Casey Cardinia Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 25 October 2017
5.30pm

Cardinia Shire Offices,
Siding Avenue Officer

Casey Cardinia Libraries
Board Meeting – Wednesday 25 October
Agenda

1. Present

2. Apologies
    Jenny Scicluna (Cardinia Shire)
    Colette McMahon-Hoskinson (City of Casey)

3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 23 August 2017.

4. Declaration of Conflicts of Interest

STRATEGY

CC55/2017	2016 – 17 CCL ANNUAL REPORT

Report prepared by Chris Buckingham

Purpose

To present the 2016 – 17 CCL Annual Report including the Financial Report to the Board for adoption.

CCL Library Plan reference – 5.3

Background

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

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

Discussion

The 2016 – 17 CCL Annual Report includes:

- Joint message from the Chairperson of the Board and CEO of CCL
- Community Profile
- Acknowledgement of our Volunteers, Staff and Supporters
- Summary of Performance
- Audited Financial Report.

The 2016 – 17 CCL Annual Report was adopted in principle by the Board at its meeting on 23 August 2017.

A copy of the 2016 – 17 CCL Annual Report has been forwarded to the Minister prior to 30 September 2017 in compliance with the Local Government Act 1989.

The 2016 – 17 CCL Annual Report has been made available on the Casey Cardinia Libraries website and distributed to member Councils.

RECOMMENDATIONS

1. That the Board adopt the 2016 – 2017 CCL Annual Report.
2. That the Board note that CCL has forwarded the 2016 – 2017 CCL Annual Report to the Minister for Local Government.

CC56/2017	CCL CHILDREN AND YOUTH STRATEGY 2017 – 2020

Report prepared by Cenza Fulco

Purpose
To provide the Board with an overview of the proposed Children and Youth Strategy: 2017 – 2020 which will be presented at the November Board meeting.
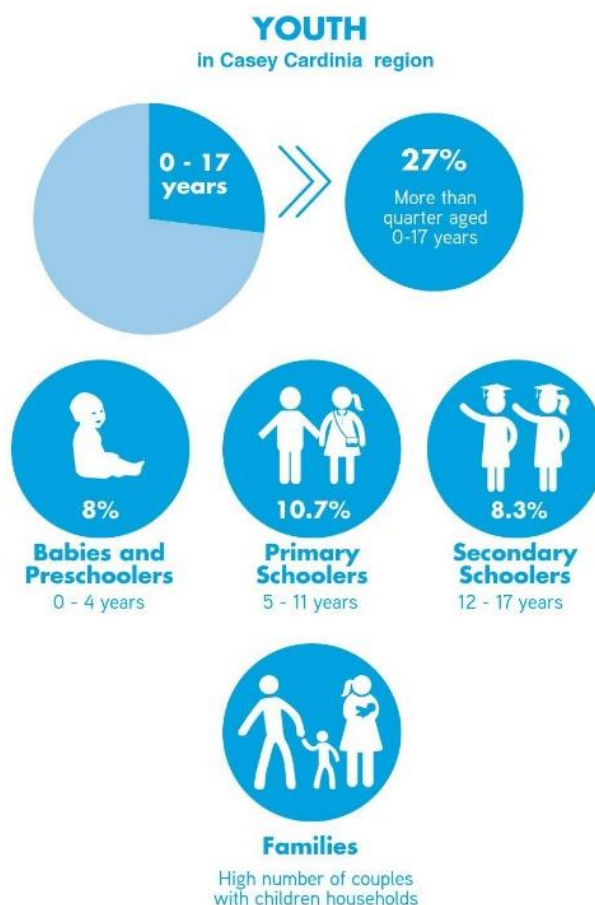
CCL Library Plan reference – 4.1

Background
Casey Cardinia Libraries plays an important role in the lives of children, young people, parents and carers across the region. From babies through to young adults our libraries offer a gateway to language and literacy, information and lifelong learning. We offer safe spaces to learn, read, study or just to be. Our staff are critical to the success of the services we offer – their ideas, enthusiasm, professionalism and dedication mean that CCL offers innovative programming that makes a positive difference in our communities.

We celebrate the role that parents and carers play as a child's first teacher and our programs aim to support them through modelling behaviour, teaching rhymes, showcasing reading and talking to pre-schoolers to support their early literacy development.

Best Practice in the Library and Educational sectors keep our programming and collections relevant with focus on S.T.E.A.M. programs, play based learning, books that support early literacy. Comprehensive training of staff helps ensure the delivery of quality reader and literacy development programs to the community.

The 2016 census statistics indicate that our libraries operate in a rapidly growing community with greater numbers of children in the 3 key services areas of Babies and Preschoolers, Primary school children, and Secondary school students in comparison to the rest of Greater Melbourne.

YOUTH
in Casey Cardinia region

0 - 17 years

27%
More than quarter aged 0-17 years

8%
Babies and Preschoolers
0 - 4 years

10.7%
Primary Schoolers
5 - 11 years

8.3%
Secondary Schoolers
12 - 17 years

Families
High number of couples with children households

Conclusion

This strategy will consider how CCL can support these key services areas and the families within the community through:

- Our Libraries: Spaces for Children and Youth
- Partnerships -working with our Communities
- Literacy Development – programs and collections that promote reading and lifelong learning
- Outstanding and innovative staff.

This strategy is currently at consultation stage with Children and Youth staff at each CCL Library and we invite ideas and suggestions from staff and key stakeholders.

RECOMMENDATIONS

1. That the Board note that the Children and Youth Strategy 2017 – 2020 will be presented at the November Board meeting after consultation with staff and key stakeholders.

OFFICERS' REPORTS

CC57/2017	FINANCE
Report prepared by Pam Vickers	

To provide the Board an update of CCL's financial position as at September 30, 2017.

CCL Library Plan reference – 5.3

Discussion

Income
Overdue fines are up $6,666 or 25% on budget, photocopying and printing is up $4,315, or 20%. Meeting room hire is also up due to advance bookings.

Other income includes reimbursement from the City of Casey for the purchase on furniture. CCL has received the second instalment of State Government funding and the first quarter instalments from the Community for Children (CfC) groups.

Expenditure
Salaries appear to be underspent however this is due to the timing of the payroll run.

Programs and events are over spent $3,800. This additional expenditure is offset by donations from the Friends of the Libraries groups.

The $22,000 equipment expenditure is for the City of Casey's MCW furniture and equipment (payment received – other income).

Capital Expenditure
Library Materials were underspent at the end of September ($83,000). This is due to a review of our purchasing strategy and changes in staffing.

New PC's have been purchased for Bunjil Place Library to replace the public internet PC's. New photocopiers have been purchased for all fixed branches and new security hardware has been installed to monitor the usage of CCL PC's.

Credit Card Expenditure
The CEO, Chris Buckingham's corporate credit card was stopped by the Westpac bank after an unusual overseas transaction was attempted. Around the same time there were two transactions made to an automotive business in Queensland. The fraud department of the Westpac bank has advised that the unauthorised transactions have been refunded.

All transactions that appeared on the September Credit Card statement will be reported in the October month end report.

Credit Card Purchases

Card Holder	Transaction Date	Detail	$
CEO			
August Statement	1/08/2017	Car Park – Melb	$14.34
	4/08/2017	Twisted Sista	$7.60
	4/08/2017	Ducky on Clyde	$7.50
	5/08/2017	Adobe Creative Cloud	$131.39
	10/08/2017	Piktochart Computer peripherals	$52.35
	14/08/2007	Star news Grp	$25.00
	15/08/2017	Care Park – Melb	$14.34
September Statement	31/08/2017	Campaign Monitor	$414.30
	5/09/2017	Adobe Creative Cloud	$131.39
	21/09/2017	M&OP car park – Melb	$7.50
Suspicious transactions	23/09/2017	AOK Improvements Automotive	$3,571.20
		Card Cancelled	
Total			**$4,376.91**
Finance Manager			
August Statement	1/08/2017	Chisholm Inst. – Traineeships	$448.00
	14/08/2017	Seek Adv. Finance Manager	$302.50
	15/08/2017	Seek Adv. Childrens Yth Lib.	$302.50
	24/08/2017	Target – Prizes – Gift Card	$200.00
	24/08/2017	Australia Post	$15.20
September Statement	28/08/2017	Fresh Service – computer program	$2,107.43
	29/08/2017	Jetstar Airways – CFC Conference	$316.46
	29/08/2017	Sirsi dynix conference	$495.00
	30/08/2017	Virgin Australia – Sirsi Conf.	$427.56
	1/09/2017	Hobart Appt. (Sirsi Conf)	$201.00
	14/09/2017	Officeworks	$39.90
	15/09/2017	Crowne Plaza Canberra (CFC Conf)	$1,040.38
	22/09/2017	LU Cong – Yth Progam supples	$100.00
Total			**$5,995.93**

Financial Position

Balances brought forward for June 30, 2017

Balance June 30, 2017	
Cash (inc term Deposits)	3,607,398
Less	
Liabilities - Creditors	-738,933
Employee provisions	-1,375,846
	1,492,619
Budget 2017-18	
CCL capital reserves	
Replacement equipment	250,630
Operations	
Bal Capital Reserves	1,241,989
Budget 2017-18	**Budget**
Income	
Council	7,614,900
State	2,482,785
Federal	146,670
Operations	388,930
	10,633,285
Expense	
Staffing	7,715,835
Computer Service	697,700
Other Operating expense	755,970
Library Materials	246,150
Sub to Operations	9,415,655
Library Materials	1,133,260
Cap Equipment	285,000
Vehicles	0
	1,418,260
Total Expenditure	10,833,915
Operating Deficit	**-200,630**

The CEO and Finance Manager have meet with the member Council CFO's for preliminary discussions for the Draft Library Budget 2018-19. A draft budget will be presented at the November Board meeting.

Financial report September 30, 2017

Income Statement Month Ended September 30, 2017	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
Income					
Reserves	220,000				
Council Contributions	7,614,900	1,903,725	1,903,725	0	0.0%
State Government Grants	2,426,585	2,384,210	2,442,588	58,378	2.4%
CFC Cranbourne Grant	73,500	18,375	21,633	3,258	17.7%
CFC Pakenham Grant	73,170	36,585	37,758	1,173	3.2%
Overdue Fines	106,330	26,640	33,339	6,699	25.1%
Interest on Investments	105,000	26,260	22,857	-3,403	(13.0%)
Other income	233,800	33,749	68,635	34,886	103.4%
	10,633,285	4,429,544	4,530,535	100,991	2.3%
Expenditure					
Employee Costs (inc cfc staffing)	7,715,835	1,779,365	1,668,909	110,456	6.2%
CfC Cranbourne Expenditure	3,020	1,250	395	855	68.4%
CfC Pakenham Expenditure	16,150	1,725	1,861	-136	(7.9%)
IT & Communications	697,700	161,364	132,478	28,886	17.9%
Library Materials	311,710	206,985	222,532	-15,547	(7.5%)
Programs Promotions	100,000	23,820	31,177	-7,357	(30.9%)
Administration	626,800	178,987	187,916	-8,929	(5.0%)
Deprecation					
Total Expenditure	9,471,215	2,353,496	2,245,268	108,228	4.6%
Net Gain (loss) disposal of plant & equipment					
Net result for the reporting period	$1,162,070	$2,076,048	$2,285,268	($7,237)	(0.3%)

Capital Works

Capital Expenditure	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
Library Material	1,067,700	429,643	330,257	99,385	23.1%
Motor Vehicles					
Furniture & Equipment	285,000	65,000	121,323	-56,323	(86.7%)
	1,352,700	494,643	451,581	43,062	8.7%

Conclusion

The budget is tracking well at the end of September and CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.

