Casey Cardinia Libraries

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

AGENDA

Board Meeting
Wednesday 24 August 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 22 June 2022.

CC34/2022	ELECTRONIC MEETING

RECOMMENDATIONS

1. Participation in Meeting by electronic means of communication (Conditional Item)

To consider and, if thought fit, to pass the following resolution:

'In accordance with clause 3.2(3), and subject to clauses 3.2(4) and 3.2(5) of the *Local Law No. 1 (Meeting Procedures and Use of Common Seal Local Law)*, approval is given to all Members to participate at this Meeting by electronic means of communication.'

CC35/2022	CLOSED MEETING – (IN-CAMERA)

RECOMMENDATIONS

1. **Closed Meeting (in Camera)**

   To consider and, if thought fit, to pass the following resolution:

   'In accordance with clause 3.14 of the Local Law No. 1 (Meeting Procedures and Use of Common Seal Local Law), approval is given for the Meeting to be closed to members if in the public.'

IN-CAMERA

CC36/2022	CCL TRANSITION

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STRATEGIES/PLANS

CC37/2022　　DRAFT ANNUAL REPORT 2021-2022 INCLUDING YEAR END FINANCIAL REPORT

Report prepared by Beth Luppino and Emily Ramaswamy

Purpose

To present the Board with Casey Cardinia Libraries Draft Annual Report 2021–2022 including the Year End Financial Report for consideration.

CCL Library Plan reference – 4.6

Discussion

CCL is required under Sections 125, 126 & 196(7) of the Local Government Act 1989, to prepare and submit an Annual Report to the Minister for Local Government within three months of the end of the financial year.

Clause 11.1 of the 2012 CCL Regional Library Agreement requires that the CEO provide each member Council with a copy of the Annual Report within three months of the end of the financial year.

Summary of Performance

The journey towards pandemic recovery has begun which is reflected in the rise of library visitation, new members joining the service, and a rebalance of online usage back to physical engagement. The gradual lifting of restrictions across this past year meant that broad access to libraries was restored, yet we are mindful that there are still members of our community who remain vulnerable and isolated.

Health and wellbeing has become a strategic focus for CCL. Throughout the year we provided quality information and programs that support social, mental and physical health and wellbeing. We have noticed emerging trends in the sort of programs and activities people want from us – particularly creative arts and lifestyle programs.

We also provided important access and support for people as they navigated COVID restrictions, how to access the Service Victoria App, My Gov, Medicare and their Vaccination certificates.

The Annual Report 2021-2022 is a celebration of the work we do, but more importantly of the people who live, work and belong to the Casey Cardinia region.

Summary of Financial Year End Results

In the 2022 Financial Year, CCL performed better than budget overall. Branch closures and reduced opening hours were the largest factors at play during the year reducing CCL's ability to produce Other Income (in the form of printing and photocopying charges) and decreasing Employee costs and Administration costs (in the form of printing and stationery). Whilst this still resulted in a loss for the year, this was a significantly lessened draw down on reserves than was budgeted.

	Budget 2022 $	Actual 2022 $	Variance 2022 $	Variance 2022 %
Income				
Council grants & contributions	8,772,498	8,772,499	1	0.0%
Government grants & contributions	2,839,505	2,867,664	28,159	1.0%
'Communities for Children' funding	179,520	192,094	12,574	7.0%
Interest on investments	33,750	21,398	(12,352)	-36.6%
Other income	303,157	120,235	(182,922)	-60.3%
Total income	**12,128,430**	**11,973,890**	**(154,540)**	**-1.3%**
Expenses				
Employee costs	9,110,268	8,937,923	172,345	1.9%
IT & communications	752,345	796,467	(44,122)	-5.9%
Library materials	382,051	385,677	(3,626)	-0.9%
Programs Promotions	139,766	137,774	1,992	1.4%
Administration	606,218	467,098	139,120	22.9%
Depreciation and amortisation	1,456,459	1,428,471	27,988	1.9%
Total expenses	**12,447,107**	**12,153,410**	**293,697**	**2.4%**
Surplus/(deficit) for the year	**(318,677)**	**(179,520)**	**139,157**	**-43.7%**

CCL are applying to the Minister for Local Government for an extension on the submission deadline. This is due to the current Financial Audit timeline provided by VAGO, commencing 26th September 2022.

Conclusion

The CCL Draft Annual report provides a summary and celebration of the performance of the organisation from July 2021 to June 2022.

RECOMMENDATIONS

1. That the Board approve the CCL Draft Annual Report 2021-2022 and associated Draft Financial Report 'in principle.'
2. That the Board authorise the Chairperson, a Board member and the CEO to sign the Financial Report included in the Annual Report once it has been ratified by the Auditors.
3. That the CEO sign the Management Representation Letter once the Audit has been finalised.
4. That the Board note that CCL are applying to the Minister for Local Government for an extension on the submission deadline of the Annual Report including the Year End Financial Report from the 30 September 2022.
5. That CCL forward the approved Annual Report including the Financial Report to the member Councils before submission to the Minister for Local Government.
6. That CCL forward the approved Annual Report to the Minister for Local Government.

ANNUAL REPORT

2021 - 2022

LIBRARIES CHANGE LIVES

Casey Cardinia **Libraries**

Contents

Foreword

Casey Cardinia Libraries (CCL) are proud and grateful to serve our community. Our service is delivered by a team of passionate literacy and community development enthusiasts – we see the evidence that 'Libraries Change Lives' every day in the work that we do.

The journey towards pandemic recovery has well and truly begun. We have felt a collective breath has been taken, and our community is returning to a sense of normality. This is reflected in the rise of library visitation, new members joining the service, and a rebalance of online usage back to physical engagement. The gradual lifting of restrictions across this past year meant that broad access to libraries was restored, yet we are mindful that there are still members of our community who remain vulnerable and isolated. The State Government recognised Public Libraries as 'essential services' during the height of the pandemic, referencing the work we do to support prevention and recovery of community health – this recognition was appreciated across the sector and made us more determined than ever to pursue further work with Health organisations and community support specialists.

Health and wellbeing has become a strategic focus for CCL. Our libraries are located at the heart of communities across the region, and we are a trusted organisation. We provide quality information and programs that support stronger social, mental and physical health outcomes. This will continue to be a priority in coming years, but we are proud of the work that has already occurred in this space.

Our communities are time-poor, and the stresses of the past two years have taken a toll on energy levels, and capacity to engage in activities that stretch us further. We have noticed emerging trends in the sort of programs and activities people will make the effort to come to – creative arts and lifestyle programs are favoured over educational/informational lectures that were once popular pre-pandemic.

The growth and expanding diversity of the suburbs in this South-Eastern growth corridor demands continued evolution and development of our services. Please read on to see the ways in which CCL are addressing the needs of our communities, through all ages and stages of life. It is a celebration of the work we do, but more importantly of the people who live, work and belong to the Casey Cardinia region.

Miguel Belmar
Chairperson

Beth Luppino
CEO

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

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 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
- Encourage authentic and courageous conversations
- Take quick little steps
- Give new things a go
- Choose momentum over perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Embrace the opportunity to learn when things don't go as planned
- Share ideas freely
- Acknowledge our partners
- Celebrate success

Governance

We are a values led organisation.

Our governance structure reflects our commitment to achieving a genuine model of community participation.

We are absolutely committed to supporting good governance as an organisation.

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

The Board

* Alternate delegate   ** Resigned/retired

City of Casey

**Miguel Belmar
-Administrator**

(Chairperson from
November 2021)

Steve Coldham

Keri New

(from March 2022)

**Noelene Duff
– Administrator ***

Bernard Rohan **

(until March 2022)

Cardinia Shire

Cr Jeff Springfield

(Chairperson until
November 2021)

Lili Rosic

(from October 2021)

Cr Jack Kowarzik *

Jenny Scicluna

(until October 2021)**

* Alternate delegate   ** Resigned/retired

The Executive Team

Chief Executive Officer

Beth Luppino

(from October 2021)

General Manager, Digital Operations

Daniel Lewis

General Manager, Customer Experience – Acting

Bec Mitchem

(from October 2021)

General Manager, Organisational Development

Janine Galvin

(from March 2022)

General Manager, Finance

Emily Ramaswamy

(returned from Parental Leave December 2021)

Chris Buckingham - CEO
(until October 2021)

Beth Luppino – General Manager, Customer Experience
(until October 2021)

Melissa Martin – General Manager, Organisational Development (until February 2022)

Avtar Singh – General Manager, Finance – Acting
(until November 2021)

It has been a year of significant change in the CCL Executive Team. Chris Buckingham completed his 5-year contract as Chief Executive Officer and departed at the beginning of October 2021. Chris transformed CCL's workplace culture throughout his tenure. He brought our values system to life, encouraging all library team members to demonstrate these in their individual roles, and to identify and celebrate their unique strengths. Chris held the Casey Cardinia communities at the forefront of all decision-making, and formed strong connections with our partners, member Councils and individual community members across the region. Many of our members knew him by name and were keen to have a chat whenever he was in a library branch. This is testament to Chris's kind, approachable style and we wish him well in his future endeavours.

Melissa Martin finished up with CCL on 16 February, after almost 25 years of service. Melissa's career with CCL comprised of many roles, starting out as a new graduate, to a librarian, and then to the role of Branch Manager at Pakenham Library. Following a secondment at West Gippsland Regional Libraries as Operations Manager, she returned to CCL as the Cardinia Branch Coordinator. This led to her most recent position as General Manager, Organisational Development. Her leadership, knowledge, passion for libraries and tireless dedication to staff is well known, and we are grateful for her years of service with us.

Our Amazing Community - A Snapshot

CCL operates in the traditional lands of the Bunurong and Wurundjeri peoples. First Nations people from many different places live in the Casey Cardinia Region.

Our region continues to experience rapid population growth with significant residential development occurring in Clyde, Cranbourne and Officer. Cranbourne East had the largest population growth in Victoria in 2020-2021.

The latest Australian Bureau of Statistics report shows the population has increased to 488,974 across the region's 1,690 square kilometers. (Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised July 2022). Our population is estimated to exceed 740,000 by 2041 across the Casey Cardinia region.

Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Almost a third of the Casey Cardinia region's population speak a language other than English at home. Key languages other than English include Persian/Dari, Sinhalese, Punjabi, Mandarin, Hindi, Arabic and Spanish. More than 9,800 people with an Afghan ancestry live in Casey; this is nearly half of all Afghan-born people in Victoria.

Casey Cardinia region has more couples-with-children households (43%) and single-parent households (11%) than the Melbourne average. Nearly 55% of residents are families with children.

Compared with other OECD countries, Australian Institute of Health and Welfare (AIHW) reports that Australians are struggling to achieve a work-life balance ranking in the bottom third of the OECD countries. (Australia's Welfare 2017, AIHW, October 2017). Despite satisfactory job performance and earnings, Australians spent less time on leisure and personal care than those in other OECD countries. (How's life in Australia? OECD, 2020).

The City of Casey has the second highest Pokies expenditure of Victorian Local Government Areas. There are thirteen venues with Pokies across Casey and another five in Cardinia, with a total 1,237 Electronic Gaming Machines (EGM's). (Victorian Responsible Gambling Foundation, 2020). More than $119 million dollars was spent on the Pokies in the Casey Cardinia region in 2019/20.

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

Time is a precious resource in our community. More than 93% of residents (15 years+) are employed. Approximately 65% of working people from Casey and Cardinia live in the area but work outside the area.

Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria. Both Local Government Areas have experienced increases in family violence levels in recent years. (Crime Statistics Agency, Family incidents, 2017-2021). Incidents rose dramatically through the lockdown periods of 2020 and 2021.

Our communities are giving – we support each other through the donation of time, money, goods and services.

2021-2022 - The Numbers

VISITS TOTAL
1,446,822
Physical visits **507,704** and virtual visits **939,118** Average per week **27,824**

LOANS TOTAL
2,216,273
Physical loans **1,444,004** and eLoans **772,269**

MEMBERSHIP
99,264
at end of 2021-2022, this is less than the previous year 105,930, due to further significant membership database clean up. Our membership continues to grow with new members continuously being signed up.

ENEWSLETTERS
58,700
subscribers

ITEMS FOR LOAN
23,716 digital items and **319,060*** physical items.

*includes magazines title issues.

PROGRAMS
Youth – 27,800 attendees over
1,388 sessions

Adult – 4,374 attendees over
580 sessions

ONLINE PROGRAMMING
Youth – 4,697 attendees over
296 online sessions

Adult – 1,899 attendees over
146 online sessions

INTERNET BOOKINGS
33,967

WI-FI SESSIONS
66,221

WEBSITE
504,105
VISITS
up from 457,662 in 2020-2021

LOTE ITEMS
9,194
in Chinese, Hindi, Italian, Panjabi, Persian and Sinhalese

A Place to Gather and Learn

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

Lifelong learning during the pandemic

In late 2021, the State Government officially recognised the work of Public Libraries as 'essential'. This meant that our staff could offer Click and Collect services during lockdowns, enabling our members to book their items online and pick them up at our doors. This was most definitely a lifeline for many people.

During lockdown and restrictions, we connected with our members at home. Book groups, craft clubs, conversation groups and art therapy programs successfully transitioned online and were well attended.

My experience with libraries spans 70 years but I still recall my first real library book - Anne of Green Gables at age 6. I can honestly say I don't know what life would be like without libraries and in particular CCL. The book group I belong to has weathered the storms of the past 18 months, evolving as the need arose from an onsite to an online group. The glue that binds us together is the care and attention of the positive and welcoming staff members (Kelly and Moira) who make sure we all keep connected. Recently the serious illness of one of my grandchildren prompted kind words and flowers from the group. Yes, Libraries Change Lives.
(Book group participant)

It was hard for book groups to meet in person for much of the year. CCL held our library-run groups via online sessions, but we recognised that gatherings were interrupted for many groups throughout our region. To support the

continuation of these groups and promote their love of reading, CCL continued the reduced rates for our 700 book group members in 2022.

Thank you to Casey Cardinia Library for being so adaptable in these crazy times we are living in.
(Book group participant)

Online programs eased back once restrictions were lifted and community confidence increased. The popularity of our school holiday programs re-emerged, and the community embraced the return of our regular pre-school programs.

We continued to adapt our services to operate within the new COVID-safe environment. We worked with Wilson Botanic Park to run outdoor storytimes over summer. These sessions were very popular and now form part of our regular outreach programming.

Kathy Lette

We celebrated Autumn with International bestselling author Kathy Lette at Bunjil Place Library in March 2022. This was our first in-person author event post COVID. Known for her humour and strong female literary characters, Kathy entertained eighty-six book lovers and discussed her latest title 'Till Death, or a Little Light Maiming, Do Us Part'.

The evening was a wonderful opportunity to re-engage with members, with one person telling us this was her very first outing in more than two years.

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

(Moira, staff member and event host)

Contactless Home Deliveries

CCL's free Home Delivery service was a notable success, appreciated deeply by our community. In 2021–2022 we posted to 2,113 members, made 3,260 deliveries weighing 11,019kgs and included a personalised handwritten note to the recipient of every delivery.

The library is hands down my favourite part of this community, and I've loved it since I was 10. I'm 17 now, and I've read over 500 books from there (I keep count.) And even during this pandemic, with the home deliveries, you are incredible and I'm so thankful to everyone who's helping me get through lockdown. I'm doing VCE this year, and everything's stressful, and I've been craving some books to read, and you guys came into the rescue. My Binge Bag is already on its way. I'm still pretty young, and I don't work, so I'm broke. But when I do start working, next year, I've resolved to donate to the library. Please keep up the amazing work. You are unsung heroes, and you are so, so incredibly appreciated. Love from my entire family.

(Natasha, library member)

We officially concluded this service at the end of June 2022 after two years of successful deliveries, in part funded by the generous additional donations made directly to this cause by our library members.

Time to rebuild

With rolling lockdowns and reduced opening hours across the last two years, we lost touch with some of our members. At the beginning of 2022, CCL ran two promotional campaigns to re-engage with past members and encourage new memberships, with a focus on children who will benefit from a lifelong relationship with their local library.

READiscover your library

This digital campaign circulated to over 20,000 inactive members encouraging them to "dust off" their library card and get borrowing, either in branch or through our digital library. People who participated had an opportunity to win a free family movie pass.

SID loves libraries

Launched in April 2022, we used our mascot 'SID the Sloth' to appeal to kids and get them signed up with their very own branded membership card and bag, along with simple incentives to borrow, read and get involved in library programs. CCL gained nearly 4,000 child memberships since April to the end of June, as well as many additional parents and carers.

Maurizio from River Gum Primary School was one of our winners and selected a $250 Toy world prize. Congratulations Maurizio!

Narrowing the Digital Divide

CCL narrowed the 'digital divide' in our region through Cyber-safety programs for kids, parents and older adults. We also offered one-on-one and group Tech support sessions to help people access and use technology.

QR code check-in requirements during the pandemic highlighted the number of people who do not own smart phones. The library team helped many visitors to access the Service Victoria app, COVID Vaccination certificates, My Gov and Medicare online.

The City of Casey Digital Equity Living Labs team donated 15 reconditioned laptops made available to Doveton residents for borrowing. The Cardinia Hills Hub made a group of free laptops available to the Emerald and Hills community. CCL provided further support by adding refurbished laptops and pcs. The devices were made available for extended loan periods of 3-6 months, and borrowers received tech help if they needed it. This program of lendable devices was extremely successful, and the devices were almost always out on loan.

RAZIAH

Raziah came to the Hampton Park Library one day unexpectedly as her class at the community centre had been cancelled and she did not have her vaccination certificate. Our bilingual team member, Rasheed assisted Raziah to access her certificate via MyGov.

Raziah attends English conversation for Dari speakers and flexible computing at our Hampton Park branch.

Thank you I feel very helped. All the staff members are very respectful and helpful, and I love to come to the library all the time. The library is very important for me and for improving my English. I haven't borrowed books before, but I will be borrowing in the future. Before coming to the library, I didn't know the library ran English classes. This was very unexpected, but now I am very happy attending the class. And also, thanks for the tea.

(Raziah, library user)

Raziah relaxing at Hampton Park library

Doveton's Digital Day Out

CCL and the City of Casey supported the Doveton community with a fun and hands-on technology training session.

Hosted on a Saturday morning at the Autumn Place Hub and Doveton Library, the event was supported by a range of service providers including The City of Casey Digital Services and Open Data Platform, the Narre Warren Neighbourhood Learning Centre, City of Casey Job Advocates, Minnovation Technologies, Casey Tech, Lively, Deakin University and NBNCo, who all provided advice and helped attendees learn and grow their technology skills. Local community members enjoyed fun technology play, augmented and virtual reality and 3D printing.

BILLY

William (Billy) Maher is 72 years old and has worked various jobs relating to brick laying and truck driving. He is intelligent and has great people skills but admitted that when it comes to technology he felt left behind and didn't know where to start. He was frustrated with companies when inquiring for work as he felt he was being dismissed when told to go online or send an email. He has overseen big construction projects and felt people underestimated his skills because of his lack of computer knowledge.

He visited the Cranbourne Library, asking if we could please spare some time to help him with "computer stuff". We set Billy up with a library card and booked him into a 1-hour one-on-one Tech Time session. Billy's needs ended up extending well beyond one session, with staff providing support to create an email address, construct a resume, learn how to copy/paste, explore job searching strategies and applying for jobs.

In March, Billy came into the library to share that he has landed a new job in traffic control and worked his first shift. He was so excited and also relieved knowing that he can now apply for jobs whenever he needs and has more control over his life as he continues to age.

Billy said he is really grateful for all the help we have offered him, saying we do absolute wonders! He couldn't believe that we provide these services for free.

Special thanks to the staff at the Cranbourne Library.

As a pensioner looking for part time employment I soon realized if it would be difficult to apply for a position at most companies without having a resume that I could send online

It was suggested I try the Cranbourne Library.

To say that the support I found there was so encouraging would be an injustice to their hard work and profession

They have helped me to get more skilled with a computer. They have written up a very pointed and accurate resume for me. Which has been priceless. Within the short time of presenting the resume to various companies I have found a job and feel like I'm back contributing again, if only part time.

The Council have provided a real asset in making this sort of provision for people like me who have basically been left behind as far as the internet and computers are concerned.

A very special thanks to Jadine, Toni and Phyllis [Felicity]

P.S As a bricklayer for some forty odd years, I worked on the brickwork at the library and pavilion next door.

I would say the word community would sum all this up and its great to see the City of Casey providing this type of support for people like me who feel left behind as regards the internet and employment.

So thanks to the City of Casey and the Staff at the Cranbourne Library

— Bill Maher

Libraries After Dark

Libraries After Dark (LAD) returned to Pakenham Library in late March. It was the place-to-be on Friday evenings, thanks to the fun activities and events that were regularly programmed.

