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

# AGENDA

# Board Meeting
# Wednesday 18 April 2018
# 5.30pm

City of Casey
Bunjil Place Library
Meeting Rooms 3 and 4

1.     Present


2.     Apologies
       <u>Board Members:</u>


       <u>Officers</u>
       Daniel Lewis


3.     Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 7 March 2018.


4.     Declaration of Conflicts of Interest


<table>
<tr><td>5.</td><td>Strategy</td><td></td><td><i>Page No.</i></td></tr>
<tr><td></td><td>CC13/2018</td><td>Draft Library Plan 2018-2022</td><td>3</td></tr>
<tr><td></td><td>CC14/2018</td><td>Draft Strategic Resource Plan 2018-2022</td><td>4</td></tr>
<tr><td></td><td>CC15/2018</td><td>Library Budget 2018-2019</td><td>5</td></tr>
</table>


<table>
<tr><td>6.</td><td>Officers' Reports</td><td></td><td></td></tr>
<tr><td></td><td>CC16/2018</td><td>Finance</td><td>7</td></tr>
<tr><td></td><td>CC17/2018</td><td>Buildings and Facilities</td><td>11</td></tr>
<tr><td></td><td>CC18/2018</td><td>Information Technology</td><td>12</td></tr>
<tr><td></td><td>CC19/2018</td><td>People and Culture</td><td>13</td></tr>
<tr><td></td><td>CC20/2018</td><td>Operations</td><td>15</td></tr>
<tr><td></td><td>CC21/2018</td><td>Customer Experience</td><td>22</td></tr>
</table>


<table>
<tr><td>7.</td><td>General Business</td><td></td><td></td></tr>
<tr><td></td><td>CC22/2018</td><td>Code of Conduct 2018 for Board Members</td><td>27</td></tr>
</table>


8.     Next Meeting                                    28

STRATEGY

## CC13/2018      DRAFT LIBRARY PLAN 2018-22

*Report prepared by Chris Buckingham*

### Purpose
To present the Board with the four-year Library Plan 2018-2022 for endorsement.

### Discussion
CCL is required to have a Library Plan under Section 125 of the Local Government Act 1989. It is the primary planning document for the delivery of library services.

The Library Plan 2017 – 21 was developed after extensive consultation with community, library users, staff and key stakeholders in 2017.

The Library Plan 2018 – 22 is an updated version of the previous plan and has taken into account the learnings derived from the last 12 months activities.

The Library Plan will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs. A major renewal is not anticipated until 2021.

*RECOMMENDATIONS*
1. That the Board endorse the draft Library Plan 2018-2022.
2. That CCL forward the Library Plan 2018-2022 to the member Councils for adoption.

# Library Plan

## 2018 – 2022

The journey from good to great!

Casey Cardinia Libraries

Inspiring spaces
Where everyone is free
to discover possibilities

# Contents

# Foreword

Casey Cardinia Libraries (CCL) are delighted to share our 2018 – 22 Library Plan with you. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils part of our obligations set out in Section 125 of the Local Government Act.

This Plan represents an extension of the ambitious new direction set for CCL in 2017. We are reinvigorating our services to meet the changing needs and expectations of our community.

We will update this Plan on an annual basis for the next three years, before a major renewal in 2021.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 400,000 people. Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years.

Our libraries are located at Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, 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.

CCL plays a leading role in the Swift Consortium who share library resources across 20 library services throughout Victoria. This gives our customers access to a collection of more than 3 million items.

The successful opening of Bunjil Place in 2017 has demonstrated the intrinsic value of libraries in engaging community in the arts. We are front door for the creative sector – when people visit their local library they are seeking out new experiences and opportunities to use their imagination.

We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.

Vibrant public libraries promote literacy, provide free access to information, encourage a culture of lifelong learning and actively contribute to healthy and resilient communities. Our libraries host enormous reservoirs of potential in the people who visit.

If we are successful, CCL will be known as way-finders for people seeking information rather than collectors or curators.

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

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

We believe that our membership and visits will continue to grow. We are seeing our members adopting new ways of consuming information. The uptake of digital items such as e-Audiobooks and e-Books is increasing, while lending of physical items remains stable.

Library programs and activities are increasingly being built through partnerships schools and community organisations. We will continue strengthen our relationships with the City of Casey and Cardinia Shire Council and look for ways to support each other in the delivery of services to the community.

New libraries will be required as residential areas are developed across the region. Existing libraries will also need to be refurbished to meet the changing needs of their community. A whole new cohort of people are using our libraries in less traditional ways. This means we have to create spaces where people can connect and have conversations as well as quiet places for study and reflection.

As we advocate for new libraries in the region we also need to continually refine our programming and opening hours and ensure that our libraries meet the diverse needs of our whole community.

The people who use our libraries are more important than our books. We will continue to actively listen to our community and encourage participation.

| CCL in 1996 - 97 | CCL in 2016 - 17 |
|---|---|
| *75,904* members | *117,000* members |
| *648,129* visits per year | *2 million* visits per year |
| *230,661* items | *358,051* items |
| *1,485,455* annual loans | *2,553,057* annual loans |
| *Five* fixed branches and *one* mobile library | *Seven* fixed branches and *one* mobile library |



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

*R. David Lankes*

# Public Libraries Now and into the Future

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

The International Federation of Library Associations (IFLA) released its Global Vision Report in March 2018. It was developed with input from 31,000 participants from 190 countries. The report highlights show libraries are:

- Dedicated to providing equal and free access to information and knowledge

- Deeply committed to core roles in supporting literacy, learning and reading

- Focused on our communities

- Embracing digital innovation

- Strong advocates for libraries at national and regional leader level

- Aware that funding is our biggest challenge

- Eager to work more collaboratively and develop strong partnerships

- Desiring to be less bureaucratic and resistant to change

- Proud to be guardians of the memory of the world

- Attracting young professionals deeply committed and eager to lead

Successful contemporary libraries offer open, accessible and welcoming public spaces where people can read, learn and connect with others.

Public libraries will be judged more on the experiences they provide rather than the physical products on offer.

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

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



T

*o ask why we need libraries at all, when there is so much information available elsewhere, is about as sensible as asking if roadmaps are necessary now that there are so very many roads.*

*Jon Bing*

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

Library staff will increasingly engage and interact with the community in the library, online and outside our four walls.

This means we have a growing responsibility to encourage social inclusion and help build resilient communities.

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

# Challenges and Opportunities

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

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

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

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

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

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

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

*A*lways pleased to see so many using the free internet and computers. Often, they are recent migrants, so this is a wonderful service for people who often have very few resources of their own. I love seeing kids quietly playing games.

*Female aged 75 older, Hampton Park Library - CCL 2018 Community Survey.*

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

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

# Our Values

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

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

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

### Creativity
Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

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

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

# Our Approach

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

# Our Goals, Strategies and Desired Outcomes

## 1. The Knowledge Well

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

| Strategies | Targets and Indicators |
|---|---|
| 1.1 Create accessible physical and virtual spaces which inspire our community | • People visit our libraries and are happier for it<br><br>• Increased library visitation and engagement (physical and digital)<br><br>• Program and events attendance and number of programs and events |
| 1.2 Our core services are free and accessible to everyone in our community | • Our collection is current and well used– loans (Collections HQ)<br><br>• We no longer collect overdue fines for library items<br><br>• Our libraries are spaces where the community can gather, learn and grow<br><br>• People feel welcome in our libraries |
| 1.3 Invest in ICT that enhances library user experience and enables greater staff productivity | • Our community can access our free services from almost any location<br><br>• Increased utilisation of digital technology by staff and customers<br><br>• The fastest free Wi-Fi in the Casey Cardinia Region |
| 1.4 Operate as the vanguard of publicly available information technology and encourage people to use it effectively | • Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology<br><br>• Our staff can provide expertise when and where our community needs it<br><br>• Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need. |

**Related CCL Strategic Plans**

- *Facilities Development Plan 2018-2022*
- *ICT Road Map and Journey Map 2017-2020*
- *Social Inclusion Strategy 2017-2020*

# 2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

| Strategies | Targets and Indicators |
|---|---|
| 2.1 Build community appreciation of the work we do and value the services we provide | • Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey)<br>• Improved customer satisfaction (Statewide benchmarking survey)<br>• Positive coverage in local media<br>• Community feedback via social media, correspondence and website<br>• Public recognition of CCL as an active contributor to community life. |
| 2.2 Form robust partnerships with organisations that support literacy and lifelong learning | • Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries<br>• Connect with new members and community groups through targeted outreach<br>• Number of partnerships and enhanced service outcomes for the community |
| 2.3 Positively advocate for public libraries and be an active member of the Public Libraries Victoria Network (PLVN) and Swift Library Consortium | • Support growth and development of PLVN and Swift including the Statewide Library Management System |

**Related CCL Strategic Plans**

• *Marketing Action Plan 2018 and Activity Calendar*
• *Social Media Strategy 2017*

# 3. Resilience

Strengthen capacity in our growing community.

| Strategies | Targets and Indicators |
|---|---|
| 3.1 Strong connections with our community | • Demonstrated connection with community leaders, Council stakeholders and relevant interest groups<br><br>• Established volunteer programs that support literacy in our community<br><br>• Positive community feedback via social media<br><br>• Increased library membership |
| 3.2 Increased investment in new infrastructure and services that support our community | • Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne)<br><br>• Successful advocacy for renewal and refurbishment of existing libraries<br><br>• Cost of library service per capita remains stable |
| 3.3 Recognised contribution to community well-being and social equity | • Development and delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of Family Violence<br><br>• Representation on committees and working parties with our member councils and other community agencies that support liveability in the region<br><br>• The capacity of our libraries to support emergency response and recovery activities in high risk communities<br><br>• Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member Councils |

## Related CCL Strategic Plans

• *Facilities Development Plan 2018-2022*
• *Member Council Municipal Public Health and Wellbeing Plan(s)*
• Take 2 Sustainability Pledge Program Commitments

# 4. Literacies

Encourage reading and lifelong learning.

| Strategies | Targets and Indicators |
|---|---|
| 4.1 Deliver programs and activities that support literacy and lifelong learning | • Number of programs devoted to encouraging literacy and lifelong learning<br><br>• Attendance at programs and activities |
| 4.2 Ensure collection is accessible and well used | • CCL items are free and accessible to our members<br><br>• Swift items are free and accessible to our members<br><br>• Our collection exceeds key statewide benchmarks for currency and usage |
| 4.3 Host events and performances that inspire creativity | • The number of people who attend creative events and performances at CCL |
| 4.4 Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning | • Establishment of STEAM related programs and activities in every branch every day of the school week |

**Related CCL Strategic Plans**

• *Children and Youth Strategy 2017 - 2020*
• *Member Council Municipal Public Health and Wellbeing Plan(s)*
• *Collection Development Plan 2018*

# 5. Organisational Performance

Build an outstanding and innovative organisation.

| Strategies | Targets and Indicators |
|---|---|
| 5.1 Embrace CCL values in everything we do | • CCL staff share belief in the value of the services we provide and the communities we support<br><br>• CCL staff take calculated risks and embrace opportunities for growth<br><br>• Staff engagement survey(s) show increased understanding and support of CCL values |
| 5.2 Create a people focused organisation that is quick to embrace new ways of doing things | • Delivery and expansion of the CCL Living Leadership Program<br><br>• Adoption of new services and strategies that support best practice<br><br>• New revenue streams established though partnerships with external agencies, individual donors and corporate sponsors |
| 5.3 Compliance with statutory and funding requirements | • Review our Library Plan on an annual basis and undertake major renewal in 2021<br><br>• All our activities are governed by sound financial and business management principles<br><br>• Annual Budget comes within +/- 5% projections<br><br>• Renewal of business systems including Employee Records Management System<br><br>• Development and delivery of Occupational Health and Safety Management System |

**Related CCL Strategic Plans**

• *Workforce Development Plan 2017 – 2021*
• *Risk Management Plan 2017 - 2018*
• *Budget 2018 – 2019*

Casey Cardinia Libraries

# Key Performance Indicators

- Development and delivery of the CCL Library Plan 2018 – 2022 and associated plans and policies
- Development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL complies with statutory and funding requirements

## Measures

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

- Net Promoter Score (happy customers)
- Statewide Customer Satisfaction Surveys
- Sustainable financial position (books balance)
- Investment attracted for new libraries, services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework

# Our Key Measures

| Measure | CCL Actual 2016/17 | CCL Target 2017/18 | CCL Target 2018/19 | CCL Target 2019/20 | CCL Target 2020/21 |
|---|---|---|---|---|---|
| Visits – physical | 1,166,640 | 1.3 mil | 1.4 mil | 1.45 mil | 1.50 mil |
| Visits – virtual | 879,885 | 942,000 | 975,000 | 1.01 mil | 1.06 mil |
| Number of programs and events | 2,547 | 2,500 | 2,500 | 2,500 | 2,500 |
| Program and events attendance | 74,938 | 80,000 | 85,000 | 95,000 | 100,000 |
| Loans (total physical and digital) | 2,553,057 | 2.50 mil | 2.55 mil | 2.55 mil | 2.55 mil |
| Utilisation of Technology (internet, Wi-Fi, specialist PCs) | 339,885 | 400,000 | 450,000 | 500,000 | 525,000 |
| Net Promoter Score (Community Survey) | 59 | 63 | 65 | 65 | 65 |

# Statewide Measures

| Measure | CCL Actual 2016/17 | Statewide Average 2016/17 | CCL Actual 2017/18 | CCL Target 2018/19 | CCL Target 2019/20 | CCL Target 2020/21 |
|---|---|---|---|---|---|---|
| Turnover rate – physical items | 7.0 | 4.9 | 7.0 | 7.1 | 7.2 | 7.3 |
| Turnover rate – digital items | 10.3 | 3.8 | 13.0 | 14.0 | 15.0 | 15.0 |
| Physical quality of library collection (age of collection - less than 5 years) | 68.3% | 62% | 69% | 70% | 70% | 70% |
| Cost of library service per capita | $25.13 | $44.13 | $27.08 | $26.75 | $27.50 | $28.50 |
| Active Library Members | 10.4% | 17% | 11% | 11% | 11% | 11% |
| Overall Customer Satisfaction (Statewide benchmarking survey) | N/A | 8.54 | 8.7 | N/A | 8.8 | N/A |

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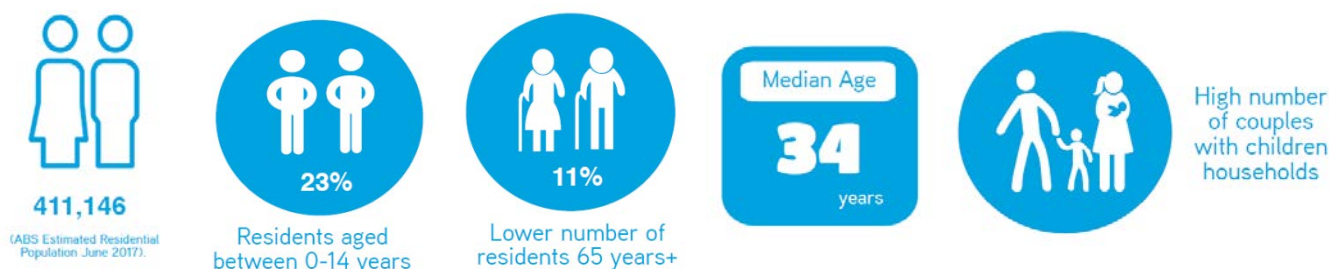*Local Government Reporting Framework measures go to City of Casey or Cardinia Shire websites*
*Key Performance Indicators can be sourced from the Annual Survey of Public Libraries*
*Australian Library and Information Association (ALIA) Guidelines, Standards and Outcome Measures for Australian Public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

Casey Cardinia Libraries

# Our Community - A Snapshot

In 1996, Casey Cardinia region had a population of 188,488. The latest Australian Bureau of Statistics report shows the population has increased to 411,1146 with significant residential development across the region's 1,690 square kilometres. *(Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, July 2017)*.

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

**411,146**
(ABS Estimated Residential Population June 2017).

**23%** Residents aged between 0-14 years

**11%** Lower number of residents 65 years+

Median Age **34** years

High number of couples with children households

Casey Cardinia lies in the traditional lands of the Wurundjeri and Boon Wurrung peoples. Indigenous people from many different places live in the region.

## Our Libraries and Area

1. Endeavour Hills
2. Doveton
3. Bunjil Place
4. Hampton Park
5. Cranbourne
6. Emerald
7. Pakenham

Mobile Library to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, KooWeeRup, Lang Lang, Maryknoll, NarNarGoon, Tynong and Upper Beaconsfield

Casey

Cardinia

**1,690 sq km**

Casey Cardinia region has more couples-with- children households (45.1%) and single parent households (11.8%) than the Melbourne average. Nearly 55% of residents are families with children. There is also a higher percentage of residents providing unpaid childcare.

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 8,500 Afghan-born people live in Casey; this is nearly half of all Afghan-born people in Victoria.

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

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

### Employment

Over 94% of our residents are employed, over half (62%) are full-time

### Education
**69%**

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

## Diversity

30% of households speak a language other than English in the home.

5% of the Victorian Indigenous population live in our community.

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

### Vehicle Ownership

Over 90% of households own at least one

### Transport to Work

Approximately 70% use a car

Excessive commuting impacts on leisure and family time as well as stress levels.