Consolidated					
	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
Income					
Overdue Fines	106,330	26,640	33,339	6,699	25.1%
Lost/Damaged Mem. Cards	6,150	1,600	1,507	-93	(5.8%)
Photocopying/printing	89,850	21,720	26,035	4,315	19.9%
Income - Meeting Room	9,100	1,034	2,602	1,568	151.7%
Reimburse Lost Books	25,000	6,255	5,862	-393	(6.3%)
Interest on Investments	105,000	26,260	22,857	-3,403	(13.0%)
Proceeds sale of Plant			227	227	
Public Access PC's					
Reservations/ILL	2,500	635	44	-591	(93.1%)
Other Income	5,000	1,255	28,552	27,297	2175.1%
Library Program	5,000	1,250	97	-1,153	(92.3%)
Grants/Special Ser.	61,200				
Donations			3,709	3,709	
Donation DGR	30,000				
Public Lend. Rights Sub					
Proceeds sale of Furniture & Equipment					
Branch Income	445,130	86,649	124,831	38,182	44.1%
Expense					
Salaries & Overheads	7,193,135	1,660,020	1,540,127	119,893	7.2%
Salaries - Overtime	207,165	47,880	48,711	-831	(1.7%)
Programs-Events	50,000	11,310	15,144	-3,834	(33.9%)
Publicity & Marketing	50,000	12,510	16,033	-3,523	(28.2%)
Advertising	2,000	1,550	550	1,000	64.5%
Conference/Seminars	65,000	15,000	3,515	11,485	76.6%
OH&S Compliance & Training	10,000		1,500		
Consultancy Fees	10,000		3,250	-3,250	
Equipment	8,000	1,450	22,982	-21,532	(1484.9%)
Fringe Benefits Tax	29,000				
Insurance	32,000	32,000	30,860	1,140	3.6%
Telephone	32,700	8,238	7,097	1,141	13.8%
Photocopier Service	104,850	26,263	27,259	-996	(3.8%)
Notices & Postage	62,500	15,685	11,838	3,847	24.5%
Printing/Stationery/General	35,000	8,775	7,885	890	10.1%
Travel Allow Kilometres	20,000	4,620	6,583	-1,963	(42.5%)
Vehicle Opert. Exp	29,000	9,500	10,257	-757	(8.0%)
Bank Charges	5,300	1,330	1,212	118	8.9%
Staff Development	15,000				
Other Exp.	8,200	2,063	5,491	-3,428	(166.2%)
Memberships & Subscriptions	25,000	14,900	15,064	-164	(1.1%)
Catalogue Access	500		30	-30	
Admin Fee to Council	30,000	7,500	7,258	242	3.2%
Security Cash Collection	3,000	760	875	-115	(15.1%)
Audit Fee	11,000		-9,360	9,360	
Overdue Loan Recovery	28,200	7,108	6,877	232	3.3%
Freight & Cartage	124,800	31,210	29,688	1,522	4.9%
Los Disp. Asset					
Depreciation Exp					
WDV Assets Sold					
Legal Fees	2,000				
Industrial Advocacy	2,500				
Branch Expense	8,195,850	1,919,673	1,810,727	110,446	5.8%
Net Branch Cost	7,750,720	1,833,024	1,685,896	147,128	8.0%

Consolidated					
	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
Computer Services					
ILMS	218,000	50,000	42,111	7,889	15.8%
Data Communications	249,500	62,375	68,141	-5,766	(9.2%)
Software support sys.	53,500	6,500	12,068	-5,568	(85.7%)
Technical Prof support	144,000	34,251	3,061	31,190	91.1%
Computer Services Expense	665,000	153,126	125,380	27,746	18.1%
Local History					
Salaries & Overheads	88,035	20,325	15,165	5,160	25.4%
Salaries - Overtime					
Projects					
Equipment					
Printing/Stationery/General					
Memberships & Subscriptions			180	-180	
Local History Expenses	88,035	20,325	15,345	4,980	24.5%
CfC - Cranbourne					
Income					
Other Income					
Library Program					
Grants/Special Ser.	73,500	18,375	21,633	3,258	17.7%
Branch Income	73,500	18,375	21,633	3,258	17.7%
Expense					
Salaries & Overheads	69,980	16,155	15,862	293	1.8%
Salaries - Overtime					
Marketing & Promotion	2,000	1,000	266	734	73.4%
Advertising					
Computer Services	800	200		200	100.0%
Conference/Seminars			132	-132	
Equipment					
Telephone	220	50	-2	52	104.5%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	500	120	222	-102	(85.1%)
Other Exp.					
Branch Expense	73,500	17,525	16,479	1,046	6.0%
Net Branch Cost		-850	-5,154	4,304	

Consolidated					
	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
CfC - Plus					
Income					
Other Income					
Library Program					
Grants/Special Ser.	73,170	36,585	37,758	1,173	3.2%
Branch Income	73,170	36,585	37,758	1,173	3.2%
Expense					
Salaries & Overheads	55,020	12,705	12,760	-55	(0.4%)
Salaries - Overtime					
Marketing & Promotion	13,300	1,330	1,807	-477	(35.9%)
Advertising					
Computer Services	800	195		195	100.0%
Conference/Seminars	1,200				
Equipment					
Telephone	600	150	54	96	64.2%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	2,000	500	481	19	3.8%
Miscellaneous Exp.	250	50		50	100.0%
Branch Expense	73,170	14,930	15,102	(172)	(1.2%)
Net Branch Cost		-21,655	-22,656	1,001	
HQ Building Expense					
Cleaning	7,650	1,913	635	1,277	66.8%
Security Service	300	75	23	52	69.9%
Rent & Charges HQ Build	66,000	16,905	15,062	1,843	10.9%
Headquarters Expenses	73,950	18,893	15,720	3,172	16.8%
Contribution Casey	5,741,275	1,435,319	1,435,319	0	0.0%
Govt Subsidies	1,693,220	1,650,845	1,704,380	53,535	3.2%
Contribution Cardinia	1,873,625	468,406	468,406	0	0.0%
Govt Subsidies	612,040	612,040	616,080	4,040	0.7%
State Govt. Local Priorities	121,325	121,325	122,128	803	0.7%
Total Cont/Subs	10,041,485	4,287,935	4,346,313	58,378	1.4%
On-costs & Overheads					
Superannuation	615,000	141,930	151,979	-10,049	(7.1%)
Workcover-Premium	45,000	45,000	30,079	14,921	33.2%
Workcover-Medical			-75	75	
Workcover Excess					
Workcover Rehabilitation			-1,802	1,802	
LSL Payment to Res fund	125,000	28,860	17,110	11,750	40.7%
Annual Leave Provision	45,000				
Maternity Leave Accrual	25,000		2,054	-2,054	
Term Payment to staff					
Employment Support	5,000	1,250	1,186	64	5.1%
OH&S					
On Costs	-860,000	-215,000	-175,049	-39,951	
Total On-Cost Exp		2,040	25,482	(23,442)	(1149.1%)

Consolidated					
	Total Budget 2017-18	Budget Sep 2017	Act YTD Sep 2017	Variance	% Actual Vs Budget
Capital Works					
Library Materials					
Periodical/Subscriptions	80,000	19,995	20,457	-462	(2.3%)
Books - Adult	360,500	151,410	105,345	46,065	30.4%
E-Books	57,560	41,000	46,215	-5,215	(12.7%)
Data Bases	150,150	140,000	146,914	-6,914	(4.9%)
Books - Reference	4,000	990	1,583	-593	(59.9%)
Lote Lib Materials	40,000	9,990	279	9,711	97.2%
Lote Perodicals & Subs	12,000	3,000	8,554	-5,554	(185.1%)
Lote Catalogue & Proc.	10,000	2,490	96	2,394	96.1%
Books - Children	197,000	82,740	51,058	31,682	38.3%
PRC - Child Books	56,200	9,873	115	9,758	98.8%
Special Projects					
Out sourced processing	85,200	35,784	8,621	27,163	75.9%
Processing Materials	56,800	23,856	14,462	9,394	39.4%
PRC Processing					
AV Adult	202,000	85,000	127,137	-42,137	(49.6%)
AV Child	66,000	30,000	21,658	8,342	27.8%
PRC - Child AV					
Refund Lost Books	2,000	500	296	204	40.8%
Sub Total Exp	1,379,410	636,628	552,789	83,838	13.2%
Total Non Capital	311,710	206,985	222,532	-3,418	(1.7%)
Total capital	1,067,700	429,643	330,257	87,257	20.3%
Total	1,379,410	636,628	552,789	83,838	13.2%
Population					
Plant & Equipment					
Capital Replacement Reserve					
Computer Services	235,000	55,000	118,803	-63,803	(116.0%)
Library Resources					
Equipment	50,000	10,000	2,521	7,479	74.8%
Motor Vehicle Purchase					
Capital Works Expenses	285,000	65,000	121,323	(56,323)	(86.7%)

CC58/2017	BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham

Purpose
To provide an update on the status of CCL buildings and facilities, current and future.

CCL Library Plan reference – 1.1 1.2, 1.3, 3.2, and 5.2

Discussion

Relocation of Casey Cardinia Libraries Headquarters *(Library Plan reference 1.3)*
The lease of offices for CCL HQ at Cranbourne will terminate on February 16, 2018. Final documents are being prepared by Cardinia Shire Council for the lease of desks at Officer commencing January 29, 2018.

Cranbourne Library *(Library Plan reference 1.1, 1.2 and 3.2)*
CCL is working with the City of Casey to give Cranbourne Library a makeover.

Proposed works include:
- Relocating the Security Gates in the foyer to improve accessibility
- Removing the oversized customer service counters and creating more public space
- Purchase of new tables and chairs
- Creating a collaborative space for Cranbourne Library staff, Swift, Heather Arnold, Sarah Bingle, Swift staff and some members of the Tech services team in the rear of the building utilising by utilising existing space more efficiently
- Replace the overweight bifold doors in the meeting room with glass panels to improve lighting and visibility
- Establish a returns room in the foyer

Timelines for reorganisation of the collaborative space for staff at Cranbourne Library are under pressure due to the significant time and resources being devoted to the opening of Bunjil Place.

City of Casey minor capital works funds for 2017 – 18 will be primarily allocated to Cranbourne however this will not be sufficient to deliver the necessary improvements. CCL will lodge a funding bid with the City of Casey for additional funds over two financial years.

Cardinia Mobile Library Service *(Library Plan reference – 1.1, 1.2, 3.2)*
CCL has actively supported Cardinia Shire Council's bid for funding through the State Government's Living Libraries Infrastructure Fund for a new trailer. Total funds sought was $327,000. It is likely State Government will confirm whether the funding bid was successful before the end of the calendar year.

Pakenham Library Acoustics *(Library Plan reference – 1.11, 1.2, 3.2)*
Cardinia Shire Council have allocated $40,000 in addition to the normal Minor Capital Works Budget to address issues with the acoustics in Pakenham Library.

A consultant has undertaken an inspection and made some preliminary recommendations that should make a tangible improvement to the visitor experience. A formal written report is expected in the coming weeks.

A lounge space with couch seating and bean bags will be installed near the Youth (teen) Collections. This will create a dedicated space for teenagers separate from the children's area.

Creative Spaces *(Library Plan reference – 1.1)*
Plans are underway for the expenditure of the Creative Spaces fund allocated for this financial year. We need to ensure that the 'spaces for humans' (Library Plan reference 1.1.1) in our branches are modern, comfortable and inviting. In addition to this, the library team recognises that existing furniture and fittings in branches have a finite life-span, and significant funds are required to renew these assets to keep the spaces fresh and appealing.

The focus for this year is primarily on renewal of study-space furniture, and soft-furnishings for quiet reading areas. Each branch has its own feel and style, so a 'one size fits all' approach to purchasing is not appropriate. Branch leaders and the Customer Experience Manager are seeking quotes on an array of study chairs, tables, and arm chairs to refresh library spaces across the network.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.

