Casey Cardinia Libraries

(Trading as Connected Libraries)

Library Plan 2021–2025

'Inspiring spaces where everyone is free to discover possibilities'

Casey Cardinia **Libraries**

1   Foreword

The Casey Cardinia Library Corporation (CCLC) began trading as 'Connected Libraries' on 1 June 2023. The change of name reflects the withdrawal of Cardinia Shire Council from the Regional Library in late 2022, and our subsequent transition to City of Casey-focused services.

The change presented an opportunity to review how our services meet the needs of the growing communities across the municipality, and sharpen our focus on emerging communities in 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.

The new name was born out of many ideas that flowed through from library staff and the Casey community through our 'Library Naming competition' late 2022. It is wonderful that the new name was suggested by our community of library users – the theme of connection came up so many times in the suggestions we received that it was simply too strong to ignore.

'Connected Libraries' reflects our service which is modern, forward thinking, with a focus on connecting people with information and each other in the digital age.

We believe in every person's right to knowledge and resources. Libraries are not just a place to discover stories but where people can come together, connect, create, and thrive.

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 walls of our existing branches to the fast-growing residential areas in Casey's southern regions.

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.

Regards

Penny Holloway Board
Chairperson
(February 2024)

Beth Luppino
CEO
(February 2024)

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

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

2   Introduction

Casey Cardinia Libraries (trading as Connected Libraries) 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 392,000 people.

The role of libraries.

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

United Nations Sustainable Development Goals

Casey Cardinia Libraries support the visions of 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.

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 39.64% between 2024 – 2046 (from 4111,158 to 574,124).

The largest growth will be in new residential areas particularly those around Clyde, Clyde North,Cranbourne East and Cranbourne West.

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 libraryresources 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.

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.

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.

Health and Wellbeing

COVID-19 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, Hampton Park and a Library Lounge at Cranbourne West Community Hub. We have Library Lockers available at Cranbourne West, Manna Gum Family and Community Hub and Orana Community Place.

We deliver:

- An extensive library collection that provides our community with access to a wide range of physical and electronic items, fiction, non-fiction books, magazines, newspapers and audio supporting literacy, reading, learning, information and leisure.
- Events and programs across a range of areas including: to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, social connection, digital literacy and mental health and wellbeing.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.
- Digital and technology services including access to free Wi-Fi, public internet PCs and sessions to help the community use technology in their everyday lives
- Outdoor events and programs
- Delivering the library collections direct to housebound community members.

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.

5 Our libraries

5.5 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.

6.1   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.

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

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

Objectives	Actions	Outcomes and measures
Bridging the Digital Divide	• Provide digital resources that encourage safe adoption of technology in our community • Increase digital literacy in our community with through programming, services, and digital resources • Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi • CCLC work with key partners to help bridge the digital divide in our community	• Increase in the range of Information Communication Technology (ICT) resources available for community use • More community members are able to safely and freely access digital information and collections • Levels of digital literacy and inclusion increase in our community
Resources and skills to support access to knowledge and information	• Lift staff capacity to support community to access information and programming • Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	• Staff feel confident in their ability so support communities to access resources • Digital improvements are reviewed regularly and funded appropriately

Strategic Area 1:
A Place to Gather and Learn

Objectives	Actions	Outcomes and measures
Deliver accessible programs and services that support reading, writing and lifelong learning	• Deliver events and programs that support reading, writing and lifelong learning • Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats • Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning • Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) • Facilitate accessible programs and activities that promote physical, mental and social health	• More people are reached through events and programming • More joint programs and services are delivered to enhance reading, writing and lifelong learning • Increase in the number programs and activities that promote STEAM • Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM
A new digital library to enhance access to knowledge and information	• Establish a new digital library branch	• Communities can access an integrated digital library collections and services. • Library users agree that the new digital library enhances access to knowledge and information.

Strategic Area 2: Partnership and innovation to achieve shared goals

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

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

Objectives	Actions	Outcomes and measures
Support council to make evidence-based decisions about investment in library services	• Strengthen data collection, management and reporting • Support council in their strategic decision making with relevant quantitative and qualitative evidence	• Enhanced data collection and reporting • Council make evidence-based decisions in relation to library infrastructure that meet our community needs
Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design	• Explore and invest in joint planning and programming across council • Explore new service delivery models that utilise shared digital and physical assets	• Increase in the number of joint programs and services • Joint service delivery models are regularly considered • Council teams are supported to consider, develop and deliver new library infrastructure

Objectives	Actions	Outcomes and measures
Develop partnerships that enhance learning, knowledge and wellbeing in our communities	• Strengthen partnerships with community organisations to increase access to information and knowledge • Work with partners to deliver library services and programming to a wider audience • Partnerships are reviewed annually to ensure the community benefits • Deepen engagement with education providers to facilitate clear learning pathways for our communities	• Increase in the number of joint programs and services provided to our community • Working relationships are established and fostered with partners across the breadth of the Education sector in the region
Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	• Continue to actively engage with PLV and Libraries Victoria Consortium	• CCLC is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria • CCLC is an active member of the Libraries Victoria Consortium