## Location of work

Live in the area, but work outside the area

**Casey 72%**

**Cardinia 65%**

Casey Cardinia Libraries

Time is a precious resource in our community. More than 94% of residents (15 years+) are employed. Approximately 70% of working people from Casey and Cardinia leave the region to work every day *(Casey Cardinia Economic Devlopment Strategy 2016-17)*. On average, residents spend over 300 hours (close to two weeks per annum) travelling to work *(Southern Melbourne Regional Development Australia 2011)*.Family and domestic violence occurs across all social and economic classes, religions, location and cultural backgrounds. Victims can be anyone, men, women and children. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria *(Crime Statistics Agency, Family incidents, 2012-2016)*. City of Casey and Cardinia Shire are both strong advocates for the prevention of family violence.



*'How do you feel when you enter one of Casey Cardinia Libraries?'*

**E**xcited by the facilities and programs offered, something for everyone! Accessible and community focused

*Female aged 45-54, Pakenham Library – CCL 2018 Community Survey*

Casey Cardinia Libraries

# Listening and Learning

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

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

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

**This plan is informed by:**

- A biannual Online Community Survey
- In depth interviews with community groups and individuals
- CCL Annual All Staff Planning Workshop(s)
- Annual Internal Organisational Health Check
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, Public Libraries Victoria Network, State Library Victoria and Council Plans
- Victorian Public Libraries 2030 Strategic framework
- Australian Public Library Guidelines Standards and Outcome Measures 2016
- Australian libraries support the Sustainable Development Goals.

## Key findings from our recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- New libraries provoke a strong range of responses – some people like change, some don't.
- Community requested programs including adult education, kids programs, new book events, more STEAM programs for kids (especially pre-schoolers), book clubs and author events
- Books are really important, and a lot of the people come to the library to read.
- The library is used for many activities, quiet reading and studying and working, as well as attendance to our programs or utilise our facilities.
- The range of purposes and use indicates tension and challenges around noise levels and space. There is an identified need for quiet spaces with suggestions including quiet times.
- Community members commented about the differences between branches, in terms of the look and feel.
- Ongoing community feedback indicates that CCL needs to continue to make our libraries more accessible.
- Our library users want light, friendly, inviting and comfortable furniture, attractive spaces.
- There was strong consistent feedback on our friendly and approachable staff. People feel they can ask for help and value the opportunity to engage with library staff.
- The overall Net Promoter Score (NPS) for CCL was 60. While a benchmark NPS score for public libraries is not available, the result indicates that our users are incredibly supportive of the service. 67% of respondents were 'highly likely' to recommend the service to a friend, and a further 27% were 'likely' to recommend. This is an exceptional response. It suggests that those that use our libraries love us.
- We still have work to do educating library users around full range of our services we offer.

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

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

For more information on Casey
Cardinia Libraries visit

ccl.vic.gov.au

 @CaseyCardiniaLibraries

 @CasCarLibraries

| CC14/2018 | DRAFT STRATEGIC RESOURCE PLAN |
|---|---|

*Report prepared by Chris Buckingham and Marjorie Crompton*

## Purpose

To present the Board with the four-year draft Strategic Resource Plan 2018-22 for endorsement.

*CCL Library Plan reference – 5.3*

## Discussion

The Strategic Resource Plan 2018 – 22 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the Library Plan 2018 – 22.

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### *RECOMMENDATIONS*

1.  That the Board endorse Strategic Resource Plan 2018 - 22.
2.  That CCL forward the Library Plan 2018 – 2022 including the Strategic Resource Plan 2018 - 22 to the member Councils for adoption.

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

DRAFT

# Strategic Resource Plan
# 2018 – 2022

April, 2018

# Contents

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

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# 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

# 1.0 Executive Summary

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

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

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

| | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| City of Casey | 5,818,105 | 5,949,012 | 6,082,865 | 6,219,730 |
| | 52.62% | 52.53% | 52.61% | 52.57% |
| Cardinia Shire | 1,968,055 | 2,012,336 | 2,057,614 | 2,103,910 |
| | 17.80% | 17.77% | 17.80% | 17.78% |
| State Government | 2,724,315 | 2,833,288 | 2,946,619 | 3,064,484 |
| | 24.64% | 25.02% | 25.48% | 25.90% |
| CCL - Operations | 547,200 | 530,570 | 475,145 | 443,511 |
| | 4.95% | 4.68% | 4.11% | 3.75% |
| Total Income | 11,057,675 | 11,325,206 | 11,562,243 | 11,831,635 |

| | 2018-19 | | 2019-20 | | 2020-21 | | 2021-22 | |
|---|---|---|---|---|---|---|---|---|
| Employee Costs | 8,078,703 | 72% | 8,280,453 | 74% | 8,395,572 | 75% | 8,647,997 | 77% |
| IT & Communications | 575,800 | 5% | 590,230 | 5% | 605,030 | 5% | 620,200 | 6% |
| Promotions & Marketing | 100,000 | 1% | 80,000 | 1% | 81,200 | 1% | 82,420 | 1% |
| Administration | 684,300 | 6% | 625,975 | 6% | 623,583 | 6% | 640,497 | 6% |
| Library Material | 1,407,000 | 13% | 1,435,100 | 13% | 1,463,835 | 13% | 1,493,150 | 13% |
| Furniture & Equipment | 335,000 | 3% | 215,000 | 2% | 305,000 | 3% | 230,000 | 2% |
| Total Expenditure | 11,180,803 | | 11,226,758 | | 11,474,219 | | 11,714,264 | |

## 2.0 Financial Statements 2018–2022

| Comprehensive Income Statement For the Years ending June 2018-2022 | | | | | |
|---|---|---|---|---|---|
| | Note | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
| **Revenue** | | | | | |
| Council Contributions | 1 | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| State Government Grants | 2 | 2,724,315 | 2,833,288 | 2,946,619 | 3,064,484 |
| CFC Grant Funding | | 162,000 | 148,735 | 0 | 0 |
| Interest on Investments | | 105,000 | 106,050 | 107,960 | 109,905 |
| Other income | | 280,200 | 275,785 | 367,185 | 333,606 |
| Total Income | | 11,057,675 | 11,325,206 | 11,562,243 | 11,831,635 |
| | | | | | |
| **Expenditure** | | | | | |
| Employee Costs | 3 | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,997 |
| CFC Expenditure | | 28,800 | 18,800 | 0 | 0 |
| IT & Communications | 4 | 575,800 | 590,230 | 605,030 | 620,200 |
| Library Materials | 5 | 311,000 | 317,180 | 323,530 | 330,015 |
| Promotions & Marketing | | 100,000 | 80,000 | 81,200 | 82,420 |
| Administration | | 655,500 | 607,175 | 623,583 | 640,497 |
| Depreciation | | 1,450,500 | 1,479,500 | 1,509,100 | 1,539,200 |
| Total Expenditure | | 11,200,303 | 11,373,338 | 11,538,014 | 11,860,329 |
| | | | | | |
| Net Gain(loss) disposal of plant & Equipment | | 0 | 0 | -9,500 | 0 |
| | | | | | |
| Total comprehensive result | | -142,628 | -48,132 | 14,729 | -28,694 |

# Balance Sheet
## As at June 2018-2022

| | Budget 2018-19 $ | Forecast Est 2019-20 $ | Forecast Est 2020-21 $ | Forecast Est 2021-22 $ |
|---|---|---|---|---|
| **ASSETS** | | | | |
| **Current Assets** | | | | |
| Cash Asset | 80,000 | 70,000 | 74,000 | 70,000 |
| Financial Assets | 2,873,149 | 2,845,397 | 2,748,221 | 2,673,391 |
| Receivables | 11,000 | 0 | 0 | 0 |
| | 2,964,149 | 2,915,397 | 2,822,221 | 2,743,391 |
| **Non-Current Assets** | | | | |
| Fixed Assets | 4,462,788 | 4,507,416 | 4,552,490 | 4,598,015 |
| | | | | |
| TOTAL ASSETS | 7,426,937 | 7,422,813 | 7,374,711 | 7,341,406 |
| **LIABILITIES** | | | | |
| **Current Liabilities** | | | | |
| Payables | 450,500 | 475,000 | 496,500 | 505,000 |
| Employee Entitlements | 1,410,200 | 1,445,500 | 1,474,400 | 1,503,900 |
| | 1,860,700 | 1,920,500 | 1,970,900 | 2,008,900 |
| **Non-Current Liabilities** | | | | |
| Employee Entitlements | 24,400 | 25,000 | 25,600 | 26,250 |
| **TOTAL LIABILITIES** | 1,885,100 | 1,945,500 | 1,996,500 | 2,035,150 |
| | | | | |
| **NET ASSETS** | 5,541,837 | 5,477,313 | 5,378,211 | 5,306,256 |
| | | | | |
| **EQUITY** | | | | |
| Members Contribution on Formation | 2,051,239 | 2,051,239 | 2,051,239 | 2,051,240 |
| Accumulated Surplus | 3,490,598 | 3,426,074 | 3,326,972 | 3,255,016 |
| **TOTAL EQUITY** | 5,541,837 | 5,477,313 | 5,378,211 | 5,306,256 |

## Statement of Change in Equity
## As at June 2018- 2022

| | Total | Accumulated Surplus (deficit) | Member Contribution on Formation |
|---|---|---|---|
| **2018** | | | |
| Bal at the beginning of the financial year | 5,989,366 | | 2,051,239 |
| Comprehensive result | -190,730 | 3,747,397 | |
| **Balance at end of financial year** | 5,798,636 | 3,747,397 | 2,051,239 |
| | | | |
| **2019** | | | |
| Bal at the beginning of the financial year | 5,798,636 | | 2,051,239 |
| Comprehensive result | -142,628 | 3,604,769 | |
| **Balance at end of financial year** | 5,656,008 | 3,604,769 | 2,051,239 |
| | | | |
| **2020** | | | |
| Bal at the beginning of the financial year | 5,656,008 | | 2,051,239 |
| Comprehensive result | -48,132 | 3,556,637 | |
| **Balance at end of financial year** | 5,607,876 | 3,556,637 | 2,051,239 |
| | | | |
| **2021** | | | |
| Bal at the beginning of the financial year | 5,607,876 | | 2,051,239 |
| Comprehensive result | 14,729 | 3,571,366 | |
| **Balance at end of financial year** | 5,622,605 | 3,571,366 | 2,051,239 |
| | | | |
| **2022** | | | |
| Bal at the beginning of the financial year | 5,622,605 | | 2,051,239 |
| Comprehensive result | -28,694 | 3,542,671 | |
| **Balance at end of financial year** | 5,593,910 | 3,542,671 | 2,051,239 |

## Statement of Capital Works
### For the Years ending June 2018-2022

| | Note | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|---|
| **Capital Expenditure** | | | | | |
| Library Material | 5 | 1,096,000 | 1,117,920 | 1,140,305 | 1,163,135 |
| Motor Vehicles | | 0 | 0 | 75,000 | 0 |
| Furniture & Equipment | | 335,000 | 215,000 | 230,000 | 230,000 |
| | | 1,431,000 | 1,332,920 | 1,445,305 | 1,393,135 |

## Statement of Human Resources
### For the four years ending June 2022

| | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Staff Expenditure | | | | |
| Employee costs - Operating | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,998 |
| **Total Staff Expenditure** | 8,078,703 | **8,280,453** | **8,395,572** | **8,647,998** |
| | EFT | EFT | EFT | EFT |
| Staff Numbers | 90.00 | 89.98 | 89.98 | 89.98 |
| Permanent full time | 29 | 30 | 30 | 30 |
| Permanent part time | 123 | 123 | 123 | 123 |

## Statement of Cash Flows
## Year ended June 30, 2018-2022

|  | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
|  | $ | $ | $ | $ |
| **Cash Flow from Operating Activities** |  |  |  |  |
| **Income from:** |  |  |  |  |
| Council Contributions | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| Government Grants | 2,724,315 | 2,833,288 | 2,946,619 | 3,064,484 |
| Interest Income | 105,000 | 106,050 | 107,960 | 109,905 |
| Overdue Fines | 50,000 | 0 | 0 | 0 |
| Other Income | 335,200 | 293,320 | 145,985 | 147,406 |
|  | 11,000,675 | 11,194,006 | 11,341,043 | 11,645,435 |
| **Payments for:** |  |  |  |  |
| Employee Costs | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,997 |
| Library Materials | 311,000 | 317,180 | 323,530 | 330,015 |
| Computer Services | 575,800 | 590,230 | 605,030 | 620,200 |
| Other Costs | 784,300 | 705,975 | 704,783 | 722,917 |
|  | 9,749,803 | 9,893,838 | 10,028,914 | 10,321,129 |
|  |  |  |  |  |
| Net Cash Inflow from Operating Activities | 1,250,872 | 1,300,168 | 1,312,129 | 1,324,306 |
| **Cash Flow from Investing Activities** |  |  |  |  |
| **Payments for:** |  |  |  |  |
| Proceeds for sale of Plant & Equipment | 0 | 0 | 40,000 | 0 |
| Payment for Books, Furniture, Plant & Equipment | -1,431,000 | -1,337,920 | -1,445,305 | -1,403,135 |
| **Net Cash (Outflow) from Investing Activities** | -1,431,000 | -1,337,920 | -1,405,305 | -1,403,135 |
|  |  |  |  |  |
| Net Increase/Decrease in Cash | -180,128 | -37,752 | -93,176 | -78,829 |
| Cash at the beginning of the year | 3,133,277 | 2,953,149 | 2,915,397 | 2,822,221 |
| **Cash Held at End of Year** | 2,953,149 | 2,915,397 | 2,822,221 | 2,743,391 |

# 3.0 Notes to the Strategic Resource Plan Financial report June 2018-2022

## 1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement.  The latest available ABS Population figures are estimates as at June 2016. *(ABS figures released 30 March 2017)*.

| Contribution Allocation | Casey | Cardinia |
|---|---|---|
| Population | 76.0% | 24.0% |
| Usage | 70.9% | 29.1% |
| Average | 73.5% | 26.5% |

| Population | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| City of Casey | 316,233 | 328,882 | 342,038 | 355,719 |
| Cardinia Shire | 99,831 | 103,824 | 107,977 | 112,296 |
| | 416,064 | 432,707 | 450,015 | 468,015 |

| Councils Contribution | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Councils Contribution | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| Average Contrib per Capita | $18.71 | $18.40 | $18.09 | $17.78 |

## 2      State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality.  The current agreement expires July 31, 2018.  The state funding is primarily calculated on population.

| State Funding | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| State Funding | 2,724,315 | 2,833,288 | 2,946,619 | 3,064,484 |
| Average Contrib per Capita | $6.55 | $6.55 | $6.55 | $6.55 |

## 3      Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs.  Increases allow for banding adjustments and scheduled increases.  The current Enterprise Agreement expires in November 2019.

Additional staffing has been budgeted for the opening of Bunjil Library in 2017.  In 2018 the staffing EFT has been reduced taking into account planned improvements in equipment and work practices.

| Human Resources | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Employee Costs | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,998 |
| Total Staffing EFT | 90 | 89.98 | 89.98 | 89.98 |
| | | | | |
| % of total expenditure | 82.86% | 83.69% | 83.71% | 83.79% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | $19.42 | $19.14 | $18.66 | $18.48 |

# 4 Information & Communications Technology (ICT)

The Integrated Library Management System (ILMS) used by CCL is through its membership with the Swift Library Consortium is up for tender mid-2018.

