Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 28 November 2018
5.30pm

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

1. Present

2. Apologies

3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 24 October 2018.

4. Declaration of Conflicts of Interest

5. Confirmation of CCL Board Membership for 2019

6. Election of Chairperson

STRATEGY

CC50/2018   CASEY CARDINIA LIBRARIES DRAFT BUDGET 2019 – 2020

Report prepared by Chris Buckingham and Marjorie Crompton

Purpose
To provide the draft estimates for the operating budget for the 2019-2020 financial Year.

CCL Library Plan reference – 5.3

Background
A draft budget for the 2019-20 financial year has been prepared following the endorsement of the 2018 -22 Library Plan and input from the CCL Executive Team. It also takes into account key decisions made by the CCL Board made throughout the course of the 2018 – 19 Financial Year.

The final version of the Budget will be presented to the Board for adoption in April 2019.

Discussion
This budget has allowed for:

Income
- The permanent removal of overdue fines.
- A decline in income from meeting room hire. This is due to increased program activity in branches reducing availability of the rooms for external hire and the absence of income from Bunjil Place Library Meeting rooms
- Lower income from investments due to low interest rates and the drawn down on reserves to fund operations.
- An adjustment in expected State Government contributions from the current year (which was over estimated).

Expenditure
Employee costs have increased. This is, in part, due to increased opening hours across the region, including the full year impact of Bunjil Place Library operations and longer than originally planned hours at Bunjil Place.

The 2019-20 budget allows for the permanent expansion of the ICT team (2 FTE). In 2017 – 18 the positions were created as contract roles. The organisation has benefitted from a higher level of customer support and improved timeliness in issue resolution. This cost has been offset by a reduction in consulting fees and external income from services provided to the Swift Consortium.

Library materials, both capital and expensed have been allocated a 4% increase due to increased use of the existing collection.

The draft budget is based on the following estimates for budget calculations

Population increase	+4%
Employee wages	+2%
Loans	2,523,854 (Annual Report 2017-18)

Loans per EFT	32,069	
Library Materials	+4%	
State Government funding	+4%	

Summary of the proposed 2019 – 20 budget and comparison with the 2018 – 19 budget

Summary	Total	Casey	Cardinia
Core Library Service			
Population (ABS 24 Apr 2018)	456,618	341,217	115,401
		74.7%	25.3%
Usage: July 2017 - June 2018	2,422,314	1,735,943	686,371
		71.7%	28.3%
Average %		73.2%	26.8%
Income			
Operations	268,773	196,760	72,013
Total State Funding	2,909,009	2,096,560	812,449
Council General Funding	8,709,810	6,418,010	2,291,800
Est Operating Income 2019-20	11,887,592	8,711,330	3,176,262
Expenditure			
Operating Expenditure	10,404,377	7,625,670	2,778,707
Capital Expenditure	1,483,215	1,085,660	397,555
Est Operating Expenditure 2019-20	11,887,592	8,711,330	3,176,262
CCL Operating Budget 2019-20			
Population (ABS 24 Apr 2018)	456,618	341,217	115,401
Core Council Contribution 2018-19	7,786,164	5,818,104	1,968,060
Est Council Contribution 2019-20	**8,709,810**	**6,418,010**	**2,291,800**
Council Contribution	11.86%	10.31%	16.45%

Member Council core contribution per capita	Total	Casey	Cardinia
Council contribution budget 2018-19	$18.71	$18.40	$19.71
Council contribution draft budget 2019-20	$19.08	$18.81	$19.86
Contribution per capita percentage increase	1.94%	2.24%	0.75%

Summary:	Total	Casey	Cardinia
Core Council Contribution 2018-19	7,786,164	5,818,104	1,968,060
Est Council Contribution 2019-20	8,709,810	6,418,010	2,291,800
Council Contribution percentage	11.86%	10.31%	16.45%

Human Resources	2018-19	Budget 2019-20
Total Staffing EFT	90.00	93.53
Total Staffing	152	154
Part Time	123	120
Full Time	29	34

Proposals for Additional Resources

Our libraries are welcoming and socially inclusive spaces for people to read, relax, connect, learn and work. There is growing demand for provide greater access to physical and virtual library collections, services and support.

In the 2018 – 22 Library Plan, CCL articulated the need to deliver services beyond the four walls of our library and encourage our team to focus on cognitive non-routine work that adds value to the user experience in the library and out in the community.

CCL plan to invest in growing our capacity: through the expansion of volunteer and outreach programs, building digital inclusion and establishing new revenue streams.

We believe that the creation of the new roles at CCL will strengthen our connections in the community, address identified needs and support community wellbeing.

