

Casey  
Cardinia  
**Libraries**

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

## **AGENDA**

**Board Meeting**

**Wednesday 26 April 2023**

**4.00pm**

Online Teams Meeting

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 February 2023	
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6.	<b>Strategies/Plans</b>	
	CC07/2023 Library Plan 2021-2025 (Updated – April 2023)	3
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	CC10/2023 Draft Facilities Development Plan 2023-2027	10
7.	<b>Officers' Reports</b>	
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8.	<b>In-camera</b>	
	CC15/2023 Innovation Projects Proposal-Outreach Expansion	25
9.	<b>General Business</b>	
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## STRATEGIES/PLANS

CC07/2023 LIBRARY PLAN 2021-2025 (UPDATED – APRIL 2023)

*Report prepared by Beth Luppino*

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### Purpose

To provide the Board with CCL Library Plan 2021–2025 (update April 2023) for endorsement, with adjusted Key Measure Outputs as presented at the February 2023 Board meeting.

*CCL Library Plan reference – 4.5, 4.6*

### Discussion

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

CCL undertakes a major review of the plan every four years, and a minor review on an annual basis. A major review was last undertaken in 2021 after extensive consultation with community, library users, staff and key stakeholders. It was adopted by the Board in June 2021.

We have completed our minor annual review. The proposed updates/changes noted for the Board at the February Board meeting related to our Key Performance Indicators. Our current and projected performance results have been affected by the withdrawal of Cardinia Shire from the Regional Library Agreement on 30 November 2022.

The final draft of the CCL Library Plan 2021–2025 (update April 2023) attached incorporates the revised Key Measure Output projections as discussed at the February meeting, and updated references to single member Council and associated Casey-relevant data and statistics throughout.

Changes completed include:

- Foreword and Introduction updated
- Updated footer throughout
- Demographics and statistics now reflect Casey only
- Services We Deliver – reflect 2021-2022 services
- Some images updated throughout to remove Cardinia branches
- References to 'Member Councils' changed to 'Member Council' or 'City of Casey'
- Amended Key Measure Outputs – updated as discussed at February Board meeting

Please note the following regarding the calculation of Key Measure Outputs:

- Targets for 2023-2023 onwards are based on 5 existing Casey branches.
- Revised projections for 2022-2023 include Cardinia Shire branches (Emerald, Pakenham and the mobile library service) for 5 months.

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## RECOMMENDATIONS

1. That the Board endorses the Library Plan 2021-2025 (Updated April 2023)

Casey  
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# Library Plan 2021–2025



'Inspiring spaces where  
everyone is free to  
discover possibilities'



Casey  
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Our organisation has undergone significant change over the past 12 months, with the withdrawal of Cardinia Shire from the Regional Library Agreement in November 2022.

This has presented an opportunity to review how our services meet the needs of our growing communities across the City of Casey. It has been an exciting opportunity to understand the current and future profile of people who live and work here, and to test our existing knowledge and perceptions.

The CCLC team are deeply committed to providing safe spaces for our communities to gather, learn and grow. While life appears for many to be returning to a post-pandemic sense of normality (at a somewhat hectic pace), we are seeing increasing levels of vulnerability and crisis for some who rely on our services. Our libraries play an important role in bridging the gap between other over-stretched support services – we are one of the only free places of shelter, information and wellbeing left for those doing it tough to lean on.

Over the remaining life of this plan our focus will be on the provision of targeted lifelong learning opportunities, beautiful spaces, opportunities for people to connect with each other and taking our services beyond the four walls of our existing branches to the fast-growing residential areas in Casey's southern regions.

We will soon operate under a new trading name that will reflect our transition to Casey-focused services. The process of landing on a new name was fun and involved lots of suggestions and great ideas straight from our community and library team. Along with the new name will come a brand new visual identity – we look forward to sharing this from June 2023.

While our journey through change and innovation has sharpened our focus in some areas of service delivery, our library's Vision, Mission and Values remain steady and are central to everything that we do. They are a clear reflection of our culture and the way we do things. We look forward to the implementation of this Library Plan across the next two years and hope you are as inspired as we are. Libraries really do change lives.

Regards

Angie Peresso  
Board Chairperson  
(April 2023)

Beth Luppino  
CEO  
(April 2023)

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

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

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

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

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

The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) shows that for every dollar invested in CCL the community receives a return of \$5.00. CCL are funded principally by the City of Casey and the Victorian State Government. We support a rapidly growing and diverse community of more than 365,000 people.



# The role of libraries.

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

### United Nations Sustainable Development Goals

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

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

Goal 1: No poverty.

Goal 3: Good health and well-being.

Goal 4: Quality education.

Goal 5: Gender equality.

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Goal 10: Reduced inequalities.

Goal 11: Sustainable cities and communities.

Goal 13: Climate action.

Goal 16: Peace, justice and strong institutions.

Goal 17: Partnerships for the goals.

## SUSTAINABLE DEVELOPMENT GOALS



### Library Plan

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

The Plan brings together insights and feedback from:

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



### We are growing

The City of Casey is forecast to grow by 40% between 2023 – 2041 (from 392,236 to 551,362). The largest growth will be in new residential areas particularly those around Clyde and Cranbourne.

### We are young

Growth in our communities will come mainly from working age population groups and young people. Almost 30% of residents in the City of Casey are under 19 years old compared to 24% of the Greater Melbourne population. The City of Casey's median age is 34 years and 57% of household are with children.



### We are diverse

The communities served by CCLC speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China, Afghanistan and Philippines. A high proportion of our communities are recent arrivals – 14% of residents in the City of Casey arrived in Australia in the last 5 years.

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

## COVID-19

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

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

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

## Diverse, growing community

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

## Member Council & Local Government Act 2020

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

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

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

The Local Government Act 2020 has called time on the Regional Library Corporation model. CCLC Board resolved to allow Cardinia Shire to withdraw from the Regional Library Agreement on 30 November 2022. City of Casey remains as the sole member of the Regional Library Agreement, with the view to supporting CCLC to transition to a compliment entity in the years to come.

## Digital engagement – Bridging the Divide

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

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

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

## Health and Wellbeing

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

Council recognises that health and wellbeing is a key priority and CCLC actively supports their Municipal Public Health and Wellbeing strategies.

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

## Climate change and sustainability

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

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

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

# 5 Our libraries

## 5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

## 5.2 Mission

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

## 5.3 Values and guiding behaviours

### Creativity

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

### Fairness

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

### Humour

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

### Love of Learning

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

### Social Intelligence

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

### Teamwork

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

## 5.4 Services we deliver

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

We have libraries located at Bunjil Place, Cranbourne, Doveton, Endeavour Hills and Hampton Park.

In 2021-2022, we delivered:

- Libraries collections direct to people's doors.
- Events and programs across a range of areas including: to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, digital literacy and mental health and wellbeing.
- A range of services in response to COVID-19 restrictions including click and collect, home delivery, expanded access to digital collections, digital storytelling, online conversation classes and special interest groups as well as opportunities for social connection through outbound customer care calls.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.
- Refreshed library spaces in Doveton and Endeavour Hills with better lounge and study options
- Outdoor events and programs, taking the library 'beyond our four walls'

Victoria's public libraries deliver place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service. We have a mixture of new and older physical infrastructure in our established service areas and a demand for our services in growth areas throughout Casey's southern pockets.

City of Casey is now the sole member of the Regional Library Agreement, and operates within a constrained financial environment. We are focused on providing the right services to our community (the ones they really need and want) without waste so we can keep pace with our region's population growth.

## Our partners

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

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

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

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

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

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

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

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

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





## 6

## Where we are now

### 6.1

### The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information.

Our libraries also:

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

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

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

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

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

# Strategic Area 1: A Place to Gather and Learn

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

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

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

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

**Strategic Area 1:  
A Place to Gather and Learn**

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

<p><b>A new digital library to enhance access to knowledge and information</b></p>	<ul style="list-style-type: none"> <li>• Establish a new digital library branch</li> </ul>	<ul style="list-style-type: none"> <li>• Communities can access an integrated digital library collections and services.</li> <li>• Library users agree that the new digital library enhances access to knowledge and information.</li> </ul>
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## Strategic Area 2: Partnership and innovation to achieve shared goals

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

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

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

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

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

# Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

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

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

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

**Strategic Area 3:  
Facilitate community connection and wellbeing**

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



## Strategic Area 4: Organisational excellence

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

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

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

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

## Strategic Area 4: Organisational excellence

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



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

**”**

## Key performance indicators

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

## Measurement methods

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

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

*Notes:*

*Targets for 2023/23 onwards are based on 5 existing branches. With additional investment from City of Casey in new facilities, growth will align more closely with population growth.*

*Revised projections for 2022/23 include Cardinia Shire branches (Emerald, Pakenham and the mobile library service) for 5 months.*

*For more detail:*

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

## 9.1 Our key measure outputs

Measure	CCL Actual 2021/22	CCL Revised Projections 2022/23	CCL Casey Target 2023/24	CCL Casey Target 2024/25	CCL Casey Target 2025/26
<b>Engagement</b>					
Utilisation of Technology (Wi-Fi, Public PC user in branch)	100,188	266,050	259,260	272,670	278,630
Net Promoter Score (Community Survey)	75.5	65	65	65	65
Memberships*	99,264	89,400	93,870	98,340	102,065
<b>Visits</b>					
Visits – physical	507,704	983,450	958,070	1,005,750	1,030,335
Visits – virtual	939,118	793,050	695,085	695,085	753,940
Total visits	1,446,822	1,776,500	2,219,000	2,283,000	2,395,000
Program and events attendance (In Branch)	33,279	58,650	70,775	70,775	70,775
<b>Collection</b>					
Loans (total physical and digital)	2,216,273	2,125,000	1,971,270	2,070,355	2,119,525
Turnover rate – physical items	4.6	7.0	7.0	7.0	7.0
Turnover rate – digital items	32.6	20.0	20.0	20.0	20.0
Physical quality of library collection (age of collection - less than 5 years)	69.7%	68.0%	68.0%	68.0%	68.0%
<b>Cost of Delivery</b>					
Cost of library service per capita	\$23.82	\$23.99	\$23.08	\$23.15	\$23.22
Cost of library service per physical visit (total expenditure)	\$9.79	\$10.89	\$9.79	\$9.52	\$9.48

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

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

This plan is informed by:

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



For more information about  
Casey Cardinia Libraries visit



[ccl.vic.gov.au](http://ccl.vic.gov.au)



[information@ccl.vic.gov.au](mailto:information@ccl.vic.gov.au)



1800 577 548



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Casey  
Cardinia  
Libraries

CC08/2023

DRAFT BUDGET 2023-2024

*Report prepared by Emily Ramaswamy*

## Purpose

To present the Board with Casey Cardinia Libraries Draft Budget 2023-2024 for endorsement.

*CCL Library Plan reference – 4.5, 4.6*

## Background

The 2023-2024 Budget has been developed in consultation with key staff from CCL and Casey, as well as the Board. Community consultation will begin once the draft has been endorsed. An initial draft version was presented to the Board at the November 2022 Board meeting.

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

Following the withdrawal of Cardinia Shire Council in November 2022, Casey Cardinia Libraries (CCL) is funded by the City of Casey and the State Government.

The 2023-2024 budget considers key decisions made by the CCL Board made throughout the course of the 2022-2023 financial year. This Budget is based on the service review and proposed restructure of the CCL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023-2024 Financial Year and all ongoing costs of these projects have been included.

## Discussion

### Comprehensive Income Statement

#### Revenue

1. **Council Contributions** – 3.5% increase on Casey FY23 Contribution + additional one-off funding of \$353,000 for Innovation Projects Proposal – Outreach Expansion (*refer to CC15/2023 In-Camera report*)
2. **State Gov** – PLFP assumed 1.5% increase on Casey FY23 Actuals (in line with % increase on prior year). PRC assumed 0% increase on Casey FY23 Actuals (in line with % increase on prior year).
3. **Interest on Investments** – \$2.5million investment balance at 3.5% assumed rate
4. **Other Income** – Printing, library programs & meeting room hire decrease to remove Cardinia Branch related revenue & align 2024 budget with trending actuals.
5. **Employee Costs** – Salaries, Super, Workcover etc have been based on the proposed new employee structure identified in the Internal Service Review (with a 2% vacancy rate established in prior year budget)

Staff training & Development budget - decreased by 15% + Increased by Rate Cap (3.5%) to account for CPI

6. **IT & Communications** – costs consistent with 2023 Revised Budget. Many costs were not changed by a reduction in branch staff user accounts, ongoing costs of innovation and outreach projects have been included.
7. **Library Materials** – Databases (e.g. Studiosity) 2024 only 1% drop overall, as many costs are not changed by a reduction in library members with Casey population already in the top bracket for many providers. eBooks, Periodicals and Subscriptions – decreased by 15% + Increased by Rate Cap (1.75%) to account for CPI
8. **Programs & Marketing** – Marketing Budget – Removal of CFC Budget and Cardinia branches, remaining Increased by Rate Cap (3.5%) to account for CPI. Library Programs budget maintained at FY23 level. The proposed new CCL staffing model places more emphasis on Outreach and Children and Youth programming, as such, the budget was not reduced with the removal of Cardinia Branches, to allow for more great programming to be provided to the Casey Community.
9. **Other Expenses** –
  - Audit Fees- no change.
  - Freight – updated in line with quotes
  - Home Delivery – \$0 budget
  - Bank Charges – CPI increase
  - Consultants – decreased by 25.5% + Increased by Rate Cap (3.5%) to account for CPI
  - Finance Outsourcing – budgeted at current SLA rates with City of Casey
  - Equipment – Removal of Cardinia branch budgets. Casey branches Increased 3.5%
  - Printing & Stationary – Removal of Cardinia branch budgets. Casey branches decreased in line with 2023 trending actuals. Regional Support decreased by 25.5% + Increased by Rate Cap (3.5%) to account for CPI.
  - OH&S – decreased by 15% + Increased by Rate Cap (1.75%) to account for CPI
10. **Depreciation**– Estimate based on remaining assets and budgeted purchases remaining for FY 2023 and 2024 budgeted purchases.

<b>Comprehensive Income Statement</b>			
<b>For the Years ending June 30</b>			
	Note	Revised Budget	Budget
		2022-23	2023-24
<b>Revenue</b>			
Council Contributions	1	7,577,393	7,198,580
State Government Grants	2	2,440,589	2,207,392
Interest on Investments	3	78,767	87,500
Other income	4	162,250	110,015
<b>Total Income</b>		<b>10,258,999</b>	<b>9,603,487</b>
<b>Expenditure</b>			
Employee Costs	5	7,887,663	6,607,846
IT & Communications	6	645,294	645,000
Library Materials	7	351,299	358,640
Promotions & Marketing	8	99,097	102,960
Administration	9	519,200	433,303
Depreciation	10	1,204,712	1,085,721
<b>Total Expenditure</b>		<b>10,707,265</b>	<b>9,233,471</b>
Net Gain(loss) disposal of plant & Equipment		(1,851)	0
<b>Total comprehensive result</b>		<b>(450,118)</b>	<b>370,017</b>

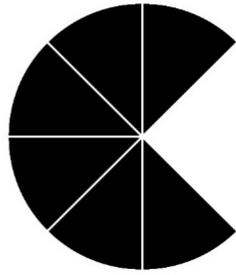
**Statement of Capital Works**

11. **Library Materials** - Additional costs have been added to allow for further outsourced processing of collection and purchases required for outreach and innovation projects.
12. **Motor Vehicle** – investment in motor vehicle in line with CCL Library Plan
13. **Digital Equipment & Furniture** – Ongoing Digital Equipment renewal budget decreased by 25.5%. Furniture & Equipment Budget includes \$120,000 allocation for one off innovation and outreach projects funded by Council (Ref. note 1)

Statement of Capital Works For the Years ending June 30			
	Note	Revised Budget 2022-23	Budget 2023-24
<b>Capital Expenditure</b>			
Library Materials	11	1,060,775	1,146,373
Motor Vehicles	12	0	152,000
Furniture & Equipment	13	166,213	276,362
		1,226,988	1,574,735

***RECOMMENDATIONS***

1. That the Board endorses CCL Draft Budget 2023-2024.
2. That CCL forward the endorsed CCL Budget 2023-2024 to the City of Casey for adoption.
3. That CCL advertise the CCL Budget 2023-2024 prior to adoption.
4. That the Board notes CCL will adopt the CCL Budget 2023-2024 after the City of Casey advise formal approval of the Budget.