CC59/2017	BUNJIL PLACE UPDATE

Report prepared by Daniel Lewis and Beth Luppino

Purpose
To provide the Board with an update on progress of Bunjil Place Library.

CCL Library Plan reference – 1.2 and 5.2

Discussion

Narre Warren Library closed on Friday 13 October with a community celebration to acknowledge the important role the branch has played in community life over many years.

The new library at Bunjil Place will open on Saturday 28 October. Key staff have had some access to the new library, which has enabled some IT systems to be implemented and tested ahead of anticipated schedule.

Library staff have participated in a range of training to get ready for at Bunjil Place. This has included the CCL Living Leadership Program to build resilience and encourage personal growth. The Bunjil Place Library team also participated in dedicated customer service training facilitated by the City of Casey. This was a great success and proved effective in building relationships between precinct partners.

The ICT team have been able to work with City of Casey and the builder (Mulitplex) to gain early access to the building to deploy the library network a full week ahead of schedule and practical completion.

Library collections are scheduled to move to Bunjil Place Library from Saturday 21 October, with packing and planning taking place on Friday 20 October. The new library will be operational by Wednesday 25 October.

Branch staff will spend the week of 16-20 October at the existing Narre Warren Library completing pack-up, and then move to the new branch in the week beginning Monday 23 October to finalise set up. New collection items have been purchased, and will be featured at Bunjil Place Library.

The library will be officially launched by City of Casey Mayor, Cr Sam Aziz and the Minister for Local Government, the Hon Marlene Kairouz MP on Friday 3 November. This will provide an excellent opportunity for CCL's key stakeholders to experience this world-class facility.

RECOMMENDATIONS
1. That the Bunjil Place Update report be noted.

CC60/2017   INFORMATION TECHNOLOGY

Report prepared by Daniel Lewis

Purpose
To provide the Board with an update on Information and Technology strategies and implementation within CCL.

CCL Library Plan reference - 1.1 1.3, 1.4, 2.1, 2.3, 3.1, 5.1, 5.2 and 5.4

Discussion

<ins>ICT Support & Managed Services</ins> *Completed (Library Plan reference 1.3 and 5.2)*
CCL's two ICT support team members started in August and September. They provide triaged support to staff at every level whilst assisting the ground work for other ICT roadmap items. Philippe and Lucas have already had a positive impact on service levels while making a sound contribution to project work.

<ins>Modern Self Checkouts</ins> *(Library Plan reference 1.1, 1.3 and 1.4)*
Bunjil Place Rollout
Unnecessary proprietary hardware has restricted our nimbleness and resulted in delays and disruption of our services to community. We have made a conscious effort to deploy our own hardware and purchase just the software required to offer specialist library services. This has given us greater flexibility and swifter resolution of gaps in service delivery.

We originally engaged a new player to the Australian market (SOLUS) due to the lack of interest from existing providers to engage in this endeavour. We have since worked with one of the existing providers (FE) who have also put up a testing software (on our devices) in early September. FE software has been selected for operating our self-checkouts moving forward.

<ins>Corporate Network</ins> *(Library Plan reference 1.3 and 5.2)*
Initial Deployment – August 2017
Centralising our staff network and taking this to our cloud servers on vCentre has extended staff accessibility beyond Cranbourne HQ and provided enhanced functionality to the ICT team – most notably the streamlining of asset deployment through group policy.

The infrastructure was put in place in late July and is now ready to start connecting users - and their devices. We have connected this infrastructure to our cloud (Microsoft) Office 365 accounts to streamline user access and have begun rolling out devices connected to the domain. This process involves reconfiguring and joining existing devices to the network - including removing locally configured static addresses and software installations. Roll out will be conducted on a branch by branch bases during November to limit potential impacts on service delivery.

<ins>Mobilising our Management</ins> *(Library Plan reference 1.1, 1.3 and 5.2)*
Stage One Complete – August 2017
We have rolled out HP EliteBook x360 laptops and workstations to enhance the mobility of our staff. This will enable staff to gain the full benefits of associated projects like the implementation of Office 365.

Further rollouts will occur in November to increase access for every staff member and increase their mobility. Staff will have the ability to work easily and effectively across multiple locations including member Council offices.

<u>Unified Member Services</u> *(Library Plan reference 1.2, 1.3 and 1.4)*

Deployment – November 2017

The community rely on technology provided by the library this includes public PCs, printer/copier services and Wi-Fi access. Our current user flows involve several redundant steps that add unnecessary barriers for our customers.

August saw the rollout of new photocopiers across all fixed branches. The addition of wireless and mobile printing and a more advanced computer booking system will provide users a single sign on experience linked with their Library and Print Management accounts directly. This rollout will take place in November as part of the Corporate Network project to reconfigure all devices.

<u>Website</u> *(Library Plan reference 1.1, 1.3, 1.4, 2.1, 3.1 and 5.1)*

Initial Deployment – November 2017

In May we appointed Digital Developments as our website design and development partner. They have done some great work to refresh our digital presence and provide our community with an engaging and emotive website. The website both encourages them to make use of our digital assets and visit our branches to further embrace the services we offer.

Website development was finished in September. Content migration from the old website is underway. The new website will be launched in November once the migrated content is re-worked to form one single voice for CCL.

There may be potential drops in site usage during the transition period as analytics on both sites will consider the dual site hosting.

RECOMMENDATIONS

1. That the Information Technology Report be noted.

CC61/2017   PEOPLE AND CULTURE

Report prepared by Marika Szendroe

Purpose
To provide an update on team development and staffing opportunities.

CCL Library Plan reference - 1.4, 2.1, 3.3, 4.1, 5.1, and 5.2,

Discussion

New opening hours *(Library Plan reference 1.4, 2.1, 5.1)*
Doveton and Pakenham have extended their hours for the daylight-saving period October 2017 to April 2018.

Doveton is now open on Wednesdays 1.30pm to 8pm. Pakenham has extended Friday hours to 8pm and changed their Sunday opening to 1pm to 4pm.

Doveton Library took the opportunity launching the summer opening hours with Crazy Daisy the Clown on Wednesday 4 October. It is the first time Doveton Library has been open on Wednesdays and the community response has been fantastic.

CCL staff are excited to be able to provide more opening hours and increased service to their local communities.

CCL Living Leadership Program *(Library Plan reference 5.1)*
The Living Leadership team conducted a mid-program review in September. Feedback from participants has been positive and 62 of the 63 people who enrolled at the beginning are still in the program.

The last 3 modules will be delivered by the end of November. They cover:
- Advanced Positive Goals,
- Strengths Spotting and
- Strengths Conversations

A graduation event will be held in December.

This program has been facilitated by Mel Neil (Mind Insurance) and delivered by our Shared Leadership Team. The program will be reviewed and another program rolled out in 2018.

Workforce Development Plan 2017 – 2021*(Library Plan reference 5.1)*
This Plan provides a framework for CCL to target staff development, skills and expertise training and networking opportunities to ensure we have an engaged and skilled workforce. The Plan provides industry information, ALIA standards, performance measures, strategic objectives, goals and will inform the development of the annual training calendar.

The Plan will be reviewed annually and will include learnings from the opening of Bunjil Place Library that will be rolled out across CCL. Thank you to Celia Rice for leading the development of the Plan with active support from the branch managers.

<u>All Staff Workshop</u> *(Library Plan reference 5.1)*
CCL is holding an all staff workshop on 27 October at Bunjil Place Library. The day will be facilitated by Mel Neil in partnership with the Shared Leadership Team (who are responsible for the delivery of the Living Leadership Program).

The Rev Tim Costello will be the key note speaker. He will be reflecting on the pursuit of a just and fair society and change for the greater good.

All CCL branches will be closed to the public to facilitate maximum engagement on the day.

Board members are most welcome to attend.

<u>Farewells and welcome</u> *(Library Plan reference 1.4, 5.1, 5.2)*
Farewell to Narelle Stute, Teresa Wight and Ali Southwell – all three have taken positions in other library services and/or book supplier industry. Their contribution to CCL has been noted and appreciated.

Welcome to Lucas Baker who has joined the ICT team and Naomi Woodward who has joined the Emerald team as a Children's and Youth Services Library officer.

Welcome to Marjorie Crompton from City of Casey. Marjorie is on secondment from the City of Casey and will be acting Finance Manager from November 2017 to July 2018, while Pam Vickers is on Long Service Leave.

<u>Career opportunities</u> *(Library Plan reference 4.1, 5.1, 5.2)*
Recent departures have provided opportunities for up and coming leaders within CCL to work with different teams. There was strong internal interest in the opportunities, which see:
- Celia Rice and Leanne Hornibrook sharing responsibility for Collections Management on an acting basis
- Nilupa Mahanama as acting Manager, Endeavour Hills
- Sandra Cleave as acting Team Leader, Doveton
- Bec Mitchem as acting Team Leader Emerald
- Melissa Martin has been periodically backfilling the Operations Manager Role

Advertising for the permanent roles of Collections Manager and Manager, Endeavour Hills will take place in the new year.

<u>Bunjil Place Library Team</u> *(Library Plan reference 5.2)*
The current Narre Warren team and colleagues across the service have been actively involved in customer service and experience training, fire warden sessions, first aid training, child safe standards sessions and contributing to the clean up and move to Bunjil Place.

Staff from across CCL have volunteered to work additional days to support the opening.

RECOMMENDATIONS
1. That the Workforce Development Plan be noted
2. That the People and Culture Report be noted.
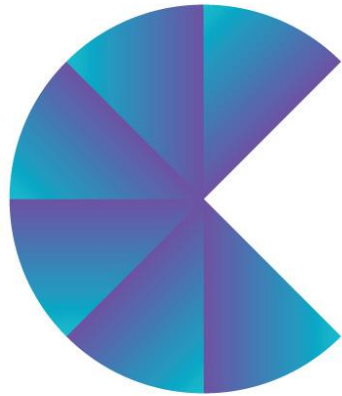
The Journey from Good to Great!

Workforce Development Plan 2017 – 2021

Contents

Introduction and Overview

Casey Cardinia Libraries (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. CCL support a rapidly growing and diverse community of over 400,000 people. It is likely that the regional population will grow to more than 650,000 people by 2030.

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.

In 2016 –17 CCL had more than 117,000 members and received nearly 2.1 million visits across the network. CCL employs approximately 149 people (80 FTE) across 7 libraries and a mobile library service.

Staff employment conditions are maintained in accordance with the Casey-Cardinia Library Corporation Enterprise Agreement Number 8. 2016 – 2019.

The intention of this Plan is to articulate the workforce needs of CCL and encourage our people to acquire the skills and attributes required in the libraries of the future.

We want our people to thrive and grow as CCL changes to meet the needs of our community.

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 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

- 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

Rationale

One of the key goals in the 2017-2021 Library Plan is to build an outstanding and innovative organisation (Goal 5).

We need to ensure that our recruitment, training and people development activities are well informed and built on evidence.

CCL is going through significant change in response to the needs the community. There is a growing focus on supporting the visitor experience in our libraries.

We want our people to be the best they can be. We want to build a high performing workforce where people are celebrated for realising their strengths. This will require a sustained focus on equipping our people with the skills and capabilities they need to meet the aspirations and future requirements of CCL.

The relocation of the flagship branch in Narre Warren to a new home in Bunjil Place is a catalyst for change. Bunjil Place Library provides a significant opportunity to trial new ways of delivering programs and services that can then be implemented throughout the library network.

There is a recognised need for our staff to do more cognitive non-routine work and less non-cognitive routine work. This includes developing new partnerships that help us realise our mission and providing services outside the four walls of the library.

The desire to provide great customer service is a part of our DNA at CCL, but service delivery models need to be redefined to meet the needs of our customers. The traditional product driven approach is being displaced by customer demand for experiences.

