Library Plan

2017 – 2021

The journey from good to great!

Casey Cardinia Libraries

Inspiring spaces
Where everyone is free
to discover possibilities

Contents

Foreword

This Library Plan establishes an ambitious direction for Casey Cardinia Libraries (CCL) over the next four years. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils the requirements of Section 125 of the Local Government Act 1989. Community, staff and key stakeholders were widely engaged and consulted in the development of this plan. We are delighted to share it with you.

Public libraries are expected to do much more than curate collections and lend books. In a time of rapid change, libraries have a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire and the Victorian State Government. We support a rapidly growing and diverse community of over 400,000 people.

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

Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years. It is anticipated that membership and visits will continue to grow, while lending of physical items will gently decline as new ways of delivering information evolve.

Libraries are an integral part of healthy communities. The role of public libraries as community hubs where people can gather safely is gaining importance. New libraries will be required as residential areas are developed in the Casey Cardinia region. Existing libraries will also need to be refurbished to meet the changing needs of the community.

CCL in 1996-97

- *75,904 members*
- *648,129 visits per year*
- *230,661 items*
- *1,485,455 annual loans*
- *Open 247 hours per week*
- *Five fixed branches and one mobile library*

CCL Today

- *115,000 members*
- *2.1 million visits per year*
- *376,233 items*
- *2,661,973 annual loans*
- *Open 382.25 hours per week*
- *Seven fixed branches and one mobile library*

CCL - Past, Present, Future

CCL recently celebrated 20 years of service to the community. The role and function of public libraries has changed dramatically in this time, as have the needs and expectations of our community. There is every reason to expect that the pace of change will accelerate.

Public libraries will be judged more on the experiences we provide rather than the physical products we offer. To make the transition from good to great, we have to do things differently.

We love books, and we want people to read them. We also place a high value on making quality information easily accessible to people. Our free programs and events inspire creativity and bring people together. One of the most popular services we provide is free 24/7 Wi-Fi.

The way our community use our facilities is changing. This means we need to think carefully about the way we use space within the branches and adopt new technology. We must prioritise the creation of welcoming spaces where people can gather and learn.

CCL foster happier, healthier and more resilient communities. We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.

We also have to actively listen to our community and encourage participation. The people who use our libraries are more important than our books. We must value our customers' time and make it simple and easy to use our services.

To be vibrant and relevant spaces, we need to engage, enthuse and build the communities around us.

B*ad libraries build collections, good libraries build services, great libraries build communities.*

R. David Lankes

Library programs and activities are increasingly being built through partnerships with other organisations including schools and community organisations. It is vital that we actively cultivate strong relationships with the City of Casey and Cardinia Shire Council and look for ways to support each other in the delivery of services to the community.

Our libraries host enormous reservoirs of potential in the people who visit. As library and information industry professionals we have a vital role helping them discover the possibilities.

Role and Trends of Public Libraries

Public libraries locally and nationally are likely to encounter significant changes in demography. Significant trends in Casey Cardinia region include increased population, internal-migration, arrival of new migrant groups, more young families and an ageing population with increased life expectancy.

Great public libraries are open, accessible and welcoming public spaces where people can read, learn and connect with others.

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge. We help everyone: people studying, seeking information and needing help to access the internet; people simply wanting to browse, children coming for storytime, those finding their way in a new town seeking services or directions; people wanting to connect with others in a creative environment; and sometimes those simply seeking shelter.

Rapidly changing technology will significantly influence the future development of libraries. We have an important role providing up-to-date information technology and encouraging people to use it effectively.

use the Narre Warren library and the experience has always been good. Only comment is often there's not enough reading/study desks or chairs, but this is expected as it's busy and well used.

CCL 2017 Online Community Survey: Narre Warren Library user – female, aged between 35-44

The knowledge that was held almost exclusively in books is now available online. People have unparalleled access to information. Most people no longer need to physically visit the library to do research, get access to information or enjoy a leisurely read.

If we are successful, librarians at CCL will be known as way-finders rather than collectors or curators.

There is an expectation that library staff will actively engage and interact with the community in the library, online and outside our four walls. This means we have a growing responsibility to encourage social inclusion and help build resilient communities.

The learning opportunities we provide our community will continue to rise in importance. This will include literacy, creative and digital learning for all ages.

Challenges and Opportunities

Budgets and Funding - The ongoing support and commitment of the City of Casey, Cardinia Shire and the Victorian State Government are critical to our success. We also need to seek new partnerships with business and community that generate new revenue and create efficiencies. Our people should understand and own our financial performance.