Casey  
Cardinia  
**Libraries**

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

# **Budget**

## **2023-2024**

**Draft:** 18 April 2023

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## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Our Values and Guiding Behaviours

### Creativity

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

### Fairness

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

### Humour

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

### Love of Learning

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

### Social Intelligence

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

### Teamwork

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

## Our Approach

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

## 1.0 Executive Summary

The 2023–2024 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board at the November 2022 Board meeting.

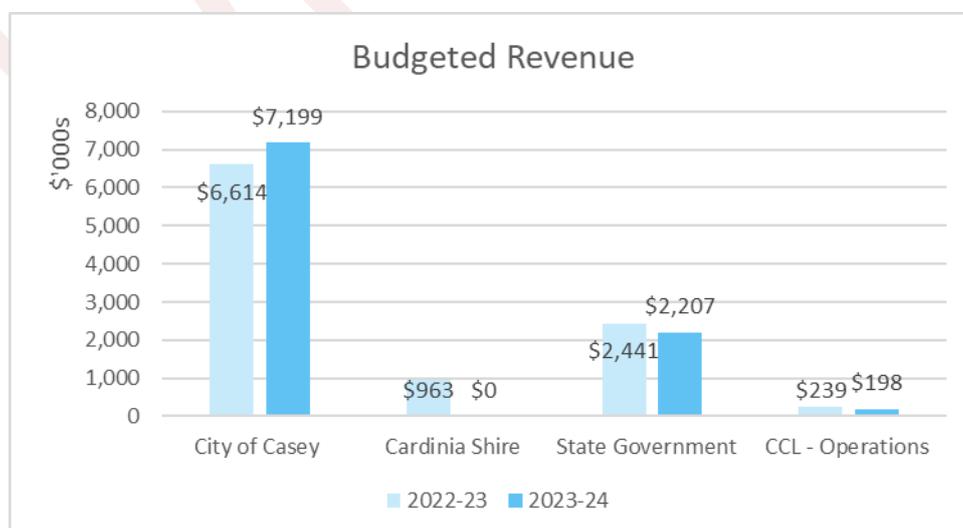
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Casey Cardinia Libraries (CCL) is funded by the City of Casey and the State Government.

The 2023–2024 budget takes into account key decisions made by the CCL Board made throughout the course of the 2022–2023 financial year. This Budget is based on the restructure of the CCL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023–2024 financial year and all ongoing costs of these projects have been included.

### Revenue

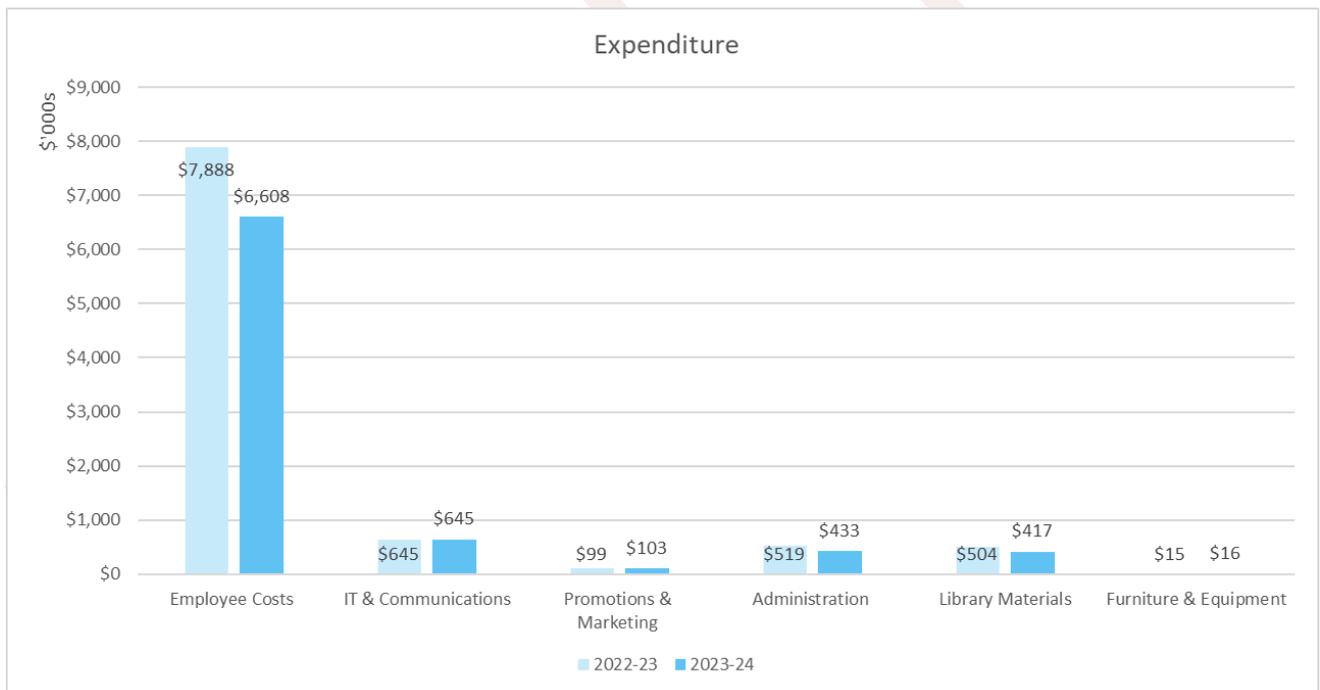
	Revised Budget 2022-23	Budget 2023-24
City of Casey	6,614,090 <i>64.48%</i>	7,198,580 <i>74.96%</i>
Cardinia Shire	963,303 <i>9.39%</i>	0 <i>0.00%</i>
State Government	2,440,589 <i>23.79%</i>	2,207,392 <i>22.99%</i>
CCL - Operations	239,166 <i>2.33%</i>	197,515 <i>2.06%</i>
<b>Total Income</b>	<b>10,257,148</b>	<b>9,603,487</b>





### Expenditure

	Revised Budget	Budget
	2022-23	2023-24
Employee Costs	7,887,663	6,607,846
IT & Communications	645,294	645,000
Promotions & Marketing	99,097	102,960
Administration	519,200	433,303
Library Materials	1,412,074	1,505,013
Library Materials - Expense	351,299	358,640
Library Materials - Capital	1,060,775	1,146,373
Furniture & Equipment	166,213	428,362
<b>Total Expenditure</b>	<b>10,729,541</b>	<b>9,722,484</b>





## 2.0 Budgeted Financial Statements 2023–2024

Comprehensive Income Statement For the Years ending June 30			
	Note	Revised Budget 2022–23	Budget 2023–24
<b>Revenue</b>			
Council Contributions	1	7,577,393	7,198,580
State Government Grants	2	2,440,589	2,207,392
Interest on Investments	4	78,767	87,500
Other income	5	162,250	110,015
<b>Total Income</b>		<b>10,258,999</b>	<b>9,603,487</b>
<b>Expenditure</b>			
Employee Costs	6	7,887,663	6,607,846
IT & Communications	8	645,294	645,000
Library Materials	9	351,299	358,640
Promotions & Marketing	10	99,097	102,960
Administration	11	519,200	433,303
Depreciation	12	1,204,712	1,085,721
<b>Total Expenditure</b>		<b>10,707,265</b>	<b>9,233,471</b>
Net Gain (loss) disposal of plant &		(1,851)	0
<b>Total comprehensive result</b>		<b>(450,118)</b>	<b>370,017</b>



<b>Balance Sheet</b>		
<b>As at June 30</b>		
	<b>Revised Budget</b>	<b>Budget</b>
	<b>2022-23</b>	<b>2023-24</b>
	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash Asset	70,000	70,000
Financial Assets	2,593,991	2,447,844
Receivables	50,000	60,000
Inventories		
	2,713,991	2,577,844
<b>Non-Current Assets</b>		
Fixed Assets	3,238,449	3,727,462
Right-of-use assets	0	0
<b>TOTAL ASSETS</b>	<b>5,952,440</b>	<b>6,305,307</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	610,044	462,712
Lease Liabilities	0	0
Employee Entitlements	1,485,752	1,537,754
	2,095,796	2,000,465
<b>Non-Current Liabilities</b>		
Employee Entitlements	100,728	178,909
Lease Liabilities	0	0
<b>TOTAL LIABILITIES</b>	<b>2,196,524</b>	<b>2,179,374</b>
<b>NET ASSETS</b>	<b>3,755,916</b>	<b>4,125,932</b>
<b>EQUITY</b>		
Members Contribution on Formation	1,528,173	1,528,173
Accumulated Surplus	2,227,743	2,597,759
<b>TOTAL EQUITY</b>	<b>3,755,916</b>	<b>4,125,932</b>

Statement of Change in Equity			
As at June 30			
<b>2023</b>			
Bal at the beginning of the financial year	5,675,098	3,623,859	2,051,239
Comprehensive result	(450,118)	(450,118)	
Withdrawal of Cardinia Shire Council Equity	(1,469,065)	(945,999)	(523,066)
<b>Balance at end of financial year</b>	<b>3,755,916</b>	<b>2,227,743</b>	<b>1,528,173</b>
<b>2024</b>			
Bal at the beginning of the financial year	3,755,916	2,227,743	1,528,173
Comprehensive result	370,017	370,017	
<b>Balance at end of financial year</b>	<b>4,125,932</b>	<b>2,597,759</b>	<b>1,528,173</b>

Statement of Capital Works		
For the Years ending June 30		
	Revised Budget	Budget
	2022-23	2023-24
<b>Capital Expenditure</b>		
Library Materials	1,060,775	1,146,373
Motor Vehicles	0	152,000
Furniture & Equipment **	166,213	276,362
	<b>1,226,988</b>	<b>1,574,735</b>

Statement of Human Resources		
For the years ending June 30		
	Revised Budget	Budget
	2022-23	2023-24
<b>Staff Expenditure</b>		
Employee costs - Operating	7,887,663	6,607,846
<b>Total Staff Expenditure</b>	<b>7,887,663</b>	<b>6,607,846</b>
	EFT	EFT
Staff Numbers	96	66
Permanent full time	34	27
Permanent part time	128	78

<b>Statement of Cash Flows</b>		
<b>Year ended June 30</b>		
	Revised Budget	Budget
	2022-23	2023-24
	\$	\$
<b>Cash Flow from Operating Activities</b>		
<b>Income from:</b>		
Council Contributions	7,577,393	7,198,580
Government Grants	2,440,589	2,207,392
Interest Income	78,767	87,500
Overdue Fines	0	0
Other Income	162,250	110,015
	10,258,999	9,603,487
<b>Payments for:</b>		
Employee Costs	8,656,433	6,607,846
Library Materials	351,299	358,640
Computer Services	645,294	645,000
Other Costs	645,447	563,413
	10,298,473	8,174,899
Net Cash Inflow from Operating Activities	(39,475)	1,428,588
<b>Cash Flow from Investing Activities</b>		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,226,988)	(1,574,735)
Net Cash (Outflow) from Investing Activities	(1,226,988)	(1,574,735)
<b>Cash Flow from Financing Activities</b>		
Payments for:		
Withdrawal of Cardinia Shire Council from RLC	(207,658)	0
Net Cash (Outflow) from Financing Activities	0	0
Net Increase/Decrease in Cash	(1,266,463)	(146,147)
Cash at the beginning of the year	3,930,454	2,663,991
<b>Cash Held at End of Year</b>	<b>2,663,991</b>	<b>2,517,844</b>

## 3.0 Notes to the Budgeted Financial Statements 2023-2024

### 1 – Council Contributions

During the 2022-2023 financial year, the Cardinia Shire Council withdrew from the CCL Regional Library Agreement. This withdrawal was effective 1 December 2022 and has been reflected in the below figures.

Councils Contribution	Revised Budget		Budget
	2022-23	2023-24	
Population*	446,359	403,869	
Councils Contribution	7,577,393	7,198,580	
Average Contrib per Capita	\$16.98	\$17.82	
2020 Victorian RLCs Average Contribution per capita**	\$		32.23

\*Forecast population estimate source <https://forecast.id.com.au> for the 2022-2023 Revised Budget – 42% of Cardinia Shire Council's Estimated Population was applied, representing the 5 months of service provision within CCL.

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

### 2 – State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2023. The state funding is primarily calculated on population and in FY2023 there was a 1.5% increase in the amount received. For the purposes of this Budget, it is assumed that 1.5% increase on Government Grants will be received each year.

State Funding	Revised Budget		Budget
	2022-23	2023-24	
Population	446,359	403,869	
State Funding	2,440,589	2,207,392	
Average Contrib per Capita	\$5.47	\$5.47	

### 3 – Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement is in effect until 24 November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2024 budget have been based on the new staffing structure being implemented in the 2022-2023 financial year.

Not included in the 2024 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.2% as at 28 February 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

<b>Human Resources</b>	Revised Budget	
	2022-23	Budget 2023-24
Employee Costs	7,887,663	6,607,846
Total Staffing EFT	96	66
% of total expenditure	73.51%	67.96%
Population	446,359	403,869
Expenditure per capita	\$17.67	\$16.36
2020 State Average Expenditure per capita		

#### 4 - Information & Communications Technology (ICT)

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

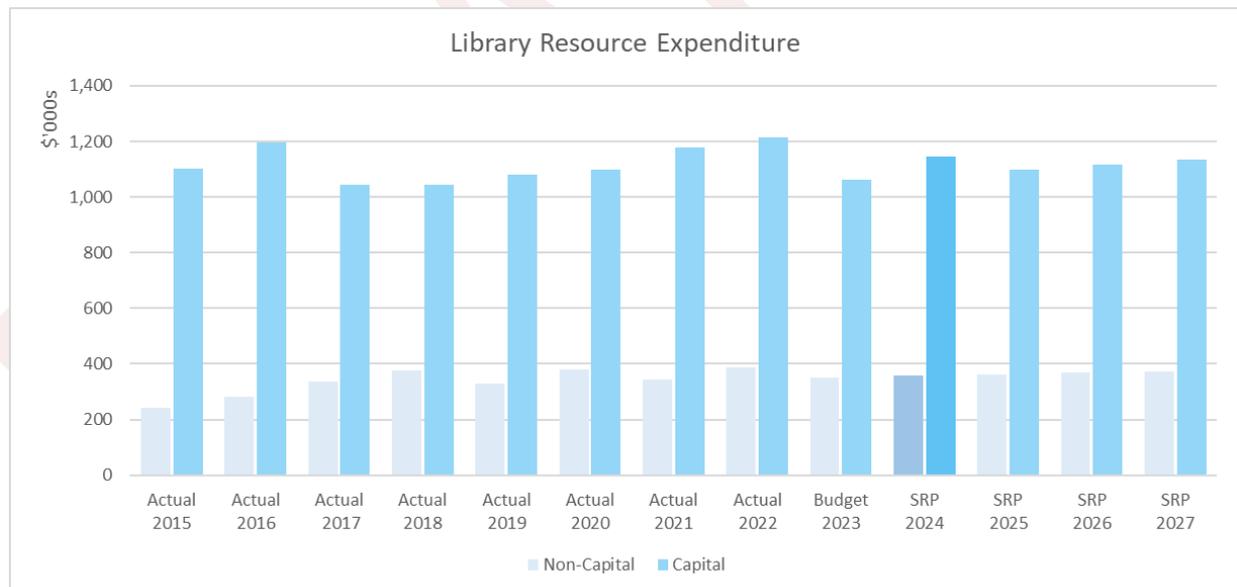
<b>Information &amp; Communications Technology (ICT)</b>	Revised Budget	
	2022-23	Budget 2023-24
Telecommunications	42,091	55,000
Data Communications	89,191	175,000
ILMS	48,204	130,000
Computer Software & Support	465,808	285,000
<b>Total ICT</b>	<b>645,294</b>	<b>645,000</b>
% of total expenditure	6.27%	7.89%
Population	446,359	403,869
Expenditure per capita	\$1.45	\$1.60



## 5 - Library Resources and Materials

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

Library Resources	Revised Budget	Budget
	2022-23	2023-24
Non-Capital	351,299	358,640
Capital	1,060,775	1,146,373
<b>Total Library Resources</b>	<b>1,412,074</b>	<b>1,505,013</b>
% of total expenditure	13.71%	18.41%
Population	446,359	403,869
Expenditure per capita	\$ 3.16	\$ 3.73
2020 State Average Expenditure per Capita		\$ 5.78



## 4.0 Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are five service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library



## 5.0 Schedule of Fees and Charges: 2023-2024

1. **Replacement membership cards: \$3.30** to replace a lost card.
2. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
4. **Libraries Victoria Lost or damaged processing: \$5.50** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
6. **Photocopying and printing:**

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

7. **Inter Library Loans:**  
Tertiary/ Special and other charging libraries **\$28.50**  
Victorian Public Libraries and other non-charging public libraries **\$5.00**  
Libraries Victoria Items are free

8. **Other Charges:**

Library Bags (New member Free), Replacement Bags	<b>\$2.00</b>
Ear Buds	<b>\$2.00</b>
USB Sticks	<b>\$10.00</b>
Book clubs (per annum)	<b>\$100.00</b>

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

Creative Rate: **\$15.00 per hour**

Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. Local History Reproduction Fees:

Contact: Local History Officer  
At Cranbourne Library (03) 5990 0150

**Local History Schedule of Reproduction Fees**

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

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

All prices are per copy:

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

Casey Cardinia Libraries  
Locked Bag 2400, Cranbourne, 3977

Telephone: 5990 0100

[ccl.vic.gov.au](http://ccl.vic.gov.au)

 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)

 [@CasCarLibraries](https://twitter.com/CasCarLibraries)

CC09/2023

DRAFT STRATEGIC RESOURCE PLAN 2023-2027

*Report prepared by Emily Ramaswamy*

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### **Purpose**

To present the Board with Casey Cardinia Libraries Draft Strategic Resource Plan 2023-2027 for endorsement.