Strategic Objectives

The CCL Action Plan 2017-18 outlines the strategies, actions and indicators required to meet the goals expressed in the Library Plan.

The links between this document and the Action Plan are as follows.

Strategy	Key Action and Activity	Targets and Indicators
5.1 Embrace CCL values in everything we do	5.1.3 Develop a Workforce Plan to empower staff and harness skills and expertise	- Annual staff engagement survey - Staff skills audit

Performance Measures

- The workforce development plan is reviewed every twelve months and referred to as the key planning guide for the development of our people
- Training and development needs identified in the workforce development plan are implemented in a timely and impactful way
- Staff survey results reflect increased engagement with CCL and our values
- Our workforce more closely reflects the demographic profile of the community we serve

Our Core Business Functions

Customer service: Provide wayfinding services, create safe spaces, assist with library equipment, collection handling, respond to information enquiries, readers advisory, IT assistance, home library service, local history access and support.

Collections: Plan, purchase, process, and manage physical and digital items.

Children and Youth Services: Programming, outreach, holiday activities, readers advisory and early literacy initiatives

Events and Programs: literacy support programs, lifelong learning initiatives, recreational and educational workshops and events, information technology support

Administration: building and asset maintenance, human resource management, staff training & development, compliance with OHS requirements.

Finance: Accounts receivable, accounts payable, debtor management, invoicing, report preparation, accounting, development of long term financial plan, develop, monitor and control budgets, corporate governance, support audits, manage payroll, compliance with workplace regulatory requirements, contract management

Industry development: Partnerships, promotion, participation in state wide and national industry bodies and initiatives

Future Trends

Australian public libraries play an essential role in communities. They 'support the information, education, cultural and recreational needs of local communities, and occupy a central place in community life.'

There is a growing emphasis on making public libraries safer more welcoming spaces. New technology will continue to have a profound impact on community expectations of librarians.

'Victorian public libraries in 2030 are likely to feature elements of both the Creative Library and the Community Library... In both the Creative and Community scenarios, the opportunity for public libraries is to continue the transition from passive, product-based environments to ones that deliver active, service based experiences.' (Victorian Public Libraries 2030 - Strategic Framework: 2013).

Technological change

In years past, the library was one of the only ways people could freely access information. People now have unparalleled access to information. Many people struggle to successfully navigate their way through too much information. There are also challenges for people as they seek to discern whether information is incorrect or biased.

Library professionals are expected to be in the vanguard of technological change. The curation of content is no longer as important as helping people find their own way to the information they need.

Early Literacy

Public libraries are the recognised agency for the development of early literacy.

We have a vital role to play building a culture of lifelong learning and securing positive social and economic outcomes for our community.

Economic environment

Locally, rate capping has been introduced which has a direct impact on Councils who provide the bulk of the funding for library services.

Rapid population growth and more complex community needs have placed significant pressure on CCL's capacity to deliver via traditional service models.

Public libraries invest approximately 70% of their total budget in staffing. There is sustained pressure to actively seek efficiencies that ensure value for money for our community.

Libraries in the UK have been closed and/or stripped of professional staff in favour of volunteers due to funding pressures. This had led to local sensitivities about the deployment of volunteers in public libraries.

ALIA Guidelines, Standards and Outcome Measures

The Australian Library and Information Association regularly publish a set of benchmarks for government bodies regarding all aspects of public library operation. Their latest guidelines, published in 2016, include the following recommendations regarding staffing:

- That the library employs suitably paid and suitably qualified staff, appropriately trained.
- Staffing levels must be sufficient to deliver the services set out in the Library Plan and are appropriate for the community.
- Responsibility for cores library services is assigned to appropriately qualified staff. It may be desirable for the composition of the staff to reflect the broad profile of the community it serves e.g. a culturally diverse community should be served by culturally diverse staff etc.
- Relief staff should be employed for periods when regular staff are on leave or attending training.
- All library staff maintain a process of continuing professional education on a formal and informal basis which is supported by the library.

Demographics

CCL have over 117,000 members in one of the fastest growing areas in Australia – Cardinia is 7th at 4.4% growth and Casey 15th at 3.2% growth, based on ABS – Population Change Report.

Casey will be the second largest growth Local Government Area (LGA) from 2011-2031 and Cardinia Shire will be the fourth fastest growth LGA. (Victoria in Future 2016 Population and household projections to 2051).

The population growth means that our libraries will need go through a process of physical renewal over the next 5 – 10 years. It is highly likely that new libraries will be built in the region.

There is a strong expectation that staff will spend more time engaging with the community and providing specialised services rather than manual processing tasks.

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. Staff with the ability to speak languages other than English is already in high demand in the service and the expectation is that this demand will increase.

Casey Cardinia has a larger number of couple's with-children households 43% with further 12% single parent households. There are also a higher percentage of residents than the Melbourne average providing unpaid childcare. Demand will increase for suitably qualified Youth staff to cater to this important demographic.

63% of our members are female. 68% are adult members, 14% child and 17% teens/young adults. A key target segment for CCL is young families and those providing support to children (CCL Marketing Communication Strategy 2017-2020).

Bunjil Place

The Bunjil Place Library is the first CCL branch to be spread across multiple levels and integrated with key Council functions. This has prompted the team to explore different models of customer service to support user needs.

There is a shared aspiration to provide a seamless customer experience across the precinct. The advanced technological capabilities of the precinct will influence the way that CCL organises its own use of technology with a focus on mobility and the ability to work anywhere.

Key Observations

- Our workforce needs to evolve rapidly to meet the changing needs of our community.
- CCL needs to invest in equipment and technology that enable qualified staff to do more cognitive non-routine work and less non-cognitive routine work.
- There will be an increased focus on delivery of programs and experiences that encourage early literacy and lifelong learning in our community
- CCL will continue to look for ways to increase staff productivity and flexibility, while respecting commitments made in the current Enterprise Agreement.
- CCL needs to develop a strong volunteer development policy which gives people the opportunity to make a meaningful contribution to community without undermining the role of professional library staff.
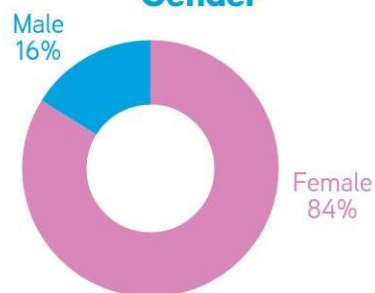
Current Workforce Profile

The following workforce profile is based on information gathered from employment information and the all staff survey conducted in December 2016.
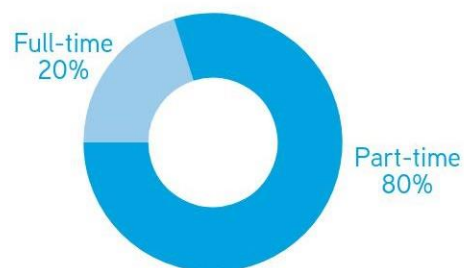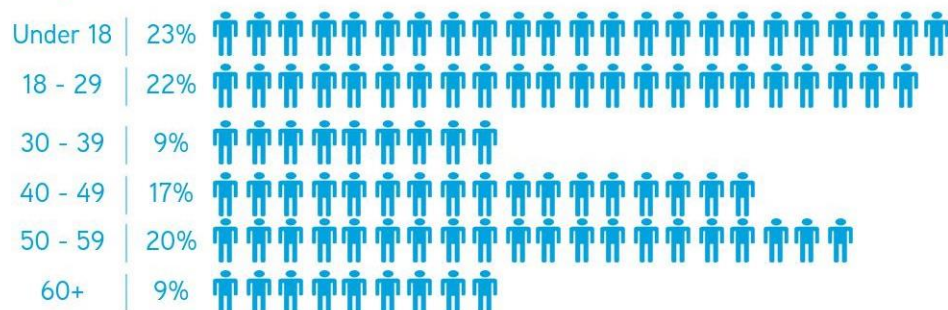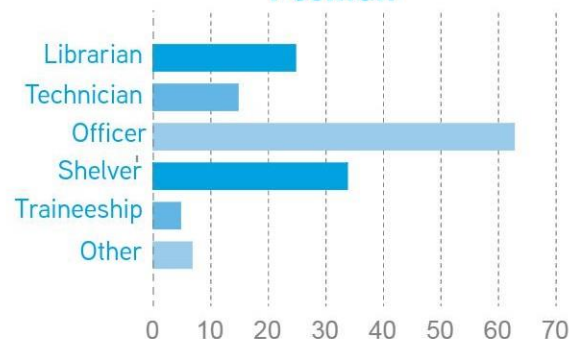
Human Resources

EFT = 79.86

Staff total = 149

Gender

Male 16%

Female 84%

Employment Type

Full-time 20%

Part-time 80%

Age of staff

Under 18	23%
18 - 29	22%
30 - 39	9%
40 - 49	17%
50 - 59	20%
60+	9%

Position

Position	Value
Librarian	~25
Technician	~15
Officer	~63
Shelver	~34
Traineeship	~5
Other	~7

Future Workforce Development

Library Plan 2017 - 2021

The Library Plan specifies five goals and corresponding strategies are reliant on the capacity of our current workforce to evolve and grow:

- The Knowledge Well: Create safe and welcoming places where everyone can gather, learn, share and grow.
- Leadership and Innovation: Lead positive change through partnerships and teamwork.
- Resilience: Strengthen capacity in our growing community
- Literacies: Encourage reading and lifelong learning.
- Organisational Performance: Build an outstanding and innovative organisation

Staff Retention and Workforce demand

Forecasts and supply analysis for the next 1-3 years

There does not appear to be any significant short-term pressure on public libraries with respect to sourcing talent. Librarians tend to be long term employees. Staff turnover in the sector is relatively low and employment conditions are generally good.

Staff turnover at CCL is very low. In 2016 – 17 Staff turnover @ CCL was 1% if you exclude Shelvers who are secondary aged (15-17 years) working on a part time basis in a contract role.

There are some contributing factors:

- Our staff generally derive significant motivation from providing meaningful community service
- Most staff live in the communities they serve. They have connections with the area.
- Library staff at CCL are employed on a permanent basis with the exception of Trainees and Shelvers.

In the medium to long term, pressure on staffing may increase. There have been relatively few entry level positions created in local public libraries for a number of years and the average age of the current workforce is rising.

This trend may be off-set by increased automation of non-cognitive routine tasks, the decline in book borrowing and the changing nature of work in public libraries.

Large public libraries like CCL will always need some specialist staff; however the focus will be on recruiting and developing well educated people who are flexible, adaptable and capable of change.

Socially intelligent people with a passion for early literacy and lifelong learning will always be in demand across public libraries.

Gap Analysis and Closing Strategy

The Knowledge Well

Gap Analysis

- There is increased emphasis on technology and staff skill levels with related programs and devices.
- Steps have been taken to encourage library staff to be more efficient and mobile, the change in systems and processes is significant and more training for staff is needed
- Most staff have a good understanding of the technology and devices that are used by the library and by our customers. However there are a significant number of staff who are not confident supporting basic IT enquiries.
- Increased automation will give our staff more time to support library users and add value to the community. The development of new skillsets and the alteration of some roles will be necessary.
- An increase in the availability of digital literacy skill learning opportunities for patrons is dependent on an increase in staff capability.

Recommendations

Aim of training	Training	Target Staff	Timeline
Ensuring all staff are mobile	• Office 365 training	All staff	Early 2018
Ensuring consistent level of customer service for digital enquiries	• TAILs training • JumpStart program • 'Play' time with new technology	All customer experience staff	June 2018
Enhanced delivery of information workshops	• Workshop facilitation training	Information Services Team	Dec 2018

Leadership and Innovation

Gap Analysis

- Customer satisfaction surveys continue to be a source of positive feedback and used for developing relevant training.
- A new customer service dynamic for CCL will evolve as a result of the Bunjil Place experience.
- CCL's social media presence has improved, but there are still opportunities for further development. Staff will need support creating engaging content.
- CCL has several different partnerships across the community. Staff must have the skills to nurture and deepen these connections.