The development of the ICT road map will inform investment in new the products and platforms used by CCL over the life of the Library Plan.

| Information & Communications Technology (ICT) | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Telecommunications | 32,300 | 33,140 | 34,005 | 34,890 |
| Data Communications | 240,000 | 246,000 | 252,150 | 258,455 |
| ILMS | 220,000 | 225,500 | 231,140 | 236,920 |
| Computer Software & Support | 83,500 | 85,590 | 87,735 | 89,935 |
| **Total ICT** | **575,800** | **590,230** | **605,030** | **620,200** |
| | | | | |
| % of total expenditure | 5.91% | 5.97% | 6.03% | 6.01% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | $1.38 | $1.36 | $1.34 | $1.33 |

# 5 Library Resources and Materials

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

| Library Resources | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|---|---|---|---|
| Non-Capital | 311,000 | 317,180 | 323,530 | 330,015 |
| Capital | 1,096,000 | 1,117,920 | 1,140,305 | 1,163,135 |
| **Total Library Resources** | **1,407,000** | **1,435,100** | **1,463,835** | **1,493,150** |
| | | | | |
| % of total expenditure | 14.43% | 14.50% | 14.60% | 14.47% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | $3.38 | $3.32 | $3.25 | $3.19 |

# 4.0 Member Council Contributions 2018-22

| Contribution Allocation | 2018-19 | | | 2019-20 | | | 2020-21 | | | 2021-22 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total | Casey | Cardinia | Total | Casey | Cardinia | Total | Casey | Cardinia | Total | Casey | Cardinia |
| **Income** | | | | | | | | | | | | |
| Capital Replacement Reserves | 285,000 | 209,350 | 75,650 | 235,000 | 172,650 | 62,350 | 240,000 | 171,450 | 68,550 | 240,000 | 172,750 | 67,250 |
| Operations Income | 385,200 | 282,950 | 102,250 | 219,585 | 161,300 | 58,285 | 290,985 | 214,550 | 76,435 | 277,406 | 205,250 | 72,156 |
| Interest on Investments | 105,000 | 77,125 | 27,875 | 106,050 | 77,895 | 28,155 | 107,000 | 78,595 | 28,405 | 107,000 | 78,595 | 28,405 |
| CFC funding | 148,735 | 74,785 | 73,950 | - | - | - | - | - | - | - | - | - |
| Sub Total | 923,935 | 644,210 | 279,725 | 560,635 | 411,845 | 148,790 | 637,985 | 464,595 | 173,390 | 624,406 | 456,595 | 167,811 |
| **State Government Funding** | | | | | | | | | | | | |
| Premiers Reading Challenge | 57,000 | 41,870 | 15,130 | 58,140 | 42,705 | 15,435 | 59,300 | 43,560 | 15,740 | 56,200 | 41,280 | 14,920 |
| State Subsidy | 2,597,300 | 1,920,820 | 676,480 | 2,701,192 | 1,984,030 | 717,162 | 2,809,240 | 2,063,390 | 745,850 | 2,921,600 | 2,145,920 | 775,680 |
| Local Priorities | 127,015 | 93,295 | 33,720 | 132,096 | 97,025 | 35,071 | 137,379 | 100,910 | 36,469 | 142,875 | 104,945 | 37,930 |
| Total State Funding | 2,781,315 | 2,055,985 | 725,330 | 2,891,428 | 2,123,760 | 767,668 | 3,005,919 | 2,207,860 | 798,059 | 3,120,675 | 2,292,145 | 828,530 |
| **Expenditure** | | | | | | | | | | | | |
| Employee Costs | 7,517,058 | 5,579,845 | 1,937,213 | 8,343,703 | 6,138,015 | 2,205,688 | 8,552,394 | 6,291,300 | 2,261,094 | 8,790,924 | 6,466,500 | 2,324,424 |
| IT & Communications | 575,800 | 422,930 | 152,870 | 716,590 | 526,340 | 190,250 | 734,550 | 539,530 | 195,020 | 782,960 | 575,090 | 207,870 |
| Library Materials | 311,000 | 236,380 | 74,620 | 317,180 | 241,080 | 76,100 | 343,530 | 261,105 | 82,425 | 343,015 | 260,715 | 82,300 |
| Promotions & Marketing | 100,000 | 76,010 | 23,990 | 80,000 | 60,805 | 19,195 | 81,200 | 61,720 | 19,480 | 85,000 | 64,605 | 20,395 |
| Berwick Mechanics Institute | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 |
| Administration | 527,702 | 369,175 | 158,527 | 615,225 | 451,885 | 163,340 | 604,760 | 444,200 | 160,560 | 620,070 | 455,445 | 164,625 |
| | 9,565,895 | 7,069,305 | 2,496,590 | 10,074,698 | 7,420,125 | 2,654,573 | 10,318,434 | 7,599,855 | 2,718,579 | 10,623,969 | 7,824,355 | 2,799,614 |
| **Capital Expenditure** | | | | | | | | | | | | |
| Library Material | 1,096,000 | 805,015 | 290,985 | 1,117,920 | 821,115 | 296,805 | 1,140,305 | 837,560 | 302,745 | 1,163,135 | 854,325 | 308,810 |
| Motor Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 75,000 | 55,090 | 19,910 | 0 | 0 | 0 |
| Furniture & Equipment | 335,000 | 246,060 | 88,940 | 220,000 | 161,595 | 58,405 | 230,000 | 168,940 | 61,060 | 240,000 | 176,285 | 63,715 |
| | 1,431,000 | 1,051,075 | 379,925 | 1,337,920 | 982,710 | 355,210 | 1,445,305 | 1,061,590 | 383,715 | 1,403,135 | 1,030,610 | 372,525 |
| Total Expenses Core Library Service | 10,996,895 | 8,120,380 | 2,876,515 | 11,412,618 | 8,402,835 | 3,009,783 | 11,763,739 | 8,661,445 | 3,102,294 | 12,027,104 | 8,854,965 | 3,172,139 |
| **Annual CCL Operating Budget** | | | | | | | | | | | | |
| Population (ABS June 2016) | 416,064 | 316,233 | 99,831 | 432,707 | 328,882 | 103,824 | 450,015 | 342,038 | 107,977 | 468,015 | 355,719 | 112,296 |
| Core Council Contribution | 7,291,645 | 5,420,185 | 1,871,460 | 7,960,555 | 5,867,230 | 2,093,325 | 8,119,835 | 5,988,990 | 2,130,845 | 8,282,023 | 6,106,225 | 2,175,798 |
| Bunjil Library | 494,515 | 397,920 | 96,595 | | | | | | | | | |
| | 7,786,160 | 5,818,105 | 1,968,055 | 7,960,555 | 5,867,230 | 2,093,325 | 8,119,835 | 5,988,990 | 2,130,845 | 8,282,023 | 6,106,225 | 2,175,798 |
| Council Cont Prev Yr | 7,614,900 | 5,741,275 | 1,873,625 | 7,786,160 | 5,818,105 | 1,968,055 | 7,960,555 | 5,867,230 | 2,093,325 | 8,119,835 | 5,988,990 | 2,130,845 |
| **Council Cont** | 7,786,160 | 5,818,105 | 1,968,055 | 7,960,555 | 5,867,230 | 2,093,325 | 8,119,835 | 5,988,990 | 2,130,845 | 8,282,023 | 6,106,225 | 2,175,798 |
| Council Contribution | 2.25% | 1.34% | 5.04% | 2.24% | 0.84% | 6.37% | 2.00% | 2.08% | 1.79% | 2.00% | 1.96% | 2.11% |

## 5.0   Non-Financial Resources

Library buildings and the mobile library are owned and maintained by individual Councils.

There are five service points in the City of Casey:
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Bunjil Library

There are three service points operating in Cardinia Shire:
- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
Fax: 5996 2533
ccl.vic.gov.au
@CaseyCardiniaLibraries
@CasCarLibraries

## CC15/2018        LIBRARY BUDGET 2018-2019

*Report prepared by Chris Buckingham and Marjorie Crompton*

### Purpose
To present the Library Budget 2018-19 financial year for endorsement by the Board.

*CCL Library Plan reference - 5.3*

### Discussion
The Library Budget 2018-19 has been prepared following consideration and comments from the CCL management team, consultation with the Board and key stakeholders from Member Councils.

The budget uses the following estimates as a basis for the budget calculations for 2018-19:

| | |
|---|---|
| Population increases | +4.0% |
| Employees costs | +2.5% |
| Loans | +2.0% |
| State Government funding | +4.0% |
| Member Council funding | +2.25% |

The following table provides a comparison between State and Council contributions:

| Cost of Library Service per capita | Total | State | Municipal |
|---|---|---|---|
| CCL Budget 2017-18 | $27.21 | $6.021 | $17.88 |
| **CCL Draft Budget. 2018-19** | **$25.26** | **$6.55** | **$18.71** |
| **Member Council core contributions per capita** | Total | Casey | Cardinia |
| Council contributions Budget 2017-18 | $18.29 | $17.72 | $20.09 |
| **Council contributions Draft est. 2018-19** | **$18.71** | **$18.40** | **$19.71** |

| Summary: | Total | Casey | Cardinia |
|---|---|---|---|
| **Core Funding** | | | |
| Core Funding 2018-19 (excl BPL) | 7,291,645 | 5,420,185 | 1,871,460 |
| Core Funding 2017-18 (Excl BPL) | 7,152,205 | 5,278,580 | 1,873,625 |
| | **1.9%** | **2.7%** | **-0.1%** |
| **Bunjil Library** | | | |
| Bunjil Place Library 2018-19 (3 mths) | 123,630 | 123,630 | 0 |
| Bunjil Place Library 2018-19 (9 mths) | 370,885 | 274,290 | 96,595 |
| Total | 494,515 | 397,920 | 96,595 |
| Bunjil Library 2017-18 | | | |
| Bunjil Place Library (9 months) | 462,695 | 462,695 | |
| **Total** | | | |
| Total Funding 2018-19 | 7,786,160 | 5,818,105 | 1,968,055 |
| Total Funding 2017-18 | 7,614,900 | 5,741,275 | 1,873,625 |
| | 2.25% | 1.34% | 5.04% |

The draft budget 2018 – 19 proposes the following member Council core contributions:

- The estimated core contribution for the two Councils is **$7,786,160** representing **2.25%** increase.
- Bunjil Place Library 3 months (City Casey) $123,630
- Bunjil Place Library 9 months share contribution $370,885
- Overall increase from 2017-18 to 2018-19 is **2.25%**.

## 2018-19 Draft Budget

### Staffing:
2017-18 budget:

|  | EFT |
|---|---|
| Core Staffing | 79.9 |
| New position (Marketing Manager) | 0.8 |
| New positions in ICT created after expiry of Lan Consulting contract | 1.6 |
| Additional staffing Bunjil Library (nine months) | 5.6 |
| Trainee positions | 2.7 |
| Trial opening Doveton (Wednesday Oct 17 – Mar 18) | 0.5 |
| Trial opening Pakenham (Friday evenings Oct 17 – Mar 18) | 0.2 |
| **Total** | **88.6** |

### Proposed staffing 2018-19

|  | EFT |
|---|---|
| Core Staffing | 82.6 |
| Additional staffing Bunjil Library (12 mths) | 5.6 |
| Doveton opening Wednesdays (12 mths) | 0.5 |
| Trainee positions (12mths) | 1.3 |
| **Total** | **90.0** |

The draft budget 2018-19 as presented has been prepared within rate capping of 2.25%. The additional increase is for the operation and additional opening hours for the Bunjil Place Library.

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### *RECOMMENDATIONS*
1. That the Board endorse the Library Budget 2018-19
2. That CCL Budget 2018-19 be forwarded to member Councils for approval prior to final adoption by the Board in June 2018.

# Casey Cardinia Libraries

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

## DRAFT

# Budget
# 2018 – 2019

April, 2018

# Contents

# 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

# 1.0    Executive Summary

The 2018-19 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the March 2018 Board meeting.

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

Casey Cardinia Libraries (CCL) is funded City of Casey and Cardinia Shire Council, and the State Government.  It is funded according to the funding formula specified in the 2017 Casey-Cardinia Library Corporation Agreement.  Member Council funding is calculated on population and usage across the region.  The State Government funding is primarily based on population.
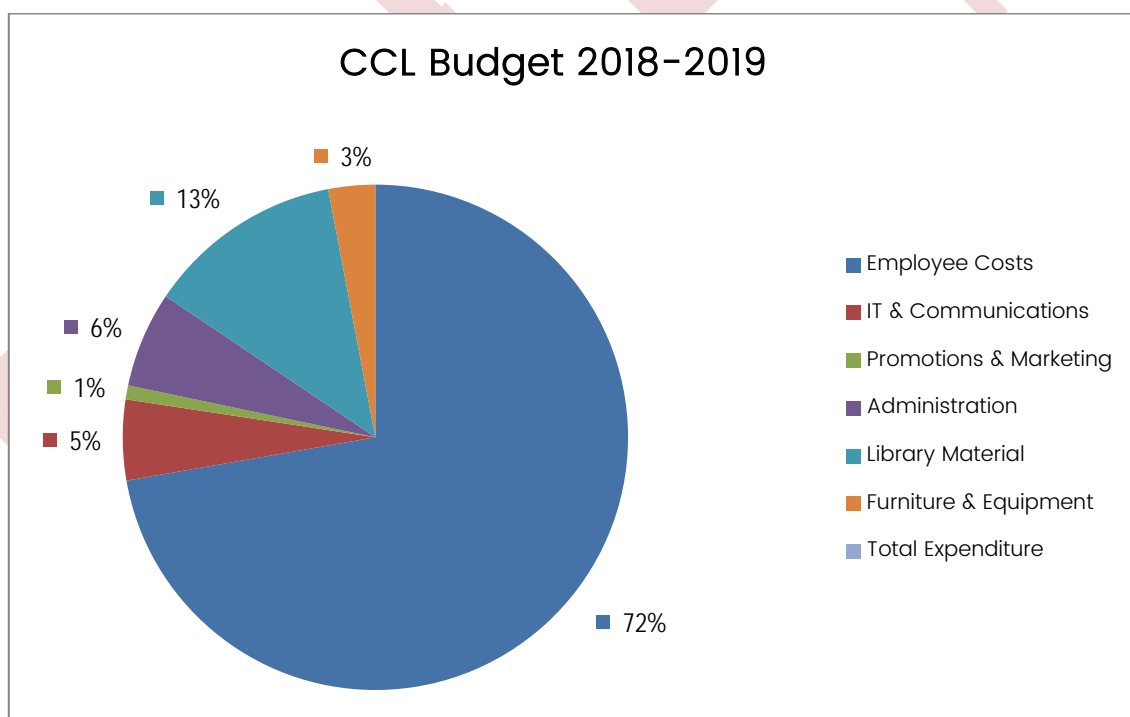
The development of the ICT Road Map will inform investment in a range of new products and platforms.

Operating hours at Doveton and Pakenham were expanded during day light savings on a trial basis.  Doveton will open on Wednesdays from 1.30pm until 8.00pm and Pakenham will extend opening hours on Fridays to 8.00pm. After the trial period, an analysis was undertaken to determine whether the additional hours were viable to continue or not.  Doveton Library will continue to open to the community on Wednesday's 1.30pm -8.00pm after a successful trial and community usage.

## Income

| | Total Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| City of Casey | 5,741,275 | 5,818,105 |
| | *53.99%* | *52.62%* |
| Cardinia Shire | 1,873,625 | 1,968,055 |
| | *17.62%* | *17.80%* |
| State Government | 2,487,785 | 2,724,315 |
| | *23.40%* | *24.64%* |
| CCL - Operations | 530,600 | 547,200 |
| | *4.99%* | *4.95%* |
| Total Income | 10,633,285 | 11,057,675 |

## Expenditure



CCL Budget 2018-2019

- Employee Costs — 72%
- IT & Communications — 5%
- Promotions & Marketing — 1%
- Administration — 6%
- Library Material — 13%
- Furniture & Equipment — 3%
- Total Expenditure

## 2.0   Budgeted Financial Statements 2018–19

| Comprehensive Income Statement For the Years ending June 2018-2019 | | | |
|---|---|---|---|
| | Note | Total Budget 2017–18 | Budget 2018–19 |
| **Revenue** | | | |
| Council Contributions | 1 | 7,614,900 | 7,786,160 |
| State Government Grants | 2 | 2,482,785 | 2,724,315 |
| CFC Grant Funding | | 146,670 | 162,000 |
| Interest on Investments | | 105,000 | 105,000 |
| Other income | | 283,930 | 280,200 |
| Total Income | | 10,633,285 | 11,057,675 |
| | | | |
| **Expenditure** | | | |
| Employee Costs | 3 | 7,715,835 | 8,078,703 |
| CFC Expenditure | | 19,170 | 28,800 |
| IT & Communications | 4 | 697,700 | 575,800 |
| Library Materials | 5 | 246,150 | 311,000 |
| Promotions & Marketing | | 100,000 | 100,000 |
| Administration | | 636,800 | 655,500 |
| Depreciation | | 1,408,360 | 1,450,500 |
| Total Expenditure | | 10,824,015 | 11,200,303 |
| | | | |
| Net Gain (loss) disposal of plant & Equipment | | 0 | 0 |
| | | | |
| Total comprehensive result | | –190,730 | –142,628 |

| Balance Sheet As at June 2018-2019 | | | |
|---|---|---|---|
| | Note | Total Budget 2017-18 | Budget 2018-19 |
| ASSETS | | $ | $ |
| **Current Assets** | | | |
| Cash Asset | | 76,800 | 80,000 |
| Financial Assets | | 2,811,412 | 2,873,149 |
| Receivables | | 0 | 11,000 |
| | | 2,888,212 | 2,964,149 |
| **Non-Current Assets** | | | |
| Fixed Assets | | 4,705,924 | 4,462,788 |
| TOTAL ASSETS | | 7,594,136 | 7,426,937 |
| LIABILITIES | | | |
| **Current Liabilities** | | | |
| Payables | | 450,500 | 450,500 |
| Employee Entitlements | | 1,319,500 | 1,410,200 |
| | | 1,770,000 | 1,860,700 |
| **Non-Current Liabilities** | | | |
| Employee Entitlements | | 25,500 | 24,400 |
| TOTAL LIABILITIES | | 1,795,500 | 1,885,100 |
| NET ASSETS | | 5,798,636 | 5,541,837 |
| EQUITY | | | |
| Members Contribution on Formation | | 2,051,239 | 2,051,239 |
| Accumulated Surplus | | 3,747,397 | 3,490,598 |
| TOTAL EQUITY | | 5,798,636 | 5,541,837 |

| Statement of Change in Equity As at June 2018- 2022 | | | |
|---|---|---|---|
| | Total | Accumulated Surplus (deficit) | Member Contribution on Formation |
| **2018** Bal at the beginning of the financial year | 5,989,366 | | 2,051,239 |
| Comprehensive result | -190,730 | 3,747,397 | |
| **Balance at end of financial year** | 5,798,636 | 3,747,397 | 2,051,239 |
| | | | |
| **2019** Bal at the beginning of the financial year | 5,798,636 | | 2,051,239 |
| Comprehensive result | -142,628 | 3,604,769 | |
| **Balance at end of financial year** | 5,656,008 | 3,604,769 | 2,051,239 |

| Statement of Capital Works For the Years ending June 2018-2019 | | | |
|---|---|---|---|
| | Note | Total Budget 2017-18 | Budget 2018-19 |
| **Capital Expenditure** Library Material | 5 | 1,133,260 | 1,096,000 |
| Motor Vehicles | | 0 | 0 |
| Furniture & Equipment | | 285,000 | 335,000 |
| | | 1,418,260 | 1,431,000 |

