# Casey Cardinia Libraries

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

# AGENDA

# Board Meeting
# Wednesday 22 June 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 27 April 2022.

IN-CAMERA

| CC22/2022 | CCL DISSOLUTION |
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STRATEGIES/PLANS

## CC23/2022     LIBRARY PLAN 2021-2025 (UPDATE APRIL 2022)

*Report prepared by Beth Luppino*

### Purpose

To present the Board with CCL Library Plan 2021–2025 (update April 2022) for adoption.

*CCL Library Plan reference – 4.6*

### Discussion

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

The Library Plan is aligned with the Strategic Resource Plan. The final draft of the CCL Library Plan 2021–2025 (update April 2022) including revised Key Measure Output projections was presented at the April Board meeting. It was resolved that:

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.*

City of Casey considered and approved CCL Library Plan 2021-2025 (updated April 2022) at its Council meeting on Tuesday 17 May 2022.

Cardinia Shire Council will consider approval of the CCL Library Plan 2021-2025 (updated April 2022) at its Council meeting on Monday 20 June 2022.

The CCL Library Plan 2021–2025 (updated April 2022) will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs.

### RECOMMENDATIONS

1. That the Board adopts the CCL Library Plan 2021–2025 (updated April 2022) pending formal approval from Cardinia Shire.
2. That CCL forward a copy of the adopted Library Plan 2021–2025 (updated April 2022) pending to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.

# Casey Cardinia Libraries

## Library Plan 2021–2025

'Inspiring spaces where everyone is free to discover possibilities'

Casey
Cardinia
**Libraries**

# 1 Foreword

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.

# 2 Introduction

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

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

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

# The role of libraries.

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

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
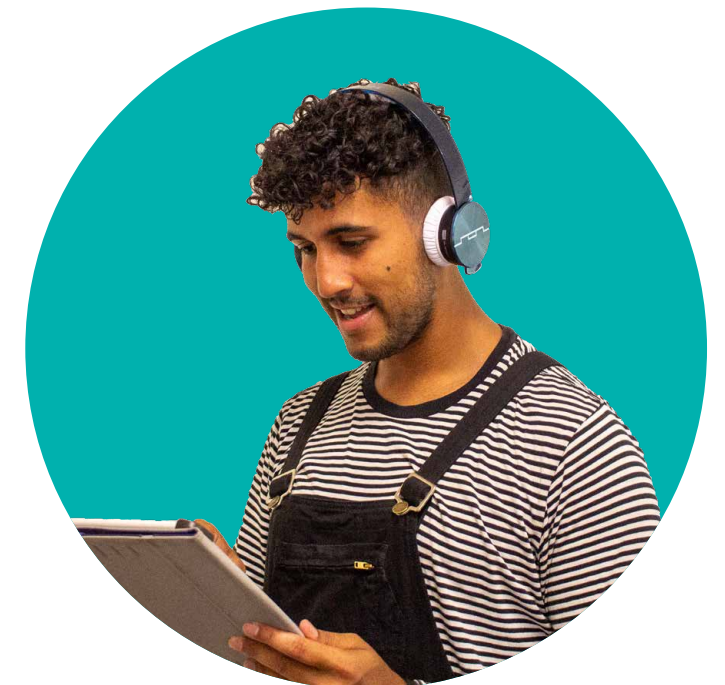
## We are growing

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 Our libraries

## 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.

## 5.5   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.

"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 |
|---|---|---|
| **Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information** | • Strengthen the accessibility of library branches<br>• Strengthen accessibility of digital platforms<br>• Offer a broad range of opening hours that meet community needs<br>• Implement the Customer Experience Framework<br>• Implement the Social Inclusion Strategy | • People feel safe and welcome<br>• People can easily access library services how and when they need them (location, opening hours, physical spaces)<br>• People who visit our branches feel happier<br>• People can easily access our digital platforms |
| **Core services that are free and accessible** | • Provide free access to Wi-Fi and ICT within library branches<br>• Provide free access to a popular and well used collection<br>• We do not charge overdue fines | • Communities have free access reading materials, information, physical and digital resources |

| Objectives | Actions | Outcomes and measures |
|---|---|---|
| **Bridging the Digital Divide** | • Provide digital resources that encourage safe adoption of technology in our community<br>• Increase digital literacy in our community with through programming, services, and digital resources<br>• Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi<br>• CCL work with key partners to help bridge the digital divide in our community | • Increase in the range of Information Communication Technology (ICT) resources available for community use<br>• More community members are able to safely and freely access digital information and collections<br>• Levels of digital literacy and inclusion increase in our community |
| **Resources and skills to support access to knowledge and information** | • Lift staff capacity to support community to access information and programming<br>• Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information | • Staff feel confident in their ability so support communities to access resources<br>• Digital 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** | • Deliver events and programs that support reading, writing and lifelong learning<br><br>• Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats<br><br>• Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning<br><br>• Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)<br><br>• Facilitate accessible programs and activities that promote physical, mental and social health | • More people are reached through events and programming<br><br>• More joint programs and services are delivered to enhance reading, writing and lifelong learning<br><br>• Increase in the number programs and activities that promote STEAM<br><br>• 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** | • Establish a new digital library branch | • Communities can access an integrated digital library collections and services.<br><br>• 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.

"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 |
|---|---|---|
| **Support councils to make evidence-based decisions about investment in library services** | • Strengthen data collection, management and reporting<br>• Support councils in their strategic decision making with relevant quantitative and qualitative evidence | • Enhanced data collection and reporting<br>• Councils 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** | • Explore and invest in joint planning and programming across councils<br>• Explore new service delivery models that utilise shared digital and physical assets | • Increase in the number of joint programs and services<br>• Joint service delivery models are regularly considered<br>• Council teams are supported to consider, develop and deliver new library infrastructure |

| Objectives | Actions | Outcomes and measures |
|---|---|---|
| **Develop partnerships that enhance learning, knowledge and wellbeing in our communities** | • Strengthen partnerships with community organisations to increase access to information and knowledge<br>• Work with partners to deliver library services and programming to a wider audience<br>• Partnerships are reviewed annually to ensure the community benefits<br>• Deepen engagement with education providers to facilitate clear learning pathways for our communities | • Increase in the number of joint programs and services provided to our community<br>• Working 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** | • Continue to actively engage with PLV and Libraries Victoria Consortium | • CCL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria<br>• CCL 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.

"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 |
|---|---|---|
| **Community connections strengthened through our programming and partnerships** | • Deliver programs and services across the region that strengthen social connection<br>• Partner with council teams and community organisations to engage our community through programs and outreach activities<br>• Support the Friends of CCL to engage with and promote CCL to the wider community | • Communities are connected through the library to council and community programs and services<br>• CCL, Councils and community organisations are able to reach a larger, more diverse community<br>• Communities are actively engaged and consulted in CCL's development.<br>• Community connections are strengthened |

| Objectives | Actions | Outcomes and measures |
|---|---|---|
| **Actively encourage health and wellbeing in our community** | • Work with council teams and community partners to enhance health and wellbeing<br>• Deliver programs and services that support communities to strengthen their health and wellbeing<br>• Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection<br>• Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living<br>• Align CCL services with Member Councils' municipal public health and wellbeing plans | • Increase in the number of programs and services that support health and wellbeing<br>• Communities are connected through the library to council and community health and wellbeing services<br>• Communities access information and programs that support health and wellbeing<br>• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.<br>• 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** | • Work with council teams and community partners to support CALD communities to engage with council and library services and programs<br><br>• Deliver programs and services that empower CALD communities to access social and wellbeing supports and services<br><br>• CCL continues its journey to reconciliation<br><br>• Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services | • Increase in the number of joint services, resources and programs for CALD communities<br><br>• CALD communities feel that they are supported to access services and resources<br><br>• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities<br><br>• CCL 'Innovate' Reconciliation Action Plan is completed |
| **Inform and engage community about our library services** | • Increase awareness of CCL's services and resources through strategic marketing, public relations and outreach activities<br><br>• Inform communities about the library's impact | • Community members are aware of, and appreciate the libraries' services and resources<br><br>• Community members are aware of, and appreciate the impact of libraries<br><br>• CCL delivers year on year growth in visits, loans, membership and program attendance |
| **Social inclusion strategy that guides inclusive community engagement** | • Maintain and refine the strategy that will inform CCL's approach to inclusive community engagement | • CCL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities |

# Strategic Area 4: Organisational excellence

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

"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 |
|---|---|---|
| **Integrate CCL values throughout the organisation** | • Recognise and celebrate staff who live CCL's values<br>• Work with all library team members to reinforce CCL's values | • Staff embrace CCL's values and incorporate them into their day to day work |
| **Partner with community to design and strengthen positive impact of library services** | • Involve community in making key decisions about CCL's infrastructure, services and programming<br>• Engage regularly with Friends of CCL to review and develop library initiatives | • Community have the opportunity to contribute to library planning |
| **Strengthen staff capacity to innovate and respond effectively to community needs** | • Encourage staff to work to their strengths<br>• Provide staff with opportunities to co-design services and programs<br>• Provide staff with regular updates on CCL's performance, including community feedback<br>• Strengthen capacity of staff to engage and support the community<br>• CCL is an inclusive employer | • Staff have the opportunity to contribute to library planning<br>• Staff are informed about CCL's planning and priorities<br>• Staff feel confident in their ability to engage and support customers<br>• CCL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve |

| Objectives | Actions | Outcomes and measures |
|---|---|---|
| **Know and understand our impact** | • Explore opportunities to strengthen data collection within CCL<br>• Work with partners to track and understand CCL's impact across council goals<br>• Report on CCL's impact annually | • CCL regular collects and reports on its impact<br>• CCL's board, council staff and community organisations are aware of CCL's impact |
| **Seek funding opportunities that enhance our capacity to support the community** | • Apply for funding and grant opportunities<br>• Raise funds through donations and sponsorships from our community | • 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** | • Robust oversight of CCL by the Board<br>• Board performance evaluation conducted annually<br>• Compliance with relevant legislation | • An informed and engaged Board<br>• A reputation for good governance practices<br>• Unqualified Audit Opinion from Victorian Auditor General's Office |
| **Provision of strategic guidance and support to Member Councils** | • Strong connections across the public library sector at a national and state level.<br>• Provide guidance and support to Member Councils on the future development and delivery of library services<br>• Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations | • Our community has access to high quality library services<br>• 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.*

# 10 Listening and learning

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

As part of the library planning process CCL 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

f @CaseyCardiniaLibraries

🐦 @CasCarLibraries

📷 @CaseyCardiniaLibraries

## CC24/2022    STRATEGIC RESOURCE PLAN 2022-2026

*Report prepared by Emily Ramaswamy*

### Purpose

To present the Board with CCL Strategic Resource Plan 2022-2026 for adoption.

*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 Reginal 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. The final Draft Strategic Resource Plan 2022-2026 was presented including the updated Member Council funding split at the April Board meeting. It was resolved:

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.*

City of Casey considered and approved CCL Strategic Resource Plan 2022-2026 at its Council meeting on Tuesday 17 May 2022.

Cardinia Shire Council will consider approval of the CCL Strategic Resource Plan 2022-2026 at its Council meeting on Monday 20 June 2022.

### RECOMMENDATIONS

1.   That the Board adopts CCL Strategic Resource Plan 2022-2026 pending formal approval from Cardinia Shire.
2.   That CCL forward a copy of the adopted Strategic Resource Plan 2022-2026 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.
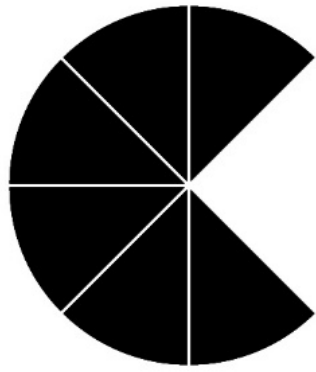
*'Inspiring spaces where everyone is free to discover possibilities'*

# Strategic Resource Plan 2022-2026

Updated: 12 April 2022
Endorsed: 27 April 2022

# Contents

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

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

# Our Values and Guiding Behaviours

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

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

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

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

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

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

## Our Approach

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

# 1.0    Executive Summary

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

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

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

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

The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of $97,859 for FY2023 will result in a draw down on reserves, to be offset by savings achieved throughout the 2020, 2021 and 2022 financial years.

