'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 27 June 2018
5.30pm

Cardinia Shire Offices
Dining Room, Siding Avenue, Officer

1.   Present

2.   Apologies
      <u>Board Members:</u>
      Colette McMahon-Hoskinson (City of Casey)

      <u>Officers</u>
      Daniel Lewis

3.   Confirmation of the Minutes of The Casey-Cardinia Library Corporation
      (CCL) Ordinary Board Meeting held on 18 April 2018.

4.   Declaration of Conflicts of Interest

STRATEGY

CC23/2018   LIBRARY PLAN 2018-22

Report prepared by Chris Buckingham

Purpose
To provide the Board with an update on the four-year Library Plan 2018-2022.

Discussion
Casey Cardinia Libraries is required to have a Library Plan under Section 125 of the Local Government Act 1989 in place by 30 June each year. It is the primary planning document for the delivery of library services.

At the April 18, Board meeting it was resolved that:
1. The Board endorse the Library Plan 2018 – 2022
2. That CCL forward the Library Plan 2018 – 2022 to the member Councils for adoption.

Cardinia Shire Council considered and approved CCL Library Plan 2018-2022 at its Council meeting on 18 June 2018.

City of Casey considered and approved CCL Library Plan 2018-2022 at its Council meeting on 5 June 2018.

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 adopt the Library Plan 2018 – 2022.
2. That CCL forward a copy of the adopted Library Plan 2018 – 2022 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.

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 *648,129* visits per year *230,661* items *1,485,455* annual loans *Five* fixed branches and *one* mobile library	*117,000* members *2 million* visits per year *358,051* items *2,553,057* annual loans *Seven* fixed branches and *one* mobile library

Bad 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.

Always 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 • Increased library visitation and engagement (physical and digital) • 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) • We no longer collect overdue fines for library items • Our libraries are spaces where the community can gather, learn and grow • 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 • Increased utilisation of digital technology by staff and customers • 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 • Our staff can provide expertise when and where our community needs it • 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*

Casey Cardinia Libraries

2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Targets and Indicators
2.1 Build community appreciation of the work we do and value the services we provide	• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Improved customer satisfaction (Statewide benchmarking survey) • Positive coverage in local media • Community feedback via social media, correspondence and website • 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 • Connect with new members and community groups through targeted outreach • Number of partnerships and enhanced service outcomes for the community
2.3 Positively advocate for public libraries and be an active member of the Public Libraries Victoria Network (PLVN) and Swift Library Consortium	• Support growth and development of PLVN and Swift including the Statewide Library Management System

Related CCL Strategic Plans

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

Casey Cardinia Libraries

3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Indicators
3.1 Strong connections with our community	• Demonstrated connection with community leaders, Council stakeholders and relevant interest groups • Established volunteer programs that support literacy in our community • Positive community feedback via social media • Increased 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) • Successful advocacy for renewal and refurbishment of existing libraries • 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 • Representation on committees and working parties with our member councils and other community agencies that support liveability in the region • The capacity of our libraries to support emergency response and recovery activities in high risk communities • 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 • Attendance at programs and activities
4.2 Ensure collection is accessible and well used	• CCL items are free and accessible to our members • Swift items are free and accessible to our members • 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 • CCL staff take calculated risks and embrace opportunities for growth • 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 • Adoption of new services and strategies that support best practice • 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 • All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Renewal of business systems including Employee Records Management System • Development and delivery of Occupational Health and Safety Management System

Related CCL Strategic Plans

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

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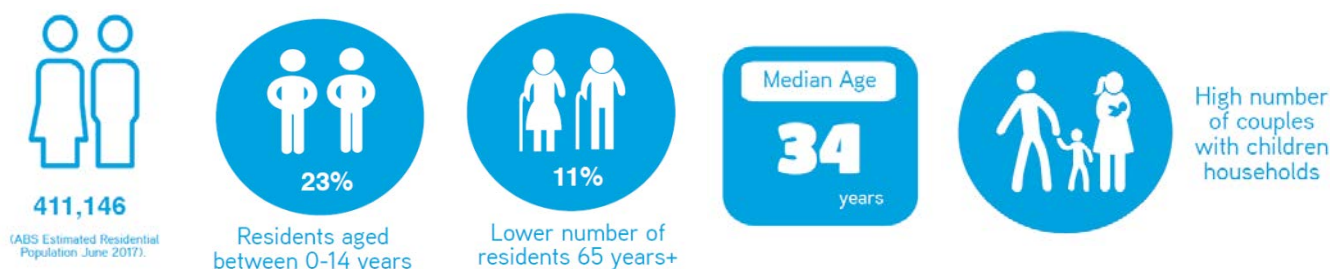*Local Government Reporting Framework measures go to* City of Casey *or* Cardinia Shire *websites*
Key Performance Indicators can be sourced from the Annual Survey of Public Libraries
Australian Library and Information Association (ALIA) Guidelines, Standards and Outcome Measures for Australian Public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

Casey
Cardinia
Libraries

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

Adopted June 2018

CC24/2018   STRATEGIC RESOURCE PLAN

Report prepared by Chris Buckingham and Marjorie Crompton

Purpose
To provide the Board with an update on the four-year draft Strategic Resource Plan 2018-22.

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.

At the April 18, Board meeting it was resolved:
1. That the Board endorse Strategic Resource Plan 2018 – 22.
2. That CCL forward the Strategic Resource Plan 2018- 22 to the member Councils for adoption.

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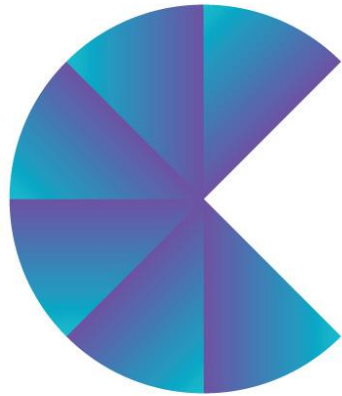## RECOMMENDATIONS
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2. That CCL forward a copy of the adopted Strategic Resource Plan 2018 - 22 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan
2018 – 2022

June, 2018

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Our Vision

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

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- Embrace new thinking
- Quick little steps
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- 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 Total	2018-19 Casey	2018-19 Cardinia	2019-20 Total	2019-20 Casey	2019-20 Cardinia	2020-21 Total	2020-21 Casey	2020-21 Cardinia	2021-22 Total	2021-22 Casey	2021-22 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

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ccl.vic.gov.au

 @CaseyCardiniaLibraries

 @CasCarLibraries

CC25/2018   LIBRARY BUDGET 2018-2019

Report prepared by Chris Buckingham and Marjorie Crompton

Purpose
To provide the Board with an update on the Library Budget 2018-19 financial year.

CCL Library Plan reference - 5.3

Discussion
The Library Budget 2018 – 19 details the resources required to meet the strategic objectives identified in the Action Plan 2018 – 19.

At the April Board 18, meeting it was resolved:
1. That the Board endorse CCL 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.

Cardinia Shire considered and approved the Library Budget 2018-19 at its Council meeting on 18 June 2018.

City of Casey considered and approved the Library Budget 2018-19 at its Council meeting on 5 June 2018.

RECOMMENDATIONS
1.   That the Board adopt the Library Budget 2018-19.
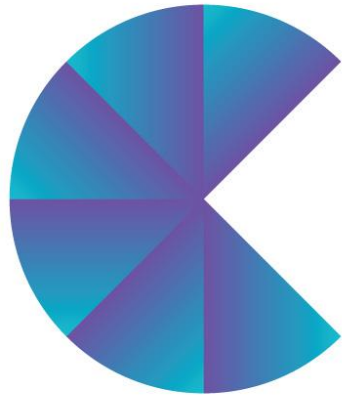
'inspiring spaces where everyone is free to discover possibilities'

Budget
2018 – 2019

June, 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
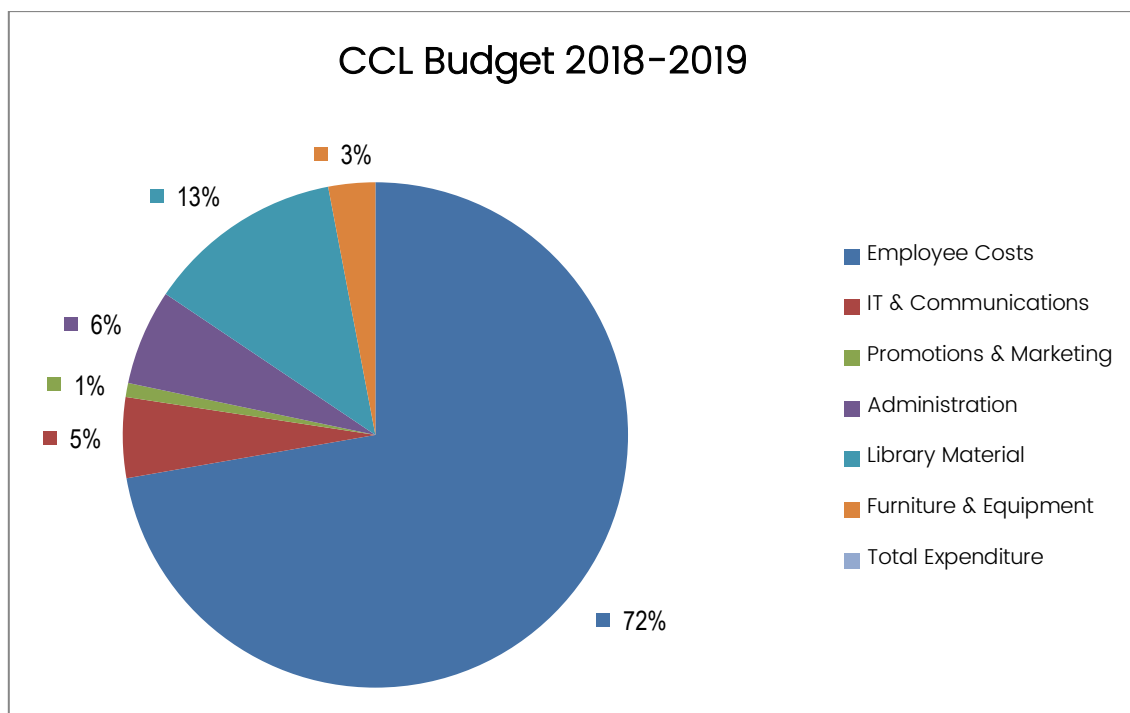
2.0 Budgeted Financial Statements 2018–19

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

Casey Cardinia Libraries

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. <u>Replacement membership cards: $3.30</u> to replace a lost card.

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

3. <u>Lost or damaged items:</u> A charge is made to <u>replace</u> 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. <u>Computers and Electronic Resources:</u> Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

5. <u>Photocopying and printing:</u>

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

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

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

8. <u>Library Meeting Room Hire:</u>
    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. <u>Local History Reproduction Fees:</u>
    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

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CC26/2018   Action Plan 2018-19

Report prepared by Chris Buckingham

Purpose

To present the Action Plan 2018-19.

CCL Library Plan reference – 5.3

The Action Plan 2018- 19 summarises the key activities planned by CCL over the coming Financial Year to meet the strategic objectives that have been identified in the Library Plan 2018 – 2012.

CCL will provide a summary of achievements made through the Action Plan 2018 - 19 in the 2018 - 19 Annual Report.

RECOMMENDATIONS

1.   That the Board endorse the Action Plan 2018-19.

Casey
Cardinia
Libraries

The Journey from Good to Great!

DRAFT

Action Plan 2018 – 2019

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 diferent 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 Key Measures

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

Statewide Measures

Measure	CCL Actual 2016/17	Statewide Average 2016/17	CCL Actual 2017/18	CCL Target 2018/19
Turnover rate – physical items	7.0	4.9	7.0	7.1
Turnover rate – digital items	10.3	3.8	13.0	14.0
Physical quality of library collection (age of collection - less than 5 years)	68.3%	62%	69%	70%
Cost of library service per capita	$25.13	$44.13	$27.08	$26.75
Active Library Members	10.4%	17%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	N/A	8.54	8.7	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 Public Libraries
Australian Library and Information Association (ALIA)
Guidelines, Standards and Outcome Measures for
Australian Public Libraries – July 2016

Goals, Strategies and Desired Outcomes

1. The Knowledge Well

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
1.1	Create accessible physical and virtual spaces which inspire our community	1.1.1	Accelerated investment in our community spaces including acquisition of furniture, signage and equipment that meets community expectations	CEM	June 2019	• **People visit our libraries and are happier for it** • **Increased library visitation and engagement (physical and digital)** • Greater feeling of pride and ownership for all residents and visitors • Library spaces are comfortable and appealing • Expenditure of Equipment fund as per Strategic Resources Plan
		1.1.2	Improve accessibility to digital resources through our user focused website.	CEM	June 2019	• **Increased utilisation of Digital Resources –** assessed monthly • Increased page impressions on centralised website page • Improve the interface on CCL's online catalogue
		1.1.3	Improve engagement with our services by partnering with complimentary organisations to deliver programs in branches	CEM	June, 2019	• **Increased library visitation (physical and digital) –** assessed quarterly

		Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
1.2	Our core services are free and accessible to everyone in our community		1.2.1	Make sure our libraries are easy to navigate by people with disabilities and /or access issues	CEM, MOD	December, 2018	• People of all abilities and access requirements use our libraries • Library spaces, website, signage and events/programs are Disability Discrimination Act compliant and encourage participation • Our staff support and understand social inclusion • **Our libraries are spaces where the community can gather, learn and grow** • **People feel welcome in our libraries**
			1.2.2	Programs and events reflect our diverse community	CEM	Ongoing, events planned quarterly	• Culturally diverse events • Represent all ages and stages • Promote social inclusion and cultural harmony • Encourage lifelong learning • **Program and events attendance and number of programs and events**
			1.2.3	Deliver program and events that align with local festivals and event clusters	CEM	Each season – ongoing	• Seasonal Visitor Guide reflects alignment with local calendars • Cross promotion of local festivals and events through CCL channels
			1.2.4	Review Fees and Charges to ensure equitable access to collections, services, programs and events	CEM	November 2018	• Evaluation of the Overdue Fines Removal Trial • Review of CCL Fees and Charges

				• Our collection is current and well used – loans (Collections HQ) • We no longer collect overdue fines for library items

Casey Cardinia Libraries

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
1.3	Invest in ICT that enhances library user experience and enables greater staff productivity	1.3.1	Implement effective technologies and systems that enhance and ensure continuity of the user experience	ISTM	September, 2018	• Creation of a Service Level Agreement for staff and community that ensures their needs are met in a timely and efficient way
		1.3.2	Enact ICT Road Map	ISTM	Ongoing – Refer to ICT Road Map for further dates and milestones	• **Our community can access our free services from almost any location** • Increased utilisation of digital technology by staff and customers • Revise road map and ensure timelines are accurate • 2018/19 Financial Year priorities implemented
		1.3.3	Maintain the ICT Journey Map	ISTM	September, 2018	• The ICT Journey Map provides stakeholders, staff, and our community with an understanding of progress
		1.3.4	Improve Wi-Fi Services across the CCL Network	ISTM	Ongoing Migrate to new Meraki System (August 2018)	• **The fastest free Wi-Fi in the Casey Cardinia Region** • Utilisation and connectivity of Wi-Fi across all branches • Customer satisfaction
		1.3.5	Provide ICT tools that enhance the capacity of staff to work efficiently	ISTM	December, 2018	• Rollout of SOLUS Gizmo's across the network • Successful rollout of new telephony (TIPT) • **Increased utilisation of digital technology by staff and customers**
		1.3.6	Invest in the automation of routine and non-cognitive tasks for library staff	ISTM	February, 2019	• Development of RFID book shelves for automated returns

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
1.4	Operate as the vanguard of publicly available information technology and encourage people to use it effectively	1.4.1	Support community in development of digital literacy skills required for daily life (e.g. Centrelink, ATO, Census, and eGov sites)	MOD	Annual - ongoing	• Training and support provided to staff and community to address learning needs (eg. Tech time, eGov support classes) • Relationships developed with Government bodies to anticipate and plan for changes • **Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need**
		1.4.2	Deliver relevant and up to date information through website and social media channels	CEM	Ongoing to June 2018	• CCL website is acknowledged by library users and community as an accessible and useful source of information
		1.4.3	Train staff in ICT to support digital literacy needs of our customers	MOD	Annual - ongoing	• **Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology** • **Our staff can provide expertise when and where our community needs it**

2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
2.1	Build community appreciation of the work we do and value the services we provide	2.1.1	Communicate positive stories about CCL activities through local media and social media	CEM	Weekly development and distribution of positive stories	• Positive coverage in local media • Community feedback via social media, correspondence and website
		2.1.2	Consult and engage with community when looking for ways to improve our services	CEM	Ongoing	• Community feedback is used as evidence to effect business improvement
		2.1.3	Measure engagement with community	CEM	Biannual Community Survey	• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Improved customer satisfaction (State-wide benchmarking survey) • Public recognition of CCL as an active contributor to community life.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
2.2	Form robust partnerships with organisations that support literacy and lifelong learning	2.2.1	Seek out and connect with organisations that have an interest in improving literacy and encouraging lifelong learning	CEM	Ongoing to June 2019	• Working relationships cultivated with charities, maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries (including State Library Victoria) • Connect with new members and community groups through targeted outreach • Number of partnerships and enhanced service outcomes for the community

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
2.3	Positively advocate for public libraries as an active member of Public Libraries Victoria Network and Swift	2.3.1	Actively participate in Swift and Public Libraries Victoria Network (PLVN) forums	CEO, CEM, ISTM	Ongoing	• **Support growth and development of PLVN and Swift including State-wide Library Management System and Shared Services**
		2.3.2	Speak at conferences and public engagements articulating CCL's role as a public library	CEO	Ongoing	• Awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State-wide context • 4 presentations per annum
		2.3.3	Incorporate key messages advocating the value of public libraries in media releases and social media	CEM	Ongoing	• The role of public libraries is embraced and understood by local community • Media release - every 2 – 4 weeks • Engagement with community through monthly eNewsletter – open rate and new recipients • Actively support the PLVN's ADVOCATE Program

3. Resilience

Strengthen capacity in our growing community.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
3.1	Strong connections with our community	3.1.1	Active participation in community life across Casey Cardinia region	CEM	Ongoing to June 2018, membership reported quarterly	• **Demonstrated connection with community leaders, Council stakeholders and relevant interest groups** • **Positive community feedback via social media** • **Increased library membership**
		3.1.2	Deliver a marketing campaign promoting membership and engagement with CCL	CEM	September, 2018	• **Increased library visitation and usage (physical and digital)**
		3.1.3	Establish volunteer engagement programs that support literacy in our community	CEM	December 2018	• A contemporary Volunteer Policy supported by staff and stakeholders • New volunteer programs auspiced by CCL that support literacy in our community • Establishment of a Casey Cardinia Libraries Friends Group
		3.1.4	Forgiving Tree Campaign	CEM	December, 2018	• $15,000 worth of food and presents donated to the community

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
3.2	Increased investment in new infrastructure and services that support our community	3.2.1	Engage with member Councils and seek opportunities for shared delivery and co-location of services	CEO	Ongoing	• Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne) • Successful advocacy for renewal and refurbishment of existing libraries • Cost of library service per capita remains stable
		3.2.3	Increase fundraising through philanthropic funds, sponsorships and donations	CEO	June, 2019	• $20,000 raised through non-traditional sources that support strategic directions of CCL.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
3.3	Recognised contribution to community well-being and social equity	3.3.1	CCL staff understand and support social inclusion	MOD	December, 2018	• **Development and delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of Family Violence**
		3.3.2	Tangible connection with development and delivery of relevant Council Plans and Strategies	MOD	Annual - ongoing	• **Representation on relevant committees and working parties with our member councils and other community agencies that support liveability in the Casey Cardinia Region** • Participation in programs and campaigns that contribute to the liveability in the Casey Cardinia Region • **The capacity of our libraries to support emergency response and recovery activities in high risk communities** • Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member Councils

4. Literacies

Encourage reading and lifelong learning.

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	4.1.1	Plan and deliver library programs and activities that target all ages and community groups including CALD, ATSI and newly arrived communities	CEM	Ongoing to June 2019, indicators reported monthly	• **Number of programs devoted to encouraging literacy and lifelong learning** • **Increased attendance at programs and activities**
	4.1.2	Establish Teen advisory board to consult with community on programs and services for young people	CEM	September 2018	• Increased participation by young people in library programs
	4.1.3	Develop Outreach library programs to extend services 'beyond the four walls'	CEM	June 2019	• Implement Outreach Services Plan actions • Outreach activities are well resourced • Outreach activities reach people of all ages and stages • Increased library membership
	4.1.4	Attract funding for continuation of Communities for Children 'Library Has Legs' Programs in Cranbourne and Cardinia	CEM	May 2019	• Deliver Communities for Children 'Library has Legs' activities in Cranbourne and Cardinia • Facilitating Partners Anglicare/Windermere approve CfC programs for 2019-21 funding period

		Strategy		Key Action and Activity	Manager Responsible	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	CEM	Monthly reports run, collection performance reported quarterly (LGPRF)	• Branch Managers manage collection on day to day basis • Our collection exceeds key State-wide benchmarks for currency and usage • **CCL items are free and accessible to our members** • **Swift items are free and accessible to our members**
			4.2.2	Enhance the presentation of lending materials in branch	CEM	December 2018 (Quarter 2) then ongoing	• Average age of our collection is decreased • Create more visible retail displays • Maintain/increase physical loans
			4.2.3	Ensure the size of our collections leave comfortable space for our community	CEM	Ongoing to June 2019	• Use Collection HQ data to identify relevant and popular collections • Improve lounge and study spaces in branches, ensure good quality collections available to support community needs

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and indicators
4.3 Host events and performances that inspire creativity	4.3.1	Utilise library spaces and surrounding environments to deliver a creative calendar		CEM	Programs delivered in quarterly event schedules	• **The number of people who attend creative events and performances increases** • Meeting rooms are used more frequently for creative activities (eg workshops) • Facilitate larger cultural performances at the Bunjil Place Library
4.4 Facilitate programs and activities that promote STEAM learning	4.4.1	STEAM programs are run in our branches daily throughout the region		CEM	February 2019 (in line with school terms)	• **Establishment of STEAM related programs and activities in every branch every day of the school week**
	4.4.2	School Holiday programs include STEAM activities		CEM	July, 2018 – ongoing	• Holiday programs delivered at all branches throughout the year with STEAM elements
	4.4.3	Work with local education providers to complement school STEAM curriculum with programs in the libraries		CEM	July, 2018 ongoing	• Programs developed that complement school curriculum

5. Organisational Performance

Build an outstanding and innovative organization.