## Statement of Cash Flows
## Year ended June 30, 2018-2019

| | Note | Total Budget 2017-18 | Budget 2018-19 |
|---|---|---|---|
| | | $ | $ |
| **Cash Flow from Operating Activities** | | | |
| **Income from:** | | | |
| Council Contributions | | 7,614,900 | 7,786,160 |
| Government Grants | | 2,482,785 | 2,724,315 |
| Interest Income | | 110,262 | 105,000 |
| Overdue Fines | | 106,330 | 50,000 |
| Other Income | | 324,270 | 335,200 |
| | | 10,638,547 | 11,000,675 |
| **Payments for:** | | | |
| Employee Costs | | 7,732,248 | 8,078,703 |
| Library Materials | | 246,150 | 311,000 |
| Computer Services | | 697,700 | 575,800 |
| Other Costs | | 789,254 | 784,300 |
| | | 9,465,352 | 9,749,803 |
| Net Cash Inflow from Operating Activities | | 1,173,195 | 1,250,872 |
| **Cash Flow from Investing Activities** | | | |
| Payments for: | | | |
| Proceeds for sale of Plant & Equipment | | 0 | 0 |
| Payment for Books, Furniture, Plant & Equipment | | -1,418,260 | -1,431,000 |
| **Net Cash (Outflow) from Investing Activities** | | -1,418,260 | -1,431,000 |
| Net Increase/Decrease in Cash | | -245,065 | -180,128 |
| Cash at the beginning of the year | | 3,133,277 | 3,133,277 |
| **Cash Held at End of Year** | | 2,888,212 | 2,953,149 |
| | | | |

| Statement of Human Resources For the Years ending June 2018-2019 | | | |
|---|---|---|---|
| | | Budget 2017-18 | Budget 2018-19 |
| Staff Expenditure | | | |
| Employee costs - Operating | | 7,715,835 | 8,078,703 |
| **Total Staff Expenditure** | | **7,715,835** | **8,078,703** |
| | | EFT | EFT |
| Staff Numbers | | 77.89 | 90.00 |
| Permanent full time | | 31 | 29 |
| Permanent part time | | 114 | 123 |

## 3.0 Notes to Budgeted Financial Statements year ending June 2018-2019

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2016. *(ABS figures released 30 March 2017)*

| Councils Contribution | Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| Population | 400,063 | 416,064 |
| Councils Contribution | 7,614,900 | 7,786,160 |
| Average Contrib per Capita | $19.03 | $18.71 |

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2017 and expires July 31, 2018. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

| State Funding | Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| Population | 400,063 | 416,064 |
| State Funding | 2,482,785 | 2,724,315 |
| Average Contrib per Capita | $6.21 | $6.55 |

## 3  Staff Resources

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

| Human Resources | Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| Employee Costs | 7,715,835 | 8,078,703 |
| Total Staffing EFT | 87 | 90 |
| | | |
| % of total expenditure | 82.44% | 82.86% |
| Population | 400,063 | 416,064 |
| Expenditure per capita | $19.29 | $19.42 |

## 4  Information & Communications Technology (ICT)

CCL is a member of the Swift Library Consortium which allows access to an Integrated Library Management System (ILMS) at a reduced cost while sharing the development and implementation costs of new technology.  The ILMS is up for tender mid-2018.

The ICT road map currently in development will inform the range of products and platforms used by CCL.

| Information & Communications Technology (ICT) | Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| Telecommunications | 32,700 | 32,300 |
| Data Communications | 249,500 | 240,000 |
| ILMS | 218,000 | 220,000 |
| Computer Software & Support | 197,500 | 83,500 |
| Total ICT | 697,700 | 575,800 |
| | | |
| % of total expenditure | 7.32% | 5.91% |
| Population | 400,063 | 416,064 |
| Expenditure per capita | $1.74 | $1.38 |

# 5    Library Resources and Materials

CCL is re-aligning its collection as it balances ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services.

| Library Resources | Budget 2017-18 | Budget 2018-19 |
|---|---|---|
| Non-Capital | 246,150 | 311,000 |
| Capital | 1,133,260 | 1,096,000 |
| **Total Library Resources** | **1,379,410** | **1,407,000** |
| | | |
| % of total expenditure | 14.46% | 14.43% |
| Population | 400,063 | 416,064 |
| Expenditure per capita | $3.45 | $3.38 |

## 4.0 Member Council Contributions 2017-18

| Contribution Allocation | Total | Casey | Cardinia | Total | Casey | Cardinia |
|---|---|---|---|---|---|---|
| **Income** | 2017-18 | | | 2018-19 | | |
| Capital Replacement Reserves | 250,630 | 177,700 | 72,930 | 285,000 | 209,350 | 75,650 |
| Operations Income | 283,930 | 208,550 | 75,380 | 385,200 | 282,950 | 102,250 |
| Interest on Investments | 105,000 | 77,125 | 27,875 | 105,000 | 77,125 | 27,875 |
| CFC funding | 146,670 | 73,500 | 73,170 | 148,735 | 74,785 | 73,950 |
| Sub Total | 1,248,925 | 999,570 | 249,355 | 923,935 | 644,210 | 279,725 |
| **State Government Funding** | | | | | | |
| Premiers Reading Challenge | 56,200 | 41,280 | 14,920 | 57,000 | 41,870 | 15,130 |
| State Subsidy | 2,305,260 | 1,693,220 | 612,040 | 2,597,300 | 1,920,820 | 676,480 |
| Local Priorities | 121,325 | 89,115 | 32,210 | 127,015 | 93,295 | 33,720 |
| Total State Funding | 2,482,785 | 1,823,615 | 659,170 | 2,781,315 | 2,055,985 | 725,330 |
| **Expenditure** | | | | | | |
| Employee Costs | 7,175,640 | 5,280,075 | 1,895,565 | 7,517,058 | 5,579,845 | 1,937,213 |
| IT & Communications | 697,700 | 512,465 | 185,235 | 575,800 | 422,930 | 152,870 |
| Library Materials | 246,150 | 187,090 | 59,060 | 311,000 | 236,380 | 74,620 |
| Promotions & Marketing | 100,000 | 76,010 | 23,990 | 100,000 | 76,010 | 23,990 |
| Berwick Mechanics Institute | 1,800 | 1,800 | 0 | 2,000 | 2,000 | 0 |
| Administration | 635,000 | 466,410 | 168,590 | 527,702 | 369,175 | 158,527 |
| | 9,465,655 | 7,060,045 | 2,405,610 | 9,565,895 | 7,069,305 | 2,496,590 |
| **Capital Expenditure** | | | | | | |
| Library Material | 1,133,260 | 832,385 | 300,875 | 1,096,000 | 805,015 | 290,985 |
| Motor Vehicles | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Equipment | 285,000 | 209,335 | 75,665 | 335,000 | 246,060 | 88,940 |
| | 1,418,260 | 1,041,720 | 376,540 | 1,431,000 | 1,051,075 | 379,925 |
| Total Expenses Core Library Service | 10,883,915 | 8,101,765 | 2,782,150 | 10,996,895 | 8,120,380 | 2,876,515 |
| **Annual CCL Operating Budget** | | | | | | |
| Population (ABS June 2016) | 400,063 | 304,071 | 95,992 | 416,064 | 316,233 | 99,831 |
| Core Council Contribution | 7,152,205 | 5,278,580 | 1,873,625 | 7,291,645 | 5,420,185 | 1,871,460 |
| Bunjil Library | 462,695 | 462,695 | 0 | 494,515 | 397,920 | 96,595 |
| | 7,614,900 | 5,741,275 | 1,873,625 | 7,786,160 | 5,818,105 | 1,968,055 |
| Council Cont Prev Yr | 7,005,100 | 5,179,175 | 1,825,925 | 7,614,900 | 5,741,275 | 1,873,625 |
| **Council Cont** | 7,152,205 | 5,278,580 | 1,873,625 | 7,786,160 | 5,818,105 | 1,968,055 |
| Council Contribution | 2.10% | 1.92% | 2.61% | 2.25% | 1.34% | 5.04% |

# 5.0  Schedule of Fees and Charges: 2018-19

1.  Replacement membership cards: $3.30 to replace a lost card.

2.  Replacement single disks (from sets):  A standard $17.00 per CD is made for the replacement of each individual damaged or lost CD from any talking book set.

3.  Lost or damaged items: A charge is made to replace the item, based on the retail price. (GST inclusive).  Applications for refund for items valued at more than $10.00 must be accompanied by the receipt.

4.  Computers and Electronic Resources: Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

5.  Photocopying and printing:

| Black & White Photocopying | | Colour Photocopying | | Scanning |
|---|---|---|---|---|
| A4 | 20¢ | A4 | $1.00 | All sizes and colours |
| A3 | 30¢ | A3 | $1.50 | Free per page |

6.  Inter Library Loans:
    Tertiary/ Special and other charging libraries $16.50
    Victorian Public Libraries and other non-charging public libraries $5.00
    Swift Items are free

7.  Other Charges:
    Library Bags (New member Free), Replacement Bags        $   2.00
    Ear Buds                                                $   2.00
    USB Sticks                                              $ 10.00
    Book clubs (per annum)                                  $100.00

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

    Creative Rate: $15.00 per hour
    Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

9.  Local History Reproduction Fees:
    Contact: Local History Officer
    At Cranbourne Library (03) 5990 0150

## Local History Schedule of Reproduction Fees

As the custodian of the Casey-Cardinia Local History Archive, CCL charges a fee for the reproduction of material held in the Local History Archive.  **This fee is not a copyright fee**.  CCL does not hold the copyright for all material in the collection.  It is the responsibility of the user to obtain permission from the copyright owner.   The fees stated below are for the publication of ONE item for ONE specified purpose.  If another use is required, a new application must be made.  A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

| Black & White Photocopying | | Colour Photocopying | | Digital Image | |
|---|---|---|---|---|---|
| A4 | 20¢ | A4 | $1.00 | Hi Resolution | $11.00 |
| A3 | 30¢ | A3 | $1.50 | Low Resolution | $5.50 |

Casey Cardinia Libraries
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OFFICERS' REPORTS

| CC16/2018 | FINANCE |
| --- | --- |
| *Report prepared by Marjorie Crompton* | |

## Purpose
To provide the Board an update of CCL's financial position as at March 31, 2018.

*CCL Library Plan reference – 5.3*

## Discussion
### Income
CCL overall income from operations is 0.6% higher than budget. This is due to State Government Grants being slightly higher than budget at $58k.  Overdue fines are lower by $17k due to the 12-month removal of overdue fines trial and the Forgiving Tree Campaign. The variance for this line item will increase for the remainder of the year.  Other income is lower, this relates to less revenue from photocopying and reimbursement for lost cards.

### Expenditure
Overall operating expenditure is within 1.5% of budget.  The main variances are in IT and Communications which have turned around to be slightly favourable for the year to date. Programs and Promotions remain slightly higher than budget for the year to date. Administration costs have increased, partly due to the decentralisation of Cranbourne Headquarters.  Library materials is being monitored, there have recently been an increase in the number of subscriptions being renewed.

Employee costs are anticipated to be slightly higher than budget for the year. This will be offset by savings made by bringing ICT support inhouse and ending the supplier arrangement with LAN Consulting.  There is the impact of maternity leave payments, this is currently higher than anticipated and is charged to the on-cost area (ie. not directly to employee costs).

### Capital Expenditure
The Library Materials budget is slightly lower than anticipated, this is being monitored and is expected to be on budget by the end of the financial year.

## Financial Position 31 March 2018

| Income Statement Month Ended 31 March 2018 | Total Budget 2017-18 | Budget Mar 2018 | Act YTD Mar 2018 | Variance | % Actual Vs Budget |
|---|---|---|---|---|---|
| **Income** | | | | | |
| Reserves | 220,000 | | | | |
| Council Contributions | 7,614,900 | 5,711,175 | 5,711,176 | 1 | 0.0% |
| State Government Grants | 2,426,585 | 2,384,210 | 2,442,588 | 58,378 | 2.4% |
| CFC Cranbourne Grant | 73,500 | 55,125 | 64,899 | 9,774 | 17.7% |
| CFC Pakenham Grant | 73,170 | 36,585 | 37,758 | 1,173 | 3.2% |
| Overdue Fines | 106,330 | 72,252 | 55,185 | -17,067 | (23.6%) |
| Interest on Investments | 105,000 | 78,780 | 76,971 | -1,809 | (2.3%) |
| Other income | 233,800 | 75,400 | 73,044 | -2,356 | (3.1%) |
| | 10,633,285 | 8,413,527 | 8,461,621 | 48,094 | 0.6% |
| **Expenditure** | | | | | |
| Employee Costs (inc cfc staffing) | 7,715,835 | 5,587,195 | 5,515,996 | 71,199 | 1.3% |
| CfC Cranbourne Expenditure | 3,020 | 1,330 | 2,699 | -1,369 | (103.0%) |
| CfC Pakenham Expenditure | 16,150 | 3,620 | 3,724 | -104 | (2.9%) |
| IT & Communications | 697,700 | 495,658 | 421,224 | 74,434 | 15.0% |
| Library Materials | 311,710 | 276,955 | 298,072 | -21,117 | (7.6%) |
| Programs Promotions | 100,000 | 77,160 | 86,936 | -9,776 | (12.7%) |
| Administration | 626,800 | 524,222 | 532,622 | -8,400 | (1.6%) |
| Deprecation | 0 | 0 | 0 | 0 | 0.0% |
| Total Expenditure | 9,471,215 | 6,966,140 | 6,861,275 | 104,866 | 1.5% |
| Net Gain (loss) disposal of plant & equipment | | | | 0 | 0.0% |
| Net result for the reporting period | 1,162,070 | 1,447,387 | 1,600,346 | -56,772 | (3.9%) |

| Capital Expenditure | Total Budget 2017-18 | Budget Mar 2018 | Act YTD Mar 2018 | Variance | % Actual Vs Budget |
|---|---|---|---|---|---|
| Library Material | 1,067,700 | 929,302 | 727,763 | 201,540 | 21.7% |
| Motor Vehicles | 0 | 0 | 0 | 0 | 0.0% |
| Furniture & Equipment | 285,000 | 300,000 | 280,156 | 19,844 | 6.6% |
| | 1,352,700 | 1,229,302 | 1,007,918 | 221,384 | 18.0% |

## Electronic Purchasing

Progress continues with the transition to electronic purchasing and accounts payable invoices, this will provide improvement and efficiencies. CCL have been raising purchase orders and the Collections Team have been putting a purchasing plan together to streamline their orders

## Credit Card Expenditure

| Card Holder | Transaction Date | Detail | $ |
|---|---|---|---|
| **CEO** | | | |
| February Statement | 5/02/2018 | Care Park Pty Ltd - Car Parking (Swift) | $14.34 |
| | 8/02/2018 | Care Park Pty Ltd - Car Parking (SLV Leadership training) | $28.68 |
| | 14/02/2018 | Crown Car Parking (VALA Conference) | $6.00 |
| **Total February 2018** | | | **$49.02** |
| Total | | | **$49.02** |

| Customer Experience Manager | | | |
|---|---|---|---|
| February Statement | | | |
| | 25/01/2018 | Clark Rubber - Book Holders Bunjil Place | $129.43 |
| | 29/01/2018 | VECCI - Recruitment Training | $595.00 |
| | 29/01/2018 | ALDI - Trolley for Pop-up Metro | $40.18 |
| | 31/01/2018 | Campaign Monitor | $576.36 |
| | 1/02/2018 | News Ltd - The Australian Subscription (Emerald Library) | $549.49 |
| | 7/02/2018 | News Ltd - The Australian Subscription (Endeavour Library) | $549.49 |
| | 13/02/2018 | News Ltd - Herald Sun Subscription (Endeavour Library) | $727.99 |
| | 13/02/2018 | News Ltd - Herald Sun Subscription (Emerald Library) | $727.99 |
| | 13/02/2018 | News Ltd - The Australian Subscription (Doveton Library) | $727.99 |
| | 15/02/2018 | Officeworks - Brochure Holders, Fed Uni | $72.25 |
| **Total February 2018** | | | **$4,696.17** |
| Total | | | **$4,696.17** |

| ICT Manager | | | |
|---|---|---|---|
| February Statement | | | |
| | 30/01/2018 | Crown Parking - SWIFT | $9.00 |
| | 2/02/2018 | Officeworks - SWIFT stationery | $81.30 |
| | 5/02/2018 | Paramount Parking - SWIFT Vision Workshop | $20.35 |
| | 5/02/2018 | Adobe Creative Cloud - Marking, Comms & Public Use | $176.70 |
| | 10/02/2018 | Officeworks - SWIFT stationery | $71.27 |
| | 13/02/2018 | Crown Parking - VALA | $16.00 |
| | 14/02/2018 | Crown Parking - VALA | $16.00 |
| | 21/02/2018 | News Corporation - Cranbourne Newspaper subscription | $624.00 |
| | 24/02/2018 | JB HiFi - hub for Bunjil Place Table Computers | $89.10 |
| **Total February 2018** | | | **$1,103.72** |
| Total | | | $1,103.72 |

## Conclusion
The budget is on track at the end of March and CCL is in a sound financial position.

*RECOMMENDATIONS*

1.  **That the Finance Report be noted**

## CC17/2018        BUILDINGS AND FACILITIES

*Report prepared by Chris Buckingham and Beth Luppino*

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

*CCL Library Plan reference – 1.2, 1.3, 3.2, 4.2 and 5.2*

### Discussion
### Draft Facilities Development Plan 2018-2022
The CCL Facilities Development Plan has been streamlined to help member Councils get a clear line of sight on CCL's needs.