Funded by the Victorian Responsible Gambling Foundation, LAD provides the community with a safe and welcoming space as an alternative to the Pokies. As part of this program, we also partnered with Gurpreet Singh from the Ultimate Asian Supermarket to offer free hot meals, handing out more than 120 between March and June.

The range of events offered have seen a growth in attendance over the past few months including members attending different types of LAD events on a regular basis. Feedback from members has been incredibly positive with members expressing appreciation for the range and quality of events offered, how lovely it is to see 'friendly faces' they recognise from other LAD events and shared excitement when attendees discuss upcoming LAD events, they plan to attend with one another. We recently served a family of seven children, who sat down in the library and enjoyed the hot meals provided by Gurpreet Singh. The hot meals have been a valuable addition to our LAD program as they have brought some people into the library especially, while they have added to the library experience for many other patrons. All recipients of the hot meals have expressed gratitude and appreciation for them.

(Sarah, staff member and event host).

I'm really enjoying meeting new people and catching up with the people I've met here before

(Libraries After Dark participant)

I've left appreciative feedback for the person who donates the food as it sometimes the first meal I've had since yesterday.

(Libraries After Dark participant)

Open Mic Night

Our first Open Mic night at Pakenham was launched in April. It was a huge success with special guest host comedian Josh Earl entertaining the audience and a fantastic line-up of local talent, including rap artists, comedians, spoken word poets and singer/songwriters. Open Mic Nights have become a quarterly event, and a welcoming space for people to showcase their talents in a supportive environment.

Such fun. What a great way to use the library to bring the community together!

(Open Mic participant)

Our Collections

The Casey Cardinia community has access to a wide range of physical and electronic items, fiction and non-fiction books, magazines, newspapers and audio supporting their literacy, reading, learning, information and leisure.

Our strategy for purchasing is to prioritise and renew materials most in demand.

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

The most popular collections this year were adult fiction, junior fiction, board books, begin-to-read level books and our Top Titles collection.

The addition of laptops and pcs for loan expanded our collections beyond traditional lending categories, and this is a great example of the innovative ways our libraries responded to community needs.

This year's most popular Adult reads!
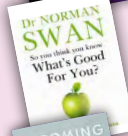
Adult fiction

1. Apples Never Fall
   by Liane Moriarty
2. Judge's List
   by John Grisham
3. When You Are Mine
   by Michael Robotham
4. Better Off Dead
   by Less Child
5. Last Thing He Told Me
   by Laura Dave

Adult fiction eAudio

1. Survivors
   by Jane Harper
2. Apples Never Fall
   by Liane Moriarty
3. Switch
   by Beth O'Leary
4. You Need to Know
   by Nicola Moriarty
5. Where the Crawdads Sing
   by Delia Owens

Adult non-fiction

1. The Barefoot Investor:
   The Only Money Guide You'll
   Ever Need by Scott Pape
2. So You Think You Know
   What's Good for You?
   By Norman Swan
3. Becoming
   by Michelle Obama
4. It Wasn't Meant To Be Like This
   by Lisa Wilkinson
5. The Happiest Man on Earth:
   The Beautiful Life of an
   Auschwitz Survivor
   by Eddie Jaku

Adult non-fiction eAudio

1. Becoming
   by Michelle Obama
2. Subtle Art of Not Giving a F...
   by Mark Manson
3. Promised Land
   by Barack Obama
4. 488 Rules for Life
   by Kitty Flanagan
5. Everything is F*...
   by Mark Manson

Adult eBooks

1. Farm at Peppertree Crossing
   by Léonie Kelsall
2. Apples Never Fall
   by Liane Moriarty
3. Survivors
   by Jane Harper
4. Tattooist of Auschwitz
   by Heather Morris
5. Last Thing He Told Me
   by Laura Dave

This year's most popular Junior reads!

Junior fiction

1. Diary of a wimpy kid (15): Deep End by Jeff Kinney
2. Diary of a wimpy kid (13): The Meltdown by Jeff Kinney
3. 91-Storey Treehouse by Andy Griffiths
4. Diary of a Wimpy Kid (14): Wrecking Ball by Jeff Kinney
5. The World's Worst Parents by David Walliams

Junior fiction eAudio

1. Harry Potter and the Prisoner of Azkaban by J.K. Rowling
2. Harry Potter and the Half-Blood Prince by J.K. Rowling
3. Harry Potter and the Goblet of Fire by J.K. Rowling
4. Harry Potter and the Deathly Hallows by J.K. Rowling
5. Harry Potter and the Order of the Phoenix by J.K. Rowling
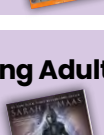
Young fiction eAudio

1. Midnight Sun by Stephanie Meyer
2. Shadow and Bone by Leigh Bardugo
3. Ballad of Songbirds and Snakes by Suzanne Collins
4. Cruel Princ by Holly Black
5. Hunger Games by Suzanne Collins

Junior fiction eBooks

1. 130-Storey Treehouse by Andy Griffiths and Terry Denton
2. WeirDo by Anh Do
3. Totally Weird! by Anh Do
4. Really Weird by Anh Do
5. Extra Weird! by Anh Do

Young Adult fiction eBooks

1. Throne of Glass by Sarah J. Maas
2. One of us is Lying by Karen McManus
3. Ballad of Songbirds and Snakes by Suzanne Collins
4. Chain of Gold by Cassandra Clare
5. Cruel Prince by Holly Black

Partnerships

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

Community Partnerships

CCL loves to work with like-minded organisations to enhance the health and wellbeing of our community. Below are the key partners we worked with this year on literacy, learning, health and wellbeing projects and programs.

Federation University

Federation University furnished two additional study spaces in CCL branches this year, following the success of the pilot site at Cranbourne Library in 2019. The study space at Emerald Library complimented the broader renovations to the building that were funded by Cardinia Shire, State Government Victoria and the Emerald Mechanics Institute. Doveton Library has made better use of existing spaces with the addition of study carrels and comfortable chairs. The branded study spaces support Federation University students who need to find space to work closer to home, provide improved space for CCL members and also promote university courses to attract more prospective students.

The new chairs are much better than the old ones. They are far more comfortable.

(Robert, library user)

The Fed Uni flyer display holders are such a great idea, they look snazzy, and you can see multiple flyers on display at once.

(Jess, staff member)

Library is a great place to study. We need more spaces like this, especially since this is shared meeting room.

(Library user)

Compared to the other parts of the library that is an open area the meeting room study space is a lot more private, so I like using it a lot more than the other parts of the library and it's great.

(Library user)

Emerald Library Fed Uni Space

Doveton Library Fed Uni Space

Uniting Church Doveton

Uniting Church helped the library team deliver important bilingual information sessions in Doveton. Topics covered Centrelink and Medicare online, COVID vaccination and introductions to the local Police.
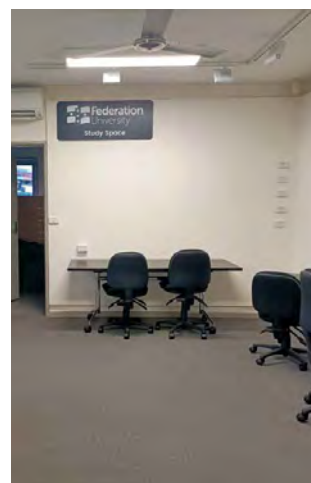
This series of events enabled CCL to build stronger connections with our Afghan community and also strengthened their trust in local service providers.

Thank you for giving us this opportunity to support the Afghan community. This is amazing!!! I would like to thank each and every one of you who hold my hand to deliver this successful project. I would like to acknowledge the collaboration and valuable partnerships we had during the program delivery.

(Romina -Uniting Volunteer, Komak Program)

State Library of Victoria and Monash Health

Through funding from the State Library of Victoria, CCL and Greater Dandenong Libraries worked with Monash Health, Councils and local Maternal Child Health services to deliver important health information to children and their carers through weekly literacy programs.

The sessions began in March and covered sleep, friendships, and healthy eating. The content for the sessions was drawn from approved health messaging, curated by a specifically recruited Health promotion Officer, and delivered by our professional library team.

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

(Doveton Library, Baby Time attendee)

Emerald Hills Hub

The Emerald Library team worked closely with Cardinia Shire's Hills Hub team on precinct programming this year. A great example was the Family Fun Day, also supported by precinct partners U3A and Emerald Men's Shed. Both buildings came alive that day with toddler play spaces, fairy tea parties, robotics, Japanese doll painting, giant bubble blowing, percussion workshops, a science show, live music and face painting. There were activities for people of all ages and visitors made the most of the day, enjoying everything on offer at the Hills precinct.

Cranbourne West Community Hub

Weekly storytime sessions at the Cranbourne West Community Hub allowed us to take the library beyond our 4 walls. Promoting a love of reading, a sense of fun and sharing the importance of early years literacy, the program had a loyal following in 2022. New members joined on the spot and there was a wide selection of children's books available for borrowing for enjoyment at home. Children also met Sid the Sloth our library mascot and took home our new Sid library bags.

Thanks to our key Partners

CCL acknowledges the support and innovation provided by our key partners. Our community has directly benefited from the knowledge and support of the following organisations:

Anglicare – Facilitating partner for Communities For Children (Library Has Legs) Cardinia programming.

Asylum Seeker Resource Centre ASRC – Casey Cardinia Libraries and ASRC worked together to collect groceries and other useful products that will distributed to around 1,000 people every week, many of whom have no income and no work rights.

Casey Connect (Neighbourhood Houses) – Provided speakers, digital classes and English Conversation support.

Casey Rainbow – Joint delivery of the Midsumma Festival picnic with CCL, connection to authors and resources, and training our team to provide inclusive service to our LGBTQ community, connection to authors and resources.

Doveton Neighbourhood Learning Centre – Worked with CCL on Autumn Place joint programs and services.

Emerald Hills Hub – Provided free access to bookable spaces for library activities and planned and delivered joint programs throughout the year.

ERMHA - (Pakenham, Cranbourne and Bunjil Place) – Provided support to vulnerable community members at risk or experiencing homelessness.

Federation University – Promoted our services to students, shared knowledge and funded study spaces across two additional libraries.

Justices of the Peace – Delivered free services at Bunjil Place Library, extremely popular with our community.

Monash Health – Supported us with funding applications and projects that will help us provide better health outcomes for our community.

Mount Burnett Observatory - Astronomy event at Emerald Library to mark National Science Week on the history of the observatory, telescopes and what's happening in the night sky.

NDIS – Provided free advice to our libraries to improve access for all abilities.

Outlook Victoria – Provided support and advice to CCL which allowed trainees to transition successfully to permanent roles.

Reclink - Delivery of programs to Cardinia library members including Seniors Strengths training and Family Fun.

Springvale Monash Legal services - Provided Job Advocates for our libraries to support job seekers.

State Library of Victoria - Funding from the SLV provided CCL and Greater Dandenong Libraries opportunity to work with Monash Health, Councils and local Maternal Child Health services to deliver the Parent/Carer - Child Health and Wellbeing project.

U3A - connected seniors, digital literacy. Streaming Casey Tech STEM classes for students. Support of Emerald Library.

Uniting Church – Provision of bilingual information sessions at Doveton, and ongoing joint programming.

Victorian School of Languages (VSL) - Ongoing delivery of language classes at Hampton Park Library.

Windermere - Facilitating partner for Communities For Children (Library Has Legs) Cranbourne programming.

Our Volunteers

CCL sincerely appreciates the contributions made by our volunteers and supporters.
In 2021-2022 they helped:

- Raise funds for LEGO and Science programs in our libraries

- Raise funds for our free Home Delivery service

- Provide prizes for reading programs and writing competitions

- Promote the value of libraries to their networks

- Deliver the Home Library Service to housebound community

- Assist and run informal programs for library users including Tinies Time, hand crafting, English conversation classes and Code club.

Home Library Service Volunteers

In 2021–2022, CCL provided a free Home Library Service (HLS) to over 200 members living in the Casey Cardinia region, delivering over 1,700 times. The HLS supports people who are unable to access the library due to illness, age, disability, being housebound, a full-time carer or a resident in a care facility.

This service would not be possible without our Home Library Service Officers, Makaila and Donna and the help of 17 active volunteers who donated their time to select items and deliver loans to our members.

COVID restrictions meant our staff and volunteers were not always able to get out and see our recipients in person. Deliveries were made by Australia Post during lockdowns, and once restrictions eased our staff provided a drop off and pick up service from the recipient's front doors.

...without my books I don't know what I would have done.

(Home Library Service recipient)

Friends of Casey Cardinia Libraries

The Friends of Casey Cardinia Libraries (FOCCL) are valued and important supporter of our libraries. This year they provided feedback on library activities which helped us shape our planning. Some of our Friends of CCL also featured in a film made for the library team celebrating our 25 Year Anniversary. One of the most important ways our Friends supported the library is by spreading the word to the whole community that 'Libraries Change Lives' - Poppy from Cranbourne was featured in our Lego fundraising campaign, appearing online and in the newspaper sharing her story; she was a wonderful ambassador for CCL.

Friends of Doveton Library

Our Friends of Doveton Library (FODL) volunteers are a wonderful support to the Doveton community and continually promote our service.

Every year, Doveton Library in conjunction with their Friends of the Library (FODL), host a Short Story and Poetry Competition. In Spring 2021 we expanded this event to include workshops with Australian Children's Author Meredith Costain.

Children all over Casey and Cardinia worked hard on their storytelling techniques to create expressive, imaginative, and moving pieces of writing to share with our community. We received dozens of entries and the FODL read and select the winners. The celebration occurred at the online Awards Night in 2021 due to lockdown restrictions but the excitement from the children was still as palpable as ever.

Philanthropy and Donations

CCL is largely funded through contributions from City of Casey, Cardinia Shire Council and the Victorian State Government. We also receive in kind and financial support from local businesses and community organisations.

CCL are grateful to partners who support our mission to encourage lifelong learning, increase literacy and health and wellbeing, and build strong, resilient communities across the Casey Cardinia region.

Casey Cardinia Libraries is endorsed by the Australian Tax Office as a Deductible Gift Recipient (DGR). We welcome bequests, donations and sponsorships.

We are deeply thankful to those members of our community who have considered or committed a bequest to Casey Cardinia Libraries.

Community Connection

Contribute to thriving, healthy and inclusive communities.

Reconciliation Week

Coming Together of Cultures – Emerald Library

Emerald Library and the Hills Hub worked together to co-host its first National Reconciliation Week event, welcoming local community and schools to celebrate the coming together of cultures.

Uncle Ian Hunter began the event with a smoking ceremony surrounded by students from Menzies Creek Primary School, Emerald Primary School and Emerald Secondary College, Gembrook Primary School, Cockatoo Primary School, CFA members and Victoria Police.

Students created artwork to display what 'reconciliation' meant to them – which exhibited at the Hills Hub and Emerald Library in May.

The artwork that the students have produced is really amazing...Cockatoo [Primary School] has produced over 300 clay tiles and Gembrook Primary School have produced these beautiful message sticks, and the high school students have then taken their own interpretation with some beautiful dolls and photography.

(Cardinia Shire Council's Hills Hub Placemaker Anna Benjamin)

Reconciliation Action Plan

CCL continues on our Reconciliation journey. We established a team who worked together on our Reflect Reconciliation Action Plan (RAP). The team brought different skills and experience including Programming, Outreach, Collections and Customer Experience. We are grateful to have two members of the team who identify as Aboriginal.

CCL's RAP will drive CCL's contribution to reconciliation both internally and in the communities in which we operate. We developed actions related to events and programs, physical spaces, employment policies, collections, and our work with partners. Our Reflect RAP was ratified by Reconciliation Australia in June 2022.

Menzies Creek Primary School student's handprints as an the Aboriginal flag illustrating the schools commitments to reconciliation and values. The handprints symbolise unity and positive action.

Connecting Two Worlds – Hampton Park Library

An Aboriginal culture for children storytime session run by Samantha Roberts from 'Connecting Two Worlds' was a valuable and entertaining session at Hampton Park. Sam brought in an Aboriginal and Torres Strait Island flag, boomerangs, clapping sticks and a possum cloak to share with the children. She explained their significance and symbolism and shared the creation story of Bunjil and the Bat. Attendees were invited to participate in an Indigenous dance and create a drawing using Aboriginal symbols.

Culturally Diverse Communities

Afghan Communities

CCL continued to advocate for and provide support to the Afghan community.

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

Our Hampton Park and Doveton branches established a range of initiatives. Family Life provided two support workers to attend both sites weekly. Both speak Dari and worked with members of our Afghan community, connecting them back to much needed services.

Hampton Park Library further supported our Afghan community through a Conversation for Dari women session twice a week in partnership with the Hampton Park Community House covering a range of topics important to health and wellbeing

The library is seen as a safe place for members of the Afghan community, and they value the Afghan specific programs we hold here.

(Tracy, staff member)

Hampton Park and the Victorian School of Languages (VSL)

Library Officer Chamani is multilingual, and she uses her skills working with parents of the Victorian School of Languages (VSL). VSL is a government school providing language programs for students in Years 1 to 12 who do not have access to the study of those languages in their mainstream schools. She encourages parents and children to join the library in her Mother Language, Sinhalese and her third language, Hindi. She also promotes our diverse bilingual library collections.

Hampton Park Branch Manager, Sandra spent some lunchtimes helping a young woman who came to the library looking for help with her English. To get her Indian teaching qualifications recognised in Australia, Navneet needed to pass an oral English test. They worked together over a few months, and she has passed with flying colours. Sandra is now working on a Conversation Buddy program to match volunteers with people looking to improve their English.

Library 'welcome' brochure now available in community languages

To help us reach a broader CALD audience and ensure our diverse community are represented, with the help passionate library staff we introduced a welcome brochure that identifies key support services, programs, and collections in five community languages. The brochures are available In Arabic, Dari, Fasi, Panjabi and Sinhalese.

Kids Own Publishing

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

To support this, we partnered with Kids Own Publishing who work with diverse language 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. Families worked with a range of bilingual story tellers and crafters. Due to the success of the event, we have 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.

Bilingual Storytime – Lunar New Year at Endeavour Hills

In celebration of Chinese New Year 2022 Endeavour Hills Library was lucky to work with local community member Lanlan to deliver a bilingual 'Year of the Tiger' Storytime in English and Chinese.

Lanlan spent time talking with the children about Lunar New Year traditions in her household, incorporating a dragon puppet to illustrate part of the traditions. A Lunar New Year dragon was on show in the library window- made from scales designed by the children.

Community Connections

Podcasts

The Book Matters podcast was launched in 2020 to recommend and review authors and books. Still going strong through to 2022, we have amassed a loyal group of listeners.

We interviewed authors including Sally Hepworth and Chris Hammer as well as international authors including Paige Toon. Our podcast was listed at number 11 of Feedspots's Top 35 Australian Book and writing Podcasts (July 2022).

The podcasts were recorded by some of our most enthusiastic bookworms- Bunjil Place staff Janine, Sam and Tim. They worked tirelessly this year to engage authors and other literacy enthusiasts.

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

(Janine, staff member)

Hampton Park Craft Group

The Hampton Park Craft group developed from a need for a social outlet for women who are keen crafters.

During COVID the craft group moved online, and a small group of attendees would meet up with zoom sessions facilitated by the library. This was a great way for people to be able to interact socially during the difficult lock down periods.

Back in the library from the beginning of 2022, the craft group were passionate about giving back to their community and raised money through the sale of their craft wares to assist the Lismore Library Flood Relief and the Cancer Council's Biggest Morning tea.

EVIE

Evie contacted Pakenham Library as recommended by her health professional as she was struggling with mental health issues and finding it difficult to interact and communicate with people. At 21 years of age, Evie felt isolated and disconnected from the community. After chatting to a staff member Evie joined the Pakenham in-house book group. The group offered Evie a safe and welcoming environment to socialise, while tapping into her passion for reading.

At first Evie described feeling 'reserved' and "apprehensive" but before long she found her voice and started having conversations with other members in the group. The experience gave Evie the confidence and practise that she needed to take these new life skills into the world.

Evie has since joined a second book group and is an active, cheerful member of this group as well. Evie said that joining the library book groups has improved her mental health immeasurably.

Casey Rainbow Community and Midsumma

CCL proudly partnered with the Casey Rainbow Community to create a collection of recorded oral histories from past and present LGBTQIA+ community members in the City of Casey. The project was also a conversation starter for 150 people at the 2022 Midsumma picnic. A diverse range of community members were interviewed for the project, including allies, transgender, non-binary and lesbians. The videos were so well received that a number of requests after the picnic came through to record further oral histories. As a result, the Living Libraries project has remained on the CCL website for people to view and discover new stories and histories. The histories will also be submitted to the Australian Queer Archives (AQUA) and the Narre Warren and District Family and Local History Group.