|  | Actuals 2020-21 | Budget 2021-22 | Budget 2022-23 | Forecast Est 2023-24 | Forecast Est 2024-25 | Forecast Est 2025-26 |
|---|---|---|---|---|---|---|
| City of Casey | 6,415,592 | 6,495,948 | 6,614,090 | 6,746,371 | 6,881,299 | 7,018,925 |
|  | *54.36%* | *53.56%* | *53.66%* | *53.61%* | *53.55%* | *53.51%* |
| Cardinia Shire | 2,227,264 | 2,276,551 | 2,311,928 | 2,358,166 | 2,405,330 | 2,453,436 |
|  | *18.87%* | *18.77%* | *18.76%* | *18.74%* | *18.72%* | *18.70%* |
| State Government | 2,953,965 | 3,019,025 | 3,150,930 | 3,227,858 | 3,305,201 | 3,382,544 |
|  | *25.03%* | *24.89%* | *25.56%* | *25.65%* | *25.72%* | *25.79%* |
| CCL - Operations | 205,884 | 336,907 | 249,075 | 252,463 | 257,479 | 262,495 |
|  | *1.74%* | *2.78%* | *2.02%* | *2.01%* | *2.00%* | *2.00%* |
| Total Income | 11,802,705 | 12,128,430 | 12,326,022 | 12,584,858 | 12,849,309 | 13,117,400 |

| | Actuals | Budget | Budget | Forecast Est | Forecast Est | Forecast Est |
|---|---|---|---|---|---|---|
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| Employee Costs | 8,385,771 | 9,110,268 | 9,263,795 | 9,449,072 | 9,643,583 | 9,838,095 |
| IT & Communications | 796,262 | 752,345 | 765,500 | 778,897 | 794,551 | 810,206 |
| Promotions & Marketing | 155,786 | 139,766 | 142,215 | 144,704 | 147,612 | 150,520 |
| Administration | 488,213 | 606,218 | 529,865 | 539,079 | 551,682 | 564,286 |
| Library Materials | 1,521,186 | 1,591,879 | 1,635,815 | 1,673,788 | 1,713,670 | 1,753,551 |
| Library Materials - Expense | 342,960 | 382,051 | 389,692 | 396,512 | 404,461 | 412,411 |
| Library Materials - Capital | 1,178,226 | 1,209,828 | 1,246,123 | 1,277,276 | 1,309,208 | 1,341,140 |
| Furniture & Equipment | 232,418 | 217,474 | 196,324 | 200,249 | 204,254 | 208,259 |
| Total Expenditure | 11,579,636 | 12,417,950 | 12,533,514 | 12,785,788 | 13,055,353 | 13,324,917 |
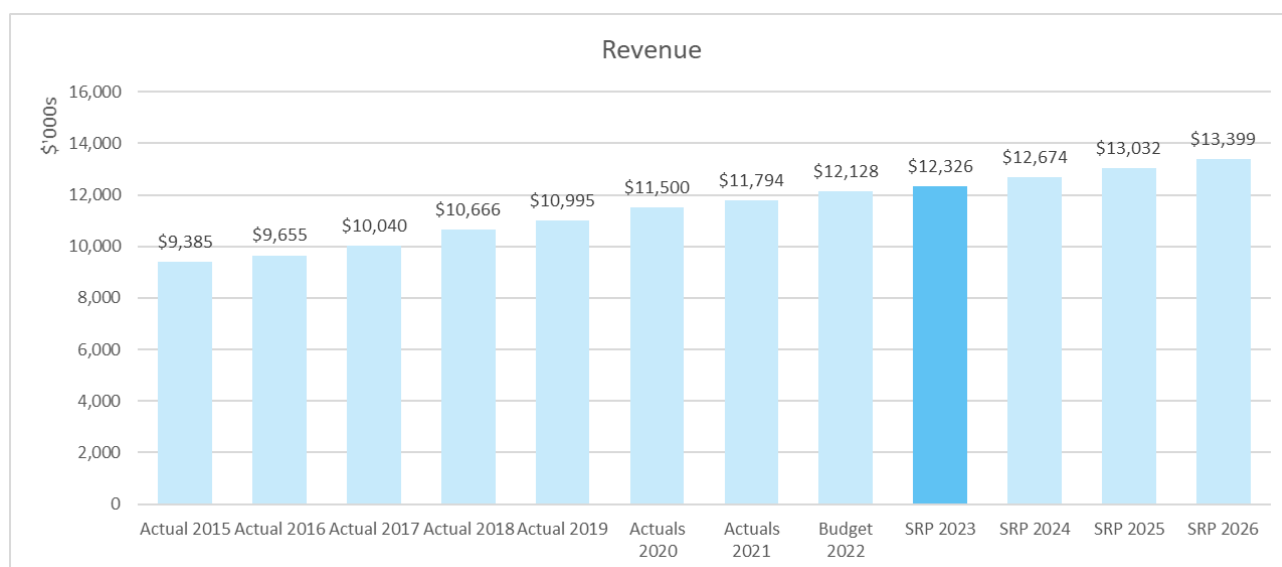


Total Expenditure chart ($'000s):
- Actual 2015: $9,301
- Actual 2016: $9,316
- Actual 2017: $9,940
- Actual 2018: $10,869
- Actual 2019: $11,449
- Actuals 2020: $11,184
- Actuals 2021: $11,580
- Budget 2022: $12,418
- SRP 2023: $12,534
- SRP 2024: $12,797
- SRP 2025: $13,067
- SRP 2026: $13,337

Casey Cardinia **Libraries**
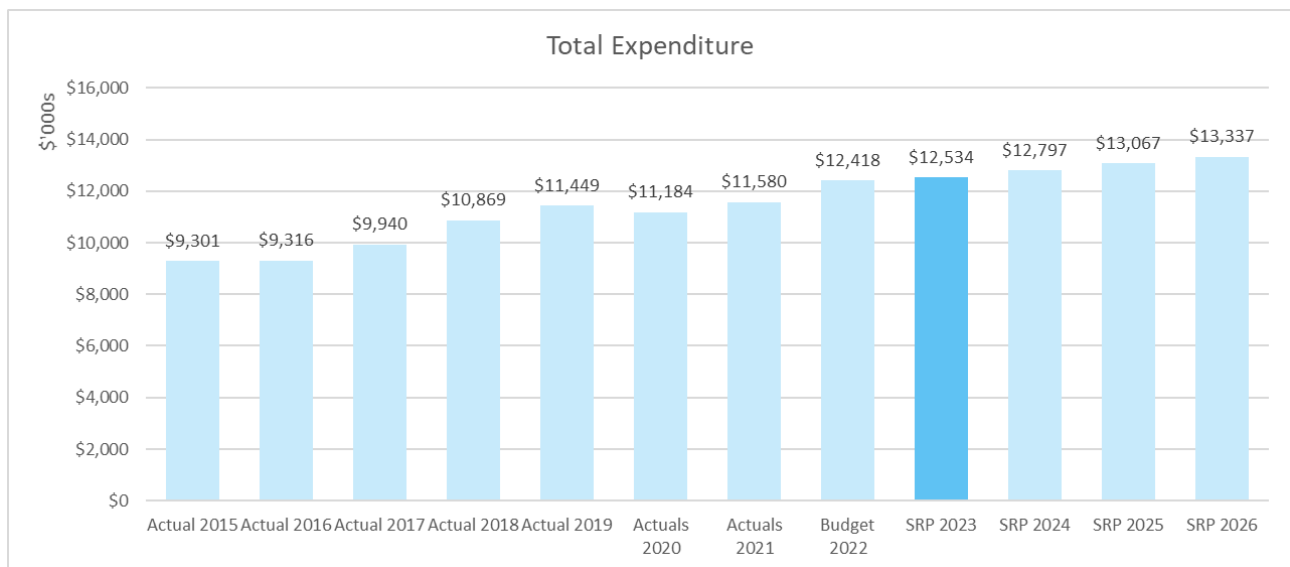
## 2.0    Financial Statements 2022–2026

| Comprehensive Income Statement<br>For the Years ending June 30 | | | | | | |
|---|---|---|---|---|---|---|
| | Note | Budget<br>2021-22 | Budget<br>2022-23 | Forecast Est<br>2023-24 | Forecast Est<br>2024-25 | Forecast Est<br>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 &<br>Equipment | | 0 | 0 | 0 | 0 | 0 |
| | | | | | | |
| Total comprehensive result | | (318,677) | (97,859) | (107,186) | (145,314) | (152,008) |

Casey Cardinia Libraries

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

**Casey Cardinia Libraries**

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

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

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

Casey Cardinia Libraries

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

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

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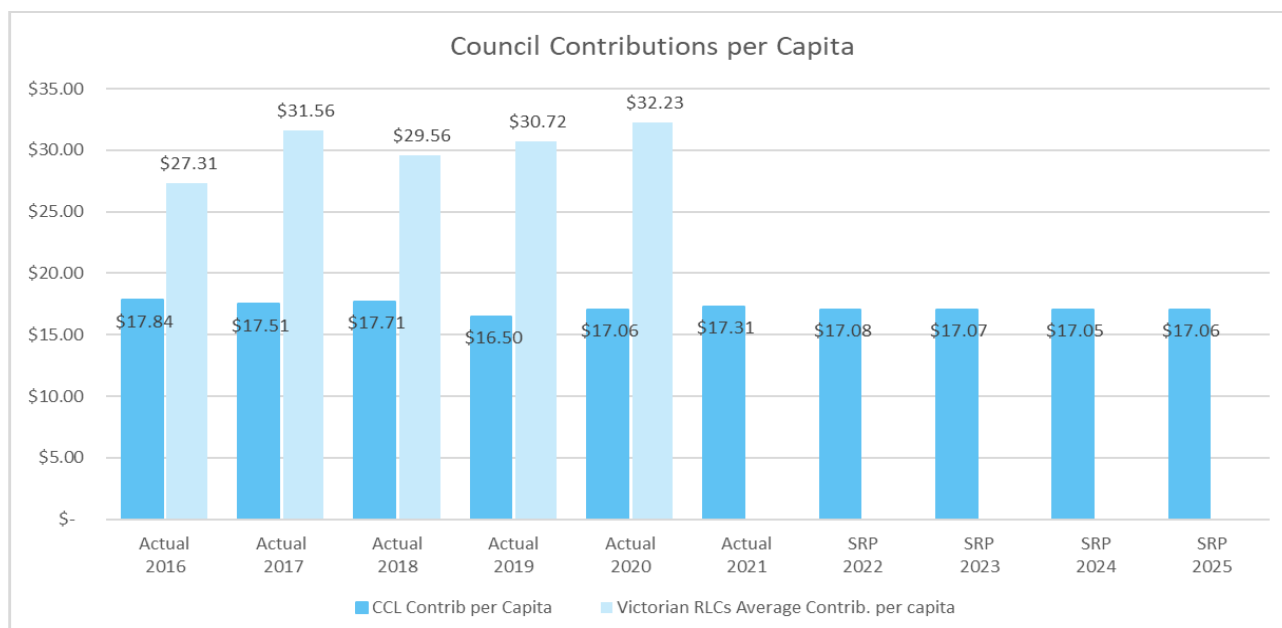


Council Contributions per Capita

Casey
Cardinia
Libraries

## 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 |

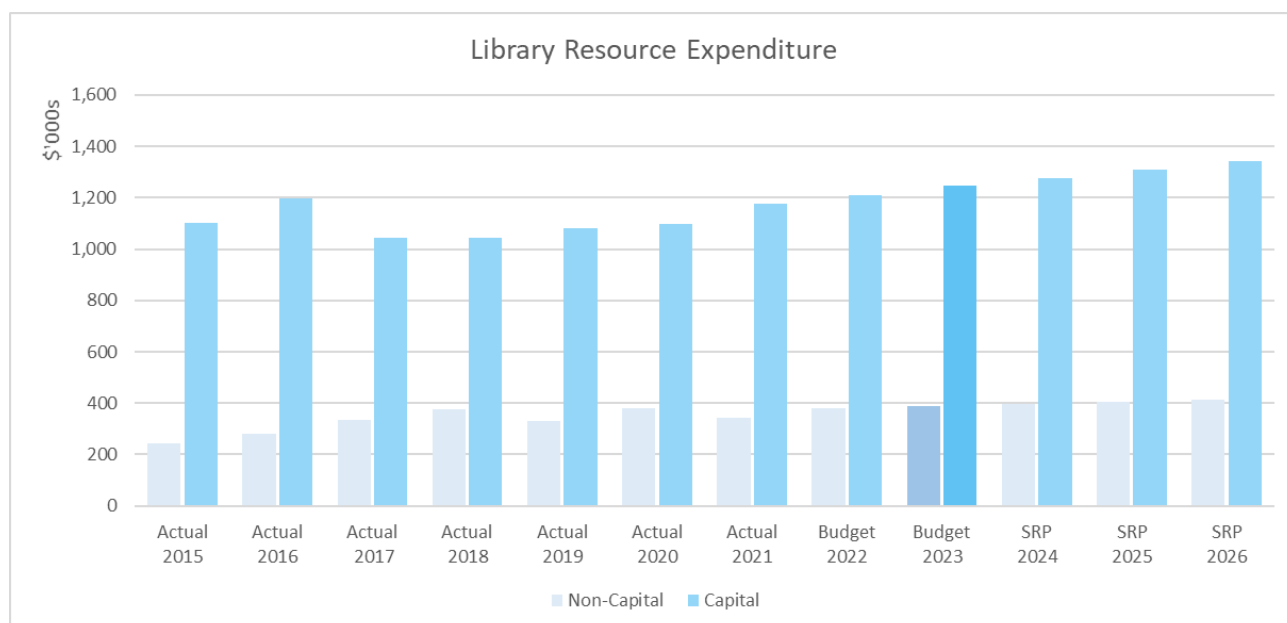# 4 Information & Communications Technology (ICT)

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 | | | |



Library Resource Expenditure

# Member Council Contributions 2022-2026



| Contribution Allocation | 2021-22 Total | Casey | Cardinia | 2022-23 Total | Casey | Cardinia | 2023-24 Total | Casey | Cardinia | 2024-25 Total | Casey | Cardinia | 2025-26 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

Casey Cardinia Libraries

Locked Bag 2400, Cranbourne, 3977

Telephone: 5990 0100

ccl.vic.gov.au

 @CaseyCardiniaLibraries

 @CasCarLibraries

## CC25/2022    BUDGET 2022-2023

*Report prepared by Emily Ramaswamy*

### Purpose

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

*CCL Library Plan reference – 4.6*

### Discussion

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.