Strategy			Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.1	Embrace CCL values in everything we do	5.1.1	Implement the Workforce Development Plan	MOD	September 2018	• **Staff engagement survey(s) show increased understanding and support of CCL values** • **CCL staff share belief in the value of the services we provide and the communities we support** • Staff Skills audit • **CCL Staff take calculated risks and embrace opportunities for growth** • Expanded training and development opportunities for staff

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.2	Create a people focused organisation that is quick to embrace new ways of doing things	5.2.1	Delivery and expansion of the CCL Living Leadership Program	MOD, CEM, Leadership Team	March, 2019	• **Delivery of CCL Living Leadership Program** (Stage 2)
		5.2.2	New revenue streams established though partnerships with external agencies, individual donors and corporate sponsors	CEO, Leadership Team	Ongoing	• $100,000 additional revenue gained through grants and sponsorship
		5.2.3	Empower conversations within the organisation that encourage creativity and innovation	CEO, Leadership Team	Ongoing	• Adoption of new services and strategies that enable CCL to grow and improve services to our community • **Adoption of new services and strategies that support best practice** • Intranet and Yammer are actively used by staff to share ideas • Consultative Committee fosters creativity and positively influences decision-making

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.3	Compliance with statutory and funding requirements	5.3.1	Annual Budget	FM	June 2019 Budget Approval by CCL Board. Forwarded to Minister by August 31 Quarterly Budget report to Board - April, July, October and January Draft Budget presented to the Board (Nov) Budget endorsement by the Board. (Feb/Mar) Public notice – request submissions. (May)	• All our activities are governed by sound financial and business management principles. • Annual Budget comes within +/- 5% projections
		5.3.2	Compliance with legislative requirements	EXEC TEAM	OHS – September 2019 Annual Financial Report – July VAGO opinion (Aug/Sep) Minister (September 30) Fringe Tax Benefit (Annual – May 21) BAS - Quarterly CCL Insurance Declarations (Jun) Workcover Remuneration Declaration (Aug/Sep).	• Development and Delivery of Occupational Health and Safety Management System • Compliance with Local Government Act (1989) • Compliance with Industrial Relations and Human Resource practices. • Meeting financial legislative and reporting requirements

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	5.3.3	Library Plan	CEO	April, 2019 June, 2019	• Lodged on time and in accordance with Local Government Act (1989) • Complete development Action Plan for 2019-20
	5.3.4	Strategic Resource Plan (SRP)	FM	Endorsement by Board (April) Forwarded to Member Councils for approval (May) Public notice (May) Adopted by CCL Board (June) Copy to Minister before August 31.	• Lodged on time and in accordance with Local Government Act (1989)
	5.3.5	LGPRF (quarterly)	CEM	Reports to members Councils July, October, January and April	• Lodged on time and in accordance with required guidelines
	5.3.6	Complete DELWP Report for State Government Funding	FM	Final report due July 31. Budget Template completed August 31st for 2018-19 and progress report January 2019	• Allocation of budgeted programs and services that meet State Government reporting requirements

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	5.3.7	Review current systems for handling Human Resources Documentation	MOD, ISTM	January, 2019	• Create On-Boarding process for new staff • Review of Personnel files and establish efficient work practice and streamline process for handling/storing documentation • **Review of business systems including Employee Records Management System**
	5.3.8	Records Management Systemisation	MOD, ISTM	January, 2019	• Delivery of Electronic Record Management System • Learning Management Development • **Review of business systems including Employee Records Management System**

OFFICERS' REPORTS

CC27/2018   FINANCE

Report prepared by Marjorie Crompton

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

CCL Library Plan reference - 5.3

Discussion

Income
CCL overall income from operations is 2.9% higher than budget. This is due to Cardinia Shire's contribution for June received in advance in May. State Government Grants being slightly higher than budget at $58k.

As a result of the 12-month removal of overdue fines trial and the Forgiving Tree Campaign there is a permanent variance for the year of $50k.

Other income for photocopying is approximately 10% higher for the year to date and increased revenue from reimbursements for minor capital works (2016-17), SWIFT and Lynda.com partnerships.

Expenditure
Overall operating expenditure is within 2.5% of budget. The main variances are in employee costs, IT and Communications and administration.

Employee costs are higher than expected which is a result of higher than expected long service leave taken and maternity leave payments, some of these payments are reimbursed from Centrelink. Further employee costs are offset by savings made bringing ICT Support in-house and ending the supplier arrangement with LAN Consulting.

Administration is slightly higher than expected for consultants largely due to the secondment of the Finance Manager from the City of Casey this is partly offset with employee costs.

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

Financial Position 31 May 2018

Income Statement Month Ended 31 May 2018	Total Budget 2017-18	Budget May 2018	Act YTD May 2018	Variance	% Actual Vs Budget
Income					
Council Contributions	7,614,900	6,980,325	7,136,462	156,137	2.2%
State Government Grants	2,426,585	2,384,210	2,442,588	58,378	2.4%
CFC Cranbourne Grant	73,500	55,125	89,914	34,789	63.1%
CFC Pakenham Grant	73,170	73,170	75,516	2,346	3.2%
Overdue Fines	106,330	92,285	55,893	-36,392	(39.4%)
Interest on Investments	105,000	94,940	92,081	-2,859	(3.0%)
Other income	233,800	172,818	248,088	75,270	43.6%
	10,633,285	9,852,873	10,140,542	287,670	2.9%
Expenditure					
Employee Costs (inc cfc staffing)	7,715,835	6,550,960	6,736,841	-185,881	(2.8%)
CfC Cranbourne Expenditure	3,020	2,920	10,059	-7,139	(244.5%)
CfC Pakenham Expenditure	16,150	14,385	4,383	10,002	69.5%
IT & Communications	697,700	605,474	537,530	67,945	11.2%
Library Materials	311,710	298,778	321,201	-22,422	(7.5%)
Programs Promotions	100,000	93,710	109,695	-15,985	(17.1%)
Administration	626,800	575,165	628,427	-53,262	(9.3%)
Deprecation	0	0	0	0	0.0%
Total Expenditure	9,471,215	8,141,393	8,348,136	-206,743	(2.5%)
Net Gain (loss) disposal of plant & equipment					
Net result for the reporting period	1,162,070	1,711,480	1,792,406	80,927	4.7%

Capital Expenditure	Total Budget 2017-18	Budget May 2018	Act YTD May 2018	Variance	% Actual Vs Budget
Library Material	1,067,700	1,045,154	925,288	119,866	11.5%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	285,000	335,000	343,853	-8,853	(2.6%)
Capital Expenditure for the reporting period	1,352,700	1,380,154	1,269,142	111,013	8.0%

<u>Credit Card Expenditure</u>

Card Holder	Details	$
CEO		
March Statement		
27/02/2018	Newslimited Subscription (Herald-Sun)	$727.99
27/02/2018	Campaign Monitor (March campaign)	$574.11
5/03/2018	Cover More Ins Aust (Insurance ALIA Conference)	$13.95
5/03/2018	Australia Library & Deakin Membership (ALIA Conference)	$1,105.00
5/03/2018	AirBNB (ALIA Conference, Gold Coast)	$325.35
6/03/2018	Virgin Australia (E-ticket, Gold Coast ALIA Conference)	$3.60
6/03/2018	Virgin Australia (E-ticket, Gold Coast ALIA Conference)	$277.00
6/03/2018	MYKI	$50.00
7/03/2018	Little Bird Company (Kits for School Holiday Program)	$772.00
8/03/2018	Post (Gift Cards $100 x 2, $5.95 x 2 purchase of gift cards)	$211.90
19/03/2018	Peter Phillips Mechanical (new tyres)	$150.00
19/03/2018	Care Park Pty Ltd (Car Parking)	$28.68
20/03/2018	MYKI	$50.00
20/03/2018	Peter Phillips Mechanical (Wheel Alignment)	$194.00
Total March 2018		**$4,483.58**
April Statement		
10/04/2018	Care Park Pty Ltd (Car Park PLVN)	$28.68
20/04/2018	Coles (Gift Card, Community Survey)	$100.00
20/04/2018	EB (Training Conference)	$685.05
Total April 2018		**$813.73**
May Statement		
1/05/2018	Care Park Pty Ltd (Car Park PLVN)	$21.51
2/05/2018	Care Park Pty Ltd (Car Park PLVN)	$28.68
7/05/2018	MYKI	$50.00
Total May 2018		**$100.19**
Total		**$5,397.50**

Customer Experience Manager		
March Statement		
27/02/2018	Coles (petty cash cards)	$50.00
27/02/2018	Woolworths (petty cash cards)	$50.00
14/03/2018	Bean Bags R Us (beans bags Emerald Library)	$490.60
14/03/2018	Bean Bags R Us (beans bags Pakenham Library)	$490.60
16/03/2018	Euro Café 38 (catering for interview)	$32.00
19/03/2018	Kmart (bean bag filling)	$48.00
19/03/2018	Kmart (bean bag filling)	$48.00
21/03/2018	Woolworths (petty cash cards x 2)	$100.00
22/03/2018	Kmart Online (bean bag filling)	$143.04
22/03/2018	Kmart Online (bean bag filling)	$274.07
22/03/2018	Coles (petty cash cards)	$100.00
22/03/2018	Antar Victoria (stickers for branches)	$30.00
Total March 2018		**$1,856.31**
April Statement		
27/03/2018	CampgainMonitor (March EDM)	$568.80
27/03/2018	News Corporation (Herald-Sun Subscription Hampton Park)	$728.00
5/04/2018	Kmart (Metro Pop Up)	$19.00
18/04/2018	Amazon (CALD Program, Literacy materials)	$124.46
18/04/2018	Amazon (CALD Program, Literacy materials)	$126.54
18/04/2018	Amazon (CALD Program, Literacy materials)	$37.35
18/04/2018	Amazon (CALD Program, Literacy materials)	$102.03
18/04/2018	Amazon (CALD Program, Literacy materials)	$18.66
18/04/2018	Amazon (CALD Program, Literacy materials)	$137.88
18/04/2018	Amazon (CALD Program, Literacy materials)	$138.74
19/04/2018	Amazon (CALD Program, Literacy materials)	$194.41
19/04/2018	Amazon (CALD Program, Literacy materials)	$223.34
19/04/2018	Amazon (CALD Program, Literacy materials)	$21.34
24/04/2018	Coles (Catering Living Leadership)	$22.21
24/04/2018	Coles (Petty Cash Cards)	$100.00
24/04/2018	Yarn Strong Sista Pty Ltd (Program Materials)	$129.45
24/04/2018	PayPal (Afghanchild) (CALD Book Pack)	$184.00
24/04/2018	PayPal (Afghanchild) (Program Materials)	$40.85
24/04/2018	PayPal (Afghanchild) (Program Materials)	$61.28
24/04/2018	PayPal (Afghanchild) (Program Materials)	$61.28
24/04/2018	PayPal (Afghanchild) (Program Materials)	$61.28
24/04/2018	PayPal (Zeebtrading) (Adhesive Labels)	$5.99
Total April 2018		**$3,106.89**
May Statement		
27/04/2018	CampgainMonitor (April EDM)	$567.12
1/05/2018	Paypal (ClipArt Design)	$9.10
5/05/2018	Amazon	$71.60

7/05/2018	Woolworths (petty cash cards)	$200.00
9/05/2018	Coles (petty cash cards)	$250.00
12/05/2018	Coles (petty cash cards)	$329.60
15/05/2018	Amazon	$476.31
17/05/2018	Mighty Ape Ltd	$70.10
16/05/2018	Paypal (Dnieallmada)	$28.50
21/05/2018	Mighty Ape Ltd	$15.43
22/05/2018	Stuffed with Plush	$324.90
22/05/2018	Toy Galaxy	$213.75
23/05/2018	Fishpond Ltd	$124.68
23/05/2018	Mighty Ape Ltd	$433.56
23/05/2018	Amazon	$16.63
Total May 2018		**$3,131.28**
Total		**$8,094.48**

Finance Manager		
March Statement		
	NIL transactions	
Total March 2018		**$0.00**
April Statement		
	NIL transactions	
Total April 2018		**$0.00**
May Statement		
	NIL transactions	
Total May 2018		**$0.00**
Total		**$0.00**

ICT Manager		
March Statement		
5/03/2018	Adobe Creative Cloud (Marketing & Comms)	$176.70
13/03/2018	Digicert Inc (US $595) (SSL Wildcard Certificate)	$779.64
13/03/2018	Digicert Inc (US $595) (SSL Wildcard Certificate)	$779.64
Total March 2018		**$1,735.98**
April Statement		
2/04/2018	www.alibaba (US $310.28)	$417.49
5/04/2018	Adobe Creative Cloud (Marketing & Comms)	$176.70
5/04/2018	mycasecovers	$356.75
5/04/2018	USCustoms (SWIFT) (US $14.00)	$18.78
6/04/2018	Mobile-Mate	$299.00
6/04/2018	www.alibaba (US $2623.49)	$3,528.30
13/04/2018	Melbourne Airport Parking (SWIFT)	$104.00
14/04/2018	Marta Atlanta (SWIFT) (US $3.50)	$4.64
15/04/2018	Peachtree (SWIFT) (US $26.76)	$35.54
16/04/2018	Gibneys Pub (SWIFT) (US $20.00)	$26.54
18/04/2018	Atlanta Braves (SWIFT) (US $3.50)	$33.36
19/04/2018	Marta Atlanta (SWIFT) (US $3.50)	$4.65
19/04/2018	Uber (SWIFT) (US $10.25)	$13.62
Note	*SWIFT transactions incurred in the US will be re-charged to SWIFT as part of a shared work arrangement for Daniel Lewis*	
Total April 2018		**$5,019.37**
May Statement		
7/05/2018	MSFT (Microsoft Office 365)	$480.48
9/05/2018	TWA Datacomms & Elec (Communications Cupboard)	$808.50
10/05/2018	SP * gofar (Cabling)	$19.95
12/05/2018	Adobe Creative Cloud (Marketing & Comms)	$197.10
16/05/2018	TNT Australia (Customs release of equipment)	$446.94
Total May 2018		**$1,952.97**
Total		$8,708.32

Procurement Policy 2018 *(CCL Library Plan reference – 5.3)*

The purpose of the Procurement Policy is to:

- Provide a procurement framework that seeks to achieve best value in price,
- Consistent, competitive and transparent process, and
- Minimise and mange risks in procurement.

CCL is required under the Local Government Act 1989 Section 186A to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods and services. The Procurement Policy is reviewed annually; it was last reviewed and adopted by the Library Board in June 2017. Minor amendments to Attachment 1 Delegation of Authority were adopted in February 2018.

CCL has reviewed the use and allocation of credit cards to Executive Team members to improve process for purchase of goods and services including those only available online.

CCL reviewed results in changes to purchases below the Local Government Act public tender thresholds; these were:

- Items with a value up to $3000 do not require more than one quotation.
- Items with a value between $3001 and $10,000 - Request for Quotation.

CCL have also included in the updated Procurement Policy, attachment 2 – Bank signatories.

A full review of the Procurement Policy has been undertaken to ensure that we continue to deliver the library services and the community needs through procurement procedures that follow best practice guidelines, value for money effectively and efficiently.

Audit Strategy

CCL has received the CCL - Final FY18 Audit Strategy for the financial year ending June 2018 from VAGO. An interim audit was conducted in April by Auditors from RSM Australia Pty Ltd. The final audit visit is scheduled to begin on 6 August and closing on 10 August. The final visit is dependent on the completion of the draft report being submitted to audit. The submission of closing report is due for completion for the August Board meeting 27 August 2018.

Payslips

City of Casey continue to work on the delivery of CCL staff payslips electronically.

Conclusion

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

RECOMMENDATIONS

1. That the Finance Report be noted.
2. That the Board approve the Procurement Policy 2018.
3. That the Board note the Audit Strategy 2018.

1. Purpose

The purpose of this Policy is to:

- provide policy and guidance to Casey Cardinia Libraries (CCL)to ensure consistency and control over Procurement activities;

- demonstrate accountability to stakeholders;

- provide guidance on ethical behaviour in public sector purchasing;

- support best practice in purchasing; and

- increase the probability of obtaining the best outcome for CCL when purchasing goods and services.

2. Definitions

CCL	Casey-Cardinia Library Corporation trading as Casey Cardinia Libraries (CCL) being a legal entity under *Local Government Act 1989*.
Board Members	individuals holding office on the CCL Board.
Library Officers	the Chief Executive Officer and staff of CCL appointed by the Chief Executive Officer.

3. Scope

This Procurement Policy is made under Section 186a of the Local Government Act 1989.

The Policy applies to all contracting and procurement activities at CCL and is binding upon Board Members, Library Officers, temporary employees, contractors and consultants while engaged by CCL.

4. Context

All CCL's procurement activity is subject to the applicable:
- Legislative and regulatory provisions
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).

The key legislative requirements include:
- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
- Section 186A of the LGA (Procurement Policy)
- Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
- Competition and Consumer Act 2010.

5. Policy

The following principles apply to all aspects of CCL's procurement.

5.1 Value for Money

All persons engaged in purchasing decisions must aim to obtain best value-for-money for CCL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CCL will enhance its value-for-money outcomes through the use of competitive process wherever possible.

CCL will seek to minimise the cost of procurement by:
- Ensuring that all procurement needs and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition
- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

5.2 Ethics and Probity

CCL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CCL procurement must exercise the highest standards of probity and will:
- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

5.3 Conflict of Interest

Board Members and members of staff (and all persons engaged in procurement on CCL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 77 – 80, 95 LGA).

Board Members and Library Officers shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict, or have potential to conflict with their CCL duties.

5.4 Fair and Honest Dealing

All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times. Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

5.5 Accountability and Transparency

All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CCL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

A consistent approach will be undertaken in all procurement across CCL. Procurement activities will be conducted in a fair, honest and open manner, demonstrating the highest of integrity consistent with the public interest.

5.6 Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works.
(Refer to other policies that interact with procurement – Procedure Manual – 3.02 Purchase Orders and 3.06 Use of CCL Credit Cards).

Library Officers must not authorise the expenditure of funds in excess of their financial delegation.

5.7 Gifts and Hospitality

No Board Member or member of CCL staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CCL is interested. Staff are referred to the CCL's Gifts and Hospitality Policy for details. *(Reference Procedure Manual – 5.27 Gifts and Hospitality Policy).*

Board Members and member of staff (and all persons engaged in procurement on CCL's behalf) must adhere to relevant CCL Policies and Procedures on Gifts and Hospitality.

5.8 Procurement Thresholds and Competition

Purchase of all goods and services with an estimated expenditure exceeding $150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.
The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term, and are to be inclusive of GST.

As an alternative however purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CCL to act on its behalf and CCL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market

are such that the public tender process would lead to a better result for the CCL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

5.9 Quotations, specification and tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchase orders will be raised for all purchases over $500.
- Items with a value up to $3000 do not require more than one quotation.
- Items with a value between $3001 and $10,000 - Request for Quotation.
  At least two written quotations must be received. These quotations must be recorded.
- Items with a value between $10,000 and $150,000– Request for Quotation.
  A minimum of three written quotations must be recorded.
- All pricing is inclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CCL or through a Government approved agent under ministerial order.

The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

5.10 Internal Controls

CCL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CCL employee is involved in each transaction
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

5.11 Risk Management

CCL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

6. Sustainability

CCL is committed to achieving environmental sustainability and ensuring it monitors and reports on:

- activities and programs that have an impact on or contribute to the environment
- supporting the principles of sustainable procurement within the context of purchasing on a value-for-money basis.

Value-for-money purchasing decisions made by CCL are made on the basis of whole-of-life cost and non-price factors impact of CCL procurement on environment.

7. Support of Local Business

Casey Cardinia Libraries is committed to buying from local business where such purchases may be justified on value-for-money grounds.

8. Review

The next annual review of this document is scheduled to be presented to the Board at the June 2019 Board meeting.

Attachment 1

Delegations of Authority

Chief Executive Officer
- Purchase orders to the value of $149,999
- Contracts to the value of $149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

Finance Manager
- Purchase orders to the value of $75,000
- Contracts to the value of $10,000 per year with a life up to 5 years
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

Customer Experience Manager
- Purchase orders to the value of $30,000 (Library materials)
- Purchase orders to the value of $5,000 (Promotions/Marketing)
- Contracts to the value of $10,000 per year with a life up to 2 years
- Credit Card access ($5,000)

Community Programs & Engagement Coordinator
- Purchase orders to the value of $20,000 (Library materials)
- Purchase orders to the value of $5,000 (Promotions/Marketing)
- Contracts to the value of $10,000 per year with a life up to 2 years

Information Services & Technology Manager
- Purchase orders to the value of $50,000 (IT Hardware and Software)
- Contracts to the value of $10,000 per year with a life up to 2 years
- Credit Card access ($5,000)

Information Services Coordinator
- Purchase orders to the value of $20,000 (Databases, Hardware and Software)
- Contracts to the value of $10,000 per year with a life up to 2 years

Manager Organisational Development
- Purchase orders to the value of $10,000 (Training)
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

All authority granted is to within allocated and approved budgets.

Attachment 2

Casey Cardinia Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Casey Cardinia Libraries. The Board approved the following Officers as signatories at the 27 June 2018 Board meeting:

- Chief Executive Officer, Casey Cardinia Libraries
  - o Christopher Cleeve Buckingham
- Finance Manager, Casey Cardinia Libraries
  - o Pamela June Vickers
- Chief Financial Officer, City of Casey
  - o Andrew Maxwell Davis
- Officer Board member, City of Casey
  - o Michael Tyler, Chief Executive Officer (recently resigned from City of Casey, Steven Dalton is currently acting CEO)
- Officer Board member, Cardinia Shire
  - o Jenny May Scicluna, General Manager, Community Wellbeing, Cardinia Shire

Note: Westpac advise that any two signatories are to sign jointly.

