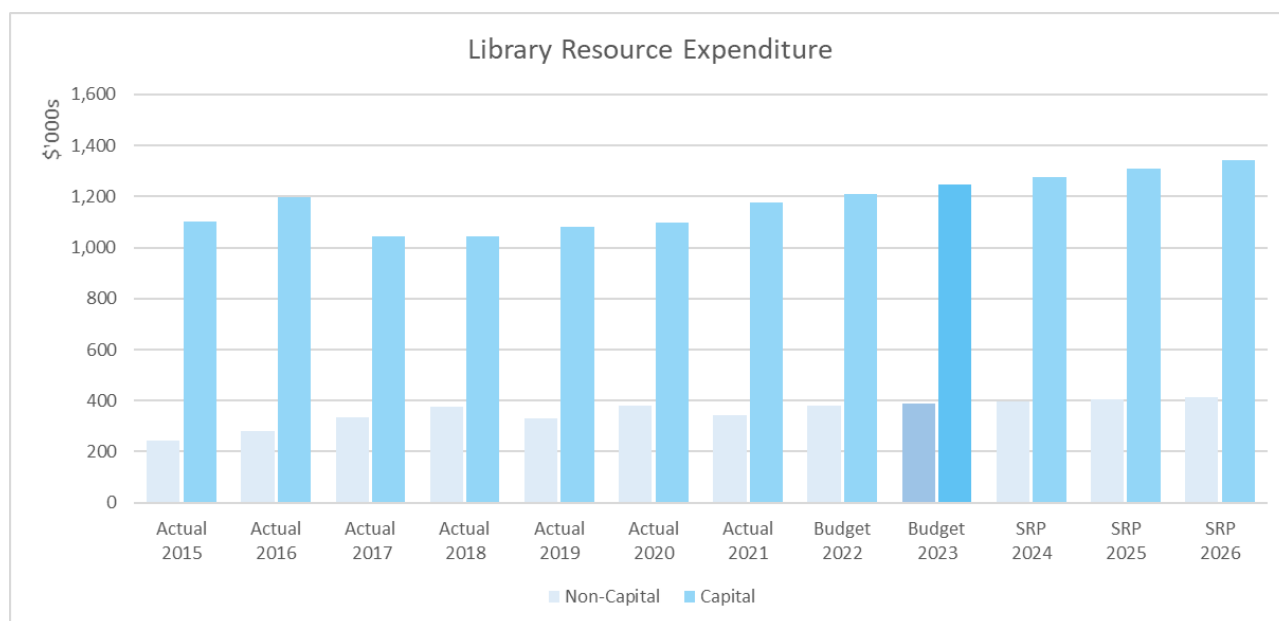
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

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



4.0 Member Council Contributions 2022-2023

	2021-22			2022-23		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.049%	25.951%		74.099%	25.901%
Income						
Operations Income	303,157	224,484	78,672	233,325	172,891	60,433
Interest on Investments	33,750	24,992	8,758	15,750	11,671	4,079
CFC funding	179,520	132,933	46,587	185,497	137,452	48,046
Sub Total	516,427	382,409	134,018	434,572	322,013	112,558
State Government Funding						
Premiers Reading Challenge	60,600	44,874	15,726	61,206	45,353	15,853
State Subsidy	2,639,960	1,954,864	685,096	2,759,016	2,044,403	714,613
Local Priorities	138,945	102,888	36,058	145,211	107,600	37,611
Total State Funding	2,839,505	2,102,625	736,880	2,965,433	2,197,356	768,077
Expenditure						
Employee Costs	9,110,268	6,746,063	2,364,206	9,263,795	6,864,380	2,399,416
IT & Communications	752,345	557,104	195,241	765,500	567,228	198,272
Library Materials	382,051	282,905	99,146	389,692	288,758	100,934
Programs & Marketing	139,766	103,496	36,271	142,215	105,380	36,835
Administration	606,218	448,898	157,320	529,865	392,625	137,240
	10,990,648	8,138,465	2,852,183	11,091,067	8,218,370	2,872,697
Capital Expenditure						
Library Material	1,209,828	895,866	313,962	1,246,123	923,365	322,758
Motor Vehicles	0	0	0	0	0	0
Furniture & Equipment	217,474	161,037	56,437	196,324	145,474	50,850
	1,427,302	1,056,903	370,399	1,442,446	1,068,838	373,608
Total Expenses Core Library Service	12,417,950	9,195,368	3,222,582	12,533,514	9,287,208	3,246,305
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	6,614,090	2,311,928
Council Contrib. increase on prior year	1.50%	1.25%	2.21%	1.75%	1.82%	1.55%

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

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ (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. Inter Library Loans:
Tertiary/ Special and other charging libraries **\$16.50**
Victorian Public Libraries and other non-charging public libraries **\$5.00**
Libraries Victoria Items are free
8. Other Charges:

Library Bags (New member Free), Replacement Bags	\$2.00
Ear Buds	\$2.00
USB Sticks	\$10.00
Book clubs (per annum)	\$100.00
9. Library Meeting Room Hire:
General Rate: **\$30.00 per hour**
Community Rate: **\$15.00 per hour**
(Conditions apply – refer to the Bookings Policy)

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

10. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

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

Casey Cardinia Libraries
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t @CasCarLibraries

CC15/2022 STRATEGIC RESOURCE PLAN 2022–2026

Report prepared by Beth Luppino and Emily Ramaswamy

Purpose

To present the Board with Casey Cardinia Libraries Strategic Resource Plan 2022–2026 for endorsement.

CCL Library Plan reference – 4.6

Discussion

CCL Strategic Resource Plan aligns with CCL Library Plan requirements under the Local Government Act 1989, Section 125 and the Regional Library Agreement. The Strategic Resource Plan identifies the resources required to meet the strategic objectives outlined in the Library Plan.

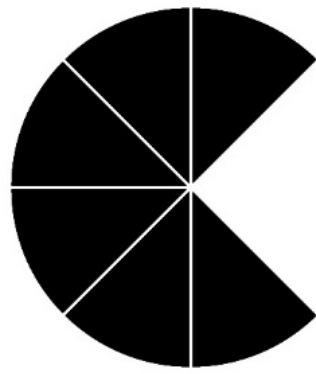
The development of CCL Strategic Resource Plan 2022–2026 was endorsed at the February Board meeting, it was resolved:

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.*

The final draft of the CCL Strategic Resource Plan 2022–2026 attached incorporates the updated Member Council funding split.

RECOMMENDATIONS

1. That the Board endorses CCL Strategic Resource Plan 2022–2026 noting the updated Member Council funding split.
2. That CCL forward the endorsed CCL Strategic Resource Plan 2022–2026 to the Member Councils for adoption.
3. That the Board notes CCL will adopt the CCL Strategic Resource Plan 2022–2026 after the Member Councils advise formal approval.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2022–2026

Endorsed: 23 February 2022

Updated: 12 April 2022

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values 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.