The Draft Budget 2022-2023 was endorsed at the Board meeting on 23 February 2022. The final Draft Budget 2022-2023 was presented including the updated Member Council funding split at the April Board meeting. It was resolved:

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.*

City of Casey considered and approved CCL Budget 2022-2023 at its Council meeting on Tuesday 17 May 2022.

Cardinia Shire Council will consider approval of the CCL Budget 2022-2023 at its Council meeting on Monday 20 June 2022.

### *RECOMMENDATIONS*

1. **That the Board adopts CCL Budget 2022-2023 pending formal approval from Cardinia Shire.**

23 May 2022

Ms Beth Luppino
Chief Executive Officer
Casey Cardinia Libraries
Locked Bag 2400
CRANBOURNE VIC 3977

Dear Beth

**Casey Cardinia Libraries (CCL) Budget 2022-2023, Strategic Resource Plan 2022-2026
Library Plan 2021-2025 and Facilities Development Plan 2022-2026**

At its Council Meeting of Tuesday 17 May 2022, the City of Casey approved the following CCL
strategic documents prepared in accordance with Sections 127, 125 and 126 respectively of the
Local Government Act 1989:

- Budget 2022-2023
- Library Plan 2021-2025
- Strategic Resource Plan 2022-2026

Further to this, at the same Council Meeting:

- Council approved a contribution of $6,614,090 in 2022-2023 to the CCL base operational
budget, as stated in the CCL Budget 2022-2023.
- Council noted the CCL Facilities Development Plan 2022-2026.

The City of Casey Administrators noted that they are mindful of the difficult challenges currently in
place due to impending changes to the library governance structure. We acknowledge the large
body of work undertaken to prepare these important documents, particularly during this substantial
evolutionary stage, and highlight the exemplary service delivery to customers by CCL.

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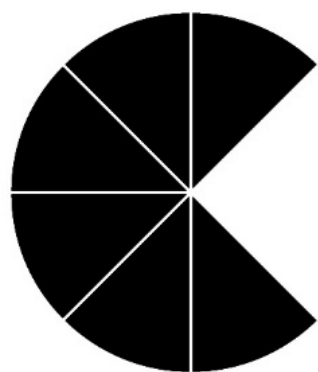these key strategic documents.

Yours faithfully

**Angie Peresso**
Manager Active Communities

cc. Colette McMahon, Director Community Life
Steve Coldham, Director Corporate Services
Kerri New, Manager City and Asset Planning

**Web:** casey.vic.gov.au
**Email:** caseycc@casey.vic.gov.au
**Phone:** 03 9705 5200
**Post:** PO Box 1000, Narre Warren VIC 3805

**TIS:** 131 450
(Translating and Interpreting Service)
**NRS:** 133 677
(for the deaf, hearing or speech impaired)

**Customer Service Centres:**
**Narre Warren:** Bunjil Place, Patrick Northeast Drive
**Cranbourne:** Cranbourne Park Shopping Centre
**ABN:** 43 320 295 742

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

# Budget
# 2022-2023

Updated: 12 April 2022
Endorsed: 27 April 2022

# Contents

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

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

# Our Values and Guiding Behaviours

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

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

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

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

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

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

# Our Approach

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

# 1.0 Executive Summary

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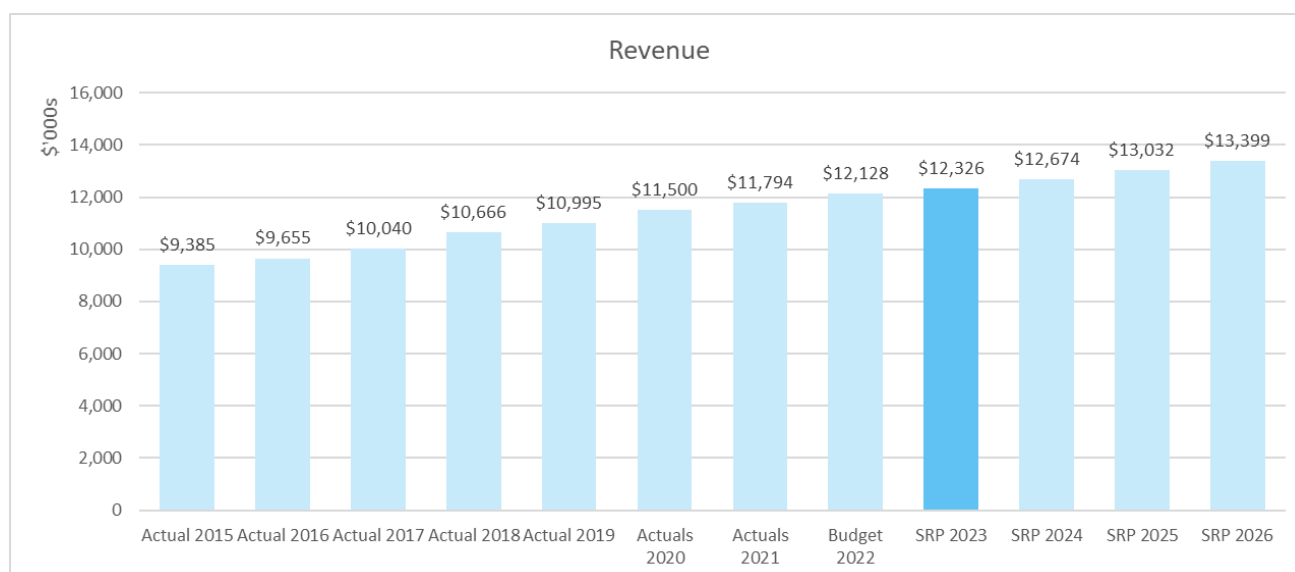
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

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

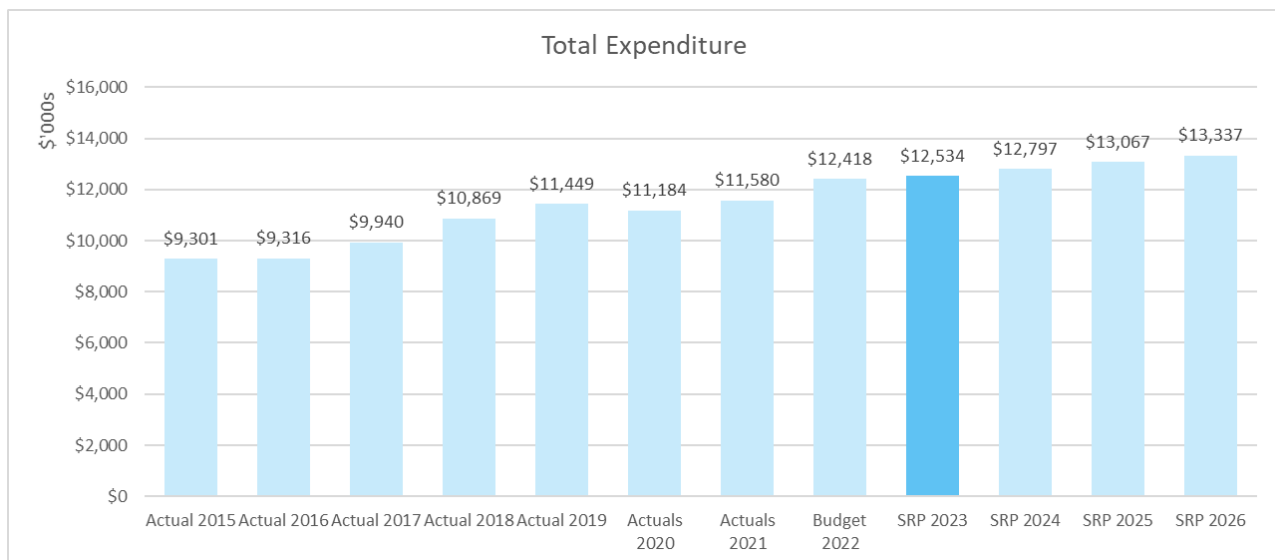| | Actuals 2020-21 | Budget 2021-22 | Budget 2022-23 |
|---|---|---|---|
| City of Casey | 6,415,592 | 6,495,948 | 6,614,090 |
| | *54.36%* | *53.56%* | *53.66%* |
| Cardinia Shire | 2,227,264 | 2,276,551 | 2,311,928 |
| | *18.87%* | *18.77%* | *18.76%* |
| State Government | 2,953,965 | 3,019,025 | 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 |

### Budgeted Revenue

$'000s

- City of Casey: $6,496 (2021-22), $6,614 (2022-23)
- Cardinia Shire: $2,277 (2021-22), $2,312 (2022-23)
- State Government: $3,019 (2021-22), $3,151 (2022-23)
- CCL - Operations: $337 (2021-22), $249 (2022-23)

Legend: ■ 2021-22 ■ 2022-23

### Revenue

$'000s

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

# Expenditure

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



Total Expenditure

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

![Casey Cardinia Libraries]

## 2.0    Budgeted Financial Statements 2022–2023

| Comprehensive Income Statement<br>For the Years ending June 30 | | | |
|---|---|---|---|
| | Note | Budget<br>2021-22 | Budget<br>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 &<br>Equipment | | 0 | 0 |
| | | | |
| Total comprehensive result | | (318,677) | (97,859) |

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

## Statement of Change in Equity
### As at June 30

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

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

|  | Budget 2021-22 | Budget 2022-23 |
|---|---|---|
| **Capital Expenditure** |  |  |
| Library Materials | 1,209,828 | 1,246,123 |
| Motor Vehicles | 0 | 0 |
| Furniture & Equipment ** | 217,474 | 196,324 |
|  | 1,427,302 | 1,442,446 |

## Statement of Human Resources
### For the years ending June 30

|  | Budget 2021-22 | Budget 2022-23 |
|---|---|---|
| Staff Expenditure |  |  |
| Employee costs - Operating | 9,110,268 | 9,263,795 |
| **Total Staff Expenditure** | **9,110,268** | **9,263,795** |
|  | EFT | EFT |
| Staff Numbers | 96 | 96 |
| Permanent full time | 34 | 32 |
| Permanent part time | 128 | 133 |

# Casey Cardinia Libraries

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

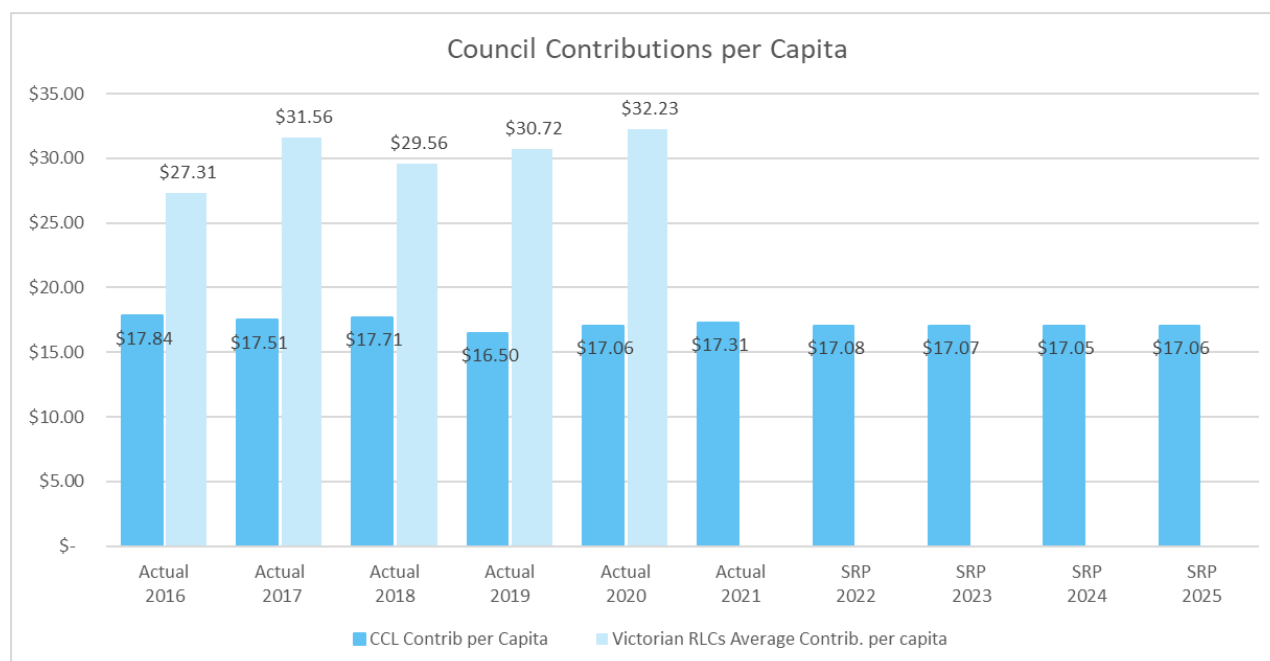# 3.0　　Notes to the Budgeted Financial Statements 2022-2023