CCL are committed to working in partnership with member Councils to enhance the visitor experience across the network.

CCL will expand the creative spaces program in 2018-19 to accelerate investment in new furniture and equipment.

There remain ongoing challenges with the external presentation of some branches and CCL look forward to working with member Councils to get resolutions.

There is growing pressure for new libraries in Officer and Clyde/ Cranbourne meet the need of rapidly expanding new communities.

### RECOMMENDATIONS
1.  That the Board adopt the Facilities Development Plan 2018-2022.
2.  That CCL forward the Facilities Development Plan 2018-2022 to member Councils to pass onto relevant stakeholders.

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

DRAFT

# Facilities Development Plan 2018 – 2021

# Contents

# 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

# 1. Introduction

CCL play a vital role building happier, healthier and more resilient communities. We contribute to lifelong learning, provide safe public spaces, enable access to digital technology, strengthen communities and deliver significant socio-economic returns on investment.

The most recent SGS Report on the economic impact of public libraries in Victoria show that for every dollar invested the community receives a return of $4.30.

This Facilities Development Plan provides an overview of the Council assets used by Casey Cardinia Libraries (CCL) and identifies the immediate, medium and long-term needs of the network. It also includes recommendations for new and refurbished library facilities in the region.

CCL welcomes the opportunity to work in partnership with Member Councils to further develop planning for the development of library facilities and identify opportunities for innovation, efficiency and creativity within existing branches.

# 2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 400,000 people which is growing at 4.5% per annum.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren (Bunjil Place) and Pakenham, with the Cardinia Mobile Library providing weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Tynong and Upper Beaconsfield.

The location and accessibility of our libraries is as important as the size of the branches. Our community tells us that they see their local library as a safe and welcoming space. They value up-to-date, relevant books, magazines and audio-visual materials; comfortable furniture, fast free Wi-Fi and interesting programs.

In 2016-17 Casey Cardinia Libraries had approximately 117,000 members, over 2.5 million loans (physical and digital) and received 2 million visits across the network.

Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years. It is anticipated that membership and visits will continue to grow, borrowing of physical items will remain stable, while library users continue to explore different ways of consuming information including eBooks and Audio Books.

Member Councils recognise that service delivery overlaps across the region irrespective of local government boundaries. There are tangible benefits to taking a regional approach to the development of new library services.

There is a growing trend towards clustering of services and facilities supported by Local, State and Federal Governments. Our libraries can play a key role as a driver of visitation and engagement.

# 3. Roles and Responsibilities

The Regional Library Agreement defines the responsibilities of the Member Councils and CCL with respect to development, management and maintenance of library infrastructure.

Councils are responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in their respective municipalities.

CCL have a responsibility to ensure that assets are appropriately managed and recorded.

CCL has boosted spending from its own capital reserves to improve the range and quality of furniture and equipment in its libraries. The 'Creative Spaces' budget for 2018 – 19 will be $100,000.

Future development of libraries in the region is dependent on co-operative investment from City of Casey, Cardinia Shire Council and State Government.

The State Government has funding available for new or improved developments through the 'Living Libraries' infrastructure program. Projects may be funded up to the value of $750,000 per project.

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other regional assets.

CCL recently entered into a Memorandum of Understanding with Federation University to create dedicated study spaces in our library network that will enhance the visitor experience.

CCL seeks a partnership approach to the development and maintenance of library facilities. We are tenants in Council owned buildings, but we can add significant value by being prepared to work collaboratively to support Member Council priorities including improved sustainability.

A recent example of positive collaboration has been the development of the tender specifications for the new Cardinia Mobile Service. Council officers with relevant expertise in tender design have worked closely with library staff to develop specifications that will deliver best value and a much-improved mobile service that community and staff can enjoy for years to come.

# 4. Strategic Considerations

## Challenges and Opportunities for Casey Cardinia Libraries

### Budgets and Funding

The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies eg Federation University. CCL continues to work closely with both Member councils to ensure we can continue to meet community needs efficiently.

### Change

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

### Growth and Social Trends

The Casey Cardinia region is growing and diversifying swiftly. This results in a greater need for well-located library services that meet informational needs, support lifelong learning and social inclusion and fostering cultural harmony in our region.

Increased housing in our region, with limited public transport to some of these areas, creates a need for localised library services that create opportunities for social connection. The ability for library services to combat isolation and connect people with learning opportunities is well documented. The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

### Technology

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

### Sustainability

CCL has taken Victoria's TAKE2 climate change pledge and has committed to delivering a range of outcomes that will reduce waste and environmental impact of the business. We will work with the Sustainability teams of both Member Councils in order to meet these commitments.

CCL have committed to the following actions: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging others.

# 5. Objectives and Desired Outcomes

| Objectives | Desired Outcomes |
|---|---|
| • Develop forward program for refurbishment of existing libraries and construction of new library facilities across the region. | • Library services are delivered across the region in a timely way that addresses community needs. |
| • Develop agreed process for refurbishment and replacement of Council owned assets under the management of CCL. | • Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL. |
| • Ensure timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets. | • Timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets. |
| • Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve. | • A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council. |
| • Review and enhance spaces in existing branches to ensure community needs are being met. | • Increased community satisfaction with the physical spaces provided by CCL. |
| • Linkages between CCL and other Council facilities and services are leveraged and enhanced. | • Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users<br>• Public transport services are promoted and improved. |

# 6. Branch Overview and Needs

## 6.1 Bunjil Place

Bunjil Place opened in October 2017.

The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 10,000 visitors per week.



### Ongoing Building Maintenance Requirements
Renewal of furniture and ongoing maintenance of the facility is a priority consideration given the high levels of visitation. Further modifications need to be made to internal returns chutes, as well as implementation of technology upgrades to streamline the visitor experience.

### Strategic Considerations
Enhancing new technology to continuously improve the Customer Experience - 'self-returns shelf' technology, visitor counters to track movement and use of the space, hand-held Smart Mobile Devices to bring services direct to the customers.

### Future Building Requirements
Technology upgrades and after-hours returns chute improvements.

## 6.2   Cardinia Mobile

The Mobile Library is the busiest in Victoria.  It serves the communities of: Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.



### Strategic Considerations
Funding has been approved through the Living Libraries Infrastructure Program (State Government), which will enable a new vehicle to be commissioned in 2018.

### Ongoing Building Maintenance Requirements
Post implementation, the new vehicle will require regular maintenance.

### Future Building Requirements
Short term (twelve months)

- Replacement of Trailer
- Ongoing assessment of community needs and timetable adjustments

## 6.3    Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square meters.

### 2017 Achievements
Children and teen areas have been upgraded with new shelving arrangements and furniture.

Improvements to the layout of collections continue to open up the space for more comfortable seating.

### Strategic Considerations
Cranbourne library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car.

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

The Narre Warren Family History Archive has now moved to the Cranbourne Library creating an additional small meeting space within the library.

### Challenges and Opportunities
- The entrance to the library has a large vertical facade which detracts from the entrance and is an obstacle for people who have challenges walking unaided.
- There is an enclosed area within the foyer for the afterhours chute and access to the public toilets.
- The foyer is not a welcoming space for visitors.
- The anti-theft gates at the front door are DDA compliant but remain a physical barrier for people.
- As you enter the library there is an oversized customer service desk that creates a visual barrier.  The counter tops are badly worn.
- The building has a relatively high profile from the main road, but the library does not leverage the potential visibility because signage is low key and off brand.
- More work needs to be done to create stronger visual linkages with other key recreational assets in the precinct.

### Ongoing Building Maintenance Requirements
Refer to Appendix 2

### Future Building Requirements
Short term (twelve months)

- The need for greater study space will be met with an upgrade to the current meeting room and refreshed study furniture. The current concertina wall to the meeting room will be replaced by a glazed wall that will work as quiet study space when not booked for community meetings.
- New entrance - redesign and makeover the foyer as a returns space or welcoming public space where people can gather.
- Replace existing circulation desk with a smaller unit or service pods to make more space for people and improve the sense of welcome.
- Library signage needs updating to raise profile of the service to passing traffic.

- Solutions regarding the security gates and entrance are currently being investigated, to allow better access for people in wheelchairs and wide prams.

## Medium term (1-4 years)

*Option 1*
- Relocate to a new purpose-built library designed to meet growing demand for services

*Option 2*
- Refurbish and redesign current library to create a more welcoming space

## Longer term (5 years+)

- Consideration needs to be given to the influence of a new library at Clyde in future planning for Cranbourne Library.

## 6.4    Doveton Library

Doveton Library is near the Autumn Place Shopping Centre and is approximately 320 square metres in size.

The neighbouring kindergarten and maternal health centre are being redeveloped and upgraded.

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home.



The CCL Collections Team partially operate from this library.

The primary issue for this library is limited floor space and lack of signage and street presence for passing traffic.

### 2017 Achievements
Improvements to foyer, IT/technology spaces and Fiction browsing areas, as well as Children's reading areas (chairs, tables, ottomans). Portable signage has been purchased to improve the profile of the library, however more permanent signage is required. The refreshed library spaces feel inviting, and the exterior of the building now needs to match this.

### Strategic Considerations
Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. This is not possible in the current building footprint.

City of Casey has developed a master plan for Autumn Place after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan.

CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.

### Challenges and Opportunities
The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience.

The external surrounds are neat and tidy; however, the windows and façade require repainting.

Renewed permanent signage indicating the presence of a library is required.

There is an opportunity to place a sculpture at the South West corner of the building that celebrates reading and references the library nearby.

Ongoing Building Maintenance Requirements
Refer to Appendix 2

Future Building Requirements
Short term (twelve months)

- External Garden Water tap (removable top)
- More power points and a charging station for mobile devices.
- Flexible folding table for meeting room
- External signage needs updating to promote the service to passing traffic.

Medium term (1-4 years)

- See above noting that depending on when library is relocated to community hub new equipment will be required to maintain a basic level of service.

Longer term (5 years+)

- New library to be constructed as a part of Autumn Place Hub.

## 6.5 Emerald

Emerald Library is a community facility servicing the Hills district and surrounding areas. The library faces onto a sports oval and is 420 square metres in size.

The library will be conjoined with the new Hills Hub which is being built next door. As part of the redevelopment of the precinct Emerald Library will get a new North facing reading garden at the main entrance and a revamped foyer.

2017 Achievements
New reading lounge, new children's and youth furniture and updated study chairs.

Challenges and Opportunities
Services and activities offered are limited by the space available.

When the library was built in 2006, the community meeting room in the building envelope was designed to be easily converted into additional library space if alternate meeting room space became available for the community. This is now an opportunity given the new meeting rooms that will be available in the Hills Hub.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. Significant disruption is anticipated during the construction of the Hills Hub, however the longer-term benefits of a new reading garden and revamped foyer will offset the impact.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months).

- Enhanced street signage (VicRoads)
- Power points/ charging stations
- Relocated internal door control panel
- Upgrade the foyer furniture – the space is heavily used by visitors (mostly teens) as additional lounge/meeting space

Medium term (1-4 years)

- Improved lighting in the lower carpark
- Revamping of the children's playground to the east of the library
- Remove internal electronic doors and move the people counter to external doors to create a more open and dynamic space

Long term (5 years+)

- Upgrade of current toilet facilities

## 6.6   Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size.

The library serves an increasingly diverse population.

The number of people speaking languages other than English is growing, persons post-retirement age are high in number, and yet nearly a quarter of the population are school age.

2017 Achievements

Significant work has been invested by the library staff to reinvigorate the layout of the library and make it more welcoming.

CCL has created a 'Tech Bar' along the front window of the library, which enables customers to use/charge their own devices. It is proving popular with students and business people and creates a greater sense of activation in the library.

The children's furniture has been renewed, and out of date display shelving removed. The library collections have been refreshed and decluttered, which in turn has created more spaces for visitors.

Strategic Considerations

There has been some momentum generated by precinct partners to activate the plaza. The development of a collaborative events program remains an ongoing focus.

There is a significant opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. Access between the commercial and community precincts needs improvement.

## Challenges and Opportunities

Council has undertaken major works to redevelop the carpark and the entries to the Library and Leisure Centres, introducing a "pop up" café and creating an open town square.

There are plans to collocate the Endeavour Hills Neighbourhood Centre in a two-storey building with the library.

Library patrons often request silent study areas; however, the library is open plan with a sunroom without partitions to section it off as a meeting room or quiet study area.

There is an opportunity to leverage the newly constructed plaza to extend the library's footprint into the open area through innovative programming and outdoor furniture.

## Ongoing Building Maintenance Requirements

Refer to Appendix 2

## Future Building Requirements

Short term (twelve months)

- CCL signage needs updating to promote the library service to passing traffic
- There are opportunities to leverage shared community space and provide library services in the town square.
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)
- Study furniture needs refreshing

Medium term (1-4 years)

- Toilets require renewal - they are not up to standard with the rest of the building
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally
- Silent study booth installation

Longer term (5 years+)

- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.

## 6.7 Hampton Park

Hampton Park Library is part of the Hampton Park Retail precinct. It is collocated with the Casey Youth Centre and next to the Hampton Park Community Hall. The library is within walking distance from several schools. It is 730 square metres in size.



## 2017 Achievements

Chairs in the library have been replaced, and more face-out display shelving has been purchased to improve customer experience when browsing library collections.

## Strategic Considerations

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

Council have articulated plans for a new library as part of the redevelopment of the Hampton Park Community Precinct Masterplan, which will inform the need for refurbishment of the existing library.

## Challenges and Opportunities

A feature of the Hampton Park Library is the high windows in the raised roof line that require regular cleaning. The external walls are rendered and need to be de-cobwebbed and painted, as do all the internal walls of the foyer.

A silent study area is often requested by patrons and is not available due to the current layout of the building. The meeting room is the only closed off space and this often used for programs or external bookings. More power points are also required as more patrons bring their own electronic devices to work on in the library.

There is a lack of connection between the Library, Youth centre, and the shopping precinct.

## Ongoing Building Maintenance Requirements

Refer to Appendix 2

## Future Building Requirements

Short term (twelve months)

- Meeting room upgrade (repaint, install kitchenette)
- Improve the feel and furniture in Children's area
- Create comfortable spaces for teens to hang out

Medium term (1-4 years)

- Fence/Wall in front garden section of building (alongside Youth Services) and create a reading garden / outside space
- Built in courtyard area between staff kitchen and outside meeting room and create new branch office
- Remove walls to existing office and create bigger workroom for staff
- Branch will need repainting inside and out within 5 years

Long term (5 years+)

- This is a relatively new library. It is important that general maintenance is kept up to avoid deterioration of the asset.

## 6.8   Pakenham

The Pakenham Library is part of an integrated public facility which includes a community hall, large supper room and the local branch of U3A and is 1,200 square metres in size.



### 2017 Achievements

Council funded the 'opening up' of the meeting room with a large window which has improved lighting and aesthetics while creating a line of sight from the main customer area.

Study chairs are progressively being replaced. Council has conducted an acoustics engineering assessment in the library to improve significant noise issues, based upon customer feedback. Recommended works will be carried out in 2018.

## Challenges and Opportunities

Pakenham Library had the second highest visits in 2016-17 across the CCL Network.

The Pakenham Library is located close to the Pakenham CBD and shopping precinct. The facility serves the community well. The furniture and fittings are showing signs of wear and much of it needs to be replaced to keep the contemporary look and feel of the library. The carpets need replacing in the foyer as a priority and the rest of the library floor coverings will need renewal before 2021

There have been significant improvements in the cleaning regime over the past 12 months, but the external presentation of the building continues to be impacted by litter and cobwebs.

There is an ongoing challenge with poor lighting in the foyer and public toilets, which makes the spaces less welcoming.

## Strategic Considerations

Pakenham Library is heavily used by a very wide cross section of the community. There is a need to ensure that people feel safe and welcome when they enter the library.

There is significant growth in the number of young families in the area and as such demand for study space, internet and Wi-Fi access is increasing.

## Ongoing Building Maintenance Requirements

Refer to Appendix 2

## Future Building Requirements

Short term (twelve months)

- A retractable blind on the meeting room windows would enhance the presentation of the space
- Relocation of the communications cupboard from the meeting room would improve useability
- Lighting in the foyer and toilets needs to be enhanced to make the spaces safer and more welcoming
- The walls in the foyer need repainting in lighter colours and the carpets need replacing
- Upgrade Returns chute
- Accoustics engineering works to improve noise levels and customer comfort

Medium term (1-4 years)

- Replacement of floor coverings in the library.

# 7. Major Branch Works and New Facilities

CCL will work with the Member Councils on the development of future library facilities.

CCL will support the Member Councils with advocacy and applications for funding grants from State and Federal sources.

The City of Casey has indicated a willingness to replace or completely refurbish libraries in Doveton, Endeavour Hills and Hampton Park as part of integrated community facilities.

The needs of the Cranbourne and Clyde communities are a high priority as the population growth accelerates.

Cardinia Shire Council has identified Officer as the preferred location for its next public library.