Our ongoing relationship with the Casey Rainbow Community has provided CCL an opportunity to both support and advocate for our LGBTQ community.

The Living Libraries project has been vital in giving voice to the LGBTQ community who in the past have been marginalised and silenced. By sharing their stories, the community is not only recording the history of the community for future generations but also creating a safe space for all LGBTQ people to be who they are and connect with one another.

(Courtney, staff member)

Health and Wellbeing

The health and wellbeing impacts of the pandemic are far reaching and have hit our most vulnerable community members hardest. Social, Mental and Physical health are a focus of the wellbeing programs we ran this year. There were benefits beyond the content focus of the individual events – the regular opportunity to talk to others, and feel part of community, had a significant effect on recovery.

CCL worked with external partners to help our community live better. Together with the Cardinia COVID Recovery Community group, Follow Blessed Collective, Salvation Army, Share the Dignity, Escabags and Officer Sikh Temple 'Siri Guru Nanak Darbar' we expanded our grocery/care packages for community. People could access basic food and hygiene products as well as basic items for women fleeing domestic violence.

We donated 1,000 (and counting) grocery packs to the residents of Pakenham and surrounds. The appreciation and gratitude for this service was overwhelming. During lockdowns there were countless families that were going without due to financial hardship. Our team members have lots of stories to share on the impact of this support:

A library member was telling me that her two adult children have both lost their jobs due to the COVID lockdown. They are both struggling but were too embarrassed to seek assistance or support. This member is a regular and she knew that we were supplying grocery/care packs, so she came down to the library on their behalf to collect the packs. She was highly emotional and said that she never thought that either she or her family would be in this position, but she was so thankful that she could come down to a familiar place and not feel judged.

A young lady who had been studying lost her part time job and now had found herself in a position where she was genuinely struggling to make ends meet. She said by getting some groceries it at least alleviated some of the stress that she was under. She never thought that she would be in this position but was so thankful to be able to come to the library and get assistance.

Escabags

CCL works with Escabags to support victims of domestic violence. 'Escape Bags' are free tote bags kindly made with love by volunteers and then filled with the necessities that a victim fleeing abuse and their children may need.

Food Drive for Asylum Seekers

Our community are amazing and want to help people in need. We had more than 65 boxes of food relief donated for the Asylum Seekers Resource Centre (ASRC), thanks to the generosity of our community. Australia Post also helped out by transporting these to ASRC for free.

Deliver Joy – Christmas Charity Campaign

The Deliver Joy campaign raised donations to help locals who were doing it tough over the festive period. Casey Cardinia residents donated more than $17,000 worth of gifts, food, toiletries and toys in donations to seven local charities. All donations were distributed by our charity partners: Cranbourne Information & Support, Service, Hampton Park Primary School, Hampton Park Community House, Casey North, Community Information & Support Service, The Andrews Centre, Emerald Lions Club, and The Salvation Army (Pakenham branch).

Together We Can

CCL is a proud supporter of Together We Can (TWC). In May, 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 assisted people this year by providing information, food and hygiene care packs, escape bags, free access to computers and Wi-Fi in safe, welcoming, and warm spaces. At the summit, it was noted by other community leaders that libraries play an important role in the prevention of Family Violence through education, support for victims and connection to referral services.

Diverse Work Experience opportunities

Hampton Park Library is a great support for our diverse community and worked with Catalyst Training and Disability Service to provide valuable work experience for their clients.

The work experience clients like Christian were provided with a one-on-one trained professional work placement officer to support them in their tasks, as well as a library team member to show how tasks are performed.

CEO Coordinator, Karena Mitchell said "What a beautiful time you and your staff gave Christian today Ann. To see him so instantly engaged, happy and relaxed is a real treat for those of us that know and care for him. He clearly felt so comfortable with you and a useful part of the team, a priceless personal growth experience, thank you."

CCL supported students from many backgrounds throughout our region this year, with different abilities and at various points in their educational journey. These included Secondary School work experience, Library tertiary placements, and work experience for students and job seekers with disabilities.

Green Thumbs

HEAL Garden and the Little Thumb Garden Club

Pakenham Library's HEAL Foods Discovery Garden was featured in many children's programs this year. We read books about gardening and provided watering cans so the children could water the garden beds. Vicki, a staff member recalls a little boy's joy - 'I didn't know tomatoes grew on trees!'.

Little Thumbs Garden Club was a group aimed for homeschoolers that met monthly. The group carried out routine chores in the garden, noticed what had changed and then completed an activity. We made plant labels out of rocks, as well as Bug Hotels (all organically and locally sourced items).

The Pakenham team lovingly put together a comprehensive array of online programs, resources and a beautiful discovery garden to inspire our community. We are very excited to continue to provide education and access around growing, cooking, and eating healthy food.

Seed Library

Building on the success of the HEAL Foods program at Pakenham, we expanded our collections to include a seed library. The seed library supports community health and wellbeing, encourages sustainability, and connects people to the skills and knowledge they need to successfully grow foods from home.

The seed library operates under a borrow and return system, with people registering to borrow up to three different types of seeds each season and then return seeds from their harvest to contribute to the seed library. Borrowers also have an opportunity to donate different types of seeds to the ones they have borrowed.

Launching as a pilot project at our Pakenham and Hampton Park branch, the collection was wildly popular with over 150 people registering to borrow seeds in the first three months. Wrap-around programming included cooking fresh produce, harvesting seeds and gardening skills.

Communities for Children

NAIDOC Week July 2021

Across the week we celebrated with a fun and informative series of in-person and online events, supported by First Nations Elders and community partners. Events included:

- First Nations Bushfoods and Plant Uses, a conversation-based walk through the gardens with Royal Botanic Gardens Victoria (Cranbourne) Aboriginal Learning Facilitators Steve Parker and Sam May, was streamed live on YouTube

- Storytimes with Boon Wurrung and Wemba Wemba Elder Aunty Fay Muir & author Thomas Mayor. Aunty Fay is also an author who is passionate about sharing her culture and language

- A screening of Crocodile Dreaming, with Aunty Anni Cockburn

We are grateful to all community members who contributed to this year's NAIDOC events, and value their support immensely.

On behalf of Royal Botanic Gardens Victoria (RBGV) I just wanted to send a thank you for all of your support and guidance in once again delivering the Bushfood/Plant Use Tour yesterday. It is always a privilege and joy to work with great people, such as yourselves, and we really appreciate your willingness to jump in and support the various partnership ideas – particularly as they wouldn't be possible otherwise!

Thank you again and we look forward to working with you again soon.

(Ben Liu Creative Producer, Learning and Participation)

Communities for Children - Library has Legs Cranbourne and Cardinia

After more than a decade CCL's Library Has Legs programs came to an end on 30 June. These unique programs have been federally funded under the Communities for Children (CFC) stream for many years and brought literacy programs to some of the most vulnerable children in the Cranbourne region throughout that time.

CCL would like to acknowledge the work of our specialist staff who brought the programs to life: Jo-Anne and Naomi (Cardinia); Ivy, Ingrid and Nikki (Cranbourne). We would also like to thank the teams at Anglicare and Windermere, who have been our facilitating partners throughout the life of these programs.

CFC Cranbourne activities centered around Aboriginal and Torres Strait Islander families and diverse cultural groups, introducing kids to reading and other library services – mostly in spaces outside our library branches. The funding also enabled us to build strong relationships with aligned community services.

The focus in Cardinia was on individual children and families. Jo-Anne and Naomi travelled to children and parents in their homes to support a beginning to their literacy journey and solidify their relationship with the library as a 'safe place'.

It has been our absolute pleasure to partner with you all and to share in all the positive outcomes of the Library Has Legs program within Cardinia... we look forward to continuing to work with you in innovative and creative ways, to benefit the ever-growing Cardinia community.

(Carol Abery of Anglicare)

Children and Youth

1000 Books Before School

Hundreds of children across CCL became reading-ready for primary school through the 1000 books before school program this year. Families reading to their children and babies were offered a range of fun incentives to keep the reading journey active throughout pre-school years.

Meet Aaminah and her younger sister Saaliah in sparkly hats at Endeavour Hills Library. They have all read and shared 1000 books before school!

Children's Book Week

This year's Book Week theme was 'Old Worlds, New Worlds and Other Worlds'. Kids dressed up as their favourite book characters and entered a photo in the Book Week dress up competition. They were also able to channel their inner artist with the 'design a bookmark' competition. Of course, plenty of our library team got into the spirit of the week and dressed up too.

National Simultaneous Storytime

This year's NSS 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 ten internal and external sessions on the day involving 570 children, including a reading 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!

(Heidi, staff member)

FIFA Soccer Tournament

Hampton Park youth love to play FIFA on the library PS4 and XBOX. The first ever FIFA tournament held in the library in May was a hit with local young people. All players were engrossed in the game and the library team deftly umpired the competition. Pizzas and drinks were almost as popular as the game itself and the tournament winner walked away with a Rebel Sport voucher – and the glory of course!

STEAM (Science Technology Engineering, Arts and Maths)

Our libraries run programs and activities promoting Science, Technology, Engineering, Arts and Mathematics. This year they continued to be popular with kids both in-person and online. Online Code Club was fully booked and a big success. Thanks to our community, we held a successful fundraiser to support the purchase of new Lego and science equipment, raising $7,500 for science programs across the region.

Lego Challenges were popular right across the network. At Emerald Library children were given the task of constructing a Lego maze, and although it initially appeared to be an easy task, the children soon discovered it was complicated. How would the marble fit through the Lego blocks easily? Could two marbles navigate the maze and other problems? One child even created an upside-down maze! At the end of the sessions each child had a chance to see if they could solve each other's mazes. One parent who had attended was inspired to replicate the activities at home with her autistic child, confident it would be a winner. As always, LEGO attracts kids of all ages – one of the challenges was won by a 4-year-old, and another by an 11-year-old!

Science Week

Science Week always goes off with a bang! Where else do you get to do fun experiments like where water walks? The kids learned that water travels up through the paper towel by 'capillary action' which is basically defying gravity by moving upwards. The same process helps water travel from the roots of a plant to the top leaves of a tree!

Organisational Excellence

Build an outstanding and innovative organisation.

167 Employees

35 Full time

132 Part time

94.84 EFT

Professional Development

Our 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. Activities for the day included: a laughing coach, teams are built for growth,

guest speaker Sharni Layton, personal wellbeing, a presentation on family violence support from Orange Door, and we ended the day with a session on mindfulness, featuring our own team members and their Passion Projects.

Health and Wellbeing for our team

CCL values the health and wellbeing of our team. We had a dedicated group of staff ensuring the broader team looked after themselves throughout what became a challenging and disruptive year. A number of wellbeing initiatives were put in place including access to meditation programs, fortnightly wellbeing updates on personal health, and promotion of other services. For example, Men's Shed, Diabetes Awareness, menopause and more. We created a an environment where it is safe for our team to express mental and physical health concerns and had frameworks in place to support them.

Digital HR and Payroll

With a dynamic workforce of full time and part time employees, the completion of forms, approvals and administration can be cumbersome. With the creation of digital Payroll forms through our in-house PowerApps and Power Automate application staff can quickly lodge and track their forms, Managers and Executives can efficiently approve them, and we avoid the pitfalls of paper forms getting lost in the system.

COVID compliance and re-opening

CCL continually adapted our service delivery across the year in line with Government COVID-19 regulations. Following the last lockdown in 2021, our libraries gradually re-opened, and we adjusted to the new paradigm of vaccination entry requirements, capacity limits and assisting our visitors to 'check in' using the Services Victoria app. We devoted precious staffing resources to facilitate a 'concierge' role at each entry – this put a marked strain on our ability to return to full opening hours, which was not achieved until May 2022.

Living Libraries Infrastructure Funding

Emerald Library

Emerald Library closed for refurbishment for 8 weeks in April and May to modernise the library and make the most of the existing footprint.

During renovation works our team delivered essential library services from the Hills Hub. This was proved to be a very successful partnership and enabled customers to borrow, return and attend children's programs throughout the build.

We were delighted to open our doors on Friday 13 May, and welcome back our community to the beautiful and expanded children's area, a large study room with lots of space for people to gather, work and learn as well as some comfy places to lounge and read. The library was painted, new carpet fitted, a smaller circulation desk installed and new lounge furniture appointed throughout..

We are grateful to Cardinia Shire Council, the State Government of Victoria and The Emerald Mechanics Institute, who have helped us to renew this library space that will benefit our Hills community for years to come.

The library foyer features a large map of the Yarra Ranges and surrounds by local cartographer Adam Mattinson, illustrated in the style of Tolkein's Lord of The Rings.

The children's area features an art installation of beautiful tin flowers, created by recycling household cans. The artist, Mrs Brown's Blooms, lives in outback Queensland and has created a large bouquet of flowers to entice young people into the space.

To top off the project, Federation University also contributed to furnishing the expanded study space, with areas for both collaborative and solo study.

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 number of visitors to the library have almost doubled since we reopened, and it was fabulous to see community returning to a space that they can be proud of.
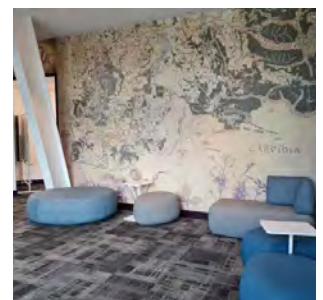
Community feedback

It was Library Census Day for every library in Victoria on 24 May. The census data collected will be so important in shaping library services in the future. Community members who visited us were asked some questions about their trip by our friendly staff. The survey took less than two minutes to complete, we are grateful for everyone's support.

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

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

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

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

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

Our Key Measures

Measure	CCL Actual 2019/2020	CCL Actual 2020/2021	CCL Projections 2021/2022*	CCL Actual 2021/2022
Engagement				
Utilisation of Technology (Wi-Fi, Public PC user in branch)	283,652	107,171	112,00	100,188
Net Promoter Score (Community Survey)	64	76	65	75.5
Memberships**	132,757	105,930	107,000	99,264
Visits				
Visits – physical	949,876	435,263	515,000	507,704
Visits – virtual	935,390	847,362	933,000	939,118
Total visits	1,885,266	1,282,625	1,448,000	1,446,822
Program and events attendance	69,573	36,345	30,000	32,174
Collection				
Loans (total physical and digital)	2,285,319	2,055,629	2,125,000	2,216,273
Turnover rate – physical items	5.7	4.5	6.0	4.6
Turnover rate – digital items	23.5	21.1	20.0	32.6
Physical quality of library collection (age of collection - less than 5 years)	68.5%	66.2%	68.0%	69.7%
Cost of Delivery				
Cost of library service per capita	$24.89	$23.20	$23.94	
Cost of library service per visit (total income)	$11.70	$27.12	$23.55	

Revised projections from those presented in the Library Plan 2021 – 2025 (Updated April 2022)

*** Unusual bulk membership database clean-up occurred in February 2021, and again in February 2022*

For more detail on 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 – July 2016

Thank you, we are grateful

Anglicare

Windermere

Casey Tech

Federation University

Monash Health

Outlook

YMCA

Aligned Leisure

AMES

Arthur Wren Hall Management, Hampton Park

Asylum Seeker Resource Centre ASRC

Australian Library and Information Association (ALIA)

Australian Taxation Office (ATO)

Australia Post

Autumn Place Community Hub

Bam Bams Emerald

Balla Balla Community Centre

Be Connected Grant funding

Berwick Mechanics Institute

Bunjil Place Precinct Partners

Casey Aboriginal Gathering Place

Casey North Information and Support Services

Casey Rainbow Community

Catalyst Training

Chisholm Institute

City of Casey Digital Services and Open Data Platform

City of Casey – Job Advocates

Communities for Children networks in Cranbourne and Cardinia Shire

Community Information and Support Cranbourne Inc. (CISC)

Cranbourne & District Community Services Group (CDCSG)

Cranbourne West Community Hub

Dandenong and District Aborigines Co-Operative Limited (DDACL)

Deakin University

Doveton College

Doveton Neighbourhood Learning Centre

DSS – Australian Government Department of Social Services

Eastern Regional Mental Health Association (ERMHA)

Emerald Arts Society

Emerald and District Lions Club

Emerald Hills Hub

Endeavour Hills Town Square

Endeavour Hills Shopping Centre

enliven Enhancing Social Health: Food from Home

Escabags

Family Life

Friends of Casey Cardinia Libraries

Friends of Doveton Library

Follow Bless Collective

Gazette

Greater Dandenong Libraries

Grow Australia

Hampton Park Community House

Hampton Park Youth Services

Holy Family Doveton

Jobs Victoria

Justices of Peace

Kaye Charles Real Estate Emerald

Libraries After Dark

Linkedin Learning Partnership with Casey Cardinia

LJ Hooker Hampton Park

Local Community Houses and Community Groups across the Casey Cardinia Region

Local History Societies

Local Maternal Child Health Centres, Childcare and Kindergartens and schools.

Max Employment

Men's Shed

Minnovation Technologies

Narre Warren & District Family History Group Inc

NBNCo

Neighbourhood and Learning Centres across the Casey Cardinia Region

Paint Doveton REaD

Pakenham Living and Learning Centre

Peninsula Community Legal Centre (PCLC)

Public Libraries Victoria

Reclink

Royal Botanic Gardens Victoria, Cranbourne

Salvation Army (Doveton and Pakenham)

Save the Children Australia

Share the Dignity

Sikh Community

Spectrum Real Estate

South East Local Learning and Employment Network (SELLEN)

Springvale Learning and Activity Centre (SLAC)

Springvale Monash Legal Services (SMLS)

Star News

State Library of Victoria

Southeast Community Links

South East Yoga

Southern Migrant and Refugee Centre (SMRC)

The Andrews Centre

The Emerald Messenger

The General Food Store, Emerald

Transit Soup Kitchen and Food Support

U3A – Cardinia, Casey, Cranbourne and Emerald

Uniting Church – Romina Perera

VACCA - Victorian Aboriginal Child Care Agency

WAYSS – Homelessness

Wellsprings for Women

Women's Friendship Groups

Woolworths Dandenong South

For more information on Casey Cardinia Libraries visit

🌐 ccl.vic.gov.au

✉️ information@cclc.vic.gov.au

📞 1800 577 548

f @CaseyCardiniaLibraries

🐦 @CasCarLibraries

📷 @CaseyCardiniaLibraries

Casey Cardinia Libraries

I II / / / / ✓
Libraries Change Lives

Casey Cardinia Libraries Annual Financial Report

For the year ended 30 June 2022

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020, the Australian Accounting Standards and other mandatory professional reporting requirements.

Mrs Emily Ramaswamy - CPA
General Manager, Finance
DATE:
LOCATION:

In our opinion the accompanying financial statements present fairly the financial transactions of Casey-Cardinia Libraries (the Corporation) for the year ended 30 June 2022 and the financial position of the Corporation as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Board of the Corporation and by the *Local Government (Planning and Reporting) Regulation 2020* to certify the financial statements in their final form.