*CCL Library Plan reference – 4.5, 4.6*

### **Background**

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

### **Discussion**

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

The 2023-2027 Strategic Resource Plan (SRP) considers key decisions made by the CCL Board made throughout the course of the 2022-2023 financial year. This SRP is based on the restructure of the CCL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023-2024 Financial Year and all ongoing costs of these projects have been included.

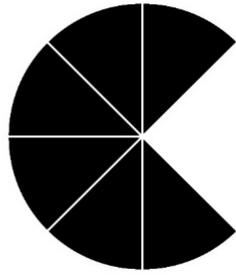
CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 26 April 2023

<b>Comprehensive Income Statement</b>					
<b>For the Years ending June 30</b>					
	Revised Budget	Budget	Forecast	Forecast	Forecast
	2022-23	2023-24	Est	Est	Est
			2024-25	2025-26	2026-27
<b>Revenue</b>					
Council Contributions	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
State Government Grants	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest on Investments	78,767	87,500	87,500	87,500	87,500
Other income	162,250	110,015	112,186	114,399	116,678
<b>Total Income</b>	<b>10,258,999</b>	<b>9,603,487</b>	<b>9,525,155</b>	<b>9,808,729</b>	<b>10,101,558</b>
<b>Expenditure</b>					
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	645,294	645,000	641,100	652,350	663,770
Library Materials	351,299	358,640	361,377	367,700	374,130
Promotions & Marketing	99,097	102,960	104,760	106,600	108,460
Administration	519,200	433,303	418,538	425,506	432,952
Depreciation	1,204,712	1,085,721	1,123,700	1,163,030	1,203,700
<b>Total Expenditure</b>	<b>10,707,265</b>	<b>9,233,471</b>	<b>9,487,397</b>	<b>9,791,216</b>	<b>10,105,465</b>
Net Gain(loss) disposal of plant & Equipment	(1,851)	0	0	0	0
<b>Total comprehensive result</b>	<b>(450,118)</b>	<b>370,017</b>	<b>37,758</b>	<b>17,513</b>	<b>(3,907)</b>

<b>Statement of Capital Works</b>					
<b>For the Years ending June 30</b>					
	Revised Budget	Budget	Forecast	Forecast	Forecast
	2022-23	2023-24	Est	Est	Est
			2024-25	2025-26	2026-27
<b>Capital Expenditure</b>					
Library Materials	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Motor Vehicles	0	152,000	0	0	45,000
Furniture & Equipment	166,213	276,362	159,098	161,880	164,710
	<b>1,226,988</b>	<b>1,574,735</b>	<b>1,257,251</b>	<b>1,278,920</b>	<b>1,345,970</b>

**RECOMMENDATIONS**

1. That the Board endorses CCL Draft Strategic Resource Plan 2023–2027.
2. That CCL forward the endorsed CCL Strategic Resource Plan 2023–2027 to the City of Casey for adoption.
3. That the Board notes CCL will adopt the CCL Strategic Resource Plan 2023–2027 after the City of Casey advise formal approval.



Casey  
Cardinia  
**Libraries**

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

# Strategic Resource

## Plan

**2023-2027**

**Draft:** 18 April 2023

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## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Our Values and Guiding Behaviours

### Creativity

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

### Fairness

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

### Humour

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

### Love of Learning

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

### Social Intelligence

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

### Teamwork

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

## Our Approach

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

## 1.0 Executive Summary

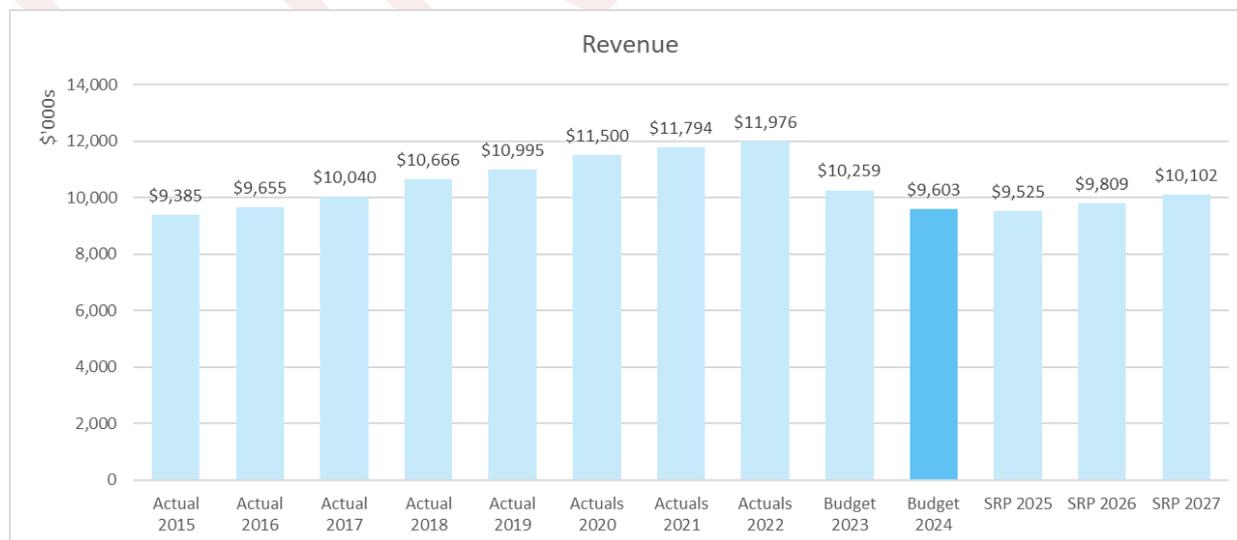
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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

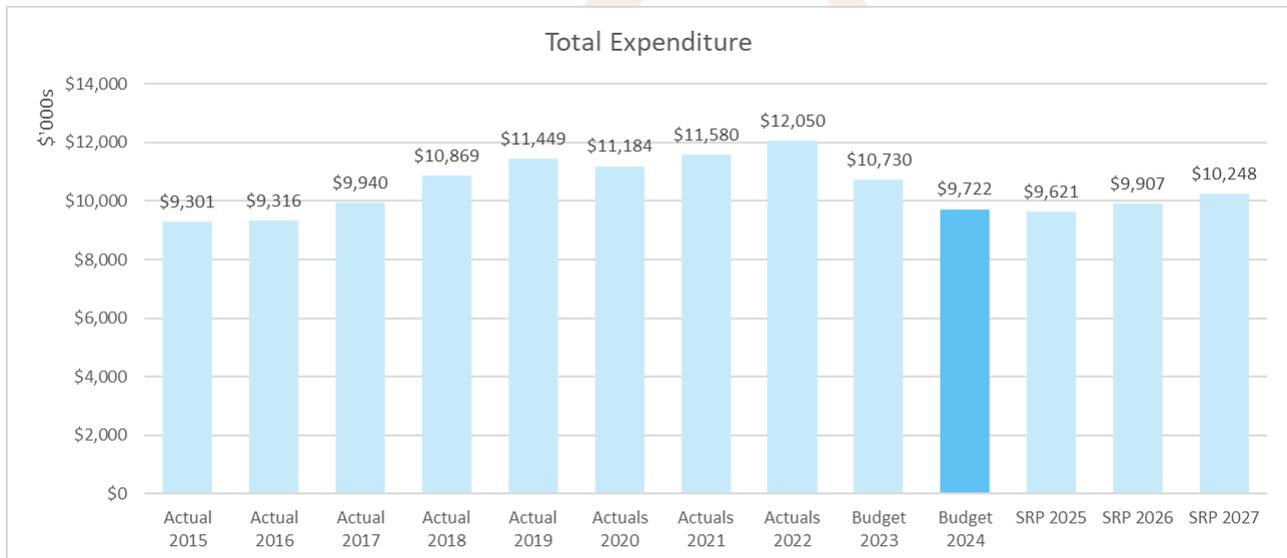
Casey Cardinia Libraries (CCL) is funded by the City of Casey and the State Government.

The 2023-2027 Strategic Resource Plan (SRP) takes into account key decisions made by the CCL Board made throughout the course of the 2022-2023 financial year. This SRP is based on the restructure of the CCL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023-2024 financial year and all ongoing costs of these projects have been included.

	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
<b>City of Casey</b>	6,614,090	7,198,580	7,085,180	7,333,160	7,589,820
	64.48%	74.96%	74.38%	74.76%	75.14%
<b>Cardinia Shire</b>	963,303	0	0	0	0
	9.39%	0.00%	0.00%	0.00%	0.00%
<b>State Government</b>	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
	23.79%	22.99%	23.52%	23.18%	22.84%
<b>CCL - Operations</b>	239,166	197,515	199,686	201,899	204,178
	2.33%	2.06%	2.10%	2.06%	2.02%
<b>Total Income</b>	<b>10,257,148</b>	<b>9,603,487</b>	<b>9,525,155</b>	<b>9,808,729</b>	<b>10,101,558</b>



	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	645,294	645,000	641,100	652,350	663,770
Promotions & Marketing	99,097	102,960	104,760	106,600	108,460
Administration	519,200	433,303	418,538	425,506	432,952
Library Materials	1,412,074	1,505,013	1,459,530	1,484,740	1,510,390
Library Materials - Expense	351,299	358,640	361,377	367,700	374,130
Library Materials - Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Furniture & Equipment	166,213	428,362	159,098	161,880	209,710
<b>Total Expenditure</b>	<b>10,729,541</b>	<b>9,722,484</b>	<b>9,620,948</b>	<b>9,907,106</b>	<b>10,247,735</b>



## 2.0 Financial Statements 2023–2027

Comprehensive Income Statement For the Years ending June 30						
	Note	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
<b>Revenue</b>						
Council Contributions	1	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
State Government Grants	2	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest on Investments	4	78,767	87,500	87,500	87,500	87,500
Other income	5	162,250	110,015	112,186	114,399	116,678
Total Income		10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
<b>Expenditure</b>						
Employee Costs	6	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	8	645,294	645,000	641,100	652,350	663,770
Library Materials	9	351,299	358,640	361,377	367,700	374,130
Promotions & Marketing	10	99,097	102,960	104,760	106,600	108,460
Administration	11	519,200	433,303	418,538	425,506	432,952
Depreciation	12	1,204,712	1,085,721	1,123,700	1,163,030	1,203,700
Total Expenditure		10,707,265	9,233,471	9,487,397	9,791,216	10,105,465
Net Gain (loss) disposal of plant & Equipment		(1,851)	0	0	0	0
Total comprehensive result		(450,118)	370,017	37,758	17,513	(3,907)



Balance Sheet					
As at June 30					
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
	\$	\$	\$	\$	\$
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,593,991	2,447,844	2,324,901	2,199,374	2,026,047
Receivables	50,000	60,000	60,000	70,000	80,000
Inventories					
	2,713,991	2,577,844	2,454,901	2,339,374	2,176,047
<b>Non-Current Assets</b>					
Fixed Assets	3,238,449	3,727,462	3,861,013	3,976,903	4,119,173
Right-of-use assets	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>5,952,440</b>	<b>6,305,307</b>	<b>6,315,915</b>	<b>6,316,277</b>	<b>6,295,221</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	610,044	462,712	355,079	282,224	207,419
Lease Liabilities	0	0	26,661	26,661	26,661
Employee Entitlements	1,485,752	1,537,754	1,591,575	1,647,280	1,704,935
	2,095,796	2,000,465	1,973,315	1,956,165	1,939,015
<b>Non-Current Liabilities</b>					
Employee Entitlements	100,728	178,909	178,909	178,909	178,909
Lease Liabilities	0	0	0	0	0
<b>TOTAL LIABILITIES</b>	<b>2,196,524</b>	<b>2,179,374</b>	<b>2,152,224</b>	<b>2,135,074</b>	<b>2,117,924</b>
<b>NET ASSETS</b>	<b>3,755,916</b>	<b>4,125,932</b>	<b>4,163,690</b>	<b>4,181,203</b>	<b>4,177,296</b>
<b>EQUITY</b>					
Members Contribution on Formation	1,528,173	1,528,173	1,528,173	1,528,173	1,528,173
Accumulated Surplus	2,227,743	2,597,759	2,635,517	2,653,030	2,649,123
<b>TOTAL EQUITY</b>	<b>3,755,916</b>	<b>4,125,932</b>	<b>4,163,690</b>	<b>4,181,203</b>	<b>4,177,296</b>

Statement of Change in Equity			
As at June 30			
<b>2023</b>			
Bal at the beginning of the financial year	5,675,098	3,623,859	2,051,239
Comprehensive result	(450,118)	(450,118)	
Withdrawal of Cardinia Shire Council Equity	(1,469,065)	(945,999)	(523,066)
<b>Balance at end of financial year</b>	<b>3,755,916</b>	<b>2,227,743</b>	<b>1,528,173</b>
<b>2024</b>			
Bal at the beginning of the financial year	3,755,916	2,227,743	1,528,173
Comprehensive result	370,017	370,017	
<b>Balance at end of financial year</b>	<b>4,125,932</b>	<b>2,597,759</b>	<b>1,528,173</b>
<b>2025</b>			
Bal at the beginning of the financial year	4,125,932	2,597,759	1,528,173
Comprehensive result	37,758	37,758	
<b>Balance at end of financial year</b>	<b>4,163,690</b>	<b>2,635,517</b>	<b>1,528,173</b>
<b>2026</b>			
Bal at the beginning of the financial year	4,163,690	2,635,517	1,528,173
Comprehensive result	17,513	17,513	
<b>Balance at end of financial year</b>	<b>4,181,203</b>	<b>2,653,030</b>	<b>1,528,173</b>
<b>2027</b>			
Bal at the beginning of the financial year	4,181,203	2,653,030	1,528,173
Comprehensive result	(3,907)	(3,907)	
<b>Balance at end of financial year</b>	<b>4,177,296</b>	<b>2,649,123</b>	<b>1,528,173</b>