Authorised Officers to issue instructions only, regarding term deposits:
- Finance Manager, Casey Cardinia Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

18 May 2018

Mr C. Buckingham
Chief Executive Officer
Casey-Cardinia Regional Library Corporation
Cranbourne Indoor Leisure Complex
Cranbourne VIC 3977

Dear Mr Buckingham

AUDIT STRATEGY 2017-18

I enclose for your information the audit strategy for the year ending 30 June 2018.

The audit strategy provides an overview of our approach to the annual audit of the financial report of Casey-Cardinia Regional Library Corporation.

I have also provided copies of the audit strategy to Cr Wayne Smith, Chairperson.

If you have any queries concerning this audit strategy, please contact one of the following:

Warwick Spargo on   ☎ 03 9286 8124   ⌐ warwick.spargo@rsm.com.au

Tim Loughnan (VAGO) on   ☎ 03 8601 7086   ⌐ tim.loughnan@audit.vic.gov.au

I also take this opportunity to thank your executive team and staff for the time they made available to us during planning.

Yours sincerely

Warwick Spargo
Partner, RSM
VAGO Audit Service Provider

VAGO

Victorian Auditor-General's Office

Audit Strategy Memorandum

Casey-Cardinia Regional Library Corporation

For the financial year ending 30 June 2018

Contents

VAGO

Audit Strategy Memorandum – Casey-Cardinia Regional Library Corporation

Introduction

Purpose of the audit strategy memorandum

- Outlines our planned approach to the audit of the Casey-Cardinia Regional Library Corporation financial report for the financial year ending 30 June 2018.
- Key document for us to communicate with those charged with governance

This document should be read in conjunction with our engagement letter issued 27/01/2015.

Scope and purpose of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report in accordance with the *Local Government Act 1989*.
- provide a copy of my auditor's report to the agency

Copies of the auditor's reports are also provided to the Minister for Local Government and to the Minister for Finance.

Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction by either Parliament or the government.

Audit Strategy Memorandum – Casey-Cardinia Regional Library Corporation

VAGO

New for 2017-18

	Streamlined financial reporting
	Accounting standards on the horizon
	Sector update

VAGO

Planned audit approach

Risk identification and assessment

Understand your entity and its environment, in order to:

- Set materiality
- Identify material transactions, balances, disclosures and significant events
- Identify and assess risks of material misstatement and the controls in place to mitigate these risks
- Develop our proposed audit strategy, including scope, timing and direction of the audit

Risk response

- Choosing and executing appropriate procedures to obtain audit evidence, including the use of data analytics, where appropriate

Reporting

- Provide observations and recommendations for any improvements of internal controls we identify through our audit testing through our interim management letter and final management letter.
- We will also inform you of any significant findings we identify that are not controls related at the conclusion of each phase of our audit. We will also include these in our interim management letter and final management letter.
- Issue audit opinion.

Planned audit approach

Other factors in our planned audit approach

The following factors are also key to our audit approach and will be used at various stages of the audit process.

Where services are provided by a Service Organisation	Our audit approach takes into consideration services that you have outsourced to the City of Casey. You are responsible for creating clear service agreements and monitoring their effectiveness. Refer to the risk section for our audit approach.
Use of specialists / experts	You have relied on the work of experts to assist with the fair value estimate of property, plant and equipment. We will assess the work of the expert (including their competence and capabilities) to determine whether or not we can place reliance on their report.
Data analytics	VAGO is investing in data analytics to improve the efficiency and effectiveness of our audit process. We have established a data analytics function within our office, which is focusing on identifying and driving improvements in the way we collect, analyse and interpret your data for audit purposes. We see the value in data analytics as allowing us to conduct a more targeted audit approach through identifying enhanced audit insights and also in our ability to share key insights with you.

Key audit matters (KAMs)

ASA 701 *Communicating Key Audit Matters in the Independent Auditor's Report* requires auditors of specific entities to include a description of key audit matters (KAMs) in the auditor's report.

KAMs are determined by the auditor as those matters being of most significance to the audit.

We have decided to voluntarily adopt KAM reporting as we believe this will enhance the value of our auditor's report by providing greater transparency and insights about our audit process.

In 2016-17, we started our KAM implementation by including KAMs in the closing reports of selected entities and in the independent auditor's report for the State of Victoria.

We will continue our implementation process by:

• reporting KAMs in the auditors reports of these entities we piloted in 2016-17 closing reports and \;

• selecting additional entities to include KAMs in their closing report.

We confirm we will not be reporting KAMs for your entity this financial year in the closing report/independent auditor's report.

Consider all observations/findings (i.e. matters) identified from audit

Matters communicated to those charged with governance

Assess communicated matters based on if they required significant auditor attention

Determine matters which were of most significance to the audit

KAM

VAGO
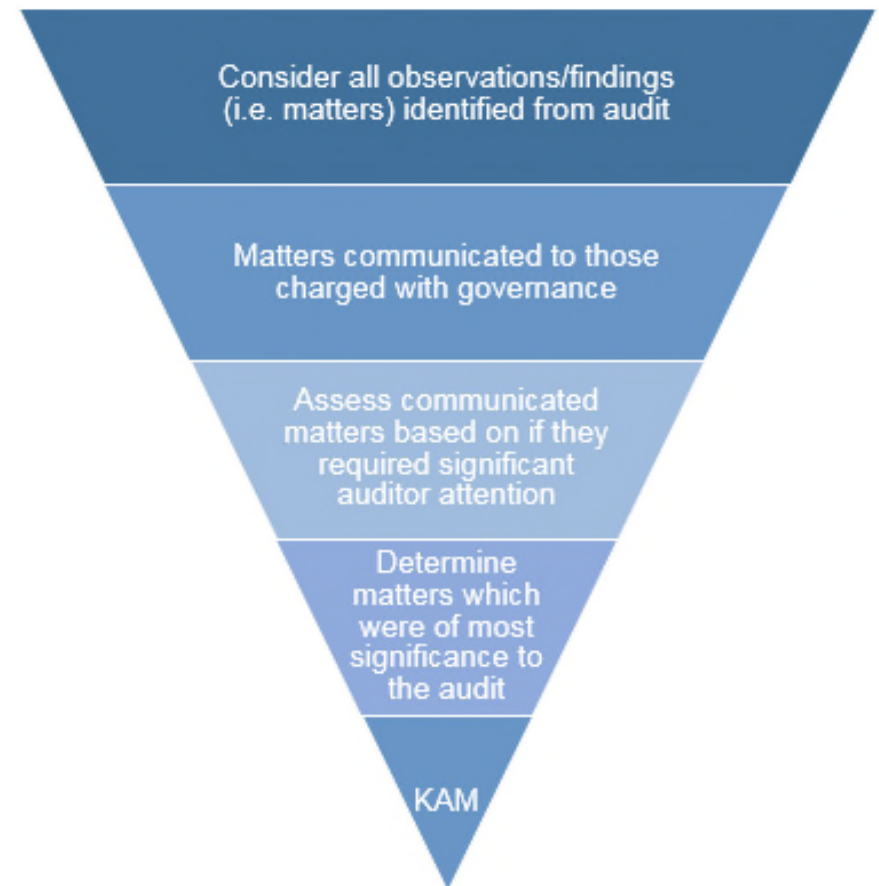
Key risks and areas of audit focus

Financial statements

We have identified the following circumstances and conditions as posing a higher risk of material misstatement to your financial report. We will focus specific audit attention to these areas.

Risk	Key risk of material misstatement	New this financial year	Why we think it's of higher risk	Significant judgements
1	Outsourced Accounting Function (Payroll and Purchasing)		Purchases, salary expenditure and employee entitlement liabilities may not be complete and accurately accounted for. Material errors may occur due to insufficient monitoring controls at the entity.	
2	Streamlined financial report	✓	The new model financial report, drafted in compliance with the requirements of the Local Government Act 1989, will be streamlined in format, which will alter the form and presentation of information in the financial report. If a process to streamline the financial statements is not followed, there is a risk that material disclosure deficiencies could arise.	

VAGO

Materiality and misstatements

Materiality

Materiality for the financial report as a whole has been set at $106,000. This has been calculated based on 1% of the budgeted income for the financial year ending 30 June 2018. Materiality may need to be revised throughout the course of the audit and will be reassessed at the end of the audit to ensure it remains appropriate.

We consider qualitative and quantitative factors when determining materiality, and may determine specific materiality levels less than overall materiality for one of more classes of transactions, account balances or disclosures when misstatements of different amounts could reasonably be expected to influence readers of the financial report.

We design our procedures to detect misstatements at levels lower than materiality to reduce the probability that the aggregate of uncorrected and/or undetected misstatements are material. This amount is referred to as performance materiality. Refer to Appendix A for our approach to assessing materiality.

Misstatements

Misstatements in the financial report occur when there is a difference between what is recognised/disclosed and what is required to be recognised/disclosed according to the financial reporting framework. Misstatements can be unintentional (error) or intentional (fraud).

A misstatement is considered material if it could, individually or collectively, be reasonably expected to influence the economic decisions of users of the financial statements. Users could be influenced by either the amount (quantity) or the nature of the matter (quality).

Reporting misstatements

Our audit does not guarantee that every amount and disclosure in the financial reports is error-free. Identified errors greater than 5% of overall materiality will be reported to you. We will also report all material adjustments made which were identified as part of the audit process.

Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

Internal control

Management is responsible for maintaining suitable accounting records, and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral component of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our capacity to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will communicate to those charged with governance in writing any significant internal control deficiencies that come to our attention during the audit on a timely basis.

Fraud

During the course of our audit we make enquiries of those charged with governance, management and others to identify any known instances of fraud. We also make enquiries to understand where you consider the risks are in relation to fraud and if you have any knowledge of actual or suspected fraud. This also includes considering the risk of management override of controls. It should be noted that our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti-Corruption Commission (IBAC) where we become aware of any matter in the course of our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

Waste, probity and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

VAGO

Administration

Key audit dates

Milestone	Date	Responsibility
Combined Planning & Interim audit visit commences	12 April 2018	VAGO
Management letter for interim audit visit	31 May 2018	VAGO
Financial report made available for audit review	01 August 2018	Casey-Cardinia Regional Library Corporation
Final audit visit commences	06 August 2018	VAGO
Closing meeting with auditors	10 August 2018	VAGO & Casey-Cardinia Regional Library Corporation
Board meeting and submission of closing report	27 August 2018	VAGO & Casey-Cardinia Regional Library Corporation
Independent Auditor's Report signed	TBC	VAGO
Management letter for final audit visit	TBC	VAGO

Fees

- You will be advised of the estimated fee via separate letter.
- Fees are based on our planned audit approach and will be billed progressively based on work complete and will be subject to change as a result of changes in the scope, volume and complexity of the audit. Fees may also change as a result of agreed key milestones not being met and limited availability of key staff to assist audit process.

Key contacts

Engagement leader	ASP
Tim Loughnan	Warwick Spargo
Local Government Sector Director	Partner
Tim.Loughnan@audit.vic.gov.au	Warwick.Spargo@rsm.com.au
(03) 8601 7086	(03) 9286 8124

VAGO

Other information

Reports to Parliament

Results of Financial Audits

Casey-Cardinia Regional Library Corporation will be included in the Results of 2017–18 Audits: Local Government, scheduled for tabling in October 2018.

Whilst there is no key area of focus, attention will be given to quality of preparation for year end, and month end closing processes.

Performance Audits

A list of performance audits in progress can be found on our website

Details of planned performance audits can be found in our Annual Plan

Key VAGO links and resources

Financial Audit Process

Annual Plan

Reports and Publications

Audits in Progress

Corporate Information

Information privacy

Complaints about VAGO

VAGO

Appendix A.
Materiality
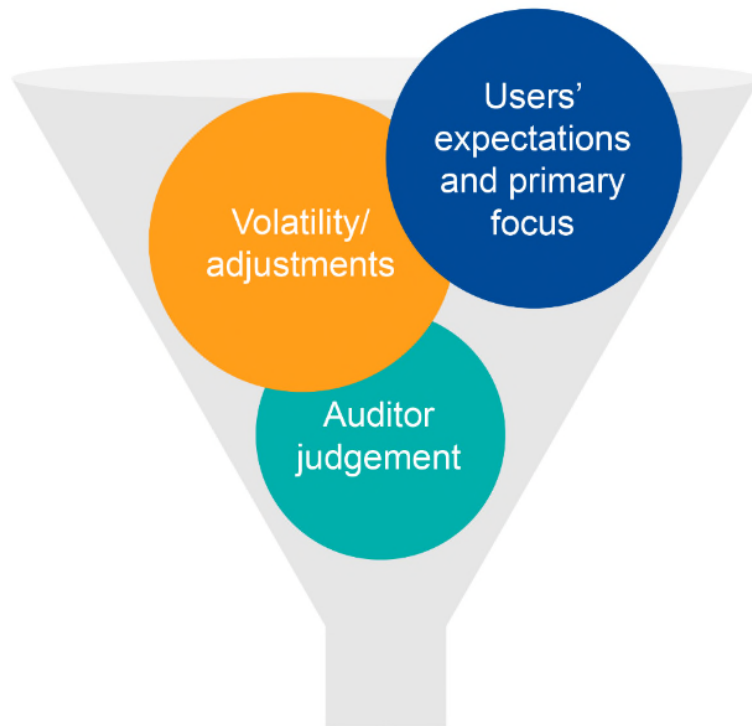
Overall materiality
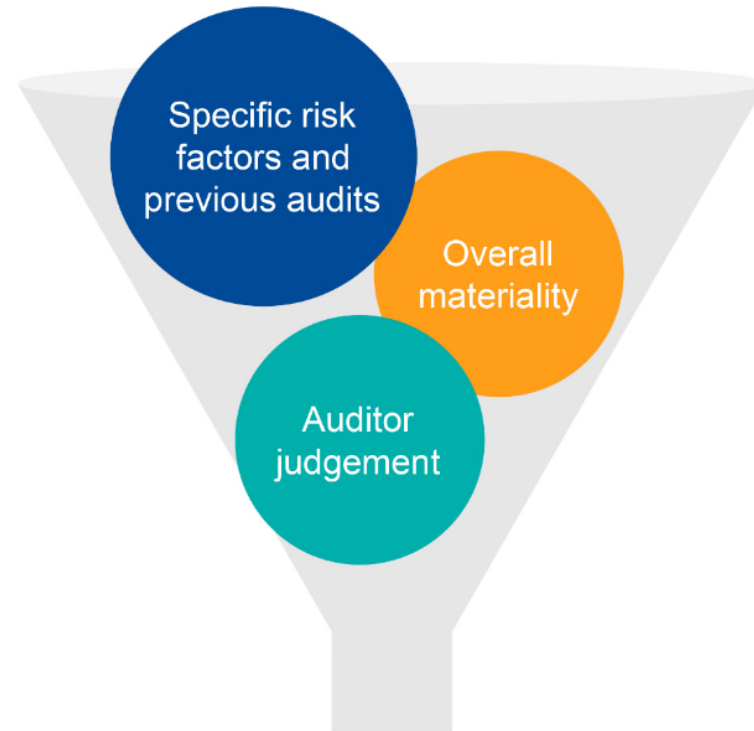
Performance materiality

VAGO

Our Data Strategy

VAGO
Victorian Auditor-General's Office

Our Strategy

The Victorian Auditor-General's Office (VAGO) has a strategy to develop our workforce to better leverage the use of data on our audits and continue to invest in our people, tools, systems and capabilities.

How this will affect some audit clients

There are two areas we are seeking improvements:

➔ The way we streamline the collection of data on audits of financial reports

➔ The quality of the insights that we are able to provide to our audit clients and other stakeholders.

What are we doing around data analytics

We are looking at ways of streamlining our data collection processes on selected audit clients to ensure that the data feeding our analytics procedures and dashboards is complete and up to date. We will also be building dashboards that provide better insights on our audits.

Benefits

Less time spent by audit clients providing auditors with data and resolving data quality issues

Better insights through our reporting

More time spent by our auditors on 'value adding' activities to Parliament and other stakeholders

Data transfer and storage will be secure

The Data Extraction Flowchart

Back-End — **Front-End** — **Output**

Current

Client Finance/Payroll Database → Manual Front-End Data Extract → Physical transfer of data → Manual upload to VAGO database → Separate financial/payroll reports

New

Back-end extract and electronic transfer via our secure FTP server → Automatic upload to VAGO database → Fully integrated financial/payroll dashboard
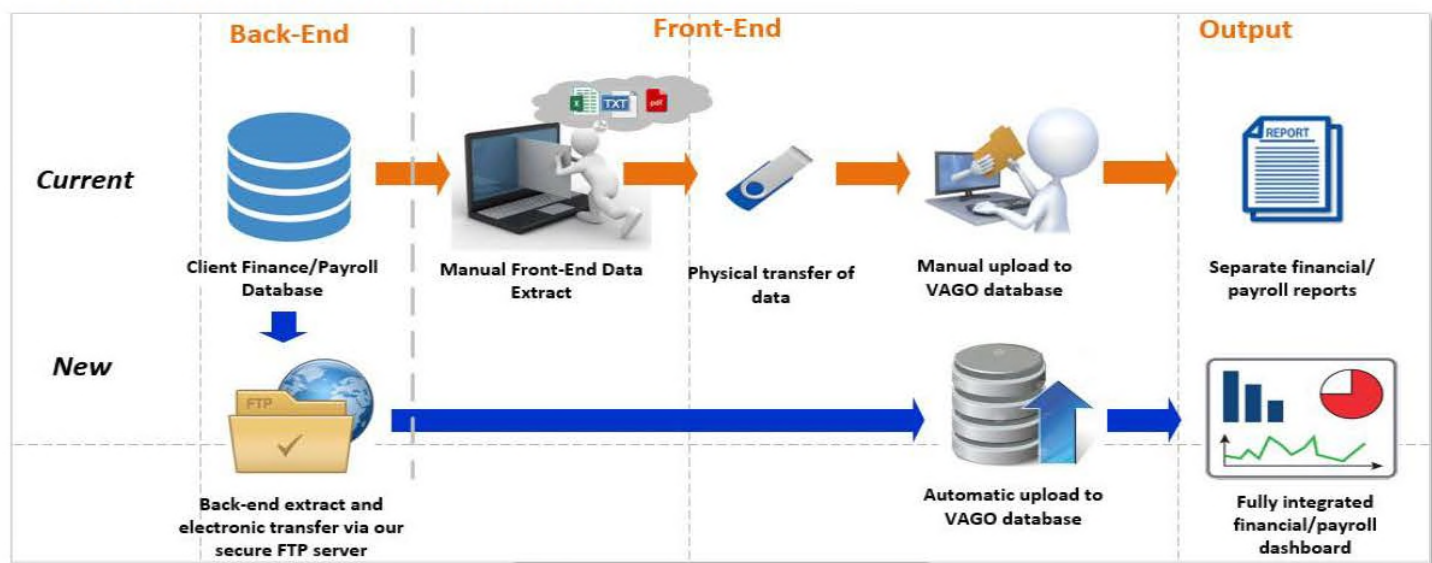
➔ Find out more at
www.audit.vic.gov.au

Frequently Asked Questions

Which audit clients will be involved?

The first two years

An initial pilot will include 30+ audit clients from across the Victorian Public Sector. Our strategy will be pilot the streamlining of data into audit insights dashboards for use by our auditors.

After that

We will examine ways in which we can share the insights we have gained as part of our audits back with our audit clients and look to increase the number of audit clients which are involved.

What do we do with the data we collect?

The client can provide the data to us

We transform the data we collect into a single data-mart (VAGO data-mart) which enables auditors of entities on different systems to benchmark like entities within a single sector / industry at an aggregate level.

We will be also be applying ruled based testing over the data we collect which will allow us to test 100 per cent of the dataset and have longer term plans to combine this with operational datasets within the public domain to enhance the effectiveness of our audit procedures.

Why transform the data we collect into a single data-mart?

Transforming data not only allows us to benchmark like entities on very different accounting systems but it also allows us to write our rule based testing of data once, and to have the results available across all audit clients that we support.

How can these results be accessed?

These results will be made available to our auditors through Insights Dashboards. We will also look at options to provide these insights back to our audit clients and other stakeholders at the appropriate time.

How long is the data retained for?

7 Years

Information collected that is audit evidence under the auditing standards and is used for supporting audit conclusions and the audit opinion.

5 Years

Transactional and other data collected needed for trending purposes in our audits of financial reports for future years.

Securely disposed of at the end of an audit when no longer required

Information collected that is not audit evidence and will not be required for trending purposes in future years will be securely disposed of at the conclusion of the audit.

Where can I get more information?

Please speak to your VAGO engagement leader if you have any questions around VAGO's data analytics initiatives.

VAGO

CC28/2018　　　　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
Buildings
Cranbourne Library
The City of Casey have lodged a bid for State Government Funding through the Living Libraries Infrastructure Funding Program for $51,000 to support building works.

Pakenham Library
Lighting upgrade and acoustic treatments should be completed before the end of the financial year.

Emerald Library
Construction of the Hills Hub has caused some disruption to library operations. Council officers, architects, builders and library staff continue to maintain open lines of communication and a positive working relationship. New signage has been erected to communicate opening hours to the community.

Cardinia Mobile
Timeframes for delivery have been extended after consultation with State Government. Delivery is anticipated in February 2019

RECOMMENDATIONS
　　1.　That the Buildings and Facilities Report be noted.

CC29/2018   INFORMATION TECHNOLOGY

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

Library Membership Numbers and Barcodes - Enactment

(Library Plan reference 1.3, 4.2 and 5.2)

CC have introduced a new range of library membership numbers - increasing the old 8-digit numbers (with an A prefix on the codabar format) to a 14-digit card number (with no prefix on the doce39 format). This change was predicated by the duplication of memberships numbers used by another SWIFT Library - not using the prefix A - and caused account conflict issues across both services.