Miguel Belmar   Cr Jeff Springfield
Chairperson   **Board Member**
DATE: DATE:
LOCATION: LOCATION:

Beth Luppino,
Chief Executive Officer
DATE:
LOCATION:

Victorian Auditor-General's Office Report

[INSERT REPORT HERE]

VAGO Report

[INSERT REPORT HERE]

Comprehensive Income Statement
For the Year Ended 30 June 2022

	Note	2022	2021
		$	$
Income			
Contributions - monetary Member Councils	2.1	8,772,499	8,642,856
Contributions - monetary Government	2.2	3,059,758	2,953,964
Net gain (or loss) on disposal of equipment	2.3	(2,536)	9,082
Other income	2.4	144,169	196,804
Total income		**11,973,890**	**11,802,706**
Expenses			
Employee costs	3.1	8,937,923	8,385,772
Materials and services	3.2	1,319,918	1,265,276
Depreciation and amortisation	3.3	1,428,471	1,358,812
Other expenses	3.4	467,098	517,948
Total expenses		**12,153,410**	**11,527,808**
Surplus/(deficit) for the year		**(179,520)**	**274,898**
Total comprehensive result		**(179,520)**	**274,898**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2022

	Note	2022	2021
		$	$
Assets			
Current assets			
Cash and cash equivalents	4.1	454,162	430,454
Trade and other receivables	4.1	64,491	78,118
Other financial assets	4.1	3,500,000	3,500,000
Inventories		4,111	4,111
Total current assets		**4,022,764**	**4,012,683**
Non-current assets			
Plant and equipment	5.1	4,256,682	4,234,308
Right-of-use assets	4.5	111,551	135,190
Total non-current assets		**4,368,233**	**4,369,498**
Total assets		**8,390,997**	**8,382,181**
Liabilities			
Current liabilities			
Trade and other payables	4.2	737,829	756,667
Contract Liability	4.2	6,985	39,780
Provisions	4.3	1,965,587	1,569,116
Lease Liabilities	4.5	26,907	26,907
Total current liabilities		**2,737,308**	**2,392,470**
Non-current liabilities			
Provisions	4.3	–	133,437
Lease Liabilities	4.5	89,314	112,378
Total non-current liabilities		**89,314**	**245,815**
Total liabilities		**2,826,622**	**2,638,285**
Net assets		**5,564,375**	**5,743,896**
Equity			
Members contribution on formation		2,051,239	2,051,239
Accumulated surplus	8.1	3,513,136	3,692,657
Total Equity		**5,564,375**	**5,743,896**

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
For the Year Ended 30 June 2022

2022	Note	Total $	Accumulated Surplus $	Member Contribution on Formation $
Balance at beginning of the financial year		5,743,896	3,692,657	2,051,239
Surplus/(deficit) for the year		(179,520)	(179,520)	–
Balance at end of the financial year		**5,564,376**	**3,513,137**	**2,051,239**

2021	Note	Total $	Accumulated Surplus $	Member Contribution on Formation $
Balance at beginning of the financial year		5,468,998	3,417,759	2,051,239
Surplus/(deficit) for the year		274,898	274,898	–
Balance at end of the financial year		**5,743,896**	**3,692,657**	**2,051,239**

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
For the Year Ended 30 June 2022

	Note	2022 Inflows/ (Outflows) $	2021 Inflows/ (Outflows) $
Cash flows from operating activities			
Council contributions		9,649,749	9,507,141
Government grants		3,078,056	2,972,252
Interest received		17,213	19,455
Overdue fines		44	185
Other Income		69,403	190,990
Employee costs		(8,680,940)	(8,343,785)
Library materials		(424,245)	(377,255)
IT and communications		(876,113)	(874,412)
Other payments		(659,314)	(507,655)
Net GST refund/(payment)		(720,403)	(733,945)
Net cash provided by/(used in) operating activities		**1,453,449**	**1,852,971**
Cash flows from investing activities			
Proceeds from sale of plant and equipment		6,030	24,058
Payments for investments		–	(600,000)
Payments for books, furniture, plant and equipment	5.1	(1,435,771)	(1,410,644)
Net cash provided by/(used in) investing activities		**(1,429,741)**	**(1,986,586)**
Net increase (decrease) in cash and cash equivalents		23,708	(133,615)
Cash and cash equivalents at the beginning of the year		430,454	564,069
Cash and cash equivalents at the end of the financial year		**454,162**	**430,454**

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
For the Year Ended 30 June 2022

	2022	2021
	$	$
Capital Expenditure		
Motor Vehicles	–	34,544
Furniture and equipment	222,263	197,874
Books and materials	1,213,508	1,178,226
Total Capital Works	**1,435,771**	**1,410,644**

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

OVERVIEW

Introduction

Casey-Cardinia Libraries was established under the provisions of Section 196 of the *Local Government Act 1989* by the Minister of Local Government on September 26, 1996. The Libraries' main office is located at 65 Berwick-Cranbourne Road, Cranbourne.

Statement of compliance

These financial statements are a general-purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general-purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

a. Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the determination of depreciation for plant and equipment (refer to Note 3.3)
- the determination of employee provisions (refer to Note 4.3)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 2)

- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 4.5)
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

b. **Impact of Covid-19**

During 2021-22 the COVID-19 pandemic continued to impact on the Corporation's operations. Casey-Cardinia Libraries has noted the following significant impacts on its financial operations:

- Reduced opening hours due to staff shortages have resulted in loss of revenue, including photocopying, printing and meeting room hires, resulting in unfavourable variance against the budget. This loss of revenue is largely offset by an underspend in administration expenses (printing, photocopying, stationery) compared to the budget. Details on Page 14 & 15.

- Reduced opening hours due to staff shortages have resulted in significant savings in employee costs compared to the budget. Further savings have been achieved due to staff taking leave, reduction in staff additional hours, reduced overtime, postponement of recruitment for vacant shifts, cancelling and postponing of training events. Details on Page 14 & 15.

NOTE 1   **Performance against budget**

The performance against budget notes compare the Corporation's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. The Corporation has adopted a materiality threshold of the lower of 10 percent or $50,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by the Corporation's Board on 23 June 2021. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. The Corporation sets guidelines and parameters for income and expense targets in this budget in order to meet the Corporations planning and financial performance targets for both the short and long-term. The Budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

1.1 Income and expenditure

	Budget 2022 $	Actual 2022 $	Variance 2022 $	Variance 2022 %	Ref
Income					
Council grants & contributions	8,772,498	8,772,499	1	0.0%	
Government grants & contributions	2,839,505	2,867,664	28,159	1.0%	
'Communities for Children' funding	179,520	192,094	12,574	7.0%	
Interest on investments	33,750	21,398	(12,352)	-36.6%	1
Other income	303,157	120,235	(182,922)	-60.3%	2
Total income	**12,128,430**	**11,973,890**	**(154,540)**	**-1.3%**	
Expenses					
Employee costs	9,110,268	8,937,923	172,345	1.9%	3
IT & communications	752,345	796,467	(44,122)	-5.9%	
Library materials	382,051	385,677	(3,626)	-0.9%	
Programs Promotions	139,766	137,774	1,992	1.4%	
Administration	606,218	467,098	139,120	22.9%	4
Depreciation and amortisation	1,456,459	1,428,471	27,988	1.9%	
Total expenses	**12,447,107**	**12,153,410**	**293,697**	**2.4%**	
Surplus/(deficit) for the year	**(318,677)**	**(179,520)**	**139,157**	**-43.7%**	

Variance Ref	Item	Explanation
1	Interest on Investments	Interest rates have been consistently low throughout the year, which resulted in lower than expected interest revenue.
2	Other Income	Repeated COVID-19 lockdowns and branch closures resulted in loss of revenue, including photocopying, printing and meeting room hires, resulting in unfavourable variance against the budget. This loss of revenue is largely offset by an underspend in administration expenses (printing, photocopying, stationery) compared to the

budget. During the year, CCL also announced an upcoming dissolution to community, which effected the ability of the organisation to seek donations from the public.

Variance Ref	Item	Explanation
3	Employee Costs	Due to the closure of branches to the public during COVID-19 pandemic, there have been significant savings in employee costs compared to the budget. Further savings have been achieved due to staff taking leave, reduction in staff additional hours, reduced overtime, postponement of recruitment for vacant shifts, cancelling and postponing of training events.
4	Administration	The favourable variance against budget is mainly due to the reduced opening hours in the first half of the financial year during COVID-19. A slower return to branches from public has resulted in further savings in areas such as printing, photocopying and stationery.

1.2 Capital works

	Budget 2022 $	Actual 2022 $	Variance 2022 $	Variance 2022 %	Ref
Capital Expenditure					
Library materials	1,209,828	1,213,508	3,680	0.3%	
Furniture and equipment	217,474	222,263	4,789	2.2%	
Total Capital Expenditure	**1,427,302**	**1,435,771**	**8,469**	**0.6%**	

(i) Explanation of material variations

NOTE 2 **Funding for the delivery of our services**

2.1 Contributions

	2022	2021
	$	$
Member Council Contributions:		
City of Casey	6,495,948	6,415,592
Cardinia Shire	2,276,551	2,227,264
Total contributions	**8,772,499**	**8,642,856**

Figures are stated exclusive of GST

Member Council Contributions are recognised on receipt, as there are no performance obligations associated with the contribution.

2.2 Funding from other levels of government

	2022	2021
	$	$
Grants were received in respect of the following:		
Commonwealth funded grants	192,094	182,877
State funded grants	2,867,664	2,771,087
Total grants received	**3,059,758**	**2,953,964**

Figures are stated exclusive of GST

Grant income is recognised at the point in time when the organisation satisfies its performance obligations as specified in the underlying agreement. Where there are no specific funding obligations, income is recognised on receipt.

2.3 Net gain/(loss) on disposal of plant and equipment

	2022	2021
	$	$
Proceeds of sale	6,030	24,058
Written down value of assets disposed	(8,566)	(14,977)
Total net gain/(loss) on disposal plant and equipment	**(2,536)**	**9,082**

The profit or loss of an asset is determined when control of the asset has passed to the buyer.

2.4 Other income

	2022	2021
	$	$
Overdue fines	44	185
Membership cards	378	559
Photocopying	37,574	33,982
Meeting room hire	2,235	1,874
Lost books	7,706	6,958
Library programs	30,611	3,440
Sundry recoverable	44,222	133,181
Interest on term deposits	21,398	16,626
Total other income	**144,169**	**196,804**

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when the Corporation gains control over the right to receive the income.

NOTE 3   **The cost of delivering services**

3.1 Employee costs

	2022	2021
	$	$
Wages and salaries	8,069,427	7,532,704
Travel allowance	8,221	5,035
WorkCover	59,786	32,813
Superannuation	709,441	706,778
Other	91,048	108,441
Total employee costs	**8,937,923**	**8,385,772**

(i) Superannuation

	2022	2021
	$	$
CCL made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	48,843	40,447
	48,843	**40,447**
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	578,373	557,464
All Other Superannuation Funds (Choice of Super)	–	31,308
	578,373	**588,772**
Employer contributions payable at reporting date.	**82,226**	**77,559**

Refer to note 8.2 for further information relating to the Corporation's superannuation obligations.

3.2 Materials and services

	2022 $	2021 $
IT & Communictions	796,467	794,920
Library materials	385,677	342,959
Marketing and promotions	137,774	127,397
Total materials and services	**1,319,918**	**1,265,276**

3.3 Depreciation and amortisation

	2022 $	2021 $
Books and materials	1,197,066	1,092,724
Furniture and equipment	202,584	226,678
Motor vehicles	5,182	4,071
Right-of-Use Assets	23,639	35,339
Total depreciation and amortisation	**1,428,471**	**1,358,812**

Refer to notes 4.5 and 5.1 for a more detailed breakdown of depreciation and amortisation changes and accounting policy.

3.4 Other expenses

	2022 $	2021 $
Auditors' remuneration - VAGO - audit of the financial statements	20,060	12,500
Freight - daily transfer of collection between library	125,974	82,952
Home Delivery Service	28,809	83,810
Photocopying, Printing & Stationary	53,567	51,723
Others	238,688	286,963
Total other expenses	**467,098**	**517,948**

NOTE 4   **Our financial position**

4.1 Financial assets

	2022 $	2021 $
Cash and cash equivalents		
Cash on hand	1,065	1,065
Cash at bank	72,749	120,809
Term deposits	380,348	308,580
Total cash and cash equivalents	**454,162**	**430,454**
Other financial assets		
Term deposits - current	3,500,000	3,500,000
Total other financial assets	**3,500,000**	**3,500,000**
Total financial assets	**3,954,162**	**3,930,454**
Trade and other receivables		
Prepayments	55,102	72,912
Interest Receivable	9,389	5,205
Total current trade and other receivables	**64,491**	**78,118**

Short-term receivables are carried at invoice amount.

4.2 Payables

Trade and other payables

	2022 $	2021 $
Trade payables	354,725	332,115
Accrued expenses	383,104	424,552
Total trade and other payables	**737,829**	**756,667**

Contract Liability

	2022	2021
	$	$
Grants received in advance - operating	6,985	39,780
Total unearned income	**6,985**	**39,780**

4.3 Provisions

	2022	2021
	$	$

Current Provisions

Current provisions expected to be wholly settled within 12 months		
Annual leave	758,214	542,589
Long service leave	1,207,373	113,720
	1,965,586	**656,309**

Current provisions expected to be wholly settled after 12 months		
Annual leave	–	151,754
Long service leave	–	761,052
	0	**912,807**
Total current employee provisions	**1,965,587**	**1,569,116**

Non-current

Long service leave	–	133,437
Total non-current employee provisions	**–**	**133,437**
Aggregate carrying amount of employee provisions:		
Current	1,965,587	1,569,116
Non-current	–	133,437
Total aggregate carrying amount of employee provisions	**1,965,587**	**1,702,553**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

4.4 Financing arrangements

	2022	2021
	$	$
The Corporation has the following funding arrangements in place as at 30 June 2022		
Credit card facilities	20,000	35,000
Total facilities	**20,000**	**35,000**
Used facilities		
Credit card facilities	7,858	4,524
Total Used facilities	**7,858**	**4,524**
Unused facilities		
Credit card facilities	12,142	30,476
Total Unused facilities	**12,142**	**30,476**

4.5 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, The Corporation recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- Any lease payments made at or before the commencement date less any lease incentives received; plus

- Any initial direct costs incurred; and

- An estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, The Corporation uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;

- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

- Amounts expected to be payable under a residual value guarantee; and

- The exercise price under a purchase option that The Corporation is reasonably certain to exercise, lease payments in an optional renewal period if The Corporation is reasonably

certain to exercise an extension option, and penalties for early termination of a lease unless The Corporation is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-Use Assets

2022	Property $	Other, etc $
Balance at 1 July 2021	135,190	-
Adjustments due to contract changes	-	-
Amortisation charge	(23,639)	-
Balance at 30 June 2022	**111,551**	**-**

2021	Property $	Other, etc $
Balance at 1 July 2020	155,818	11,506
Adjustments due to contract changes	3,206	-
Amortisation expense	(23,833)	(11,506)
Balance at 30 June 2021	**135,190**	**(0)**

Lease Liabilities

	2022 $	2021 $
Maturity analysis - contractual undiscounted cash flows		
Less than one year	27,400	27,400
One to five years	98,183	109,600
More than five years	-	15,983
Total undiscounted lease liabilities as at 30 June:	**125,583**	**152,983**
Lease liabilities included in the Balance Sheet at 30 June:		
Current	26,907	26,907
Non-current	89,314	112,378
Total lease liabilities as at 30 June:	**116,221**	**139,285**

When measuring lease liabilities, The Corporation discounted lease payments using an incremental borrowing rate 3.42% for office space leases.

NOTE 5 **Assets we manage**

5.1 Plant and equipment
Summary of plant and equipment

	At Fair Value 30 June 2021	Additions	Depreciation	Disposal	At Fair Value 30 June 2022
	$	$	$	$	$
Motor Vehicles	33,537	–	5,182	–	28,355
Furniture and equipment	442,637	222,263	202,584	8,566	453,751
Books & Materials	3,758,134	1,213,508	1,197,066	–	3,774,576
	4,234,308	**1,435,771**	**1,404,832**	**8,566**	**4,256,682**

Asset recognition thresholds and depreciation periods

	Depreciation Period	Depreciation Rate	Threshold Limit
	Years	%	$
Books & Materials	6.7	15%	Nil Limit
Motor Vehicles	6.7	15%	Nil Limit
Furniture & Equipment			
Furniture and Fittings	10	10%	500
Electrical Equipment	5	20%	500
Computer Equipment	3	33%	500
Mobile Devices	2	50%	500

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

In accordance with the Corporation's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Depreciation and amortisation

Plant and equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Corporation in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

NOTE 6   **People and relationships**

6.1 Corporation and key management remuneration

(a) Key Management Personnel

Details of persons holding the position of Board Members or other members of key management personnel at any time during the year are:

Board Members

	2022	2021
	No.	No.
City of Casey		
Miguel Belmar (Chairperson, from Nov 2021)	1	1
Bernard Rohan (until Mar 2022)	1	1
Steve Coldham	1	1
Noelene Duff*	1	1
Keri New (from Mar 2022)	1	-
Cardinia Shire Council		
Cr Jeff Springfield (Chairperson, until Nov 2021)	1	1
Lili Rosic (from Oct 2021)	1	-
Cr Jack Kowarzik *	1	1
Jenny Scicluna (until Oct 2021)**	1	1
Tracey Parker (until Nov 2020)**	-	1
Nigel Higgins (until May 2021)	-	1
Cr Jodie Owen (until Aug 2020) **	-	1
Cr Ray Brown* (until April 2021) **	-	1
Total Number of Councillors & Member Council Delegates	**9**	**11**
Chief Executive Officer and other Key Management Personnel		
Chris Buckingham - Chief Executive Officer (Until Oct 2021)	1	1
Beth Luppino - Chief Executive Officer (From Oct 2021)	1	-
Beth Luppino - General Manager, Customer Experience (Until Oct 2021)	1	1
Bec Mitchem - General Manager, Customer Experience (From Oct 2021)	1	1
Melissa Martin - General Manager, Organisational Development (Until Feb 2022)	1	1
Janine Galvin - General Manager, Organisational Development (From Mar 2022)	1	-
Daniel Lewis - General Manager, Digital Operations	1	1
Emily Ramaswamy - General Manager, Finance (From Dec 2021)	1	1
Avtar Singh - Acting General Manager, Finance (Until Dec 2021)	1	1
Total Key Management Personnel	**18**	**18**

* Alternate Delegate. ** Retired

(b) **Remuneration of Key Management Personnel**

Board Members who are Councillors and Officers nominated by the Member Councils do not receive remuneration from Casey Cardinia Libraries.

	2022	2021
	$	$
Total remunerations of key management personnel was as follows:		
Short term benefits	860,128	781,356
Post employment benefits	78,006	70,346
Long-term benefits	21,503	2,375
Total	**959,637**	**854,077**

The number of Key Management Personnel whose total remuneration from the Corporation and any related entitled, fall within the following bands:

	2022	2021
	No.	No.
$20,000 – $29,999	–	1
$40,000 – $59,999	2	–
$70,000 – $89,999	1	1
$100,000 – $109,999	1	1
$130,000 – $139,999	2	–
$150,000 – $159,999	–	2
$160,000 – $169,999	1	–
$170,000 – $189,999	–	–
$220,000 – $229,999	–	–
$230,000 – $239,999	1	1
	8	6

(c) **Senior Officer Remuneration**

All Senior Officers are also considered KMPs and their remuneration is therefore disclosed above in section (b). No further disclosure is required.

6.2 Related party disclosure

(a) Transactions with related parties

During the period the Corporation entered into the following transactions with related parties.

The Corporation purchases financial services, catering services and rents office space for the Library's Administration from the City of Casey and Cardinia Shire. The Corporation used the onsite catering services at Bunjil Place Library for events held on site during the year. Contributions are received from both Member Councils and separately disclosed in Note 2.1.

	2022	2021
	$	$
Financial Services paid to City of Casey	42,350	33,880
Catering services paid to City of Casey	416	–
LinkedIn Learning Contribution Received from City of Casey	–	(18,815)
Emerald Library Upgrade Project – Contribution paid to Cardinia Shire	27,500	–
	70,266	15,065

Funding Allocation		
City of Casey	52,032	11,183
Cardinia Shire	18,235	3,882
	70,266	15,065

Figures above are stated inclusive of GST

(b) Outstanding balances with related parties

The following balances were outstanding with related parties that required disclosure during the 2021-22 year.

	2022	2021
	$	$
Catering services owed to City of Casey	3,358	–
	3,358	–

Funding Allocation		
City of Casey	2,487	–
Cardinia Shire	871	–
	3,358	–

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by the Corporation to related parties during the 2021-22 or 2020-21 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed or secured by the Corporation to related parties during the 2021-22 or 2020-21 reporting years.

NOTE 7   **Managing uncertainties**

7.1 Contingent assets and liabilities

(a) Contingent assets

There are no anticipated contingent assets.

(b) Contingent liabilities
  Superannuation

The Corporation has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions
There were no contributions outstanding and no loans issued from or to any schemes as at 30 June 2022. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are $42,925.76.

  Dissolution of Casey-Cardinia Libraries

Local Government Act 2020 received royal assent on 24 March 2020, replaced the Local Government Act 1989. Implementation of the new Local Government Act 2020 requires Library Corporations and their Member Councils to find an alternative legal entity governance model. Library Corporations have 10 years to make the transition from 1 July 2021.
The Casey and Cardinia Shire Councils have determined to dissolve the Casey Cardinia Libraries Corporation (the Corporation) under Clause 13 of the Regional Library Agreement. However, as at

the signing date of the financial statements, timing and plan of dissolution has not reached by the Corporation. Therefore, the financial implications to the Corporation cannot be reasonably estimated.

7.2 Change in accounting standards

As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact the Corporation.

7.3 Financial instruments

(a) Objectives and policies

The Corporation's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Corporation. These policies include identification and analysis of the risk exposure to the Corporation and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of the Corporation financial instruments will fluctuate because of changes in market prices. The Corporation's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Corporation does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. The Corporation manages interest rate risk by adopting an investment policy that ensures:
- Diversification of investment product;

- Monitoring of return on investment, and
- Benchmarking of returns and comparison with budget.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have a large impact on the Corporation's year-end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Corporation to make a financial loss. The Corporation have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- the Corporation has a procurement policy to manage levels of authority, purchasing limits and contractual time-lines established credit controls for the entities we deal with;
- the Corporation may require collateral where appropriate; and
- the Corporation only invests surplus funds with financial institutions which have a recognised credit rating specified in the Corporation's investment policy.