Change - We understand the need for innovation. Our appetite for risk is increasing. There is a willingness to have a go, make mistakes and learn from them. If we celebrate our strengths, empower our people to have a go and share success, we will be a great public library.

Communication - As we embrace change, we have the opportunity to improve the way we communicate with each other and our community. Active listening, engaging in conversations and leveraging technology are key opportunities.

Growth/Demographics - The Casey Cardinia region is growing and diversifying swiftly. The pressure on our services through increased patronage means we need to be looking for new ways to deliver key services to our community. This will require a deeper understanding of our community needs and a willingness to engage with partners in different ways.

Staffing - The jobs of the future are cognitive and non-routine. We need to consider how we get the best value from our people. We have great people working at CCL doing good work. We have an opportunity to empower staff to make decisions with a robust vision and clear set of values.

Technology - There is unprecedented change in the way humans gather and absorb information. Public libraries can be at the vanguard of that change if we choose to be early adopters. We have a responsibility to make sure that everyone can access information freely.

We have an opportunity to improve the way we operate. We can achieve significant efficiencies by updating and integrating our systems and automating routine tasks.

(Key findings from CCL All Staff Planning Workshop, November 2016).

Thank you for your wonderful service. My family and I love and appreciate the library, the service, and the wonderful staff. Keep doing what you are doing and the marvellous way you stay up to date with new technologies.

CCL 2017 Online Community Survey: Cranbourne Library user - female, aged between 55-64

Casey Cardinia Libraries

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

Teamwork
We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning
We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness
We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

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.

Social Intelligence
We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour
We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

Our Approach

- Great customer service
- Embrace new thinking
- Quick little steps
- Momentum not perfection
- Encourage people to take calculated risks
- Fail early, fail often
- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story

Our Goals, Strategies and Desired Outcomes

1. The Knowledge Well

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

Strategies	Targets and Indicators
1.1 Create accessible physical and virtual spaces which inspire our community	• People visit our libraries and are happier for it • Increased library visitation (physical and digital)
1.2 Our core services are free and accessible to everyone in our community	• Increased library usage – loans (physical and digital) • Program and events attendance and number of programs and events • Our libraries are spaces where the community can gather, learn and grow
1.3 Invest in ICT that enhances library user experience and enables greater staff productivity	• Easy access to our free services anywhere for our community • Increased utilisation of digital technology
1.4 Operate as the vanguard of publicly available information technology and encourage people to use it effectively	• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology • Our staff can provide expertise when and where our community needs it • Our services and staff respond to the changing environment

Related CCL Strategic Plans

- *Facilities Development Plan 2017–2021*
- *ICT Roadmap 2017–2020*
- *Social Inclusion Strategy 2017–2020*

Casey Cardinia **Libraries**

2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Targets and Indicators
2.1 Build community appreciation of the work we do and value the services we provide	• Increased Net Promoter Score (Annual Community Survey) • Improved customer satisfaction (Nexus Survey) • Positive coverage in local media • Positive community feedback via social media, letters and website
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	• Working relationships established with South East Local Learning and Employment Network, maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries • Connect with new members and community groups through targeted outreach • Number of partnerships and enhanced service outcomes for the community
2.3 Positively advocate for public libraries and be an active member of the Public Libraries Victoria Network (PLVN) and Swift Library Consortium	• Support growth and development of PLVN and Swift including Statewide Library Management System

Related CCL Strategic Plans

• *Marketing Communications Strategy 2017*
• *Social Media Strategy 2017*

3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Indicators
3.1 Strong connections with our community	• Demonstrated connection with community leaders, Council stakeholders and relevant interest groups • Established volunteer programs that support literacy in our community • Positive community feedback via social media • Increased membership
3.2 Increased investment in new infrastructure and services that support our community	• Successful advocacy for new and refurbished libraries in target communities • Cost of library service per capita
3.3 Recognised contribution to community well-being and social equity	• Development and delivery of a comprehensive Social Inclusion Strategy that supports diversity and the prevention of Family Violence • Representation on committees and working parties with our member councils and other community agencies • The capacity of our libraries to support emergency response and recovery activities in high risk communities

Related CCL Strategic Plans

- *Facilities Development Plan 2017-2021*
- *Member Council Municipal Public Health and Wellbeing Plan(s)*

Casey Cardinia **Libraries**

4. Literacies

Encourage reading and lifelong learning.