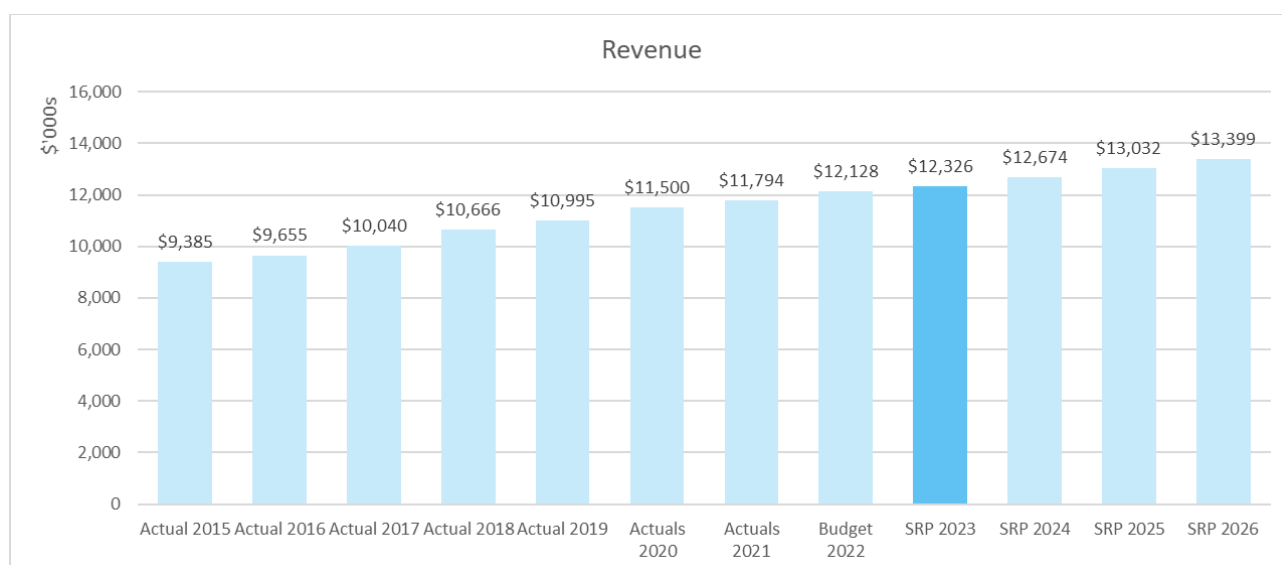
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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

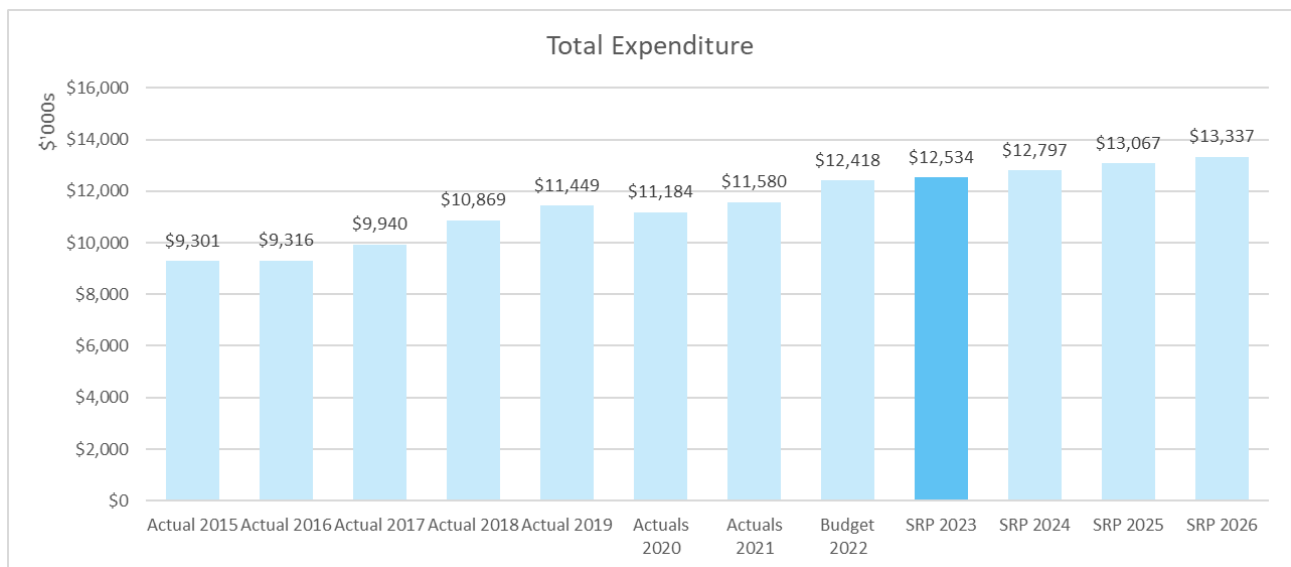
The 2022-2023 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2022 further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

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 54.36%	6,495,948 53.56%	6,614,090 53.66%	6,746,371 53.61%	6,881,299 53.55%	7,018,925 53.51%
Cardinia Shire	2,227,264 18.87%	2,276,551 18.77%	2,311,928 18.76%	2,358,166 18.74%	2,405,330 18.72%	2,453,436 18.70%
State Government	2,953,965 25.03%	3,019,025 24.89%	3,150,930 25.56%	3,227,858 25.65%	3,305,201 25.72%	3,382,544 25.79%
CCL - Operations	205,884 1.74%	336,907 2.78%	249,075 2.02%	252,463 2.01%	257,479 2.00%	262,495 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



2.0 Financial Statements 2022–2026

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)

Balance Sheet					
As at June 30					
	Budget	Budget	Forecast	Forecast	Forecast
	2021-22	2022-23	Est	Est	Est
	\$	\$	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

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 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 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 2021-22	Budget 2022-23	Forecast Est 2023-24	Forecast Est 2024-25	Forecast Est 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					
Permanent full time	96	96	96	96	96
Permanent part time	34	32	32	32	32
	128	133	133	133	133

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 & Equipment	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)	(1,549,400)
Net Cash (Outflow) from Investing Activities	(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 2022-2026

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 2021. *(ABS figures released 29 March 2022).*

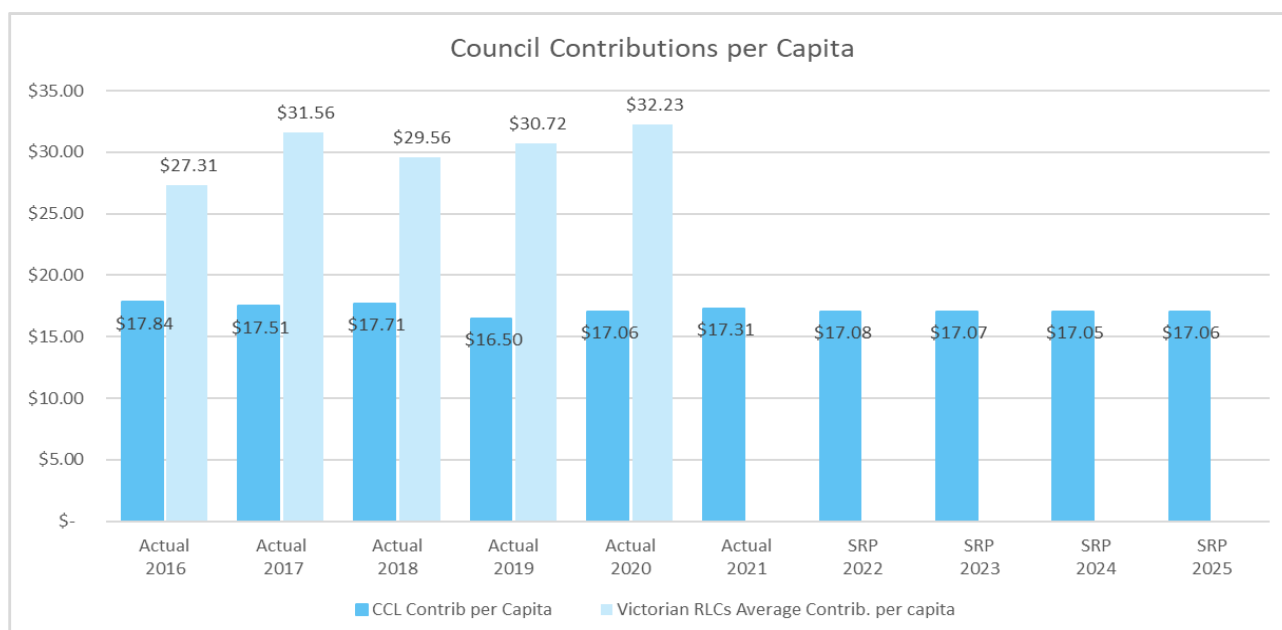
Contribution Allocation	Casey	Cardinia
Population	75.6582%	24.3418%
Usage	72.539%	27.461%
Average	74.099%	25.901%

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>

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, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.