Receivables consist of business and government sector customers. Credit risk associated with the corporation's financial assets is minimal.

There are no material financial assets which are individually determined to be impaired.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Credit risk is not considered significant for the Corporation given the minimal dealings with counterparties giving rise to debts receivable.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of the Corporation's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the Corporation:
- Has contractual funding agreements with the Member Councils;

- Has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- Monitors budget to actual performance on a regular basis.

The Corporation's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the Balance Sheet.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Corporation believes the following movements are 'reasonably possible' over the next 12 months:

- A stable interest rate environment, with remote prospect of a shift from year-end rates of 0.5% - 1.25%.

These movements will not have a material impact on the valuation of the Corporation's financial assets and liabilities, nor will they have a material impact on the results of the Corporation's operations.

7.4 Events occurring after balance date

Local Government Act 2020 received royal assent on 24 March 2020, replaced the Local Government Act 1989. Implementation of the new Local Government Act 2020 requires Library Corporations and their Member Councils to find an alternative legal entity governance model. Library Corporations have 10 years to make the transition from 1 July 2021.

The Casey and Cardinia Shire Councils have determined to dissolve the Casey Cardinia Libraries Corporation (the Corporation) under Clause 13 of the Regional Library Agreement. An exact date that services will transfer is yet to be determined and staff, members and the community will be kept informed as planning proceeds, however it is likely to be mid-late 2022. CCL will continue to exist beyond the end of 2022 to ensure all legislative requirements of the winding up process are met, but it will not have staff or a specific function. The financial implications to the Corporation cannot be reasonably estimated at the signing date of this financial report.

NOTE 8 **Other matters**

8.1 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022	2021
	$	$
Surplus/(deficit) for the year	(179,520)	274,898
Depreciation/amortisation	1,428,471	1,358,812
Profit/(loss) on disposal of plant and equipment	2,536	(9,082)
Non cash movement in lease liability	(27,400)	(34,113)
Change in assets and liabilities:		
(Increase)/decrease in receivables	(4,184)	(11,636)
Increase/(decrease) in employee provisions	263,034	50,635
Increase/(decrease) in payables	3,308	226,847
Increase/(decrease) in Inventory purchased for sale	–	(671)
Increase/(decrease) in contract liabilty	(32,796)	(2,720)
Net cash provided by/(used in) operating activities	**1,453,449**	**1,852,971**

8.2 Superannuation

The Corporation makes majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee legislation).

Defined Benefit

The Corporation does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Corporation in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

The Corporation makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which the Corporation is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:
Net investment returns 4.75% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022

Vision Super has advised that the estimated VBI at 30 June 2022 was 102.2% (30 June 2021 was 109.7%)

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2021 triennial actuarial investigation conducted by the Fund Actuary, the Corporation makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/2021). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, the Corporation reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including the Corporation) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2021 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the Corporation is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which the Corporation is a contributing employer:

	2021	2020
	$m	$m
A VBI Surplus	214.7	100.0
A total service liability surplus	270.3	200.0
a discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

The Corporation was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022.

Superannuation contributions

Contributions by the Corporation (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022	2021
			$000	$000
Vision Super	Defined Benefits	10.0%	48.8	40.4
Vision Super	Accumulation	10.0%	597.6	635.0
All Other Superannuation Funds (Choice of Super)	Accumulation	10.0%	63.0	31.3

In addition to the above contributions, the Corporation has paid unfunded liability payments to Vision Super totalling $0 paid during the 2021-22 year, (2020-21: $0)

There were $0 contributions outstanding and $0 loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 are $41,262.72.

8.3   Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

OFFICERS REPORTS

CC38/2022	FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

CCL Library Plan reference – 4.5, 4.6

Income Statement Month Ended 31 July 2022	Total Budget 2023-23	Budget YTD July 2022	Actual YTD July 2022	Variance	% Actual Vs Budget
Income					
Council Contributions	8,926,017	743,835	743,835	0	0.0%
Government Grants	2,965,433	(5)	0	5	(100.0%)
Interest on Investments	15,750	832	2,526	1,694	203.6%
Other Income	233,325	20,502	7,602	(12,900)	(62.9%)
Total Income	**12,326,022**	**765,164**	**753,962**	**(11,201)**	**(1.5%)**
Expenditure					
Employee Costs	9,263,795	566,943	526,150	40,793	7.2%
IT & Communications	765,500	81,334	65,987	15,347	18.9%
Library Materials	386,692	152,380	147,514	4,866	3.2%
Promotions & Marketing	145,215	9,213	7,424	1,789	19.4%
Administration	529,865	73,414	42,867	30,547	41.6%
Depreciation	1,332,813	94,416	94,416	0	0.0%
Total Expenditure	**12,423,881**	**977,700**	**884,358**	**93,342**	**9.5%**
Net Gain (loss) disposal of plant & equipment	0	0	0	0	
Net result for the reporting period	**(97,859)**	**(212,536)**	**(130,395)**	**82,141**	**38.6%**

Discussion

Income

Other Income

Under performance in this area is in connection with donations and grant applications not being achieved. CCL aims for this to be a timing only variance, and will apply for grants that are available prior to December 31st.

Expenditure

Employee Costs

CCL is currently underspent in Employee costs, largely due to reduced opening hours and inability to backfill vacant positions with additional hours. Large amounts of staff were on planned and unplanned leave throughout the month of July.

IT & Communications

IT & Communications is currently underspent due to timing of supplier invoices.

Administration

Administration is currently underspent largely due to the timing of the invoice for the 2022 Audit and reduced opening hours resulting in lower printing and stationery costs in branches.

Capital Expenditure **Month Ended 31 July 2022**	Total Budget 2023-23	Budget YTD July 2022	Actual YTD July 2022	Variance	% Actual Vs Budget
Library Materials	1,246,123	111,790	91,005	20,785	18.6%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	196,324	16,360	18,090	(1,730)	(10.6%)
Capital Exp. for the reporting period	**1,442,446**	**128,150**	**109,094**	**19,056**	**14.9%**

Capital Expenditure

Library Materials

Library materials are currently underspent due to the timing of supplier invoices. This is expected to be a temporary variance.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
June Statement	26/05/2022	Spotlight Pty Ltd - Credit for Wool Purchase for Adult Program at Bunjil Place Library, as item out of stock	-$52.54
	14/06/2022	Wish Gift Cards - Libraries After Dark Programs Catering - Pakenham Library	$100.00
	14/06/2022	Coles Group - Libraries After Dark Programs Catering - Pakenham Library	$100.00
	22/06/2022	Riot Art - 5 Art Studio Easel sets for prizes - Tiny Art Show	$249.95
	22/06/2022	Wish Gift Cards - Qty 2 Digital Petty Cash Vouchers for STEAM Club Consumables - Bunjil Place and Pakenham Libraries	$340.00
	22/06/2022	Wish Gift Cards - Qty 3 Digital Petty Cash Vouchers for STEAM Club Consumables - Doveton, Emerald and Hampton Park Libraries	$297.00
	22/06/2022	Coles Group - Qty 2 Digital Petty Cash Vouchers for STEAM Club Consumables - Cranbourne and Endeavour Hills Libraries	$269.00
Total June 2022			**$1,303.41**
July Statement	1/07/2022	Eliza Flowers - Staff Member Sympathy Flowers	$67.00
	1/07/2022	Event Brite - Attendance for 4 staff to the Children and Youth Services Sig Conference	$114.90
	8/07/2022	SP Ngaraga Warendj - Badges for staff promotion of NAIDOC week	$247.08
	20/07/2022	Kogan - Face Masks for Casey Branches	$133.65
Total July 2022			**$562.63**
TOTAL			**$1,866.04**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
June Statement	25/05/2022	Melbourne Marriott - Parking - Daniel Lewis	$20.00
	28/05/2022	Zoom - Zoom Video Conferencing	$317.12
	30/05/2022	Transport For NSW Opal - Sydney - Daniel Lewis	$19.80
	1/06/2022	Elementor - Email Signature Software	$70.53
	1/06/2022	Melbourne Airport - Parking - Daniel Lewis	$24.24
	1/06/2022	Transport For NSW Opal - Sydney - Daniel Lewis	$19.80
	3/06/2022	Amazon Web Services - Website Hosting	$1,166.44
	3/06/2022	Amazon Web Services - Currency Conversion	$0.79
	5/06/2022	Adobe Creative Cloud - Creative Cloud Licenses	$492.48
	6/06/2022	Amazon Prime - Delivery Fee	$6.99
	7/06/2022	STEAM Purchase - Virtual Reality Software	$44.23
	7/06/2022	STEAM Purchase - Virtual Reality Software	$44.23
	7/06/2022	STEAM Purchase - Virtual Reality Software	$44.23
	14/04/2022	STEAM Purchase - Virtual Reality Software	$15.39
	14/04/2022	STEAM Purchase - Virtual Reality Software	$15.39
	8/06/2022	STEAM Purchase - Virtual Reality Software	$15.39
	9/06/2022	Alibaba - RFID replacement for asset 100222	$216.82
	13/06/2022	Zoom - Zoom Video Conferencing	$317.12
	21/06/2022	Terrapin Holdings Ltd - EduTech Conference - Daniel Lewis	$339.90
Total June 2022			$3,190.89
July Statement	5/07/2022	Website Hosting - IT Department	$1,205.74
	13/07/2022	Amazon Web Services - Currency Conversion Fee	$0.83
	12/07/2022	Adobe Creative Cloud - Creative Cloud Licences	$492.48
	15/07/2022	Zoom – Zoom Video Conferencing	$317.12
	24/07/2022	Freelancer.com - Software Development	$252.78
	15/07/2022	Dyn*Dyn - Dynamic DNS Pro Renewal	$152.61
	23/07/2022	STEAM Purchase - Virtual Reality Software	$29.81
	23/07/2022	STEAM Purchase - Virtual Reality Software	$29.81
	24/07/2022	STEAM Games - Virtual Reality Software	$29.81
	24/07/2022	STEAM Games - Virtual Reality Software	$29.81
Total July 2022			$2,540.80
TOTAL			$5,731.69

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
June Statement		NIL Transactions	
Total June 2022			$0.00
July Statement		NIL Transactions	
Total July 2022			$0.00
TOTAL			$0.00

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
June Statement	31/05/2022	Berwick Toyota - Service for CCL vehicle	$269.79
	31/05/2022	Simply Homewares - 12 Customer Baskets for Emerald Library Refurbishment	$119.90
	31/05/2022	Wish Gift Cards - Voucher for free presenter at Program at Endeavour Hills Library	$30.00
	31/05/2022	Bunnings Group Hawthorn East - Voucher for winner of the Pakenham Library Scarecrow Competition	$100.00
	2/06/2022	Toymate - Gift Card - Prize for Sid the Sloth Membership Campaign	$250.00
	7/06/2022	MakeDo - Purchase of STEAM items using STEAM Fundraising Money	$520.00
	15/06/2022	VALA - Online conference attendance -2 days for 2 staff	$220.00
Total June 2022			**$1,509.69**
July Statement	24/06/2022	Buzzsprout - Podcasting	$17.99
	28/06/2022	Campaign Monitor - EDM Credits	$863.72
	28/06/2022	Campaign Monitor - EDM Credits	$972.14
	9/07/2022	Fountain Gate Hobby Store - Gift Card Prize for Sid the Sloth Membership Drive	$250.00
	24/07/2022	Buzzsprout - Podcasting	$23.91
Total July 2022			**$2,127.76**
TOTAL			**$3,637.45**

Bank Reconciliation

A Bank Reconciliation is available on request.

Audit Strategy

CCL has completed the interim audit requirements and we have received confirmation from VAGO of the Draft Audit Strategy on 18 August 2022. Currently CCL audit is scheduled for 26 September 2022.

Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.
2. That the Draft Audit Strategy be noted.

VAGO
Victorian Auditor-General's Office

Casey-Cardinia Library Corporation ('Library')

Audit Strategy Memorandum
For the financial year ended 30 June 2022

Background

I enclose for your information the audit strategy memorandum (ASM) for the year ended 30 June 2022.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the Casey-Cardinia Regional Library Corporation. This document covers matters we believe to be significant in the context of our work.

Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during the planning phase of our audit.

Yours sincerely

Travis Derricott
Sector Director, Financial Audit

Melbourne
18 August 2022

Contents

Introduction

Purpose of the audit strategy memorandum

This document outlines our planned approach to the audit of the financial report or for the financial year ended 30 June 2022.

It is a key document for us to communicate with those charged with governance and management.

This document should be read in conjunction with our engagement letter dated 18 August 2022.

Scope of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014* and the Australian accounting standards and to provide an audit report to you
- provide a copy of my auditor's report to the Minister responsible for your financial report and where we provide a modified audit opinion, we must provide a copy to the Assistant Treasurer.

Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament

- appointed under legislation to examine on behalf of Parliament and taxpayers, the management of resources within the public sector

- not subject to the control or direction by either Parliament or the government.

The public

Parliament of Victoria

Executive government

Public sector services

VAGO

The auditor-general is an independent officer of Parliament

Key changes impacting your audit

Sector specific changes:

Minister for Local Government

Melissa Horne, MP became the Minister for Local Government effective 27 June 2022.

Local Government Act 2020

The *Local Government Act 2020* has resulted in the repeal of the *Local Government Act 1989*, however, Part 10 section 330 refers to the *Local Government Act 1989*, namely sections 196 to 197G, and states that those continue to apply to existing libraries as though the sections hadn't been repealed.

Accordingly, the financial statements for 2021-22 will continue to be prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014* and the Australian accounting standards

COVID-19 pandemic

The global COVID-19 pandemic continues to impact businesses and the way they operate. Responses by government have continued to evolve to prioritise the health and safety of communities. Positive COVID tests continue to disrupt the continuity of 'business as usual' operations as infected individuals are required to isolate until they are free of infection.

We will liaise with management to understand the challenges impacting your operations, systems and processes, and the financial impacts. Refer key risk 1 for further details.

VAGO and our audit service providers utilised remote audit protocols to complete the 2020-21 audit and we will continue to operate under this protocol for the foreseeable future as part of our 'better normal' principles. We will continue to work with management to ensure any face-to-face working occurs when it is beneficial and efficient for both parties. If we are working remotely or on-site, we will ensure we work together to continue to deliver our audit services in a way that minimises any impact on your operations.

Entity specific changes:

Dissolution of the Casey-Cardinia Regional Library Corporation

In September 2021, Casey City Council and Cardinia Shire Council agreed to the dissolution of Casey-Cardinia Regional Library on or before 31 December 2022.

This development will impact the preparation of the 2021-22 financial statements in a number of ways. For example:

- The basis of preparation (wind-up or liquidation basis rather than going-concern)
- The classification of assets and liabilities (current v's non-current)
- Disclosures throughout the financial statements.

Representations within the management representation letter with respect to going concern will also need to be revisited and revised to reflect the landscape at the time of the Board adopting the financial statements. Refer key risk 2 for further details.

Other matters:

2022 Victorian State Election

The Victorian state election is planned for 26 November 2022, with Parliament's last scheduled pre-election sitting date being 15 September 2022.

Planned audit approach

Risk identification and assessment

We understand your entity and its environment, to:

- set materiality
- identify material transactions, balances, disclosures, and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing, and direction of the audit—refer to **Appendix A** for the details of our planned approach.

Risk response

We choose and execute procedures to obtain audit evidence, this may include:

- testing key manual and application controls
- performance of substantive testing of transactions and balances
- substantive analytical procedures
- reliance on the work of others and specialist experts
- use of data analytics.

Reporting

We report:

- in our interim and final management letters, observations, and our recommendations to improve your internal controls and other deficiencies identified
- in our closing report, the outcome of our audit, informing you of financial reporting matters that are not related to internal controls
- our audit opinion in our audit report.

Key risks and areas of audit focus

Financial statements

We identified that the following financial statement balances/ disclosures/ areas pose a higher risk of material misstatement to your financial report. We will focus particular audit attention to these areas. In addition, we will perform procedures to obtain sufficient appropriate audit evidence on other material classes of transactions, balances, and disclosures in your financial report to obtain assurance that they are fairly presented.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1	Impact of COVID-19 on financial report	No	All levels of Government including the local government sector have taken significant measures in response to the global pandemic caused by COVID-19. The ongoing uncertainty with rapid and evolving responses impacts the way entities operate and, in some cases causes the closure of facilities and provision of services to prioritise the health and safety of communities. During times of significant uncertainty: • staff morale, wellbeing and decision making may be affected • key resources may be limited or redeployed to areas of critical need, and • internal controls may not operate as intended. The financial report impacts may include: • the receipt of and accounting for government grants • loss of revenue due to the ongoing closure of facilities and operating restrictions that were in place due to COVID-19 • rental relief received in response to COVID-19 • on-going investment in on-line services	We will: • liaise with management to understand the impact of COVID 19 on your financial reporting (e.g. changes to revenue streams, demand on specific services, impacts on your workforce and associated cost implications, valuation of assets, additional provisioning requirements and cash flows) • assess the impact of COVID 19 on your control environment (due to work from home arrangements, changes to financial delegations' limits etc.) • test material transactions and balances • review the accounting treatment of E-books • audit the specific disclosures highlighting the impact of COVID 19.	Yes

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
			• additional cost pressure incurred • specific financial report disclosures and presentation highlighting the impact of COVID 19.		
2	Going concern assumptions	Yes	The *Local Government 2020,* namely section 330(4), requires an existing regional library corporation to be wound-up in accordance with section 197G of the *Local Government Act 1989* before the expiry of the period of 10 years after the commencement of section 110. A Council that is a member of an existing regional library may cease to be a member of that existing regional library before it is wound up. The CCRLC is dependent on contributions from the member Councils to carry out its daily activities. It is our understanding that the existing member Councils decided to dissolve the CCRLC by 31 December 2022. In preparing the financial statements for 2021-22 management will need to consider, subject to the arrangements put in place: • whether the financial statements are prepared on a wind-up or liquidation basis • whether all assets and liabilities may need to be classified as current at balance date • whether the pending wind-up impacts the fair value of any assets and liabilities at balance date • the adequacy of disclosures at the Notes to the accounts.	We will: • consider the reasonableness of management's assessment of the effects of the dissolution on ○ the basis of preparation, ○ classification of assets and liabilities, and future contracted commitments ○ fair value of the assets and liabilities at balance date • evaluate the adequacy and appropriateness of the financial statement disclosures dealing with the consequences of the dissolution. • Review the representations within the management representation letter to be signed by the CEO.	Yes

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
3	Outsourced accounting function (payroll and purchasing)	No	Outsourced purchasing and payroll functions require that there be appropriate management oversight and monitoring of the third-party provider's activities. There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate. Material errors may occur due to ineffective of insufficient monitoring or preventative controls at the Library.	We will: • review the effectiveness of monitoring controls over the accuracy and completeness of the purchasing and payroll processing undertaken by Casey City Council on behalf of the Library and • perform an analytical review and substantiate any variances • perform cut-off testing.	

Materiality

We use our professional judgement to decide what is material by considering qualitative and quantitative factors.

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We start with an **overall materiality** for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

For our audit we use amounts less than overall materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. We call this 'performance materiality'. We will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are clearly trivial—an amount below which we judge those misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion.

Our planning materiality levels are shown in the table.

Description	Benchmark	Amount ($)
Overall materiality	5% of total expenses	622,355
Performance materiality	50% of overall materiality	311,178
Clearly trivial threshold	5% of performance materiality	15,559

Other audit considerations

The following factors are also key to our audit approach and will be used at various stages of the audit process.

Where you use services provided by a service organisation	We note that you have outsourced payroll and purchasing functions to Casey City Council. You are responsible for creating clear service agreements and monitoring their effectiveness. Refer to the risk section above for details of our audit approach to these areas.
Use of specialists / experts	In our understanding, you will rely on the work of an expert to assist with financial impact and disclosure notes surrounding the dissolution of Casey-Cardinia Regional Library Corporation in the financial report for 2021-22.

Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it is effective. However, we have not taken a controls-based audit approach as a fully substantive audit approach is considered more efficient given the nature of the library's activities, material transactions and balances.

We will promptly write to those charged with governance on significant internal control deficiencies that come to our attention during the audit.