## 1 - Council Contributions

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



Council Contributions per Capita

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

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

# 4 - Information & Communications Technology (ICT)

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

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

# 5 - Library Resources and Materials

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

| Library Resources | Budget 2021-22 | Budget 2022-23 |
|---|---|---|
| Non-Capital | 382,051 | 389,692 |
| Capital | 1,209,828 | 1,246,123 |
| **Total Library Resources** | **1,591,879** | **1,635,815** |
| | | |
| % of total expenditure | 14.45% | 14.71% |
| Population | 506,715 | 522,627 |
| Expenditure per capita | $3.14 | $3.13 |
| 2020 State Average Expenditure per Capita | | $5.78 |
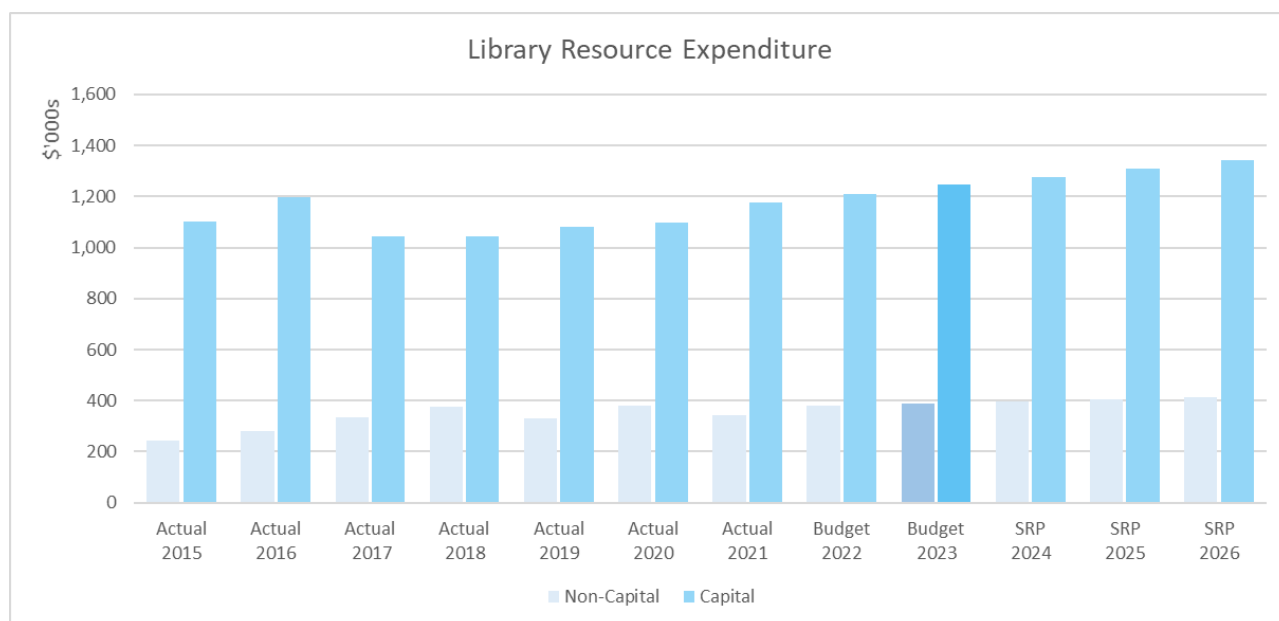
# 4.0    Member Council Contributions 2022-2023

| Contribution Allocation | 2021-22 | | | 2022-23 | | |
|---|---|---|---|---|---|---|
| | 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

# Casey Cardinia Libraries

## 6.0     Schedule of Fees and Charges: 2022-2023

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

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

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

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

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

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

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

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

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

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

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

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

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

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

All prices are per copy:

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

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

## CC26/2022    ANNUAL ACTION PLAN 2022-2023

### Report prepared by Beth Luppino

### Purpose

To present the Board with Casey Cardinia Libraries Annual Action Plan for 2022-2023.

*CCL Library Plan reference – 4.6*

### Discussion

In line with the CCL Library Plan 2021-2025, an Action Plan has been prepared for 2022-2023. The Library Plan is the primary planning document that informs our strategic direction, and the Action Plan articulates the activities, timelines and outcomes that bring the Plan to life.

A key focus for 2022 is the re-establishment of strategic partnerships, along with community health, wellbeing and recovery. Literacy and lifelong learning remain fundamental to our core services, and we are focused on driving the increase in membership that keeps pace with our population growth throughout the region.

We recognise that our libraries are a place of refuge for vulnerable members of the community, and we continue to seek opportunities to meet their needs through:

- provision of escape bags, dignity packs, pantry items and referrals to support services
- programs and activities with Together We Can Cardinia
- CALD Health programs
- implementation of the new Child Safe Standards
- delivery of our Reflect Reconciliation Action Plan
- accessibility improvements developed through our partnership with the NDIS.

CCL is committed to enhancing learning, knowledge and wellbeing in our Casey and Cardinia communities.



### RECOMMENDATIONS

1.    That the Board notes the Annual Action Plan 2022-2023.

# 1   A Place to Gather and Learn

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 1.1 | Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information | | | | | • People feel safe and welcome<br>• People can easily access library services how and when they need them (location, opening hours, physical spaces)<br>• People who visit our branches feel happier<br>• People can easily access our digital platforms |
| | | 1.1.1 | Strengthen the accessibility of library branches | GMCE GMDO | Dec-2022 | • CCL branches are accessible to all – community can easily access our libraries buildings and services |
| | | 1.1.2 | Improve engagement with digital platforms | GMCE GMDO | Ongoing | • Increased engagement with our digital platforms including website, social media, online content, CCL app as well as in branch technology<br>• Draw on community feedback to inform and enhance our digital platforms |
| | | 1.1.3 | Offer a broad range of opening hours that meet community needs | GMCE | Ongoing | • Community feedback and advice is used as evidence to support branch opening hours |
| | | 1.1.4 | Implement the Customer Experience Framework | GMCE | Dec-2022 | • Audit the Standards for Success and identify improvement opportunities. Report on measures. |
| | | 1.1.5 | Implement the Social Inclusion Strategy | GMCE GMOD | Ongoing | • Our diverse community feel safe, supported and included when they engage with CCL<br>• Our staff are trained, understand and support social inclusion in our community |
| 1.2 | Core services that are free and accessible | | | | | • Communities have free access reading materials, information, physical and digital resources |
| | | 1.2.1 | Provide free access to a popular and well used collection | GMCE | Ongoing | • Our collection meets key statewide benchmarks for currency and usage<br>• Our collection (physical and digital) is well used – loans and turnover |
| 1.3 | Bridging the Digital Divide | | | | | • Increase in the range of Information Communication Technology (ICT) resources available for community use<br>• More community members are able to safely and freely access digital information and collections<br>• Levels of digital literacy and inclusion increase in our community |
| | | 1.3.1 | Increase digital literacy in our community with through programming, services, and digital resources | GMCE GMDO | Ongoing | • Community access library lendable devices and in-branch technology services |

## 1  A Place to Gather and Learn

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| | | 1.3.3 | Sustained investment in digital services to the community, including the provision of fast, free, Wi-Fi | GMDO | Ongoing | • Positive community feedback about access to CCL's free Wi-Fi service |
| | | 1.3.4 | CCL work with key partners to help bridge the digital divide in our community | GMCE | Ongoing | • Connect with Member Councils; Neighbourhood and Community Houses to work on shared digital literacy projects for community |
| 1.4 | Resources and skills to support access to knowledge and information | | | | | • **Staff feel confident in their ability so support communities to access resources**<br>• **Digital improvements are reviewed regularly and funded appropriately** |
| | | 1.4.1 | Increase staff capacity to support community to access information and programming | GMOD ISC | Ongoing | • Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology<br>• Our staff are continually upskilled to support community needs in accessing information |
| | | 1.4.2 | Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information | GMDO | Ongoing | • Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastrcuture to our community |
| 1.5 | Deliver accessible programs and services that support reading, writing and lifelong learning | | | | | • **More people are reached through events and programming**<br>• **More joint programs and services are delivered to enhance reading, writing and lifelong learning**<br>• **Increase in the number programs and activities that promote STEAM**<br>• **Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM** |
| | | 1.5.1 | Deliver events and programs that support reading, writing and lifelong learning | GMCE | Ongoing | • Our communities reading, writing and lifelong learning skills are enhanced<br>• The community recognise CCL as an active contributor to literacy |
| | | 1.5.3 | Work with partners to deliver accessible programs that enhance reading, writing and lifelong learning | GMCE | Ongoing | • Demonstrated connection and engagement with partners<br>• Our communities reading, writing, lifelong learning skills and wellbeing are enhanced<br>• Positive community feedback<br>• Increased library visitation, membership and engagement (physical and digital) as a result of partnerships |
| | | 1.5.4 | Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) | GMCE | Ongoing | • STEAM programs run in our branches throughout the region are well attended |

## 2 Partnership and innovation

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 2.1 | Support councils to make evidence-based decisions about investment in library services | | | | | • Enhanced data collection and reporting<br>• Councils make evidence-based decisions in relation to library infrastructure that meet our community needs |
| | | 2.1.1 | Strengthen data collection, management and reporting | Exec Team | Ongoing | • Community consultation and feedback is used as evidence to support service improvements<br>• Member Councils are engaged in service innovation, improvement and overall investment in libraries in the Casey Cardinia region |
| | | 2.1.2 | Support councils in their strategic decision making with relevant quantitative and qualitative evidence | Exec Team | Sep-2022 | • CCL engagement with relevant member council departments and working parties on community library service and facilities needs<br> - State-wide library census data provided to member Councils |
| 2.2 | Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design | | | | | • Increase in the number of joint programs and services<br>• Joint service delivery models are regularly considered<br>• Council teams are supported to consider, develop and deliver new library infrastructure Number of steering committees and joint planning committees CCL participates in with Councils<br>• Our partnerships deliver enhanced learning and wellbeing outcomes for the community |
| | | 2.2.1 | Explore and invest in joint planning and programming across councils | GMCE | Ongoing | • Joint programming and events with Councils |
| | | 2.2.2 | Support Councils with funding applications to expand infrastructure and services | CEO GMCE | Ongoing | • Increased library visitation, membership and engagement (physical and digital) as a result of improved infrastructure and services |
| 2.3 | Develop partnerships that enhance learning, knowledge and wellbeing in our communities | | | | | • Increase in the number of joint programs and services provided to our community<br>• Working relationships are established and fostered with partners across the breadth of the Education sector in the region |
| | | 2.3.1 | Develop targeted partnerships with community organisations that increase access to information and knowledge | GMCE | Ongoing | • Working partnerships provide the community with greater information and knowledge that enhance their wellbeing |
| | | 2.3.2 | Work with partners to deliver library services and programming to a wider audience | GMCE | Ongoing | • Cross promotion of and participation in local festivals and events with partners |

## 2 Partnership and innovation

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| | | 2.3.4 | Foster engagement with education providers to facilitate clear learning pathways for our communities | GMCE | Ongoing | • Working relationships are established and fostered with partners across the breadth of the Education sector in the region |
| 2.4 | Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium | | | | | • CCL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria<br>• CCL is an active member of the Libraries Victoria Consortium |
| | | 2.4.1 | Continue to actively engage with PLV and Libraries Victoria Consortium | Leadership Team | Ongoing | • Active ongoing participation in the Libraries Change Lives Campaign<br>• The role of public libraries is embraced and understood by the community<br>• Awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State-wide context |

## 3 Facilitate community connection and wellbeing

### Contribute to thriving, healthy and inclusive communities

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 3.1 | Community connections strengthened through our programming and partnerships | | | | | • Communities are connected through the library to council and community programs and services<br>• CCL, Councils and community organisations are able to reach a larger, more diverse community<br>• Communities are actively engaged and consulted in CCL's development.<br>• Community connections are strengthened |
| | | 3.1.1 | Deliver programs and services across the region that strengthen social connection | GMCE | Ongoing | • Number of programs delivered related to strengthening social connection<br>• Community members are more connected with each other<br>• Community feedback demonstrates library programs improve participants social connection |
| | | 3.1.2 | Partner with council teams and community organisations to engage our community through programs and activities at Bunjil Place Library | GMCE | Ongoing | • Working precinct and community partnerships enrich programs and activties at Bunjil Place Library |
| | | 3.1.3 | Support the Friends of CCL to engage with and promote CCL to the wider community | GMCE | Ongoing | • FOCCL members positively promote and support the work of CCL |
| 3.2 | Actively encourage health and wellbeing in our community | | | | | • Increase in the number of programs and services that support health and wellbeing<br>• Communities are connected through the library to council and community health and wellbeing services<br>• Communities access information and programs that support health and wellbeing<br>• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.<br>• Library users are healthier and more knowledgeable about their own wellbeing |
| | | 3.2.1 | Work with council teams and community partners to enhance health and wellbeing | GMCE | Ongoing | • Number of joint programs supporting Health and Wellbeing |
| | | 3.2.2 | Deliver programs and services that support communities to strengthen their health and wellbeing | GMCE | Ongoing | • Collections, programs and information services empower communities to improve their own Health and Wellbeing |
| | | 3.2.4 | Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living | GMCE | Ongoing | • Library teams are connected to local health providers, and community members are connected to up to date information and opportunities to improve their health and wellbeing |