Statement of Capital Works For the Years ending June 30					
	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Capital Expenditure</b>					
Library Materials	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Motor Vehicles	0	152,000	0	0	45,000
Furniture & Equipment **	166,213	276,362	159,098	161,880	164,710
	<b>1,226,988</b>	<b>1,574,735</b>	<b>1,257,251</b>	<b>1,278,920</b>	<b>1,345,970</b>

Statement of Human Resources For the years ending June 30					
	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Staff Expenditure					
Employee costs - Operating	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
<b>Total Staff Expenditure</b>	<b>7,887,663</b>	<b>6,607,846</b>	<b>6,837,922</b>	<b>7,076,030</b>	<b>7,322,453</b>
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	96	66	66	66	66
Permanent full time	34	27	27	27	27
Permanent part time	128	78	78	78	78

<b>Statement of Cash Flows</b>					
<b>Year ended June 30</b>					
	Revised Budget	Budget	Forecast	Forecast	Forecast
	2022-23	2023-24	Est	Est	Est
	\$	\$	\$	\$	\$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Government Grants	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest Income	78,767	87,500	87,500	87,500	87,500
Overdue Fines	0	0	0	0	0
Other Income	162,250	110,015	112,186	114,399	116,678
	10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
<b>Payments for:</b>					
Employee Costs	8,656,433	6,607,846	6,837,922	7,076,030	7,322,453
Library Materials	351,299	358,640	361,377	367,700	374,130
Computer Services	645,294	645,000	641,100	652,350	663,770
Other Costs	645,447	563,413	550,448	559,256	568,562
	10,298,473	8,174,899	8,390,847	8,655,336	8,928,915
Net Cash Inflow from Operating Activities	(39,475)	1,428,588	1,134,308	1,153,393	1,172,643
<b>Cash Flow from Investing Activities</b>					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
Net Cash (Outflow) from Investing Activities	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
<b>Cash Flow from Financing Activities</b>					
Payments for:					
Withdrawal of Cardinia Shire Council from RLC	(207,658)	0	0	0	0
Net Cash (Outflow) from Financing Activities	0	0	0	0	0
Net Increase/Decrease in Cash	(1,266,463)	(146,147)	(122,943)	(125,527)	(173,327)
Cash at the beginning of the year	3,930,454	2,663,991	2,517,844	2,394,901	2,269,374
<b>Cash Held at End of Year</b>	<b>2,663,991</b>	<b>2,517,844</b>	<b>2,394,901</b>	<b>2,269,374</b>	<b>2,096,047</b>

## 3.0 Notes to the Strategic Resource Plan Financial Report 2023-2027

### 1 Council Contributions

During the 2022-2023 financial year, the Cardinia Shire Council withdrew from the CCL Regional Library Agreement. This withdrawal was effective 1 December 2022 and has been reflected in the below figures.

Councils Contribution	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Population*	446,359	403,869	415,621	427,390	438,658
Councils Contribution	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Average Contrib per Capita	\$16.98	\$17.82	\$17.05	\$17.16	\$17.30
2020 Victorian RLCs Average Contribution per capita**		\$ 32.23			\$ 32.23

\*Forecast population estimate source <https://forecast.id.com.au> for the 2022-2023 Revised Budget – 42% of Cardinia Shire Council's Estimated Population was applied, representing the 5 months of service provision within CCL.

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

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2023. The state funding is primarily calculated on population and in FY2023 there was a 1.5% increase in the amount received. For the purposes of this SRP, it is assumed that 1.5% increase on Government Grants will be received each year.

State Funding	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Population	446,359	403,869	415,621	427,390	438,658
State Funding	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Average Contrib per Capita	\$5.47	\$5.47	\$5.39	\$5.32	\$5.26



### 3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement is in effect until 24 November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2024 budget have been based on the new staffing structure being implemented in the 2022-2023 financial year.

Not included in the 2024 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.2% as at 28 February 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Revised Budget	Budget	Forecast	Forecast	Forecast
	2022-23	2023-24	Est 2024-25	Est 2025-26	Est 2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
Total Staffing EFT	96	66	66	66	66
% of total expenditure	73.51%	67.96%	71.07%	71.42%	71.45%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$17.67	\$16.36	\$16.45	\$16.56	\$16.69
2020 State Average Expenditure per capita					\$25.09

#### 4 Information & Communications Technology (ICT)

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

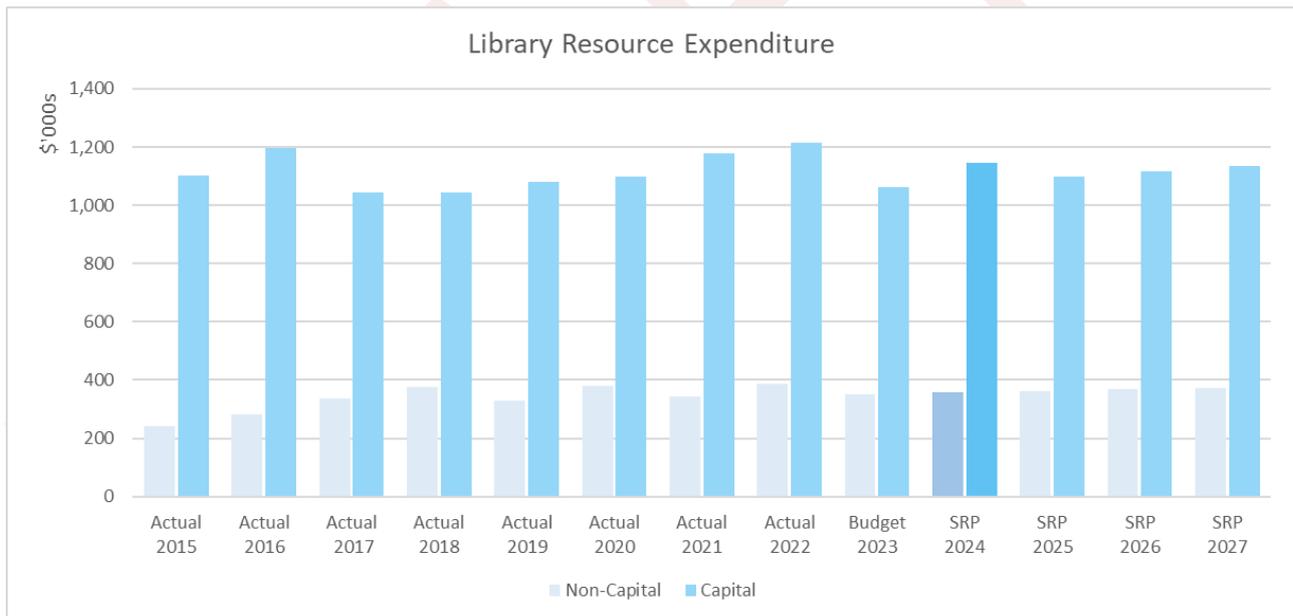
Information & Communications Technology (ICT)	Revised Budget	Budget	forecast Est	forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Telecommunications	42,091	55,000	56,000	57,000	58,000
Data Communications	89,191	175,000	178,100	181,220	184,400
ILMS	48,204	130,000	117,000	119,050	121,130
Computer Software & Support	465,808	285,000	290,000	295,080	300,240
<b>Total ICT</b>	<b>645,294</b>	<b>645,000</b>	<b>641,100</b>	<b>652,350</b>	<b>663,770</b>
% of total expenditure	6.27%	7.89%	7.64%	7.54%	7.43%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$1.45	\$1.60	\$1.54	\$1.53	\$1.51



## 5 Library Resources and Materials

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

Library Resources	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
Non-Capital	351,299	358,640	361,377	367,700	374,130
Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
<b>Total Library Resources</b>	<b>1,412,074</b>	<b>1,505,013</b>	<b>1,459,530</b>	<b>1,484,740</b>	<b>1,510,390</b>
% of total expenditure	13.71%	18.41%	17.39%	17.15%	16.92%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$3.16	\$3.73	\$3.51	\$3.47	\$3.44
2020 State Average Expenditure per Capita		\$5.78			



## 4.0 Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are five service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library

Casey Cardinia Libraries  
Locked Bag 2400, Cranbourne, 3977

Telephone: 5990 0100  
[ccl.vic.gov.au](http://ccl.vic.gov.au)

 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)

 [@CasCarLibraries](https://twitter.com/CasCarLibraries)

CC10/2023

DRAFT FACILITIES DEVELOPMENT PLAN 2023-2027

*Report prepared by Beth Luppino*

## Purpose

To provide an updated Facilities Development Plan that reflects the current and future library infrastructure needs for the Casey community.

*Library Plan reference – 4.5, 4.6, 4.7*

## Background

CCL plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

In November 2022 Cardinia withdrew from the CCL Regional Library Agreement, leaving City of Casey as sole member. In response to this, the CCL Facilities Development Plan has been updated to reflect this change and sharpen the focus on the future of library services in the City of Casey.

## Discussion

This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. The 2023 revision of the plan has been completed in collaboration with relevant Casey officers, in line with [Council's Infrastructure Strategy 2021-2025](#) and associated Capital Works Programs.

Additional Service Level agreements between CCL and City of Casey are being developed to manage the day to day operational/maintenance requirements of Council's library facilities.

This Plan connects directly to key strategies in the current CCLC Library Plan 2021-2025 specifically:

### Strategic Area 1. A place to gather and learn

#### Objective 1.1

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

### Strategic Area 2. Partnership and innovation to achieve shared goals

#### Objective 2.1

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

#### Objective 2.2

- Strengthen partnership with Council to support shared goals including program delivery and infrastructure design

### Strategic Area 4. Organisational excellence

#### Objective 4.7

- Provision of strategic guidance and support to Council

## Conclusion

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

We seek the Board's endorsement of this updated Facilities Development Plan, to carry CCL forward into the next phase of service development. The plan incorporates a renewed focus on innovations relevant to the Casey community and alignment with Council's Infrastructure Strategy 2021-2025.

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***RECOMMENDATIONS***

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1. That the Board endorse the Draft Facilities Development Plan 2023-2027.



Casey  
Cardinia  
Libraries

# Casey-Cardinia Library Corporation

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

## Facilities Development Plan 2023-2027

**Draft:** 18 April 2023

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## 1. Introduction

CCLC plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

In November 2022 Cardinia Shire withdrew from the CCLC Regional Library Agreement, leaving City of Casey as sole member. In response to this, the CCLC Facilities Development Plan has been updated to reflect this change and sharpen the focus on the future of library services in the City of Casey.

## 2. Purpose

The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practise, and aligns with Council's [Infrastructure Strategy 2021-25](#) and associated Capital Works Programs.

Additional Service Level agreements between CCLC and City of Casey exist to manage the day to day operational/maintenance requirements of current library facilities.

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

### **Strategic Area 1. A place to gather and learn**

#### Objective 1.1

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

### **Strategic Area 2. Partnership and innovation to achieve shared goals**

#### Objective 2.1

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

#### Objective 2.2

- Strengthen partnership with Council to support shared goals including program delivery and infrastructure design

### **Strategic Area 4. Organisational excellence**

#### Objective 4.7

- Provision of strategic guidance and support to Council

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

## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Our Values and Guiding Behaviours

### Teamwork

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

### Love of Learning

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

### Fairness

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

### Creativity

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

### Social Intelligence

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

### Humour

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

## Our Approach

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

### 3. Regional Overview

CCLC provides contemporary public library services to a rapidly growing and diverse community in the City of Casey of over 392,000 people. Our population is growing rapidly, forecasts estimate that the population in the City of Casey will exceed 551,000 by 2041. ([January 2023, Profile ID – Population Forecast](#))

Our libraries are located at Cranbourne, Doveton, Endeavour Hills, Hampton Park, and Narre Warren (Bunjil Place). CCLC has more than 75,000 members in Casey (28 February 2023). In 2021–2022 we had over 2.2 million loans (physical and digital) and over 1.4 million visits (physical and virtual) across the Casey and Cardinia branches.

Our community tells us that they see their local library as a safe and welcoming space. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs.

CCLC generally conducts formal customer surveys twice a year.

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

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

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

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

## 4. Libraries Change Lives

### [Health and Wellbeing](#)

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

CCLC recognises that we play an important role in this space and deliver activities that align with the framework. Within the past two years, CCLC has worked with Council, Monash Health, enLive, VicHealth, YMCA and other key partners to deliver many programs that support better health and wellbeing outcomes for residents. Our services and programs also align with Council's [Health and Wellbeing Strategy \(2021-2025\)](#), particularly in the areas of 'Healthy eating and food security' (example, our Seed Library), and Mental Health and Social Inclusion (examples, Knit and Stitch group, Book Groups, English Conversation classes).

### [Liveability](#)

City of Casey's 2021 Shape Your City Survey identified that access to safe public space was a priority for local residents.

The ability for library services to combat isolation and connect people with learning opportunities is well documented. The fact that services remain free is important, providing welcome relief from consumer exhaustion, and providing community connection for lower income earners.

Libraries are often mentioned in conjunction with other essential Council services (roads, waste collection, community health) – they are perceived by many as part of the base offering that Council should provide.

### [Public Library Strengths](#)

- Provision of **welcoming and culturally inclusive space** for people to read, relax, connect, learn and work.
- Provision of user-focused library website, apps and **digital technologies** to facilitate wider access to library services.
- Provision of **24/7 access** to physical and virtual library collections, services and support.
- Provider of and partner in delivery of **lifelong learning** opportunities.
- Delivery of **outreach services, programs and collections** in community settings by library staff, partner organisations and other Council Departments.
- Shift from **transactional** services behind the desk to **transformational** information, user support and community development roles that happen on the library floor and in community locations.

The following articles explore the strengths and opportunities for libraries, and trends we see appearing in recent years:

- To survive in the digital age and stay relevant, public libraries need to be brave and innovative - Council ([councilmagazine.com.au](http://councilmagazine.com.au))
- [Three Trends Shaping the Future of Libraries | Library Journal](#)

## 5. Roles, Responsibilities and Funding Opportunities

The CCLC [Regional Library Agreement](#), as well as formal license Agreements for each site/facility define the responsibilities of the Council and CCLC with respect to development, management and maintenance of library infrastructure.

Council is responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in the municipalities.

Future development of libraries in the municipality is dependent on co-operative investment from City of Casey and State Government. CCLC's role in encouraging infrastructure investment is to provide guidance, information and advice to Council, as a subject matter expert.

The State Government has funding available for new or improved developments through the ['Living Libraries' infrastructure program](#). Projects may be funded up to the value of \$1,000,000 per project and require additional co-contribution from Council (available funding and application guidelines are updated annually – this figure represents 2022 funding guidelines).

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

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

## 6. Learning Communities

A recent study and resulting strategic framework developed in Victoria has demonstrated that public libraries contribute to better [health and wellbeing](#) outcomes for the communities that they serve.

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

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

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

### [Technology](#)

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

Digital inclusion at the national level is improving, increasing from 67.5 in 2020, to 71.1 in 2021. Council sits slightly above this national average, with a score of 72. However, access to the useable internet is only part of the picture. The evolution of essential services to cloud-based platforms (eg. MyGov, Medicare, passport and visa services, adult education, Immunisation certificates) means that our community need help to learn the skills to use these. ([Australian Digital Inclusion Index 2021](#) and [Interactive National Dashboard](#))

## Sustainability

CCLC will work with Council's Sustainability team in order to meet the following commitments: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

## Economic Development

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

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

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

DRAFT

## 7. Design Guidelines

State and Local Governments are thinking more strategically about how to link services through the provision of integrated service hubs. CCLC welcomes this approach and recommend that our libraries are viewed as anchor tenants in this context. There is support at both local and State levels of Government to enable communities greater access to the services they need locally. Known as ['20-minute neighbourhoods'](#), this focus is an opportunity for libraries to be incorporated into community and family service infrastructure to benefit the entire Casey community.