Fraud

During our audit we ask those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider fraud risks are and if you have any knowledge of actual or suspected fraud. This includes considering the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti-corruption Commission (IBAC) where we become aware of any matter during our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

Waste, probity, and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

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Audit timetable

Milestone	Date	Responsibility
We start our engagement with you to plan the audit	December 2021	VAGO and Management
The Board discusses the draft audit strategy	24 August 2022	Management
After being subjected to internal quality assurance, management submit the draft financial report to audit	Late August 2022^	Management
We start the final audit engagement with you	Late August 2022^	VAGO and Management
We hold the closing meeting with management	Late September 2022^	VAGO and Management
We issue the closing report	Late September 2022^	VAGO
The Board discusses the closing report and the financial report	Late September 2022^	Management
The governing body adopts and signs the financial report	Late September 2022^	Management
The independent audit opinion issued on the financial report	Late September 2022*	VAGO
Management provide the printers proof of the annual report to audit for review	Late September 2022^	Management
We issue the final management letter	October 2022~	VAGO

Note: ^ date to be confirmed

Note: * date subject to VAGO receipt of signed financial report and management representation letter

Note: ~ to be issued no later than four weeks from date of audit report

Audit fee and key contacts

Fees

We advised you of the estimated audit fee in a separate letter.

Fees are based on our planned audit approach and will be billed progressively based on work complete.

Fees are subject to change if the scope, volume, and complexity of the audit changes.

Fees may change if agreed milestones are not met such as limited availability of key staff to assist the audit process.

Key contacts

Signing officer
Travis Derricott
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03 8601 7063 or 0409 149 542

Engagement leader
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Manager, Financial Audit
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0402 734 120

Team leader
Loai El Nomeiry
Senior Auditor, Financial Audit
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0417 796 917

Other information

Reports to Parliament

Results of Financial Audits

2020–21 financial year

VAGO will table two reports summarising the results of the 2021–22 financial audits: *Auditor-General's Report on the Annual Financial Report of the State of Victoria, 2021–22* (covering all sectors other than local government), and *Local Government: Results of the 2021–22 Audits.*

Our reports covering the 30 June 2021 reporting period were tabled in Parliament during November and December 2021. You can find our tabled reports on our website.

Performance Audits

A list of performance audits in progress are on our website

Details of planned performance audits are in our Annual Plan

Key VAGO links and resources

Transparency Report 2020-21

Reports and Publications

Audits in Progress

Corporate Information

Information privacy

Complaints about VAGO

Public Sector Perspectives

Improving Public Sector Financial Reporting: Power of streamlining

Appendix A. Planned audit approach

Material component	Inherent risk assessment (likely, possible, unlikely)	Controls reliance (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement(a)	Planned reliance on substantive audit procedures (H/M/L)
Income					
Contributions – Monetary Member Councils	Unlikely	No	No	Medium	Medium
Contributions – Monetary Government	Unlikely	No	No	Medium	Medium
Expenditure					
Employee costs	Possible	No	No	High	High
Material and services	Unlikely	No	No	Medium	Medium
Depreciation and amortisation	Unlikely	No	No	Medium	Medium
Other expenses	Unlikely	No	No	Medium	Medium
Assets					
Cash and cash equivalents	Unlikely	No	No	Medium	Medium
Other financial assets	Unlikely	No	No	Medium	Medium
Plant and Equipment	Unlikely	No	No	Medium	Medium
Liabilities					
Trade and other payables	Unlikely	No	No	Medium	Medium
Employee provisions	Possible	No	No	High	High

Material component	Inherent risk assessment (likely, possible, unlikely)	Controls reliance (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement(a)	Planned reliance on substantive audit procedures (H/M/L)
Equity					
Member contributions on formation	Unlikely	No	No	Medium	Medium
Accumulated surplus	Unlikely	No	No	Medium	Medium
Notes to the accounts					
Related parties	Possible	No	No	High	High
Commitments and contingencies	Unlikely	No	No	Medium	Medium
Financial instruments	Unlikely	No	No	Medium	Medium
Dissolution disclosures	Unlikely	No	No	Medium	Medium

(a) Note: Inherent risk is assessed as either unlikely, possible, or likely by considering whether risk escalation factors are present. A risk assessed as likely is a significant risk. Our audit methodology utilises a 5-point (extreme, high, medium, low, and negligible) rating scale for our residual risk of material misstatement assessment and our planned reliance on substantive audit procedures, rather than a 3-point (high, medium, and low) scale. It allows us to leverage substantive analytics for the lower risk balances. Overall, the 5-point rating scale expands the higher and lower risk ratings. This scale enables us to provide more clarification on the level and nature of substantive procedures required.

CC39/2022   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)*

Endeavour Hills Library

Dates have been announced for the Living Libraries Infrastructure works for Endeavour Hills, with works to take place from Monday September 19 to Friday October 14.

The library will partner with the YMCA to deliver services from the now defunct childcare room including programs, PC access, printing facilities, study space and limited collection access.

As part of the project furniture in all the main areas will be upgraded, including shelving and seating in the children's area, and the fiction lounge. There will be Federation University study carrels in the new quiet study space, as well as advanced technology that will allow for group online meetings and training.
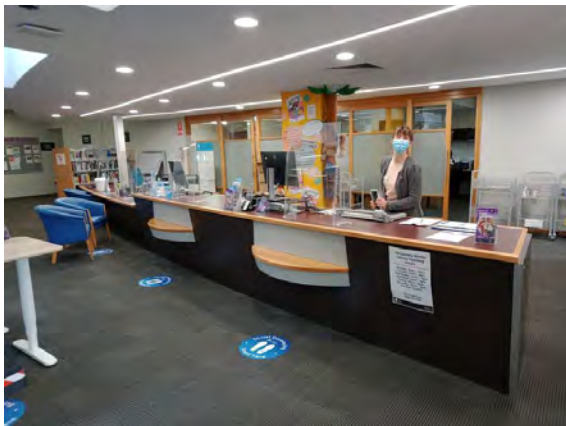
Hampton Park Library

The children's area of our Hampton Park branch will be refreshed this financial year with the provision of welcoming and child friendly furniture that will offer families more opportunity to spend quality time together.

Bunjil Place Library

Re-upholstering of worn library chairs is part of the annual furniture renewal at Bunjil Place.

Emerald Library

Final enhancements will be made to the Emerald Library over the coming months which will complete the recent works that took place.

A large shade umbrella will be installed in the reading garden as part of an activation grant provided by Cardinia Council to encourage greater use of the space, as well as an externally fitted water fountain for year-round access.

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.

CC40/2022   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)*

Band 5 Leadership Training commenced to ensure Band 5 leaders upskill in areas of delegation, communication and leading by example. The program continues with weekly targets and training goals in the work environment. Child Safe Policy and Procedure training was also launched along with the new Child Safe Standards training module.

Staffing (*Library Plan reference 4.1, 4.3)*

Recruitment and Rostering

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

We temporarily reduced branch opening hours at smaller branches to ensure broader service continuity.

Despite dealing with a candidate shortfall, we have successfully recruited (filled) a large number of shifts, with only eight vacant shifts now remaining. We were also successful in appointing one external candidate to the organisation with a strong background in history and archives.

Talent Attraction & Retention

Throughout this period, only a small number of staff exited the organisation. Retention remains strong considering we are going through the dissolution process.

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

With ongoing concerns with staff wellbeing connected to COVID and the dissolution, we have seen a strong increase in staff calling upon the services of EAP. This is really great to see. We utilised the services of the critical response team to support staff through a colleague's son's sudden death, which armed staff with key skills on having difficult conversations around mental health.

RUOK Day

RUOK day is 8th September and we have organised the day's activities within all branches to ensure the key message is delivered to all staff and community. Our mental health champions are coordinating the day.

"The Walk"

We have also launched "the walk" CCLs spring walking challenge, where staff all contribute their steps to see if we can reach the step target to walk around Australia or even better walk around the world. This activity runs through September to end November.

Legislative updates *(Library Plan reference 4.6, 4.7)*

Workcover Psychosocial Legislation

The Workcover psychosocial legislation was delayed from July 2022 rollout to September 2022. We are currently working through our psychosocial risk action plan to ensure we are compliant when the new legislation is effective.

Gender Equality Act

While the Gender Equality Act excluded libraries in initial rollout phases, we have now been advised that in the next stage of the Act, libraries are included. In the coming months we will be required to put together our Gender Equality Action Plan.

Child Safe Standards

We are meeting the July 2022 requirements for the child safe standards. We have more work to do over the coming 6 months to meet compliance targets at the end of the year.

Elumina/OHS

We have upgraded Elumina to ensure we are meeting our privacy requirements and also launched the new child safe reporting module. We are undertaking more training and more affective reporting structure in the coming months.

RECOMMENDATIONS

1. **That the People and Culture Report be noted.**

| CC41/2022 | 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)*

Besides Bunjil Place, Cardinia Mobile, Cranbourne and Pakenham Libraries, our smaller branches adjusted weekday opening hours during the Winter Months to 10am-6pm to assist in staffing with increased levels of personal leave due to COVID and sickness. Weekend opening hours at all branches remained the same.

Despite a minor drop in visitation at Doveton, Emerald and Hampton Park Libraries from June to July visits are trending positively – we have had three months in a row with over 70,000 visits, with July the best performing, almost on par with May 2021 of 72,593. Besides March and May in 2021, we have not seen our visitation levels exceed 70,000 a month since prior to the beginning of the COVID pandemic.

VISITS	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	*% Variation Jun/Jul*
Cranbourne	9,563	8,569	10,730	11,026	11,426	3.63%
Doveton	4,132	3,200	3,506	3,624	3,446	-4.91%
Emerald	1,933	1,275	4,088	4,380	3,862	-11.83%
Endeavour Hills	4,688	4,136	5,352	5,581	5,825	4.37%
Hampton Park	4,686	4,414	5,770	6,900	6,606	-4.26%
Cardinia Mobile	2,095	1,749	2,133	1,857	1,866	0.48%
Bunjil Place	16,762	17,285	22,662	24,318	24,685	1.51%
Pakenham	14,388	13,083	16,216	13,639	14,788	8.42%
Regional Total	**58,247**	**53,711**	**70,457**	**71,325**	**72,504**	1.65%
Virtual Visits	*85,657*	*75,886*	*81,917*	*88,031*	*87,683*	*-0.40%*
TOTAL	143,904	129,597	152,374	159,356	160,187	0.52%

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

VIRTUAL VISITS	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	*% Variation Jun/Jul*
Website	48,249	40,274	44,803	49,777	46,184	-7.22%
Enterprise	19,227	18,116	19,221	20,360	22,040	8.25%
CCL App	18,181	17,496	17,893	17,894	19,459	8.75%
TOTAL	85,657	75,886	81,917	88,031	87,683	-0.40%

Loans, like our visits are trending in the right direction, with many branches seeing increases month on month recently. Bunjil Place, Pakenham and Endeavour Hills experienced the greatest growth from June to July. Loan levels are not what they were pre COVID however, they are up year on year for

the same period. Regional Support loans had an increase in July likely impacted by allocating some 'Top Titles' titles for Book Groups reads, as well as staffing. eLoans continue to perform strongly, increasing month on month.

LOANS	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	% Variation Jun/Jul
Regional Support	1,286	849	726	831	1,238	48.98%
Cranbourne	29,212	30,581	30,564	34,940	35,030	0.26%
Doveton	3,193	3,026	3,333	3,382	3,417	1.03%
Emerald	7,713	5,322	9,050	11,532	11,709	1.53%
Endeavour Hills	13,014	12,306	13,074	14,005	15,022	7.26%
Hampton Park	10,026	10,454	10,909	12,504	12,762	2.06%
Cardinia Mobile	6,962	5,433	6,147	6,081	6,069	−0.20%
Bunjil Place	38,145	41,262	42,963	47,976	52,317	9.05%
Pakenham	24,503	24,702	25,249	25,879	28,086	8.53%
Regional Total	134,053	133,935	142,014	157,129	165,650	**5.42%**
eLoans	80,843	78,413	81,878	80,387	84,664	5.32%
TOTAL	214,896	212,348	223,892	237,516	250,314	**5.39%**

Community continue to access our resources in person and online. Public PC Internet usage and Wi-Fi usage remained steady, a small increase for Internet PC usage and a slight decline for Wi-Fi usage.

INTERNET	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	% Variation Jun/Jul
Cranbourne	822	728	926	841	902	7.25%
Doveton	355	386	474	502	459	−8.57%
Emerald	140	0	125	218	266	22.02%
Endeavour Hills	410	357	549	573	621	8.38%
Hampton Park	563	538	628	886	850	−4.06%
Cardinia Mobile	9	7	8	8	10	25.00%
Bunjil Place	931	804	1,243	1248	1,443	15.63%
Pakenham	713	604	861	821	878	6.94%
TOTAL	3,943	3,424	4,814	5,097	5,429	**6.51%**

Wi-Fi	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	% Variation Jun/Jul
Cranbourne	1,798	1,410	1,984	1,620	1,736	7.16%
Doveton	558	450	465	510	465	−8.82%
Emerald	310	60	279	360	372	3.33%
Endeavour Hills	837	690	837	750	806	7.47%
Hampton Park	775	750	930	870	806	−7.36%
Cardinia Mobile	124	120	124	90	93	3.33%
Bunjil Place	2,020	2,146	2,764	2,434	2,231	−8.34%
Pakenham	868	750	1,147	1,080	961	−11.02%
TOTAL	7,290	6,376	8,530	7,714	7,470	**−3.16%**

While membership sat at 99,264 members at the end of the financial year, our membership growth is trending up. In July we reached 100,066 members. All branches continue to sign up new members; Bunjil, Cranbourne and Pakenham have had the biggest growth.

The Sid the Sloth campaign continues to be a hit with children and families. The campaign began on 11 April and has been extended until 16 December. The campaign is seeing not only children signing up but parents and carers as well. In April we joined 937 new child members, in May 1,551, June, 1,441 and July 827, a total of 4,756 new child memberships since the campaign launched in mid-April.

Electronic resources usage remains steady in recent months. Strong performers again being eAudiobooks, eBooks, eMagazines and Press Reader. Press Reader numbers year on year look different largely due to the change in reporting from January 2022. 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, seeing a strong increase in July. Kanopy also saw a strong increase in July, could this be related to the financial strain that some community members are facing at the moment, with higher costs of living? This may indicate that there are community members who may have previously had subscriptions who have cancelled them and now using the library resources.

Despite, CCL no longer offering Freegal from the beginning of July, eResouces performed strongly. Freegal was used by only a small group of users, was expensive and there are lots of other free alternatives for the community to access so CCL decided to no longer continue to offer this service.

ELECTRONIC RESOURCES	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	% Variation Jun/Jul
Age Library Edition	825	828	796	758	781	3.03%
Bolinda eAudiobooks	12,719	13,292	13,494	13,618	14,835	8.94%
Bolinda eBooks	8,122	7,932	7,892	7,970	8,846	10.99%
Choice	1	65	60	73	71	-2.74%
Freegal Music	9,726	7,768	8,989	8,544	0	-100.00%
Kanopy	733	908	769	898	1,195	33.07%
Libby eAudiobooks	1,119	1,075	1,017	1,056	1,119	5.97%
Libby eBooks	762	845	798	830	951	14.58%
Libby eMagazines*	1,888	1,806	1,748	1,723	1,736	0.75%
Press Reader	44,565	43,377	45,474	44,318	54,307	22.54%
Storybox Library	25	11	133	172	174	1.16%
Tumblebooks	358	506	708	427	649	51.99%
TOTAL	80,843	78,413	81,878	80,387	84,664	5.32%

Digital engagement is strong, including eNewsletters, social media, CCL website and the CCL app. The number of members subscribed and receiving our monthly eNewletter increased significantly from June – 58,787 to July – 62,635.

Attendance at library programs has been increasing month on month as community confidence increases. July featured school holiday programs across the region including STEAM activities like TimCredible Magic Show, Lego, Coding, Makey Makey, printing Workshop and fun storytimes like

Bedtime, plus the serios with a Fire Safety Storytime. Youth programs continue to be popular particularly baby time, tinies time, storytime and STEAM activities including LEGO and Code Club.

Our team continue to be busy with class visits, almost 2,000 attending 58 sessions – 32 in branch and 26 external outreach in June. Despite school holidays in July class visits performed strongly, there were over 1,200 attend 33 sessions.

Program Type	Apr 2022		May 2022		Jun 2022		Jul 2022	
	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance
Baby Time	344	0	643	0	721	0	518	0
Book Ninjas	23	0	29	0	23	0	21	0
Group visits	392	0	1,957	50	1,955	0	1,239	0
Art and Craft	253	19	14	92	119	107	194	105
STEAM Activities	512	0	723	0	717	0	558	0
Storytime	695	0	1,280	0	1,015	0	951	0
Tinies Time	488	0	1,041	0	887	0	830	0
Entertainment	206	0	32	0	5	0	243	0
Author Talks/Bookgroups	80	122	0	18	45	23	0	37
Creative writing	5	15	0	19	0	24	17	15
Cooking Home and Garden	8	14	18	5	18	16	0	2
Health and Wellness	4	42	64	36	10	55	0	12
History	0	8	0	65	0	4	0	3
IT and Technology	20	21	29	122	29	78	101	79
Jobs and Employment	0	0	0	4	0	0	0	6
Citizenship and Government	0	0	0	30	0	7	0	15
Learning English	0	73	11	150	0	125	0	115
Libraries After Dark	0	19	0	0	0	0	0	0
MCHC/New Parent Groups	0	10	4	0	17	0	0	7
Social Connection	0	7	0	25	0	24	0	0
Cultural and Identity	9	0	30	0	0	0	0	0
Homework Help	0	0	0	0	0	0	0	0
TOTAL	3,039	350	5,875	616	5,561	463	4,672	396

RECOMMENDATIONS

1.   That the Operational Performance Report be noted.

CC42/2022	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

Engaging with Community *(Library Plan reference 1.1, 1.2, 1.3, 1.4, 1.6, 3.4, 3.5)*

SID the Sloth: Membership for Life campaign

The SID the Sloth membership campaign continues to deliver outstanding outcomes for our youngest community members. We have increased our junior memberships by almost 5000 members and will continue the initiative throughout 2022, offering moderate incentives ($100 voucher prize monthly). Our latest winner Darcey is 2-year-old and has two big brothers who were happy to help him spend $250 at Toymate.

"We visit Bunjil, Pakenham, and Endeavour Hills. We love the library!" Hayley (mother of Darcey)

Casey's Winter Magic Festival

On Sunday 31st July Cranbourne Library participated in the City of Casey's Winter Magic Festival held at the Clydesdale Square in Cranbourne. Library staff attended the event dressed in book costume handing out "Sid the Sloth" Membership bookmarks and the "Golden Ticket".

The "Golden Ticket" enticed people to visit the Cranbourne Library and complete an entry form to go into the draw to win one of four special prizes with a total prize pool of $250.

The event was well attended and over 500 Golden tickets were handed out. We have extended the "Golden tickets" promotion through local early learning centres to help reach an even bigger audience.

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

Doveton Digital Day Out

Doveton Digital Day out is a great example of collaboration between City of Casey and CCL. Hosted on a Saturday morning at the Autumn Place Hub and Doveton Library, this event was supported by

a range of service providers including The City of Casey Digital Services and Open Data Platform, the Narre Warren Neighbourhood Learning Centre, City of Casey Job Advocates, Minnovation Technologies, Casey Tech, Lively, Deakin University and NBNCo, who all provided advice and helped attendees learn and grow their technology skills. Local community members enjoyed fun technology play, augmented and virtual reality and 3D printing


Emerald Library and Hills Hub Family Fun Day

The Emerald Library team worked closely with Cardinia Shire's Hills Hub team on precinct programming to help encourage the local community to visit and re-engage with the Hills Hub and Library. The Family Fun Day was supported by precinct partners U3A and Men's Shed and offered a broad range of opportunities to connect and discover something new. Both buildings came alive as hundreds of people joined in, enjoying toddler play spaces, fairy tea parties, robotics, Japanese doll painting, giant bubble blowing, percussion workshops, a science show, live music and face painting. There were activities for people of all ages and visitors made the most of the day, enjoying everything on offer at the Hills precinct.

Social Inclusion *(Library Plan reference 1.5)*

Quiet Hour

Our libraries have implemented Quiet Hour on Friday Mornings to support people with sensory needs. Operating between 9am and 10am, the Quiet Hour offers a calmer and quieter experience with lights dimmed, phones and PC's turned down, movement reduced, and conversations kept low. The program has already gained traction with community members showing appreciation and requesting extended sessions, something we are exploring for future offering.
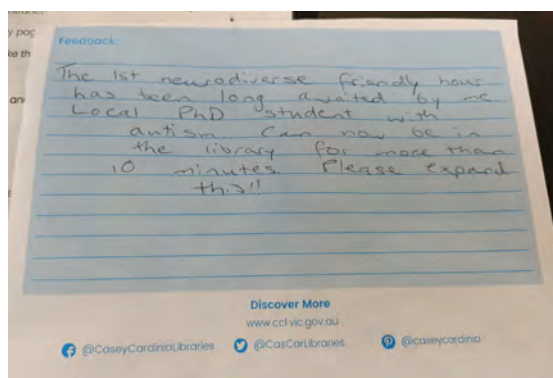
NAIDOC Week

This year we celebrated NAIDOC Week with events at Bunjil Place and Pakenham libraries alongside a colouring competition for children, with a winner at each branch receiving a copy of 'Open Your Heart to Country' by Jasmine Seymour and 'My Kind' by Eddie Betts.