Strategies	Targets and Indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	• Program attendance and number of programs • Create and nurture lifelong learning • Support readers and promote reader development
4.2 Ensure collection is accessible and well used	• CCL items are free and accessible to our members • Swift items are free and accessible to our members
4.3 Host events and performances that inspire creativity and learning	• The number of people who attend creative events and performances at CCL
4.4 Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	• Establishment of STEAM related programs and activities

Related CCL Strategic Plans

• *Youth Services Plan*
• *Member Council Municipal Public Health and Wellbeing Plan(s)*

5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Targets and Indicators
5.1 Embrace CCL values in everything we do	• CCL staff share belief in the value of the services we provide and the communities we support • CCL staff take calculated risks and embrace opportunities for growth • Establishment and delivery of a CCL Leadership Development Program • Staff engagement survey(s)
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	• Adoption of new services and strategies • New revenue streams established though partnerships with external agencies and corporates • Successful establishment of Bunjil Library
5.3 Compliance with statutory and funding requirements	• All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Renewal of business systems including Employee Records Management System • Development and delivery of Occupational Health and Safety Management System

Related CCL Strategic Plans

• *Workforce Development Plan 2017 – 21*
• *Risk Management Plan 2017*
• *Budget 2017 – 2021*

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2017 – 2021
- Development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL complies with statutory and funding requirements

Measures

Casey Cardinia Libraries gathers feedback and statistics on its performance through a range of measures.

- Net Promoter Score (happy customers)
- Bi-annual Nexus survey 2016, 2018 & 2020
- Sustainable financial position (books balance)
- Investment attracted for new library services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework

Our Key Measures

The following projections are based on 2015-16 results; targets will be revised once 2016-17 results are finalised in July 2017.

Measure	CCL Actual 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Visits – physical	1,229,021	1.50 mil	1.43 mil	1.45 mil	1.50 mil
Visits – virtual	910,915	942,000	975,000	1.01 mil	1.06 mil
Number of programs and events	2,358	2,500	2,500	2,500	2,500
Program and events attendance	68,868	80,000	85,000	95,000	100,000
Loans (total physical and digital)	2,661,973	2.50 mil	2.55 mil	2.55 mil	2.55 mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	355,062	400,000	450,000	500,000	525,000
Net Promoter Score (Community Survey)	59	63	70	70	70

Statewide Measures

Measure	CCL Actual 2015/16	State Average 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Active Library Members	11%	17%	17.5%	18.5%	20.0%	21.0%
Turnover rate – physical items	6.9	5.1	7.0	7.1	7.2	7.3
Turnover rate – digital items	12.3	3.7	13.0	14.0	15.0	15.0
Physical quality of library collection (age of collection - less than 5 years)	69%	63%	70%	70%	70%	70%
Cost of library service per capita	$24.86	$43.17	$27.08	$26.69	$26.22	$25.74
Council Cost of library service per visit	$5.56	$6.51	$5.08	$5.42	$5.51	$5.43
Overall Customer Satisfaction (Nexus Survey biannual)	8.59	8.48	8.7	N/A	8.8	N/A

For more detail:
Local Government Reporting Framework measures go to City of Casey *or* Cardinia Shire *websites*
Key Performance Indicators can be sourced from the Annual Survey of Public Libraries
Australian Library and Information Association (ALIA) Guidelines, Standards and Outcome Measures for Australian Public Libraries *– July 2016*

Casey Cardinia Libraries

Our Community - A Snapshot

In 1996, Casey Cardinia region had a population of 188,488. Over the past 20 years the population has increased to 400,063 with significant residential development across the region's 1,690 square kilometres. *(Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, March 2017)*.

Casey will be the second largest metropolitan growth Local Government Area (LGA) from 2011–2031 and Cardinia Shire will be the fourth fastest metropolitan growth LGA. *(Victoria in Future 2016 Population and Household Projections to 2051)*.