1. **Volunteer Coordinator** *(Library Plan reference 3.1)*
   Recruitment, train and oversee CCL Friends group and volunteers with discretionary budget for activities to support Friends and fundraising opportunities
   - 21 hours per week, permanent
     - o $40,000 per annum
     - o $30,000 discretionary budget for activities

2. **Youth Outreach Officer** *(Library Plan reference 2.2)*
   Australian Early Development Census (AEDC) assesses development of young children and their readiness to transition to school and has identified that 1 in 5 children in the City of Casey and 1 in 7 children in Cardinia Shire are at risk or vulnerable in their readiness to read or learn.

   Staff do not currently have the capacity to perform the extensive outreach to schools and community that is needed. Outreach worker who can go out and assist branch staff by promoting and providing services.

   CCL would like to employ a Youth Outreach Officer whose role would identify the needs of schools and council areas where support is crucial and establish a library education program.
   - Full time – 2-year fixed term contract
     - o $71,032 per annum

3. <u>Digital Literacy Trainer</u> *(Library Plan reference 1.4 & 4.4)*
Identified increased demand for provision and delivery of lifelong learning opportunities by library staff inside our libraries and through outreach services. Casey and Cardinia region have a higher than Australian average of households that do not have internet access, 1 in 7 households (Australian average is 1 in 6).

Three-year plan building up hours across the library service which will create in each library designated staff for the sole provision of public education and staff training.
- 35 hours per week, permanent
  - Year 1   1 EFT $82,604
  - Year 2   1 EFT $83,843
  - Year 3   1 EFT $85,100

4. <u>Fundraising Co-ordination</u> *(Library Plan reference 5.2)*
CCL need to increase income and establish new revenue streams. This role will focus on securing grants and sponsorship opportunities that support CCL's vision and mission.
- 21 hours per week, 1-year contract
- $40,000 per annum
- $15,000 discretionary budget to support position

Opening Hours
Early indications are that the trial extension of opening hours across the region is working.

Our community are becoming increasingly aware that their library opens at 9.00am on a week day.

The trial is delivering an increase of 45.5 opening hours per week to the community opening at 9.00am. To make this a permanent change CCL will require additional staffing with an estimated cost of $35,245 per year (at current trial staffing levels). The extended Thursday evening to 9.00pm at all branches will continue until the end of the trial period in March.

Draft Budget with Proposed Additional Resources	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Core Council Contribution 2018-19	7,786,164	5,818,104	1,968,060
Est Council Contribution 2019-20	9,055,232	6,670,845	2,384,387
Council Contribution percentage	16.30%	14.66%	21.15%

Conclusion
The draft budget and the Proposal for Additional Resources will provide a solid platform for the continued growth and expansion of valued services to the community.

RECOMMENDATIONS
1. That the Board endorse the 2019-2020 Draft Budget and Proposal for Additional Resources and advocate for increased funding from Member Councils through their upcoming budget processes.

OFFICERS' REPORTS

CC51/2018   FINANCE

Report prepared by Marjorie Crompton

Purpose

To provide the Board an update of CCL's financial position as at September 30, 2018.

CCL Library Plan reference - 5.3

Income Statement Month Ended 31 October 2018	Total Budget 2018-19	Budget October 2018	Act YTD October 2018	Variance	% Actual Vs Budget
Income					
Council Contributions	7,786,160	2,595,388	2,595,386	-2	(0.0%)
Government Grants	2,886,315	2,639,867	2,645,438	5,571	0.2%
Other Income	280,200	44,612	50,505	5,893	13.2%
Interest on Investments	105,000	34,340	29,511	-4,829	(14.1%)
	11,057,675	5,314,207	5,320,840	6,633	0.1%
Expenditure					
Employee Costs	8,078,703	2,474,222	2,454,847	19,375	0.8%
Other Expenses	684,300	244,778	289,981	-45,203	(18.5%)
IT & Communications	575,800	162,803	178,107	-15,304	(9.4%)
Library Materials	311,000	215,647	155,635	60,012	27.8%
Marketing & Promotions	100,000	23,820	28,083	-4,263	(17.9%)
Depreciation	1,450,500	0	0	0	0.0%
Total Expenditure	11,200,303	3,121,270	3,106,653	14,617	0.5%
Net Gain(loss) disposal of plant & equipment					
Net result for the reporting period	**-142,628**	**2,192,937**	**2,214,187**	**21,250**	**1.0%**

Capital Expenditure	Total Budget 2018-19	Budget October 2018	Act YTD October 2018	Variance	% Actual Vs Budget
Library Material	1,096,000	511,595	448,961	62,634	12.2%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	335,000	115,000	47,224	67,776	58.9%
Capital Expenditure for the reporting period	**1,431,000**	**626,595**	**496,185**	**130,410**	**20.8%**

Balance Sheet As at 31 October 2018	
ASSETS	$
Current Assets	
Cash Asset	549,643
Receivables	26,595
Other Financial Assets	4,119,224
	4,695,462
Non-Current Assets	
Fixed Assets	4,353,804
TOTAL ASSETS	9,049,266
LIABILITIES	
Current Liabilities	
Payables	229,296
Provisions	1,350,143
	1,579,439
Non-Current Liabilities	
Employee Entitlements	17,519
TOTAL LIABILITIES	1,596,958
NET ASSETS	7,452,308
EQUITY	
Members Contribution on Formation	2,051,239
Accumulated Surplus	5,401,069
TOTAL EQUITY	7,452,308

Discussion

Income

Interest on investments is lower than budgeted, due to various factors including low interest rates, slightly lower investments and the timing of when long term investments mature.