['People Places – A guide for Public Library Buildings in NSW \(as at February 2022\)'](#) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs. In July 2019 the Australian Library and Information Association (ALIA) endorsed People Places as a national standard.

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

### Design Principles

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

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

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

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

### Infrastructure Planning

Victoria's infrastructure Strategy 2021–2051 indicates a need to increase funding over the next five years to support local governments to plan and deliver libraries in Melbourne's seven growth area municipalities, including the City of Casey.

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

## 8. Facility and Design models

Library facilities and design can be scaled to meet the needs of community in different parts of Casey. ['People Places'](#) provides a useful overview of considerations before starting a new project. Options for scalability include:

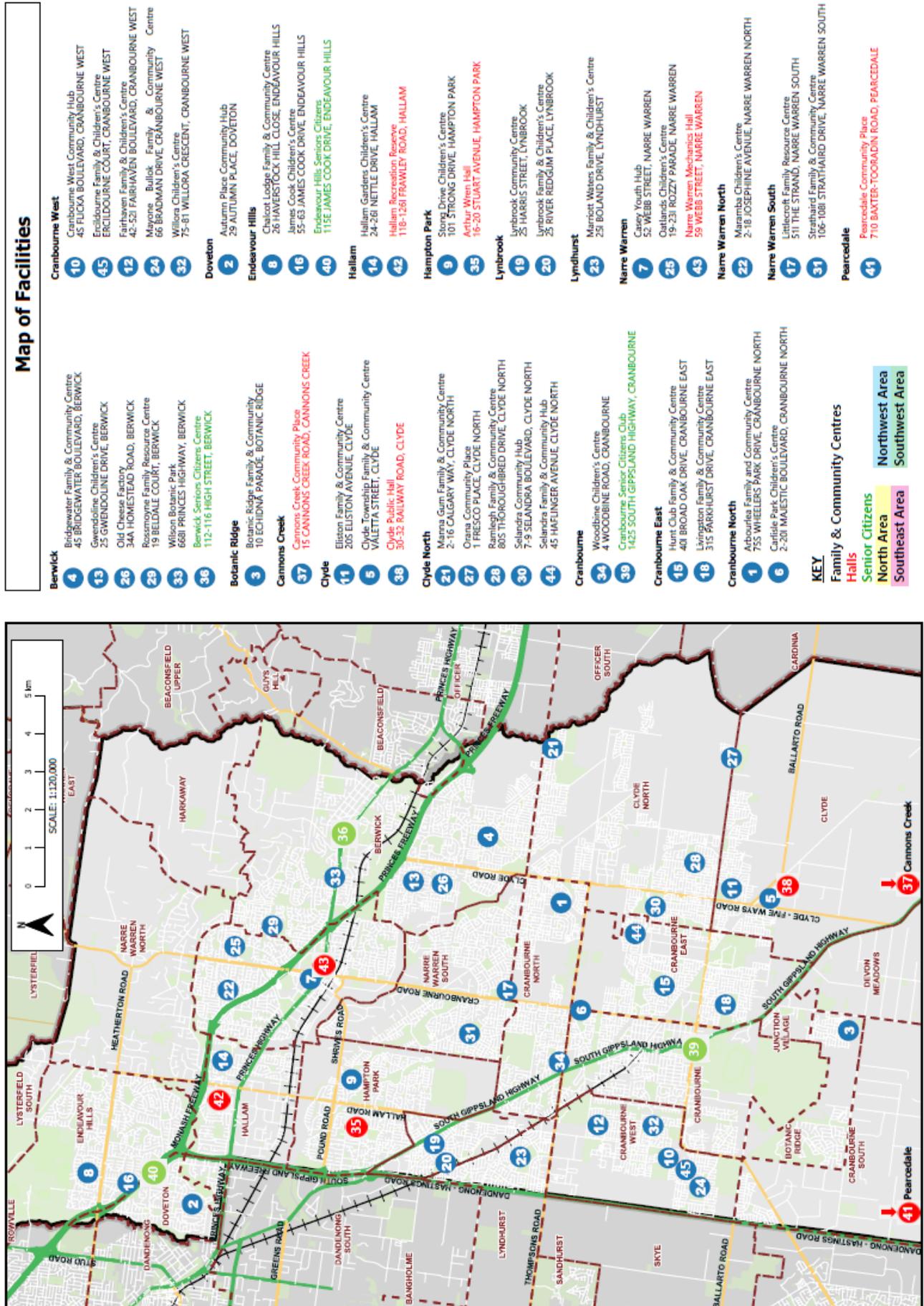
1. Destination Library – providing services to community beyond the immediate catchment area, with larger floorspace, collection size of over 60,000, longer opening hours, and wide variety of regular programming and services. Examples include Bunjil Place and Cranbourne Libraries.
2. Branch Libraries – providing services to the immediate catchment area, with programs, collections of over 35,000, programs and design to meet the needs of locals; and also to complement other services collocated or nearby. Examples include Hampton Park, Endeavour Hills and Doveton Libraries.
3. Satellite Libraries – providing holds collection, small boutique (high demand) collections (approximately 4,000 items), free internet access, occasional programming. Either retro-fitted to make more of existing Community Facilities that are well located in pockets some distance from existing branches; or designed into community facilities in emerging residential areas. Could be enhanced with 24 Hour access, and/or Hold Collection lockers.
4. Mobile and Outreach Library Services – Providing services to housebound members, retirement homes, childcare or family centres, festivals and events, and outdoor library programs.
5. eLibrary Services – website access to all online library resources 24/7.

While our current libraries are located in Narre Warren, Hampton Park, Endeavour Hills, Doveton and Cranbourne there are large, fast growing residential areas that currently remain unserved from a more traditional library.

There are opportunities to investigate how existing infrastructure can be utilised for outreach or collocated library facilities, particularly in the fast-growing areas in Casey South of Clyde North, Cranbourne and Cranbourne West.

CCLC wants to support Council to modernize the way it operates, and to become a lean, innovative and sustainable organisation that adapts to emerging community needs. By working together, CCLC can support Council to use existing infrastructure differently and extend the reach of library services into new and emerging communities.

The image below shows the location of council-run community facilities.

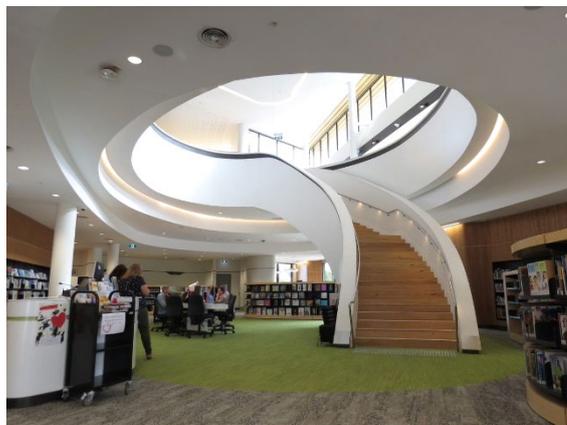


## 9. Current Library Facilities

Each of the library facilities are listed below. The physical space, attributes and local community needs have been described along with a summary of opportunities for each location.

### Bunjil Place Library

Bunjil Place opened in October 2017. The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 3,000\* visitors per week. (\*COVID pandemic period - 2021-2022)



#### Background

The visitors to the Bunjil Place library represent the broadest spectrum of all the branches. Because the precinct hosts a theatre, gallery, function space and Council services there are visitors who come to the library because they are at the precinct to attend a show, pay a bill, attend a function etc. The expansive spaces and study zones make this destination library popular for students. There are many families with children that visit, and the branch delivers more children and youth programs than any of our other libraries.

There are some accessibility limitations for this branch due to the large size of the precinct, sometimes competitive parking and multi-level layout – this means that it is not as accessible as some of our other branches for people with mobility issues. Mitigations have been implemented where possible such as electric scooter recharge points and a lift to all levels.

The library features six community meeting rooms available to hire for community and commercial use during library opening hours. The meeting rooms are well-equipped with audio-visual and presentation technology, free Wi-Fi, hearing loop and lift access to all levels. These are available to hire through the City of Casey's Bunjil Place Functions and Events team.

#### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Implement extended hours (or 24-hour access) technology to make the space accessible to members outside of staffed hours
- Implement a Creative/Maker space so that visitors can use new technologies they may not have access to at home (eg. Podcasting equipment; 3D printer; VR equipment).
- Furniture renewal (annual requirements)
- Internal painting (annual touch ups)
- Acoustic treatments to walls/roof to improve noise management (this is continuing theme in customer feedback. The size and shape of the space currently allows noise to affect open-plan study areas on Levels 1 and 2)

## Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square meters. Cranbourne Library serves over 1,600\* visits per week. (\*COVID pandemic period - 2021-2022)



### Background

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car. The branch is popular as a study space, an after-school hang-out for secondary students and supports many group visits from people with disabilities and their carers. There is a fast-growing multi-cultural population in Cranbourne and neighbouring districts, and the library offers a Panjabi collection, along with other community languages.

In 2018, it received a makeover funded by Council and a small Living Libraries Infrastructure Grant (State Government Victoria). This resulted in more space for community to lounge and study.

The new Cranbourne Community hospital will be completed next to the library in late 2024. There is likely to be increased usage of the library by people with specialised needs and accessibility considerations. CCLC will consider the implementation of technologies, linked/partnership service delivery models and improved accessibility features to meet this demand.

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

Federation University, as one of CCLC's key partners, identified that the largest proportion of students attending the Berwick campus reside in Cranbourne and surrounding suburbs. As part of a wider Memorandum of Understanding with CCLC, the University sponsored a study zone in the library to enable students to study locally and connect with lifelong learning opportunities.

Provision of local history archives is a key community service provided by CCLC and located at Cranbourne Library. This service is supported by a purpose-built archive room.

There is a hireable meeting room at the library which can become additional quiet study space when not otherwise in use.

Other services coordinated at Cranbourne Library include the coordination of Libraries Victoria collection distribution, and the Collections and Regional Support operations.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- More work needs to be done to create strong visual linkages with other key recreational assets in the precinct.
- Due to the age of the facility, roof leaks and associated damp/mould/flooding issues are an ongoing issue. Council continues to address these as required
- Update study and lounge facilities in Young Adult zone
- Improve accessibility features and adaptive technologies to support current and future users with disabilities

## Doveton Library

Doveton Library is in the Autumn Place Shopping Centre and is approximately 320 square metres in size. Doveton Library services over 650\* visitors per week. (\*COVID pandemic period - 2021-2022)



### Background

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

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

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

A small, hireable meeting room is available for community and commercial use.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- City of Casey has adopted a master plan for [Autumn Place](#) after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan.
- CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.
- City of Casey are also considering a collaborative arrangement with Doveton College and their library as part of the [Doveton Aquatic Centre Master Plan](#) process.



## Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size. Endeavour Hills Library serves around 750\* visitors per week. (\*COVID pandemic period - 2021-2022)



### Background

More than 50 percent of the Endeavour Hills community speak a language other than English in the home with Mandarin, Sinhalese and Arabic being the most common. There is a significant Chinese language collection at the branch, along with a smaller number of items in other community languages. There is a strong presence of 'traditional library users' who focus on borrowing the library's collections, however the study spaces and free internet are another strong focus for users.

The library works with other precinct partners to activate the 'Endeavour Hills Town Square' with regular activities, programs and festivals such as the annual Christmas Festival.

In 2022 City of Casey was successfully awarded a \$54,000 Living Libraries Infrastructure Program grant to support improvements to the existing library. Council funded \$60,900 as the initial project costs of \$90,000 increased to \$114,900 due to post-pandemic construction costs. The Endeavour Hills Library Renewal Project has included modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and more flexible floor space.

The refurbishment enables CCLC to deliver modern and flexible services to the Endeavour Hills community.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- Improve external shade to support outdoor programs, activities and events
- There is an opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. While a programming partnership currently exists between the library and shopping centre, improved links between the two precincts through wayfinding signage and promotion would be of benefit.
- A long term vision to expand the library building to accommodate other community organisations is in line with Council's [Endeavour Hills Community Precinct Master Plan](#)



## Hampton Park Library

Hampton Park Library is part of the Hampton Park Central Community Precinct. It is collocated with the Casey Youth Centre and next to the Arthur Wren Hall. The library is within walking distance from several schools. It is 730 square metres in size. Hampton Park Library sees around 815\* visits per week. (\*COVID pandemic period - 2021-2022)

### Background

The library serves a community with diverse and complex needs. Hampton Park has a high level of social and economic disadvantage and has a SEIFA index score of 927.0 with only 15 percent of Australian suburbs having a higher rate of disadvantage.

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

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Council have articulated plans for a new or redeveloped library as part of the [Hampton Park Central Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. This will enhance connection between the Library, Youth Information Centre, other community services located in the precinct and the shopping centre.
- A silent study area is often requested by community and is not available due to the current layout of the building. Hampton Park Library has one dedicated meeting room available for hire for community groups and commercial entities. The meeting room is made available for quiet study when not otherwise in use.
- CCLC collaborates regularly with the City of Casey Youth Information Centre to access their adjoining rooms when they are not using the space.
- Develop reading garden/outside space to extend current footprint including provision of permanent shade structure (subject to community consultation)
- Renew external returns chute to create a more modern and welcoming entrance.



## 10. Major Branch Works and New Facilities

CCLC will work with the City of Casey to help inform the development of future library facilities. The Library team will participate in engagement forums and meetings through the concept, design and delivery phases of new facilities. CCLC will work closely with the Casey Library Partnerships Coordinator on capital works funding applications (from State and Federal government sources) and identifying refurbishment needs. Routine maintenance will be incorporated into a service level agreement between Council and CCLC and reviewed annually.

It is vitally important that Casey incorporates the planning and delivery of library infrastructure as part of Councils Capital Works Program. CCLC will continue to support Council in the development and maintenance of facilities through the provision of usage data, community engagement and survey information, advocacy with developers and other potential funding sources and sector expertise.

The last new library built on a greenfield site in City of Casey was Hampton Park in 2004. In 2017 Narre Warren Library was replaced with the Bunjil Place Library (part of a state-of-the-art collocated Council, Arts and Cultural facility - located adjacent to the Westfield Fountain Gate shopping precinct). Council invested significant funds in the development of this 2000 square meter library.

The City of Casey has explored the potential for renewal of the other existing libraries in municipality located in Cranbourne, Doveton, Endeavour Hills and Hampton Park. Early planning/scoping incorporates the libraries as part of integrated community facilities. However, Council is working within challenging financial constraints post-pandemic. Council is required to keep up with rapid population growth, which realistically means that available funding is stretched across a range of community requirements including early years and family, arts, culture, libraries and community needs as well as sports and aquatic facilities. Opportunities to deliver services as part of existing Council facilities and connect with community beyond the existing library branches are explored below.

The needs of the Cardinia Creek South, Cranbourne and Clyde communities are a high priority as the population growth accelerates in the southern end of the municipality. There is also no fixed library location in this part of the municipality beyond the Cranbourne branch. CCLC will work with Council and potential funding partners to better utilise existing infrastructure and in the development of initiatives such as pop-up, satellite, collocated and outreach services in these areas in 2023-2024.

### Integrated, Co-located, and alternate service delivery

There are many examples of libraries emerging in spaces other than the traditional civic facility model. A successful library meets the needs of its community through services, location, accessibility and identity. Library users feel a connection and sense of belonging with the space and the library staff.

There are opportunities to integrate library services within existing community spaces, economic precincts and health services to offset the need for service growth with the efficient use of existing infrastructure.

*The ultimate objectives for the co-location and joint use libraries are to:*

- *provide an integrated and improved level of service, both collectively and as individual services, compared to stand alone facilities*

- *meet the individual performance standards required by the governing bodies and authorities involved*
- *provide a more economic use of services and resources.*

Source: NSW State Library, Public Library Services, [People Places – Co-location and Joint use libraries](#)

In 2023, CCLC will explore modelling with Council for a range of additional library service points in existing Council facilities, particularly in new and emerging communities. These will offer economical and well-situated solutions to meet growing community needs. The modelling will include the conversion of existing under-utilised areas into functional library spaces with minimal capital expenditure. These spaces will look at providing limited but popular collection items, customer 'holds' would be offered, along with targeted programming and free internet access. Examples of existing facilities that could be converted to collocate library services include Orana Community Place; and Cranbourne West Community Hub.