## 7.1    Future Service Points

### Clyde
A major suburban development will occur at Clyde/Clyde North in the next few years. This development is expected to include 13,923 residents by 2026 (increasing to 97,000 by 2041) and includes the normal range of retail/commercial and community facilities.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde development. Included in this is a public library branch. No specific size has been specifically determined but a minimum of 1200 square metres would be required in order to meet community need. Estimated costs for the fit out and ongoing operational costs for a 1200 square metre library have been provided to the City of Casey.

A Library branch located at Clyde will directly serve the growing community located at Clyde and Clyde North. It will also support communities in Cranbourne/Cranbourne East and to a lesser extent Berwick South.

### Officer Community Hub
Cardinia Shire has included a library branch for the township of Officer in its medium-term planning (3-5 years). The original development plan for Officer identified an 1800 square metre library branch as part of a civic precinct adjacent to the new Council Offices (which were opened in late 2014).

Cardinia Shire has developed (as part of a preliminary grant application process) a proposal for a Community Hub to be located near the Council Offices and within walking distance of the Education Precinct.

The proposed Hub included spaces for:

- Public library/shared TAFE library facility
- Collaborative learning spaces
- Youth program areas
- Display/function spaces
- Café
- Flexible office spaces
- Learning spaces.

# 8. Conclusions and Recommendations

The way our community use our facilities is rapidly changing. This means we need to think carefully about the way we use space within the branches and adopt new technology.

We have short term needs which include a sharper focus on maintenance and presentation of existing assets.

We also need to be judicious in the way we plan the development of new assets. There is a pressing need for new libraries in Officer and Clyde. The Cranbourne Library should be redeveloped.

There is growing recognition of the role libraries play in integrated community service facilities as drivers of visitation and engagement.

CCL will continue to work with Member Councils to develop our library network in a way that meets the growing needs of our community, while maximising the return on investment.

# Appendix 1 – Further resources - Industry standards

ALIA guidelines for Library building can be found on *Guidelines, Standards and Outcome Measures for Australian Public Libraries July 2016* Page 45
https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf

ALIA recommends People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012. as a guideline. This also provides a tool on predicting a library space needed by a community forecast.
http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

For more information on libraries and community and creative places, please see Victorian Public Libraries 2030 Strategic framework
http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf

# Appendix 2 – Ongoing Building Maintenance Requirements

| | Cardinia Mobile | Cranbourne | Doveton | Emerald | Endeavour Hills | Hampton Park | Bunjil Place | Pakenham |
|---|---|---|---|---|---|---|---|---|
| Carpeting steam Cleaning • Branches annually • Mobile quarterly | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Air-conditioning Maintenance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Meeting, Task and Lounge Chairs cleaned | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Interior Window Cleaning every 2 months | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Automated Electronic doors maintenance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| External Windows | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Building walls to be cleaned and de-cobweb annually | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Gutters/ roofs checked and cleared annually | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Gardens /Landscapes maintained regularly | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Storm Drains checked and cleared annually | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Routine Mechanical Maintenance | ✓ | | | | | | | |
| Maintenance of Mobile sites | ✓ | | | | | | | |

| CC18/2018 | INFORMATION TECHNOLOGY |
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*Report prepared by Daniel Lewis*

## Purpose

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

*CCL Library Plan reference - 1.2, 1.3, and 5.2*

## Discussion

<u>Modern Telephony</u> - Planning Deployment
*(Library Plan reference 1.2 and 1.3)*
Design work was completed in late December of 2017 on our new Modern Telephony system, TIPT, that will make use of our existing network and extend Telstra BroadSoft network to move our existing fixed phone lines to soft/smart clients accessible from staff assigned devices (laptops and mobile phones).

This gives staff full mobility across our network without making them 'uncontactable' or 'unreachable' from standard telephony expectations. This system will soon tie seamlessly into Microsoft Teams implementation, allowing staff the opportunity to work and interact with each other easily from the one software application.

We have received all the sim cards required to roll out the hardware - Samsung J7 Pro Dual Sims, with cases and screen protectors - which will go out to staff in April. This will be followed by the software/BroadSoft rollout by Telstra.

<u>Business Systems and Process Review</u> - Initial and Ongoing Development
*(Library Plan reference 1.3 and 5.2)*
The staff onboarding process is being refined to simplify co-ordination and improve the employment experience for new staff.

Workflows are in testing now and will go live late April/early May. Other processes will be automated – under the same Business Systems project.

*RECOMMENDATIONS*
1.   That the Information Technology Report be noted.

## CC19/2018 PEOPLE AND CULTURE

*Report prepared by Melissa Martin*

### Purpose
To provide the Board with an update on team development and staffing opportunities.

*CCL Library Plan reference – 1.3, 1.4, 3.3, 5.1, and 5.2.*

### Discussion
**Staffing** *(Library Plan reference 1.4, 5.1, 5.2)*
We have advertised for our new Pakenham Branch Manager, Endeavour Hills Youth Services Librarian and Marketing and Communications Officer. Interviews will be held late April.

### Welcome
Ryan Quinsee, Megan Lindsay and Kelly West have joined us until June, whilst we enact the Workforce Development Plan, look at staffing needs across the region and then commence our recruitment process to fill new shifts.

Jessica Nichols is our new Emerald Team Leader. She will continue in her acting role at Pakenham Library, moving to Emerald at the end of April. Jessica has her Masters in Information Studies and has a passion for the provision of library services to our local community. She has strong experience working across our libraries and at Monash Libraries prior to commencing with CCL.

Verona Atalla has been appointed as the new Doveton Team Leader. Verona joins us from Monash Libraries and is a qualified Librarian, competing her qualifications in Egypt. Verona brings with her strong Arabic language skills and a passion for providing a great customer experience to all. Verona has been working part time at Casey Cardinia Libraries since late 2017.

Melissa Martin was successful in her application for Manager, Organisational Development. Melissa was acting in the role of Operations Manager and has worked with CCL for many years. Melissa worked as Operations Manager at West Gippsland Libraries on secondment and for the past 10 years has been based at Pakenham Library as the Cardinia Branch Coordinator. Melissa recently completed her MBA.

### Living Leadership Program *(Library Plan reference 5.1,)*
Final sessions of the inaugural program will be run over the next few weeks, with over 40 staff completing the program. Further opportunities will be made available for graduates such as a 'masterclass' and the ability to revisit sessions. Interested graduates will also be offered the chance to work with current leaders to run future sessions.

### Branch Operations *(Library Plan reference 1.4, 3.3, 5.1, 5.2)*
Reps from the OH&S committee and Melissa met with Elumina to discuss viability of implementing their OHS reporting system for library service. Elumina is used by both member Council and looks promising. Trial of the system will be made available next month to determine the needs and build for CCL.

## Payroll Systems

CCL current payroll system has been in place since 2005. It is cumbersome with no technical support provided and requires computer infrastructure that we can no longer support. System Administration training has been completed and testing commenced. Parallel pay run to begin in next weeks. Supervisor training to be held mid -April with 'go live 'date scheduled for end April.

## *RECOMMENDATIONS*

1. That the People and Culture Report be noted.

| CC20/2018 | OPERATIONS |
|---|---|
| *Report prepared by Melinda Rogers* | |

## Purpose
To describe CCL's monthly performance

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

## Discussion
### Visits and Loans *(Library Plan reference 1.1, 1.2 and 4.1)*
Visits year on year, CCL experienced growth for February and March. Loans were down year on year in March. March included three closed dates for public holidays, with Easter, and the end of the school term on 29 March. Last year Easter was later in mid-April.

Our programs are back in full swing for the year with a very significant increase in attendance from January to February and March. Over 9,500 attended youth and adult programs in March. Program attendance for both youth and adult was up on the previous year and months.

Membership continues to rise, CCL had 117,637 members at the end of January, increasing in both February and March. We ended March with almost 119,000 members. Bunjil Place Library gained over 1,600 members over February and March. Cranbourne and Pakenham also experienced significant gains over the same period, with 665 and 517.



118,958
Members as at
31/03/2018

### Digital Services *(Library Plan reference 1.1, 1.2 and 3.1)*
Website visits peaked in January following the launch of the new website in late December.

Facebook continues to be a strong way for us to communicate with the community with 2,467 followers in March. (50% increase on the same time in 2017). We are seeing strong engagement with posts with many commenting and tagging friends.

Lynda.com was launched on Monday 12 February and is performing well. Lynda is an online resource free for library members to access high quality training resources. It provides members with more than 6,000 online courses in business, technology creative skills development, time management, finance and budgeting, with many more. It is an economic development imitative backed by CCL, City of Casey and Cardinia Shire. It is anticipated that users of the resource will be varied including small business owners, students, job seekers, people wanting to fill 'skill gaps' and anyone who is just keen to learn something new.

Casey Cardinia Libraries now has a free app that makes it easier than ever to access all of our great services we offer. The app can be used to renew, manage library account, search the collection, place holds, link family member's cards, and store an electronic barcode of your card. After a soft launched in late March, there has been 1,669 sessions. Further communication about our app will be made regularly via our website, Facebook posts and monthly newsletter.

## Year on Year Performance Comparison February 2016 – 18

Loans

| Branch | Feb-16 | Feb-17 | Feb-18 | % Variation 2017/ 18 |
|---|---|---|---|---|
| Headquarters | 1,023 | 1,081 | 960 | -11.2% |
| Cranbourne | 39,955 | 36,239 | 37,272 | 2.9% |
| Doveton | 3,990 | 3,471 | 3,325 | -4.2% |
| Emerald | 14,556 | 13,152 | 11,971 | -9.0% |
| Endeavour Hills | 22,509 | 19,708 | 19,044 | -3.4% |
| Hampton Park | 22,015 | 19,357 | 17,121 | -11.6% |
| Cardinia Mobile | 8,195 | 6,988 | 6,740 | -3.5% |
| Narre Warren | 54,018 | 49,499 | 54,038 | 9.2% |
| Pakenham | 34,232 | 30,884 | 31,331 | 1.4% |
| **Region** | 200,493 | 180,379 | 181,802 | 0.8% |
| eLoans | 9,955 | 10,216 | 10,169 | -0.5% |
| **Total Loans** | **210,448** | **190,595** | **191,971** | **0.7%** |



CCL Branch Monthly Loans
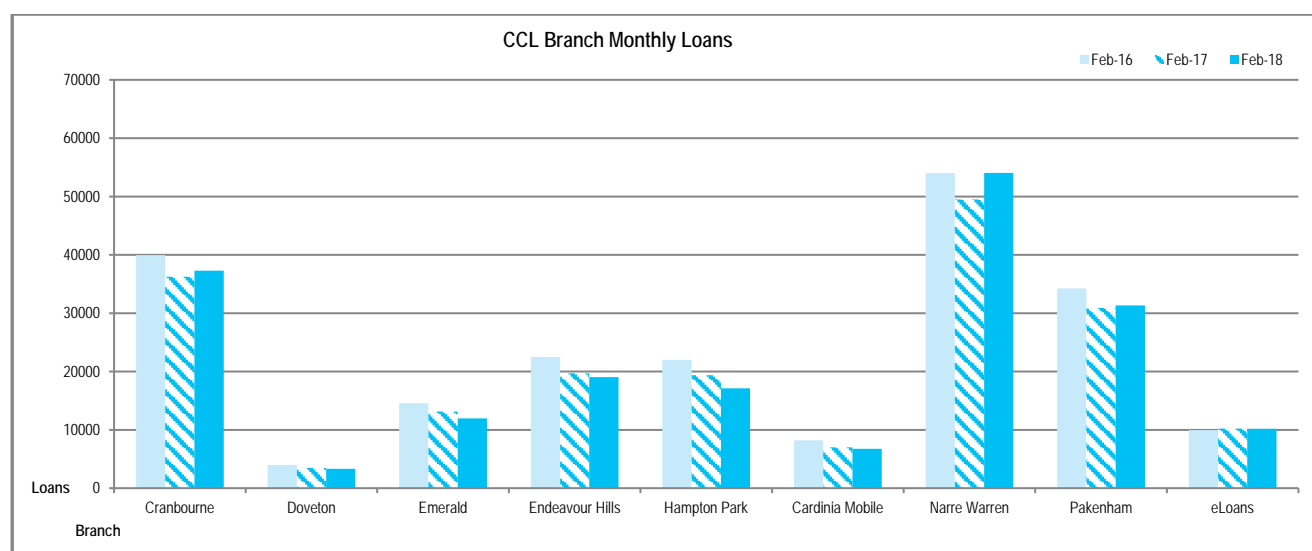
Visits

| Branch | Feb-16 | Feb-17 | Feb-18 | % Variation 2017/ 18 |
|---|---|---|---|---|
| Cranbourne | 16,661 | 17,056 | 16,533 | -3.1% |
| Doveton | 2,732 | 2,451 | 3,659 | 49.3% |
| Emerald | 7,014 | 5,616 | 5,672 | 1.0% |
| Endeavour Hills | 9,890 | 8,879 | 9,726 | 9.5% |
| Hampton Park | 13,895 | 13,738 | 12,960 | -5.7% |
| Cardinia Mobile | 4,933 | 4,675 | 4,510 | -3.5% |
| Narre Warren | 23,571 | 22,096 | 38,904 | 76.1% |
| Pakenham | 17,038 | 16,140 | 16,351 | 1.3% |
| **Region** | **95,734** | **90,651** | **108,315** | **19.5%** |
| Website | 44,730 | 39,090 | 45,412 | 16.2% |
| Enterprise | 31,180 | 30,837 | 32,289 | 4.7% |
| Bookmyne | 1,847 | 1,841 | 2,299 | 24.9% |
| Total Virtual | 77,757 | 71,768 | 80,000 | 11.5% |
| **Total Visits** | **173,491** | **162,419** | **188,315** | **15.9%** |
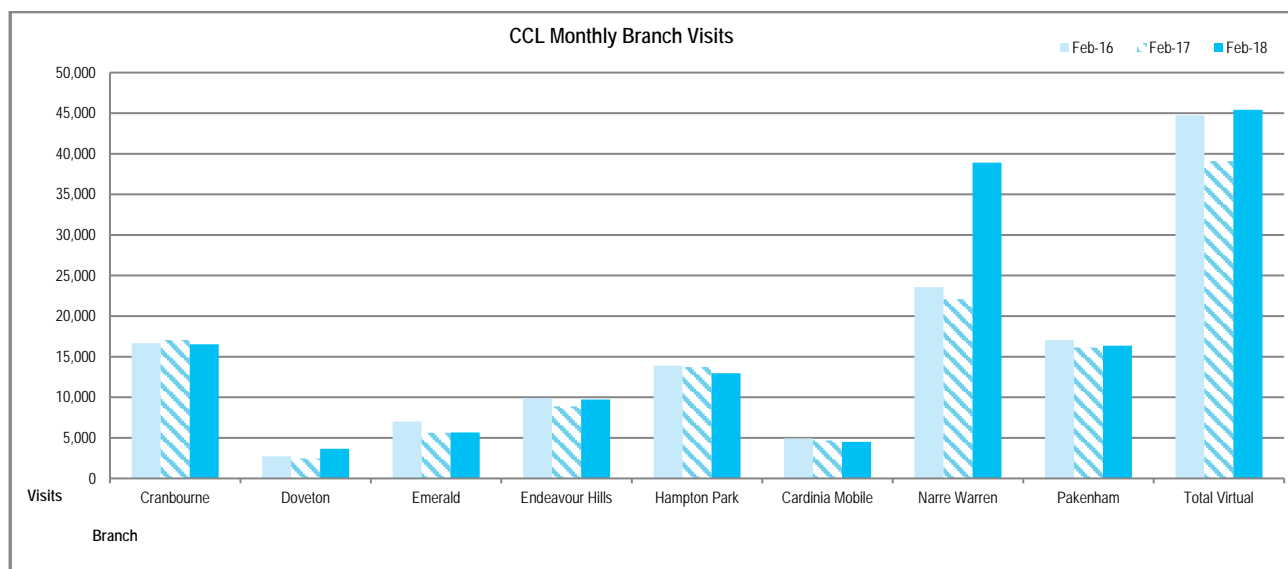
## Digital Services

### Internet Use by Branch

| Branch | No. of PCs | Feb-17 | Feb-18 | % Variation 2017/18 |
|---|---|---|---|---|
| Cranbourne | 11 | 1,935 | 1,836 | −5.1% |
| Doveton | 9 | 439 | 614 | 39.9% |
| Emerald | 8 | 646 | 475 | −26.5% |
| Endeavour Hills | 10 | 1,099 | 1,106 | 0.6% |
| Hampton Park | 16 | 1,787 | 1,513 | −15.3% |
| Cardinia Mobile | 2 | 9 | 4 | −55.6% |
| Narre Warren | 18 | 3,107 | 3,766 | 21.2% |
| Pakenham | 16 | 2,222 | 2,220 | −0.1% |
| **Total** | **90** | **11,244** | **11,534** | **2.6%** |
| Total year to date | | 89,261 | 91,855 | **2.9%** |

### Wireless Network Bookings

| Branch | Feb-17 | Feb-18 | % Variation 2017/18 |
|---|---|---|---|
| Cranbourne | 3,500 | 3,612 | 3.2% |
| Doveton | 392 | 948 | 141.8% |
| Emerald | 812 | 1,120 | 37.9% |
| Endeavour Hills | 1232 | 2,184 | 77.3% |
| Hampton Park | 3,416 | 2,968 | −13.1% |
| Cardinia Mobile | 0 | 0 | 0.0% |
| Narre Warren | 4,368 | 3,794 | −6.1% |
| Pakenham | 3,388 | 3,108 | −8.3% |
| **Total** | **17,108** | **17,734** | **5.5%** |