This change in membership card range is based on a standard already used in other public libraries. The move to the new number range helps minimise any future conflicts as the first digit '3' is the standard for library memberships and the next four digits is a standard unique identifier – which in libraries is a postcode in their service area, which CCL has opted to use 3807. The remaining 9 digits are then unique to each member, rounding out the 14-digit membership number used on our new membership cards.

Information Services Team Change of Reporting

(Library Plan reference 1.3, 3.3, 5.1 and 5.2)

The Information Services Team –Michelle McLean, Daniel Briggs, Kimberly Visser and Heather Arnold will report to the Organisational Development Manager - Melissa Martin from July 1st. The aim is to develop a robust internal communications and information services training team.

Modern Telephony – 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. We 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 and will soon tie seamlessly into Microsoft Teams implementation, giving staff the capacity to work and interact with each other from the one software application with ease.

Staff Gizmo's- Deployment

(Library Plan reference 1.3, 3.2 and 5.2)

The SOLUS staff gizmo's have arrived. We are waiting on firmware updates from the manufacturer and software updates from SOLUS to release the devices to staff for testing.

The five key functions that we will make use of when its released include:
- Signing up new members,
- Looking up user accounts,
- Checking books out,
- Checking books in, and
- Action Lists (e.g. holds lists, stocktake, etc.).

This mobile functionality will enable staff to perform routine tasks more efficiently. It will improve work flows and provide the community with a more positive customer experience.

CCL will be the first library in the world to deploy these devices.

Advanced Infrastructure Rollout – Deployment
(Library Plan reference 1.3 and 5.2)
CCL will be releasing a uniform network of communication devices (Cisco Meraki). These will provide staff with the ability to control performance of our communications network. The communication devices will consist of a fleet of switches and access points that will provide improved internet speeds for both staff and library users.

The devices are currently being configured. The rollout is scheduled to occur across July and August on a site by site basis. Site cabling and patching will also be upgraded to maintain a clean, consistent and accurate cabling system across the region.

The new system offers more advanced features including the ability to measure the smart phone footprint at each location to build an estimated physical heatmap of the areas being utilised in each branch. Library user's confidentiality will be maintained.

Public PC/Internet Access for Under 18's
(Library Plan reference 1.2 and 1.3)
Please see attached discussion paper which includes a proposal that:

'That library members under the age of 18 are given perpetual access to booking PCs at CCL libraries, unless their parent(s) specifically requests that they are not.'

ICT Journey Map and Roadmap
(Library Plan reference 1.3)
CCL aim to provide our community with access to services that are intuitive, and user focussed at the core. The ICT Team have a Roadmap as their action plan. The Roadmap outlines each of the priority projects we have identified that will help us meet community expectations. The document outlines each project with a description, justification, classification, related projects, timelines, how it links in with our strategic goals in the Library Plan and who is leading the project.

The ICT Team also maintain a journey map where completed projects are added. It paints a picture of our ICT journey and the ability to look back on to see what has been achieved.

COSUGI Conference – Swift Summary
In April 2018, Daniel Lewis went to Atlanta, Georgia USA on behalf of Swift to attend the SirsiDynix COSUGI conference.

RECOMMENDATIONS

1. That the Information Technology Report be noted.
2. That the Board approve the Public PC/Internet Access for Under 18s: A Discussion proposal.
3. That the Board note the ICT Journey Map and Roadmap.

Casey Cardinia Libraries (CCL) offers free access to 98 personal computers (PCs) for members across the library network.

CCL's current policy regarding PC bookings for people under the age of 18 is:

- Children under 13 must have their parent/guarantor <u>present</u> to give permission to access a public PC at a given time

- Children aged 14-17 must have guarantor permission, but this can be done as a blanket permission given by the guarantor and recorded on the child's membership (which can be revoked by the guarantor at any time) or per instance, as with the children aged under 13.

- Under 18s who do not have the blanket permission are not able to book a library PC themselves – if they wish to book, they must have a parent present and they can only do so through staff intervention.

Benchmarking with other Public Libraries

CCL conducted a review of 10 Victorian public libraries' policies regarding children's access to the Internet. All their policies:

- Apply to people under the age of 18;

- Allow parents to determine internet access or otherwise at registration; and

- Ensure that access arrangements can be changed at any time by contacting the library.

Equity of Access

Many young people in Casey and Cardinia have mobile devices, either through their parents, or as a requirement of their education. These students can freely access the full resources of the library, including free wi-fi at the library and indeed many other locations around our community, including shopping centres, food outlets and more.

However, young people who cannot afford mobile devices face limited access to library services. There is a very real risk that they will continue to miss out on online education and personal development opportunities. These disadvantaged young people are often unaccompanied by their parents when they visit the library. This means they are unable to access the library PCs and associated services.

Universal Access to Information

The world is increasingly digital. Our news, education, and services are shifting online.

[Article 19 of the Universal Declaration of Human Rights](), states: "Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and **to seek, receive and impart information and ideas through any media and regardless of frontiers.**"

The Library is a place where everyone should enjoy equality of access to information.

Our schools are now using online tools for student education. Students of all ages need to be able to access those tools and 'information and ideas' remotely. For the most disadvantaged young people in our community, the public library is the one place they can safely and freely access the internet.

Access Management

CCL' public PCs are managed in two ways:

- **Membership**
  Anyone wanting to use a library computer must be a library member. The exception is for short term visitors (adults only), who are given guest passes.

- **Conditions of Use Policy**
  This policy outlines the acceptable use of the Libraries' public computers. Uses must agree to the policy by clicking on a button before they can access the resources available through library computers.

Risks

The risks associated with this change in policy include:

- **Children accessing inappropriate content on library computers, unsupervised**
  Library computers are passively monitored by library staff and other library users. If a user is found to be accessing inappropriate content, they are removed from their booking and given a warning. In the case of a child, the staff would have the option of contacting the guarantor – depending on the seriousness of the breach of conditions. Removal of permission to use library computers without a guarantor present could be the outcome. *See Passive Surveillance below.*

- **Incorrect profile assigned to a membership**
  As a child's access is governed on the profile that is assigned to a membership record, there could be a risk that the wrong profile is assigned. This is done by library staff and involves an assessment of the user age and access.

  To help mitigate this risk:

  - All procedures will be updated, with an emphasis on the importance of accurately reflecting the parent's decision in this profile.

  - All staff will be further trained on this new procedure, to ensure that they assign the correct profile, either at registration, or when editing the record.

Passive Surveillance

To ensure all users of public computers are abiding by the agreed Conditions of Use, all library computers are in open spaces, where they can be passively monitored by library staff for appropriate use.

Anyone found breaching the agreed Conditions of Use is immediately removed from the computers for that day – with an explanation of why this has been done. Any subsequent breaches incur a minimum ban of one month.

Compass

CCL is exploring the development of a partnership with School App supplier Compass – which would enable school students to login to public computers at the library, using their Student ID, rather than a library card. This strategy has been successfully adopted by Eastern Regional Libraries and has significantly improved use of the library by young people. The process will also involve parental permission.

Growth in Student Use of the Library

CCL is experiencing a significant increase in use of our facilities by young people. This is particularly evident at Bunjil Place, Endeavour Hills and Hampton Park.

Supporting Young Families

CCL actively supports young families. Our range of services demonstrates that clearly in all areas except internet access. For children under the age of 13, there is no option for parents to allow their child to access the internet without their presence (this option is available for ages 13-17). CCL proposes to change this, to deal with the issues of equity and universal access to information, whilst leaving the decision making in the hands of parents and guardians.

Proposal

That library members under the age of 18 are given perpetual access to booking PCs at CCL libraries, unless their parent(s) specifically requests that they are not.

Parents and guardians joining a child/teen at the library will have this explained and given the option for perpetual access to be blocked.

This permission/block would only be required once but has the option of being changed immediately at any time, by the parent/guardian.

This proposal has many benefits:

1. Retains parental rights and responsibilities

2. Resolves the equity issue

3. Supports the principle of universal access to information

4. User convenience – the parent can leave the child to book onto the PC or even book ahead to ensure they can access a PC at the time required

5. Libraries are relatively safe spaces for people to access the internet

It also has a side benefit of improving the efficiency of staff work practices. At present, staff intervention is required to book a child onto an internet PC. Although this would not be completely eliminated, we anticipate that over time, this intervention would be significantly reduced.

How would the proposed change work?

This process would begin with all new members under the age of 18.

When joining up a new member who is under the age of 18, library staff will explain to the guarantor that the card can be used to access CCL's public PCs and then provide them the opportunity to opt

out. If they opt out, they would be required to be in attendance with their child if they either wanted them to be able to access a PC or wished to change their default status.

Parents/guardians whose children are already members, would have the option to change their child's cards to the new access policy – but it will **not** be done automatically – permission **MUST** be received from the parent/guarantor first.

Implementation

Before going live:

- all relevant procedures will be updated and distributed to all staff

- a period will be allowed for staff training and education

- and then from a pre-determined date, staff will be able to join members under 18 (or modify existing member access), using the new procedures.

< End of Document >

Our Journey from Good to Great!

Information, Communication and Technology Roadmap

Prepared by Daniel Lewis

Information Services and Technology Manager

Contents

Overview

Our vision is to provide inspiring spaces where everyone is free to discover the possibilities.

We have been a leader of innovative thinking and adoption of technology within the library sector for many years. However, we have not kept pace with wider industry standards which have been driven by consumer demand for new user driven technology.

Our community's expectations of technology have drastically changed, and their expectations of library services are higher than has been expected from us in the past.

We want to provide our community with access to exceptional services that are intuitive, and user focussed at the core., This Roadmap outlines each of the priority projects we have identified that will help us meet community expectations.

Strategic Statement

Our projects have been categorised in three ways;

- Public Facing – A project that impact the community and our members
- Staff Facing – A project that directly impacts staff in their operation of duties
- Strategic – A project that provides further infrastructure/groundwork for other projects and/or delivers enhanced services to our community

Timeline

Cash Registers and EFTPOS – completed Sept17

Social Enterprise – in progress

Office 365 – Educational Release – in progress

Network Transparency – in progress

ICT Support and Managed Services – in progress

Corporate Network – in progress

Mobilising our Management – in progress

Unified Member Services – pending

Staff Intranet and Shared Documents – in progress

Business Systems and Process Review – in progress

Advanced Asset Register – pending

Librarian Mobility – pending

Smart Reporting – pending

Modern Telephony – pending

Electronic Document Management – pending

Enhanced Member Accessibility – pending

Working Group Simplification – in progress

Advanced Cyber-Security – pending

Library Management System – pending

Site Access and Security – pending

Branch Automation – pending

Website – Development and Releases – in progress

Network and Communications Map
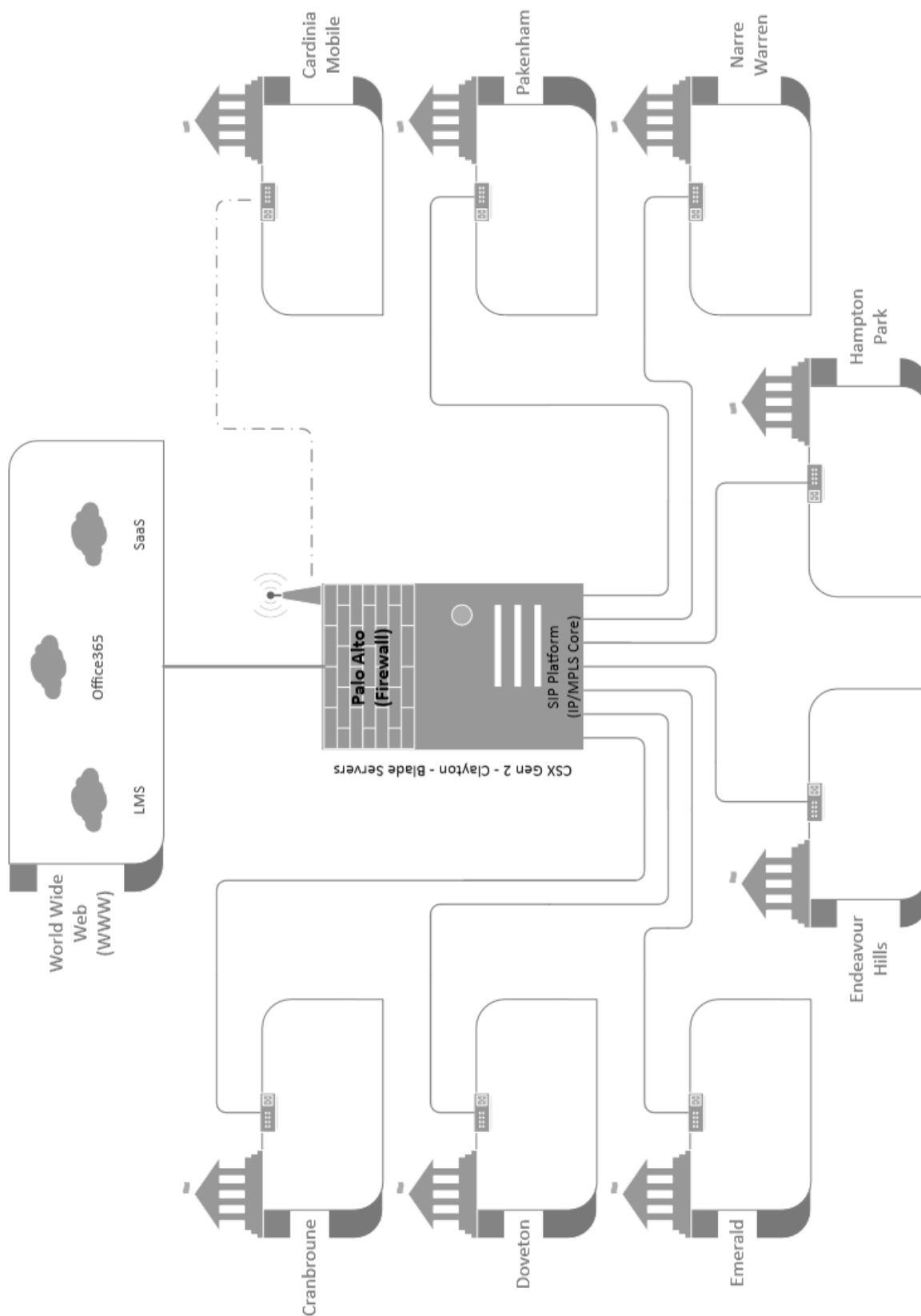
PROJECT KEY - Project Name

Description

Explains the problem(s) we are addressing and matches it to an opportunity for improvement.

Justification

Provides the rationale behind the project, describes the drivers and gives organisational context.

Classification

Where this project fits within the Information & Technology team and the organisation.

Related Projects

Other projects that have a relationship, or a shared interest.

Timelines

Investigation: When we will look at the options available to us

Scoping: When we start defining the finer points around the project

Design and Development: When we will complete the core work

Implementation: When we will be rolling it to the organisation

Strategic Goals

How this project links back to our Library and Action Plans.

Project Lead

Person/Position with responsibility for this project.

Nothing   Supporting   Focus (major)

Modern Telephony

Description

Our current phone system requires PBX (hardware) at every branch and returns all traffic back through Cranbourne – which in the event of Cranbourne going down at any time results in a complete outage of phone service to every branch.

Justification

A modern approach to telephony prevents staff from being tethered to a physical handset – and as such a physical location assigned to them – as well as providing advanced features sets to better manage incoming and outgoing calls.

This project seeks to reduce the reliance of a central (vulnerable) site whilst removing physical hardware on premise – and existing points of failure – whilst improving staff efficiency and accessibility.

Classification

Internal and Public facing systems and services

Related Projects

Network Transparency   Corporate Network

Office 365 – Educational Release   Mobilising our Management

ICT Support& Managed Services

Timelines

Investigation: April-May 2017

Scoping: August 2017

Design and Development: April - June 2018

Implementation: July 2018

Strategic Goals

1.2 – Our core services are free and accessible to everyone in our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

Project Lead

Information Services and Technology Manager

Librarian Mobility

Description

Bunjil Place Library has precipitated several changes to the way we provide services, most notably by removing central staff desks and requiring our people to operate across multiple levels.

Justification

The library sector is only just beginning to adopt hand held devices that enable staff to access the full array of staff functions from the branch floor – where they are needed most. A new provider – SOLUS – has entered the Australian market with the Staff App and Handheld device that will transform the way library staff deliver services.

By adopting this new technology, staff can remain on the branch floor assisting patrons without requiring them to come back to a staff PC. This means that we no longer require as many staff dedicated machines/workspaces and gives the staff enhanced responsiveness and accessibility.

Classification

Internal and Public facing systems and services

Related Projects

Office 365 – Education Release   Branch Automation

Timelines

Investigation: May 2017

Scoping: August-September 2017

Design and Development: March - June 2018

Implementation: August - September 2018

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager
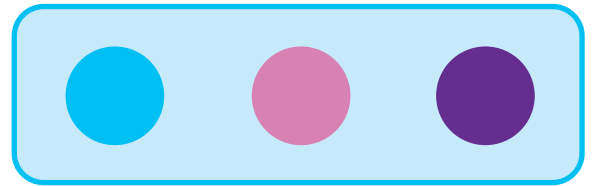
Smart Reporting

Description

CCL report to several external bodies in conjunction with all the internal reporting we use to ensure operational efficiencies. Many of these reports are manually compiled and edited. This results in reports taking upwards of a few hours to collate whilst leaving room for error in manual functions/calculations and outputs reports on a sporadic (albeit scheduled) timeline.

Justification

This project will review all of the reporting functions we undertake – both for internal and for external stakeholders – to reduce the staff time required in generating them by automating most (if not all) components, including the sourcing of data, comparing data sources, collating data and presenting this data.

By using modern applications to process this work we can give the organisation real-time (or as close to real-time as possible) access to the information they need to make more informed decisions.

Classification

Internal facing systems, services and strategy

Related Projects

Office 365 – Educational Release   Mobilising our Management

ICT Support & Managed Services

Timelines

Investigation: August 2017

Scoping: July 2018

Design and Development: August - October 2018

Implementation: November - December 2018

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager
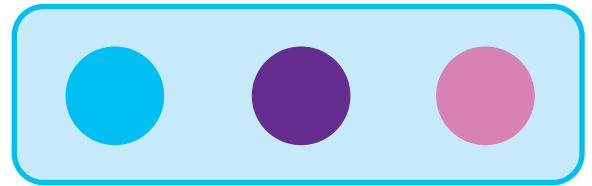
Business Systems and Process Review

Description

CCL have been using the same internal systems for over a decade, outsourcing vital components whilst maintaining a heavy paper based system that consumes staff time and resources. This occurs across the organisation - through finance, human resources, customer service and even in the reporting of issues and lodging forms.

Justification

By reviewing existing business systems and the processes around which our staff operate we are able to make efficiencies in process and potential cost savings in software.

Classification

Internal facing systems, services and strategy

Related Projects

Office 365 – Educational Release

ICT Support & Managed Services

Corporate Network

Mobilising our Management

Advanced Asset Register

Timelines

Investigation: April 2017

Scoping: May 2017

Design and Development: Ongoing

Implementation: Ongoing

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager
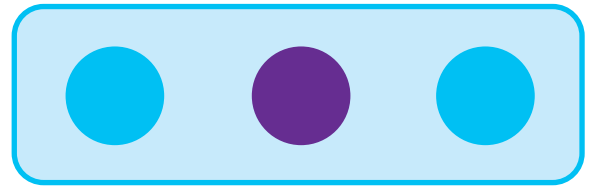
Electronic Document Management

Description

Our current filing system utilities physical paper, local hard drives and a shared network drive (only accessible from Cranbourne HQ). This disjointed approach requires heavy manual intervention from staff and makes it very difficult for staff across the organisation to access relevant information.

This system is also quite risky in that files are not secured/encrypted and little to no redundancy exists to (outside of the shared network drives) to prevent potential data loss.

Justification

Making use of SharePoint, we can provide more advanced security around our documentation that is more readily available across our network and provides staff with more powerful tools that are intuitive and easy to use.

This project will seek to digitise all existing physical copies and restrict the need/capacity for documentation being stored to local drives – saving vast amounts of staff time in finding and working with the information they need to perform their roles.

This project is to automate functions around the access to, use of and follow up on documentation within the organisation – from notifications when policies and procedures need to be reviewed, to automating workflows around the submission of a request/document.

Classification

Internal systems and services

Related Projects

Office 365 – Educational Release   Mobilising our Management

Timelines

Investigation: July 2018

Scoping: August-September 2018

Design and Development: October-December 2018

Implementation: January 2019

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Manager of Organisational Development
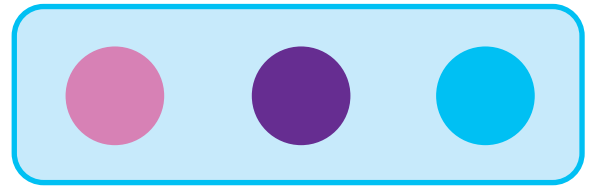
Library Management System

Description

CCL make use of SirsiDynix Symphony, through the SWIFT consortia, to manage our collection and membership. This software was implemented in 2007 and has not seen any great innovation since then.

The Victorian government is seeking to setup a single Library Management System (LMS) agreement by which any Victorian library can participate and effectively create a single system used by all of the libraries in the state.

Classification

Internal and Public facing systems and services

Related Projects

Unified Member Services   Branch Automation

Timelines

Investigation: April 2017

Scoping: June-December 2017

Design and Development: January 2018 - June 2018

*Implementation:* September 2018 - February 2019 (dependant on tender outcome)

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of

Project Lead

Information Services and Technology Manager
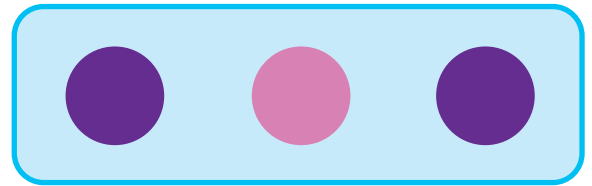
Advanced Cyber-Security

Description

Technology moves forward on a daily basis - from the hardware to software, these leaps occur not just in the consumer and business spaces but also the hacking space.