2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2022. The state funding is primarily calculated on population and in FY2022 3.2% 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 111.2% as at 31 December 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)

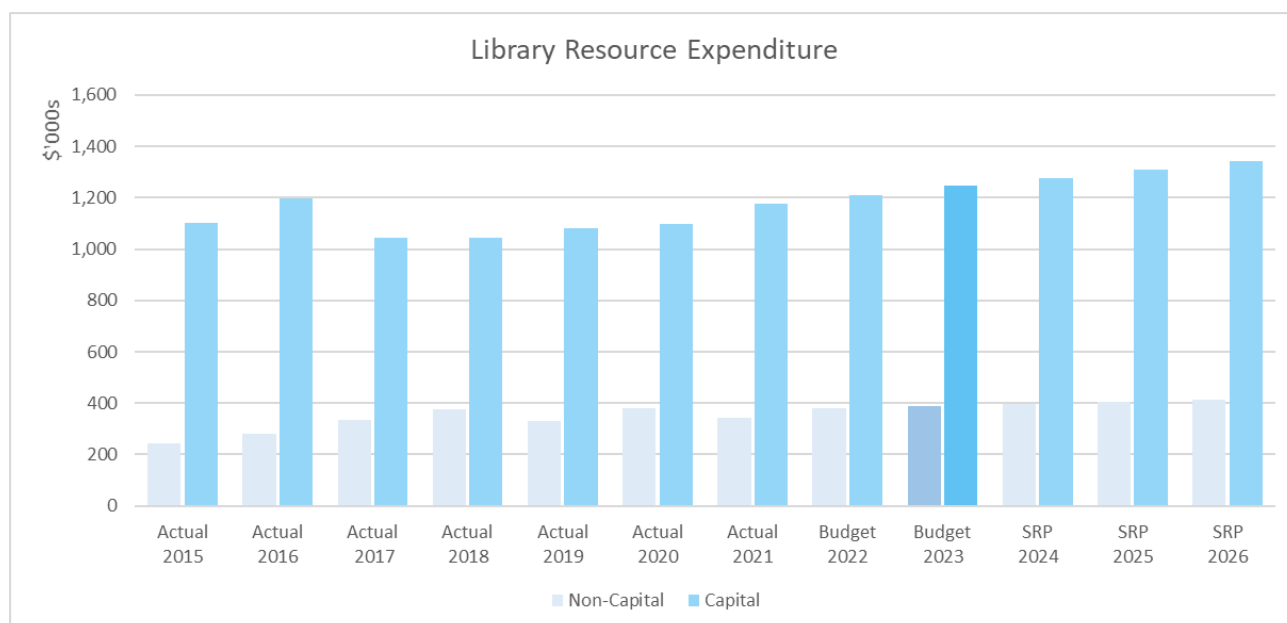
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

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				



Member Council Contributions 2022–2026

	2021–22			2022–23			2023–24			2024–25			2025–26		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.049%	25.951%		74.099%	25.901%		74.099%	25.901%		74.099%	25.901%		74.099%	25.901%
Income															
Operations Income	303,157	224,484	78,672	233,325	172,891	60,433	236,713	175,402	61,311	241,729	179,119	62,610	246,745	182,836	63,909
Interest on Investments	33,750	24,992	8,758	15,750	11,671	4,079	15,750	11,671	4,079	15,750	11,671	4,079	15,750	11,671	4,079
CFC funding	179,520	132,933	46,587	185,497	137,452	48,046	189,207	140,201	49,007	192,943	142,969	49,974	196,678	145,736	50,942
Sub Total	516,427	382,409	134,018	434,572	322,013	112,558	441,670	327,273	114,397	450,422	333,758	116,664	459,173	340,243	118,930
State Government Funding															
Premiers Reading Challenge	60,600	44,874	15,726	61,206	45,353	15,853	61,818	45,807	16,011	62,436	46,265	16,172	63,054	46,723	16,332
State Subsidy	2,639,960	1,954,864	685,096	2,759,016	2,044,403	714,613	2,827,991	2,095,513	732,478	2,897,331	2,146,894	750,438	2,966,672	2,198,274	768,398
Local Priorities	138,945	102,888	36,058	145,211	107,600	37,611	148,842	110,290	38,551	152,491	112,994	39,497	156,140	115,699	40,442
Total State Funding	2,839,505	2,102,625	736,880	2,965,433	2,197,356	768,077	3,038,651	2,251,610	787,041	3,112,259	2,306,152	806,106	3,185,866	2,360,695	825,171
Expenditure															
Employee Costs	9,110,268	6,746,063	2,364,206	9,263,795	6,864,380	2,399,416	9,449,072	7,001,668	2,447,404	9,643,583	7,145,799	2,497,785	9,838,095	7,289,930	2,548,165
IT & Communications	752,345	557,104	195,241	765,500	567,228	198,272	778,897	577,155	201,742	794,551	588,755	205,797	810,206	600,355	209,852
Library Materials	382,051	282,905	99,146	389,692	288,758	100,934	396,512	293,811	102,701	404,461	299,702	104,760	412,411	305,593	106,819
Programs & Marketing	139,766	103,496	36,271	142,215	105,380	36,835	144,704	107,224	37,480	147,612	109,379	38,233	150,520	111,534	38,986
Administration	606,218	448,898	157,320	529,865	392,625	137,240	539,079	399,452	139,627	551,682	408,791	142,891	564,286	418,130	146,156
	10,990,648	8,138,465	2,852,183	11,091,067	8,218,370	2,872,697	11,308,263	8,379,310	2,928,953	11,541,890	8,552,425	2,989,465	11,775,518	8,725,541	3,049,977
Capital Expenditure															
Library Material	1,209,828	895,866	313,962	1,246,123	923,365	322,758	1,277,276	946,449	330,827	1,309,208	970,110	339,098	1,341,140	993,771	347,369
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	145,474	50,850	200,250	148,383	51,867	204,255	151,351	52,904	208,260	154,319	53,941
	1,427,302	1,056,903	370,399	1,442,446	1,068,838	373,608	1,477,526	1,094,832	382,694	1,513,463	1,121,461	392,002	1,549,400	1,148,090	401,310
Total Expenses Core Library Service	12,417,950	9,195,368	3,222,582	12,533,514	9,287,208	3,246,305	12,785,789	9,474,142	3,311,647	13,055,354	9,673,886	3,381,467	13,324,918	9,873,631	3,451,287
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	6,614,090	2,311,928	9,104,538	6,746,371	2,358,166	9,286,628	6,881,299	2,405,330
Council Cont	8,772,498	6,495,948	2,276,551	8,926,017	6,614,090	2,311,928	9,104,538	6,746,371	2,358,166	9,286,628	6,881,299	2,405,330	9,472,361	7,018,925	2,453,436
Council Contrib. increase on prior year	1.50%	1.25%	2.21%	1.75%	1.82%	1.55%	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

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 @CaseyCardiniaLibraries
 @CasCarLibraries

OFFICERS REPORT

CC16/2022 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

CCL Library Plan reference – 4.5, 4.6

Discussion

Income Statement	Total	Total		Budget YTD	Actual YTD		% Actual
Month Ended 31 March 2022	Budget	Forecast	Forecast	March	March		Vs
	2021-22	2021-22	vs Budget	2022	2022	Variance	Budget
Income							
Council Contributions	8,772,498	8,772,498	0	6,579,374	6,579,374	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	155,805	159,432	3,627	2.3%
Interest on Investments	33,750	15,000	(18,750)	25,313	14,373	(10,940)	(43.2%)
Other Income	303,157	66,860	(236,297)	227,367	59,762	(167,605)	(73.7%)
Total Income	12,128,430	11,902,235	(226,196)	9,827,364	9,678,918	(148,446)	(1.5%)
Expenditure							
Employee Costs	9,110,268	8,702,375	407,894	6,666,739	6,313,015	353,724	5.3%
IT & Communications	752,345	751,820	525	564,259	532,061	32,197	5.7%
Library Materials	382,051	382,063	(12)	357,810	365,267	(7,457)	(2.1%)
Promotions & Marketing	139,766	142,766	(3,000)	104,825	81,297	23,528	22.4%
Administration	606,218	487,616	118,602	453,607	318,976	134,632	29.7%
Depreciation	1,456,459	1,430,000	26,459	1,092,344	1,046,434	45,910	4.2%
Total Expenditure	12,447,107	11,896,640	550,468	9,239,584	8,657,050	582,534	6.3%
Net Gain (loss) disposal of plant & equipment	0	(4,386)	(4,386)	0	(4,136)	(4,136)	
Net result for the reporting period	(318,677)	1,209	319,886	587,780	1,017,733	429,952	73.1%

Income

Government Grants

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

CFC Funding

Most 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 current level of interest rates available, 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 \$350k under budget YTD, As the opening hours at branches increase over the coming months, ongoing monthly staffing costs are expected to align more closely with budget. The total employee costs at the end of the year will be affected by the requirement to employ COVID-Marshall staff at each of our branches (not including Bunjil Place and Cardinia Mobile Library, and Emerald Library while closed for renovations) due to government restrictions.