A highlight was a community mural event at Bunjil Place, with artist, teacher and parrdarrama pangenna woman N'dene Riley, guiding an artwork inspired by the message Get Up! Show Up! Stand Up! 65 people of all ages joined in, and their beautiful works of art were then displayed in the library.

Dinuli, Winner of Colouring in Comp at Pakenham

Tiny Art Show

Modelled on the American public libraries 'Mini Art Show' program; our Tiny Art Show showcased people's creativity in a range of mediums including wool, paint, watercolour and ink.

Hosted at Cranbourne, Emerald, Endeavour Hills, Hampton Park and Pakenham libraries, the program was wildly popular and due to the high level of engagement, extended out beyond the original timelines. Library visitors were encouraged to vote for their favourite winners across the last week.

Feedback was overwhelming, with many people sharing their delight and enthusiasm for the event. We received 78 entries and the artists of the winning entries (pictured below) received a $50 art pack each.
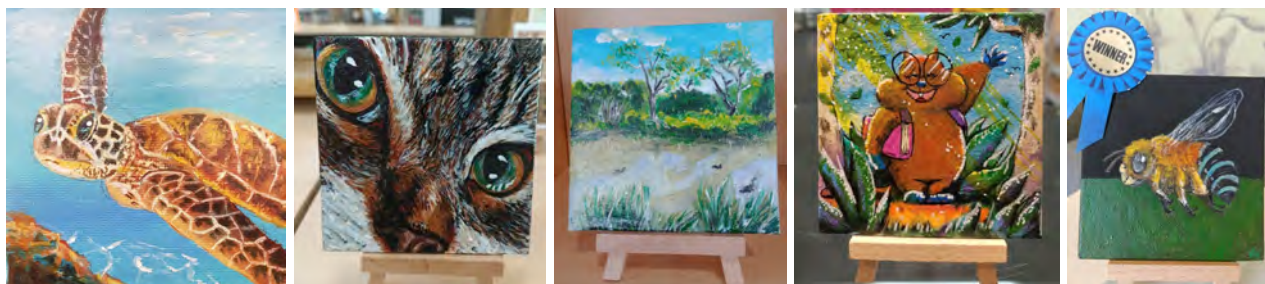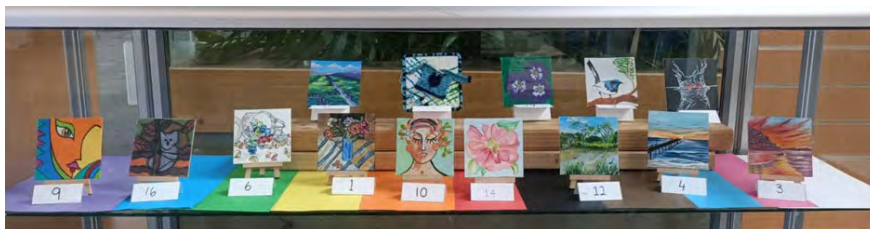
Kathleen's Story (Pakenham Winner)

Growing up in Brisbane QLD, Kathleen was very artistic as a child, but after leaving school left art behind her for a corporate career, as art was not encouraged as paid employment in that era.

In her late 40's Kathleen had a midlife crisis and as part of her therapy, she was encouraged by her therapist to re-engage with her artistic passion. After more than 30 years, Kathleen was given "art homework" and it filled the void in her life that she had been missing.

When Kathleen found herself in the position of facing a redundancy, she took some part time work, and was thrilled to discover it provided an opportunity to immerse herself further in her artwork

Kathleen is now studying a full time Certificate in Visual Arts and is looking forward to learning all the various art techniques and styles in the hope of being a full-time artist.

Kathleen is part of a great artistic network in Cardinia and is keen to connect the community to the benefits of art; she was delighted to take part in the tiny art show and even more so to win!

Paying it Forward *(Library Plan reference 1.5)*

We participated in the Asylum Seeker Resource Centre (ASRC) annual food drive for a second year, raising more than $2,800 in donations for asylum seekers in need. Coordinated by staff member Sam, a passionate human rights supporter, we delivered more than 60 boxes of food to ASRC. We thank Australia Post for delivering this mighty load for us free of charge.

Advocacy

Library and Information Week

In celebration of Library and Information Week in July, Hampton Park Library hosted a visit with local PM Gary Maas. Gary was invited to attend our English-speaking class for Dari women and spent time with staff exploring our spaces and talking to staff about the value of the work libraries do and the future of libraries in the Casey region. It was a great opportunity to advocate for government investment in the Hampton Park library and precinct.

Collections *(Library Plan reference 1.2)*

Junior top Titles

Building on the success of our adult Top Titles range, we are excited to release a Top Title range for junior readers, ensuring that children have quick and easy access to the most popular current titles (non-reservable, only available when you visit the library, for a 2-week loan).

New 2022 releases include the 156-Storey Treehouse, Cheesy Weird!, Diary of a Wimpy Kid: Di*per Overload, and Bad Guys 16.

Collection Division

Work has started to ensure accurate collections split at dissolution, of 25.5% Cardinia and 74.5%. Casey. As of June 30th, 2022, Cardinia housed 28.1% of the collection, meaning a move of approximately 7,000 items.

Data from the LMS is being used to identify the collections overrepresented in Cardinia. Information is being provided to the overstocked branches allowing them to send the required stock to the specified branches. Stock is being selected according to guidelines to ensure both council areas have well balanced collections of similar ages at the end of this process.

The weekly movement of stock is between 500 and 1,000 items and is currently planned to cease by September 30th.

Marketing and Promotions *(Library Plan reference 3.1)*

Our marketing team continue to do extraordinary work consistently increasing membership numbers and engagement in our events and online services.

Through targeted promotion, during the months of June and July the team have

- Increased seed library membership by 61% compared to April/May
- Helped the Books Matter podcast reach a milestone of 3000 downloads
- Coordinated 6 stories in local newspapers
- Helped raise $2,800 in donations for ASRC
- Helped 2,268 children become library members through the Sid membership drive
- Successfully promoted the Quiet Hour and Tiny Art show, by building engagement online through Facebook

Engagement statistics

SOCIAL MEDIA	May 2022	Jun 2022	Jul 2022
Facebook	Followers: 8,387 Reach: 62,157 Engagement: 3,392	Followers: 8471 Reach: 61,141 Engagement: 3037	Followers: 8928 Reach: 66,608 Engagement: 5910
Instagram	Followers 1,592	Followers: 1416	Followers: 1631

eDM/eNewsletters

April 2022	May 2022	Jun 2022	Jul 2022
Recipients: 57,920 Opens: 24,564 (42.4%) Click rate: 1,234 (2.1%)	Recipients: 58,212 Opens: 20,157 (34.6%) Click rate: 786 (1.4%)	Recipients: 58,787 Opens:25,162 (42.8%) Click rate:992 (3.9%)	Recipients: 62,635 Opens: 29,964 (43%) Click rate: 962 (1.5%)

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%
June	40,274	20,810	41.8%	210,073	2:55	13.75%
July	46,184	18,379	39.79%	194,154	2:52	12.5%

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

CC43/2022   CEO PERFORMANCE REVIEW – KPI'S 2021-2022

Report prepared by Beth Luppino

Purpose

To inform the Board of progress with Casey Cardinia Libraries CEO's Performance Review for 2021-2022

CCL Library Plan reference – 4.6

Discussion

The CEO has provided the Board with a draft report against key performance indicators for 2021-2022. In addition to the attached report, CEO has provided reporting against the revised 2021-2022 Action Plan.

CEO performance has been reported in line with end of financial Year, CCL Annual report, and completion of 2021-22 Action plan (reporting period is October 27, 2021 – June 30, 2022).

RECOMMENDATIONS

1.   That the Board acknowledge the CEO's performance in 2021-2022.

Chief Executive Officer

2021 – 2022 Key Performance Indicators

Annual Review and Reporting

	KPI	Measure	Performance Demonstration	Performance Rating
Strategy and Innovation	Implementation of the CCL 2021 – 2025 Library Plan	2021-2022 Action Plan is revised and delivered in light of Dissolution of CCL in December 2022	Reporting against the revised 2021-2022 Action Plan provided to Board.	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
		Innovation of service delivery (in partnership with Member Councils) to support the community's Pandemic-Recovery Process.	Secured grant funding from State Library Victoria, Vic Health, State Government Victoria. Funding supported programs and services focused on health and wellbeing, social connection, community harmony and lifelong learning. Examples listed below. CEO assisted City of Casey in attracting State Government Victoria 'Living Libraries Infrastructure Funding' to improve Endeavour Hills library. Libraries After Dark (funded through Moreland Council grant) Pakenham – program of events established in 2022 and now average 100 visitors per session. HEAL Foods - local food growing programs at Pakenham, in partnership with 'enliven' and Cardinia Shire, and included Vic Health funding.	

	KPI	Measure	Performance Demonstration	Performance Rating
			VicHealth funding received for Hampton Park delivered dance classes to teens	
			Next Chapter Book club for adults with disabilities delivered at Pakenham.	
			Women's Friendship circles at Cranbourne and Pakenham attract CALD community members in both regions.	
			'Girls night In' program at Pakenham has been fully booked in 2022 and provides a safe and empowering point of connection for young women.	
			CCL Innovation working group formed in 2022 to identify community digital technology needs - there was investment this year in creative technologies to support outreach activities and adaptive maker-space equipment (for use in both LGAs in school holiday and adult programs).	
		Active engagement in the Regional Library Agreement change management process.	Worked with member Councils throughout Due Diligence process, and provided regular updates to the CCL Board, as well as CCL staff.	

	KPI	Measure	Performance Demonstration	Performance Rating
Engagement	Community is consulted, engaged and enthused by CCL	Delivery of 2021-2022 Marketing Plan actions.	Activities focused on 3 objectives: **Join In and Join Up** – delivered membership campaigns including Sid the Sloth, READiscover your Library, Return Yourself to the Library; and local campaigns to new estates **Engagement and impact** – Monthly eNewsletter, READ Next eNewsletter, Seasonal events guide Whats ON; signage improvements at library branches **Increase awareness** – direct promotions to schools; social media posts – eg. 1000 books before school; Laptops for loan; events and programs	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
		Positive coverage in local media.	Frequent Local media stories have appeared throughout the year on topics including: Free Home Delivery; Click and Collect: Emerald Library Project; Book week; HEAL foods; CCLs fundraising campaigns; Libraries a valuable resource; Sid the Sloth, School Holidays; NAIDOC, Reconciliation week, Libraries reopening and many more	
		Increased engagement by community through social media.	CCL has a 58,700 eNewsletter database. Social media engagement continues to be strong. We now have 764 members of the In a Nook Facebook group for book lovers. CCL	

| | | Demonstrated connection with community leaders, Council stakeholders and relevant interest groups. | Facebook page has had 7,983 likes across its lifespan. There are 1-2 posts scheduled daily. Facebook and CCL website have become primary tools for messaging the community on events, changes to opening hours and good news stories.

CCL continues to work with broad range of groups in the delivery of programs and activities for the benefit of the community.

CCL worked with the following key partners this year: SELLEN; Federation University; Outlook; ERMA; WellSprings; Justices of the Peace; Springvale Legal; ENLIVEN Seed library ; Reclink; Peninsula Community Legal Aid; Narre Warren & District Family History Group; Job Advocates. See Annual report for full list. | |
| | | Net Promoter Score gathered through annual community survey remains above 55. | Net Promoter score average 75.5 across Sept and March Community surveys 'Tell us what you really think'.

CCL also achieved a 9.25/10 average score for customer satisfaction in the PLV Census and survey conducted in 2022. | |

| | | CCL performance against key performance measures. | See end of document for extract on results against KPI measures (as included in CCL Annual Report 2021-2022). Targets were revised after second quarter as COVID lockdowns and restrictions had impacted our ability to meet the original measures. | |

	KPI	Measure	Performance Demonstration	Performance Rating
Operations	Efficient and effective management of the operations of the library service	Continuity of service delivery through the change management process.	Dissolution and Transition Business Continuity Plan developed and provided to CCL Board with particular focus on workforce continuity.	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
		Support Transmission of Business items including: Collection, Intellectual Property and ICT systems.	Transmission of Business items have been diligently supported by CEO, Executive Team and Specialists within the Leadership Team.	
		Delivery of services that meet community needs through the COVID – 19 Response and Recovery Process.	COVID-19 Business Continuity Plan regularly updated, with particular focus on responsive opening hours, and workforce planning.	

	KPI	Measure	Performance Demonstration	Performance Rating
People and Culture	Maintain a high performing workforce with positive culture	CCL values that are owned and lived by Board and staff.	CCL Board and staff have demonstrated the values clearly throughout the year, particularly in light of the dissolution, workforce uncertainty, pandemic impacts. The whole team has shown loyalty, resilience, and an appetite for growth with many staff stepping into more senior roles throughout the year.	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
		Annual Staff Engagement Survey results.	Staff cultural and health/wellbeing survey completed. Latest survey results December 2021 focused on pandemic fatigue, frustration around mandate and COVID rule changes. Responses related to feeling safe and supported at work ranged from 'usually' to 'always' – there were no responses indicating that staff feel unsupported.	
		Support the smooth Transmission of Business and uphold the provisions of the current Enterprise Agreement.	Transmission of Business (particularly Councils' Due Diligence process) has been actively supported by the Executive Team and subject matter experts within the Leadership Team. Staff demonstrated resilience in the changing COVID service environment, although Dec 2021 Staff survey results	

			show frustration with the changing rules and regulations.
		Staff transition between changing COVID service models effectively.	Staff changed between COVID service models efficiently (open, partial open, click and collect, online only) and have demonstrated high levels of commitment to service during staff shortages. Our community were not always happy about the check-in, density and mask requirements for entry into libraries, but the CCL Team weathered through these challenging times with integrity.

	KPI	Measure	Performance Demonstration	Performance Rating
Finance	Sound financial and business management of CCL	Development of a provisional 2022 – 2023 Annual Budget by December 15 noting the need for special provisions to support the dissolution process. 2021–2022 Annual Budget comes within +/- 5% projections.	Draft Budget 2022-2023 presented on time, in consultation with CCL Board and Executive team Total Expenditure in 2022 at time of reporting is within 2.4% of 2021-2022 Annual budget	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory

	KPI	Measure	Performance Demonstration	Performance Rating
Governance and Compliance	CCL compliance with statutory and funding requirements	CCL Board is provided with timely, relevant and accurate information including briefings on issues and risks of strategic, financial and operational significance.	Information and briefings were provided to the Board on all relevant matters at the August, October, November, February, April and June Board meetings.	Exceeds expectations

Satisfactory

Needs some improvement

Highly unsatisfactory |
| | | Board papers are provided 5 days before Board Meetings. | Board papers were circulated on time. | |
| | | Implementation of CCL's Risk Management Plan including quarterly reporting to the Board. | Risk Management Plan was updated and provided to Board at the October and April Board meetings. | |

	KPI	Measure	Performance Demonstration	Performance Rating
Additional Elements	Planned Personal Development Activity	Active participation in PLV and/or ALIA	CCL CEO was an active member of the PLV managers group throughout the year, and a member of ALIA. CCL CEO was an active member of the PLV/SLV Libraries for Health and Wellbeing Working group which successfully delivered the Libraries for Health ad Wellbeing Framework (tool to support libraries in building successful relationships with Health Organisations and improving the health of Victorians).	Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
		Coaching sessions with Penny Holloway	Coaching sessions completed with focus on CEO role and requirements (11 hours over 6 months). Key focus on Board craft, and strategic leadership.	

*

Key performance Indicators 2021-2022

CCL used the following measures to track our performance in 2021–2022

Measure	CCL Actual 2019/2020	CCL Actual 2020/2021	CCL Projections 2021/2022*	CCL Actual 2021/2022
Engagement				
Utilisation of Technology (Wi-Fi, Public PC user in branch)	283,652	107,171	112,00	100,188
Net Promoter Score (Community Survey)	64	76	65	75.5
Memberships**	132,757	105,930	107,000	99,264
Visits				
Visits – physical	949,876	435,263	515,000	507,704
Visits – virtual	935,390	847,362	933,000	939,118
Total visits	1,885,266	1,282,625	1,448,000	1,446,822
Program and events attendance	69,573	36,345	30,000	32,174
Collection				
Loans (total physical and digital)	2,285,319	2,055,629	2,125,000	2,216,273
Turnover rate – physical items	5.7	4.5	6.0	4.6
Turnover rate – digital items	23.5	21.1	20.0	32.6
Physical quality of library collection (age of collection - less than 5 years)	68.5%	66.2%	68.0%	69.7%
Cost of Delivery				
Cost of library service per capita	$24.89	$23.20	$23.94	
Cost of library service per visit (total income)	$11.70	$27.12	$23.55	

* Revised projections from those presented in the Library Plan 2021 – 2025 (Updated April 2022)

** Unusual bulk membership database clean-up occurred in February 2021, and again in February 2022

For more detail on 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 – July 2016

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	Aims and Outcomes	Evidence/ Comments
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information				• **People feel safe and welcome** • **People can easily access library services how and when they need them (location, opening hours, physical spaces)** • **People who visit our branches feel happier** • **People can easily access our digital platforms**	
		1.1.1	Strengthen the accessibility of library branches	GMCE GMDO	• CCL branches are accessible to all - community can easily access our libraries buildings and services	• Access keys at 6 out of 7 branches - only Emerald and Cardinia Mobile remaining • Translation of key communications into Easy English, Dari, Hindi & Singhalese • Quiet hour planned to introduce in branches from August 2022 • NDIS partnership - recommendations made for CCL improvement opportunities. CCL implemented accessible keyboards, hearing loops, signage improvements.
		1.1.2	Strengthen accessibility of digital platforms	GMCE GMDO	• Increased engagement with our digital platforms including website, social media, online content, CCL app as well as in branch technology • Draw on community feedback to inform and enhance our digital platforms	• Number of website visits 21-22 • Supported community in accessing online services (education and training) • 85% accessibility rating now achieved on website • Every part of our website is easily viewed on mobile devices • Layout improvements made across site Improved links from base website to event pages
		1.1.3	Offer a broad range of opening hours that meet community needs	GMCE	• Community feedback and advice is used as evidence to support branch opening hours	• Opening hours were severely effected during lockdowns and gradual reopening during COVID recovery periods. Full opening hours were achieved May - July with a return to slightly shorter hours for the second half of winter following influenza/COVID peak season.
		1.1.4	Implement the Customer Experience Framework	GMCE	• Audit the Standards for Success and identify improvement opportunities. Report on measures.	• Framework now included in Induction. Customer Journey Mapping project underway. (maps completed-final review of outcomes required)
		1.1.5	Implement the Social Inclusion Strategy	GMCE GMOD	• Our diverse community feel safe, supported and included when they engage with CCL • Our staff are trained, understand and support social inclusion in our community	• Social Inclusion Strategy is align with RAP requirements for Anti-discrimination policy • Acknowlegement of Country plaques installed for all branches
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 Wi-Fi and ICT within library branches	GMDO	• Our staff have strong ICT skills and the capacity to effectively support our community when and where needed • Our branches have up to date technology available for staff and community use • CCL offer the fastest and most reliable access to free Wi-Fi in the region	• Network upgrade project complete - WIFI speeds and back up improved for staff and customers. • CMO reception issues across the region, but primarily at Beaconsfield site - obtained a secondary SIM from Optus to provide dual connections and problems are resolved.
		1.2.2	Provide free access to a popular and well used collection	GMCE	• Our collection meets key statewide benchmarks for currency and usage • Our collection (physical and digital) is well used - loans and turnover	• Statewide benchmarks for collection usage have changed to per capita figure. This does not reflect our high turnover rates, but does identify need for more libraries to keep up with population growth (and statewide benchmarks). Statewide Public Library survey 2022 shows over 80% of CCL visitors stil lcome to borrow when they visit the library.
		1.2.3	We do not charge overdue fines	GMF GMCE	• Ensure financial sustainability of CCL • CCL is accessible to the community at large including the vulnerable and socio-econimcally disadvantaged	• Overdue fines not charged in 21-22