CCLC will also work closely with Council to look at opportunities to incorporate or design library spaces in planned community facilities, instead of retro-fitting existing spaces.

CCLC has identified and is investigating opportunities to extend the reach of existing libraries through 24 hour or extended hour access models (now in place in other LGAs in Victoria), outreach and mobile services (such as a library van to service Early Years and Aged Care facilities) and pop-up library services (temporary service delivery through vacant retail locations).

Implementation of these models needs to align with Council priorities and meet the needs of the local community. CCLC will continue to explore these models with Council in 2023. These can provide a stepping-stone solution in communities where a stand-alone library or larger community hub model may be required in the future, or Council can responsibly test demand within the current financially constrained landscape.

## 11. Conclusion

The way our community use our facilities continues to evolve. This means we need to think carefully about the way we use space within the branches and extend our reach beyond existing facilities.

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

The City of Casey appreciates the vital role libraries play in new communities and acknowledges that there are no concrete timeframes for construction of new libraries in the municipality. This will have a growing impact on the equitable provision of library services to communities across Casey. To address these issues CCLC will work collaboratively with Council in the development of solutions to ensure our growth community have access to library services.

CCLC will continue to work with Council to develop our library model in a way that meets the growing needs of our community, while maximising the return on investment.



## Appendix 1 – Further resources

ALIA guidelines for Library building can be found in [APLA-ALIA Standards and Guidelines for Australian Public Libraries May 2021](#)

ALIA recommends [People Places: A Guide for Public Library Buildings](#), State Library of New South Wales, February 2022. as a guideline. This also provides a tool on predicting a library space needed by a community forecast. ALIA in July 2019 endorsed People Places as a national standard.

[Geelong Regional Library Corporation Library Infrastructure Development Plan 2019](#)

[Infrastructure Victoria Strategy 2021-2051](#)

[Social infrastructure in Melbourne's new growth areas \(infrastructurevictoria.com.au\)](#)

[Victorian Planning Authority Guide to Social Infrastructure Planning 2009](#)

[Victorian Public Libraries 2030 Strategic framework -](#) information on libraries and community and creative places

[Wyndham Library Service Strategy 2018 - 40](#)

[Yarra Plenty Libraries Infrastructure Development Plan](#)

OFFICERS REPORTS

CC11/2023 FINANCE

*Report prepared by Emily Ramaswamy*

**Purpose**

To provide the Board an update on CCL's financial performance as at 31 March 2023.

*CCL Library Plan reference – 4.5, 4.6*

**Discussion**

<b>Income Statement</b>	Total Revised	Revised		% Actual	Vs
<b>Month Ended 31 March 2023</b>	Budget	Budget YTD	Actual YTD		Revised
	2022-23	March 2023	March 2023	Variance	Budget
<b>Income</b>					
Council Contributions	7,577,393	5,923,870	5,923,870	0	0.0%
Government Grants	2,445,589	2,444,894	2,443,524	(1,370)	(0.1%)
Interest on Investments	78,767	59,075	81,382	22,307	37.8%
Other Income	136,022	99,282	97,655	(1,627)	(1.6%)
<b>Total Income</b>	<b>10,237,770</b>	<b>8,527,121</b>	<b>8,546,431</b>	<b>19,310</b>	<b>0.2%</b>
<b>Expenditure</b>					
Employee Costs	7,887,663	6,100,504	6,022,659	77,845	1.3%
IT & Communications	645,294	420,097	342,011	78,086	18.6%
Library Materials	348,752	325,721	320,290	5,431	1.7%
Promotions & Marketing	101,644	75,621	77,759	(2,138)	(2.8%)
Administration	519,200	257,736	260,827	(3,091)	(1.2%)
Depreciation	1,204,712	939,275	939,275	0	0.0%
<b>Total Expenditure</b>	<b>10,707,265</b>	<b>8,118,955</b>	<b>7,962,820</b>	<b>156,134</b>	<b>1.9%</b>
Net Gain (loss) disposal of plant & equipment	(1,851)	(1,851)	(1,851)	0	0.0%
Net Gain (loss) Revaluation of Vehicle	21,229	21,229	21,229	0	0.0%
<b>Net result for the reporting period</b>	<b>(471,346)</b>	<b>406,315</b>	<b>581,760</b>	<b>175,444</b>	<b>43.2%</b>

**Income**

Interest on investments

CCL was able to maintain higher level of investment in the Jan-Mar quarter with tight cash-flow maintenance. Current Interest rate levels are more favourable than prior monthly average rates achieved.

Other Income

Printing & Photocopying are lower than expected, with revenue not returning in line with physical visitation numbers. During lockdown many government services & universities were forced to adopt online submissions and as such the requirement to print documents has significantly decreased compared with 5 years ago. Other sources of revenue such as grants funding that aligns with the CCL Library Plan are being investigated so help address the shortfall.

**Expenditure**

**Employee Costs**

Staffing level cost reductions have been achieved through tighter rostering and delayed backfill of vacant positions until after the Service Review has been completed.

**IT & Communications**

Positive YTD variance with some projects delayed with awaiting the appointment of the new Digital Operations Manager. Realignment of spending with the 2023 Service Review strategy will see an end of year saving of approximately \$50,000.

**Library Materials**

Library Materials spending is on track to align with budget at the end of the year.

<b>Capital Expenditure</b>					
<b>Month Ended 31 March 2023</b>	Total Revised				
	Budget 2022-23	Budget YTD March 2023	Actual YTD March 2023	Variance	% Actual Vs Budget
Library Materials	1,060,775	785,024	770,111	14,913	1.9%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	166,213	160,213	169,841	(9,628)	(6.0%)
<b>Capital Exp. for the reporting period</b>	<b>1,226,988</b>	<b>945,237</b>	<b>939,952</b>	<b>5,285</b>	<b>0.6%</b>

**Capital Expenditure**

**Library Materials**

Library Materials spending is on track to align with budget at the end of the year.

**Furniture & Equipment**

Capital expenditure of IT equipment overspent for the year due to the unexpected breakdown of equipment that resulted in an earlier replacement schedule than anticipated. The savings in operational expenditure offset this cost.

**Credit Card Expenditure**

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Finance</b>			
February Statement	14/02/2023	Qty 4 x \$50.00 Woolworths Vouchers - For branches Petty Cash	\$200.00
<b>Total February 2023</b>			<b>\$200.00</b>
March Statement	13/03/2023	Zoom US - Video Conferencing	\$864.78
	17/03/2023	AP Moorabbin East LPO - Stationery Purchase	\$4.00
<b>Total March 2023</b>			<b>\$868.78</b>
<b>TOTAL</b>			<b>\$1,068.78</b>

**CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING**  
**Wednesday 26 April 2023**

Card Holder	Transaction Date	Detail	\$
<b>Chief Executive Officer</b>			
February Statement	16/02/2023	Fairfax Newspapers - Renewal of The Age Newspaper for Bunjil Place	\$743.08
	17/02/2023	New Pty Ltd - Renewal of Herald Sun Subscription for Bunjil Place	\$494.00
	24/02/2023	Campaign Monitor - February EDM Credits	\$886.60
<b>Total February 2023</b>			<b>\$2,123.68</b>
March Statement	24/02/2023	Buzzsprout - Podcasting	\$24.29
	1/03/2023	Acacia Flowers - Flowers for staff bereavement	\$85.00
	2/03/2023	Robinsons Bookshop - Book vouchers for membership drive at Federation University Open Day	\$200.15
	3/03/2023	News Pty Ltd - Renewal of Herald Sun Subscription for Hampton Park Library	\$494.00
	6/03/2023	Public Libraries Victoria - PLV Conference Ticket	\$279.98
	16/03/2023	Vic Roads - RAV 4 Company Vehicle Registration for 20/4/2023 to 20/4/2024	\$361.66
	16/03/2023	Vic Roads - TAC Charge portion of the Vehicle Registration for company vehicle	\$451.00
	16/03/2023	Village Gift Shop - Book of 20 movie tickets for staff RAVE awards	\$400.00
	19/03/2023	Cotton on Mega - Farewell Gift for staff member	\$74.99
22/03/2023	Campaign Monitor - March EDM Credits	\$886.60	
<b>Total March 2023</b>			<b>\$3,257.67</b>
<b>TOTAL</b>			<b>\$5,381.35</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Digital Operations</b>			
February Statement	3/02/2023	Amazon Web Services - Currency Conversion Fee	\$0.81
	3/02/2023	Amazon Web Services - Website Hosting	\$1,291.22
	6/02/2023	Adobe Creative Cloud - Creative Cloud Licences	\$492.48
	14/02/2023	Zoom US - Video Conferencing	\$317.12
	23/02/2023	Elementor - Elementor Pro	\$73.64
<b>Total February 2023</b>			<b>\$2,175.27</b>
March Statement	2/03/2023	Amazon Web Services - Currency Conversion Fee	\$0.82
	3/03/2023	Amazon Web Services - Website Hosting	\$1,221.27
	5/03/2023	Adobe Creative Cloud - Creative Cloud Licences	\$492.48
<b>Total March 2023</b>			<b>\$1,714.57</b>
<b>TOTAL</b>			<b>\$3,889.84</b>

**Bank Reconciliation**

A Bank Reconciliation is available on request.

**Financial Audit Process**

Cardinia Shire withdrawal audit has been completed and final payments relating to the withdrawal agreement have been processed.

The 30 June 2023 Audit is currently scheduled to occur in September and VAGO have indicated that they will request an extension to the submission deadline to the Minister for Local Government if this proposed timeline is delayed. The Draft Audit Strategy has been attached.

### Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position.

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### *RECOMMENDATIONS*

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1. That the Finance Report be noted.
2. That the Board note the Draft Audit Strategy proposed by VAGO.



# Casey-Cardinia Library Corporation

## Audit Strategy Memorandum

**For the financial year ending 30 June 2023**

Presented to the board meeting on 26 April 2023

## Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2023.

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. This ASM will be discussed at the board meeting on 26 April 2023.

## 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

19 April 2023

# Contents



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# Introduction

## Purpose of the audit strategy memorandum

This document outlines our planned approach to the audit of the Casey-Cardinia Regional Library Corporation financial report for the financial year ending 30 June 2023.

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 addressed to Chair and Chief Executive Officer issued on 18th August 2022.

## Scope and purpose of the audit

### Financial Report

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* and 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 the auditor's report to
  - the Minister(s) responsible for your financial report, and
  - the Assistant Treasurer where we provide a modified audit opinion, or where the Auditor-General directs.

### 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 of either parliament or the government.



Draft

# Planned audit approach

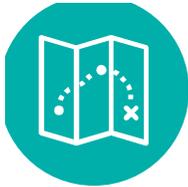
## Risk identification and assessment



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
- performing 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 identified deficiencies
- 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.

Key risk of material misstatement	New in 2022-23	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1. Going concern assumptions	No	<p>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.</p> <p>The CCRLC is dependent on contributions from the member Councils to carry out its daily activities.</p> <p>In October 2022, the CCRLC Board endorsed Cardinia Shire Council's decision to withdraw from the CCRLC Regional Library Agreement, effective 30 November 2022 under Clause 12 of the Regional Library Agreement.</p> <p>CCRLC will continue to exist to provide library services for the City of Casey.</p> <p>In preparing the financial statements for 2022-23 management will need to consider:</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ evaluate the adequacy and appropriateness of the financial statement disclosures dealing with the consequences of the Cardinia Shire Council's withdraw decision.</li> <li>→ Review the representations within the management representation letter to be signed by the CEO</li> <li>→ Review leave provision and verify redundancy expense</li> </ul>	Yes

Key risk of material misstatement	New in 2022-23	Why we think it is of higher risk	Our proposed audit response	Significant judgements
		<ul style="list-style-type: none"> <li>the adequacy of disclosures at the notes to the accounts</li> <li>the significant movement in the leave provision and redundancy cost</li> </ul>		
2. Outsourced accounting function (payroll and purchasing)	No	<p>Outsourced purchasing and payroll functions require that there be appropriate management oversight and monitoring of the third-party provider's activities.</p> <p>There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate.</p> <p>Material errors may occur due to ineffective of insufficient monitoring or preventative controls at the Library.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ 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</li> <li>→ perform an analytical review and substantiate any variances</li> <li>→ perform cut-off testing.</li> </ul>	Yes

# 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 FY23 budgeted total expenses	626,676
Performance materiality	50% of overall materiality	313,338
Clearly trivial threshold	5% of performance materiality	15,667

# 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 supports our reliance on your internal systems of controls.

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.

# Audit timetable

Milestone	Date	Responsibility
Planning of our audit commences	9 January 2023	VAGO and Management
Draft audit strategy discussed at the board meeting/ Audit strategy issued by	26 April 2023	VAGO and Management
Interim audit commences	11 July 2023	VAGO and Management
Shell financial report provided to audit	June 2023 <sup>^</sup>	Management
Draft financial report submitted to audit after internal quality assurance by management	June 2023 <sup>^</sup>	Management
Final audit commences	20 September 2023	VAGO and Management
Closing meeting with auditors	Early October 2023	VAGO and Management
Closing report discussed at the board meeting	25 October 2023	VAGO and Management
Financial report adopted and signed by governing body	October 2023 <sup>^</sup>	Management
Independent Auditor's Report signed*	October 2023*	VAGO
Annual report printers proof provided to audit for review	October 2023 <sup>^</sup>	Management
Final management letter issued by	October 2023~	VAGO

*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

*Note:* To be discussed

The emergence of the COVID-19 pandemic has changed the way we undertake our audit delivery. In 2022, we released our Better Normal: a new way of working together information sheet that explained our hybrid model we now work under.

# Fees and key contacts

## Fees

We will advise 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, or complexity of the audit changes.

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

## Key contacts

### Signing officer

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Travis Derricott

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Sector Director, Financial Audit

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Travis.Derricott@audit.vic.gov.au

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03 8601 7063 or 0409 149 542

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### Engagement leader

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Martin Ma

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Manager, Financial Audit

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Martin.Ma@audit.vic.gov.au

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0402 734 120

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### Team leader

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Angela Kiang

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Auditor, Financial Audit

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Angela.Kiang@audit.vic.gov.au

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03 8601 1664

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# Other information

## Financial reporting updates

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### Fair value measurement in the public sector

The AASB has considered comments from stakeholders on ED 320 *Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*. The AASB has scheduled a 30-day comment period ending in November 2022 for its draft '[fatal-flaw review](#)' document. The approved amendments are expected to apply prospectively for annual periods beginning on or after 1 January 2024, with earlier application allowed.

### Post implementation review of AASB 1059 *Service Concession Arrangements: Grantor* (AASB 1059)

The AASB has released an Invitation to Comment 49 (ITC 49) and is seeking feedback from stakeholders on the post implementation review of AASB 1059. [ITC 49](#) is open for comment until 28 February 2023.

### Financial reporting alerts

VAGO provides financial reporting alerts on a regular basis on [our website](#).

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## Reports to Parliament



### Results of Financial Audits

VAGO will table two reports summarising the results of the 2022–23 financial audits:

- *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2022–23* (covering all sectors other than local government). We expect to table this report in November 2023.
- *Local Government: Results of the 2022–23 Audits*. We expect to table this report by the end of 2023.

VAGO will table two reports summarising the results of the 31 December 2022 financial audits:

- *Technical and Further Education Institutes: Results of the 2022 Audits*, and
- *Universities: Results of the 2022 Audits*.

We expect to table these reports in May 2023.