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	Total	Total		Budget YTD	Actual YTD		% Actual
Month Ended 31 March 2022	Budget	Forecast	Forecast	March	March		Vs
	2021-22	2021-22	vs Budget	2022	2022	Variance	Budget
Library Materials	1,209,828	1,209,828	0	1,014,974	893,679	121,295	12.0%
Motor Vehicles	0	0	0	0	0	0	0.0%
Furniture & Equipment	217,474	217,474	0	148,316	72,776	75,540	50.9%
Cap. Exp. for the reporting period	1,427,302	1,427,302	0	1,163,290	966,455	196,835	16.9%

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

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

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 27 April 2022

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
February Statement	27/01/2022	Amazon Marketplace - Tote Bags for Book Kits - CFC Cranbourne	\$139.32
	27/01/2022	Amazon Marketplace - Tote Bags for Book Kits - CFC Cranbourne	\$164.85
	28/01/2022	Amazon Marketplace - Tote Bags for Book Kits - CFC Cranbourne	\$164.70
	31/01/2022	Kogan.com - A3 Laminator - CFC Cranbourne	\$55.81
	4/02/2022	Flash House - 2,000 Facemasks for All Branches	\$379.00
	19/02/2022	Amazon Marketplace - Silk Scarves - Adult Programs	\$68.46
	19/02/2022	Amazon Marketplace - Mini Canvases - Adult Programs	\$329.45
Total February 2022			\$1,301.59
March Statement	7/03/2022	VicRoads - Registration renewal for Beth Luppino's company car	\$795.17
	15/03/2022	Riot Art - Two wooden Seed Drawers for HEAL Program at Pakenham and Hampton Park Libraries	\$83.98
	24/03/2022	Emerald Tourist Railway - Two gift vouchers for Puffing as prizes for Kathy Lette Author Event	\$250.00
Total March 2022			\$1,129.15
TOTAL			\$2,430.74

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
February Statement	25/01/2022	JB Hi Fi Cranbourne - Branch Replacement Equipment	\$863.00
	31/01/2022	Kmart - Weights for money loader	\$98.00
	3/02/2022	Amazon Web Services - Website Hosting	\$1,165.71
	3/02/2022	Amazon Web Services - Currency Conversion Fee	\$0.79
	5/02/2022	Adobe Systems Pty Ltd - Creative Cloud Licences	\$441.89
	6/02/2022	Amazon Prime AU - Delivery Fee	\$6.99
	13/02/2022	Zoom US - Zoom Video Conferencing	\$317.12
	21/02/2022	Elementor - Elementor Pro	\$70.49
Total February 2022			\$2,963.99
March Statement	3/03/2022	Amazon Web Services - Website Hosting	\$1,090.39
	3/03/2022	Amazon Web Services - Currency Conversion Fee	\$0.78
	5/03/2022	Adobe Systems Pty Ltd - Creative Cloud Licences	\$441.89
	6/03/2022	Amazon Prime AU - Delivery Fee	\$6.99
	14/03/2022	Zoom US - Zoom Video Conferencing	\$317.12
Total March 2022			\$1,857.17
TOTAL			\$4,821.16

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
February Statement	13/02/2022	Campaign Monitor - 20,000 EDM Credits - Re-engage lost library members	\$317.16
Total February 2022			\$317.16
March Statement		NIL Transactions	
Total March 2022			\$0.00
TOTAL			\$317.16

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 27 April 2022

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
February Statement	25/01/2022	Rebel Fountain Gate - Voucher for Summer Read Prize - Adult Program	\$200.00
	4/02/2022	Fairfax Newspapers - The Age Subscription - Pakenham Library	\$754.00
	4/02/2022	Fairfax Newspapers - The Age Subscription - Bunjil Place Library	\$743.08
	23/02/2022	Campaign Monitor - February EDM Credits	\$726.44
	24/02/2022	Buzzsprout - Podcasting - Bookmatters	\$17.15
Total February 2022			\$2,440.67
March Statement	25/02/2022	News Pty Ltd - Herald Sun Subscription - Bunjil Place	\$494.00
	25/02/2022	News Pty Ltd - Herald Sun Subscription - Hampton Park	\$494.00
	3/03/2022	Village Cinemas - Movie Vouchers - Prizes for READiscover Your Library Campaign	\$650.00
	3/03/2022	QV Carpark Melbourne - Carparking for CEO to attend Shared Leadership Presentation at State Library Victoria	\$20.00
	3/03/2022	Campaign Monitor - February EDM Credits	\$800.80
	21/03/2022	Robinsons Bookshop - Vouchers for Prizes - Cockatoo Membership Engagement Event	\$101.33
	23/03/2022	Foundation House - Online Training - CFC Cranbourne	\$55.00
	24/03/2022	Buzzsprout - Podcasting - Bookmatters	\$16.63
	24/03/2022	Coles Group Limited - Voucher for Community Survey Winner	\$105.50
Total March 2022			\$2,737.26
TOTAL			\$5,177.93

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.

CC17/2022 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)

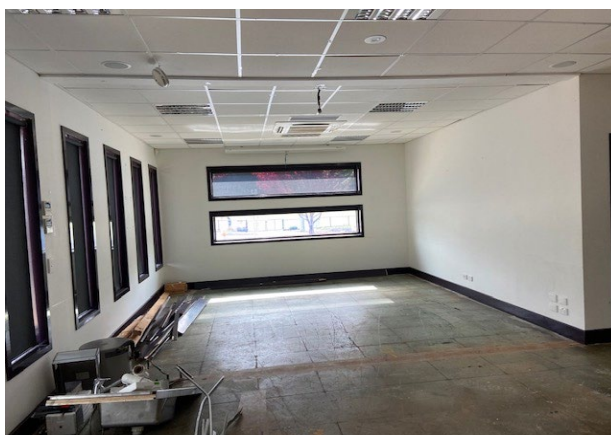
Emerald Library

Renovation works are underway, but project completion timelines are extending at Emerald Library. Demolition works and framing have been completed, but painting and carpeting delayed. We expect foyer and meeting room works to be finalised in time for limited services to reopen on site on 26 April.

Library staff have been delivering some library services from the Hills Hub since the renovations began. This has proven to be a very successful partnership and has enabled customers to borrow, return and attend children's storytime throughout the build.

All furniture has been procured, awaiting delivery, and a local Australian artist has been commissioned to create a hanging display for the children's area to complement the space.

Increases in costings have been addressed, with Cardinia Shire accessing the minor capital works budget for 2022-2023. This will have a flow on effect for the new financial year with limited budget left and not confirmed until the full contingency costs are known.



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

The furniture renewal budget for the City of Casey has been finalised with most branches refreshing spaces in 2021-2022. This includes improved children's spaces and collections access at Bunjil Place and Cranbourne, as well as bespoke display for top title collections at Endeavour Hills and Bunjil Place. 2022-2023 will see a focus on the Endeavour Hills Living Libraries upgrade and the Hampton Park children's and young adult spaces. Improvements to Pakenham and the CMO will be dependent on contributions available after the Emerald Library works are completed.