## 3   Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 3.3 | Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services | | | | | • Increase in the number of joint services, resources and programs for CALD communities<br>• CALD communities feel that they are supported to access services and resources<br>• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities<br>• CCL 'Innovate' Reconciliation Action Plan is completed |
| | | 3.3.2 | Deliver programs and services that empower CALD communities to access social and wellbeing supports and services | GMCE | Ongoing | • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities |
| | | 3.3.3 | CCL continues its journey to reconciliation | GMCE | Dec-2022 | • CCL 'Reflect' Reconciliation Action Plan is delivered and all actions completed |
| 3.4 | Inform and engage community about our library services | | | | | • Community members are aware of, and appreciate the libraries' services and resources<br>• Community members are aware of, and appreciate the impact of libraries<br>• CCL delivers year on year growth in visits, loans, membership and program attendance |
| | | 3.4.1 | Increase awareness of CCL's impact, services and resources through strategic marketing, public relations and outreach activities | GMCE<br>CEO | Ongoing | • Participation in Libraries Change Lives and Return Yourself to the Library Campaigns<br>Community members are aware of, and appreciate the libraries' impact, services and resources |
| 3.5 | Social inclusion strategy that guides inclusive community engagement | | | | | • CCL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities |
| | | 3.5.1 | Use Social Inclusion Strategy to guide inclusive community engagement in library branches and services | GMOD | Ongoing | • Diverse communities are celebrated, and considered in the planning and delivery of services and programs |

## 4 Organisational Excellence

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 4.1 | Integrate CCL values throughout the organisation | | | | | • **Staff embrace CCL's values and incorporate them into their day to day work** |
| | | 4.1.1 | Recognise and celebrate staff who live CCL's values | GMOD | Ongoing | • Staff engagement survey(s) show increased understanding and support of CCL values<br>• CCL staff engagement with the Workforce Development Plan, and working to their strengths inline with CCL values |
| | | 4.1.2 | Work with all library team members to reinforce CCL's values | GMOD | Ongoing | • CCL staff share belief in the value of the services we provide and the communities we support<br>• CCL staff take calculated risks and embrace opportunities for growth<br>• Staff engagement survey(s) show understanding and support of CCL values |
| 4.2 | Partner with community to design and strengthen positive impact of library services | | | | | • **Community have the opportunity to contribute to library planning** |
| | | 4.2.1 | Involve community in making key decisions about CCL's infrastructure, services and programming | GMCE | Sep-2022 | • Customer surveys<br>• Community leaders consulted regarding services for CALD communities |
| | | | Community are aware of and influence CCL's response to Child Safe standards | GMOD | Sep-2022 | • Customer survey on Child Safe policy and procedures |
| | | 4.2.2 | Engage with Friends of CCL to review and develop library initiatives | GMCE | Ongoing | • Friends of Casey Cardinia Libraries participation |
| 4.3 | Strengthen staff capacity to innovate and respond effectively to community needs | | | | | • **Staff have the opportunity to contribute to library planning**<br>• **Staff are informed about CCL's planning and priorities**<br>• **Staff feel confident in their ability to engage and support customers**<br>• **CCL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve** |
| | | 4.3.1 | Encourage staff to work to their strengths | GMOD | Ongoing | • Strengths conversations through Increment reviews and performance planning |
| | | 4.3.2 | Provide staff with opportunities to co-design services and programs | GMCE | Ongoing | • Staff conversations that encourage creativity and innovation in service delivery and program planning |
| | | 4.3.3 | Provide staff with regular updates on CCL's performance, including community feedback | CEO | Ongoing | • CCL staff share belief in the value of the services we provide and the communities we support<br>• Community feedback is communicated to staff regullarly and positive stories pulled together in the annual report<br>• Monthly performance statistics are available for staff |
| | | 4.3.5 | CCL is an inclusive employer | GMOD | Ongoing | • CCL workforce is diverse and represents the community we serve |
| 4.4 | Know and understand our impact | | | | | • **CCL regular collects and reports on its impact**<br>• **CCL's board, council staff and community organisations are aware of CCL's impact** |
| | | 4.4.2 | Work with partners to track and understand CCL's impact across council goals | GMCE | Dec-2022 | • Community engagement with the library – visits (physical and virtual), membership |
| | | 4.4.3 | Report on CCL's impact annually | Exec Team | Ongoing | • Annual Report 2022-23 if required |

## 4 Organisational Excellence

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

| | Strategy | | Key Action and Activity | Manager Responsible | Timeline | Aims and Outcomes |
|---|---|---|---|---|---|---|
| 4.5 | Seek funding opportunities that enhance our capacity to support the community | | | | | • **Additional services and programs are delivered as a result of funds raised** |
| | | 4.5.1 | Apply for funding and grant opportunities | CEO GMF GMCE | Ongoing | • Applications for funding and grants completed<br>• Success in receiving funding and grant opportunities |
| 4.6 | Good Governance and compliance with legislative requirements | | | | | • **An informed and engaged Board**<br>• **A reputation for good governance practices**<br>• **Unqualified Audit Opinion from Victorian Auditor General's Office** |
| | | 4.6.1 | Robust oversight of CCL by the Board | Exec Team | Ongoing | |
| | | 4.6.2 | Board performance evaluation conducted annually | Chairperson CEO (admin only) | Dec-2022 | |
| | | 4.6.3 | Compliance with relevant legislation | GMF Exec Team | • Annual Financial Report – July 2022<br>• VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep<br>• Fringe Tax Benefit (Annual – May 23)<br>• BAS - Quarterly<br>• CCL Insurance Declarations (Jun) | • Compliance with Local Government Act (1989)<br>• Compliance with Industrial Relations and Human Resource practices.<br>• Meeting financial legislative and reporting requirements<br>• Service and license agreements with member councils maintained<br>• Delivery and completion of the Annual Report |
| | | | Annual Budget | GMF Exec Team | • June 2022 Budget Approval by CCL Board.<br>• Forwarded to Minister by Aug 31<br>• Quarterly Budget report to Board - Apr, July, Oct & Jan<br>• Draft Budget presented to the Board (Nov2022)<br>• Budget endorsement by the Board. (Feb/Mar) | • All our activities are governed by sound financial and business management principles<br>• Annual Budget comes within +/- 5% projections<br>• Maintain working capital ratio above 1.3<br>• The Board provides good governance and advice. |
| | | | Library Plan | CEO | • Forwarded to Minister by Aug 31 | • Review of our Library Plan on an annual basis<br>• Lodged on time and in accordance with Local Government Act (1989) |
| | | | Strategic Resource Plan (SRP) | GMF | • Adopted by CCL Board June 2023<br>• Copy to Minister before Aug 31. | • Lodged on time and in accordance with Local Government Act (1989) |
| 4.7 | Provision of strategic guidance and support to Member Councils | | | | | • **Our community has access to high quality library services**<br>• **Our communities are stronger, healthier and better connected** |
| | | 4.7.1 | Strong connections across the public library sector at a national and state level. | Exec Team | Ongoing | • Active participation and engagement with PLV |
| | | 4.7.2 | Provide guidance and support to Member Councils on the future development and delivery of library services | Exec Team | Ongoing | • The role of public libraries is embraced and understood by Member Councils<br>• Recognition of CCL as an active contributor to community life and wellbeing |
| | | 4.7.3 | Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations | Exec Team | Ongoing | • Community feedback and advice is used as evidence during planning<br>• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey)<br>• Communicating positive stories about CCL - local media coverage |

OFFICERS REPORTS

## CC27/2022          FINANCE

### Report prepared by Emily Ramaswamy

## Purpose

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

*CCL Library Plan reference – 4.5, 4.6*

## Discussion

| Income Statement Month Ended 31 May 2022 | Total Budget 2021-22 | Total Forecast 2021-22 | Forecast vs Budget | Budget YTD May 2022 | Actual YTD May 2022 | Variance | % Actual Vs Budget |
|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | |
| Council Contributions | 8,772,498 | 8,772,498 | 0 | 8,041,457 | 8,041,457 | 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 | 161,125 | 5,320 | 3.4% |
| Interest on Investments | 33,750 | 15,000 | (18,750) | 30,938 | 18,518 | (12,419) | (40.1%) |
| Other Income | 303,157 | 66,860 | (236,297) | 277,894 | 72,580 | (205,314) | (73.9%) |
| **Total Income** | **12,128,430** | **11,902,235** | **(226,196)** | **11,345,598** | **11,159,657** | **(185,941)** | **(1.6%)** |
| | | | | | | | |
| **Expenditure** | | | | | | | |
| Employee Costs | 9,110,268 | 8,702,375 | 407,894 | 8,406,400 | 7,999,385 | 407,015 | 4.8% |
| IT & Communications | 752,345 | 751,820 | 525 | 689,650 | 686,899 | 2,750 | 0.4% |
| Library Materials | 382,051 | 382,063 | (12) | 378,048 | 381,993 | (3,946) | (1.0%) |
| Promotions & Marketing | 139,766 | 142,766 | (3,000) | 128,119 | 125,512 | 2,607 | 2.0% |
| Administration | 606,218 | 487,665 | 118,553 | 545,534 | 388,771 | 156,763 | 28.7% |
| Depreciation | 1,456,459 | 1,430,000 | 26,459 | 1,335,087 | 1,276,002 | 59,085 | 4.4% |
| **Total Expenditure** | **12,447,107** | **11,896,689** | **550,419** | **11,482,838** | **10,858,563** | **624,275** | **5.4%** |
| Net Gain (loss) disposal of plant & equipment | 0 | (4,386) | (4,386) | 0 | (56) | (56) | |
| **Net result for the reporting period** | **(318,677)** | **1,160** | **319,837** | **(137,240)** | **301,039** | **438,278** | **319.4%** |

## 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 June 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 $407k under budget YTD. It is expected that June will align more closely with budget, or arrive slightly over, with all vacant positions being filled and an additional 150 hours of staffing per week being extended through to October 2022 to cover the expected staffing shortages over the flu season and leading up to the dissolution.

IT & Communications

Currently on track with YTD spend, expected to end the year on budget.

Promotions & Marketing

Currently on track with YTD spend, expected to end the year on budget.

Administration

$140k of the YTD variance considered to be permanent savings, tied to the YTD underperformance of Other Income. Branch closures and shorter opening hours restricted the ability of the branches to generate Printing & Photocopying revenue and savings were in turn made on stationery and printing costs.

| Capital Expenditure Month Ended 31 May 2022 | Total Budget 2021-22 | Total Forecast 2021-22 | Forecast vs Budget | Budget YTD May 2022 | Actual YTD May 2022 | Variance | % Actual Vs Budget |
|---|---|---|---|---|---|---|---|
| Library Materials | 1,209,828 | 1,209,828 | 0 | 1,184,635 | 1,048,997 | 135,638 | 11.4% |
| Motor Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Furniture & Equipment | 217,474 | 217,474 | 0 | 194,421 | 127,257 | 67,165 | 34.5% |
| Cap. Exp. for the reporting period | 1,427,302 | 1,427,302 | 0 | 1,379,056 | 1,176,254 | 202,802 | 14.7% |

## Capital Expenditure

Library Materials

Whilst currently underspent, orders have been placed for the entire library materials budget. It is expected to be fully expended by June 30.

Furniture & Equipment

IT equipment is currently underspent by $67k due to items being on backorder. All items are expected to be received by June 30.

## Credit Card Expenditure

| Card Holder | Transaction Date | Detail | $ |
|---|---|---|---|
| **General Manager, Finance** | | | |
| April Statement | 7/04/2022 | Makedo - Invent Kits for STEAM Program | $400.00 |
| | 7/04/2022 | CPA Australia - Virtual Conference | $120.00 |
| | 19/04/2022 | Olgica Krsteva - IT Project | $834.88 |
| **Total April 2022** | | | **$1,354.88** |
| May Statement | 6/05/2022 | IKEA Pty Ltd – Storage for housing IT equipment – Emerald Branch | $2,731.00 |
| | 10/05/2022 | SP Knitting Co - Qty 20 Crochet Hooks for Adult Program at Bunjil Place Library | $40.59 |
| | 17/05/2022 | Super Retail Group - Qty 2 Gift vouchers for FIFA Event - Library Program at Hampton Park Library | $280.00 |
| | 24/05/2022 | Spotlight Pty Ltd - Qty 15 - Balls of Wool for Adult Program at Bunjil Place Library | $52.54 |
| **Total May 2022** | | | **$3,104.13** |
| **TOTAL** | | | **$4,459.01** |

| Card Holder | Transaction Date | Detail | $ |
|---|---|---|---|
| **General Manager, Digital Operations** | | | |
| April Statement | 29/03/2022 | Paypal - RFID Electronics | $268.03 |
| | 3/04/2022 | Amazon Web Services - Website Hosting | $1,115.41 |
| | 3/04/2022 | Amazon Web Services - Currency Conversion Fee | $0.75 |
| | 5/03/2022 | Adobe Systems Pty Ltd - Creative Cloud Licences | $441.89 |
| | 6/04/2022 | Amazon Prime - Delivery Fee | $6.99 |
| | 8/04/2022 | Freelancer - Software Development | $1,075.19 |
| | 13/04/2022 | Zoom US - Zoom Video Conferencing | $317.12 |
| | 14/04/2022 | Freelancer - Software Development | $1,212.18 |
| | 14/04/2022 | Freelancer - International Currency Conversion | $2.29 |
| | 22/04/2022 | Optus - Secondary Mobile Internet Connection for the Mobile Library | $95.17 |
| **Total April 2022** | | | **$4,535.02** |
| May Statement | 22/04/2022 | Freelancer - Software Development | $459.32 |
| | 3/05/2022 | Amazon Web Services - Currency Conversion Fee | $0.80 |
| | 8/05/2022 | Adobe Creative Cloud - Creative Cloud Licences | $441.89 |
| | 9/05/2022 | Amazon Prime - Delivery Fee | $6.99 |
| | 9/05/2022 | Paypal - Elechouse - RFID antennas | $435.99 |
| | 9/05/2022 | Amazon Web Services - Website Hosting | $1,165.44 |
| | 25/05/2022 | JB Hi Fi - Sony Gift Cards for Game Consoles | $250.00 |
| **Total May 2022** | | | **$2,760.43** |
| **TOTAL** | | | **$7,295.45** |

| Card Holder | Transaction Date | Detail | $ |
|---|---|---|---|
| **Chief Executive Officer** | | | |
| April Statement | 29/03/2022 | Campaign Monitor - March EDM Credits | $904.66 |
| | 6/04/2022 | Campaign Monitor - March EDM Credits | $20.39 |
| | 22/04/2022 | News Pty Lty - Herald Sun Subscription - Cranbourne Library | $494.00 |
| | 24/04/2022 | Buzzsprout - Podcasting - Bookmatters | $17.04 |
| **Total April 2022** | | | **$1,436.09** |
| May Statement | 29/04/2022 | Campaign Monitor - April EDM Credits | $907.97 |
| | 3/05/2022 | Campaign Monitor - April EDM Credits | $20.49 |
| | 4/05/2022 | Gumbuya World - Prize for Sid the Sloth Membership Promo Campaign | $256.25 |
| | 6/05/2022 | Bunnings - Plants purchased for Emerald Library Redevelopment | $294.81 |
| | 9/05/2022 | Fairfax Newspapers - The Age Subscription for Cranbourne Library | $754.00 |
| | 12/05/2022 | Mitre 10 Solutions - Hooks for Art in Children's Area of Emerald Library | $11.80 |
| | 24/05/2022 | Campaign Monitor - May EDM Credits | $829.40 |
| | 24/05/2022 | Buzzsprout - Podcasting - Bookmatters | $17.57 |
| **Total May 2022** | | | **$3,092.29** |
| **TOTAL** | | | **$4,528.38** |

## Bank Reconciliation

A Bank Reconciliation is available on request.