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	Aims and Outcomes	Evidence/ Comments
1.3	Bridging the Digital Divide			• Increase in the range of Information Communication Technology (ICT) resources available for community use • More community members are able to safely and freely access digital information and collections • Levels of digital literacy and inclusion increase in our community	
		Provide digital resources that encourage safe adoption of technology in our community	GMCE GMDO	• Continuation of PC/ Laptop Loan program	• Cybersafety programs for kids and parents held including in Dari • 36,595 hours spent this year on CCLs bookable devices (inbranch laptops, pcs, ipads, gaming technology). 40 loans of take-home lending devices (3 month loans each).
		1.3.1			
		Increase digital literacy in our community with through programming, services, and digital resources	GMCE GMDO	• Our community feel supported in accessing digital resources	• Be Connected programs run throughout the year (small classes on digital literacy for seniors), Ask a Librarian sessions also delivered - one on one help for all members. Most branches have introduced a weekly tech time session which are digital literacy classes for all members.
		1.3.2			
		Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	GMDO	• Positive community feedback about access to CCL's free Wi-Fi service	• Speed increases across all sites achieved through network upgrade - everywhere now has 200MBPS on their primary links and secondary links (with 100mbps).
		1.3.3			
		CCL work with key partners to help bridge the digital divide in our community	GMCE	• Connect with Member Councils; Neighbourhood and Community Houses	• Worked with U3A to deliver digital support to Seniors Supported community to access COVID Vax certs via My Gov and Medicare app - Centrelink referred clients regularly to the library for help • Doveton Day Out community tech expo delivered in partnership with City of Casey
		1.3.4			
1.4	Resources and skills to support access to knowledge and information			• Staff feel confident in their ability so support communities to access resources • Digital improvements are reviewed regularly and funded appropriately	
		Increase staff capacity to support community to access information and programming	GMOD ISC	• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology • Our staff are continually upskilled to support community needs in accessing information	• Litmos training available to support staff ICT, full induction for new staff; Information services librarians support teams in-branch with training
		1.4.1			
		Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	GMDO	• Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastrcuture to our community	• ICT Innovation working group formed to identify community (and program) needs - there was investment this year in creative technologies to support outreach activties and adaptive maker-space equipment (for use in school holiday and adult programming)
		1.4.2			

1 A Place to Gather and Learn

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	Aims and Outcomes	Evidence/ Comments
1.5	Deliver accessible programs and services that support reading, writing and lifelong learning				• **More people are reached through events and programming** • **More joint programs and services are delivered to enhance reading, writing and lifelong learning** • **Increase in the number programs and activities that promote STEAM** • **Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM**	
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	GMCE	• Our communities reading, writing and lifelong learning skills are enhanced • The community recognise CCL as an active contributor to literacy	• Examples of events/programs delivered this year are: Writing comps; Teen Photographic comp; Bookweek celebrations; Australia Reads national program; Victorian Summer Reading program; author talks online and in person. In a Nook (CCL Facebook group) has 764 active members. We delivered a targeted literacy and membership drive to Primary schools (Sid the Sloth). Hampton Park sent outreach packs to schools. All branches either host a book chat or book group- prices reduced for book groups in 2022, Including Bookchat in Sinhalese at Hampton Park.
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats	GMCE	• **Increased participation and visitation to libraries by people with lived expereince in disability** • **People with lived experience of disability who visit our branches feel safe, welcomed and happier** • **Our staff support and understand social inclusion**	• Worked with NDIS on improvements for branches, and the developing the concept of 'Quiet Hour' where sensory factors are reduced to provide a better experience for people with sensory issues. Will roll out August 2022. Some community feedback has been received asking for different times for Quiet Hour which has been noted, and the times will be adjusted as the program expanded.
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	GMCE	• Demonstrated connection and engagement with partners • Our communities reading, writing, lifelong learning skills and wellbeing are enhanced • Positive community feedback • Increased library visitation, membership and engagement (physical and digital) as a result of partnerships	Examples include: • Doveton Neighbourhood Learning Centre - they attract grant funds to run programs in our library eg Art classes. • Hampton Park Conversation and Citizenship classes in English and Dari • Bunjil Place precinct programming • City of Casey - Doveton Digital Day Out • Neighbourhood Houses • Living Learning Pakenham (Pakenham South Sudanese Homework group)
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	GMCE	• STEAM programs run in our branches throughout the region are well attended	• Fundraiser to support purchase of new science acheived $7500. • Online Code club (consistently fully booked) STEAM activties in every branch across the region weekly, and during school holidays
1.6	Greater access to knowledge and information library through the digital branch				• **Continual investment in our publicly available eResources and online offerings** • **Communities can access an integrated digital library ie) collections and services.** • **Increased usage of eResources and online offerings**	
		1.6.1	An enhanced Digital Library branch that brings together all of our eResources and online offerings into one	GMCE	• Easy to navigate Digital Branch that library members can access	• Website visits increased throughout the year. Online usage was mapped and used to improve the layout/navigation of pages.

2 Partnership and innovation

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

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
2.1	Support councils to make evidence-based decisions about investment in library services				• Enhanced data collection and reporting • 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	• Community consultation and feedback is used as evidence to support service improvements • Member Councils are engaged in service innovation, improvement and overall investment in libraries in the Casey Cardinia region increases Participate in the State-wide library census auspiced by SLV and PLV in October 2021	• Business Intelligence dashboard now available for Branch Managers. • Statewide Library census and survey completed. Annual Public Libraries Victoria survey completed.
		2.1.2	Support councils in their strategic decision making with relevant quantitative and qualitative evidence	Exec Team	• CCL engagement with relevant member council departments and working parties on community library service and facilities needs	• Executive Team supported Councils through Due Dilligence process (Dissolution) providing full information on organsiational service delivery/requirements • Ongoing statistics were submitted to Bunjil Place (City of Casey); • LGPRF data provided to 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 • Joint service delivery models are regularly considered • 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 • 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	• Increase in joint programming and events	• Precinct programming was undertaken at Bunjil Place, Endeavour Hills, Emerald, Hampton Park, Doveton, and Pakenham. Cranbourne has a partnership to deliver regular programming with Selandra and Cranbourne West Community Centres.
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	CEO GMCE	• Increased library visitation, membership and engagement (physical and digital) as a result of shared resources and partnerships with Member Councils	• Ongoing work with Federation University, cross promoting our organisations to build members. CCL worked with Councils through Youth Services, Aged Care, Disability services, and Communities for Children to strengthen our reach to new members.
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 • Working relationships are established and fostered with partners across the breadth of the Education sector in the region	
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	GMCE	• Working partnerships provide the community with greater information and knowledge that enhance their wellbeing	• CCL worked with these key partners this year: SELLEN; Federation University; Outlook; ERMA; WellSprings; Justices of the Peace; Springvale Legal; ENLIVEN Seed library ; Reclink; Peninsula Community Legal Aid; Narre Warren & District Family History Group; Job Advocates. See Annual report for full list.
		2.3.2	Work with partners to deliver library services and programming to a wider audience	GMCE	• Cross promotion of and participation in local festivals and events with partners	• PAVE Emerald (EME Community House); Casey Winter Arts; NAIDOC; Seniors Week; Yakkerboo; Selandra; harmony Day events • Dov NLC
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	GMCE	• Resources are allocated to partnerships with direct community benefit	• Partnerships list was reviewed regionally.
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	GMCE	• Working relationships are established and fostered with partners across the breadth of the Education sector in the region	• Our libraries worked with local schools, Education support services, Federation University, U3A; Casey Tech, and Swinburne TAFE.

2   Partnership and innovation

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

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
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 • 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	• Active ongoing participation in the Libraries Change Lives Campaign • The role of public libraries is embraced and understood by the community • Awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State wide context	• CCL team members represented on PLV 'Special Interest grous': Reader Development; CALD, Collection; ICT; CYS; Operations; LibMark; Management and Leadership

3 Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
3.1	Community connections strengthened through our programming and partnerships				• Communities are connected through the library to council and community programs and services • CCL, Councils and community organisations are able to reach a larger, more diverse community • Communities are actively engaged and consulted in CCL's development. • Community connections are strengthened	
		3.1.1	Deliver programs and services across the region that strengthen social connection	GMCE	• Number of programs delivered related to strengthening social connection • Community members are more connected with each other • Community feedback demonstrates library programs improve participants social connection	• Examples include: Weekly Libraries After Dark events at Pakenham; HEAL Foods - local food growing programs at Pakenham; VicHealth grant at Hampton Park delivered dance classes to teens; Womens Friendship circles at Cranbourne and Pakenham; Girls night In program at Pakenham. • Also, Bookgroups; Next Chapter Book club for adults with disabilities; Cross-cultural Craft circles; In a Nook with a Book online group; Older mens programs at Bunjil Place; Open Mic nights at Pakenham.
		3.1.2	Partner with council teams and community organisations to engage our community through programs and activities at Bunjil Place Library	GMCE	• Working precinct and community partnerships enrich programs and activties at Bunjil Place Library	• Regular programs at Bunjil Place include: Older Mens Group; Knit and Stitch group; Writers Group; Teen Bookgroup; Manga Group; general Book groups; Plaza Storytimes; Wilson Park storytimes.
		3.1.3	Support the Friends of CCL to engage with and promote CCL to the wider community	GMCE	• Number of FOCCL members	• FOCCL supported the making of our CCL 25 Year Anniversary film (for staff) - several of them agreed to be featured. 180 FOCCL members currently. FOCCL family supported our Science Fundraising campaign and agreed to be featured in all media.
3.2	Actively encourage health and wellbeing in our community				• Increase in the number of programs and services that support health and wellbeing • Communities are connected through the library to council and community health and wellbeing services • Communities access information and programs that support health and wellbeing • Working relationships with partners across the breadth of the Health and Wellbeing sector in the region. • Library users are healthier and more knowledgeable about their own wellbeing	
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	GMCE	• Number of joint programs supporting Health and Wellbeing	• Libraries for Health and Wellbeing Grant roll out 21-22 - delivering storytimes and paretn talks on key health messages endorsed by Monash Health. • Parent Zone workshops at Pakenham - for mothers and daughters (teens) on body image and health. Young Mums Literacy program at Pakenham - with support from Cardinia Youth Services
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	GMCE	• Collections, programs and information services empower communities to improve their own Health and Wellbeing	• CCL was part of the statewide COVID-19 Vaccination Ambassdors program, promoting health messages and staff received training from DHHS. We also hosted COVID support pop ups at the libraries delivered by DHHS. • The collections team assessed and renewed the library's Health collections.
		3.2.3	Deliver accessible health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	GMCE	• Leverage the Statewide Health and Wellbeing Framework auspiced by SLV and PLV to ensure an evidence based approach • Number of accessible library programs that focus on Mental Health, Physical Health and Social connection	• Womens Health Week events and programs at Doveton Family Life Organiastion presence at Doveton and Hampton Park assist diverse communities access mental health services • HEAL Foods (growing and cooking healthy local foods) at Pakenham • Positive Parenting events and programs across the region • Specialist Health topics delivered eg. Menopause info sessions • ERMHA (support for homeless community) workers operating 1 day per week at Bunjil Place and Cranbourne

3 Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
		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	• 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	• Monash Health and Dandenong Libraries partnership program (funbded by State Library Victoria) "Parent/.Child Health and Wellbeing program" Centre for Multicultural Womens health seminars in Dari • Water Wheel health seminar for Dari speakers
		3.2.5 Align CCL services with Member Councils' municipal public health and wellbeing plans	GMCE	• CCL services are aligned with Cardinia Liveability Plan; Casey Health and Wellbeing Strategy	• Participate in CoC HWS workshops – Beth HWB reps from each Council on Advisory group with CCL, CGD and Monash Health re Parent Child HWB Project, and other emmerging projects
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** • **CALD communities feel that they are supported to access services and resources** • **CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities** • **CCL 'innovate' Reconciliation Action Plan is completed**	
		3.3.1 Work with council teams and community partners to support CALD communities to engage with council and library services and programs	GMCE	• CALD communities feel that they are supported to access services and resources	• CFC
		3.3.2 Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	GMCE	• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities	• Citizenship and Conversation classes in English and Dari. Family Life presence in libraries to assist in language and Mental health for Children.
		3.3.3 CCL continues its journey to reconciliation	GMCE	• CCL 'reflect' Reconciliation Action Plan is completed	• Draft completed and submitted to Reconciliation Australia. Feedback provided but recommended cycle is 2 years from endorsement. • RAP Reflect – ratified in June 2022
		3.3.4 Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	GMCE	• CCL 'reflect' Reconciliation Action Plan is actioned	• Key actions dates delivered to June 30 including Reconcilation Week and NAIDOC week activties and participation.
3.4	Inform and engage community about our library services			• **Community members are aware of, and appreciate the libraries' services and resources** • **Community members are aware of, and appreciate the impact of libraries** • **CCL delivers year on year growth in visits, loans, membership and program attendance**	
		3.4.1 Increase awareness of CCL's services and resources through strategic marketing, public relations and outreach activities	GMCE CEO	• Participation in Libraries Change Lives and Return Yourself to the Library Campaigns • Community members are aware of, and appreciate the libraries' services and resources- REDiscover your library and SID loves Libraries campaigns to be rolled out • Compass program will connect to most secondary school students	• Delivered Libraries Change Lives and Return Yourself to the Library campaigns (statewide campaigns). READiscover Your Library also rolled out in early 2022. Sid the Sloth membership Campaign extremely successful: 4000 new child memberships signed April-June. Compass program not active as yet – hold up with software interface.
		3.4.2 Inform communities about the library's impact	CEO	• Community members are aware of, and appreciate the impact of libraries	• Reflected in community feedback and ongoing media stories
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 Maintain and refine the strategy that will inform CCL's approach to inclusive community engagement	GMOD		• Social Inclusion Action Plan to be reviewed. Community partnership with Disability Support Service provides qualty work experience opportunites at Hampton Park.

4 Organisational Excellence

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

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
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	• Staff engagement survey(s) show increased understanding and support of CCL values • CCL staff engagement with the Workforce Development Plan, and working to their strengths inline with CCL values	• Rave Awards on the Intranet; staff celebrated at regional meetings through the 'round of values' recognition process. Staff engagement survey showed high trust in Leadership team, but proportion of workforce still seeking opportunities for career advancement
		4.1.2	Work with all library team members to reinforce CCL's values	GMOD	• Delivery of the Workforce Development Plan • CCL staff share belief in the value of the services we provide and the communities we support • CCL staff take calculated risks and embrace opportunities for growth • Staff engagement survey(s) show increased understanding and support of CCL values	• Staff Engagement survey showed strong support of CCL values and high trust in leadership team. • Dissolution and Transition has created environment of uncertainty, along with pandemic recovery and general fatigue also proving to be a challenge for workforce health/continuity.
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	• Customer surveys • Community leaders consulted regarding services for CALD communities	• Tell Us What You really think survey was conducted September 2021; PLV Public Libraries survey and census in March and May 2022
		4.2.2	Engage regularly with Friends of CCL to review and develop library initiatives	GMCE	• Friends of Casey Cardinia Libraries participation	• Library Plan shared; Fundraising shared- Casey library strategic plan shared
4.3	Strengthen staff capacity to innovate and respond effectively to community needs				• Staff have the opportunity to contribute to library planning • Staff are informed about CCL's planning and priorities • Staff feel confident in their ability to engage and support customers • 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	• Strengths training - individuals and teams; performance reviews	• Performance reviews have been delayed until Future Service Structures announced. Staff have been supported this year with professional development opportunities, career development oppportunities, and are supported to be creative and take risks in their day to day roles.
		4.3.2	Provide staff with opportunities to co-design services and programs	GMCE	• Staff conversations that encourage creativity and innovation in service delivery and program planning Grass roots approach to planning programs and services delivery at each branch (each branch plans and delivers to meet the needs of their community)	• Staff from Band 4 and up have contributed to grant applications this year. Eg Vic Health grants Staff from all levels of the organisation are involved in regional teams to plan programs, collections and services
		4.3.3	Provide staff with regular updates on CCL's performance, including community feedback	CEO	• CCL staff share belief in the value of the services we provide and the communities we support • Community feedback is communicated to staff regularly and positive stories pulled together in the annual report • Monthly performance statistics are available for staff	• Fortnightly Live with CEO sessions - support the progress of the transition but also service updates and feedback to allow staff to celebrate achievements.
		4.3.5	CCL is an inclusive employer	GMOD		

4 Organisational Excellence

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

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
4.4	Know and understand our impact				• CCL regular collects and reports on its impact • CCL's board, council staff and community organisations are aware of CCL's impact	
		4.4.1	Explore opportunities to strengthen data collection within CCL	GMOD GMCE GMF	• PLV Annual Survey data collection • LGPRF data collection	• Branches can now see hourly visitation stats on their dashboards. LGPRF and PLV data colelcted and supplied.
		4.4.2	Work with partners to track and understand CCL's impact across council goals	GMCE	• Community engagement with the library - visits (physical and virtual), membership	• Work with Council reps on LGPRF data and comparisons
		4.4.3	Report on CCL's impact annually	Exec Team	• Delivery and completion of the Annual Report • Libraries Change Lives Campaign - communicating stories and the impact CCL continues to have on community, their knowledge and wellbeing	• Annual report completed.
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	• Applications for funding and grants completed • Success in receiving funding and grant opportunities	• Living Libraries Infrastructure Grant obtained by City iof Casey for Endeavour Hills. Living Libraries Project completed at Emerald with Cardinia. Vic Health, Morland/Libraries After Dark, Science Week and State Library funding also received.
		4.5.2	Raise funds through donations and sponsorships from our community	CEO GMCE	• New revenue streams established though donations and sponsorships from our community • Delivery of CCL Fundraising Strategy	• Upon announcement of dissolution of CCL the ability to raise donations and sponsorship became limited.
4.6	Good Governance and compliance with legislative requirements				• An informed and engaged Board • A reputation for good governance practices • Unqualified Audit Opinion from Victorian Auditor General's Office	
		4.6.1	Robust oversight of CCL by the Board	Exec Team		
		4.6.2	Board performance evaluation conducted annually	Chairperson CEO (admin only)		
		4.6.3	Compliance with relevant legislation	GMF Exec Team	• Compliance with Local Government Act (1989) • Compliance with Industrial Relations and Human Resource practices. • Meeting financial legislative and reporting requirements • Service and license agreements with member councils maintained • Delivery and completion of the Annual Report	- Annual Financial Report – July 2021 - VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep - Fringe Tax Benefit reported (May 22) - BAS completed Quarterly - CCL Insurance Declarations (Jun) - Workcover Remuneration Declaration (Aug/Sep) - Annual Report Forwarded to the Minister Sep 30
			Annual Budget	GMF Exec Team	• All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Maintain working capital ratio above 1.3 • The Board provides good governance and advice.	• Board have endorsed budget, approved by councils, publicly advertised, and was presented at the June 22 board meeting for formal adoption.
			Library Plan	CEO	• Review of our Library Plan on an annual basis • Lodged on time and in accordance with Local Government Act (1989) • Complete development Action Plan for 2021-22 • The Board actively participates in the Library Planning process.	• Library Plan annual review completed; Annual Action Plan 22-23 developed.
			Strategic Resource Plan (SRP)	GMF	• Lodged on time and in accordance with Local Government Act (1989)	• CEO & GMF met with both councils individually to go through the draft budget. 22-23 Annual budget & CCL SRP has been adopted by Board.

4 Organisational Excellence

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

	Strategy		Key Action and Activity	Manager Responsible	Aims and Outcomes	Evidence/ Comments
4.7	Provision of strategic guidance and support to Member Councils				• **Our community has access to high quality library services** • **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	• Active participation and engagement with PLV	• Exec involved with PLV managers group, operations, and Leadership Team participate in ICT, Collections, Marketing, Reader Development and CALD Special Interest Groups (statewide)
		4.7.2	Provide guidance and support to Member Councils on the future development and delivery of library services	Exec Team	• The role of public libraries is embraced and understood by Member Councils • Recognition of CCL as an active contributor to community life and wellbeing	• CCL Executive team have supported member councils through the Due Dilligence and exploration of future models process where appropriate.
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Exec Team	• Community feedback and advice is used as evidence during planning (Biannual Community Survey) • Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Communicating positive stories about CCL - local media coverage	• Strong positive media presence for CCL in 21-22 - libraries were a good news story during COVID lockdown periods. This has reflected well for member Councils. As well as provision of expertise and advice throughout the due dilligence process, CCL Executive and Leadership members have advised City of Casey on a 4 year Library Services Plan and community engagement process. The CCL Cranbourne team advised on the new Community Hospital service and transition plan, along with Balla Balla community centre team.

4 Organisational Excellence

NEXT MEETING

Wednesday 23 November 2022 – location to be confirmed