CCL will continue to investigate opportunities to improve study spaces across the region as part of our partnership with Federation University. Provided we can do so in the dissolution climate, Pakenham Library is the next branch identified as an opportunity for a shared Federation University study space.

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.

CC18/2022

PEOPLE AND CULTURE

Report prepared by Janine Galvin

Purpose

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

CCL Library Plan reference – 1.1, 1.4, 2.4, 3.5, 4.1, 4.3, 4.6, 4.7

Discussion

Training and Development (*Library Plan reference 1.1, 1.4, 3.5, 4.1, 4.3*)

Change Management Training with Beck Henshall was held for the Leadership Team, 12 staff attended. We are hosting a second session to capture leadership and specialist staff that were unable to attend the first session.

24 staff are currently completing the online training session with AITSIS (Australian Institute of Aboriginal and Torres Strait Islander studies). This cultural training course is due to be completed online throughout the year.

Staff Professional Development Event (*Library Plan reference 4.1, 4.3*)

We are in the process of organising the Staff Professional Development Event, tentative date of 8 June 2022. The Day may incorporate CCL's values, Staff Wellbeing, Change Management, Customer Experience and Networking. All libraries will be closed on this day.

Staffing (*Library Plan reference 4.1, 4.3*)

Recruitment and Rostering

Our rostering team is under pressure to backfill vacancies due to Personal Leave, Parental Leave, COVID Positive, COVID Isolation, and injuries (return to work and modified duties plans in place).

Requirements of COVID Marshalling (concierge) is continuing to drain our staffing pool. We are looking to outsource concierge roles on a trial basis for a month covering all shifts and meal breaks (excluding Bunjil Place and Cardinia Mobile Library, and Emerald Library while closed for renovations) This is a short-term measure to alleviate the pressure and free up our Customer Experience staff.

Despite dealing with a candidate shortfall in most advertised roles, we have successfully recruited nine positions. Only one position filled has been an external candidate with the remaining eight filled with internal staff, requiring further backfilling internally within the organisation.

Talent and Retention

Talent and retention is a concern for CCL as it is difficult to attract new talent to the organisation due to the dissolution. Invaluable talent is also leaving the organisation with 22 staff exiting the organisation over the past six months (this includes eight Library Assistants) . Managers will be supported and trained to ensure we are looking broadly for transferrable skills from different industries when considering external candidates.

Performance Management

The Performance Management process normally scheduled in May/June has been postponed due to the dissolution. Information conversations with staff will continue to occur particularly with the uncertainty of future entities and service models. All performance management issues will be

coordinated and managed on a case-by-case basis. Increment reviews and associated salary increases will continue throughout the year as scheduled.

Child Worksafe Standards (*Library Plan reference 4.6*)

The commission has updated the child safe standards for July 2022. We are currently reviewing our Child Safe Action Plan, policy and training to ensure we meet all the requirements within the new standards.

Health and Wellbeing (*Library Plan reference 4.1*)

With ongoing concerns about staff wellbeing connected to COVID and the dissolution, our Health and Wellbeing Committee is reviewing our approach to staff personal wellbeing. We are designing and will launch our Virtual Sshhh Room (Zen Room). We are excited to launch fortnightly wellbeing updates to staff around personal health, giving staff access to community driven services. For example, Men's Shed, Diabetes Awareness, menopause etc. This will migrate with our Wellness Passport Program which we hope to launch at the Staff Professional Development Event.

Risk Management (*Library Plan reference 4.6*)

CCL has reviewed the Risk Management Policy (April 2022, available on request) and the Risk Management Plan (*attached*). We continue to review, develop and implement mitigation strategies to help manage identified risks.

CCL has identified the top Strategic and Operational risks for this quarter (April 2022) as:

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Inability to recruit suitably qualified staff
3	6	Data Security Breach or Cyber Attack
	6	Staff mental health in response to COVID-19 and changes in work place/practices/Dissolution of CCL
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Disruption of the partnership between Cardinia Shire Council and the City of Casey
2	8	Decline in funding from Councils for Library Services
	8	Changes to government policy
3	7	Global warming - climate change
4	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

RECOMMENDATIONS

1. That the People and Culture Report be noted.



'Inspiring spaces where everyone is free to discover possibilities'

Risk Management Plan

10 April 2022

Risk Ratings

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

Risk Ratings Matrix

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

Risk Consequences Descriptors

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

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Disruption of the partnership between Cardinia Shire Council and the City of Casey	CEO	The two Councils have a strong track record of collaboration. CCL partnership has been in place for nearly 25 years Current Regional Library Agreement was reviewed and signed off in 2017 The Member Councils are conducting a service review in early 2021 which will inform the ongoing relationship	A breakdown in the partnership would lead to the deconstruction of CCL and potentially a less effective and efficient community service.	5	4	9	Support the Service Review being undertaken by the Member Councils	5	4	9
Decline in funding from Councils for Library Services	CEO	CCL revenue from funding partners has been relatively stable albeit very low on a cost per capita basis. Factors that will impact on future revenue are: rapidly growing population, the need to build new libraries, rate capping, the willingness of COuncils to sustainably fund library services in their LGAs and CCL's capacity to generate revenue from alternate sources	Short fall in revenue will lead to decline in services and or visitor experience.	5	4	9	Advocate for increased funding from State Government Generate revenue from private sector including corporate partnerships, sponsorships and donations Encourage Member Councils to fund initiatives that enhance service delivery particularly to new communities.	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act.	CCL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Engagement of Member Councils in strategic conversation about preferred governance model	5	3	8
Global warming - climate change	CEO	Insurability of assets due to building/locations – flooding/bushfire/extreme weather risks. Business continuity issues – flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources.	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Adoption of more sustainable business practices Education of community about ways to live more sustainably Work in partnership with Member Councils to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Poor enterprise risk management	CEO GMOD	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis every August Table the Top Ten Risk Register with the Board on a quarterly basis	3	3	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Legal claim or proceedings against CCL	CEO	CCL has workforce of approx 170pax and receives in excess of 1.2 million physical visits per annum.	CCL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values	2	3	5
Impact on cash flow if significant debtors delay payments	GMF	CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
Unanticipated calls on materials or finances	GMF	CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined Super Benefits further calls are unlikely	CCL has a reasonable capital reserve, however a multimillion-dollar call, would severely impact the organisation	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the implications COVID – 19 will have on the economy	1	4	5

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Fraud	CEO GMF	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4
Increase in Workcover Premiums	GMOD	CCL has an aging workforce that has exposure to manual handling risks.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	3	3	6	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work	2	2	4
Poor procurement practices	GMF	Staff with purchasing delegations have a clear understanding of CCL's procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal & external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CCL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CCL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4
Loss of reputation/ brand	CEO	CCL has recently refreshed its brand and is engaging community in conversations about what they expect from the library	Community disengages with CCL, visitation decreases	2	3	5	Continued engagement with community about the services it needs from CCL Promotion of CCL services and values	1	3	4

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Pandemic – acute	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness – unable to work Members of the community ill and come to library spreading disease	5	4	9	Follow the advice of Victoria's Chief Health Officer (CHO) Develop and maintain a Business Continuity Plan – outlining Response and Recovery strategies in place for COVID-19 Staff and community encouraged to maintain good hygiene and wear facemasks where directed by CHO Community are encouraged to get vaccinated Staff encouraged not to come to work if they are unwell Staff in Regional Support/Specialist roles encouraged to continue to work from home where possible Employ COVID Safe Framework	4	4	8
Pandemic – fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine- unable to work Members of the community ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	5	4	9	Follow the advice of Victoria's Chief Health Officer Business Continuity Plan – outlines strategies in place for COVID-19 Staff encouraged not to come to work if they are unwell Staff in Regional Support/Specialist roles encouraged to continue to work from home where possible Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Library Staff identified as Authorised workers requiring mandated vaccination CCL Leadrdship are actively encouraging staff to get vaccinated – over 90% staff first dose vaccinated and 65% double dosed	4	4	8