### 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



[VAGO's website](#)

[VAGO's role](#)

[Reports and Publications](#)

[Information privacy](#)

[Transparent Report](#)

[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* (High/Moderate/Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/Low/Negligible)
<b>Revenue and Income</b>					
Contributions – Monetary Member Councils	Unlikely	No	No	Low	Low
Contributions – Monetary Government	Unlikely	No	No	Low	Low
<b>Expenses</b>					
Employee costs	Possible	Yes	No	Low	Low
Material and services	Unlikely	Yes	No	Low	Low
Depreciation and amortisation	Unlikely	No	No	Low	Low
Other expenses	Unlikely	Yes	No	Low	Low
<b>Assets</b>					
Cash and cash equivalents	Unlikely	No	No	Low	Low
Other financial assets	Unlikely	No	No	Low	Low
Plant and Equipment	Unlikely	No	No	Low	Low
<b>Liabilities</b>					
Trade and other payables	Unlikely	No	No	Low	Low
Employee provisions	Possible	No	No	Moderate	Moderate

Material component	Inherent risk assessment* (Likely/Possible/Unlikely)	Controls reliance* (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement* (High/Moderate/Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/Low/Negligible)
<b>Equity</b>					
Member contributions on formation	Unlikely	No	No	Low	Low
Accumulated surplus	Unlikely	No	No	Low	Low
<b>Notes to the accounts</b>					
Related parties	Possible	No	No	Moderate	Moderate
Commitments and contingencies	Unlikely	No	No	Low	Low
Financial instruments	Unlikely	No	No	Low	Low
Dissolution disclosure	Unlikely	No	No	Low	Low

Note \*: We have changed our risk of material misstatement categories due to amendments to Australian auditing standard ASA 315 *Identifying and Assessing the Risk of Material Misstatement*. This standard is effective for financial reporting periods beginning after 15 December 2021. A summary of the changes and impact can be seen below:

Risk Category	What is this?	Impact from amendments to ASA 315?
Inherent risk	The likelihood of material misstatement before considering internal controls	No change – continues to be assessed as either unlikely, possible, or likely risk of material misstatement by considering whether risk escalation factors are present. A risk assessed as likely is a significant inherent risk – VAGO categorise significant risks as 'high' in our table above.
Control risk	The control risk associated with relevant controls that the auditor intends to rely upon and plans to test for operating effectiveness.	No change – continues to be categorised as high, moderate, or low depending on the auditor's preliminary assessment of the effectiveness of key controls.  Please note, the control risk must be set as 'high' when controls are absent, poorly designed, or where the engagement team plans not to test them as it is not appropriate or efficient to do so.

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Residual risk of material misstatement

The risk of a material misstatement after considering control effectiveness and inherent risk. It is the risk that the financial report may contain a material misstatement.

We have reduced our previous 5-point scale for the (residual) risk of material misstatement to a 4-point scale. We now classify risk of material misstatement as:

- High
- Moderate
- Low, or
- Negligible.

Essentially, this will not change our audit approach. Our prior 5-point scale provided subtle differentiation in risk ratings to leverage reliance on substantive audit procedures where it is appropriate and efficient to do so. We are confident that this risk response is embedded into our engagement approach, and we will continue to leverage on these procedures to provide an efficient risk response.

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CC12/2023 PEOPLE AND CULTURE

*Report prepared by Janine Galvin*

## **Purpose**

To provide the Board with an update on workforce development, staffing changes and legislative requirements.

*CCL Library Plan reference – 1.1, 1.4, 2.2, 3.5, 4.1, 4.3,4.6, 4.7*

## **Discussion**

### **CCL Internal Service Review** *(Library Plan reference 4.6, 4.7)*

CCL Internal Service Review is underway. Currently in consultation with staff affected by proposed changes, discussing redundancies and redeployment opportunities within the organisation. Amendments and adjustments being made in line with consultation feedback.

All staff have been notified who have suitable rostered changes or no changes at all.

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

Staff wellbeing is a high priority during this time of organisational change and consultation. Our Health and Wellbeing Committee is working together to support the branches with engaging programs and activities. We are updating Mental Health First Aiders certifications throughout April and May 2023. Immediate mental health support has been made available through EAP if staff need additional support, rather than waiting for appointments.

### **Child Safety** *(Library Plan reference 2.2, 4.6, 4.7)*

Children unattended policy at Bunjil Place is being rolled out, with the Library and Visitor Liaison working well together. New signage at Bunjil Place will be displayed to ensure the community understands the new entry requirements. City of Casey confirmed it is only for Bunjil Place and not other City of Casey buildings.

### **Library User Behaviour in Libraries** *(Library Plan reference 1.1, 2.2)*

We are seeing an escalation of anti-social and unacceptable behaviour by some users. This is a trend being identified across the state. There is an increase in the number of users presenting in crisis and needing community support, and at times are demonstrating unacceptable behaviours in the library. It is an ongoing challenge for library staff to manage.

CCL is working closely with City of Casey around staff safety within our library space, having had risk assessments completed in both Doveton and Endeavour Hills Libraries. There are some changes proposed that will facilitate additional emergency exits from staff workspaces.

CCL will focus on training staff in de-escalating unacceptable/threatening behaviour to ensure skills and confidence to manage situations as they arise.

### **Risk Management Plan** *(Library Plan reference 4.1, 4.3)*

CCL has completed the quarterly review of the Risk Management Plan 2022-2023. There has been a shift in the top identified Strategic and Operational risks. The risks associated with the COVID-19 pandemic have been dialed back, and while still on the register are not currently presenting as the highest risks for the corporation.

While the CCL Service Review is still underway which does have some associated risk to business continuity, the risks to business continuity caused by recruitment-freezes, pandemic-associated absences and resulting workforce gaps no longer present the same level of threat.

The highest-level risks now relate to staff mental health, which is at risk due to the workforce change process and related individual uncertainty (being addressed now through consultation), and a noticeable increase in reportable customer incidents (higher number of incidents of staff being abused by members of community in crisis). CCL is addressing this risk by supporting staff through the change process using a hands-on approach led by the Executive; health and wellbeing initiatives led by a cross-departmental team of staff; and OHS responses to reported customer incidents.

We have also identified that the CCL brand and reputational risk is currently higher due to the pending name-change, data security breach/cyber-attack, and the occurrence of unattended children in the library are all current risks that are a matter of focus and careful mitigation.

**Top Risks - Strategic**

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Decline in funding from Councils for Library Services
	8	Changes to government policy
2	7	Global warming - climate change
	7	Loss of reputation/ brand
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

**Top Risks - Operational**

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Staff mental health in response to COVID-19 recovery, and changes in work place/practices/Transition of CCL
	7	Staff assaulted in library or on outreach visits
2	6	Data Security Breach or Cyber Attack
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation
	6	Unattended children in the library
	6	Catastrophic event destroying a library

CCL have completed the annual review of the Risk Management Policy, with minor updates to reflect the withdrawal of Cardinia Shire.

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**RECOMMENDATIONS**

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1. That the People and Culture Report be noted.



Casey  
Cardinia  
**Libraries**

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

# **Risk Management Plan**

**19 April 2023**

## Risk Ratings – Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Staff mental health in response to COVID-19 recovery, and changes in work place/practices/transition of CCL</b>	GMOD	Mental health in the post-pandemic work environment, CCL transition over past 2 years, followed by current service review and workforce changes	Staff illness / absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted frequently to staff Health and Wellbeing site created and regularly updated with new content Staff Wellbeing surveys are undertaken CEO Live sessions to provide regular updates to staff on Transition and change ET have strong in-branch presence to enable staff to voice concerns Mental health First Aid training	4	3	7
<b>Staff assaulted in library or on outreach visits</b>	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured	4	4	8	Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Maintain and utilize Employee Assistance Program (EAP) Duress buttons installed at Hampton Park and Doveton; investigating for Endeavour Hills	4	3	7
<b>Data Security Breach or Cyber Attack</b>	GMFDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
<b>Catastrophic event destroying a library</b>	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6
<b>Staff assaulted in library or on outreach visits (fatal)</b>	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park and Doveton City of Casey conducting Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits	1	5	6

## Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Decline in visitation</b>	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CCL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Ensure clear messaging on library users being able to access the same services across both LGA's Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online services. Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WIFI. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West) and identify new service delivery models - e.g 24/7 - click and collect stations- reading lounges- mobile library etc	3	3	6
<b>Unattended children in the library</b>	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child Child is approached by a stranger- hurt or removed from the space	4	3	7	Child safe policy is reviewed and updated. All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices Casey implementing minimum age requirements for unattended children at Bunjil Place and will assist with implementation All Child Safe incidents are discussed at Executive fortnightly meetings with changes made to policies as required	4	2	6
<b>Pandemic - acute</b>	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Develop and maintain a Business Continuity Plan - outlining Response and Recovery strategies in place Promote vaccination strategy as per Government Health orders Employ relevant Government pandemic Framework	1	4	5

## Risk Ratings – Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Inability to recruit suitably qualified staff</b>	GMOD	CCL continues to undergo significant change, it is vital that we recruit suitably qualified staff. The COVID-19 pandemic has also contributed to widespread workforce shortages and staff making alternate life choices. With more workforce change planned in early 2023, there are many roles filled by fixed-term contracts until mid 2023. Attracting skilled /qualified staff on short term contracts is problematic	CCL has experienced significant vacancies over the last 12 months This impacts customer experience and staff moral CCL Transition continues to affect CCL's ability to recruit quality staff due to short contracts and employment security concerns	3	4	7	Focus on recruiting staff with transferrable skills Secondments considered for all roles Continue to upskill existing staff and offer Acting opportunities Training for managers offered in recruitment skills Workforce change plan to be implemented efficiently to enable recruitment of permanent positions as soon as possible.	2	3	5
<b>Domestic violence incident staff</b>	GMOD	CCL staff are at increased risk of having a domestic violence incident with partner	Staff injury –physically or mental and unable to work. Unsafe in own home	3	4	7	GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff Emergency Leave provision are included in CCL EA	2	3	5
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S &amp; RTW</b>	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
<b>Pandemic – fatal</b>	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine– unable to work Members of the community ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	2	4	6	Follow the advice of Victoria's Chief Health Officer Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	1	4	5

## Risk Ratings – Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Accident in the library causing harm to patron/staff</b>	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance - more First Aiders to be trained for Bunjil Place and Cranbourne branches Defib for Cranbourne currently being purchased; defibs for other branches to be rolled out throughout 2023 Duress buttons installed and monitored at Hampton Park and Doveton libraries Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	2	3	5
<b>Bomb threats</b>	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	2	4	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
<b>Infrastructure Failure</b>	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
<b>Personal use of own vehicle</b>	GMCE	CCL staff at times use their own car to drive to and from Outreach and other library activities	CCL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CCL Vehicle Policy is kept up to date and CCL employees who drive their own vehicles understand the policy.	1	3	4
<b>Sharp Decline in loans</b>	GMCE	Loans are one of the key usage and relevance indicators for CCL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues. Libraries Victoria interlibrary loans have been temporarily suspended while new courier is put in place - this will impact loans for at least two months late 2022 and potentially beyond due to cost increases.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage. CCL provides a bulk of the loans for LibVic - particularly Myli	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Provide ad hoc inter-library loan service with neighbouring library (Myli) while Libs Vic is suspended.	1	3	4

## Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Decline in funding from Councils for Library Services</b>	CEO	The rate cap environment has now impacted on Council's ability to fund library services. CCL has conducted a service review in 2023 to address the funding gap resulting from the withdrawal of Cardinia Shire from the Regional Library Agreement in November 2022.	Short fall in revenue will lead to decline in services and or visitor experience	5	4	9	Advocate for increased funding from State Government Encourage Council to fund project initiatives that enhance service delivery and drive new membership.	4	4	8
<b>Changes to government policy</b>	CEO	The State Government has passed 2020 Local Government Act	CCL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government.	5	3	8
<b>Global warming – climate change</b>	CEO	Insurability of assets due to building/ locations – flooding/bushfire/extreme weather risks Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Education of community about ways to live more sustainably Work in partnership with Member Council to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
<b>Loss of reputation/ brand</b>	CEO	The transition of the service and associated name change will impact the way community engage with us	Community disengages with CCL, visitation decreases	5	3	8	External consultants supporting the development of name, and brand architecture Marketing, promotion and communications roll out plan developed Staff engagement plan developed and implemented	5	2	7
<b>Data Security Breach or Cyber Attack</b>	GMFDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6

## Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Poor enterprise risk management</b>	CEO GMOD	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis Table the Top Risk Register with the Board on a quarterly basis	3	3	6
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S, Psychosocial legislation &amp; RTW</b>	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
<b>Increase in Workcover Premiums</b>	GMOD	CCL has an aging workforce that has exposure to manual handling risks, and mental health risks due to the pandemic and the current workforce transition.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	5	3	8	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work	3	2	5
<b>Infrastructure Failure</b>	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to library users CCL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
<b>Legal claim or proceedings against CCL</b>	CEO	CCL has workforce of approx 105 staff and receives in excess of 1.2 million physical visits per annum.	CCL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values. Modest annual budget allocated for consultancy fees to enable CCL to seek advice if required.	2	3	5

## Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Impact on cash flow if significant debtors delay payments</b>	GMFDO	CCL has two main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
<b>Unanticipated calls on materials or finances</b>	GMFDO	CCL operates under a rigorous compliance framework. CCL will work with Council on the cost of right-sizing the Corporation following the withdrawal of Cardinia Shire. CCL will need to transition to a compliant entity under the new Local Government Act 2020 by 2030.	CCL has a reasonable capital reserve to support ordinary business, however a multimillion-dollar call would impact this	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the 'longtail' implications COVID - 19 on the economy	1	4	5
<b>Fraud</b>	CEO GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countersigned	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4
<b>Poor procurement practices</b>	GMFDO	Staff with purchasing delegations have a clear understanding of CCL's procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal and external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CCL staff on the legal and contractual requirements	1	3	4
<b>Poor supplier management</b>	CEO	Collection Purchasing Plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CCL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

**CC13/2023 ORGANISATIONAL PERFORMANCE**

*Report prepared by Melinda Rogers*

**Purpose**

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

*CCL Library Plan reference – 4.3, 4.4,*

**Discussion**

**Library Usage** (*Library Plan reference 4.3*)

Our library spaces inspire our community – activities include attending a program, borrowing a book, seeking a place of refuge or relaxation, studying and meeting friends.

Community visitation trends picked up with the end of the traditional holiday period as students returned to school and tertiary education. We have seen an increase in visitation month on month for 2023 so far, with over 60,000 community members entering our branches in March. With the exception of October 2022 where visits were around 61,700 – exam study period, we have not had our physical visits for Casey branches exceed 60,000 since February 2020 prior to COVID lockdowns. Bunjil Place had the biggest increase in visitation in March, reaching almost 29,000.

VISITS	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Cranbourne	11,291	8,693	10,082	10,486	12,303	17.33%
Doveton	3,646	2,991	3,033	3,346	3,835	14.61%
Endeavour Hills	5,626	5,321	5,774	5,662	6,718	18.65%
Hampton Park	8,101	6,117	5,662	7,695	8,539	10.97%
Bunjil Place	22,518	15,975	22,853	21,764	28,769	32.19%
<b>Regional Total</b>	<b>51,182</b>	<b>39,097</b>	<b>47,404</b>	<b>48,953</b>	<b>60,164</b>	<b>22.90%</b>
<b>Virtual Visits</b>	<b>63,305</b>	<b>69,894</b>	<b>89,328</b>	<b>84,279</b>	<b>70,887</b>	<b>-15.89%</b>
<b>TOTAL</b>	<b>114,487</b>	<b>108,991</b>	<b>136,732</b>	<b>133,232</b>	<b>131,051</b>	<b>-1.64%</b>

Virtual visits remain strong but did experience a decline in March. The decline was largely related to a drop in accessing the CCL App as well as the withdrawal of CCL members who transferred across to Myli. Website and Enterprise visits continue to be strong.

VIRTUAL VISITS	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Website	28,578	30,783	37,043	35,980	39,960	11.06%
Enterprise	17,081	14,589	17,887	14,308	15,210	6.30%
CCL App	17,646	24,522	34,398	33,991	15,717	-53.76%
<b>TOTAL</b>	<b>63,305</b>	<b>69,894</b>	<b>89,328</b>	<b>84,279</b>	<b>70,887</b>	<b>-15.89%</b>

Loans declined during February – a shorter month, picking back up to almost 99,000 in March. Loans are slightly up year on year for the same period.