## Procurement Policy

The Procurement Policy has been updated to reflect the resignation of Bernard Rohan from the City of Casey, removing him as an authorised signatory of CCL bank accounts.

## Audit Strategy

CCL has completed the interim audit requirements and is waiting for confirmation from VAGO of the Audit Strategy and timeframe.

## Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position.

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*RECOMMENDATIONS*

1.   That the Finance Report be noted.
2.   That the updates to the Procurement Policy be noted.

# PROCUREMENT POLICY

# PROCUREMENT POLICY

## CONTENTS

# 1    PURPOSE

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

## Values

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

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

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

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

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

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

## 2    SCOPE

2.1    This Procurement Policy is made under Section 186a of the Local Government Act 1989.

2.2    The Policy applies to all contracting and procurement activities at CCL and is binding upon Board Members, Library employees, temporary employees, contractors and consultants while engaged by CCL.

2.3    All CCL's procurement activity is subject to the applicable:
- Legislative and regulatory provisions
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).

2.4    The key legislative requirements include:
- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
- Section 186A of the LGA (Procurement Policy)
- Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
- Competition and Consumer Act 2010.

2.5    This Policy ensures that CCL contracting and purchasing activities:
- Support the strategies, aims and objectives of CCL
- Achieve value for money and quality in acquiring goods
- Are shown to be undertaken fairly and in an ethical manner
- Seek continuous improvement, value for money and quality
- Support local business, encourage sustainable business practices and social procurement principles where possible.

## 3    POLICY STATEMENT

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

### 3.1    Value for Money

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

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

CCL will seek to minimise the cost of procurement by:
- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition

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

## 3.2   Ethics and Probity

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

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

## 3.3   Conflict of Interest

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

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

## 3.4   Fair and Honest Dealing

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

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times. Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

## 3.5   Accountability and Transparency

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

## 3.6   Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement

action for the supply of goods, services or works. *(Refer to other policies that interact with procurement).*

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

## 3.7    Gifts and Hospitality

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

Staff are referred to the CCL's Gifts and Hospitality Policy for details. Gifts and Hospitality Policy

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

## 3.8    Procurement Thresholds and Competition

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

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

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

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

## 3.9    Quotations, Specification and Tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:
- Purchases with value between $500 and $5,000
    o    Purchase order must be raised.
    o    Only one quotation required.
- Purchases with value between $5,001 and $10,000
    o    Purchase order must be raised.
    o    Two written quotations required to be recorded.
- Purchases with value between $10,001 and $150,000
    o    Purchase order must be raised.
    o    Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

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

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

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

## 3.10  Use of Corporate Credit Cards

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

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

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

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

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

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

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

Withdrawal of cash using the Corporate Cards is strictly prohibited.

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

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

## 3.11  Internal Controls

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

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

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

### 3.12 Risk Management

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

### 3.13 Sustainability

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

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

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

### 3.14 Support of Local Business

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

### 3.15 Social Procurement

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

## 4 RESPONSIBILITIES

### Compliance, monitoring and review

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

### Reporting

4.2 No additional reporting is required.

### Records management

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

## 5 DEFINITIONS

Board Members          individuals holding office on the CCL Board, including Councillors and Officers.

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

5.1    Terms not defined in this document may be in the CCL glossary.

# 6    RELATED LEGISLATION AND DOCUMENTS

**Our Governance Documentation**
Gifts and Hospitality Policy

**Our Forms and Templates**
Corporate Gift Register

**Other Related Documentation**
Competition and Consumer Act 2010.
Legislative and regulatory provisions
Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).
Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
Section 186A of the LGA (Procurement Policy)
Sections 208C of the LGA (Best Value Principles)
Sections 77-80, and 95 (Conflict of Interest)
Victorian State Government definition of Social Procurement

## 7 FEEDBACK

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

## 8 APPROVAL AND REVIEW DETAILS

| Approval and Review | Details |
|---|---|
| Approval Authority | General Manager, Finance |
| Advisory Committee to Approval Authority | General Manager, Finance |
| Administrator | Executive Assistant |
| Next Review Date | June 2023 |

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

# 9    APPENDICES

## Attachment 1 - Delegations of Authority

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

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

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

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

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

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

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

All authority granted is to within allocated and approved budgets.

## Attachment 2 - Casey Cardinia Libraries Bank Signatories

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

Chief Executive Officer, Casey Cardinia Libraries
- Elspeth Luppino

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

Chief Financial Officer, City of Casey
- *To be confirmed*

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

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

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

Authorised Officers to issue instructions only, regarding term deposits:
- General Manager Finance, Casey Cardinia Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

**CC28/2022          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)*

<u>Emerald Library</u>

Emerald Library successfully unveiled the new renovations with an official opening attended by the Deputy Premier James Merlino and the Honourable Shaun Leane, Cardinia Mayor Cr Jeff Springfield, Deputy Mayor Cr Tammy Radford, Cardinia CEO Carol Jeffs and a long list of Council and Community leaders. The new look branch was well received and all in attendance were impressed with the scale of the works managed with the budget available.

Since re-opening, the library has experienced an increase in visitation, with larger pre-school program attendance (families love the new purpose fit children's area) and many people taking advantage of the free and inviting study and workspaces.

There are still minor things to be completed, including the installation of the water fountain, and hanging of the art installation, and new lighting for the foyer - however given current restrictions and issues occurring in the building sector the result achieved is outstanding.

Investigation continues into the provision of outdoor shade, with a $20,000 grant extended until September. Original plans for a permanent shade sail on the reading steps are not viable with a large umbrella style shading now being sourced.

Endeavour Hills

Works at Endeavour Hills Library as part of the Living Libraries Infrastructure grant are due to commence on June 30. However, ongoing chain supply issues has meant that the works have not yet been locked in or timeframe for closure provided.

The Endeavour Hills Library team are planning for either a partial or full closure for the construction period. Limited services could be delivered from the adjacent YMCA facility if a full closure is needed.

Federation University continues to support the furnishing of study spaces in our libraries and will donate new furniture for the quiet study zone at Endeavour Hills.

Pakenham Library Reading Garden

Pakenham Library will soon have a watering tank for the popular outdoor reading and community garden space. The tank will be fitted to the external guttering allowing for the use of recycled water to support sustainability. Umbrellas or other suitable shading will be implemented as part of Cardinia's 2022-2023 Library budget allocation.

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.

| CC29/2022 | INFORMATION, DIGITAL SERVICES AND TECHNOLOGY |
|---|---|

*Report prepared by Daniel Lewis*

## Purpose

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

*CCL Library Plan reference – 4.6; 4.7*

## Discussion

### Data and Privacy

CCL has engaged a Copyright and Privacy Lawyer to provide guidance and assist CCL through the dissolution process. With the appointment of Stephens Lawyers & Consultants, we have created a framework for assessing "personal information", determining the regulations which impact that information, creating a compliance assessment, and then preparing written communication to be used. This framework will allow us to run multiple data structures (eg. Internal data stored on our systems; membership data) through it to ensure community, staff and stakeholder privacy is maintained.

When communications are made with the privacy holder – i.e. the individual whose information or data we are storing – we will have various communication options specific to the regulations. In most instances, this will be determined based on how the information was collected and provides guidance to how we should communicate if the data is to be transitioned.

If transitioning the data, the most common communication methods will be:

- Notification to privacy holder that information is being transitioned,
- Notification to privacy holder that information is being transitioned with "opt-out" option, or
- Notification to privacy holder that information is being transitioned with "opt-in" option.

The last option is the least desirable as not every communication ever reaches the intended target, which could result in loss of information due to lack of responses.

This is an ongoing process and updates are being shared with both member councils.

## RECOMMENDATIONS

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

CC30/2022          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)*

Training was given to Managers around shortlisting potential candidates and interviewing to ensure we are upskilled and 'look outside the box' when considering external candidates. Managers are encouraged to find transferrable skills from different industries with candidate's values that align with our own.

The Leadership Team attended a training session on Interviewing. It will help the team ensure that the right candidates are selected, and it also provided insights on how CCL can assist prospective candidates whether successful or not in their own growth and development. This has opened up discussion around our interview question templates, which we are now reviewing as a next step.

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

The Staff Professional Development Day was held 8 June 2022 at Bunjil Place Library. It was a successful day with a focus on wellbeing and team building. It was great to see staff back together in a positive environment. Activities for the day included: a laughing coach, teams are built for growth, Sharni Layton Ted Talk on resilience, wellbeing and teams, a presentation from Orange Door, ending the day with Mindfulness in Motion and staff Passion Project.

**Staffing** *(Library Plan reference 4.1, 4.3)*

Recruitment and Rostering

Our Rostering Team continues to be under pressure to backfill vacancies due to Parental Leave, Personal Leave, COVID Positive, COVID Isolation, and injuries (Return to Work and Recover at Work modified duties plans).

Despite dealing with the candidate shortfall, we have successfully recruited and backfilled over 60 shifts including successfully recruiting two external candidates to CCL.

We have added two full-time and one part-time relief positions to support the rosters up until end October 2022. The 25-hour contract positions have also been extended from June 2022 to October 2022 to ensure business continuity.

A number of exciting community events/programs have required staff to work additional hours across weekends. It is great that the rosters have been able to accommodate this so CCL can be represented within these important community driven events.

We have allocated funds to extend our involvement with the indigenous playgroup held on Tuesdays. This is a fantastic opportunity for CCL to continue our support with indigenous community driven programs.

## Health and Wellbeing *(Library Plan reference 4.1, 4.6)*

With ongoing concerns for staff wellbeing connected to COVID and the dissolution, our Health and Wellbeing Committee has reviewed our approach to staff personal wellbeing. We have launched our Virtual Zen Room, with 5-minute, 10-minute and 24-hour meditation/wellness options.

We are updating our Health and Wellbeing portal on the intranet, dividing it into seasons, winter, spring, summer and autumn. We have a lot of content and exciting things due to be uploaded around winter to ensure the staff focus on balanced lifestyle and their mental health.

It is concerning to see the effects of mental health with a number of staff. CCL is doing all we can to promote a positive culture around mental health to ensure staff feel comfortable to ask for support. This is a global issue and one that most cultures need to spend time reviewing. Currently, we are looking at the 11 Workcover Psychosocial Risks to the organisation and are adding them to our Risk Management Plan.

## RECOMMENDATIONS

1.   That the People and Culture Report be noted.

## CC31/2022  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

<u>Library Usage</u> *(Library Plan reference 4.3)*

All our branches are back to their pre-pandemic opening hours, including weekends. Proof of vaccination is no longer required to enter our libraries. As noted, in the People and Culture report, staff absence is an ongoing concern for rostering. CCL will continue to employ Business Continuity strategies to manage this as much as possible.

Our visits are trending positively - May was a bumper month with over 70,000 physical visits. CCL physical visits have not reached levels over 70,000 in the last 2 years except for March and May in 2021. We are slightly down year on year for May, with May 2021 physical visits almost reaching 73,000.