Recommendations

Aim of training	Training	Target Staff	Timeline

		All staff	Ongoing
To develop a new customer focused service dynamic	• Customer Service Training for Bunjil Place frontline staff • Customer service training	All staff	Ongoing
Increase engagement with online community	• Social Media training	Marketing Manager and social media champions	End 2017
Improved partnerships with external organisations	• Partnership training	Leadership team, Band 5 and community engagement staff	End 2018
Support and contribute to a strong public library sector	• PLVN seminars and SIG participation	Leadership Team	Ongoing

Resilience

Gap Analysis

- As our communities grow, more libraries will be needed. This will lead to the employment of more staff and the upskilling of our people
- The library contribution to community well-being is defined more broadly than it has been in the past. Staff require targeted training to help meet the needs of the vulnerable people in our communities
- Exploring alternative funding sources creates a corresponding need for new skillsets in grant writing and other fundraising activities.

Closing the Gap

- Training focussed on the needs of groups outlined in the Social Inclusion Strategy
- Extension of the staff induction program
- Attendance by staff at grant writing workshops

Recommendations

Aim of training	Training	Target Staff	Timeline
Increase our capacity to deliver an excellent service to social groups outlined in the Social Inclusion Strategy	• Identifying and servicing vulnerable communities • ASTI cultural competence training • Cultural sensitivity training • Disability awareness training	All staff	Ongoing

	• Attendance at community summits regarding community concerns		
Enhanced customer focused skills for new and existing staff	• Induction training • Refresher training	All new staff	Ongoing
Enhance CCL's ability to access alternate and additional funding streams	• Grant writing workshops	Leadership team	Mid 2018

Literacies

Gap Analysis

- The current youth team provides excellent programs. The increased number of young families in the region means that more staff may be required in this area. This may mean upskilling or reskilling staff
- The new emphasis on STEAM programs mean staff will have to build a corresponding skill set to deliver programs with these objectives.
- Currently only a few Adult programs at CCL focus on literacy. Training in adult education may be necessary
- CCL's reader development skills and reader advisory skills are mixed.
- Collections HQ is a new tool and staff have yet to master the full potential of the program
- The Code Club initiative is working well but it involves a deeper understanding of technology and more developed teaching skills than previous programs. Staff involved have the opportunity to share their skills with team mates to enable the expansion of this program.

Closing the Gap

Recommendations

Aim of training	Training	Target Staff	Timeline
Maintain and increase our services to a growing youth and young family population	• Reading Matters • Youth forums • STEAM focussed training	Youth Services Team	Ongoing
To continue our engagement with community literacy	• Readers Advisory training • Community Literacy initiatives	Reader Development Team	End 2018
Improved collection management and increased circulation of materials	• Collections HQ training • Forum for discussion of the program at BMTL	Collections staff and Band 5 staff	Ongoing
Increased availability of innovative programs for our community	• Opportunities to work with and observe innovative programs in other library services	Adult program staff	Ongoing

Organisational Performance

Gap Analysis

- The organisation is going through a period of rapid change. Our people are adjusting with varying levels of success
- The new CCL values have been established but are still being embedded in staff practices and attitudes
- The Child Safe Standards are recognised and supported by CCL. More staff need to go through the associated training
- Some systems and processes need to be reviewed

Closing the Gap

- The CCL Living Leadership program will continue to be made available to staff with a sustained focus on staff wellbeing, positive goal setting and analysing one own's performance
- A culture of collaboration and mutual support will be actively supported by the leadership team
- New systems will be put in place for the Management of Employee Records and OHS
- Child Safe Standards training rolled out to members of the OHS committee and other relevant staff.

Recommendations

Aim of training	Training	Target Staff	Timeline
All staff aware of their responsibilities in regards to interactions with children	• Child Safe Standards	All staff	Ongoing
Staff members are supported to fulfil their leadership potential	• Shared Leadership Program • Day to Day Staff Supervision training • Workplace relations training	As nominated by the organisation and staff in leadership positions	As needed
CCL complies with all relevant workplace legislation and expectations	• Fire Warden training • First Aid training • Child Safe Standards training • Know your award • Electronic document management • OHS training	All relevant staff	Ongoing
Positive leadership and personal development to encourage staff to be their best and reach their full potential	• Living Leadership training • Health and Well Being Program	All interested staff	Second round 2018

Conclusion, review, evaluation strategy and next steps

Expected Outcomes

Every team member will make a tangible contribution to delivering the CCL 2017 – 21 Library Plan and help realise CCL's vision, mission and values.

Our people are happy, healthy, capable and confident.

Ingredients for Success

- Resources devoted to training our people are increased and refocussed
- Staff have time to pursue relevant training
- Staff are energised and enthused by their work and embrace change
- Workforce development plan reviewed and updated on an annual basis
- Our structure reflects our community's needs

Key Actions for Implementation by October 2018

- CCL wide focus on supporting social inclusion, particularly cultural awareness training and family violence prevention
- Bunjil Library training and learnings shared across CCL with a focus on the new customer service model
- Continued roll out of the Living Leadership program, further embedding our values and expectations of staff
- Focussed ICT training and development for all staff to ensure we meet community need for informal leadership in the adoption of new technology
- Development of a structured volunteer program
- A regular intake of trainees (12-month contracts) to help ensure workforce diversity and provide greater capacity to meet community demand
- Design and implementation of automated processes for return of borrowed items

CC62/2017 OPERATIONS

Report prepared by Melinda Rogers

Purpose
To describe CCL's monthly performance from August to September 2017.

CCL Library Plan reference - 1.1, 1.2, 3.1, 4.1 and 5.3

Discussion

<u>Visits and Loans</u> *(Library Plan reference 1.1, 1.2 and 4.1)*

Local Government Performance Reporting Framework (LGPRF) quarterly results for CCL show that we have experienced growth in visits July-September 2017, up on the previous quarter, April-June. Increase in outreach services has helped with the increase in active members. The library collection now includes e-titles and has been reviewed with under-performing items being removed.

Loans and visits in August and September dropped slightly after a strong performance in July.

Loans and visits, physical and virtual were both stronger in August than September. September included one public holiday – closed day as well as the first week of school holidays.

Doveton Library experienced growth in their loans in August and September over the corresponding period in the previous year, as did Cranbourne Library in September.

Cardinia mobile sites particularly Gembrook, and Bunyip School performed well compared with August and September the previous year.

CCL undertake a monthly purge that removes memberships with a last activity date greater than 3 years (36 months), with no outstanding charges or fines/bills preventing their removal.

In July 2017 there was a large number of patrons removed. This was due to removal of members whose accounts had been inactive for the last 3 years or more with outstanding charges or fines/bills linked to their membership.

CCL membership at the end of September was 114,991. Cranbourne, Narre Warren and Pakenham Libraries gained substantial membership increases.

<u>Digital Services</u> *(Library Plan reference 1.1, 1.2 and 3.1)*
Use of e-resources and Wi-Fi services across the library network are steady following the loan and visit trend down slightly in September from August. Our online education resources continue to perform with increased usage year on year in except for September. Your Tutor performed stronger in September than August, it has recently changed its name to Studiosityl. Blogs performed well increasing from August to September.

CCL's improved social media presence is evident with steady increases in Facebook likes and Twitter followers.
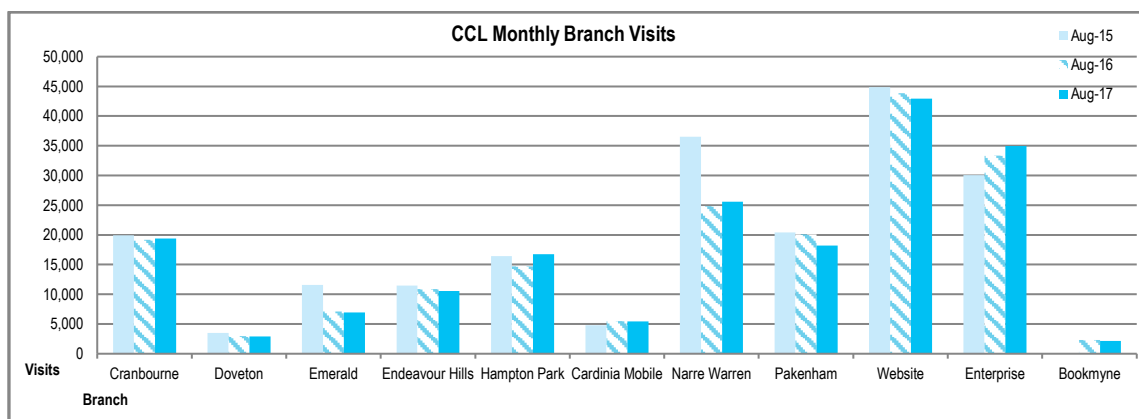
Visits and Loans
Visits and Loans – August 2017

Loans

Branch	Aug-15	Aug-16	Aug-17	% Variation 2016/17
Headquarters	1,010	1,208	1,491	23.4%
Cranbourne	42,728	43,875	43,030	-1.9%
Doveton	4,572	3,612	3,790	4.9%
Emerald	16,306	15,325	14,905	-2.7%
Endeavour Hills	25,437	23,022	22,619	-1.8%
Hampton Park	24,240	24,188	23,644	-2.2%
Cardinia Mobile	8,656	8,509	8,234	-3.2%
Narre Warren	58,879	56,557	54,312	-4.0%
Pakenham	37,967	36,554	36,334	-0.6%
Region	219,795	212,850	208,359	-2.1%
eLoans	10,790	11,564	10,471	-9.5%
Total Loans	230,585	224,414	218,830	-2.5%
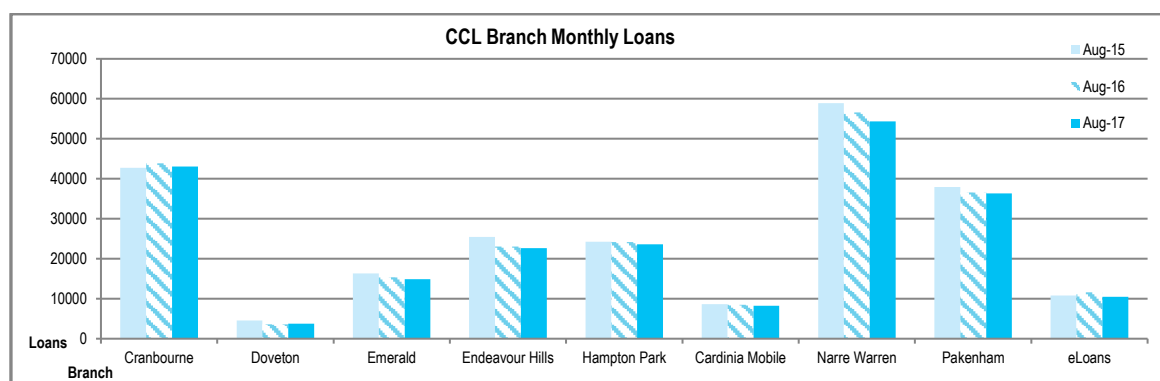
Visits

Branch	Aug-15	Aug-16	Aug-17	% Variation 2016/17
Cranbourne	19,938	19,188	19,400	1.1%
Doveton	3,525	2,959	2,895	-2.2%
Emerald	11,588	7,092	6,931	-2.3%
Endeavour Hills	11,472	10,857	10,572	-2.6%
Hampton Park	16,419	14,686	16,745	14.0%
Cardinia Mobile	4,804	5,471	5,458	-0.2%
Narre Warren	36,530	24,817	25,583	3.1%
Pakenham	20,425	20,102	18,217	-9.4%
Region	124,701	105,172	105,801	0.6%
Website	44,867	43,837	42,908	-2.1%
Enterprise	30,061	33,315	34,943	4.9%
Bookmyne		2,340	2,143	-8.4%
Total Virtual	74,928	79,492	79,994	0.6%
Total Visits	199,629	184,664	185,795	0.6%