Population
Casey Cardinia
400,063

Residents aged between 0-17 years
27.9%

Lower number of residents 60 years+
13.7%

Median Age
33.5 years

Families
High number of couples with children households

Casey Cardinia lies in the traditional lands of the Wurundjeri (Woi wurrung) and Boon Wurrung (also spelt Bunurong and Bun Wurrung) peoples. Indigenous people from many different places live in the region.
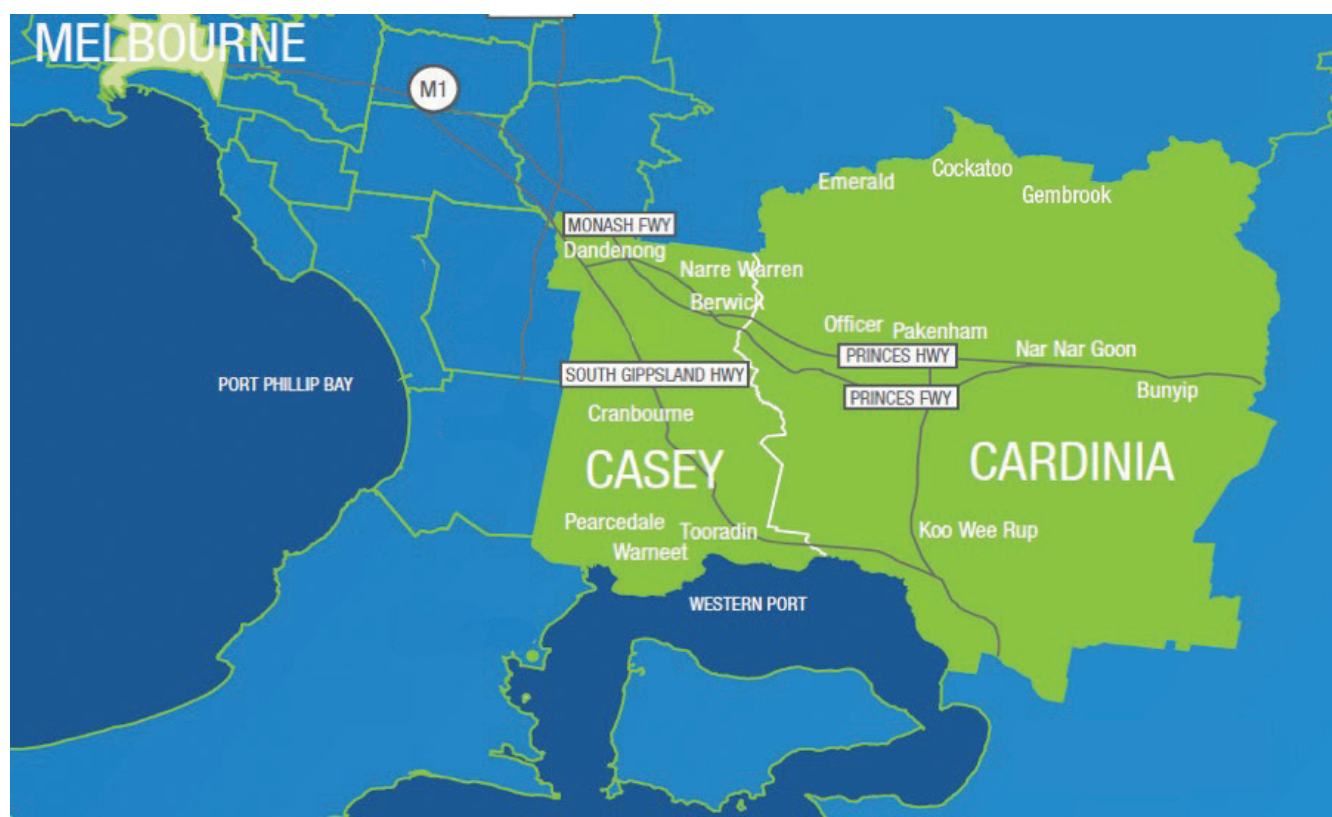
Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Key languages other than English include Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. More than 4,500 Afghan-born people live in Casey; this is nearly half of all Afghan-born people in Victoria.

Both Casey (2002) and Cardinia (2014) have been declared Refugee Welcome Zones, pledging 'commitment in spirit to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community.' *(Refugee Council of Australia, Refugee Welcome Zones, November 2015)*.

'In 2014, recent migrants were less likely than people born in Australia to have someone outside the household they could confide in. Additionally, they were more likely to have experienced some form of discrimination, but less likely to have experienced two or more incidents of crime in the last 12 months.' *(General Social Survey Summary Results – 4159.0, Australian Bureau Statistics, 2014)*.

Approximately 19% of the population in both municipalities have a disability, with 5.8% of the population in Casey having 'disabilities causing profound or severe restriction of communication, mobility and personal self-care'.

Education
More residents (15 years+) in our community hold vocational or no qualifications

69.4%

Employment
Over 94% of our residents are employed, over half are full-time

More than a quarter speak a language other than English in the home.

4.8% of the Victorian Indigenous population live in our community.