Internet Bookings February 11,534

February 17,734

February 2,380

February 340

February Newsletter Emailed to 36,926 subscribers 10,991 opens

Website visits February 45,412

Electronic Resources

| | Actual 16/17 | Actual 17/18 | % Variation 2017/ 18 |
|---|---|---|---|
| Bolinda eAudiobooks | 2,614 | 3,862 | 47.7% |
| Bolinda eBooks | 2,370 | 3,349 | 41.3% |
| Choice | 117 | 62 | -47.0% |
| Cloud Library | 0 | 202 | |
| Fairfax Newspapers | 0 | 0 | |
| Freegal Music | 1,629 | 1,507 | -7.5% |
| Tumblebooks | 951 | 253 | -73.4% |
| RB Digital eBooks | 0 | 32 | |
| RB Digital eMagazines | 1,354 | 902 | -33.4% |
| **Total** | 9,035 | 10,169 | 12.6% |

E-Learning

| | Actual 16/17 | Actual 17/18 | % Variation 2017/ 18 |
|---|---|---|---|
| Busy Things | 6,461 | 7,429 | 15.0% |
| Lynda.com | 0 | 608 | |
| Road to IELTS | 56 | 6 | -89.3% |
| Transparent Language | 44 | 64 | 45.5% |
| Studiosity (Your Tutor) | 180 | 115 | -36.1% |
| **Total** | 6,741 | 8,222 | 22.0% |

## Year on Year Performance Comparison March 2016 – 18

Loans

| Branch | Mar-16 | Mar-17 | Mar-18 | % Variation 2017/ 18 |
|---|---|---|---|---|
| Headquarters | 1,056 | 1,146 | 909 | -20.7% |
| Cranbourne | 42,454 | 41,103 | 37,191 | -9.5% |
| Doveton | 4,036 | 3,906 | 3,622 | -7.3% |
| Emerald | 14,379 | 14,925 | 13,424 | -10.1% |
| Endeavour Hills | 21,996 | 22,045 | 19,804 | -10.2% |
| Hampton Park | 23,517 | 22,199 | 17,121 | -22.9% |
| Cardinia Mobile | 8,073 | 7,372 | 7,468 | 1.3% |
| Narre Warren | 55,676 | 53,953 | 53,271 | -1.3% |
| Pakenham | 35,528 | 33,698 | 35,237 | 4.6% |
| **Region** | 206,715 | 200,347 | 188,047 | **-6.1%** |
| eLoans | 10,518 | 11,001 | 11,389 | 3.5% |
| **Total Loans** | 217,233 | 211,348 | 199,436 | **-5.6%** |
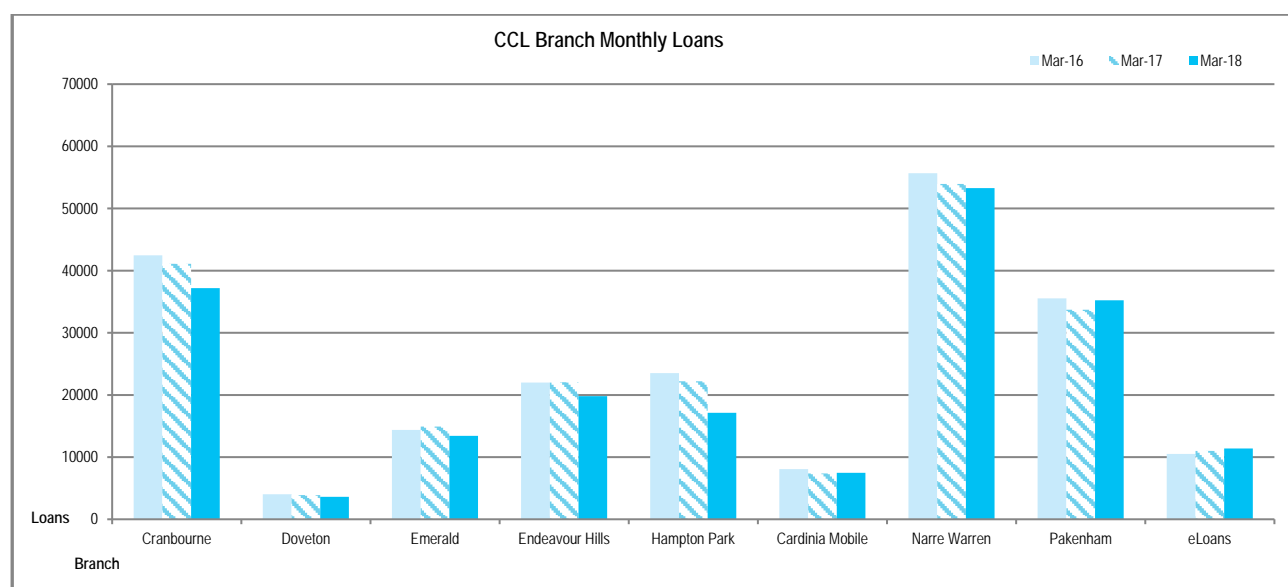


Visits

| Branch | Mar-16 | Mar-17 | Mar-18 | % Variation 2017/ 18 |
|---|---|---|---|---|
| Cranbourne | 16,353 | 19,507 | 16,889 | -13.4% |
| Doveton | 2,891 | 3,088 | 3,398 | 10.0% |
| Emerald | 6,608 | 6,478 | 6,016 | -7.1% |
| Endeavour Hills | 9,618 | 10,241 | 10,114 | -1.2% |
| Hampton Park | 14,672 | 17,444 | 13,861 | -20.5% |
| Cardinia Mobile | 4,852 | 5,174 | 4,614 | -10.8% |
| Narre Warren | 24,521 | 25,535 | 38,867 | 52.2% |
| Pakenham | 18,012 | 19,145 | 18,712 | -2.3% |
| **Region** | **97,527** | **106,612** | **112,471** | **5.5%** |
| Website | 44,955 | 42,519 | 43,406 | 2.1% |
| Enterprise | 32,193 | 33,383 | 34,371 | 3.0% |
| Bookmyne | 1,924 | 1,967 | 1,970 | 0.2% |
| CCL App | – | – | 1,669 | – |
| Total Virtual | 79,072 | 77,869 | 81,416 | 4.6% |
| **Total Visits** | **176,599** | **184,481** | **193,887** | **5.1%** |

**CCL Monthly Branch Visits**
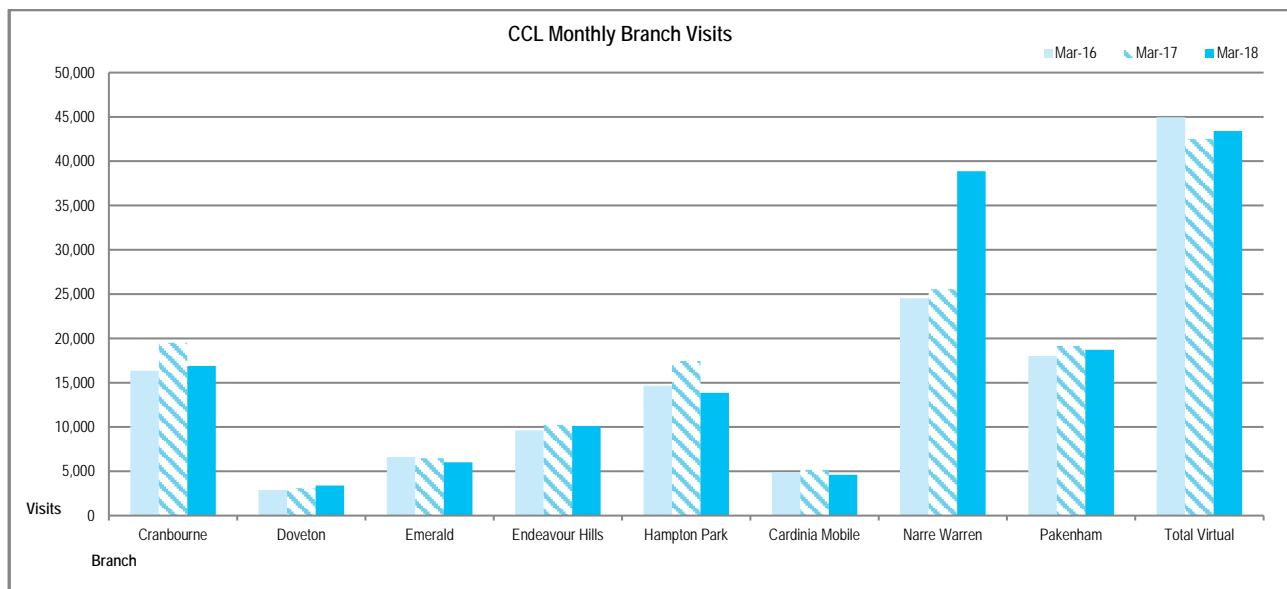


## Digital Services

### Internet Bookings

| Branch | No. of PCs | Mar-17 | Mar-18 | % Variation 2017/ 18 |
|---|---|---|---|---|
| Cranbourne | 11 | 2,050 | 1,712 | -16.5% |
| Doveton | 9 | 393 | 558 | 42.0% |
| Emerald | 8 | 696 | 542 | -22.1% |
| Endeavour Hills | 10 | 1,168 | 1,213 | 3.9% |
| Hampton Park | 16 | 1,978 | 1,773 | -10.4% |
| Cardinia Mobile | 2 | 10 | 6 | -40.0% |
| Narre Warren | 18 | 3,367 | 3,283 | -2.5% |
| Pakenham | 16 | 2,565 | 2,225 | -13.3% |
| **Total** | 90 | 12,227 | 11,312 | **-7.5%** |
| Total year to date | | 101,488 | 103,167 | 1.7% |
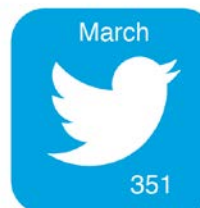
### Wireless Network Bookings

| Branch | Mar-17 | Mar-18 | % Variation 2017/ 18 |
|---|---|---|---|
| Cranbourne | 3,906 | 3,441 | -11.9% |
| Doveton | 434 | 899 | 107.1% |
| Emerald | 1,054 | 1,085 | 2.9% |
| Endeavour Hills | 1674 | 2,294 | 37.0% |
| Hampton Park | 4,340 | 3,038 | -30.0% |
| Cardinia Mobile | 0 | 0 | 0.0% |
| Narre Warren | 5,983 | 3,920 | -34.5% |
| Pakenham | 3,906 | 3,441 | -11.9% |
| **Total** | 21,297 | 18,118 | **-14.9%** |



Internet Bookings March 11,312

March 18,118

March 2,467

March 351

March Newsletter Emailed to 36,780 subscribers 10,242 opens

Website visits March 43,406

**Electronic Resources**

|  | Actual 16/17 | Actual 17/18 | % Variation 2017/18 |
|---|---|---|---|
| Bolinda eAudiobooks | 3,156 | 4,122 | 30.6% |
| Bolinda eBooks | 2,649 | 3,963 | 49.6% |
| Choice | 44 | 78 | 77.3% |
| Cloud Library | 0 | 215 | |
| Fairfax Newspapers | 0 | 0 | |
| Freegal Music | 1,817 | 1,615 | -11.1% |
| Tumblebooks | 435 | 293 | -32.6% |
| RB Digital eBooks | 0 | 76 | |
| RB Digital eMagazines | 1,475 | 1,027 | -30.4% |
| **Total** | 9,576 | 11,389 | 18.9% |

**E-Learning**

|  | Actual 16/17 | Actual 17/18 | % Variation 2017/18 |
|---|---|---|---|
| Busy Things | 7,621 | 7,841 | 2.9% |
| Lynda.com | 0 | 439 | |
| Road to IELTS | 24 | 5 | -79.2% |
| Transparent Language | 141 | 750 | 431.9% |
| Studiosity (Your Tutor) | 355 | 103 | -71.0% |
| **Total** | 8,141 | 9,138 | 12.2% |

*RECOMMENDATIONS*

1.  That the Operations Report be noted.

CC21/2018        CUSTOMER EXPERIENCE

*Report prepared by Beth Luppino*

Purpose

To provide the Board with an update on community engagement, collections and services, including programs, events and partnerships.

*CCL Library Plan reference – 1.2, 2.1, 2.2, 3.1, 4.1, 4.2, 5.1 and 5.2*

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

<u>Update – Removal of Fines for Overdues</u> *(Library Plan reference 1.2)*

Following the removal of fines for overdue items (costs for lost and damaged items remain in place), data has been collected to understand how this has impacted loans and borrowing habits. While it is early days, it has been pleasing to see more than 7,000 more loans this quarter, 50,000 more visits, a higher stock turnover rate, more active members, and less lost items. We have an initial reading on the number of overdue items this quarter, but have no retrospective data for this, so will continue to monitor this indicator.

| | Oct – Dec 2017 | Jan – Mar 2018 |
|---|---|---|
| Loans | 590, 579 | 597,498 |
| Number of Visits *(physical and vitural)* | 524,228 | 573,623 |
| Turnover rate of stock | 6.81 | 6.92 |
| Active membership | 22,672 | 23,989 |
| Number of lost items | 17,700 | 17,649 |
| Average Loan period - days *(4 week)* | 19.85 | 18.29 |
| Average Loan period - days *(2 week)* | 13.76 | 13.80 |
| Overdue items *(items a day or more overdue)* | – | 17,649<br>*as of 2 April, 18* |

<u>Library Collection</u> *(Library Plan reference 4.2)*

Dead Items
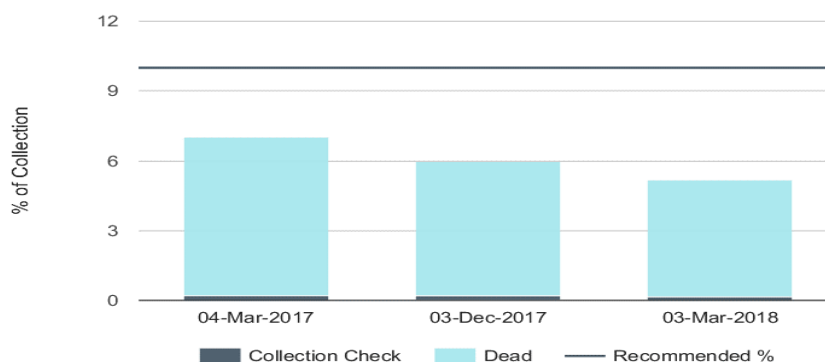
In 2017-18 all branches have focused on the removal of items that haven't been borrowed for 12 months or more (known as 'Dead' in Collection HQ) in an effort to create more spaces for people to relax in our branches (4.2.3).

Recent reports generated show that there has been a nearly 2% improvement region-wide in the removal of these items. The system recommends that no more than 10% of the collection should be in this category – CCL has a low 5%. This indicates that our collections are well-used in comparison to other library services. This is particularly relevant for the collections at Bunjil Place, Cranbourne and Pakenham.

Another key indicator shows that the items we do have in the collection are working hard during their lifetime – this has resulted in a renewed focus on re-purchasing popular items in the coming financial year or replacing them with relevant new stock. Items with high turn-over for their life-time are known as 'Grubby'. We can see a gentle increase in 'Grubby' items over the 17-18 period:

## Grubby Items
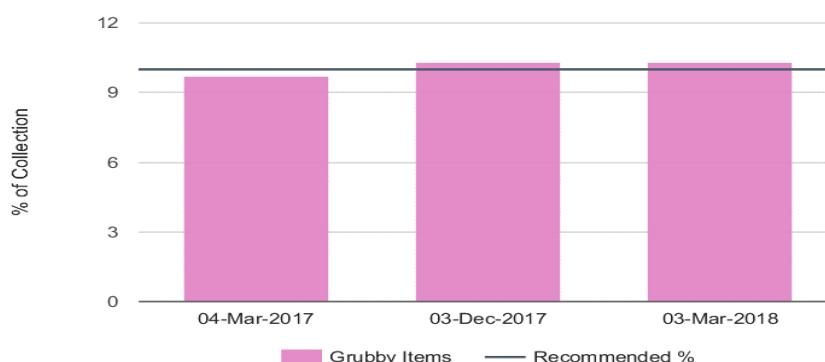


Our collections with the highest turnover are DVDs. Fiction DVDs on average are borrowed 17 times per year – a greater proportion of the collections budget will be devoted to purchasing BlockBuster movies; Non-Fiction DVDs and documentaries still have a high turnover rate, on average borrowed 9 times per year. We are investigating a subscription to 'Kanopy' in 2018-19 that will enable our members to watch movies Netflix-style.

Kanopy is a video streaming solution offering access to more than 30,000 documentaries, movies, and educational videos from thousands of producers such as Criterion Collection, PBS, Great Courses, Kino Lorber and more.

Begin-to-read books for emerging readers, board books for pre-schoolers, picture books, junior Fiction and adult fiction (particularly Top Titles collection) are also high turn-over collections. These are also large collections, so keeping these looking good is a constant challenge, and reflective of the allocated budgets for 2018-19 *(refer to Purchasing Plan 2018-2019 - Collections and Resources).*

## Punjabi Book Selection Event
More than 150 members of the Punjabi community attended a special event at Cranbourne Library to help us choose a new collection. This event followed on from a targeted survey that asked our Punjabi community what items they would like to see in the library. An official launch of the collection will follow in the coming months.