Visits and Loans – September 2017

Loans

Branch	Sep-15	Sep-16	Sep-17	% Variation 2016/17
Headquarters	1,082	1,104	1,287	16.6%
Cranbourne	45,484	42,030	42,891	2.0%
Doveton	4,699	3,918	4,028	2.8%
Emerald	15,292	14,933	14,438	-3.3%
Endeavour Hills	26,670	22,546	22,025	-2.3%
Hampton Park	25,273	23,234	20,937	-9.9%
Cardinia Mobile	8,638	7,189	6,770	-5.8%
Narre Warren	58,924	55,077	52,436	-4.8%
Pakenham	38,298	35,380	34,225	-3.3%
Region	224,360	205,411	199,037	-3.1%
eLoans	10,623	10,164	10,146	-0.2%
Total Loans	234,983	215,575	209,183	-3.0%

CCL Branch Monthly Loans
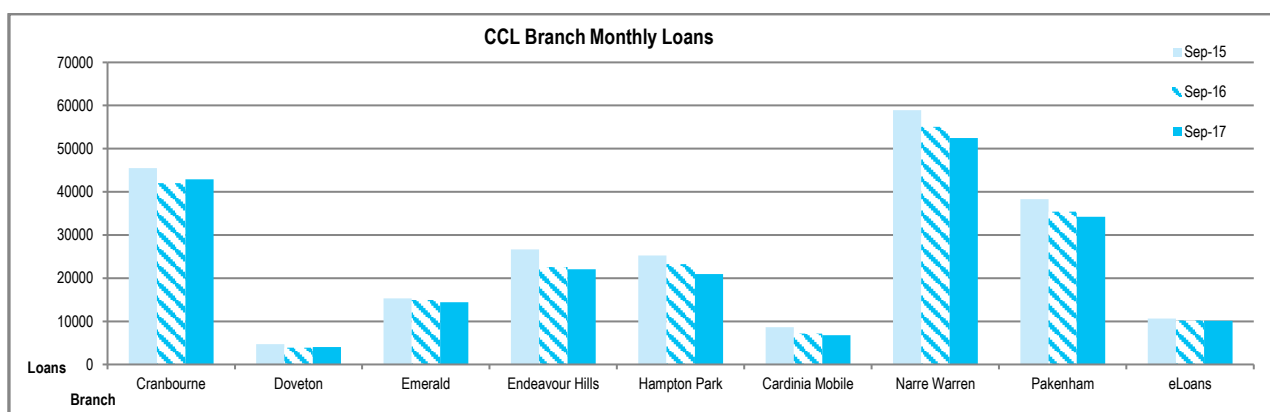
Visits

Branch	Sep-15	Sep-16	Sep-17	% Variation 2016/17
Cranbourne	18,789	18,355	18,543	1.0%
Doveton	3,293	3,331	2,771	-16.8%
Emerald	10,860	6,246	6,156	-1.4%
Endeavour Hills	11,789	10,177	9,717	-4.5%
Hampton Park	15,972	13,778	14,572	5.8%
Cardinia Mobile	5,213	4,219	4,262	1.0%
Narre Warren	37,241	24,255	22,951	-5.4%
Pakenham	20,783	18,540	16,750	-9.7%
Region	123,940	98,901	95,722	-3.2%
Website	42,990	39,016	39,151	0.3%
Enterprise	31,171	32,357	31,962	-1.2%
Bookmyne		1,992	1,594	-20.0%
Total Virtual	74,161	73,365	72,707	-0.9%
Total Visits	198,101	172,266	168,429	-2.2%

CCLC Monthly Branch Visits
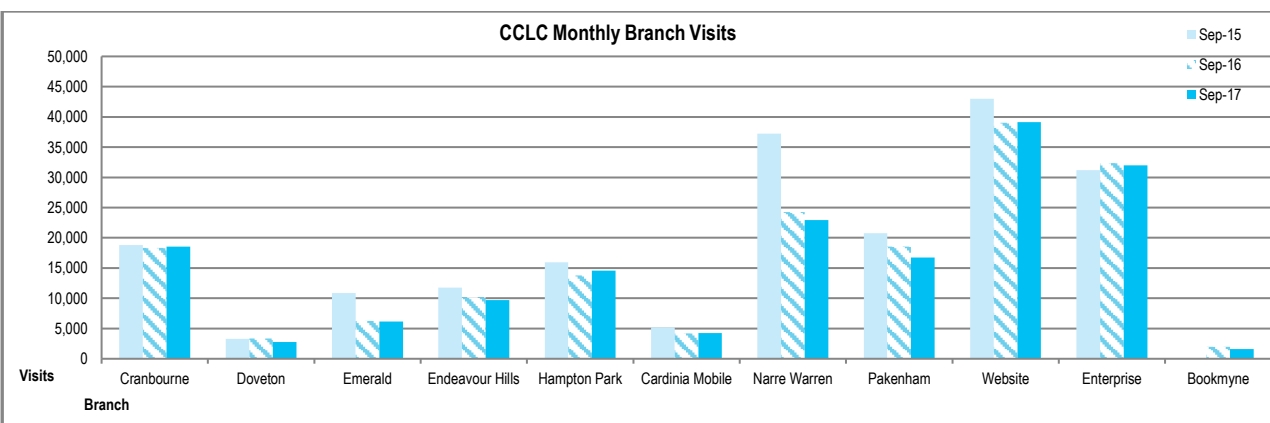
Digital Services
Digital Services – August 2017

Internet Bookings

Branch	No. of PCs	Aug-16	Aug-17	% Variation 2016/17	Total Avail
Cranbourne	12	1,937	1,880	-2.9%	2,952
Doveton	9	492	253	-48.6%	1,022
Emerald	7	792	730	-7.8%	1,393
Endeavour Hills	10	1,292	1,273	-1.5%	2,460
Hampton Park	16	1,862	2,053	10.3%	3,648
Cardinia Mobile	1	22	5	-77.3%	170
Narre Warren	19	3,177	3,047	-4.1%	5,263
Pakenham	18	2,910	2,525	-13.2%	4,644
Total	92	12,484	11,766	-5.8%	21,551
Total year to date		24,412	23,438	-4.0%	

Wireless Network Bookings

Branch	Aug-16	Aug-17	% Variation 2016/17
Cranbourne	3,379	3,906	15.6%
Doveton	279	403	44.4%
Emerald	868	1,023	17.9%
Endeavour Hills	1829	1,736	-5.1%
Hampton Park	2,790	3,782	35.6%
Cardinia Mobile	0	0	0.0%
Narre Warren	4,898	5,518	12.7%
Pakenham	3,782	3,687	-2.5%
Total	17,825	20,055	12.5%

Electronic Resources

Resource	Aug-16	Aug-17	% Variation 2016/17
Bolinda eAudiobooks	2,610	3,746	43.5%
Bolinda eBooks	2,443	3,226	32.1%
Choice	168	14	-91.7%
Cloud Library	0	228	
Fairfax Newspapers	0	0	
Freegal Music	2,189	1,649	-24.7%
Tumblebooks	1,434	359	-75.0%
Zinio	1,435	1,249	-13.0%
Total	10,279	10,471	1.9%

Internet Bookings August 11,766

August 20,055

August 1,940

August 285

August Newsletter
Emailed to 26,403 subscribers
6,607 opens

E-Learning

Resource	Aug-16	Aug-17	% Variation 2016/17
Busy Things	6,118	9,937	62.4%
Road to IELTS	23	12	-47.8%
Transparent Language	88	140	59.1%
Studiosity (formally Your Tutor)	294	194	-34.0%
Total	6,523	10,283	57.6%

Digital Services – September 2017

Internet Bookings

Branch	No. of PCs	Sep-16	Sep-17	% Variation 2016/17	Total Avail
Cranbourne	12	1,631	1,615	-1.0%	2,760
Doveton	9	517	420	-18.8%	1,004
Emerald	7	621	594	-4.3%	1,299
Endeavour Hills	10	1,114	1,054	-5.4%	2,300
Hampton Park	16	1,788	1,677	-6.2%	3,424
Cardinia Mobile	1	17	7	-58.8%	159
Narre Warren	19	2,842	2,645	-6.9%	4,902
Pakenham	18	2,447	2,303	-5.9%	4,356
Total	92	10,977	10,315	-6.0%	20,203
Total year to date		35,389	33,753	-4.6%	

Wireless Network Bookings

Branch	Sep-16	Sep-17	% Variation 2016/17
Cranbourne	3,030	3,420	12.9%
Doveton	270	450	66.7%
Emerald	660	990	50.0%
Endeavour Hills	1710	1,770	3.5%
Hampton Park	2,400	3,180	32.5%
Cardinia Mobile	0	–	0.0%
Narre Warren	5,010	5,190	3.6%
Pakenham	3,330	3,000	-9.9%
Total	16,410	18,000	9.7%

Electronic Resources

Resource	Sep-16	Sep-17	% Variation 2016/17
Bolinda eAudiobooks	2,462	3,685	49.7%
Bolinda eBooks	2,381	3,236	35.9%
Choice	209	40	-80.9%
Cloud Library	0	177	
Fairfax Newspapers	0	0	
Freegal Music	1,935	1,525	-21.2%
Tumblebooks	653	402	-38.4%
Zinio	1,321	1,081	-18.2%
Total	8,961	10,146	13.2%

E-Learning

Resource	Sep-16	Sep-17	% Variation 2016/17
Busy Things	8,024	7,400	-7.8%
Road to IELTS	76	25	-67.1%
Transparent Language	104	79	-24.0%
Studiosity (formally Your Tutor)	302	214	-29.1%
Total	8,506	7,718	-9.3%

Internet Bookings September 10,315

September 18,000

Sept 1,980

September 293

September Newsletter — Emailed to 26,290 subscribers — 7,802 opens

RECOMMENDATIONS

1. That the Operations Report be noted.

CC63/2017	CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

An update on community engagement, collections and services and including programs, events and partnerships.

CCL Library Plan reference – 1.1, 2.1, 3.1, 4.1, 4.2

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

Community Engagement

Talking to our community *(Library Plan reference 2.1, 3.1)*
Results from our recent online survey are in. The survey focused on finding out what services our community values highly, and what they want from library services now and into the future. Key themes emerging from the results are the desire for great physical collections, and a variety of spaces to be – including vibrant children's programs and collections, quiet study spaces and broad opening hours. The provision of skilled, friendly, welcoming staff is also highly valued – the customer's interaction with staff members creates a lasting impression and has the capacity to 'make or break' the customer relationship with our service.

The current website was identified as an opportunity for improvement, and we are looking forward to the impact the new site will have on this area of customer engagement when it is relaunched in November. It will be easier to navigate, and have a fresh, contemporary feel. We want customers to experience this same look and feel when they come into our library branches. Bunjil Place Library will certainly align with this aspiration, and the remaining branches need to be renewed over time to meet this expectation also. A summary report of the data collected through the survey is attached.

Marketing and Promotions *(Library Plan reference 3.1)*
Marketing Manager Erin McKenzie is now on board, and is leading a coordinated approach to improvement of CCL's brand and community awareness. She is reviewing our existing strategies and moving forward with implementation. The team continues to focus on social media opportunities, and has sought external advice on how to tailor our work in this area to gain a sustained increase in likes, followers and engagement.