Modern software intrusions no longer focus on shutting a PC or network down, but rather focus on creating monetizable "assets" that the hacker can use for any number of purposes – from DDoS attacks to ransomware.

Although CCL has a relatively low risk of being targeted by such activity directly we do have a high potential for devices brought into our network (BYOD) that can either already have infections or become susceptible due to other users within our network.

Justification

This project seeks to protect our network more readily from hackers, ransomware and bot-network events, making use of modern protection methods and tools to not only protect our assets and infrastructure but also those brought into our network.

Classification

Public facing systems, services and strategy

Related Projects

Network Transparency   Corporate Network

ICT Support & Managed Services   Mobilising our Management

Timelines

Investigation: September 2018

Scoping: November 2018

Design and Development: To be determined by investigation and scoping

Implementation: To be determined by investigation and scoping

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.2 – Our core services are free and accessible to everyone in our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

Project Lead

Information Services and Technology Manager
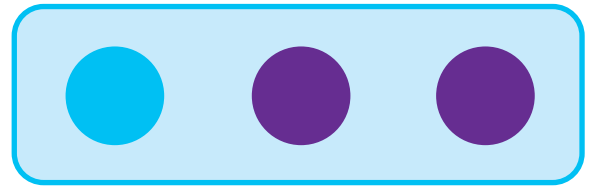
Site Access and Security

Description

CCL make limited use of security cameras and preventative access through assets that are outdated, most notably our staff room access keypads which have been worn by daily use and no change to the codes have been made since implementation – leading to many keypads revealing the four-digit number if not the order.

These systems are isolated and do not talk to each other across the organisation, requiring remote access to emulate presence or physically locating staff to each site consuming staff time.

Justification

We are seeking to bring security systems together to provide a more useable experience for staff whilst providing a more secure environment in which staff can work safely.

A new security system that connects between branches, making use of RFID access cards will allow us to control access to sites more effective and (depending on the provider) can reduce the reliance on PSTN fixed phone lines that can be tampered with (and will soon migrate across to NBN).

Upgrading our security cameras will remove the need for a dedicated Security PC at every branch and give us the capacity to monitor our branches remotely and more effectively.

Classification

Internal systems, services and strategy

Related Projects

> Mobilising our Management

Timelines

> *Investigation:* December 2018
>
> *Scoping:* January 2019
>
> *Design and Development:* To be determined by investigation and scoping
>
> *Implementation:* To be determined by investigation and scoping

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of

Project Lead

Information Services and Technology Manager
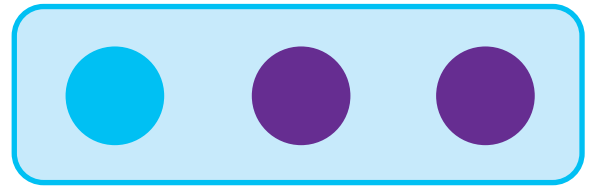
Working Group Simplification

Description

CCL make use of discussion/decision logs to help focus staff meetings and provide stakeholders with timelines and history around the groups actions and decisions. This document is currently a word template that has been customised by each group which can sometimes be difficult to follow and requires a lot of manual intervention by lead staff to keep up to date.

This document is usually difficult to access, and staff find it challenging to collaborate pre and post the various meetings taking place.

Justification

This project seeks to build upon the initial successes of the discussion/decision log and make use of SharePoint to streamline the documentation of meetings, focus meeting timeframes and engage with the working group.

A key objective of this project is to automate certain functions of the administration so as to encourage stakeholders to add agenda items and updates them and give other stakeholders the ability to review that information before the meeting to determine if they need to call that item out for discussion.

Classification

Internal facing systems, services and strategy

Related Projects

Office 365 – Educational Release

Timelines

Investigation: December 2018

Scoping: January 2019

*Design and Development:* To be determined by investigation and scoping

Implementation: To be determined by investigation and scoping

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager
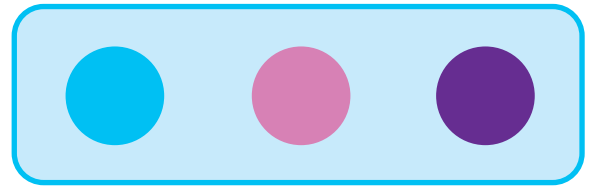
Advanced Asset Register

Description

Our current asset register runs on an excel spreadsheet. It requires a lot of manual interaction with little to no automation on standard functions to help manage our extensive list of assets.

This represents significant risk to the organisation with easy/valid version history collection and relies heavily upon staff interaction that it cannot be managed effectively in the absence of one (or two) staff members.

Justification

Making use of the existing ICT ticketing system (FreshService) to proactively manage assets we can start automated functions - like depreciation, replacement scheduling and even tracks the maintenance costing plus issue resolution on assets for more informed decision making around the life cycle of an asset.

This system also empowers contract management functionality to maintain more control across the organisation without placing a reliance on any individual staff member – providing more stability and providing more bargaining power when contractual negotiations come up.

Classification

Internal facing systems, services and strategy

Related Projects

ICT Support & Managed Services

Business Systems and Process Review

Mobilising our Management

Timelines

Investigation: December 2018

Scoping: January 2019

Design and Development: To be determined by investigation and scoping

Implementation: To be determined by investigation and scoping

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

Project Lead

Information Services and Technology Manager
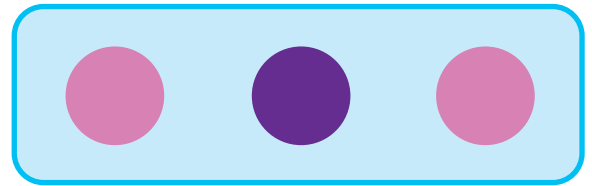
Branch Automation

Description

Much of the work CCL staff members undertake on the branch floor is non-cognitive routine work—from checking books back in to the system and sorting books to be put back on shelves to manually powering on/off all of the computers and systems across the branch.

This results in excessive time consumed both pre-branch opening and throughout the work day, and can lead to staff members becoming disheartened by their role and a reduction time and energy devoted to customer service and more strategic work.

Justification

This project will investigate current processes and systems in place and look to provide staff with tools that make their days more effective – getting them back on the library floor and in front of our community where they can make the most difference.

We will look at automated systems that power devices on and off as need across the organisation and infrastructure that can take menial tasks away from staff.

Classification

Internal and Public facing systems, services and strategy

Related Projects

Office 365 – Educational Release

Librarian Mobility

ICT Support & Managed Services

Library Management System

Unified Member Services

Timelines

Investigation: January 2019

Scoping: February 2019

Design and Development: To be determined by investigation and scoping

Implementation: To be determined by investigation and scoping
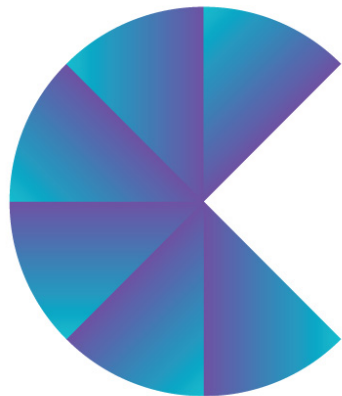
Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

Our Journey from Good to Great!

Information, Communication and Technology Journey Map

Prepared by Daniel Lewis

Information Services and Technology Manager

Contents

Overview

Our vision is to provide inspiring spaces where everyone is free to discover the possibilities.

We have been a leader of innovative thinking and adoption of technology within the library sector for many years. However, we have not kept pace with wider industry standards which have been driven by consumer demand for new user driven technology.

Our community's expectations of technology have drastically changed, and their expectations of library services are higher than has been expected from us in the past.

We want to provide our community with access to exceptional services that are intuitive, and user focussed at the core., This Roadmap outlines each of the priority projects we have identified that will help us meet community expectations.
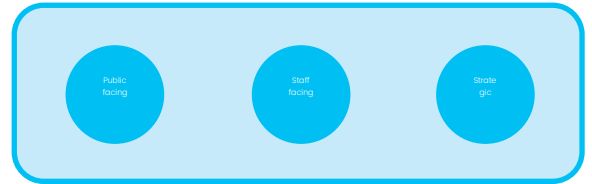
Strategic Statement

Our projects have been categorised in three ways:

- Public Facing – A project that impact the community and our members
- Staff Facing – A project that directly impacts staff in their operation of duties
- Strategic – A project that provides further infrastructure/groundwork for other projects and/or delivers enhanced services to our community

Network and Communications Map

PROJECT KEY - Project Name

Public facing | Staff facing | Strate gic

Description

Explains the problem(s) we are addressing and matches it to an opportunity for improvement.

Justification

Provides the rationale behind the project, describes the drivers and gives organisational context.

Classification

Where this project fits within the Information & Technology team and the organisation.

Related Projects

Other projects that have a relationship, or a shared interest.

Timelines

Investigation: When we will look at the options available to us

Scoping: When we start defining the finer points around the project

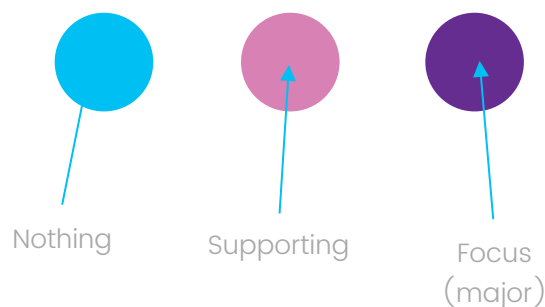*Design and Development: When we will complete the core work*

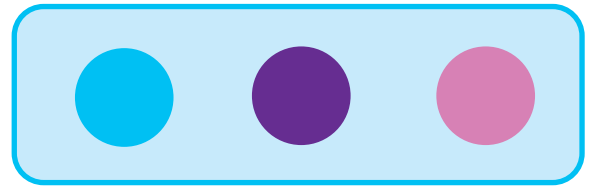*Implementation: When we will be rolling it to the organisation*

Strategic Goals

How this project links back to our Library and Action Plans.

Project Lead

Person/Position with responsibility for this project.

Nothing | Supporting | Focus (major)

Social Enterprise

Description

We are rolling out a new internal social networking platform for CCL - Yammer, the social workspace in Office 365 - that makes it easy to quickly bring the teams together, so they can have conversations, collaborate on files, and get work done - anytime, on any device.

Staff benefit from the ability to connect and communicate with peers across the organisation, regardless of their location or work schedule.

Justification

Yammer will provide emotional drivers for staff to engage with their peers - outside of their immediate circles - as well as through the new Office 365 platform.

Office 365 forms the backbone of our staff technology - from emails, to the intranet and our document management system. Yammer will play a pivotal role in helping our staff focus on core business while engaging them in conversations that would be very difficult to maintain across the organisation in any other format.

Classification

Internal facing systems, services and strategy

Related Projects

Office 365 – Educational Release   Mobilising our Management

Staff Intranet and Shared Documents   Staff Intranet and Shared Documents

Timelines

Investigation: February 2017

Scoping: February 2017

Design and Development: March 2017

Implementation: March 2017

Strategic Goals

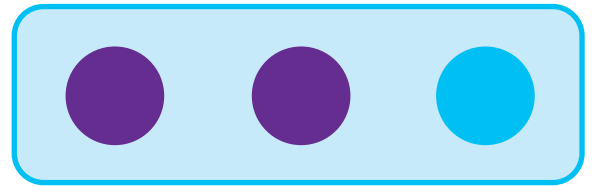**1.3 -** Invest in ICT that enhances library user experience and enables greater staff productivity

1.4 - Operate as the vanguard of publicly available information technology and encourage people to use it effectively

5.1 - Embrace CCL values in everything we do

5.2 - Create a people focused organisation that is quick to embrace new ways of doing things

Project Lead

Information Services and Technology Manager

Cash Registers and EFTPOS

Description

EFTPOS and Credit Card facilities have been common place payment gateways since 1980's and 90's. They make it easier for consumers to pay for services.

EFTPOS and Credit Card facilities have not been available to our members and form a barrier to service.

Justification

Our existing cash registers are not able to support EFTPOS terminals and add considerable workload for our frontline staff.

Combining the scheduled replacement of these registers with the addition of EFTPOS terminals provides a system that has all of the features expected in a modern retail environment, whilst improving the staff user experience.

Classification

Internal and Public facing systems and services

Related Projects

Unified Member Services

Timelines

Investigation: December 2016

Scoping: January 2017

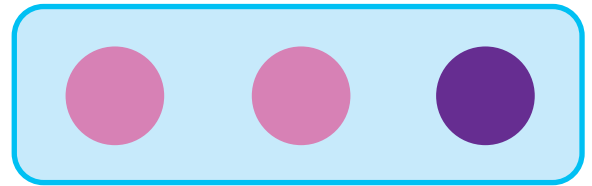*Design and Development:* February-April 2017

Implementation: May 2017

Strategic Goals

1.3 - Invest in ICT that enhances library user experience and enables greater staff productivity

5.1 - Embrace CCL values in everything we do

Project Lead

Finance Manager

Network Transparency

Description

CCL sees some 3,000 physical network users and almost 2,000 Wi-Fi on a daily basis across our eight (8) locations - seven (7) branches and a mobile service.

The vast majority of this use takes place on public access machines and BYO devices. We struggle to monitor/ manage the traffic which can cause slow speeds for our users.

This high-level throughput, without monitoring, opens us up to various risks. If users have a bad experience we suffer reputational damage and they may opt not to use our services again.

Justification

Advanced in network technology, most notably by Sinefa, have given rise to opportunities to add "probes" into our network which will measure the traffic throughput at each location down to the abstraction layer (private application security level).

By having visibility over the network, without impeaching our users privacy/security, we are able to monitor and manage the traffic going through our network. This gives us the capacity to optimise the use our network infrastructure and ensure the best possible user experience.

Classification

Internal and Public facing systems, services and strategy

Related Projects

ICT Support & Managed Services   Modern Telephony

Corporate Network   Advanced Cyber-Security

Mobilising our Management

Timelines

Investigation: April 2017

Scoping: April 2017

Design and Development: May 2017

Implementation: June 2017

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.
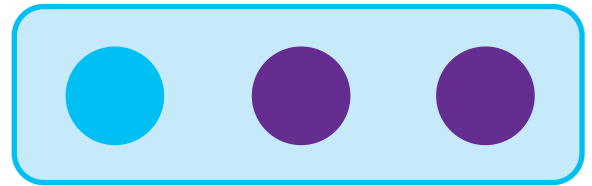
1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

Office 365 – Educational Release

Description

Our current Office 365 plans with Telstra provide us with Exchange email accounts for staff and operational groups to access their emails, calendars and task lists from the cloud. This service is divided into two key groupings, staff that require connection to Outlook (including mobile device access) and staff that can only access their email via the Office 365 web client.

This limited functionality within Office365, although preferential to the internal hosting of email services, does not make full use of suite of tools and functions made available through the Office 365 platform - like Yammer, SharePoint, OneDrive, Skype for Business, etc.

Justification

By obtaining educational status with Microsoft we are able to reduce most ongoing costs to zero whilst gaining the full functionality of the Office 365 platform - including access to the most recent iterations of the Office desktop suite and all of the web applications.

As a principle action, this upgraded service will give all staff access to SharePoint Online where - amongst meeting several requirements within the ICT Roadmap - CCL will be able to provide an intranet service.

Classification

Internal facing systems, services and strategy

Related Projects

Social Enterprise	Business Systems and Process Review
ICT Support & Managed Services	Modern Telephony
Corporate Network	Smart Reporting
Mobilising our Management	Electronic Document Management System
Librarian Mobility	Working Group Simplification
Staff Intranet and Shared Documents	Branch Automation

Timelines

Investigation: February 2017

Scoping: March 2017

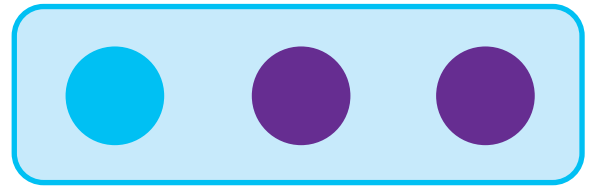*Design and Development:* May-June 2017

Implementation: July 2017

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focussed organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

ICT Support & Managed Services

Description

CCL has utilised outsourced ICT support and managed services for over 20 years. This service was meant to provide proactive management of responsibilities and functions whilst applying a strategic method for improving the operations and reducing/containing overall expenditure.

This service meant that we had no internal retention of knowledge (and learning) about our network, infrastructure and hardware rollout. The service was not formally reviewed or tested. Most continual improvement initiatives resulted in less work for the provider rather than reduced service costs.

Justification

Per year, these services cost us over $120,000 per annum - excluding additional projects and CAPEX purchases - and fell short on several of the key requirements for a managed service, most notably the strategic application of our ICT.

Reviewing the current requirements of our services were difficult due to the lack of empirical evidence that the provider was collecting, but internal collection of data from February through April, 2017 has determined a low requirement for support ticketing and moderate requirement for supplier/partner coordination.

Reallocating these funds to hire a new full-time staff member, improve management facilities and make use of software to effectively collect the empirical evidence to allow us to make more informed decisions.

Classification

Internal facing systems, services and strategy

Related Projects

Network Transparency

Office 365 – Education Release

Corporate Network

Mobilising our Management

Modern Self-checkout

Staff Intranet and Shared Documents

Advanced Asset Register

Business Systems and Process Review

Modern Telephony

Smart Reporting

Advanced Cyber-Security

Branch Automation

Timelines

Investigation: February–April 2017

Scoping: April 2017

Design and Development: May-June 2017

Implementation: July-August 2017

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager
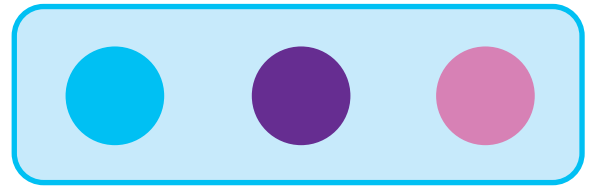
Corporate Network

Description

Presently, staff can access the CCL network from Cranbourne or remote desktop protocols – despite the organisation having the capacity to expand the network across all of our connections.

This restricts staff access to the system and requires heavy interaction by ICT staff to manually maintain devices physically across all branches one by one.

Justification

Setting up our Active Directory on existing infrastructure within our Telstra vCentre will make better use of existing servers – currently operating at under 30% of its capacity for our firewall – to create the necessary Active Directory (with redundancy) to form the base of our corporate network.

The directory will form the source of truth for all of our technology, stepping towards single sign-on facilities and opening the opportunity for Group Policies that will simplify the hardware and user management functions.

Once established setting up a machine will take minutes instead of hours, while staff will be able to access any connected device with ease (installing software specific to the user upon first sign-on).

Classification

Internal facing systems, services and strategy

Related Projects

Network Transparency

Office 365 – Education Release

ICT Support & Managed Services

Mobilising our Management

Modern Self-checkout

Business Systems and Process Review

Modern Telephony

Advanced Cyber-Security

Timelines

Investigation: March 2017

Scoping: April 2017

Design and Development: June-August 2107
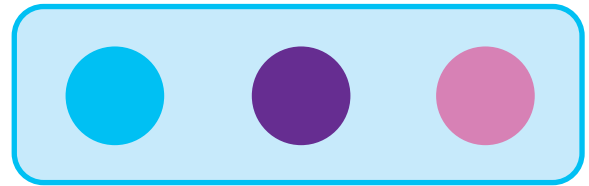
Implementation: September-November 2017

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

Mobilising our Management

Description

With seven (7) branches and a mobile service serving a region covering almost 1,700 square kilometres, our management need to become more mobile.

Advancements in technology mean that CCL can mobilise our operations and become more agile in the way we deliver services to our community. We can improve systems and processes by adopting mainstream technology and can even apply learnings from the transformations occurring at our member Councils.

Justification

Staff are able to make use of their time more effectively – from utilising two screens (increasing productivity by up to 60%) to working between locations.

Staff will be able to travel to any branch and (using activity based working practices) connect to a workstation there as if it were their normal desk. This freedom will encourage staff – most notably at the management level – to operate in the branches and engage more effectively with people right across the organisation.

Classification

Internal facing systems, services and strategy

Related Projects

Social Enterprise

Network Transparency

Office 365 – Educational Release

ICT Support & Managed Services

Corporate Network

Staff Intranet and Shared Documents

Advanced Asset Register

Business Systems and Process Review

Modern Telephony

Smart Reporting

Electronic Document Management

Advanced Cyber Security

Site Access and Security

Timelines

Investigation: March 2017

Scoping: April 2017

Design and Development: May-July 2017
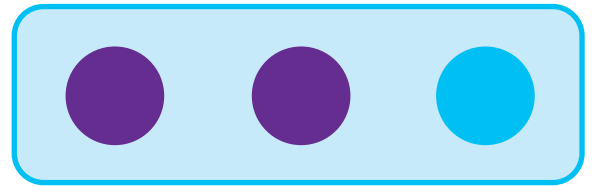
Implementation: August-September 2017

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

Modern Self-checkout

Description

The library sector has been at the whim of two global organisations providing RFID infrastructure, including self-checkout machines that cost upwards of $10,000 each.

These machines are proprietary and when issues occur require assistance from the providing organisation to resolve. This can result in outages for upwards of several days, to weeks, when the hardware breaks down.

Justification

By making use of new providers (to Australia), we can move our self-checkouts to software driven relationships – bringing the hardware under our control under a component driven model.

By using one all-in-one PC model (HP Elite 800 G2 Touch) with existing Epson thermal printers, barcode scanners and RFID antennas we can ensure that any issues can be resolved in minutes, to hours, in contrast to existing proprietary models.

This approach drastically reduces the costs associated these devices (to a third) and encourages our suppliers to focus on the software they provide us – rather than getting distracted by hardware implementation, compatibility and maintenance.