April was down slightly from March, likely impacted by the number of closed days due to public holidays – Easter and Anzac Day. Emerald Library was impacted in March and April by the branch closing for renovations, reopening to community on Friday 13 May.

| VISITS | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Cranbourne | 6,523 | 7,151 | 9,563 | 8,569 | 10,730 | 25.22% |
| Doveton | 2,948 | 3,362 | 4,132 | 3,200 | 3,506 | 9.56% |
| Emerald | 1,985 | 2,383 | 1,933 | 1,275 | 4,088 | 220.63% |
| Endeavour Hills | 3,069 | 3,829 | 4,688 | 4,136 | 5,352 | 29.40% |
| Hampton Park | 3,389 | 3,666 | 4,686 | 4,414 | 5,770 | 30.72% |
| Cardinia Mobile | 1,524 | 1817 | 2,095 | 1,749 | 2,133 | 21.96% |
| Bunjil Place | 11,123 | 10,527 | 16,762 | 17,285 | 22,662 | 31.11% |
| Pakenham | 9,646 | 9,934 | 14,388 | 13,083 | 16,216 | 23.95% |
| *Regional Total* | **40,207** | **42,699** | **58,247** | **53,711** | **70,457** | *31.18%* |
| *Virtual Visits* | *77,618* | *76,402* | *85,657* | *75,886* | *81,917* | *7.95%* |
| TOTAL | 117,825 | 119,071 | 143,904 | 129,597 | 152,374 | *17.58%* |

Our virtual visits remain steady across all the platforms - our Website, Enterprise and the CCL App.

| VIRTUAL VISITS | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Website | 39,630 | 42,977 | 48,249 | 40,274 | 44,803 | 11.25% |
| Enterprise | 19,292 | 17,131 | 19,227 | 18,116 | 19,221 | 6.10% |
| CCL App | 18,696 | 16,294 | 18,181 | 17,496 | 17,893 | 2.27% |
| TOTAL | 77,618 | 76,402 | 85,657 | 75,886 | 81,917 | *7.95%* |

Loans have not reflected the same level of growth as visitation and Wi-Fi usage – this aligns with our observations that our spaces are very popular with exam students – it is wonderful to see the spaces busy again with secondary and tertiary students utilising our spaces.

Physical visitation increased over 31 percent from April to May while loans increased by 6 percent (excluding eLoans). Loans remain down compared to the same period last year. eLoans however continue to perform strongly, up significantly year on year for the period February to May.

| LOANS | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Regional Support | 512 | 830 | 1,286 | 849 | 726 | -14.41% |
| Cranbourne | 29,072 | 25,121 | 29,212 | 30,581 | 30,564 | -0.05% |
| Doveton | 2,996 | 2,640 | 3,193 | 3,026 | 3,333 | 10.12% |
| Emerald | 8,865 | 9,245 | 7,713 | 5,322 | 9,050 | 70.04% |
| Endeavour Hills | 12,116 | 11,045 | 13,014 | 12,306 | 13,074 | 6.24% |
| Hampton Park | 11,370 | 8,979 | 10,026 | 10,454 | 10,909 | 4.35% |
| Cardinia Mobile | 4,930 | 5,727 | 6,962 | 5,433 | 6,147 | 13.14% |
| Bunjil Place | 39,948 | 35,430 | 38,145 | 41,262 | 42,963 | 4.12% |
| Pakenham | 23,588 | 21,973 | 24,503 | 24,702 | 25,249 | 2.22% |
| Regional Total | 133,396 | 120,989 | 134,053 | 133,935 | 142,014 | 6.03% |
| eLoans | 49,574 | 79,470 | 80,843 | 78,413 | 81,878 | 4.42% |
| TOTAL | 182,970 | 200,459 | 214,896 | 212,348 | 223,892 | 5.44% |

| INTERNET | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Cranbourne | 593 | 586 | 822 | 728 | 926 | 27.20% |
| Doveton | 294 | 301 | 355 | 386 | 474 | 22.80% |
| Emerald | 166 | 220 | 140 | 0 | 125 | – |
| Endeavour Hills | 374 | 394 | 410 | 357 | 549 | 53.78% |
| Hampton Park | 459 | 430 | 563 | 538 | 628 | 16.73% |
| Cardinia Mobile | 8 | 6 | 9 | 7 | 8 | 14.29% |
| Bunjil Place | 614 | 743 | 931 | 804 | 1,243 | 54.60% |
| Pakenham | 592 | 635 | 713 | 604 | 861 | 42.55% |
| TOTAL | 3,100 | 3,315 | 3,943 | 3,424 | 4,814 | 40.60% |

| Wi-Fi | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Cranbourne | 1302 | 1,456 | 1,798 | 1,410 | 1,984 | 40.71% |
| Doveton | 496 | 476 | 558 | 450 | 465 | 3.33% |
| Emerald | 403 | 420 | 310 | 60 | 279 | 365.00% |
| Endeavour Hills | 682 | 728 | 837 | 690 | 837 | 21.30% |
| Hampton Park | 434 | 644 | 775 | 750 | 930 | 24.00% |
| Cardinia Mobile | 124 | 112 | 124 | 120 | 124 | 3.33% |
| Bunjil Place | 1,030 | 1,128 | 2,020 | 2,146 | 2,764 | 28.80% |
| Pakenham | 651 | 728 | 868 | 750 | 1,147 | 52.93% |
| TOTAL | 5,122 | 5,692 | 7,290 | 6,376 | 8,530 | 33.78% |

Membership growth is trending up, with CCL reaching 101,238 members at the end of May, growing from 98,835 at the end of March. All branches continue to sign up new members; Bunjil, Cranbourne and Pakenham have had the biggest growth.

The Sid the Sloth campaign is a hit with children and families. The campaign started 11 April and runs until 31 July. In April we had 937 new child members (total of 2,445 new members). In May, we joined 1,551 new child members (total of 3,286 new members).

Electronic resources usage remains steady in recent months. 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. Since the change in reporting viewing is consistent month on month.

Storybox usage dropped since February due to ongoing access issues that were rectified in mid-April. Ancestry and Find my Past resources access over COVID and lockdowns changed allowing members to access this outside of the library. This reverted back earlier in 2022 and is only accessible in branch now, usage is solid.

| ELECTRONIC RESOURCES | Jan 2022 | Feb 2022 | Mar 2022 | Apr 2022 | May 2022 | % Variation Apr/May |
|---|---|---|---|---|---|---|
| Age Library Edition | 801 | 698 | 825 | 828 | 796 | -3.86% |
| Bolinda eAudiobooks | 13,017 | 11,748 | 12,719 | 13,292 | 13,494 | 1.52% |
| Bolinda eBooks | 9,907 | 7,316 | 8,122 | 7,932 | 7,892 | -0.50% |
| Choice | 70 | 43 | 1 | 65 | 60 | -7.69% |
| Freegal Music | 7,368 | 7,971 | 9,726 | 7,768 | 8,989 | 15.72% |
| Kanopy | 557 | 577 | 733 | 908 | 769 | -15.31% |
| Libby eAudiobooks | 999 | 967 | 1,119 | 1,075 | 1,017 | -5.40% |
| Libby eBooks | 841 | 759 | 762 | 845 | 798 | -5.56% |
| Libby eMagazines* | 1,885 | 1,720 | 1,888 | 1,806 | 1,748 | -3.21% |
| Press Reader | 13,663 | 44,717 | 44,565 | 43,377 | 45,474 | 4.83% |
| Storybox Library | 26 | 3 | 25 | 11 | 133 | 1,109.09% |
| Tumblebooks | 440 | 269 | 358 | 506 | 708 | 39.92% |
| TOTAL | 49,574 | 76,788 | 80,843 | 78,413 | 81,878 | 4.42% |

Digital engagement is strong, including eNewsletters, social media, CCL website and the CCL app.

Attendance at library programs has been increasing month on month as community confidence increases. April to May, there was over a 90 percent increase in attendance for youth programs including baby time, tinies time, storytime and STEAM activities including LEGO and Code Club.

Our team have been busy with class visits, with almost 2,000 attending 66 sessions – 42 in branch and 24 external outreach in May. Code Club is one of a few programs still being offered online. Online program attendance accounted for 4.7 percent of total attendance, youth and adult in May.

| Program Type | Feb 2022 | | Mar 2022 | | Apr 2022 | | May 2022 | |
|---|---|---|---|---|---|---|---|---|
| | Youth attendance | Adult attendance | Youth attendance | Adult attendance | Youth attendance | Adult attendance | Youth attendance | Adult attendance |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Baby Time | 506 | *0* | 677 | *0* | 344 | *0* | 643 | *0* |
| Book Ninjas | 37 | *0* | 18 | *0* | 23 | *0* | 29 | *0* |
| Group visits | 107 | *90* | 447 | *0* | 392 | *0* | 1,957 | *50* |
| Art and Craft | 10 | *130* | 91 | *81* | 253 | *19* | 14 | *92* |
| STEAM Activities | 462 | *0* | 655 | *0* | 512 | *0* | 723 | *0* |
| Storytime | 629 | *0* | 1030 | *0* | 695 | *0* | 1,280 | *0* |
| Tinies Time | 533 | *0* | 885 | *0* | 488 | *0* | 1,041 | *0* |
| Entertainment | 60 | *0* | 125 | *7* | 206 | *0* | 32 | *0* |
| Author Talks/Bookgroups | 0 | *24* | 0 | *28* | 80 | *122* | 0 | *18* |
| Creative writing | 6 | *0* | 2 | *18* | 5 | *15* | 0 | *19* |
| Cooking Home and Garden | 9 | *5* | 12 | *31* | 8 | *14* | 18 | *5* |
| Health and Wellness | 11 | *6* | 17 | *68* | 4 | *42* | 64 | *36* |
| History | 0 | *25* | 0 | *1* | 0 | *8* | 0 | *65* |
| IT and Technology | 0 | *80* | 0 | *51* | 20 | *21* | 29 | *122* |
| Jobs and Employment | 0 | *4* | 0 | *2* | 0 | *0* | 0 | *4* |
| Citizenship and Government | 0 | *0* | 0 | *0* | 0 | *0* | 0 | *30* |
| Learning English | 0 | *139* | 0 | *102* | 0 | *73* | 11 | *150* |
| Libraries After Dark | 0 | *0* | 0 | *9* | 0 | *19* | 0 | *0* |
| MCHC/New Parent Groups | 0 | *29* | 0 | *0* | 0 | *10* | 4 | *0* |
| Social Connection | 0 | *18* | 0 | *41* | 0 | *7* | 0 | *25* |
| Cultural and Identity | 8 | *0* | 0 | *0* | 9 | *0* | 30 | *0* |
| Homework Help | 0 | *0* | 0 | *0* | 0 | *0* | 0 | *0* |
| TOTAL | 2,378 | *550* | 3959 | *439* | 3,039 | *350* | 5,875 | *616* |

## RECOMMENDATIONS

1. That the Operational Performance Report be noted.

## CC32/2022        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 - Youth *(Library Plan reference 1.1, 1.2, 1.3, 1.4, 1.6, 3.4, 3.5)*

Nationional Simultaneous Storytime (NSS)

Each year CCL participates in NSS which is a standout opportunity to promote the importance of literacy to children and their families. This year's title was "Family Tree" by Australian authors Josh Pyke and Ronojoy Gosh and read right around Australia on 25 May. Children in our region enjoyed hearing a reading of the story and were encouraged to explore their own family tree and create a leaf with their family members on it as part of the experience.

Our team coordinated 10 internal and external sessions on the day and reached an audience of 570 plus children, including a screening of the book on the giant screen at Bunjil Place with a special guest performance from the Brumbies Bush Band.

*"It's so important for us to celebrate National Simultaneous Storytime here at the library! The idea of sharing a special story at the same time as thousands of other children all around Australia really captures children's imaginations. We also make a point of telling children that the book is written and illustrated by an Australian author - and the exciting thing about that is if they keep writing and drawing - perhaps it could be their book that we are sharing one day!"*
Staff member Heidi Kennedy

FIFA Tournament Hampton Park

Led by Ann Delahoy and Tim Cuthell, two of our most passionate advocates for young adults, Hampton Park hosted an evening FIFA competition for 22 registered players and their fans; providing young people in Hampton Park and surrounding suburbs with a safe and inviting space to engage in an activity they love.

The competition created a friendly rivalry amongst players and their fans and connected with one of our traditionally hard-to-reach cohorts. We hope these players will be back to hang out in the library more regularly.

SID the Sloth: Membership for Life campaign

Our SID campaign continues to delight our youngest members with more than 2,000 children joining our libraries since the start of the campaign. SID is starting to pop up in school newsletters as our team are delivering outreach sessions to schools and kinders across the region.

The May SID competition winner was Sarah from Endeavour Hills. A visit to Gumbuya world has long been a dream destination for Sarah and her family, we are pleased to help her turn her dream into reality; Sarah and her family are now lifelong advocates of libraries and look forward to continuing to visit us regularly.

**Partnerships and collaboration** *(Library Plan reference 2.2, 2.3, 3.1, 3.5)*

Kids Own Publishing

Our community speaks a huge range of languages. Opportunities that bilingual or tri-lingualism provide are often overlooked as children grow and focus on English as the dominant language.

Recently CCL partnered with Kids Own Publishing who work with CALD communities to produce *kids' books* – authored by kids, helping to embrace sharing stories in languages other than English and celebrating diversity.

Through the creation of a simple iPad App that can be used to produce books digitally in print and audio format, Kids Own Publishing have revolutionised the way children engage in storytelling and self-publishing.

As part of the NGV Art Book Fair, Kids Own Publishing hosted a drop-in workshop at Bunjil Place, inviting families to come and design a book using the app and create physical books using crafting materials. 20 families worked with a range of story tellers and crafters who were themselves bilingual (Dari and Farsi).