In the media, CCL has gained coverage on several occasions over the past two months. Our CEO was involved in the Australian Council for Educational Research 'Principal For a Day' program, which increases awareness and partnerships between schools, businesses and the community. Chris worked at Cranbourne South Primary and was featured in the Cranbourne News (Star News Group). A further story on Chris and his role as CEO at CCL was featured in Grow Casey Cardinia (Star News Group). Editorial cover of our September School Holiday programs appeared in a September edition of the Cranbourne News.

CCL has launched the campaign for this year's Forgiving Tree. Last year goods to the value of over $15,000 were donated in exchange for library fines. We are hopeful that this year we will gather $20,000 worth of goods. Library fines will be waived from 8 November in exchange for food donations and Christmas presents for local people in need this Christmas.

The Narre Warren Library closed on Friday 13 October in preparation to move to Bunjil Place. In addition to an awareness campaign involving web, social media and physical-signage, we gave borrowers free library bags all month with the slogan 'Moved by Words? I helped move a library!'. We encouraged our borrowers to increase their loans, and help engage the community in the new space. We also extended loan periods to ensure borrowers have not been inconvenienced by the closure period.

<u>Library Has Legs - Regional forum on the journey to Evidence Base</u> *(Library Plan reference 3.1.1)*
CCL's Library Has Legs activities continue to provide literacy development opportunities for vulnerable children in Casey and Cardinia. Our programs have both achieved 'Emerging' status from their Evidence-based assessments, and are now working towards the next phase of 'Promising'. Our Project Workers were recently asked to speak at a South-Eastern regional forum the *Journey to Evidence Base for Wicked Issues* on the process of achieving this status – a result not all community programs were able to achieve. Key issues that were faced throughout included the ability to collect consistent data from participants, and the time/expertise required to complete the complex application process.

<u>Programs</u> *(Library Plan Reference 1.1, 1.2, 4.1 and 4.4)*

<u>Library Programs</u> *(Library Plan reference 4.1)*
The focus for our programming this Spring has been STEAM junior programs, literacy development (core pre-school programs), digital literacy for seniors and lifestyle/special interest programs for adults.

CCL had over 2183 people (1406 children and 777 adults) attend 55 school holiday activities over the September holidays. Highlights included a celebration of the Chinese Moon Festival with traditional Chinese dancing at Endeavour Hills Library; STEAM based activities including coding, LEGO, Knex, and E-struct junior engineer workshop; and early literacy activities for preschool that parents can replicate at home. Babies and toddlers played with pots and pans, stacking paper cups up and knocking them down, bubbles, a ball pit and other fun and sometimes messy activities.

Holiday Partnering with Community

Endeavour Hills Library partnered with their neighbours, the Endeavour Hills Leisure Centre YMCA, to deliver a program on health and fitness to children aged 7 and older, held in the Endeavour Hills Town Square.

Doveton Library participated in 'Celebrate Doveton', a community festival to celebrate the diversity of the Doveton community run by Doveton Neighbourhood Learning Centre

Adult Programs

Events for adults featured author Dr Andy Martin on his book Reacher Said Nothing: Lee Child and the making of Me. Food and lifestyle programs continue to be popular – Chinese cooking, growing food the Italian way, and Cheese making are just some examples.

Program Attendances for CCL – August - September 2017 *(Library Plan reference 3.1)*

August 2017 Program Attendances

Attendances at Youth Activities

Branch	Aug-16	Aug-17
Cranbourne	1,223	1,499
Doveton	366	423
Emerald	388	798
Endeavour Hills	1,667	937
Hampton Park	1,490	1,500
Cardinia Mobile	96	355
Narre Warren	1,807	1,882
Pakenham	1,711	1,466
Total	8,748	8,860

Attendances at Adult Activities

Branch	Aug-16	Aug-17
Cranbourne	20	58
Doveton	65	30
Emerald	29	49
Endeavour Hills	26	63
Hampton Park	112	69
Cardinia Mobile	0	0
Narre Warren	104	29
Pakenham	29	80
Total	385	378

Baby Time and Tinies Time
August 3,232

September 2017 Program Attendances

Attendances at Youth Activities

Branch	Sep-16	Sep-17
Cranbourne	1,390	1,916
Doveton	822	559
Emerald	432	470
Endeavour Hills	703	795
Hampton Park	765	944
Cardinia Mobile	157	70
Narre Warren	1,022	1,144
Pakenham	916	1,294
Total	6,207	7,192

Attendances at Adult Activities

Branch	Sep-16	Sep-17
Cranbourne	33	94
Doveton	23	21
Emerald	39	10
Endeavour Hills	32	33
Hampton Park	1	87
Cardinia Mobile	0	0
Narre Warren	80	15
Pakenham	91	164
Total	299	424

Baby Time and Tinies Time
September 1,899

Places and spaces *(Library Plan reference 1.1)*

The need for well-equipped study space is evident in responses to the recent community survey. Public libraries are a key shared community space, the ability to achieve balance between activity-based learning opportunities (which can be noisy!), engaging technologies, including

games consoles, printer/copiers, PC and creative suites; meeting rooms and gathering spaces and much-needed quiet study space is a constant challenge. The mere fact that all people are welcome in libraries, brings with it a diversity of noise levels, languages, and human behaviours that requires careful attention and management by library staff.

We have made a conscious effort to find designated study spaces for students this October, with refreshments on offer, to meet the needs of this cohort. In future planning, we are investigating the provision of contemporary study 'pods' and glassed-off areas to better meet this need. Quiet study vs activity and noise. Comforts of coffee and snacks vs unclean spaces for others.

<u>Collection Performance</u> *(Library Plan reference 4.2 and 5.2)*
Planning is underway for the relocation of the Technical Services team and associated in-house functions. Specifications are being finalised for shelf-ready services, and the refurbishment of spaces at Doveton and Cranbourne being planned to house the in-house functions. It is anticipated that all new work spaces will be up and running in January 2018.

Our Top Titles collection continues to perform well. Between June and September this year, 115 titles were added to this collection which has resulted in 917 loans in the same period. This is an impressive turnover rate of 7.9.

A recent customer at Hampton Park was excited to be able to borrow the latest Danielle Steele novel within a few days of its release. At Narre Warren, many of the customers visit search this display first to see what is new and available before browsing the broader collections. One customer from Pakenham is making his way through the entire collection because it makes him feel connected to what people are reading! We will continue to refresh this collection to reward the community for visiting our libraries.
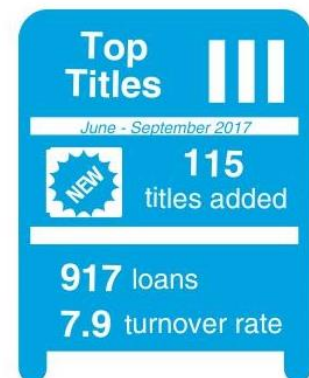
Conclusion
CCL continues to engage our community through a variety programs for people of all ages, and improve community awareness of services, spaces and collections.

RECOMMENDATIONS
1. That the Listening to Our Community Report be noted.
2. That the Customer Experience Report be noted.

Casey Cardinia Libraries

Inspiring spaces
Where everyone is free
to discover possibilities

Listening to Our Community Survey August 2017

Casey Cardinia Libraries (CCL) conduct an online survey every six months to get a better understanding of how our community is engaging with our libraries, gather ideas and measure customer satisfaction.

The Listening to Our Community survey opened on 10 August and closed on 21 August. It was promoted to a random selection of 2,000 CCL members via email, the CCL website, social media and 'in branch' surveys.

We received 480 responses, 370 were fully completed and the remaining 110 partially completed. The average time taken to answer the survey was 5.30 minutes.

The survey consisted of 13 questions (Appendix 1). Participation in the survey was incentivised by a lucky draw for a $200 Coles Myer Voucher. Louise Ridout from Berwick was the winner.

The majority of respondents were females (82%). Just over a quarter of respondents were aged between 35-44 (26.3%) followed by 55-64 (17.1%). All age groups were covered including under 18 (6%) and 75 years or older (14%). The largest female group represented were between 34-44 years (29%). The largest male respondent ages was equally spread between 25-34 and 65-74 years, both with 20.3%. Of the male respondents, 37.7% of these main library was Narre Warren, compared with 30.6% of females.

All of our libraries were represented in the survey. Almost a third of responses were from Narre Warren (31.9%), followed by Pakenham (22.4%) and Cranbourne (18.7%). Results were aggregated as a whole organisation and by branch.

Results from the survey are shared with the CCL board, staff and our community. Private information gathered through the survey is protected.

Summary

The findings from this survey are consistent with the previous survey conducted late last year as part of our consultation process for the 2017 – 21 Library Plan.

Common themes included a strong appreciation of the physical collection, our online resources and free access to ICT.

There was widespread recognition of the role CCL plays lending physical items, but it appeared that even regular library users were not aware of the full range of the services on offer at CCL.

'I'm sure there will be lots of new technologies - but I also hope hard copy books!!! Maybe it's an age thing (I'm 62) but I do love a real book!! I do like the chance to access ' information ' locally - with guest speakers or events.' Emerald library customer, female, aged 55-64.

There is a need to balance the provision of programs with access to quiet study and/or reading.

Our library staff are well liked by the community and while there were a small number of respondents who were critical of the service provided, CCL enjoys an exceptionally high Net Promoter Score (NPS) of 56.

The primary reason for visiting a library was to borrow or use print materials (79%), followed by borrow DVDs or CDs (48%), read (32%) and attend children's programs (23%).

'Sanctuaries!! Books are not going away... Libraries will likely become even more important as community information centres.' Library customer, female, aged 45-54.

People's mode of transport to their library was predominantly car (87%). Some who selected 'other' also indicated they either drive or walk.

Of the 4.2% of respondents who use public transport, three quarters of these were female aged up to 44 years. Those who identified public transport accessed Narre Warren library (53%), Pakenham (20%), Doveton (13%) and Endeavour Hills and Hampton Park equal with 6.7%.

There were 18 respondents who had not visited a library in the last 12 months. The reasons for not visiting their library included: opening hours, limited time/too busy and changing priorities, location and parking. 'Other' reasons identified included lack of private spaces away from others, travelling interstate, health problems and new to the area.

The majority of the concerns and suggestions put forward by respondents will be addressed by the 2017 – 21 Library Plan.

Additional services, programs or facilities the community would like to see in the Library

Our community responded with some clear themes around what services, programs and facilities that they would prefer in the library.

The community are very happy with the services we provide; the programs, facilities and services were highlighted as points of satisfaction. The survey revealed the importance respondents placed on the physical collection, lifelong learning opportunities and access to online and digital services.

It was apparent that many respondents were not aware of the range of services offered by CCL.

There were strong voices for an increase in Doveton Library's opening times. There were also several requests for free programs for all ages focussed on new technology and online resources.

'I really appreciate the opportunity to use the PC's and printing and photocopying - as I'm unable as a retiree to keep up to date with the hardware required to do this. I also really still enjoy reading an actual book !! Access to newspapers and the opportunity to hear speakers at the local venue is great.' Emerald library customer, female aged 55 – 64.

'Quiet study areas; small meeting rooms to book for private study/work, better Wi-Fi; café with good quality coffee and snacks; more desks with powerpoint access for devices/charging; outdoor study/work spaces; reading spaces with lounges but in a quiet location; separate children's areas to reduce noise pollution; better quality toilet facilities.' Narre Warren library customer, female, aged 25-34.

Casey Cardinia region is very diverse. One respondent suggested that it would be great to hold *'once a month story time in a different cultural language for tinies and toddlers at each library using bilingual community volunteers.'* Narre Warren library customer, female aged 55-64.

Painting a picture of the future of libraries

Our community's needs and expectations are changing. The survey exposed a broad range of views on the future of libraries. There is wide-held belief that the libraries of the future will still have books, a physical collection for community members to browse, read and borrow.