Classification

Internal and Public facing systems and services

Related Projects

ICT Support & Managed Services   Unified Member Services

Corporate Network

Timelines

Investigation: April 2017

Scoping: May 2017

Design and Development: June 2017

Implementation: August-September 2017

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

Project Lead

Information Services and Technology Manager
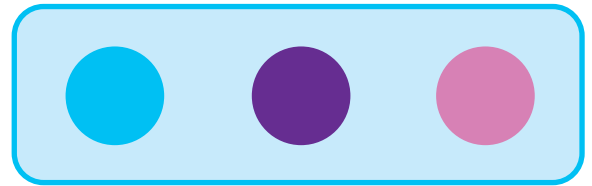
Staff Intranet and Shared Documents

Description

Website analytics have been skewed due to default browser home screens and staff documentation accessible through the website. This poses several security risks with internal documents being accessible to general public – with no control or analytics around how they are used.

This approach also limits our ability to understand how staff engage with the organisation's operations.

Justification

A central and secure portal for staff to access documents and information enables meaningful conversations. This will simultaneously remove the requirement for staff documentation to be accessible on the website as well as eliminate the need for staff to utilise remote desktop protocols.

The SharePoint framework will also act as the base platform for future projects to build upon, adding further functionality (and return on investment) to staff whilst avoiding common 'apocalypse approaches to modern business ICT that results in multitudes of applications to achieve multitudes of solutions that then cannot communicate and integrate with each other.

Classification

Internal facing systems, services and strategy

Related Projects

Social Enterprise

Website – Development and Release

Office 365 – Educational Release

ICT Support & Managed Services

Mobilising our Management

Timelines

Investigation: April 2017

Scoping: March 2017

Design and Development: July-August 2017

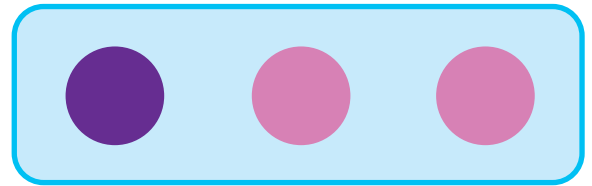*Implementation:* September-October 2017

Strategic Goals

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

Project Lead

Information Services and Technology Manager

Website – Development and Release

Description

The CCL website has seen several iterations of website development, most recently in 2012, followed by ongoing tweaks to match updated branding. This work has always been undertaken with comparison to existing websites in the library industry.

Our current iteration of website is lacking responsiveness (i.e. mobile friendly viewing) and its current menu navigation has become overly convoluted for the end user. It also lacking emotional engagement to encourage users to return to both the site.

Justification

The library sector tends to prioritise content over accessibility and engagement.

We are looking at best practice websites across all sectors to deliver a new website that will provide relevant information but prioritises emotional engagement.

Key elements will include:

- Visually appealing to the end-user
- Responsive design (works well on mobile devices)
- Attractive opt-ins for new and existing members alike
- Meet/exceed W3 standards
- Encrypt user traffic through https security standards
- Provide languages other than English

Classification

Internal and Public facing systems, services and strategy

Related Projects

Unified Member Services   Staff Intranet and Shared Documents

Enhanced Member Accessibility

Timelines

Investigation: February 2017

Scoping: March 2017

Design and Development: June-August 2017

Implementation: September-October 2017

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

2.1 – Build community appreciation of the work we do and value the services we provide.

3.1 – Strong connections with our community.

5.1 – Embrace CCL values in everything we do.

Project Lead

Information Services and Technology Manager
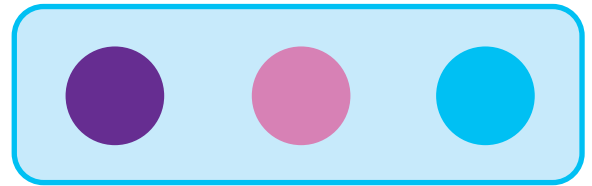
Enhanced Member Accessibility

Description

Library members have had very little access to their accounts – outside of direct face to face contact with a staff member and limited access through the online catalogue.

With a wide range of offerings combined with our outdated website our library patrons struggle to discover our services, let alone make full use of them. This has led to many disgruntled members and can consume staff time.

Justification

An industry partnership between SOLUS and our Library Management System provider Sirsi-Dynix, provides the opportunity for us to provide a dedicated mobile application for iOS and Android that will give customers better access to our service and their personal accounts.

This project will reduce the time staff spend delivering training to patrons and streamline access to our services which will be far more intuitive and engaging.

Classification

Internal and Public facing systems and services

Related Projects

Website – Development and Release

Timelines

Investigation: April 2017

Scoping: May 2017

Design and Development: November 2017 – February 2018

Implementation: March 2018

Strategic Goals

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

2.1 – Build community appreciation of the work we do and value the services we provide.

3.1 – Strong connections with our community.

5.1 – Embrace CCL values in everything we do.

Project Lead

Technological Services Coordinator
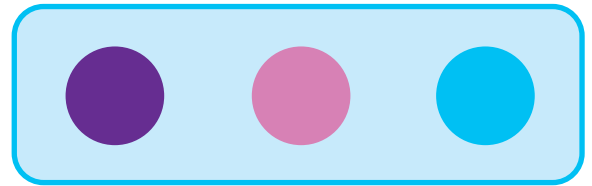
Unified Member Services

Description

Providing technological services to our community is a key priority of CCL, from public PCs to printer/copier services all the way across to desk space and Wi-Fi access.

Current user flows involve several redundant steps that add unnecessary barriers to utilising our service offerings and ultimately consume staff time in assisting patrons in navigating our systems – e.g. public PC use requires logging into the PC as well as logging into the print management system, or the inability to print from the Wi-Fi connection.

Justification

Taking a holistic view of these services and combining them into one project allows us to focus on improving user flows and provide our patrons with a seamless experience regardless of how they are connecting to our services.

The priorities for resolution are;

- Single sign-on
- Streamlined access to Wi-Fi and mobile printing
- Single system configuration
- Remote resource/pc booking

Bringing three of our main service offerings together (PC Booking, Print Management, Printer/Copier) we are able to ensure each system is fully integrated. We will also simplify contract management by reducing the number of external providers. This approach also gives us more buying power to better control our OPEX and CAPEX expenditure across the board.

Classification

Internal and Public facing systems and services

Related Projects

Cash Registers and EFTPOS

Website - Development and Release

Modern Self-Checkout

Library Management System

Branch Automation

Timelines

Investigation: April 2017

Scoping: April-May 2017

Design and Development: August - December 2017

Implementation: January - March 2018

Strategic Goals

1.2 – Our core services are free and accessible to everyone in our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

Project Lead

Technological Services Coordinator

CC30/2018   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 – 1.2,1.3 1.4, 3.3, 4.1, 5.1, 5.2 and 5.3.

Discussion
Staffing *(Library Plan reference 1.4, 5.1, 5.2)*

Marcela Russnak is our new Pakenham Branch Manager with Nilupa Mahanama stepping in at Bunjil Place Library for 12 months.

Bec Mitchem will be acting Branch Manager at Endeavour Hills, and Wendy Morrison from Cranbourne will fill the Children and Youth role at Pakenham.

Endeavour Hills Children and Youth Librarian role has been filled by Heidi Kennedy from Pakenham Library.

Ivy Tucker will continue in the role of CFC Coordinator at Cranbourne until June 2019.

This movement of staff has allowed for some fine tuning of staff teams and hours and creation of new roles including a new full time Children and Youth Officer role for Bunjil Place and an Information Services/Digital Literacy Librarian at Pakenham.

We will shortly advertise permanent hours at Bunjil Place and for Relief Officers. Our contract staff who have been filling the vacancies have all been given permanent weekend hours and will have the opportunity to apply for these vacant roles.

Farewell
Christ Scott our Accounts Officer has resigned. Chris has worked with CCL for over 26 years. Chris was a great help moving finance and admin out of Cranbourne. Chris finishes in mid-July and will help train her successors. She is looking forward to spending more time with her grandchildren and mum.

The Accounts Officer role has been revisited, split into two part-time roles and is currently advertised on SEEK.

We farewell Julie Pugh who has been working at CCL on contract for the past 8 months as our Communications Officer. Julie made an excellent contribution to CCL's new approach to marketing and communications. She played a positive role with the transition of staff from Cranbourne to Officer with her previous work at Cardinia.

Welcome

Cal Czwarno commences with us on 25th June as the new Marketing and Communications Officer. Cal comes to us from YMCA Victoria where he held a variety of marketing and communication roles. Cal brings a range of experience from his time at YMCA as website administrator and Marketing and Communication Coordinator - overseeing communications, design, digital execution and print management.

Performance Reviews *(Library Plan reference 5.1, 5.2)*

A recent update to our staff performance review system has CCL now working with a new Strength Based approach. This follows through from our Living Leadership training that has been running over the past 12 months. The Leadership Team have had two sessions with Mel Neil on how to run a strength-based performance review and holding positive coaching conversations with our teams.

Training and Development *(Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2)*

Staff have recently attended training such as: MATE: empowering communities preventing violence, Health and Safety Representative Training and Fire Warden training at Bunjil Place.

Planning is currently underway for the training calendar for 2018 – 2019. This will include a revamped Living Leadership program, leadership training for the Band 5 team focusing on leading teams with a strength-based approach and living CCL values and guiding behaviours. It will also include a roll out of customer experience, MATE and cultural awareness training across all libraries.

Payroll Systems *(Library Plan reference 1.3, 5.3)*

Transition to new Workforce Ready system is still being worked through. Payroll and rostering is now running through the new system. Staff will soon be able to login to their schedules, request leave and check their leave balances through any internet enabled device.

Volunteer Policy 2018 - 21 *(Library Plan reference 4.1)*

CCL currently only has opportunities for our local community to volunteer in our Home Library Service. Expanding our use of volunteers within the service will allow our local community to feel valued, be able to give back to their community and foster a greater sense of social inclusion.

CCL have created a policy to provide employees guidance with the recruitment, engagement and retention of volunteers. The policy outlines the benefits to CCL expanding programs as well to our community and volunteers, as well as articulating that core functions of the library that have an effect on everyday operations will remain with paid staff. Current examples include conversation clubs and homework clubs.

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That the Volunteer Policy 2018 – 21 be noted.

Casey Cardinia Libraries

Purpose

To provide employees guidance with the recruitment, engagement and retention of volunteers at Casey Cardinia Libraries (CCL).

What does success look like?

CCL volunteers collectively make a significant contribution to our community. They feel valued, safe and welcome in our libraries. Our staff appreciate the work of our volunteers and actively seek ways to engage, educate and empower them in the spirit of 'paying it forward' and building stronger more resilient communities.

Background

The 2017 – 21 CCL Library Plan has identified the need for the further development of volunteer programs that support literacy in our community *(Reference Goal 3.1 Strong connections with our community)*. We have also committed to supporting social inclusion *(Reference 3.3 Recognised contribution to community well-being and social equity)*.

Casey Cardinia Libraries has successfully auspiced a Home Library Service program for many years. We have incrementally refined and improved our volunteer engagement processes through this program. It is well run and delivers great community outcomes.

Our current Home Library Service Volunteer Policy has a very specific focus which does not necessarily articulate easily into a broader more inclusive volunteer policy.

With the expansion of programs and services CCL now offers the community it is apparent that there is a myriad of opportunities to engage people as volunteers in our libraries. The most current examples include conversation clubs, homework clubs and guest speakers at special events.

The Benefits

- People gain the opportunity to learn skills and gain experience in a new environment

- People get a better understanding of the role of libraries in our community

- People have the opportunity to give back to their community

- There are expanded opportunities for collaboration with other community focussed organisations

- Knowledge and skills are freely shared

- A greater sense of social inclusion in our community

Guiding Principles

- We want to engage people as volunteers rather than manage them ([Building Better Volunteer Library Programs](), Dr Suzie Prestney)

- Volunteers should add value to our services and programs, rather than take the place of any paid positions ([Statement on Voluntary Work](), ALIA)

- We need to provide a framework for volunteer engagement that ensures safe working conditions, protects our volunteers and customers from risk and encourages social inclusion.

- Volunteer opportunities come in all different shapes and sizes and so we need processes appropriate to the requirements of each role.

- This policy should help inform our Home Library Service Volunteer Policy, CCL Social Inclusion Policy and other related documents

Key Requirements of CCL Volunteers

Volunteering at CCL should be open to anyone willing to make a contribution to their community. However, there are some key requirements:

- Our volunteers actively support and embrace CCL's vision, mission and values

- The capacity to make a meaningful contribution that is not measured in hours rather in outcomes

- Working with Children Check or Police Check depending on the volunteer role.

CCL's Obligations to Our Volunteers

The National Volunteer Standards cover the following topics and should be used as the guiding document for recruitment, engagement and deployment of volunteers:

1. Leadership and Management
2. Commitment to Volunteer Involvement
3. Volunteer Roles
4. Recruitment and Selection
5. Support and Development
6. Workplace Safety and Wellbeing
7. Volunteer Recognition
8. Quality Management and Continuous Improvement

CCL has an obligation to provide every volunteer with an up to date position description, or a letter of understanding that clearly articulates the person's role(s), responsibilities and expectations.

Every CCL volunteer should have a formally established connection with a CCL staff member who can guide and support them as they undertake work on behalf of the organisation.

As per normal practice at CCL, our staff should always uphold our vision, mission and values when working with volunteers.

It is really important that our volunteers feel valued and appreciated. CCL will host an annual event to acknowledge and celebrate the contribution of our volunteers together with stakeholders and CCL leaders.

Volunteer Opportunities

Priority should be given to recruiting and engaging volunteers for specific programs and tasks. Opportunities exist in the following areas:

- Conversation classes

- English Language Classes

- Craft classes

- Assistance with STEM classes (assist Youth staff)

- Bilingual storytime (assist Youth staff)

- Homework help

- Listen to younger kids read their readers after school

- Home Library Service

Management and Resourcing

The management and oversight of this policy sits with Manager, Organisational Development.

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CC31/2018   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)*
Despite with the different timing of Easter and school holidays, CCL experienced growth for April and May for visits year on year. May is the second strongest performing month in the financial year for visits, sitting behind January. Loans were down year on year in May, and consistent for April year on year.

eLoans continue to perform strongly. Freegal enjoyed a big increase in May, this was largely due to the introduction of streaming for the first time, with around 3,500 songs streamed and remaining downloaded. We will be promoting Freegal Streaming in July in line with a competition commencing 2 July for two tickets to a PINK concert in August. Publicity particularly at recent pop-up library events and continually adding new content and ways of accessing resources are contributing to consistency in performance.

School holidays followed the Easter weekend break, the first two weeks of April. Program attendance changed with drops in attendance for regular weekly programs including tinies time, baby time and storytime. Over 2,300 people attended our fun packed holiday program. The program included entertainers, holiday storytime sessions, STEAM based activities like coding maker spaces, coding, K'Nex, lego, baby sensory and origami. May saw attendance bounce back with the return of the weekly programs.

Our membership continues to grow. CCL had 118,958 members at the end of March, with further growth in April and May, membership was just shy of 120,000 at the end of May. Bunjil Place Library gained over 1,700 members over April and May. Cranbourne and Pakenham, both branches near growing residential areas also experienced significant gains over the same period, with 762 and 516 new members.

119,860
Members as at
31/05/2018

Digital Services *(Library Plan reference 1.1, 1.2 and 3.1)*
The CCL app has had strong consistent usage in April and May. The app is being used for checking what items are on people's cards, checking holds and searching the catalogue. People have also used it to cancel, edit and suspend holds. The app has been promoted on our website homepage (online resources), social media and our monthly newsletter.

CCL members now can book a public PC online, both from our website and the new library app. All booking conditions and restrictions apply for those booking online. This is a positive feature providing members with the flexibility to book from wherever they are and know that when they arrive at their library branch a PC has been booked and will be available for them.

Facebook continues to be an effective channel for communication with 2,633 followers in May. We are seeing strong engagement with posts with many commenting and tagging friends.

Lynda.com for the Casey Cardinia region was launched mid 12 February and is performing well. Usage dropped in April (156) but jumped up with 647 sessions in May. The online resource is free for library members to access high quality training resources.

## Year on Year Performance Comparison April 2016 – 18

Loans

Branch	Apr-16	Apr-17	Apr-18	% Variation 2017/ 18
Cranbourne	44,670	42,889	41,963	-2.2%
Doveton	3,976	4,283	3,801	-11.3%
Emerald	14,370	14,850	14,686	-1.1%
Endeavour Hills	23,013	21,750	20,894	-3.9%
Hampton Park	24,495	20,383	18,377	-9.8%
Cardinia Mobile	8,201	7,017	6,731	-4.1%
Narre Warren	54,689	56,707	60,732	7.1%
Pakenham	35,936	35,911	37,697	5.0%
Region	210,459	205,124	205,907	0.4%
eLoans	10,245	10,366	12,320	18.9%
Total Loans	220,704	215,490	218,227	1.3%

CCL Branch Monthly Loans
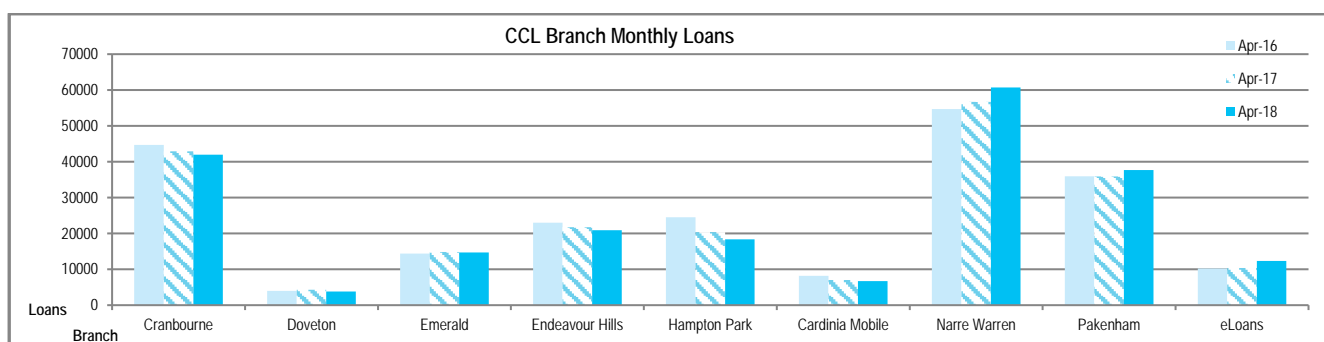
Visits

Branch	Apr-16	Apr-17	Apr-18	% Variation 2017/ 18
Cranbourne	17,407	17,104	17,233	0.8%
Doveton	2,824	2,715	3,676	35.4%
Emerald	6,538	5,297	4,680	-11.6%
Endeavour Hills	9,865	8,867	9,674	9.1%
Hampton Park	13,713	13,157	13,385	1.7%
Cardinia Mobile	4,588	3,815	4,455	16.8%
Narre Warren	25,152	23,597	41,553	76.1%
Pakenham	18,120	15,962	17,705	10.9%
Region	98,207	90,514	112,361	24.1%
Website	44,183	31,352	42,085	34.2%
Enterprise	31,352	31,352	34,935	11.4%
Bookmyne	1,805	1,805	2,086	15.6%
CCL App	–	–	2,434	–
Total Virtual	77,340	64,509	81,540	26.4%
Total Visits	175,547	155,023	193,901	25.1%

CCL Monthly Branch Visits
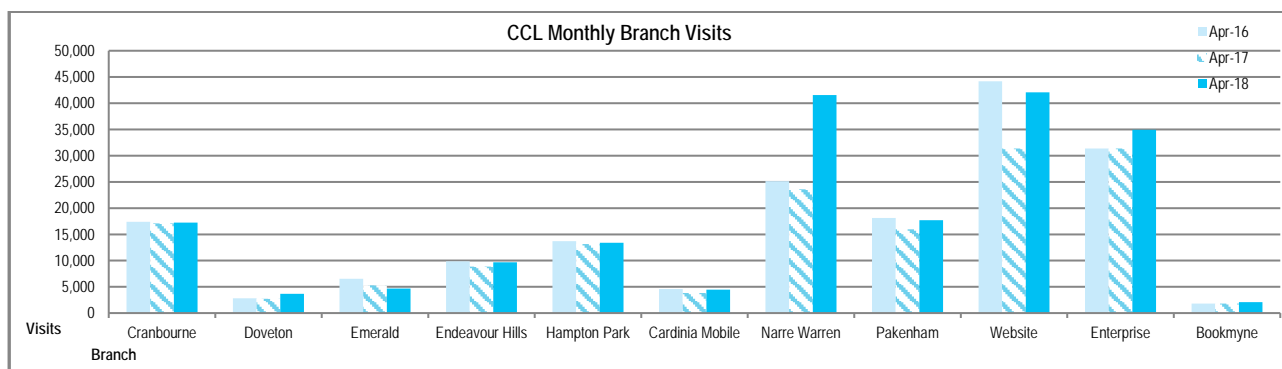
Digital Services

Internet Use by Branch

Branch	No. of PCs	Apr-17	Apr-18	% Variation 2017/ 18
Cranbourne	11	1,535	1,724	12.3%
Doveton	9	405	577	42.5%
Emerald	8	557	431	-22.6%
Endeavour Hills	10	954	1,108	16.1%
Hampton Park	16	1,577	1,620	2.7%
Cardinia Mobile	2	18	4	-77.8%
Narre Warren	18	2,739	3,331	21.6%
Pakenham	16	2,049	1,981	-3.3%
Total	**90**	9,834	10,776	9.6%
Total year to date		111,322	113,943	**2.4%**

Wireless Network Bookings

Branch	Apr-17	Apr-18	% Variation 2017/ 18
Cranbourne	3,000	3,420	14.0%
Doveton	450	930	106.7%
Emerald	780	930	19.2%
Endeavour Hills	1470	2,015	37.1%
Hampton Park	2,730	2,370	-13.2%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,280	2,908	-44.9%
Pakenham	3,000	2,730	-9.0%
Total	**16,710**	**15,303**	**8.4%**

Electronic Resources

	Actual 16/17	Actual 17/18	% Variation 2017/ 18
Bolinda eAudiobooks	3,070	4,836	57.5%
Bolinda eBooks	2,792	4,449	59.3%
Choice	70	53	-24.3%
Cloud Library	0	184	–
Freegal Music	1,496	1,316	-12.0%
Tumblebooks	424	535	26.2%
RB Digital eBooks	0	80	–
RB Digital eMagazines	1,428	867	-39.3%
Total	**9,280**	**12,320**	**32.8%**