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Inability to recruit suitably qualified staff	GMOD	CCL continues to undergo significant change, it is vital that we recruit suitably qualified staff to enable best outcomes. Additional concern with dissolution of CCL that staff may choose to leave organisation leaving a skills shortage. Attracting skilled /qualified staff on short term contracts could be problematic	CCL has successfully recruited new employees over the last 12 months There is an identified need for additional mobile library operators	5	4	9	Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL and gaining experience in the Public Library Sector Focus on recruiting new graduates as first step in their career Continue to actively recruit for mobile library operators	4	3	7
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Staff mental health in response to COVID-19 and changes in work place/practices/Dissolution of CCL	GMOD	Return to work in libraries has been a challenge for many CCL staff with many staff identifying a struggle with working in community in a COVID-19 environment Dissolution of CCL has caused anxiety in staff with staff identifying concerns for job security, ongoing employment and having to reapply for their roles	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted frequently to staff including live sessions, intranet posts and at each branch meeting Health and Wellbeing site created - links to variety of resources and ideas on how to work from home takeFIVE health and wellbeing newsletter sent to staff with one suggested topic to focus on to help with health and wellbeing Wellbeing surveys are undertaken to check in on team - including names so that discrete follow up with staff can be undertaken if concerns/health issues raised	4	2	6
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Staff assaulted in library or on outreach visits (fatal)	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits Staff in Outreach roles are permanently allocated mobile phones	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park and Doveton	1	5	6
Decline in visitation	GMCE	Visitation has tended to recover post lockdown, but due to lack of access to libraries in new housing areas, visitation is not keeping pace with population growth.	Declining visitation may impact on CCL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online Programs Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Develop online programs platform to attract Virtual Visits (Library at Home) and establish tools to measure engagement. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West, Officer, Nar Nar Goon)	3	3	6
Domestic violence incident staff working from home	GMOD	CCL staff working from home are at increased risk of having a domestic violence incident with partner	Staff injury -physcially or mental and unable to work. Unsafe in own home	3	4	7	GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff - including live sessions, intranet posts and within branch meetings Staff offered/ reminded ability to work "in branch" in line with State Government directives	2	3	5

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Unattended children in the library	GMCE	There is a perception public library are safe places	Frightened child – staff need to follow approved guidelines Language barriers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child	4	3	7	All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and policies	4	1	5
Accident in the library causing harm to patron/staff	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and monitored at Hampton Park and Doveton libraries Emergency contact lists are up to date and readily available for staff	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users – provide support Provide follow-up such as EAP	2	4	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Staff assaulted in library or on outreach visits	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff injured	2	4	6	Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress buttons installed at Hampton Park and Doveton	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Personal use of own vehicle	GMCE	CCL staff at times use their own car to drive to and from Outreach and other library activities	CCL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CCL Vehicle Policy is kept up to date and CCL employees who drive their own vehicles understand the policy.	1	3	4
Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CCL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Develop options for collection use when libraries are closed (Home Deliveries) Understand the reason for decline (short, medium, long term)	1	3	4

Risk Management Plan Review Summary – April 2022

Risk Ratings – Strategic

ACTION	Reasoning	Risk	Content Added	Content Removed
Removed risk	Risk now historical	Disruption of the partnership between Cardinia Shire Council and the City of Casey		
Updated Risk	Added and removed content due to affects from the dissolution	Decline in funding from Councils for Library Services	The Dissolution of the Regional Library Agreement at the end of 2022 has impacted on CCLs ability to seek alternate revenue streams to agffress the shortfall.	Generate revenue from private sector including corporate partnerships, sponsorships and donations
Updated Risk	Removed content due to affects from the dissolution	Changes to government policy		Engagement of Member Councils in strategic conversation about preferred governance model
Updated Risk	Added and removed content due to affects from the dissolution	Unanticipated calls on materials or finances	CCL operates under a rigorous compliance framework. Should the Dissolution costs exceed reserves, member Councils have agreed to fund the shortfall as per the Transition Agreement (Oct 2021)	
Updated Risk	Added Mental Health Risk	Increase in Workcover Premiums		
Updated Risk	Added and removed content due to affects from the dissolution and the pandemic.	Loss of reputation/ brand	The transition of the service (and potential disruption to continuity), and ongoing COVID restrictions have impacted on how the community views the library service. Update community regularly on COVID restrictions and our service obligations	

Risk Ratings – Operational

ACTION	Reasoning	Risk	Content Added	Content Removed
Updated Risk	Updated content in line with Pandemic government recommendations	Pandemic – fatal		
Updated Risk	Added and removed content due to affects from the dissolution	Inability to recruit suitably qualified staff	CCL has experienced significant vacancies over the last 12 months. Ongoing requirement for COVID marshals has put more pressure on staffing. There is an identified need for additional mobile library operators. This impacts customer experience and staff moral. Dissolution continues to affect CCL's ability to recruit quality staff due to short contracts and employment secuity concerns. Focus on recruiting staff with transferrable skills. Secondments considered for all roles. Continue to upskill existing staff and offer Acting opportunitiesTraining for managers offered in recruitment skills	

CC19/2022 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*)

Branches continue to operate reduced weekly hours, but open on Sundays at Pakenham Library (1pm – 4 pm) and Bunjil Place (10am – 1pm). We have seen an increase in visitation in recent months; particularly February to March with Bunjil, Pakenham and Cranbourne Libraries seeing the biggest growth. Emerald visitation will be impacted by the current renovations and change in services.

Requirements for evidence of vaccination to enter the library continues to impact visitation. The Community Survey results reflect this as well with several community members expressing their unhappiness about libraries being part of the vaccinated economy. We continue to offer Click and Collect services to unvaccinated people and work alongside them for ways to meet their needs where possible.

VISITS	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Cranbourne	7,019	7,054	6,523	7,151	9,563	33.7%
Doveton	3,173	2,888	2,948	3,362	4,132	22.9%
Emerald	2,343	2,196	1,985	2,383	1,933	-18.9%
Endeavour Hills	2,885	3,198	3,069	3,829	4,688	22.4%
Hampton Park	3,101	3,324	3,389	3,666	4,686	27.8%
Cardinia Mobile	2,178	1,811	1,524	1,817	2,095	15.3%
Bunjil Place	8,981	9,538	11,123	10,527	16,762	59.2%
Pakenham	8,228	8,529	9,646	9,934	14,388	44.8%
<i>Regional Total</i>	37,908	38,538	40,207	42,699	58,247	36.5%
<i>Virtual Visits</i>	<i>71,742</i>	<i>71,902</i>	<i>77,618</i>	<i>76,402</i>	<i>85,657</i>	<i>12.1%</i>
TOTAL	109,650	110,440	117,825	119,071	143,904	20.9%

Our virtual visits showed a strong increase in March from February (12 percent) and across all the platforms – our Website, Enterprise and the CCL App.

VIRTUAL VISITS	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Website	37,627	38,053	39,630	42,977	48,249	12.3%
Enterprise	16,548	17,190	19,292	17,131	19,227	12.2%
CCL App	17,567	16,659	18,696	16,294	18,181	11.6%
TOTAL	71,742	71,902	77,618	76,402	85,657	12.1%

The trend for loans in recent months follows the same as visits with a steady increase from February to March. Cardinia Mobile and Doveton Library had the biggest growth.

Loans (like visitation) remain down compared to the same period in the years pre-pandemic. eLoans continue to perform strongly.

LOANS	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Regional Support	946	921	512	830	1,286	54.9%
Cranbourne	30,928	27,254	29,072	25,121	29,212	16.3%
Doveton	5,102	3,096	2,996	2,640	3,193	20.9%
Emerald	10,361	9,134	8,865	9,245	7,713	-16.6%
Endeavour Hills	13,523	12,058	12,116	11,045	13,014	17.8%
Hampton Park	12,438	10,415	11,370	8,979	10,026	11.7%
Cardinia Mobile	8,035	5,822	4,930	5,727	6,962	21.6%
Bunjil Place	40,116	36,284	39,948	35,430	38,145	7.7%
Pakenham	24,821	21,813	23,588	21,973	24,503	11.5%
<i>Regional Total</i>	146,270	126,797	133,396	120,989	134,053	10.8%
<i>eLoans</i>	<i>48,617</i>	<i>46,605</i>	<i>49,574</i>	<i>79,470</i>	<i>80,843</i>	<i>1.7%</i>
TOTAL	194,887	173,402	182,970	200,459	214,896	7.2%

At end of March, we had 98,835 members. We joined over 3,500 new members in the past 2 months, with almost 2,000 of these in March. All branches have joined new members, Bunjil, Cranbourne and Pakenham have had the biggest growth.