The community acknowledge that changing technology is inevitable and that libraries need to be contemporary community hubs but would still like them to be staffed, one person noting *'hopefully with humans still around.'*

'I think future libraries will continue to be both physical settings, and increase resources online, I think they will be places of community, where people come together to share knowledge and skills. I think they will also play a role in the increasing availability of online education, and for some people a place where they can access the technology to be part of that. I think libraries will be a leading resource for everyday people to keep up with the quickly changing landscape of information technology that is occurring and continues to occur.' Narre Warren library customer, female aged 45-54.

The word cloud below illustrates the community views of what libraries will look like in the future. The word cloud highlights key words that occurred frequently in responses. 'Books' appears multiple times, printed books, real books, books and eBooks.

Bigger Noisier Idea Support Community Hubs Automated Printed Books Noisy Material Amazing Place Kids Libraries Real Books Books Internet Technology Reading Areas Space Research Electronic Self Serve Interactive Newspapers Ebooks Coffee Shop Modern

'A larger focus on technology but hopefully still with plenty of books available for people who love to physically hold and read a book.' Endeavour Hills library customer, female aged 25-34.

Online Services the community would like to see in the Library

Our current online services of renewals, holds and online resources is satisfactory, with many individuals commending what CCL offer.

Library notices via email, SMS or landline for holds or reminders that items are due is appreciated by the community.

'I love (and use very regularly) the online login to put holds on the next books in series that my children and I are reading. Receiving the notifications on when they have arrived is brilliant, as we can then just run in and pick them up. I also love the emailed reminders that books are coming up to due date.' Pakenham library customer, female aged 45-54.

Our community acknowledge that with technology advances the library needs to provide more virtual spaces. This includes online access to a greater range of digital resources, in particular eBooks, magazines and downloads for CDs, movies and DVDs.

CCL needs to ensure that the online services and technology offering is functional and user friendly. Improved catalogue features and search-ability on our website is vital.

"Digital borrowing in easier to use form - found the website hard to navigate. Pay library fines online. Maybe an app which would enable to book into events held by library & sync with calendar. The app could also include return of book reminders or to attend booked events.' Narre Warren library customer, female aged 35-44.

"More user friendly website and a mobile app. Simple catalogue searching with suggestions on other books you might like, perhaps linked with goodreads and a text messaging renewal process. Narre Warren library customer, female aged 25-34.

Our community want programs and courses that help them make greater use of new technology. People would like the library to facilitate online study options for professional and career development.

The community love the interactive hands on sessions with staff.

Family history and genealogy resources are valued with one respondent suggesting an online group that would enable people who may not be able to get to a library to communicate and share information about their family names and information.

Library users identified the need for Wi-Fi on the Mobile Library and access to printing via Wi-Fi in the branches. The common words used in responses to online services and what the community would like to see are shown in the word cloud below.

Programs Renew Items Resources Tutorials for Computer
Videos Simple Think Released Ebooks Local
Borrowing Internet Library Newspapers
Books Unsure Services Present Access
Audio
Selection Offer Wifi Happy Computer Classes Books
Research Databases Courses Existing

Improvements to our services to the community

There was consistent feedback about the need for CCL to raise community awareness about the services we offer. Proof of this was in the number of suggestions for service that we already offer.

CCL need to let the community know who we are, what we do, what services and facilities we offer.

'Wow, I just looked on the website to see what you offer! We'll definitely be looking at the children's section as I was going to say learn to read apps, but you've already covered it :) communication.' Pakenham library customer, female aged 25-34.

'More promotion of what is currently available, library offers so many things that members just don't know about.' Cranbourne library customer, female aged 35-44.

Increased opening hours were requested for Emerald (earlier opening), Narre Warren (all day Sunday), Doveton (6 day service) and an extension of the Cardinia Mobile service to more remote communities.

Programs continue to be a service highlight. There was commentary about some of the children's programs being crowded and busy. There were also suggestions about increasing the frequency of some programs and narrowing the relevant target age ranges.

CCL programs are seen as a driver of visitation and engagement.

'Encouraging younger people to go to the library more regularly and to give older people information on how to use the services.' Cranbourne library customer, female aged 25-34.

Events, children, books, opening hours and space are some of the common words found in response to improvements that CCL could do to service the community as can be seen in the word cloud below.

School Holiday Coffee Shop Students Extend Emerald
Events Quicker Access Longer Extension Children
Hold Staff Continue Books Late Library
Pretty Happy Services Open all Day
Opening
Hours   Mind Space Cranbourne Branch
Activities Young People Kids Doing a Great Job Bigger

LOTE collection

Our community would like us to offer more library materials in different languages. People would like to see that broader community needs are met even if they do not require materials in other languages for themselves. A number of the languages suggested are already held in our collection.

'I think a library should reflect the community it is located in so any languages that are in the community in abundance should be available.' Pakenham library customer, female aged 65-74.

'...whatever is in demand, but also anything for growing ESL populations.' Cranbourne library customer, female aged 35-55.

'English is my language so I'm well catered for.' Doveton library customer, female aged 65-74.

Respondents who have not visited the library in the last 12 months.

18 respondents had not visited a library in the last 12 months.

The NPS for this group of respondents was -10 compared with the overall CCL NPS of 56;

Pakenham received the highest NPS score across the branches, with 79. Both Cranbourne and Endeavour Hills NPS were also above the CCL NPS average, both with 60.

Conclusion

The vast majority of respondents are really happy with the service provided by CCL. There was a strong response to the survey and completion rates were relatively high – people are interested in CCL and what we do.

There is growing pressure on the spaces we provide. This is due in part to the diverse service offering. We have to create spaces that allow people some degree of peace and quiet, while encouraging community engagement and participation in our programs.

People love the fact that we have physical items particularly books – the community see this as core business for a public library.

Our staff are popular with the community – there is a perception that our people deliver an important service that is highly valued.

There is a significant piece of work to do raising community awareness of the broad range of services and experiences that are on offer at CCL.

This survey affirms that we are on the right track with the 2017 – 21 Library Plan, but that we have work to do as an organisation if we are to realise our vision - "Inspiring spaces where everyone is free to discover the possibilities'.

We love hearing what our community thinks of Casey Cardinia Libraries. If after reading these findings you feel that you have more to say or would like to share an idea please feel free to email Chris Buckingham, Chief Executive Officer. We welcome your feedback.

Appendix

Questions included in the survey

1. Have you visited a Casey Cardinia Library or used one of our services in the last 12 months?
2.
    a. NO – What stops you from coming to the library? Please select all the factors that impact your ability or desire to access your library?
    b. YES – What are your reasons for visiting the library? Please select all the factors that apply.
3. What additional services, programs or facilities would you like to see in the Library?
4. What do you think future libraries will be like?
5. What online services would you like the library to offer?
6. How likely is it that you would recommend Casey Cardinia Libraries to a friend or colleague?
7. If there was one thing Casey Cardinia Libraries could do to improve its service to the community what would it be?
8. What languages other than English would you like added to the library collections?
9. What is your gender?
10. Which age group do you fit in?
11. Which is your main library branch?
12. How do you get to your library?
13. Thank you for contributing to the future planning of Casey Cardinia Libraries, your thoughts are important. Respondents – contact details – name, address, email address and phone number.

GENERAL BUSINESS

CC64/2017   Unclassified LOTE *(Languages Other Than English)* DVDs – Policy Update

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on the risk-management strategies planned for the purchasing, cataloguing and in-branch display of unclassified LOTE DVDs.

CCL Library Plan reference – 4.2

Background

In 2016, Federal and State legislation was introduced which requires all DVDs sold and purchased in Australia to be labelled in accordance with Australian Classifications Board (ACB) guidelines. This has impacted on the supply and purchase of LOTE (Languages Other Than English) DVDs available for loan in our libraries – many of these DVDs originate from overseas and do not come through the supply-chain with Australian classification.

For the past 2 years, CCL and many other public libraries ceased buying unclassified LOTE DVDs, to protect themselves and their suppliers from any potential litigation. Victorian library representatives, along with members of State Library of New South Wales and APLA (Australian Public Library Alliance) are advocating on behalf of public libraries to the ACB for 'cultural exemption' from the legislation.

Loans for these collections have significantly dropped with the reduction in purchasing. Our ability to support social inclusion and celebrate diverse community languages in the Casey Cardinia has been severely compromised.

The ACB acknowledge the LOTE DVD issue that is affecting public library clients and have demonstrated a willingness to find a solution they define as a 'Risk Mitigation Strategy'.

While discussions continue and a solution is sought, CCL has considered what actions we deem acceptable to mitigate risk and improve LOTE DVD collections for our community members.

We plan to employ the following strategies as an interim measure to enable responsible purchase and lending of unclassified LOTE DVDs to the community while a cultural exemption for libraries is pursued by the relevant peak bodies:

1. When purchasing unclassified LOTE DVDs, assess each item's translation to gain as much information about content as possible.
2. Communicate closely with LOTE DVD suppliers to ensure only items appropriate for public libraries are purchased.
3. Ensure that adult LOTE DVDs are displayed separately from the children's LOTE DVD collections in our libraries eg. The Children's Chinese collection is housed in the junior area of the library at Endeavour Hills
4. Retrospectively code all unclassified LOTE DVD catalogue records that are not of documentary or children's content as Adult LOTE DVDs

5. Ensure that only members of the community over 15+ years are able to borrow Adult LOTE DVDs on their card. (Catalogue records for these Adult LOTE DVDs will have a Marc 521 Audience tag to be added, which then correlates with user profiles to ensure only appropriately aged library members can borrow these items).
6. Clearly label all unclassified Adult LOTE DVDs (documentaries and children's DVDs are already exempt from classification).

CCL intends to implement these strategies from the beginning of 2018, to ensure that we continue to meet our members need for materials in community languages, while mitigating risk associated with unclassified items.

RECOMMENDATIONS

1. That the Board note the Unclassified LOTE DVDs Policy Update.

CC65/2017	REGIONAL LIBRARY AGREEMENT

Report prepared by Chris Buckingham

Purpose

To inform the Board of progress made with the review of the 2012 Regional Library Agreement (2012 RLA).

CCL Library Plan reference – 5.1 and 5.3

Discussion

City of Casey ratified the Regional Library Agreement at their council meeting on Tuesday 3 October.

Cardinia Shire ratified the Regional Library Agreement at their council meeting on Monday 16 October.

RECOMMENDATIONS

1. That Casey Cardinia Libraries forward a copy of the ratified Regional Library Agreement to the Minister.
2. The Regional Library Agreement will be effective once approved by the Minister and published in the Gazette in accordance under the Local Government Act 1989 by Casey Cardinia Libraries.

CC66/2017	LIBRARY OPENING HOURS DURING SUMMER
Report prepared by Chris Buckingham and Marika Szendroe	

Purpose

To inform the Board of changes to opening hours for Casey Cardinia Libraries'.

CCL Library Plan reference – 1.2 and 2.1

Discussion

Branch Christmas Opening Hours

Branches will be closed for the gazetted public holidays and open as normal on other days.
The public holidays for the Christmas/New Year period 2017-18 year will be:

Monday 25 December	Christmas Day
Tuesday 26 December	Boxing Day
Monday 1 January	New Year's Day
Friday 26 January	Public Holiday

Christmas Eve and New Year's Eve fall on Sunday's but are not public holidays. Bunjil Place Library will close to the public at 4pm on Christmas Eve and New Year's Eve.

Library Opening Hours (*Library Plan reference 1.2 and 2.1*)

Pakenham and Doveton Library are trialling extension and changes to opening hours over the daylight savings period as noted in CC60/2017 People and Culture report.

RECOMMENDATIONS

1. That the Board note Casey Cardinia Libraries opening hour changes during the Summer.

NEXT MEETING

Wednesday 22 November at the City of Casey, location to be confirmed.