E-Learning

	Actual 16/17	Actual 17/18	% Variation 2017/ 18
Busy Things	8,749	9,171	4.8%
Lynda.com	0	156	–
Road to IELTS	19	5	-73.7%
Transparent Language	53	42	-20.8%
Studiosity (Your Tutor)	248	69	-72.2%
Total	**9,069**	**9,443**	**4.1%**

Internet Bookings April 10,776

April 15,303

April 2,545

April 367

April Newsletter
Emailed to 36,435 subscribers
10,158 opens

Website visits April 42,085

Year on Year Performance Comparison May 2016 – 18

Loans

Branch	May-16	May-17	May-18	% Variation 2017/ 18
Cranbourne	42,448	44,684	40,018	-10.4%
Doveton	3,914	3,965	3,598	-9.3%
Emerald	15,622	16,338	14,905	-8.8%
Endeavour Hills	22,049	22,972	21,002	-8.6%
Hampton Park	22,057	21,749	19,406	-10.8%
Cardinia Mobile	9,009	9,337	8,284	-11.3%
Narre Warren	56,134	56,883	56,357	-0.9%
Pakenham	36,572	36,745	36,843	0.3%
Region	209,005	214,231	201,623	**-5.9%**
eLoans	10,918	11,299	16,002	41.6%
Total Loans	219,923	225,530	217,625	**-3.5%**

CCL Branch Monthly Loans
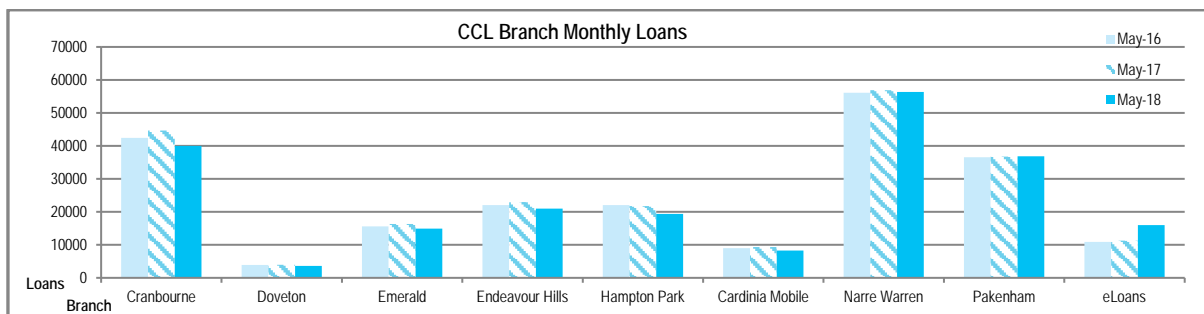
Visits

Branch	May-16	May-17	May-18	% Variation 2017/ 18
Cranbourne	17,611	20,179	19,315	-4.3%
Doveton	2,711	3,051	3,736	22.5%
Emerald	6,841	6,994	6,744	-3.6%
Endeavour Hills	9,267	10,349	11,154	7.8%
Hampton Park	14,052	16,596	13,278	-20.0%
Cardinia Mobile	5,570	6,164	4,610	-25.2%
Narre Warren	26,120	26,296	40,377	53.5%
Pakenham	19,289	18,828	17,881	-5.0%
Region	101,461	108,457	117,095	8.0%
Website	42,485	33,878	43,895	29.6%
Enterprise	32,188	32,474	34,757	7.0%
Bookmyne	2,109	2,253	2,034	-9.7%
CCL App	–	–	2,586	–
Total Virtual	76,782	68,605	83,272	21.4%
Total Visits	178,243	177,062	200,367	**13.2%**

CCL Monthly Branch Visits
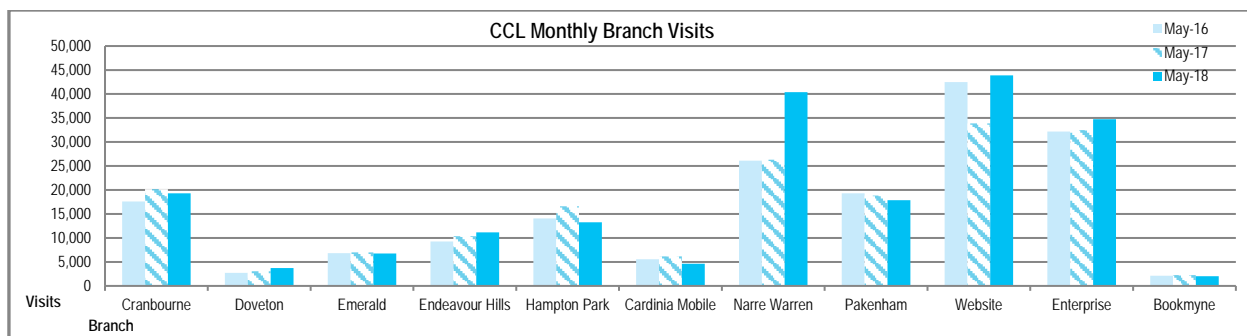
Digital Services

Internet Use by Branch

Branch	No. of PCs	May-17	May-18	% Variation 2017/ 18
Cranbourne	11	2,155	2,024	-6.1%
Doveton	9	471	568	20.6%
Emerald	8	726	475	-34.6%
Endeavour Hills	10	1,173	1,343	14.5%
Hampton Park	16	1,915	1,741	-9.1%
Cardinia Mobile	2	6	2	-66.7%
Narre Warren	18	3,284	3,502	6.6%
Pakenham	16	2,762	2,407	-12.9%
Total	**90**	**12,492**	**12,062**	**-3.4%**
Total year to date		**123,814**	**126,005**	**1.8%**

Wireless Network Bookings

Branch	May-17	May-18	% Variation 2017/ 18
Cranbourne	4,154	4,608	10.9%
Doveton	496	992	100.0%
Emerald	1,178	1,147	-2.6%
Endeavour Hills	1798	2,480	37.9%
Hampton Park	4,278	2,976	-30.4%
Cardinia Mobile	0	0	0.0%
Narre Warren	6,138	3,159	-48.5%
Pakenham	3,875	3,193	-17.6%
Total	**21,917**	**18,555**	**-15.3%**

Electronic Resources

	May-17	May-18	% Variation 2017/18
Bolinda eAudiobooks	3,304	5,124	55.1%
Bolinda eBooks	2,684	4,376	63.0%
Choice	69	78	13.0%
Cloud Library	95	187	96.8%
Freegal Music	1,787	4,993	179.4%
Tumblebooks	682	244	-64.2%
RB Digital eBooks	0	94	–
RB Digital eMagazines	1,268	906	-28.5%
Total	**9,889**	**16,002**	**61.8%**

E-Learning

	May-17	May-18	% Variation 2017/18
Busy Things	8,807	8,618	-2.1%
Lynda.com	0	647	–
Road to IELTS	7	32	357.1%
Transparent Language	99	20	-79.8%
Studiosity (Your Tutor)	308	88	-71.4%
Total	**9,221**	**9,405**	**2.0%**

Internet Bookings May 12,062

May 18,555

May 2,633

May 377

May Newsletter
Emailed to 36,326 subscribers
11,705 opens

Website visits May 43,895

RECOMMENDATIONS

1. That the Operations Report be noted.

CC32/2018	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 – 1.1, 1.4, 2.1, 2.2, 3.1, 4.1, 4.2

Programs and events at CCL provide opportunities to promote the library as a community space where people of all ages gather for a range of activities including early literacy programs for young children; literacy and creative programs for school aged children and teens, school holiday programs; lifelong learning, digital literacy, and reader development programs for adults.

Discussion

Community Engagement

Library Programs *(Library Plan reference 4.1)*

CCL is committed to the provision of collections and programs that support literacy development, lifelong learning and reading for pleasure. We were proud to host an "in conversation" event in June with award winning author Sofie Laguna. Library staff worked closely with City of Casey Events and Functions teams, and Robinsons Books to bring this event to life. Sixty-eight avid readers gathered in the Functions room at Bunjil place for High tea and an opportunity to meet one of Melbourne's most talented authors.

Sofie won the 2018 Indie Book Award for Fiction for The Choke and her second novel for adults, The Eye of the Sheep - shortlisted for the Stella Prize - won the 2015 Miles Franklin Literary Award. Her first novel for adults, One Foot Wrong, published throughout Europe, the US and the UK, was longlisted for the Miles Franklin Literary Award and shortlisted for the Prime Minister's Literary Award.

The event was popular with teachers, book group members, library staff from other services, writing groups (including U3A Writers Group), and other community members eager to meet Sofie and immerse themselves in the writing experience.

Program Attendances for CCL – April 2018- May 2018 *(Library Plan reference 3.1)*
April 2018 Program Attendances

Attendances at Youth Activities

Branch	Apr-17	Apr-18
Cranbourne	251	883
Doveton	309	361
Emerald	660	376
Endeavour Hills	560	875
Hampton Park	193	955
Cardinia Mobile	1,210	625
Narre Warren	695	1,509
Pakenham	4,925	888
Total	8,803	6,472

Attendances at Adult Activities

Branch	Apr-17	Apr-18
Cranbourne	10	1
Doveton	2	30
Emerald	0	21
Endeavour Hills	11	14
Hampton Park	25	96
Cardinia Mobile	0	0
Narre Warren	31	41
Pakenham	26	296
Total	105	499

Baby Time and Tinies Time
April
1,336

May 2018 Program Attendances

Attendances at Youth Activities

Branch	May-17	May-18
Cranbourne	1,884	2,181
Doveton	229	289
Emerald	363	757
Endeavour Hills	552	1,283
Hampton Park	1,152	1,494
Cardinia Mobile	426	937
Narre Warren	1,727	2,788
Pakenham	1,760	1,477
Total	8,093	11,206

Attendances at Adult Activities

Branch	May-17	May-18
Cranbourne	56	45
Doveton	29	78
Emerald	45	39
Endeavour Hills	82	58
Hampton Park	65	102
Cardinia Mobile	0	0
Narre Warren	265	108
Pakenham	85	88
Total	627	518

Baby Time
and Tinies
Time
May
3,817

Partnerships *(Library Plan reference 2.2)*

CCL continues to build a strong relationship with Metro Trains allowing us to build brand awareness throughout the region. Metro have now approved two 'pop up' library events to be held at Cardinia train station in August and November. Across Narre Warren and Cardinia stations we have a total of 6 pop ups occurring in 2018, the next one is scheduled for Narre Warren station in the first week of July. Our current members are always happy to see library staff at the station, and potential members are delighted with the opportunity to grab a quality read for their journey, while finding out what CCL has to offer.

The work with Federation University continues: Improvements to the established Reading Lounge at the Fed Uni Berwick campus are underway, which includes more permanent signage. A number of CCL pcs will be installed for students and wider community to access online services. Daniel Lewis is working with the University to establish free CCL Wi-Fi in the Berwick Campus Library. This is a welcome innovation for the Federation University team, who are focused on building community relations, but have constraints in the ability to provide open access to Wi-Fi for anyone other than registered students. CCL is focused on increasing our membership base through the partnership. We will be present at the mid-year enrolment process to encourage students who are signing up for courses to also receive a CCL membership.

Marketing and Promotions *(Library Plan reference 3.1)*

CCL continue to lead positive change through communicating key messages via local media. There have been multiple articles in local newspapers and publications - the Cranbourne Leader, Pakenham Gazette, Berwick News, Signpost Magazine (Emerald), Cardinia Connect Magazine, Rangers Trader Mail. Stories covered were the CEO Sleep Out, Share the Dignity, Sofie Laguna High Tea Author Event and Lynda.com across April and May.

Following CCL's pledge to the TAKE2 environmental challenge, the Marketing Team have made improvements to the way promotional materials are chosen and produced. Quarterly Events Booklets are now being printed professionally, on 100% recycled and is FSC certified paper. On receiving feedback from customers that our fabric library bags contain plastic (horror – we checked, and they do!) we are now sourcing cotton bags instead.

'Celsius' Design has been engaged to review our Event Poster designs and Welcome Brochure. The new Welcome Brochure will be printed in July and the posters will roll out from Spring 2018. The designs add to the fresh and simple approach we have adopted when engaging our community.

CCL Website

	April	May
Visits	42,085 (+ 9.8%)	43,895 (+ 29.6%)

CCL's website continues to be an effective channel for us to communicate key messages with the community. There has been a 29% increase in visits to the site from April to May 2017.

Social Media

Followers	April	May
Facebook	2,545 (+ 53.6%)	2,633 (+ 53.5%)
Twitter	367 (+ 38.5%)	377 (+ 38.6%)

Facebook continues to be an effective and cost-effective way for CCL to communicate with the community and share our messages of leadership, innovation, literacy and creating safe and welcoming spaces. Facebook followers have increased 50% from April to May since 2017. We are seeing strong engagement with posts, with many commenting and tagging friends, particularly with the corporate videos produced in March. The Cardinia Mobile Library, Conversation Clubs and Local History video posts received 2,500+ reach, videos were watched more than 850 times and 80-170 reactions comments or shares. Our post responding to the Herald Sun article on 'books being banned from libraries' reached 2,400 people and recorded 140+ reactions, comments and shares.

Electronic Direct Mail (EDM) – Monthly Newsletter

	April	May
No. of recipients	36,435	36,326
Open Rate	27.99%	32.33%
Total Clicks	1,384	757
Click Rate	9.25%	4.89%

Corporate EDM's remain steady and the open rate has increased 4% from April to May.

Lynda.com

	April	May
Active Users	364	429
Total Users	157	140
Hours Viewed	90	146

CCL Marketing Team is working closely with the Casey Cardinia Region's Communications Team, meeting monthly, continually working on ways we can promote Lynda.com. Lynda.com is featured on the Casey Cardinia Region (https://caseycardinia.com.au/) home page banner and has been added to training and events calendars on this website. Federation University are also promoting the service to lecturers and students.

Digital Service Pilot Program – Trap Ed *(Library Plan reference 1.4 and 2.2)*

CCL is involved in a pilot of Trap Ed, that is currently running across five states of Australia that also includes thirty schools and youth organisations. Trap Ed is a digital app and website aimed at helping secondary school students to increase their learning and thereby their results, through the challenge of game-based study. These students, teachers, librarians and youth mentors can currently choose multiple ways to play the study app and can access 5,500 questions from 3 curriculums (Australian, NSW and Victoria) across 49 subjects from Years 7-12. Participants customise their subjects and year levels - playing against other users (and appearing on our leader boards) or choosing personal revision topics for 1-8 subjects at a time.

These participants- students, teachers and parents are providing direct feedback that will shape the next phase of the app. This trial is supported by research partners at UWS School of Education, who are evaluating the impact of user engagement on confidence and achievement and we are excited about our first round of evaluation data expected around October.

Both the app and website are linked from our website, under Online Resources - Training. It is now open to Casey Cardinia Libraries members for evaluation.

Collection Performance *(Library Plan reference 4.2)*

We have reviewed and updated the Collection Development Policy (attached for Board approval). The 'Collection Management Strategy' which detailed methods of acquisition and deselection has been incorporated into the policy document to make one point of easy reference for staff and customers.

Top Titles continues to be the highest turnover print collection we hold. This stands to reason given only the most popular and current titles are purchased for this collection. However, it is also the placement of the books that makes them popular- they are prominently displayed and easy for customers to grab. There is a sense of 'book shop' about them, which clearly appeals to users. The titles are most frequently borrowed at Bunjil Place and Emerald – the turnover rate at these branches is around 15 (times per year), and the regional average is 12. Other than print collections, DVDs are a clear stand-out in popularity, being borrowed on average 16 times per year.

Extension of Opening Hours Business Case *(Library Plan reference 1.2)*

Please see the attached business case for extending opening hours across the CCL branch network for a trial period of 9 months in 2018 – 19.

Conclusion

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

RECOMMENDATIONS

1. That the Customer Experience Report be noted.
2. That the Board approve the Collection Development Policy.
3. That the Board approve the proposed 9-month trial extension of opening hours as detailed in the Extension of Opening Hours Business Case.

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

Collection Development Policy 2018

Contents

1.0 Vision

CCL's Vision is inspiring spaces where everyone is free to discover the possibilities.

Our Mission is to encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia region.

Public libraries provide safe, equitable spaces for every member of our community to learn through books, digital resources, audio-visual materials, attending programs and engaging with others.

CCL offers a broad range of fiction and non-fiction books, magazines and newspapers to support our community in reading for learning and development, information and pleasure. We encourage our community to help us build quality and relevant collections by making suggestions on what to purchase.

CCL's library collections are developed on principles of intellectual freedom:

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.
CCL Library Plan 2017-21

See Appendix 1 for further context on the development of CCL collections and key supporting documents.

2.0 Collection Development Policy Aims

This policy describes the broad collection areas and provides guidance on the major tasks associated with collection development which include purchasing, maintenance, evaluation and deselection/disposal.

3.0   Our Community

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.

We love books, and we want people to read them. We also place a high value on making quality information easily accessible to people.

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.

While the library's collection should be targeted towards all age groups in the community, the demographics of the area served by the Library Service indicate that to maximise responsiveness there should be a special emphasis on the younger reader and the needs of families.

4.0   Access

Access to the collection is provided free of charge in accordance with Australian Library and Information Association policies and the Victorian State Government Public Library Funding Agreement. The physical collection is owned by CCL and is managed as a single regional collection.

Items may be transferred temporarily or permanently around the region, according to demand. Some categories of library materials, such as audio-visual items and large print books, are floated among branches to provide as much variety as possible at each service point. Some digital content is managed by subscriptions to provide access.

The collection can be accessed at all branch libraries and the mobile library.

Provision of the Swift Consortium shared database coupled with a daily delivery service running between libraries allows members to access items from any service point or via the website (digital resources).

5.0   Responsibility for Managing Collection Development

The Board requires the Corporation to manage the library's collection in accordance with this Collection Development Policy. This policy must be representative of and responsive to the needs of the community served by the library and shall adhere to professional values and practices recognizing national policies, guidelines and standards.

Overall responsibility for the development and management of the library's collection and resources is delegated by the Board and the Chief Executive Officer to an experienced professional librarian. This person co-ordinates a specialist team of qualified staff implementing the principles and strategies outlined in this policy and within the annual Purchasing Plan. A Collection Management Strategy ensures the effective arrangement and maintenance of the collection.

The current priorities for selection and acquisition of library materials and electronic content is included in the annual **Purchasing Plan**. CCL's guidelines for processing library collections are detailed in the **Processing Procedure Manual.**

6.0   Budget and Purchasing Plan

While a minimum per capita expenditure is specified in the Regional Agreement, the Board approves the Library Materials Budget for each year as part of the Strategic Resource Plan to meet the needs of our community.

Annual expenditure on new materials and resources for the library's collection accounts for approx. 14.5 % of the library's budget. CCL currently allocates over $1.4 million per annum to the acquisition of new materials and resources, based on a commitment to a per capita expenditure.

An annual Purchasing Plan is prepared by library management to focus expenditure on strategic initiatives in CCL's Library Plan and guidelines outlined in the Collection Development Policy.

The library Leadership Team is responsible for delivering best value on Library Materials expenditure. This is undertaken either through direct negotiation with preferred suppliers or by tendering the supply of library materials with specifications including, but not limited to: terms of supply, discounts and exchange rates, delivery/responsiveness, and supplier capacity to provide a wide range of materials relevant to specific needs. Casey Cardinia Libraries is a member of Procurement Australia (P.A.) and manages larger accounts via regulated P.A. contracts.

7.0   General Policies for Selection of New Materials

Librarians select items for purchase in the target areas of adult, children's and young adult fiction; adult and children's non-fiction; large print; magazines; talking book. DVDs and music CDs are also purchased. A small range of books, periodicals, and newspapers are selected for reference only.

Considering current usage patterns and increasing usage of the Internet and electronic resources as a source of information, we must ensure an appropriate balance between print or audio-visual items and access to online content.

7.1   Requests and Suggestions from Library Members

Members and staff are encouraged to make requests and recommendations via a range of mechanisms for items that are not already in the library collection and to comment generally on any aspect of the collection. Recommendations and requests will be fulfilled in most cases unless the cost is prohibitive or the content not in line with CCLs values. Requested items may also be obtained on inter-library loan.

7.2   Donations

The library accepts donations in excellent condition that meet the general selection criteria. However, it reserves the right to allocate donated material to any collection or branch, to dispose of donated material that it does not need, or to reject unsolicited donations of unsuitable materials. In general. CCL will not accept donations of audio-visual material as content standard cannot be readily ascertained.

7.3   Controversial Materials and Access to Electronic Resources

CCL aims to keep in its collections a representative range of materials on all topics of interest to its users, including materials on controversial issues. It will not, however, keep in its collections material that is prohibited by law and abides by the decisions and classifications made by the Australian Classification Board across all formats.

There is always the possibility that some readers will be offended by opinions expressed in some materials. They have the right to their feelings and the right to express them, but not the right to force their standards on others by suppressing or demanding the suppression of what they condemn.

The library is committed to the freedom to read and therefore incorporates as part of its policy the Australian Library and Information Association's Statement on free access to information. Also, in adopting the ALIA Statement on online content regulation access to electronic resources is not restricted by the use of filters. However, CCL conditions of use place the responsibility on individual users to ensure that content displayed is appropriate to a public access site.

Parents or guardians are responsible for the suitability of materials used or resources accessed by their children. Children under the age of 13 years must be under parental supervision when using

library internet resources. Teenagers and young adults from 13 to 18 years must have been given parental permission for their membership cards to allow booking of internet resources.

7.4   General Selection Criteria

Library materials must support and be consistent with the general aims of this Collection Development Policy. In selecting suitable library materials several criteria should be considered:

- **User need and demands:** These are the primary determinant in allocating funds and selecting materials. Hence, an intimate knowledge of current demographic data, circulation figures and mechanisms to obtain user input is required. Where local demand is very high multiple copies of a title will be considered.

- **Range and depth:** The collection must provide a balanced range of material across the entire service by developing branch collections that complement each other, but also respond to the needs of specific localities served. The extent and currency of existing material on a subject, or by an author already represented should be considered, while ensuring that a range of viewpoints on any subject are represented. The purchase of materials by Australian authors or about Australia is encouraged.