Since the re-opening of our branches in November even with reduced hours, public internet usage and our Wi-Fi usage has steadily been picking up.

INTERNET	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Cranbourne	428	565	593	586	822	40.3%
Doveton	233	270	294	301	355	17.9%
Emerald	153	151	166	220	140	-36.4%
Endeavour Hills	229	256	374	394	410	4.1%
Hampton Park	343	365	459	430	563	30.9%
Cardinia Mobile	2	3	8	6	9	50.0%
Bunjil Place	485	529	614	743	931	25.3%
Pakenham	500	504	592	635	713	12.3%
TOTAL	2,373	2,643	3,100	3,315	3,943	18.9%

*Re-opened in November 2021 to the community from lockdown.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 27 April 2022

Wi-Fi	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Cranbourne	1,110	899	1302	1,456	1,798	23.5%
Doveton	570	496	496	476	558	17.2%
Emerald	510	465	403	420	310	-26.2%
Endeavour Hills	750	672	682	728	837	15.0%
Hampton Park	450	465	434	644	775	20.3%
Cardinia Mobile	120	124	124	112	124	10.7%
Bunjil Place	1,045	853	1,030	1,128	2,020	79.1%
Pakenham	660	672	651	728	868	19.2%
TOTAL	5,215	4,646	5,122	5,692	7,290	28.1%

Our monthly reporting on programs includes branch, program type and attendance – youth and/or adult. We have seen a steady increase in program attendance, as people's confidence and desire for face-to-face programs grows. There are only a very few programs still being offered online (STEAM – Code Club).

January was a quieter month with programming, but it picked up in February and March, with almost 4,300 attendees in March, over 4,000 being in person (youth and adult). Bunjil Place Library followed by Cranbourne and Pakenham had the greatest program attendance in February and March. Our youth programs – storytime, tinies time and babies time are still the most popular.

We continue to adapt our offerings with the ongoing challenges due to changing opening hours and COVID restrictions/requirements.

Program Type	Jan 2022		Feb 2022		Mar 2022	
	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance
Baby Time	32	0	506	0	692	0
Book Ninjas	0	0	43	0	15	0
Group visits	0	0	102	90	434	0
Art and Craft	54	20	10	76	91	67
STEAM Activities	136	0	456	0	655	0
Storytime	256	0	629	0	1030	0
Tinies Time	31	0	549	0	885	0
Entertainment	220	0	60	0	125	7
Author Talks/Bookgroups	0	99	0	24	0	28
Creative writing	0	0	6	0	2	18
Cooking Home and Garden	30	0	9	9	12	31
Health and Wellness	14	0	11	6	17	68
History	0	0	0	25	0	0
IT and Technology	0	6	0	75	0	51
Jobs and Employment	0	0	0	4	0	2
Citizenship and Government	0	0	0	0	0	0
Learning English	0	0	0	137	0	83

Wednesday 27 April 2022

Libraries After Dark	0	0	0	0	0	9
MCHC/New Parent Groups	0	0	0	29	0	0
Social Connection	0	0	0	18	0	0
Cultural and Identity	0	0	8	0	0	0
Homework Help	0	0	0	0	0	0
TOTAL	773	125	2,389	493	3,958	364

Electronic resources usage remained steady in February and March. Strong performers again being eAudiobooks, eBooks, eMagazines, Freegal and Press Reader. Press Reader numbers from January to February changed dramatically – this is due to changes in the way they complete their reporting. Press Reader now include any articles on a viewed page, not just particular articles accessed. Storybox usage dropped in February due to access issues that have since been rectified.

Ancestry and Find my Past resources access over COVID and lockdowns changed allowing members to access this outside of the library. This has now reverted back and is only accessible in branch.

ELECTRONIC RESOURCES	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	% Variation Feb/Mar
Age Library Edition	748	777	801	698	825	18.2%
Bolinda eAudiobooks	12,585	11,748	13,017	11,748	12,719	8.3%
Bolinda eBooks	8,834	8,741	9,907	7,316	8,122	11.0%
Choice	75	82	70	43	1	-97.7%
Freegal Music	9,757	9,560	7,368	7,971	9,726	22.0%
Kanopy	932	650	557	577	733	27.0%
Libby eAudiobooks	781	784	999	967	1,119	15.7%
Libby eBooks	638	697	841	759	762	0.4%
Libby eMagazines*	1,687	1,697	1,885	1,720	1,888	9.8%
Press Reader	12,292	11,655	13,663	44,717	44,565	-0.3%
Storybox Library	79	53	26	3	25	733.3%
Tumblebooks	209	161	440	269	358	33.1%
TOTAL	48,617	46,605	49,574	76,788	80,843	5.28%

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.

CC20/2022

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

Re-engaging with community (Library Plan reference 1.1, 1.2, 1.3, 1.4, 1.6, 3.4, 3.5)

We continue to focus on community re-engagement strategies, activating memberships and connecting with community through programs and services.

From May, CCL will recommence outreach services to schools, kinders and community groups.

Our 'SID loves Libraries' campaign is out for the next four months, and we hope to join 3,000 new children as life-time members.

Children and young adults will receive the special edition Sid the Sloth library card and bag, along with reading incentives to encourage return visits. There is a monthly prize draw to help attract new members.

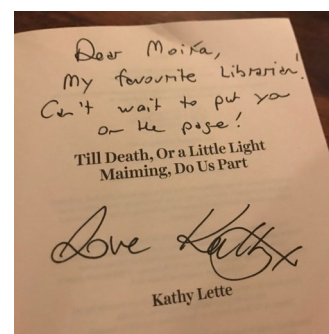


Author Talk with Kathy Lette

We celebrated Autumn with International bestselling author Kathy Lette at Bunjil Place Library. Well-known for her humour and ability to create strong and resilient female characters, Kathy entertained eighty-six book lovers with her witty banter. Our very own fun-loving staff member Moira Eveleens hosted the evening and nailed quite a few outstanding punchlines herself. The evening was a wonderful opportunity to re-engage with members of the community who have not been to the library for some time, with one patron telling us this was her very first outing in more than two years.

"It was an honour to interview Kathy Lette and get that engaged response from the audience, which differed greatly from my experience I had over the last two years delivering our online author events. The atmosphere of the room was fantastic, and I felt that we all left that evening feeling really boosted after laughing so much".

Moira Eveleens Library staff and host



Community survey

Our bi-annual community survey "Tell us what you really think" was conducted in March with unprecedented response. More than 2,700 gave their time to share their thoughts about our service and offer advice on how we can continue to go from good to great. Our net promoter score continues to show healthy results with an overall score of 68 and many locations scoring significantly higher. Collections continue to be the most significant driver for community at 81 percent agreeing it is one of the services they most value, followed by Holds (being able to place an order for a particular title) at 50 percent.

"A Library is the lifeblood of the community, at large. They have a value beyond their concepts"

Operating in a vaccinated economy continues to be a barrier people - there was significant feedback from some members who find the requirement for proof-of-vaccination upon entry to be unacceptable.

Library programs are popular - more than 30 percent of people surveyed have participated in the past year. Useful feedback was gathered about how and when members want to attend programs.

While our services and spaces continue to impress people, transportation, opening hours and accessibility issues continue to be major detractors from a positive library experience.