Organisation for Economic Co-operation and Development (OECD) data suggests that, compared with other OECD countries, Australia is below average in work-life balance *(How's life in Australia?, OECD, 2016)*. General Social Survey data shows that in 2014, 45% of women and 36% of men were always or often rushed or pressed for time, compared with 21% of women and 28% of men who were rarely or never rushed or pressed for time. *(General Social Survey Summary Results - 4159.0, Australian Bureau Statistics, 2014)*.

Vehicle ownership
Over 90% of households own at least one

Transport to work
Approximately 70% use a car

The commute may impact on leisure and family time as well as stress levels.

Location of work
Live in the area, but work outside the area

Casey 59.3%

Cardinia 54.4%

Time is a precious resource in our community. More than 94% of residents (15 years+) are employed. Approximately 70% of working people from Casey and Cardinia leave the region to work every day *(Casey Cardinia Economic Devlopment Strategy 2016-17)*. On average, residents spend over 300 hours (close to two weeks per annum) travelling to work *(Southern Melbourne Regional Development Australia 2011)*.

Excessive commuting cuts into people's time for family and leisure. It also impacts their health and wellbeing. We have a direct interest in encouraging people to work closer to home as it will free up time to visit our libraries!

Casey Cardinia region has more couples-with-children households (43%) and single parent households (12%) than the Melbourne average. There is also a higher percentage of residents providing unpaid childcare.

Family and domestic violence occurs across all social and economic classes, religions, location and cultural backgrounds. Victims can be anyone, men, women and children. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria *(Crime Statistics Agency, Family incidents, 2012-2016)*. City of Casey and Cardinia Shire are both strong advocates for the prevention of family violence.

work full time and am very busy. I can read reviews online and whip out my phone and immediately request it. It is great for time-poor people. I can just come in and pick up my holds if I don't have time to do other things.

Mother of one female aged 10, CCL 2017 Community Consultation

Listening & Learning

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

As part of the library planning process CCL undertook extensive consultation through a variety of methods.

We appreciate the time and thought invested by library users and community members who shared their ideas, suggestions and feedback.

This plan is informed by:

- An Online Community Survey (405 responses)
- In depth interviews with community groups and individuals
- CCL All Staff Planning Workshop (100 people)
- Internal Organisational Health Check (85 responses)
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, Public Libraries Victoria Network, State Library Victoria and Council Plans
- Australian Library and Information Association Standards and Guidelines

Casey Cardinia **Libraries**

Key findings from our community survey included:

- Books are really important. More than 75% of respondents to the Online Community Survey indicated they visit to borrow or use print materials. Some part of this is likely perception. In many people's minds, libraries = books. This comes through clearly in the feedback as nearly 37% of people said something that stops them coming to the library is the fact that they can get books more easily elsewhere.
- Nearly 32% of respondents indicated that they come to the library to read.
- Lack of time is a significant constraint on visitation and engagement. More than 42% of those who have not visited in 12 months cited time as a key factor. 26% of those not visiting mentioned that their priorities had changed.
- Our library users wanted comfortable furniture, attractive spaces and some quiet areas available. People also placed a high value on access to coffee and drinks as well as clean toilets.
- Many people asked for services that are already available through CCL. A strong indicator that we need to 'share our story' with the community and communicate our services and programs more widely.
- There was a lot of feedback about the importance of friendly and approachable staff and customer service. This is the key to our service. People won't ask for help if they don't feel comfortable approaching us. A bad experience could discourage someone from visiting our library again. A warm smile and friendly greeting may just be what it takes to ensure that someone keeps coming back.
- The overall Net Promoter Score (NPS) for CCL was 59. While a benchmark NPS score for public libraries is not available, the result indicates that our users are incredibly supportive of the service. 67% of respondents were 'highly likely' to recommend the service to a friend, and a further 25% were 'likely' to recommend. This is an exceptional response. It suggests that those that use our libraries love us. The challenge is convincing people who are not currently using our libraries that we present compelling value.

Public Libraries nurture creativity, learning and play; they provide access to knowledge, ideas, connections and discussion. They bring a range of specific arts and cultural experiences to diverse groups, fostering vibrant community interactions and possibilities.

State Library of Victoria, Creative Communities: The cultural benefits of Victoria's public libraries, 2014

For more information on Casey Cardinia Libraries visit

www.cclc.vic.gov.au

f @CaseyCardiniaLibraries

🐦 @CasCarLibraries

📌 @caseycardinia