- **Quality of content and presentation**: a high standard is required. The authority and reputation of the creators and publishers of all materials are considered. The format, style and language should be suitable for the intended user group.

- **Purchase price:** should be fair and reasonable.

- **General availability of material:** elsewhere in the community or through networks, or commercial outlets should also be considered.

8.0   Selection for Specific Areas of the Collection

In addition to general selection criteria the following guidelines to the purchase of materials in specific areas are applied:

8.1   Fiction

A wide range of fiction of all types, suitable for all ages including children, Young Adults (YA) and adults. The fiction collection should include works of literary merit as well as popular titles of current interest to library users. Australian authors should be well represented as well as a representative cross-section of material published overseas.

Where demand for titles is high (such as bestseller fiction) multiple copies are purchased to keep waiting lists to a minimum. Abridgments of classic titles and novelty books are not normally purchased, however a carefully selected range of graphic novels or 'Quick Read' titles to support adult literacy development will be selected.

CCL's 'Top Titles' collection is designed to ensure a range of popular fiction and non-fiction titles are available at each branch at all times. These items have a shorter loan period (2 weeks) and are not able to be reserved or renewed.

Paperback collections of popular genres including romance, westerns, and mysteries are available. This format is intended for high-turnover and is focused on popular genre authors.

8.2   Non-Fiction

An up-to-date collection in all subject areas likely to be of interest to library users, including biographies, is provided. Every effort is made to fill any obvious or reported gaps in the collection's coverage. Standard works on a broad range of subjects are included and replaced as necessary. Suitable material is provided for all age groups. Adult non-fiction is subdivided into a number of broad genres such as 'Food and Wine', 'Travel' and 'Biography', to encourage browsing in a "bookshop like" atmosphere.

The overall strength of the collection should be sufficient to meet the basic information needs and life-long learning requirements of library users and to provide supplementary support for students undertaking or seeking entry to basic or vocational courses. The library does not collect course text books unless these have some value to the wider community.

8.3   Audio Visual, Digital & e-Resources

Lending collections in formats have been developed for both adults and children. Current collections include talking books in audio CD & MP3 and Playaway formats, music CDs, and DVDs. The aim is to maintain and develop up-to-date lending collections of these materials in response to user demand.

The CCL website is the gateway to our digital and electronic resources and a valuable tool for communicating with our members. It facilitates access to our library catalogue; downloading of apps for quick portable access to electronic resources; and provides help to find useful information or a great book to read. Online access to selected databases, electronic content such

as e-books, e-audiobooks, e-magazines and a range of age appropriate or specific e-learning resources are available. Library membership is required to access databases, downloadable content or electronic resources.

As technologies change, demand for new formats and access to digital downloads will be met. Collections in outdated audio-visual formats or items which become obsolete will be gradually discontinued.

8.3.1   Talking Books

Talking Book collections comprise CD, Playaway & MP3 formats for adults, children & young adults. Downloadable eAudiobooks with digital rights management for compatibility with devices will continue. Some children's talking books are packaged as kits containing read-along books and CDs, to encourage the development of literacy skills.

8.3.2   Music Content

Music compact disc collections contain material representing a range of musical styles. Recordings by well-known artists of standard works that are likely to have enduring appeal are preferred, alongside current Top 20 & popular artists. Music for children is maintained as a separate collection. A subscription option enabling members to access content and legally download and stream a wide range of music recordings is maintained.

8.3.3   Visual Media

Visual collections for adults will include recent release feature films, documentary material, classic and award-winning films and television series. (Award winning or critically acclaimed R-rated material may be selectively included.) Collections for children contain feature films, television tie-ins and some non-fiction.

DVDs are the preferred format to Blu-ray as they offer great flexibility for playing, although some Blu-ray is purchased in line with user demand. Alternative formats will be considered as availability and popularity increases. An option for licensed access to video content via streaming will be trialed.

World Cinema will be included, aimed at providing access to a range of foreign films, and representing the linguistic and cultural diversity of the CCL region. This collection will only include items classified by the Australian Classification Board. These items are located in the adult DVD collection. Any items which are in the current collection and unclassified will be labeled to ensure users are aware.

8.3.4   Console Games

Games are purchased and downloaded directly to units in CCL branches. These include a mix of current Playstation, Wii and X Box consoles. The games accessible on the library consoles are rated G, PG or M and are varied to suit community interests. The library does not purchase games that are rated MA 15 or above as legislation prohibits such games being on public display.

8.3.5 Electronic resources

A range of e-content, e-experience and training resources, for example e-books and children's literacy materials are made available online. Subscriptions are reviewed annually in accordance with license agreements and usage.

8.4   Reference and information

A small collection of not-for-loan print material is maintained. Digital reference resources are more current and accessible and are now the preferred format for many of our users.

The print collection may include atlases, current statistics, dictionaries, directories, encyclopedias, handbooks, yearbooks, government publications, and standard works that are the recognized authority on their subject. Most items in the reference collection are replaced as new editions are published.

The electronic collection includes specialized databases eg Ancestry database. Where possible subscriptions to electronic resources are selected which allow users to access the information from both within the libraries and from their own homes or workplaces.

8.5   Newspapers and Periodicals (magazines)

A carefully selected range of subscriptions to daily newspapers and periodicals of interest to library users, from popular weekly publications to less frequently published technical or special interest titles is maintained. The print subscriptions are enhanced with electronic subscriptions. Subscriptions, both print and electronic, are reviewed on an annual basis. Popular titles are supplemented with duplicate electronic copies if available.

As currency of information contained in periodicals is of primary importance, they are retained in the collection for a limited period, generally no longer than two years. Latest copies of magazine titles are displayed for use in the library until the next edition arrives. Newspapers are for use in library only with back copies kept for a limited period.

Subscriptions/license to access selected electronic resources, such as newspapers and e-magazines are purchased annually, enabling members' access via our website to thousands of full-text articles.

8.6   Languages other than English (LOTE) and English Language Support

Statewide standards, current demographic data (taken from Australian Bureau of Statistics Census), availability of materials and user demand underpin the development of LOTE collections.

CCL currently holds collections in Persian, Singhalese, Chinese and Panjabi. Additional community languages are represented in the Bilingual Picture Book collection.

Bulk loans of LOTE materials are obtained as required from other SWIFT library services, or Library Link Victoria as required. Various models and opportunities for collaborative purchasing of LOTE collections with shared cataloguing are pursued.

Our community will continue to be consulted in the development of these and future language collections.

An online language learning resource is provided.

The **English Language Support** collection comprises materials suited to reader skill development needs for adult literacy as well as English as a Second Language; with varied reader levels and formats. The collection includes Quick Read titles and resources linked to vocational tests (e.g. IELTS).

8.7 Local History

The aim is to provide easily accessible basic historical information about the City of Casey and Cardinia Shire and their predecessors. The resources introduce and define the history of the local area at a level to support basic or frequently asked inquiries and routine school inquiries, but not at research level. Representative resources, including relevant local publications will be selected and acquired as available, described and preserved as required to meet popular demand. The Library does not collect realia. Some digitised resources will be made available via the website and a blog maintained to promote and make content more readily available.

8.8 Children and Youth

Children and Youth collections are targeted at specific developmental stages, encompassing Early Years, Primary and Secondary levels.

Early Years collections include Board books and Picture books which are the building blocks for foundation literacy skills. Bilingual picture books are collected in diverse community languages to support children learning Languages Other than English.

Begin-To-Read books to assist children in their reading in the early school years. The collection is made up of readers and simple books in four graded levels. This collection does not replace the school readers but rather complements a child's take-home readers.

Premiers Reading Challenge – comprising books selected from the Victorian Premiers reading Challenge lists. These books include Picture Books, Junior Fiction, Young Adult Fiction, Audio Books and non-fiction material categorized in year levels;

Additional collections supporting our Primary School readers include Humour, Folktales, and Rhymes.

Graphic Novels provide reading material in a popular, contemporary format, which is graphic rather than text-based.

This collection encourages use of the library and provides a visual medium which also appeals to reluctant readers, children and young adults with low literacy skills. Separate Junior and Young Adult/Adult Graphic novel collections are maintained in all branches.

9.0 Evaluation and maintenance

CCL's collections are constantly being assessed to ensure that a high standard of up-to date, relevant and attractive materials is provided for our community. The collection is managed using the following criteria:

- physical condition
- currency of information, including 'classic' or standard works
- demand/availability of title/subject
- local, regional, historical or cultural relevance
- availability of replacement items

Other considerations include:

- Renewal of existing stock balanced with acquisition of new content: Ensuring collections budget is adequate to achieve both
- Potential to transfer stock between branches to maximise its use
- Maintaining the accuracy of the database: Missing and lost items are regularly identified and removed from the database

9.1 Weeding (deselection) and disposal

Weeding is the ongoing program through which material is removed from a library's collection for withdrawal.

Weeding, like a decision to purchase, requires a conscious intellectual decision taking into account existing collections, demand, and the value of an item to the collection. CCL supports this process with CollectionHQ management software, system reports and trained staff.

Withdrawn material may be disposed of by offering it for sale to the public, giving it to charity, or by recycling.

9.2 Repairs and replacements

In most cases worn items are replaced rather than repaired.

Replacement fiction or non-fiction titles are acquired if a title is in print, still popular or regarded as a classic or standard work and information is not dated.

10.0 Review of Collection Development Policy

The Collection Development Policy will be reviewed every two years. If sections require updating, it should be reviewed by library management and presented to the Board for acceptance into this policy.

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Guidelines, Standards and Outcome Measures for Australian Public Libraries report 2016.

ALIA's Future of the Library and Information Science profession: Public Libraries Report 2017.

Appendix

Context

In ALIA's Future of the Library and Information Science profession: Public Libraries Report 2017, community surveys revealed several key trends relevant to collections:

- Ebooks have become a popular format, alongside audio, large print and hard cover. They do not replace print material (which has in fact seen a resurgence in demand over the past 3 years) but rather offer an alternative for readers to complement other formats available
- Reading is a national pastime: People read, borrow and buy books; demand for reading materials will increase rather than decrease
- Support for the creative economy: Even greater support from libraries for Australian authors, illustrators and publishers
- Online learning: Public libraries will partner with tertiary education providers to support students
- Everyone can be a member: Our vision is of the gift of a library membership card for every child at birth

The report also had this to say on the role of library and information professionals:

- Shape the library service to meet the needs of the local community
- Celebrate reading, literacy and lifelong learning
- Manage the print and online collections
- Network with partners to connect with local issues, needs, people
- Arrange interlibrary loans
- Deliver programs and activities
- Provide information and answer enquiries
- Ensure all materials and the ways they are used are copyright compliant

Guidelines, Standards and Outcome Measures for Australian Public Libraries Report 2016

According to this report key considerations for public libraries in collection development and management include:

- Depreciation of physical collections: Library collections are considered to be fully depreciated in terms of monetary value after 7 years. In collection management terms, this is a simplified approach as useful lifespan varies considerably with different categories of library materials. Some items are of value to a library collection well beyond this time, while others need to be replaced within 1-3 years because they are either worn or out of date.
- Issues of asset ownership and depreciation related to E-content: Using recurrent budgets to access an increasing range of electronic resources; the challenges of digital rights management and demonstrating the value of access to content in return for license fees:
  "ALIA has noted that it is essential for libraries to establish their role and position in this new digital environment, so that library users can continue to enjoy access to a wide range of content. ALIA is actively contributing to discussions surrounding ebooks and elending at

both international and national levels with the aim of finding mutually beneficial ways of public libraries and book industry stakeholders working together. ALIA was represented on the Federal Government's Book Industry Collaborative Council (BICC) which sought "to maintain a dialogue between the industry and government and to encourage collaboration between the supply chain sectors."

Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 Page 34

- Standards for collection management; measuring quality as well as quantity; measuring usage and ensuring ease of use to access catalogues and electronic resources. CCL now subscribes to CollectionHQ – a system that allows detailed analysis of collection usage, to help guide user-driven purchasing.
- Balancing the size of physical collections with the increasing desire for space for the community to meet, learn, play and enjoy.

Extension of Opening Hours Business Case

Proposal

CCL want member Councils and the community to get 'more bang for their buck' out of the existing library network.

We are seeking to extend library opening hours across the region, opening every branch at 9.00am every week day (Monday to Friday) and opening until 9.00pm on Thursdays. This will deliver an increase of 54.5 opening hours per week to the public.

The trial extension of hours will be run from 1 September 2018, for either 6 or 9 months.

Through the trial, we seek to demonstrate direct benefit to community, reduction in the average hourly cost of library operations, and increased visitation/utilisation.

The funds required for additional staffing will be resourced from CCL capital reserves.

Relevant CCL Library Plan 2017 – 2021 Strategies

1.1   Create accessible physical and virtual spaces which inspire our community

3.1   Strong connections with our community

3.2   Increased investment in new infrastructure and services that support our community

3.3   Recognised contribution to community well-being and social equity

5.1   Embrace CCL values in everything we do

5.2   Create a people focused organisation that is quick to embrace new ways of doing things

Context

In our March 2018 Community Survey, we asked customers:

If there was one thing Casey Cardinia Libraries could do to improve its service to the community what would it be?

One of the clear themes coming through was a request for longer opening hours throughout the region. The diversity of our users creates a need for access both early in the day, and later into the evening. Currently, Bunjil Place is the only branch to open before 10am during the week, and the only branch to remain open until 9pm. The extended hours at Bunjil Place are working for the community, and we would like to make services more equitable across the region:

- *"Open at 9am. There are so many Mum's that would like to arrive straight after school drop off."*

- *"Open library earlier, I know Bunjil place library opens at 9 which is good but I don't go there as it's too hard to get a parking spot"*

- *"11.00 opening [at Emerald] difficult at times - maybe a couple more 10.00 openings each week?"*

- *"Open longer hours ie earlier in the morning"*

- *"More evening events with writers etc would be great"*
- *I'd love longer hours (eg until 10 or 11 pm) but I'm a night owl!"*
- *"Opening more hours, but that would only be for my convenience :)"*
- *"Extend the opening hours of all the libraries"*

Member Councils are constrained in their capacity to develop new facilities without securing significant State Government support. This conundrum is coupled with a fast-growing population and increasing demand for library services. CCL seeks to increase and improve service provision by using existing facilities better.

We are familiar with the tension created by noise and activity which is inevitable when our libraries become increasingly crowded.

By extending our opening hours we will provide the opportunity for people to come at different times of the day.

We will also provide consistency and certainty across the region – every library will open at 9.00am on a week day... irrespective of where you live.

The 9.00am open across the network is designed to work for business people, students and jobseekers who we often see waiting outside the library before opening. We also want mums on school runs with very young children to be able to drop in early before taking their infants home for a sleep.

70% of residents have to leave their municipality in order to go to work. Not only are they at risk of social isolation, many working families experience mortgage stress and would welcome the opportunity to access free recreation opportunities such as the library. If we open every library late on Thursday night, people have a free, safe place to visit that will mean that they do not necessarily blow their pay at the pub, or in the pokies.

Moreland and Yarra Plenty Regional Libraries have collaborated on the 'Libraries After Dark' project, an innovative approach to extending opening hours. The aim of libraries being open later is to provide a safe, free, welcoming alternative to traditional late-night venues, without the overt link to the prevention of alcohol abuse and excessive gambling. The libraries involved are open until 10.00pm to provide space for the community to connect and participate in free activities in the evening (see Appendix 1).

CCL are constrained by our current Enterprise Agreement and can only open our libraries until 9.00pm, we believe the trial late close on Thursday evenings will help build a case for greater flexibility in the future, particularly if library staff can see the value of later opening hours.

Throughout this trial, CCL will activate programming throughout the region during the evening to attract the community and provide additional opportunities for social connection and learning.

We have developed a modest marketing budget to help promote the trial extension of hours and have also allocated additional backfill hours for each branch to enable our leaders to increase outreach and partnership building activities.

CCL Vision, Mission and Values

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.

Options and Costings

	6-month trial	9-month trial
Open till 9pm Thursday	$25,633.26	$38,449.88
Open from 9am daily	$72,441.81	$108,662.72
Marketing and Promotion	$5,000	$5,000
Programming and activation	$10,000	$15,000
Cover for Manager 4 hrs/wk	$28,481.29	$42,721.94
Total combined	**$141,556.36**	**$209,834.54**

Financial Implications

It is proposed that this trial is supported by funds from CCL's capital reserve. Should the trial be successful, the Leadership team will seek the Board's approval for funding the operating hours through ongoing support from Member Councils. The approval for additional funding on a recurrent basis would be sought as part of the annual budget process.

Risk Management and Mitigation

Security
Minimum of two staff on to open and close each branch. Staff will walk to cars together when leaving at night.

Night lighting at branches will be assessed to ensure it is adequate for safe community access and egress before the trial commences.

Local police will be notified of changed opening hours.

Staff Availability
Rostering staff earlier in the day has the potential to shift resources from the 4-6pm shift where customer service required is high (afterschool rush and meal breaks). Focus of planning will be on adding additional staff to the morning roster and leaving afternoon resources unchanged.

Lack of Financial support
If member Councils are not able to provide increased ongoing funding for the extended opening hours in 2018 – 19 the community may become frustrated.

CCL will ensure that the extended opening hours period is clearly communicated as a trial that is dependent on community support – use it or lose it.

Accountability
The Executive Team will review visitation and community use of facilities and services throughout the trial. Relevant data including visitation and usage will be presented to Board every three months.

Communications

Channels: Use local media, social media and CCL e-Newsletter as key channels. This will be coupled with using strategic partners such as Metro trains to run an awareness campaign (eg signage at train stations along the Pakenham and Cranbourne lines)

Approach: CCL can promote a clear message to our community regarding opening hours:

- We are open all day
- Every branch now opens at 9am
- Libraries After Dark – Our safe, friendly libraries are open for you late every Thursday
- Looking for free activities after work?
- Dropped off the kids? Now it's time for you – come and put your feet up at your local library

Measures of Success

The following measures are drawn from the 2018 – 21 Library Plan and can be used to measure success:

- Increased library visitation and engagement (physical and digital)
- Program and events attendance and number of programs and events
- Increased library membership
- Adoption of new services and strategies that support best practice

Conclusion

The community loves our libraries. Our customers tell us that they want more opportunity to visit. In extending opening hours, CCL seeks to make more efficient use of existing facilities.

By resourcing longer hours, we provide access to safe community spaces, learning opportunities and support social connections. Our current users will gain a more flexible and accessible service, and we will attract new members who would otherwise not be able visit our libraries.

Recommendation(s)

That the Board support the trial extension to library opening hours for 9 months from September 1, 2018.

Appendices

The libraries opening late as a pokies alternative

Four Melbourne libraries – Preston, Mill Park, Glenroy, and Broadmeadows – have been opening until 10pm each Thursday, holding activities such as film screenings, board games, decluttering workshops and pasta making. The program was the idea of Victorian Local Governance Association senior policy adviser (and Darebin councillor) Susan Rennie and Moreland council social policy officer Judy Spokes.

"It's in the evening when people feel particularly lonely or when a pokies venue seems appealing," Cr Rennie said.

"We thought about the role of libraries and whether we could activate libraries at night and see if that could provide an alternative."

Cr Rennie, a longtime gambling reform advocate, and Ms Spokes secured a $300,000 grant from the state government's Victorian Responsible Gambling Foundation to run the program, through four councils, for two years. The foundation is funded by taxes on gambling revenue. Cr Rennie said the four venues were all chosen because they were close to high-loss pokies venues, such as Mill Park's Plough Hotel, where players lost more than $18 million in 2015-16.

Cr Rennie said unlike pokies venues, where customers were welcomed by name and in some cases had personal quirks kept on file in a bid to encourage them to come back and increase losses, Libraries After Dark was about making "genuine connections".

Like pokies venues, "you get free [non alcoholic] drinks, and it's warm and bright". But there is no cost.

"People who are unemployed or modest income that would enable them to pay for leisure and entertainment options, can come to a movie night at the library, and bring their kids."

In the Preston craft group, held once a month, anyone is welcome to bring their knitting or sewing or art piece to work on, for company or to learn from others. There's no leader and no pressure: you can observe or natter if you like.

https://www.theage.com.au/national/victoria/the-libraries-opening-late-as-a-pokies-alternative-20180617-p4zlzc.html

Mill Park library will be open after dark every Thursday.
Picture: Joe Mastroianni.

Ever wondered what goes on in libraries after dark?

You can find out for yourself at Mill Park library, with the doors now staying open until 11pm each Thursday.

The extended opening hours are part of the Libraries After Dark program which is aimed at reducing gambling-related harm in the community.

The initiative, which is funded by the Victorian Responsible Gambling Foundation, hopes that keeping libraries open later than normal will help create a welcoming and social space for the community.

Mayor Kris Pavlidis said that with Whittlesea currently ranked sixth of 70 local government areas for poker machine losses in Victoria, it was important the council worked to create positive spaces for residents.

"We are doing what we can to lobby the state government to make gambling reforms, however in the meantime our community is being impacted by gambling harm every day," she said. "Libraries After Dark is aimed at counteracting the negative impact that pokies are having on our community with something really positive.

"Libraries are wonderful places, full of friendly community members and fun activities, so it's great to be able to keep them open later into the night."

The library is at 394 Plenty Road.

http://www.starweekly.com.au/news/mill-park-library-stay-open-dark/

GENERAL BUSINESS

CC33/2018   CEO'S PERFORMANCE REVIEW

Report prepared by Chris Buckingham

Purpose

To inform the Board of progress with the CEO's Performance Review.

Discussion

The CEO provides an annual report against agreed Key Performance Indicators (KPIs) for the financial year. This report will be provided to the Board at the end of July.

The Board is required to appoint a sub-committee to review the CEO's performance and table its recommendations for the Board approval.

RECOMMENDATIONS

1. The that Board appoint a sub-committee to convene in early August 2018.
2. That the CEO finalise a report against KPI's by the end of July 2018.

NEXT MEETING

Wednesday 22 August, City of Casey, Bunjil Place Library, Meeting Room 3 and 4.