This event was so successful that CCL has now been invited to participate in the Kids' Own Languages (KOL) program funded by VicHealth for their Big Connect Funding. There will be nine books by diverse language communities published across Victoria, with Pakenham Library selected to participate along with the following creators:

- **Carringbush Adult Education,** Richmond

- **Connie Benn Centre Hub**, with City of Yarra Libraries
- **MACHID Inc**. (Music, Arts, Culture of Hazara Identity – Dandenong)
- **Sikh Community Gurmat Centre (Punjabi School)**, Keysborough
- **Victorian College for the Deaf**, with City of Melbourne Libraries
- **Brotherhood of St Laurence Children's Programs, Connie Benn Centre** with City of Yarra Libraries

National Disability Insurance Scheme (NDIS)

CCL recently partnered with the Community Development and Capacity Building Coordinator from NDIS to complete a review of the accessibility of our libraries.

From the review CCL will be implementing a range of initiatives to improve access and support social inclusion including:

- Big Blu Keyboards for vision impaired adults and children
- Hearing loops at our customer service stations
- Improved signage that identifies the ways we support accessibility at our entrances
- The introduction of "Quiet Hour" for people with sensory issues across the service

By making these changes, our libraries are more welcoming and inclusive for all visitors and help reduce barriers to community engagement.

Together We Can

CCL is a proud supporter of Together We Can (TWC). Last month our staff participated in the Together We Can Community Leadership Summit, providing a wonderful opportunity to share the work that is taking place across our libraries in this space.

CCL offers a range of services for people seeking support, including service provider information, food and hygiene care packs, escape bags for people fleeing family violence, free access to computers and Wi-Fi as well as community services and programs in safe, welcoming, and warm spaces. At the summit, it was noted by other community leaders and providers that libraries play an important role in the prevention of Family Violence through education, support for victims and connection to referral services.

SLV Libraries for Health and Wellbeing innovation grant

In 2021, CCL successfully applied for $35,000 to deliver a wellbeing for parents and carers project in partnership with Dandenong libraries and Monash Health.

The project concept included the curation of key health messages focused on healthy eating and mental health with the support of Monash Health and a health promotions officer. The curated information was then packaged into programs to deliver via our pre-school literacy sessions.

A successful pilot was conducted in March and May at Pakenham, Doveton, and Dandenong libraries with the sessions to be rolled out to all branches July through September.

Libraries are a trusted source of information, and this we are proud to further support health messages families receive through maternal child and health settings, kindergartens, and schools.

Paying it Forward

Our many successful fundraisers show us that the community spirit is alive and well across CCL. Recently staff and community raised almost $1,000 for the Cancer Council's Biggest Morning Tea and more than $600 and hundreds of books for the Lismore Library flood appeal. During the month of June, we are collecting food for the Asylum Seeker Resource Centre (ASRC) (last year we collected 110 kilos) and for the remainder of 2022 we are using our tap points to raise funds for Escabags, a charity that provide escape bags to people fleeing from family violence.

Collections (Library Plan reference 1.5)

The pandemic continues to affect the supply of library materials during the 2021-2022 financial year and as a result, the library materials budget is currently underspent.  Library visitation and borrowing is steadily increasing but remains lower than the pre-pandemic levels, meaning our library shelves do not have space for a great influx of new items. The collections team is using this to their advantage by refreshing some of our older items helping to better balance the age of our collections. The team is also purchasing additional copies of popular series and titles on our e-audio platforms.

The junior non-fiction collections will receive a boost in coming months to ensure balanced resources in both Casey and Cardinia, ahead of the dissolution. We will also introduce a Top Titles collection for junior fiction, ensuring that when young people visit our libraries they can find popular titles on shelf – this format has been a huge success for the adult fiction collections in recent years.

Marketing and Promotions (Library Plan reference 3.1)

During April and May, CCL marketing focused on the value of libraries as supporters of community wellbeing, with four articles published with the Star News and the Pakenham Gazette in just one week.

Stories were published on our commitment to sustainable eating through the Seed Library (more than 100 people registered in the first month!), support of refugees through the ASRC food drive, the value to community of our home delivery service during lockdowns and the Lismore Library relief fundraiser. The SID the Sloth membership campaign also featured, highlighting the importance of libraries in supporting literacy development.

*Librarians Ivy Tucker and Vicki Thornton with Sid the Sloth at Pakenham Library. Photo: Eleanor Wilson 283768_01*



*Casery Cardinia Libraries home delivery service will come to a close on Thursday 23 June. Picture: supplied.*

Another key promotion included the 'Return yourself to the Library' video at Bunjil Place which was screened at the MCG and the Bunjil Plaza.

## Engagement statistics

| SOCIAL MEDIA | March 2022 | April 2022 | May 2022 |
|---|---|---|---|
| Facebook | Followers: 8,306<br>Reach: 55,221<br>Engagement 2,058 | Followers: 8,339<br>Reach: 50,489<br>Engagement: 2,855 | Followers: 8,387<br>Reach: 62,157<br>Engagement: 3,392 |
| Instagram | Followers 1,567 | Followers 1,587 | Followers 1,592 |

## eDM/eNewsletters

| February 2022 | March 2022 | April 2022 | May 2022 |
|---|---|---|---|
| Recipients: 56,627<br>Opens: 19,264<br>Click rate: 1,317 (2.34%) | Recipients: 57,452<br>Opens: 19,649<br>Click rate: 1,371 (2.4%) | Recipients:57,920<br>Opens: 24,566<br>Click rate: 1,234 (2.1%) | Recipients: 58,212<br>Opens: 20,157<br>Click rate: 786 (1.4%) |

## Website

| Month | Visits | New Visits | Percentage of new visits | Page Views | Average Session Duration | Bounce Rate |
|---|---|---|---|---|---|---|
| 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% |
| April | 40,274 | 15,630 | 39% | 172,162 | 2:46 | 12.21% |
| May | 44,803 | 17,868 | 40% | 187,069 | 2:48 | 12.22% |

## 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

| CC33/2022 | VIRTUAL MEETINGS |
| --- | --- |

*Report prepared by Beth Luppino*

## Purpose

To provide the Board with the latest information on the reforms related to electronic (virtual) meetings of Regional Library Boards.

*CCL Library Plan reference – 4.6*

## Discussion

The Board was provided an updated at the April meeting that from 2 September 2022, Regional Libraries will be able to conduct virtual meetings in accordance with their relevant Local Laws on a permanent basis. The Minister for Local Government has approved Good Practise Guidelines (attached) to help organisations comply with the new provisions. The guidelines also take effect from 2 September 2022 to align with the commencement of the new provisions in the Local Government Act.

Matters relating to Regional Libraries

The Amendment Act permanently enables Regional Libraries to meet virtually, in accordance with their local laws, and supersedes the temporary COVID-19 amendments currently in place until 1 September.

The previous requirement for the local law to specify how many members must attend the meeting in person (under section 197E(2)(a) of the Local Government Act 1989) has now been **repealed.**

For CCL, this refers to the repealing of **Casey Cardinia Library Corporation Local Law No.1, Section 3.2 Quorum, Part 6:** *A quorum at a Meeting of the Board consists of the majority of the Members physically present or participating by electronic means of communication, provided at least: (a) one Member from each Party is participating either physically or by electronic means of communication; and (b) at least three Members are physically present at the Meeting.*

*RECOMMENDATIONS*

1. The Board notes the Good Practice Guidelines related to Board meetings for Regional Libraries effective 2 September 2022
2. The Board notes that the previous requirement for the Local Law to specify how many members must attend Board meetings in person has been repealed.

The Hon Shaun Leane MP

Minister for Local Government
Minister for Suburban Development
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# Minister's Good Practice Guideline MGPG-3: Virtual Meetings

*This is a guideline issued by the Minister for Local Government pursuant to section 87 of the Local Government Act 2020.*

## Purpose

The COVID-19 pandemic has highlighted the need for, and usefulness of, a more flexible and modern approach to conducting certain required local government meetings.

The Victorian Government's *Regulatory Legislation Amendment (Reform) Act 2022* (Reform Act) introduces into the *Local Government Act 2020* (the Act) provisions relating to electronic attendance and participation in council meetings and delegated committees on a permanent basis. The new provisions take effect on 2 September 2022.

Electronic meetings, commonly referred to as 'virtual meetings', could include meetings where all participants attend electronically, some participants attend in person and some attend electronically i.e., 'hybrid', or where attendees across several meeting locations join electronically i.e., 'parallel'.

This Good Practice Guideline is designed to assist councils to amend their Governance Rules in consultation with their communities to comply with the new provisions in the Act relating to virtual meetings.

The Guideline takes effect from **2 September 2022** to align with the commencement of the new amendments.

## Legislative requirements

Part 3 Division 2 of the Act provides for the procedure and proceedings for Council decision making, including the holding of meetings (being council meetings, joint meetings of councils, delegated committee, and joint delegated committee meetings).

The Reform Act introduces provisions into Part 3 Division 2 of the Act (section 60) that require a council to develop, adopt and keep in force Governance Rules relating to:

- the conduct of council (and delegated committee) meetings held by electronic means; and
- requesting and approving attendance by electronic means.

In developing or amending its Governance Rules, councils must ensure that a process of community engagement is followed in accordance with section 60(4) of the Act.

The new provisions further provide that Councillors, and members of delegated committees, may attend and be present by electronic means of communication provided they comply with the Governance Rules (section 61(6A)).

Under section 66 of the Act, a council or delegated committee must keep a meeting "open to the public" except in specified circumstances. New provisions insert a definition of "Open to the public" to mean, in the case of a council or joint meeting of councils, or a delegated or joint delegated committee:

- either, attendance in person by a member of the public, or a meeting that is broadcasted live on the council internet site; or
- a recorded meeting that is published on the council internet site as soon as practicable after the meeting (in the case of a delegated or joint delegated committee only); or
- any other prescribed means of meeting.

## Responsibilities of Councillors and council staff

Irrespective of how council meetings are held, Councillors and council staff are required to continue to act in accordance with the prescribed Standards of Conduct, Councillor (or staff) Code of Conduct, the *Local Government Act 2020*, Governance Rules and other Acts, local laws and policies as applicable.

Disclosure of conflicts of interest as required under the Act and rules relating to conflicts of interest continue to apply.

## Matters for a council to consider when developing Governance Rules for virtual meetings

### *Conduct of meetings*

Governance Rules must provide for the conduct of Council and delegated meetings, whether held in-person or electronically.

Where these meetings are to be held virtually in accordance with the new provisions, Governance Rules could provide for how the format of a meeting is to be determined, including options for hybrid or parallel meetings where some members may attend in person and others by electronic means.

For example, the Governance Rules could set out how the Chair should manage a situation if a member attending electronically cannot hear proceedings, or cannot be seen or heard, but a quorum is present.

### *Requesting and approval of 'electronic' attendance (discrimination and reasonable adjustments)*

The new provisions, in section 60(1) of the Act, provide that Governance Rules must provide for requesting and approving attendance at a council or delegated committee meeting by electronic means.

To comply with this requirement, councils should consider including in the Governance Rules:

a. the format and criteria for requesting and approving attendance by electronic means
b. whether the requests must be on a meeting-by-meeting basis or may be valid for a set period
c. if there should be a 'deadline' for requests to ensure that facilities are available to accommodate the requested style of meeting and that appropriate notice can be provided to the public.

In developing and applying its rules in respect to requesting and approving requests to attend via electronic means, councils should have regard to other relevant Acts, such as the *Equal Opportunity Act 2010* (EO Act).

Under the EO Act:

- Direct discrimination occurs where a person treats, or proposes to treat, a person or group with a protected attribute, such as a disability, unfavourably because of the attribute.
- Indirect discrimination occurs if a person imposes or proposes to impose a requirement, condition or practice that is the same for everyone but disadvantages a person, or is likely to disadvantage a person, because they have one or more of the protected attributes, such as a disability, and the requirement, condition or practice is not reasonable.

Further, the *Gender Equality Act 2020* requires Councils to promote gender equality in their policies, programs and services.

Councils should consider providing flexibility with respect to participation at council meetings to enhance access for people with health issues and/or caring responsibilities, or who are unable to travel long distances.

### *Opening meetings to the public*

Section 66 of the Act requires that council meetings and joint meetings of councils must be "open to the public" except in specified circumstances.

Councils should consider including rules regarding meetings if there is no option by which the public can attend the meeting in person, or if the council experiences technical difficulties in broadcasting the meeting to the public. The rules should set out how the council will address such matters to maintain an "open to the public" meeting.

Confidential council meetings or confidential/closed sections of council meetings are not required to be streamed live or electronically recorded.

### Representation at council meetings by members of the public

Councils are encouraged to make arrangements to allow members of the public who wish to appear before council to do so through virtual or other means. The rules could consider how to ensure community engagement is maintained through virtual meetings including:

  a. the provision and uploading of written and/or oral statements
  b. reading out questions on notice at the virtual meetings
  c. electronically posting questions prior to the meeting.

### Confidentiality

The provisions (in the Act) regarding confidential information continue to apply to electronic meetings. Confidential information must not be intentionally or recklessly disclosed. Councillors should be able to demonstrate to the satisfaction of the Chair that their location is secure to ensure the deliberations are confidential.

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*I have issued this guideline pursuant to section 87 of the Local Government Act 2020 (Vic).*

**The Hon Shaun Leane MP**
**Minister for Local Government**

**NEXT MEETING**

Wednesday 24 August 2022 - Online Meeting