LOANS	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Regional Support	1,100	1,590	1,509	1,572	1,559	-0.83%
Cranbourne	29,855	27,505	30,867	27,763	30,179	8.70%
Doveton	2,720	2,403	2,697	2,301	2,678	16.38%
Endeavour Hills	11,707	11,213	12,734	11,467	12,907	12.56%
Hampton Park	11,163	9,360	10,324	9,307	9,941	6.81%
Bunjil Place	41,559	38,604	47,267	38,923	41,660	7.03%
<i>Regional Total</i>	<b>98,104</b>	<b>90,675</b>	<b>105,398</b>	<b>91,333</b>	<b>98,924</b>	<b>8.31%</b>
<i>eLoans</i>	61,527	49,469	49,016	55,075	61,324	11.35%
<b>TOTAL</b>	<b>159,631</b>	<b>140,144</b>	<b>154,414</b>	<b>146,408</b>	<b>160,248</b>	<b>9.45%</b>

System holds across LibsVic continue to be on hold since October as the State Government is out of contract with the statewide courier. A solution has been reached and a new service model will commence on 1 May 2023. Holds across the City of Casey are down year on year, but are steady, with the trend similar to loans, dropping in February and then increasing slightly again in February with around 12,500 holds being placed.

Since Cardinia Shire withdrawal and the initial transfer of memberships across to Myli, Casey memberships remain steady, with only small fluctuations. Slight increases and decreases month on month largely relate to new members signing up, and ongoing regular database maintenance. CCL at the end March had 74,370 members.

Wi-Fi usage was up in all branches for March. Internet bookings remain steady around the region.

INTERNET	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Cranbourne	982	798	982	1,025	972	-5.17%
Doveton	442	361	335	424	460	8.49%
Endeavour Hills	499	559	599	490	540	10.20%
Hampton Park	883	737	904	836	910	8.85%
Bunjil Place	1,281	1,114	1,535	1,363	1,550	13.72%
<b>TOTAL</b>	<b>4,087</b>	<b>3,569</b>	<b>4,355</b>	<b>4,138</b>	<b>4,432</b>	<b>7.10%</b>

Wi-Fi	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Cranbourne	1,830	1,426	1,457	1,680	1,953	16.25%
Doveton	450	465	465	476	558	17.23%
Endeavour Hills	810	682	744	784	868	10.71%
Hampton Park	750	589	558	868	992	14.29%
Bunjil Place	2,283	1,331	1,340	2,224	3,450	55.13%
<b>TOTAL</b>	<b>6,123</b>	<b>4,493</b>	<b>4,564</b>	<b>6,032</b>	<b>7,821</b>	<b>29.66%</b>

We have seen a steady increase in the use of electronic resources in recent months, an increase of 11 percent in March. As noted in the February Board agenda, Cardinia members were still using Borrowbox (Bolinda) that offers eAudio, and eBooks. Borrowbox did not move members across to

Myli until mid-January. Once again though, consistent performers in our eResource collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader.

ELECTRONIC RESOURCES	Nov 2022	Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*	% Variation Feb/Mar
Age Library Edition	736	735	793	718	726	1.11%
Bolinda eAudiobooks	13,762	13,865	9,360	7,774	8,656	11.35%
Bolinda eBooks	7,902	8,161	5,855	4,714	5,386	14.26%
Choice	119	115	29	59	64	8.47%
Kanopy	976	775	873	745	845	13.42%
Libby eAudiobooks	1,193	1,274	1,350	1,298	1,446	11.40%
Libby eBooks	836	906	1,109	838	1,000	19.33%
Libby eMagazines	1,752	1,644	1,878	1,359	1,467	7.95%
Press Reader	33,594	21,713	27,190	37,232	41,183	10.61%
Storybox Library	188	51	39	44	131	197.73%
Tumblebooks	469	230	540	294	420	42.86%
<b>TOTAL</b>	<b>61,527</b>	<b>49,469</b>	<b>49,016</b>	<b>55,075</b>	<b>61,324</b>	<b>11.35%</b>

Our digital engagement is strong across many platforms, including eNewsletters, social media, and the website. There were almost 70,000 subscribers for our eNewsletter in March.

Since the end of the school holidays, return of our regular weekly programs plus new targeted programs, we have experienced an increase in the number of people attending programs. In March we saw almost 5,300 attend 287 programs. Programs targeting early childhood and children continue to be the most popular. Our programs are offered largely in branch but also outreach programs where our staff take the library out into the community, including storytimes in the park or in a community facility. CCL seeks to expand this kind of outreach work in 2023-2024. We also have groups come into the library - Hampton Park Library regularly sees large numbers of school groups come in. This accounted for 384 attendees for March.

Program Type	Dec 2022*		Jan 2023*		Feb 2023*		Mar 2023*	
	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance
Baby Time	43	0	57	0	567	0	755	0
Book Ninjas	0	0	0	0	35	0	19	0
Group visits	195	0	0	0	459	4	787	57
Art and Craft	0	89	109	349	41	123	23	109
STEAM Activities	81	0	87	0	320	0	385	0
Storytime	595	0	208	0	707	0	1101	0
Tinies Time	98	0	110	0	770	0	1257	0
Entertainment	0	78	237	218	5	46	63	0
Author Talks/Bookgroups	0	41	0	14	0	28	0	36
Creative writing	0	40	6	0	0	17	0	0
Cooking Home and Garden	0	0	0	53	0	21	0	27
Health and Wellness	0	9	0	0	0	19	13	45
History	0	1	0	0	0	0	0	0
IT and Technology	19	29	55	32	101	86	127	65
Jobs and Employment	0	0	0	4	0	17	0	4

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Citizenship and Government	0	6	0	0	0	54	0	35
Learning English	0	20	0	0	0	155	0	213
Libraries After Dark	0	0	0	0	0	0	0	0
MCHC/New Parent Groups	0	0	0	0	0	0	0	0
Social Connection	4	412	0	33	0	56	8	160
Cultural and Identity	0	0	0	0	0	4	0	0
Homework Help	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>1,035</b>	<b>725</b>	<b>869</b>	<b>703</b>	<b>3,005</b>	<b>630</b>	<b>4,538</b>	<b>751</b>

**RECOMMENDATIONS**

1. That the Operational Performance Report be noted.

CC14/2023

CUSTOMER EXPERIENCE

*Report prepared by Sue Brown*

### **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, 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**

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

#### **Orana Open Day**

CCL was invited out to Orana Community Place to celebrate the opening of this new community centre facility in March. Casey South is currently under-serviced by CCL's existing libraries, and Orana is located a long way from the closest branch in Cranbourne. It was a fantastic opportunity to connect with new and existing members.

#### **Casey Kids Carnival**

The Casey Kids Carnival in April was a busy event for CCL. We met with 80 people, registering new memberships and renewing inactive memberships throughout the day.



**Community Connections and Wellbeing** (*Library Plan reference 3.1, 3.5*)

#### **Driver Education**

6-week Driver Education Program delivered at Hampton Park by SouthEast Community Links focussing on the newly arrived Afghan community. The program was delivered through a series of workshops and included sessions by Victoria Police, RACV and the Department of Transport. The program ran from 8 February to the 15 March. Participants used library laptops to practice the Hazard Perception Test online.

#### **Eco Art**

Cranbourne Library ran two sessions, one for toddlers and one for primary school aged children, to help them connect with nature and their creative side. Over 70 people got their hands dirty in the fun and mindful session, finding new scents, textures and shapes while creating a story. One child

remarked "Mum how come we have never visited the Library before, it's so cool!" and another said "This was so fun, I had the best time". They were all really excited to play with the different autumn plant life and so proud to take home an art piece to share with their families.

### **ANZAC Day**

CCL Local History Librarian, Kate held a session to help commemorate ANZAC Day. Children learnt about the history of the ANZACs and why it is so important for us to remember. They also worked as a group to create wonderful crafts of poppies and stained glass which will be displayed in the library over ANZAC day to help honour the ANZACs and what they represent.

### **Adult Art Class**

In partnership with the Doveton Neighbourhood Learning Centre, adult art classes have been a hit at Doveton. Participants learn art techniques such as water colours, charcoal drawing, pastels or painting. The art class is aimed at beginners with participants improving and building on their learnings every week. Doveton Library looks forward to hosting an additional Art Class next term for intermediate participants.

### **Collections** (*Library Plan reference 1.2*)

We maintain popular and relevant library collections for the Casey community.

The collection size remains steady with over 235,000 items. We anticipate seeing more stock borrowed once LibsVic and inter-library loans reopen from May 1. The re-opened service will include some restrictions on inter-library loans to help mitigate the cost of the service, such as total number of requests allowed by a member at one time, and new-release titles embargoed for 6 months.

Collections that have bounced back to their pre-covid usage include Junior non-fiction, Board books and Persian. Vox books (junior picture books with a built-in audio player) have seen our J-Kit collection use increase from 30 percent on loan in March 2020, to now 50 percent on loan.

DVD (both adult and junior) usage continues to decline with the increase in free streaming services, compounded by the withdrawal of Cardinia, whose members borrowed more DVDs than Casey's. This decline will be considered when allocating the library materials budget for the 2023-2024 financial year.

### **Marketing and Promotions** (*Library Plan reference 3.1, 3.4*)

#### **Competitions and Membership Drives**

We had three competitions and membership drives in March, with two continuing until the end of May.

- Federation University – FedFast – March 1, orientation week at Berwick Campus. We had a stall set-up promoting the library services. All new members went into the draw win 1 of 4 \$50 Robinson vouchers. The day was relatively quiet, but it was a great opportunity to have CCL onsite.



- Sid the Sloth – Membership drive – 1 March until 31 May – we received 60 competition entries and 325 new library members in March.
- Casey Photography Competition – 1 March until 31 May – Landscapes of Casey photography competition this Autumn will help collect images of the City of Casey current landscapes for tomorrow’s history. The competition is open to young adults and adults 16 years and over and also children under 16 years of age.

## Media

Our Marketing Team continues to do a great job getting Casey Cardinia Libraries out into the Local media, with key stories including:

- For all Library Lovers – Kimbe Project – more than \$4000 in donations was received
- Local History Librarian – Kate, promoting the Casey Local History Photography competition.
- Win at your Local Library – promotion of the Sid the Sloth membership campaign.

## Engagement statistics

SOCIAL MEDIA	Jan 2023*	Feb 2023*	Mar 2023*
<b>Facebook</b>	Followers: 8,982 Reach: 40,496 Engagement: 1,792	Followers: 9,271 Reach: 29,842 Engagement: 1,910	Followers: 9,330 Reach: 16,677 Engagement: 2,381
<b>Instagram</b>	Followers: 1,688	Followers: 1,696	Followers: 1,708

## eDM/eNewsletters

Dec 2022*	Jan 2023*	Feb 2023*	Mar 2023*
Recipients: 67,538 Opens: 27,073 (40.09%) Click rate: 1,110 (1.64%)	Recipients: 68,151 Opens: 24,351 (35.73%) Click rate: 595 (0.87%)	Recipients: 68,864 Opens: 23,943 (34.77%) Click rate: 936 (1.36%)	Recipients: 69,756 Opens: 25,471 (36.51%) Click rate: 924 (1.32%)

## Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
November	41,244	17,740	43.01%	160,903	2:41	13.92%
December 2022*	30,783	13,545	44%	130,147	2:48	9.63%
January 2023*	37,043	17,540	47.35%	150,760	2:32	11.55%
February 2023*	35,980	15,808	43.93%	136,466	2:34	12.96%
March 2023*	39,960	18,253	45.67%	158,398	2:38	13.98%

\*Note Cardinia Shire withdrawal happened on 30 November, from December 2022 all statistics only include City of Casey library branches

## Branding

Rebranding and visual identity is developing nicely with the design team at Fluid working to get the colours, logo and icons right. Launch Plan readiness is underway as detailed below:

Rebrand launch readiness timeline proposal	April	May	June	July
New logo has been developed and finalised				
Icons and illustrations to be finalised by mid-April				
Marketing and Communications Launch Plan to be finalised by end of April				

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Staff updated with progress, most recently on logo/illustrations/icons				
New logo priority creative - Library Card, Winter What's On Guide, Flyer and Poster Templates and Library Van by mid-May				
Brand Guidelines to be finalised by end of May				
'Soft' launch - <b>1 June</b> - What's On /Website/Socials/Internal printers/PC screensavers				
Public launch - <b>3 July</b> - Library cards/in branch celebrations/ media / events / hoodies / tshirts/ lanyards/ calico bags / other print collateral				

**Conclusion**

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

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**RECOMMENDATIONS**

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1. That the Customer Experience Report be noted.

IN-CAMERA

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CC15/2023

INNOVATION PROJECTS PROPOSAL – OUTREACH EXPANSION

*Report prepared by Beth Luppino*

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## GENERAL BUSINESS

### CC16/2023 NON-EXECUTIVE INDEPENDENT BOARD MEMBER REMUNERATION

*Report prepared by Beth Luppino*

#### **Purpose**

Each Independent Member, including the Independent Member elected to be the Chairperson of the Board, is eligible to be remunerated.

The Board will recommend the annual remuneration for Independent Members to the Chief Executive Officer of the Council for endorsement.

*CCL Library Plan reference – 4.6, 4.7*

#### **Discussion**

The primary objective of the Board is to achieve the best library service outcomes now and into the future for the communities of the Council within the context of the Council's available resources and competing demands.

The role of the CCL Board is to:

- ensure that the library services provided by CCLC are provided in accordance with the Library Plan, Strategic Resource Plan and Annual Budget.
- provide leadership by establishing CCL's strategic objectives and monitoring their achievement against pre-determined service levels and Key Performance Indicators.
- maintain the sustainability and viability of CCL by ensuring that resources are managed in a responsible and accountable manner.
- identify and consider the economic and financial consequences of its deliberations.
- advocate on behalf of the library service to other key stakeholders in business, community and government.
- act as a responsible partner in government by considering the aspirations and needs of the community.
- ensure that the library service continues to contribute to the social value of the community; and
- determine on an annual basis as part of the budget process, the requirement for provision of an internal audit function.

#### **Remuneration of Independent Members**

Each Independent Member, including the Independent Member elected to be the Chairperson of the Board, is eligible to be remunerated.

The Board will recommend the annual remuneration for Independent Members at CCL's to the Chief Executive Officer of the Council for endorsement.

The annual remuneration will be determined based on an assessment that includes, but is not limited to, the following considerations:

- remuneration of other regionally based Boards;
- skills and experience required of the Independent Members;

- number of meetings held each year; and
- the amount of expected travel required by the Independent Member to attend meetings or events.

The annual remuneration endorsed by the Chief Executive Officer of the Council, is inclusive of all travel and other expenses incurred by them when engaged in CCL's business, attending meetings or otherwise carrying out duties of an Independent Member.

In addition to Casey City Council's liability for financial contributions made to CCL for the purpose of covering its ongoing operational costs, all costs associated with funding the annual remuneration of Independent Members will be borne by Casey City Council.

It is recommended that the following remuneration be considered, and if thought fit endorsed by the CCLC Board:

- \$1000 per calendar month for an Independent Member appointed as Chair
- \$666 per calendar month for an Independent Member appointed as a general member of the Board.

This is in line with City of Casey's Audit and Risk committee remuneration.

Neighbouring Library Service Myli-My Community Library remunerates Non-Executive Board members up to \$5000 per annum. It is recommended that remuneration for CCLC Board members is aligned with other key City of Casey paid committee roles, which brings it higher than the MYLI rates, but still modest in terms of Board remuneration.

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#### ***RECOMMENDATIONS***

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1. That the Board endorse the proposed remuneration for Independent Board members for 2023-2024.
2. That the CCLC CEO notify the Casey CEO of the Board's recommendation for Non-Executive Independent Board Members remuneration.

**NEXT MEETING**

Wednesday 28 June 2023 – 4.00pm – Online Teams Meeting