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

Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

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

Objectives	Actions	Outcomes and measures
Community connections strengthened through our programming and partnerships	• Deliver programs and services across the region that strengthen social connection • Partner with council teams and community organisations to engage our community through programs and outreach activities • Support the Friends of CCLC to engage with and promote CCLC to the wider community	• Communities are connected through the library to council and community programs and services • CCLC, Council and community organisations are able to reach a larger, more diverse community • Communities are actively engaged and consulted in CCL's development • Community connections are strengthened

Objectives	Actions	Outcomes and measures
Actively encourage health and wellbeing in our community	• Work with council teams and community partners to enhance health and wellbeing • Deliver programs and services that support communities to strengthen their health and wellbeing • Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection • Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living • Align CCLC services with Member Councils' municipal public health and wellbeing plans	• Increase in the number of programs and services that support health and wellbeing • Communities are connected through the library to council and community health and wellbeing services • Communities access information and programs that support health and wellbeing • Working relationships with partners across the breadth of the Health and Wellbeing sector in the region. • Library users are healthier and more knowledgeable about their own wellbeing

Strategic Area 3:
Facilitate community connection and wellbeing

Objectives	Actions	Outcomes and measures
Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services	• Work with council teams and community partners to support CALD communities to engage with council and library services and programs • Deliver programs and services that empower CALD communities to access social and wellbeing supports and services • CCLC continues its journey to reconciliation • Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	• Increase in the number of joint services, resources and programs for CALD communities • CALD communities feel that they are supported to access services and resources • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities • CCLC 'Innovate' Reconciliation Action Plan is completed
Inform and engage community about our library services	• Increase awareness of CCLC's services and resources through strategic marketing, public relations and outreach activities • Inform communities about the library's impact	• Community members are aware of, and appreciate the libraries' services and resources • Community members are aware of, and appreciate the impact of libraries • CCLC delivers year on year growth in visits, loans, membership and program attendance
Social inclusion strategy that guides inclusive community engagement	• Maintain and refine the strategy that will inform CCLC's approach to inclusive community engagement	• CCLC adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities

Strategic Area 4: Organisational excellence

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

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

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

Objectives	Actions	Outcomes and measures
Know and understand our impact	• Explore opportunities to strengthen data collection within CCLC • Work with partners to track and understand CCL's impact across council goals • Report on CCLC's impact annually	• CCLC regular collects and reports on its impact • CCLC's board, council staff and community organisations are aware of CCL's impact
Seek funding opportunities that enhance our capacity to support the community	• Apply for funding and grant opportunities • Raise funds through donations and sponsorships from our community	• Additional services and programs are delivered as a result of funds raised

7 How we will get there

Strategic Area 4: Organisational excellence

Objectives	Actions	Outcomes and measures
Good Governance and compliance with legislative requirements	• Robust oversight of CCLC by the Board • Board performance evaluation conducted annually • Compliance with relevant legislation	• An informed and engaged Board • A reputation for good governance practices • Unqualified Audit Opinion from Victorian Auditor General's Office
Provision of strategic guidance and support to Member Council	• Strong connections across the public library sector at a national and state level. • Provide guidance and support to Member Council on the future development and delivery of library services • Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	• Our community has access to high quality library services • Our communities are stronger, healthier and better connected

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

8 Key performance indicators

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

9 Measurement methods

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

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

Notes:

- *Actuals for Virtual Visits and Digital Loans for 2022/23 and prior include Cardinia Shire members.*
- *Revised projections for 2023/24 are based on 5 existing branches.*
- *Targets for 2024/25 onwards are based on 5 existing branches. the Library Lounge and 3 locker locations.*

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	CL Actual 2021/22	CL Actual 2022/23	CL Target 2023/24	CL Updated Projections 2023/24	CL Target 2024/25	CL Target 2025/26
Engagement						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	100,188	146,257	259,260	150,000	156,297	162,142
Net Promoter Score (Community Survey)	75.5	N/A	65	65	65	65
Memberships*	74,210	77,341	93,870	94,000	98,000	101,000
Visits						
Visits – physical	351,484	654,600	958,070	795,599	829,000	860,000
Visits – virtual	939,118	914,916	695,085	795,000	829,000	854,000
Total visits (physical and virtual)	1,290,602	1,569,516	1,653,155	1,590,599	1,658,000	1,714,000
Program and events attendance	26,783	49,505	70,775	63,420	63,500	65,900
Collection						
Loans - physical	1,017,653	1,234,911	-	1,240,000	1,293,000	1,333,000
Loans - digital	772,269	783,053	-	709,000	739,000	762,000
Loans (total physical and digital)	1,789,922	2,017,964	1,971,270	1,949,000	2,032,000	2,095,000
Turnover rate – physical items	4.6	5.2	7.0	5.2	5.2	5.2
Turnover rate – digital items	32.6	6.4	20.0	6.4	6.4	6.4
Physical quality of library collection (age of collection - less than 5 years)	69.7%	76.0%	68.0%	76.0%	75.0%	75.0%
Cost of Delivery						
Cost of library service per capita	$23.82	$25.85	$23.08	$22.46	$22.58	$22.58
Cost of library service per physical visit (total expenditure)	$34.26	$17.63	$9.79	$11.61	$11.60	$11.54

Figures include Cardinia Shire members – unable to identify split with members, from Cardinia Withdrawal.

10   Listening and learning

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 Connectd Libraries visit

🌐 connectedlibraries.org.au

✉️ information@onnectedlibraries.org.au

📞 1800 577 548

f @connectedlibraries

📷 @connectedlibraries