"We have an excellent book group thanks to the library. It surpasses the CAE for quality of the book selections and the service provided at a most reasonable cost. The library, being in such a remarkable space makes visiting inspiring"

"A safe space for my toddler to socialise at storytimes. As a single mum this is very comforting"

"Having my books brought to my door during COVID. Saved my life, thank-you very much!"

"Libraries are one of the few places that resources can be used without a cost. The help offered, again for free, by library staff is invaluable in a world that largely ignores people in lower socio-economic groups. Library staff assist willingly with borrowing books and resources and are available for assistance with printing and use of computers- They are a wonderful treasure."

Partnerships and collaboration (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.

Parent and Carer Health and Wellbeing project

CCL worked with Monash Health, Dandenong Libraries, and the State Library of Victoria (SLV) to deliver eight pre-school sessions that incorporate key health messages to support families to thrive. Funded through an SLV grant, the sessions were developed with the support of a Health Promotions Officer and our Children and Youth team. The sessions covered sleep, friendships, and healthy eating

"I have a 12-week-old and very little experience with babies, I am clueless in what to do. This is a very positive with program as is the interaction with other mums I can't thank you enough for this opportunity to connect with others. I Joined the library and started 1000 books before school program too."
(Attendee at Doveton Library baby time)

Pakenham Show

CCL was delighted to participate in the Pakenham Show for the first time in three years.

Vaccination requirements meant that the library was unable to participate in the adventure trail, a program that would usually allow for almost all attending to visit our spaces, but we were very pleased to have more than 120 people through the library to participate in a visit from Elsa, complete with face painting, photos, hair braiding, a picnic area for families to rest and relax and fun crafts to entertain.

"I told you Elsa is real; she is from Disney"
(Quote from a very happy visitor!)



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

Community Engagement CALD communities

CCL continues to advocate for and provide support to the Afghan community through partnerships with a range of service providers.

Pakenham Library recently participated in an event hosted by Cardinia Shire to support more than 400 newly arrived Afghans, promoting our services, conducting library tours, and helping to build a connection with community.

Our Hampton Park and Doveton branches have established a range of initiatives. Family Life are providing two support workers to attend both sites weekly. Both speak Dari and can engage with members of our Afghan community, connecting them back to much needed services. From July Family Life will host a six-week health and wellbeing program specifically for Dari women. They are also supporting mental health with our younger library members.

Hampton Park Library further supports our Afghan community through a Conversation for Dari women session twice a week in partnership with the Hampton Park Community House. Topics covered include when and why you would call a doctor, when and why to call triple zero, healthy eating, screening tests available in Australia, and mental health. "

"The library is seen as a safe place for members of the Afghan community, and they value the Afghan specific programs we hold here."
(Hampton Park staff member -Tracy)

Introduction of Welcome brochure in community languages

To help us reach a broader CALD audience and ensure our diverse community are represented, with the help of some very passionate library staff we have introduced a welcome brochure that identifies key support services, programs, and collections in five community languages. The brochures are available in Arabic, Dari, Farsi, Punjabi and Sinhalese and will be available in branch and through outreach.

Easter opening hours and opening hours ongoing

Due to a high number of staff absences impacting on our ability to cover planned Easter leave, we will be operating from 9am to 5pm from Tuesday April 19 to Friday 22. Most branches will keep their current hours of operation until regulations are relaxed.

Thanks to a great working relationship with the Bunjil Plaza, we have been able to remove the concierge from the library entrance at Bunjil Place and will be able to resume full regular opening hours including a full Sunday shift from April 23. This is a great outcome for community and staff.

Collections (*Library Plan reference 1.5*)

Hindi is the 5th top language (other than English) spoken in homes across the City of Casey and Cardinia Shire. CCL continued to expand our Hindi collection offering magazines and book titles.

While the pandemic has made it consistently difficult to source titles in most LOTE languages, in response to community feedback we have worked hard to source more than 136 additional titles for the collection.

CCL offers titles in all the top five LOTE languages spoken across the City of Casey and four of the five LOTE languages spoken in Cardinia Shire.

Marketing and Promotions (*Library Plan reference 3.1*)

Our Marketing Team continues to deliver outstanding results for CCL.

During the months of February and March, highlights include four local media stories in the Star News and Gazette, developed and delivered a fundraiser to help rebuild collections for Lismore City Library and encouraged our younger readers to read more than 8,000 books through the Victorian Big Summer Read through targeted and engaging promotion. That is more books read than anywhere else in the state!

Key marketing activities for the months of February and March 2022 were:

- eDMs (e-newsletters)
- [Local Media](#) (Star News + Gazette) – four stories – Kathy Lette, International Women's Day, Maya Linnell, Broadsheet Feature
- Big Summer Read – 9,000 children joined the Summer Read Program at their local library in Victoria this year and read 90,500 books. More than 8,000 of those books were read by kids from the Casey Cardinia region
- Return Yourself to the Library campaign (State-wide Library Campaign) – Bunjil Place Library featured in short video to celebrate libraries being a great place to study, learn and work
- Lismore City Library Flood Relief – launched week commencing 28 March. Runs until 30 April.
- Rediscover Campaign

- Initially this campaign targeted 20,000 'inactive' customers to encourage membership renewal. It was then expanded to our general marketing database (57,000) and our social media following.
- The campaign went for 2 weeks, 10 winners received a Family Village Movie Experience

Engagement statistics

SOCIAL MEDIA	January 2022	February 2022	March 2022
Facebook	Followers: 8,633 Reach: 34,764 Engagement: 1,179	Followers: 8,659 Reach: 41,536 Engagement 1,115	Followers: 8,306 Reach: 55,221 Engagement 2,058
Instagram	Followers 1,521	Followers 1,528	Followers 1,567
Twitter *	Profile visits: 29 Tweet Impressions: 2,294	Profile visits: 184 Tweet Impressions: 1,456	Profile visits: 303 Tweet Impressions: 1,557

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

eDM/eNewsletters

January 2022	February 2022	March 2022
Recipients: 55,909 Opens: 27,262 Click rate: 1,676 (6.2%)	Recipients: 56,627 Opens: 19,264 Click rate: 1,317 (2.34%)	Recipients: 57,452 Opens: 19,649 Click rate: 1,371 (2.4%)

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
January	39,630	16,360	41.28%	172,891	02:34	9.28%
February	42,977	16,554	68.9%	178,381	02:30	10.71%
March	46,923	18,014	69.2%	194,430	02:39	12.07%

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

CC21/2022 CCL BOARD MEETINGS

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on the meeting format for Regional Library Boards beyond September 1, 2022.

CCL Library Plan reference – 4.6

Discussion

Local Government Victoria released a bulletin informing Councils that The Regulatory Legislation Amendment (Reform) Act 2022 (the Amendment Act) received Royal Assent on 29 March 2022 and is available for viewing on the [Victorian Legislation website](#).

Included in the Amendment Act are reforms relating to virtual council and Regional Library Board meetings. Meetings are covered by Part 12 (COVID-19 Temporary measures) of the Local Government Act 2020 and able to be held online until 1 September 2022.

From 2 September 2022 onwards, councils and regional libraries will be permanently enabled to conduct meetings by electronic means in accordance with relevant Governance Rules (or Local Laws in the case of regional libraries).

This will include enabling meetings to be live streamed on the internet and, in the case of council delegated committee meetings, the recording of the meeting being made available as soon as practicable after the meeting.

These new amendments will be incorporated in Division 2 of Part 3 of the Local Government Act, which relates to council decision making.

LGV is developing guidelines to assist councils in updating their Governance Rules to reflect these permanent changes. New guidelines will be issued by LGV in May.

The CCL Board can decide on whether it is more desirable to meet in person or continue online for the remaining scheduled meetings.

CCL Executive recommends the following for consideration:

- Due to the timing of meetings, attendance by all Board members is more achievable online
- That the June, August and October meetings are held online
- That the Board meet in-person for the final meeting of the year in November

RECOMMENDATIONS

1. That the Board note the updated information from Local Government Victoria regarding virtual meetings.
2. That the Board confirm which meetings will be virtual for the remainder of 2022.

NEXT MEETING

Wednesday 22 June 2022 - Online Meeting