## Community Engagement

### Library Programs *(Library Plan reference 4.1)*

Regular Library programming commenced in February with an emphasis on programs and activities that support literacy and lifelong learning. Our programs target all ages and community groups including CALD community members. Regular programming for adults includes Conversation groups and Citizenship classes for CALD and newly arrived community members, and digital literacy with workshops on computer basics, internet, cyber safety, and iPhones and tablets. These workshops promote lifelong learning as well as keeping our community connected for fun, leaning and for job support.

Children's programs aimed at promoting the parent as a child's first teacher have commenced at all sites. Parents are encouraged to register for the 1000 books before school program which encourages reading and language development and giving children the best start to life.

Supporting STEAM learning has become a core of our after-school programs with parents enrolling children in our free code, Lego and STEAM clubs which support the Victorian curriculum. These programs continue to be very popular and our Children and Youth team are creatively incorporating STEAM learning into preschool programming with opportunities for play based and sensory activities for toddlers.

### Program Attendances for CCL – February 2018 – March 2018 *(Library Plan reference 3.1)*

February 2018 Program Attendances

**Attendances at Youth Activities**

| Branch | Feb-17 | Feb-18 |
|---|---|---|
| Cranbourne | 739 | 813 |
| Doveton | 120 | 82 |
| Emerald | 255 | 328 |
| Endeavour Hills | 319 | 721 |
| Hampton Park | 641 | 427 |
| Cardinia Mobile | 119 | 623 |
| Narre Warren | 1,147 | 1,775 |
| Pakenham | 866 | 926 |
| Total | 4,206 | 5,695 |

**Attendances at Adult Activities**

| Branch | Feb-17 | Feb-18 |
|---|---|---|
| Cranbourne | 11 | 13 |
| Doveton | 26 | 50 |
| Emerald | 24 | 27 |
| Endeavour Hills | 14 | 5 |
| Hampton Park | 57 | 92 |
| Cardinia Mobile | 0 | 0 |
| Narre Warren | 76 | 72 |
| Pakenham | 56 | 160 |
| Total | 264 | 419 |



Baby Time and Tinies Time February 2,651

March 2018 Program Attendances

**Attendances at Youth Activities**

| Branch | Mar-17 | Mar-18 |
|---|---|---|
| Cranbourne | 1,261 | 1,494 |
| Doveton | 144 | 175 |
| Emerald | 344 | 1,147 |
| Endeavour Hills | 670 | 912 |
| Hampton Park | 1,841 | 991 |
| Cardinia Mobile | 251 | 905 |
| Narre Warren | 1,453 | 1,914 |
| Pakenham | 1,078 | 1,203 |
| Total | 7,042 | 8,741 |

**Attendances at Adult Activities**

| Branch | Mar-17 | Mar-18 |
|---|---|---|
| Cranbourne | 48 | 263 |
| Doveton | 63 | 90 |
| Emerald | 35 | 49 |
| Endeavour Hills | 83 | 2 |
| Hampton Park | 175 | 133 |
| Cardinia Mobile | 0 | 0 |
| Narre Warren | 65 | 221 |
| Pakenham | 68 | 82 |
| Total | 537 | 840 |



Baby Time and Tinies Time March 3,194

### Community Survey *(Library Plan reference 2.1)*

CCL has concluded our most recent 'Tell Us What You Really Think' survey. While the data will be analysed over the coming weeks in more depth, responses have revealed some key themes:

- People feel happy, welcome and relaxed when they enter our libraries

- Feedback on Bunjil Place Library has been overwhelmingly positive, however some customers identified issues with noise, accessibility, incorrect/lack of signage and location of returns chutes.
- Program requests include – adult education, kids programs, new book events, more STEAM programs for kids (especially pre-schoolers), book clubs and author events
- NetPromoter score of 60 indicates customers are happy with our service

## Partnerships *(Library Plan reference 2.2, 5.2)*

CCL's goal is to lead positive change by building robust partnerships with organisations that support literacy and lifelong learning benefits our community.

CCL has a Memorandum of Understanding in place with Federation University. This agreement will enhance our capacity to support lifelong learning in the community and open the doors to formal tertiary education for people in the region. In practical terms it will deliver dedicated community study spaces in our libraries, a reading lounge for CCL members at the Fed Uni Berwick Campus with dedicated free wi-fi, student volunteers for our Homework Club(s) and many other possibilities for collaboration including community focused lectures in our libraries.

Our continuing partnership with the Australian Tax Office enables us to offer information sessions for small businesses and for new arrivals to Australia in English, Mandarin, Arabic and Dari. At Hampton Park Library the ATO will be providing trained volunteers to support low income earners with tax help in the Library.  This is a great opportunity to utilise volunteers with different language skills and support our community members at tax time.

Conversation Clubs are a great example of community partnerships with AMES coordinating volunteers to facilitate English conversation classes for our CALD community across the region. At Doveton the classes are facilitated by the Doveton Neighbourhood Learning Centre.

CCL and YMCA partnership continues Bunjil Place, Cranbourne and Endeavor Hills Libraries all had Meditation, Yoga and or Nutrition Events in the Autumn Booklet and this will continue for 2018. All events have been well received and most have been booked out.

We are going to team up with Best Chance in a new initiative to be rolled out in Term 3. It will be a series of information and wellbeing workshops and events to support VCE students and their parents/carers.

## Together With Me @ The Library Summit

CCL are working in partnership with Together We Can (Cardinia Shire Council) to prevent family violence. The Summit has drawn a very positive response from the community with more than 300 people booked in for the Together With Me @ the Library summit, and over 100 people booked in for the Trauma Informed Practice session for Educators.

## Metro Partnership

Planning has begun with Metro to roll out a trial of two pop up libraries at Cardinia train station. Metro have welcomed the idea and we are working on dates to ensure they don't clash with proposed rail works.

## Cardinia Liveability Partnership Group

Casey Cardinia Libraries is a partner in the Cardinia Liveability Partnership Group, other partners include Cardinia Council, WAYSS, Monash Health Community, Koo Wee Rup Regional Health, Southern Migrant and Refugee Centre, Outlook Inc, and Victoria Police.
Last month, the Liveability Plan was launched, it was a great day. Professor Billie Giles-Corti presented a keynote about designing healthy liveable cities. The Partnership Banner was signed by all partners who attended the launch (including Chris Buckingham).

## Conclusion

CCL continues to engage our community through a variety of programs for people of all ages, and improve community awareness of services, spaces and collections.

## *RECOMMENDATIONS*

1.  That the Customer Experience Report be noted.
2.  That the Board note the Purchasing Plan 2018-19 – Collections and Resources.

# Purchasing Plan 2018-2019 - Collections and Resources

## Library Plan Reference 4.2

### Background

The Collection Development Policy (2014) and Collection Development Strategy (2016) inform this Purchasing Plan. It aims to develop a well-balanced collection with an emphasis on current, high interest materials.

An accessible and well used collection is one of the keys to encouraging our community to read and engage in lifelong learning. The relevant sections of the 2018 – 22 Library Plan are listed below:

### 4.     Literacies

### Encourage reading and lifelong learning.

| Strategy | | Key Action and Activity | Timeline | Targets and indicators |
|---|---|---|---|---|
| 4.2  Ensure collection is accessible and well used | 4.2.1 | Use Collections HQ (Collection Management tool) to assess, manage and improve collection performance | July, 2017 | • Branch Managers manage collection on day to day basis<br>• Collection loans are increased<br>• **Average age of collection is decreased**<br>• **CCL items are free and accessible to our members**<br>• **Swift items are free and accessible to our members** |
| | 4.2.2 | Enhance the presentation of lending materials in branch | March, 2018 | • **Average age of our collection is decreased**<br><br>• Create more visible retail displays<br><br>• **Increase loans** |
| | 4.2.3 | Reduce the size of the collection in the branches to make more space for our community | March, 2018 | • Use Collection HQ data to identify relevant and popular collections<br><br>• Greater balance between collection/technology/ furniture and free spaces in library branches<br><br>• Increased utilization of Swift collection |
| | 4.2.4 | Expand Top Titles initiative across the CCL Network | December, 2017 | • Top Titles implemented in all CCL branches |

## How we have delivered on our key actions and activities

Loans have steadily increased each month since November 2017. This is largely due to increased visitation and increased use of collections at Bunjil Place library.

A number of collection development and presentation strategies are contributing to region-wide improvement. These include:

- The introduction of a Top Titles collection at every branches
- Removal of overdue fines
- Increased face-out display shelving has been installed in branches
- Implementation of Collection HQ which provides real-time evidence on how the collection is used
- Removal of underperforming collection items
- Greater ownership of the collection at branch level
- Reduction in the time it takes to source collection items and get them 'on-shelf'

## Selection and Acquisition of Library Materials

Library materials are acquired continuously throughout the year using the following methods of selection:

- Standing orders for bestselling adult authors and junior series fiction, reference, large print and audio fiction, DVDs and CDs and subscriptions for periodicals are reviewed annually
- Direct ordering of specific items, identified from catalogues, websites or recommended lists, placed with selected suppliers. These acquisitions may be the result of a member reservation or suggestion for purchase, or identified subject gaps.
- Visits to booksellers or publishers premises to select items.

Suppliers are encouraged to provide details of any other methods of selection that will enhance the speed and efficiency with which library materials can be selected, acquired and processed.

We are currently reviewing our relationships with key suppliers to extract maximum value and best service for CCL and our library users. All our key suppliers are part of the Procurement Australia contract 1906/0836

The criteria for spending allocations includes:

- Stock availability
- Availability of Shelf Ready Services
- Ability to purchase online through web services
- Quality of stock

CCL supports spending with a variety of suppliers to encourage a competitive market.

## Priorities for 2018-2019:

- Top Titles collection – Ongoing funding has been allocated for this high turn-over collection. Top Titles consists of both fiction and non-fiction highly popular titles.
- Purchasing of more copies of popular E-books, to support the physical Top Titles collection. An additional provider with an emphasis on high-profile authors (Wavesound) has been added this year.
- Reassess current digital and cloud-based resources, develop strategy to enable growth and flexibility of subscriptions and increase digital offerings.

- E-audio titles continue to be extremely popular but are expensive to purchase. Funding has been increased to this collection for the coming year.
- The Languages Other Than English budget was increased last year to support the new Punjabi collection. This has been reduced for the coming year, but will still enable this collection's development
- The Young Adult fiction collection currently has a relatively low turnover rate (3.8) – funds allocated to this area will be directed to a Top Titles YA collection to boost appeal.
- Our collections with the highest turnover are DVDs. Fiction DVDs are borrowed on average 17 times per year – a greater proportion of the collections budget will be devoted to purchasing popular movies; Non-Fiction DVDs and documentaries still have a high turnover rate, on average borrowed 9 times per year. We are investigating a subscription to 'Kanopy' in 2018-19 which will enable our customers to watch movies Netflix-style (80% documentaries, 20% movies).
- Repurchasing older titles by current popular fiction authors – there is an identified need to supply the full range of titles by popular authors (eg. James Patterson and Nora Roberts), not just their new releases.
- Reducing the length of time from selection to placing 'on shelf'

### COLLECTIONS AND RESOURCES – PURCHASING PLAN 2018-2019

| Collection Categories | $ 2017/18 | Proposed $ 2018/19 | Difference $ (+/-) |
|---|---|---|---|
| Top Titles | 44,000 | 30,000 | -14,000 |
| Adult Fiction | 49,000 | 49,000 | 0 |
| Adult Fiction SO | 71,000 | 61,000 | -10,000 |
| Adult Fiction Genres | 15,000 | 15,800 | 800 |
| Large Print | 1,000 | 2,000 | 1,000 |
| Large Print SO | 62,000 | 62,000 | 0 |
| General Non-Fiction | 100,000 | 105,000 | 5,000 |
| Book Club sets | 3,500 | 3,500 | 0 |
| English Language Support | 15,000 | 10,000 | -5,000 |
| **Total Adult Books** | **360,500** | **338,300** | -22,200 |
| General Reference | 1,000 | 0 | -1,000 |
| Ref. standing Orders | 3,000 | 3,000 | 0 |
| **Total Reference** | **4,000** | **3,000** | -1,000 |
| DVD | 95,000 | 100,000 | 5,000 |
| Audio: Fiction | 80,000 | 85,000 | 5,000 |
| Audio: (digital) | 25,000 | 45,000 | 20,000 |
| Adult/YA CD's | 2,000 | 2,000 | 0 |
| **Total Adult Audio** | **202,000** | **232,000** | 30,000 |
| J DVD | 45,000 | 45,000 | 0 |
| J/YA Talking Books | 8,000 | 10,500 | 2,500 |
| J/YA eAudio | 10,000 | 12,500 | 2,500 |
| J CD's | 3,000 | 3,000 | 0 |
| **Total Children's Audio** | **66,000** | **76,000** | 10,000 |

| | | | |
|---|---|---|---|
| Picture Books | 70,000 | 80,000 | 10,000 |
| J Fiction | 52,000 | 57,000 | 5,000 |
| Graphic Novels | 23,000 | 23,000 | 0 |
| YA fiction | 20,000 | 20,000 | 0 |
| PRC (Premiers Reading Challenge) | 56,200 | 56,200 | 0 |
| JNR Non-Fiction | 32,000 | 32,000 | 0 |
| **Total Children's Books** | **253,200** | **268,200** | 15,000 |
| LOTE Materials | 40,000 | 35,000 | −5,000 |
| LOTE Magazines | 12,000 | 12,500 | 500 |
| **Total LOTE** | **62,000** | **47,500** | −14,500 |
| E-Books and E-Magazines content | 57,560 | 71,000 | 13,440 |
| Periodical Subscriptions | 80,000 | 85,000 | 5,000 |
| Processing New materials | 142,000 | 52,000 | −90,000 |
| LOTE Cat and Processing | 10,000 | 10,000 | 0 |
| Outsourced Processing | | 85,000 | 85,000 |
| e-Resources, Databases & console games | 150,150 | 142,000 | −8,150 |
| Total Refund lost books | 2,000 | 2,000 | 0 |
| **Total Other** | **431,710** | **442,000** | 10,290 |
| **Total Budget** | **1,379,410** | **1,407,000** | |

GENERAL BUSINESS

**CC22/2018          CODE OF CONDUCT 2018 FOR BOARD MEMBERS**

*Report prepared by Chris Buckingham*

### Purpose

To present to the Board Casey Cardinia Libraries Code of Conduct for Board Members.

*CCL Library Plan reference – 3.1, 5.1 5.3*

CCL Code of Conduct 2018 for Board Members was adopted last year at the April 2017 Board meeting.

*RECOMMENDATIONS*

1. That CCL Board Members sign the Code of Conduct 2018 before the next Board Meeting in June and provide a copy to the CEO of CCL.

# CCL Board Members Code of Conduct - 2018

## Introduction

Casey-Cardinia Library Corporation (CCL) is required by the Local Government Act 1989 ('The Act') to have a Code of Conduct.

This CCL Board Member Code of Conduct draws on a number of sources including Council Codes of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services.

It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

Membership of the Board includes and is limited to councillor delegates and senior officers from Casey and Cardinia Councils.

## Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to <u>all</u> members of the CCL Board.

### Primary Principles

Section 76B of the Act sets out the Primary Principle of Councillor Conduct being that, in performing the role of a Councillor, a Councillor must:

- Act with integrity,
- Impartially exercise his or her responsibilities in the interests of the local community, and
- Not improperly seek to confer an advantage or disadvantage on any person.

### General Principles

Section 76BA of the Act requires that, in performing the role of a Councillor, a Councillor must also:

- Avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations.

- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person.
- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons.
- Exercise reasonable care and diligence and submit himself or herself to the lawful scrutiny that is appropriate to his or her office.
- Endeavour to ensure that public resources are used prudently and solely in the public interest.
- Act lawfully and in accordance with the trust placed in his or her as an elected representative.
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

## CCL Vision, Mission and Values

## Vision

Inspiring spaces where everyone is free to discover possibilities

## Mission

To encourage life-long learning, increase literacy and build strong resilient communities across the Casey Cardinia Region

## 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.

## Review Process

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the first meeting of the calendar year.

The annual review should be led by the Chairperson with input and advice from Board Members.

# CCL Code of Conduct for Board Members

## As a Board Member I:

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989

2. Will support the organisation's vision and values.

3. Will act honestly, in good faith and in the best interests of the CCL as a whole.

4. Will use due care and diligence in fulfilling the functions of my office.

5. Recognise that my primary responsibility is to CCL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CCL.

6. Will not take advantage of being in the position of a CCL Board Member.

7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CCL.

8. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CCL Board.

9. Will not make improper use of information acquired as a CCL Board Member.

10. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.

11. Will not engage in conduct likely to bring discredit to CCL.

12. Will comply at all times with the spirit, as well as the letter, of the law.

13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.

14. Will engage with CCL staff in a professional and courteous manner and avoid any involvement in the day to day operations of CCL

15. Understand that Board Members will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CCL.

16. Will communicate well by making statements and requests in a clear and direct manner, and listening generously to others.

17. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.

18. Respect and acknowledge fellow Board Members, and appreciate individual contributions and the voluntary nature of their commitment.

## Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate

2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.

3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

## Acknowledgement and Acceptance of the Code of Conduct

I ............................................................................. acknowledge that I have received and read the CCL Board Members Code of Conduct - 2017.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature.........................................................................................................

Name (printed)...........................................................................................

Date...........................

**This signed Code of Conduct is available for inspection by members of the public.**

**NEXT MEETING**

Wednesday 27 June, Cardinia Shire Offices, Officer, Dining Room.