Expenditure

Library materials is currently under expended mainly in relation to the timing variances for various annual on-line subscriptions.

Capital Expenditure

Capital library materials will be under budget due to the reallocation of funds to library materials expenditure. This is a result of the almost doubling of usage for audio books in the last 12 months, the actual expenditure is anticipated to be towards the end of the financial year.

The variance for furniture and equipment relates to year to date under expenditure for computer services, at present this is anticipated to be expended by the end of the financial year and will continue to be monitored.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
October Statement	26/09/2018	Myki – Travel to/from Melb for meetings	$50.00
	27/09/2018	Mobile Essentials – Mobile Phone Case	$10.00
	2/10/2018	Care Park (Car parking CBD) PLV Exec meeting	$21.51
	8/10/2018	Cars on Demand – Transfers Alan Brough LCL Launch	$169.26
	8/10/2018	Cars on Demand – Transfers Alan Brough LCL Launch	$179.25
	9/10/2018	A&S Wholesalers Fountain Gate – Fruit for All Staff Workshop	$58.37
	11/10/2018	Woolworths – Car Charger	$37.00
	12/10/2018	Care Park (Car parking CBD) PLV Exec meeting	$28.68
	15/10/2018	Care Park (Car parking CBD) Monash Uni – Jeffrey Sachs Lecture	$14.34
	17/10/2018	RACV – RACV cover for CCL vehicles	$374.00
	18/10/2018	Care Park (Car parking CBD) PLV Exec meeting	$28.68
	24/10/2018	Care Park (Car parking CBD) PLV Exec meeting	$14.34
Total October 2018			$985.43
Total			$985.43

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
October Statement	26/09/2018	MSFT (Microsoft) Officer 365	$2,178.00
	1/10/2018	Go-Daddy – CCL gaming domain name	$14.13
	5/10/2018	Adobe Creative Cloud (marketing & comms)	$197.10
	11/10/2018	COPP Parking – Parking for Mitel meeting	$8.92
	14/10/2018	MSFT (Microsoft) Officer 365 (additional licence)	$20.03
Total October 2018			$2,418.18
Total			$2,418.18

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
October Statement			
	2/10/2018	Mighty Ape - CfC (Communities for Children) Cranbourne Literacy kit items	$17.49
	5/10/2018	Kmart - Gifts for speakers (Staff Development Day)	$18.00
Total October 2018			$35.49
Total			$35.49

Card Holder	Transaction Date	Detail	$
Finance Manager			
October Statement			
	20/10/2018	Subscription - Survey Monkey	$271.92
Total October 2018			$271.92
Total			$271.92

Conclusion

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

RECOMMENDATIONS

1. That the Finance Report be noted.

CC52/2018	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 – 1.1, 1.2, 3.2 and 4.2

Discussion
Places and Spaces
Recent progress and achievements as identified in the CCL Facilities Development Plan include:

Cranbourne
Painting of exterior entrance. Internal signage refresh. Sod-turning and commencement of redevelopment works on 29 October, improvement of access, removal of security gates, increased community space, tech bar and improved entrance.

Doveton
Painting of exterior entrance and surrounds.

Pakenham
Acoustic engineering works now complete.

Cardinia Mobile
Construction scheduled to commence in early 2019.

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

CC53/2018	INFORMATION, DIGITAL SERVICES AND TECHONOLOGY

Report prepared by Daniel Lewis

Purpose

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

CCL Library Plan reference – 1.1, 1.2, 1.3, 1.4, 5.1, 5.2 and 5.3

I³ Review *(Library Plan reference 1.2 and 1.3)*
Design

The digital space is an ever growing and changing environment. From balancing the security of company and personal data against staff efficiency and ease of access to ensuring infrastructure is fit for purpose and capable of handling the pressures we put upon it.

Review and implementation is under way. This update focuses on progress to date.

Identity – We have been implementing a Single-Sign On (SSO) user authentication to maintain high levels of security and increase the ease of access for staff. This will allow staff to simply log into their computer and it will automatically authenticate them without the requirement for additional usernames and passwords.

The biggest challenge is that two thirds of our staff use shared PC's and do not have their own devices. This means that they cannot easily sign in to windows under their own account to make use of the advances in SSO.

Recent advances announced in October for Windows 10, will allow us in the future to provide staff with the ability to walk up to any staff computer and within 5 seconds be logged in as themselves making full use of SSO.

Infrastructure – Over the past year and a half we have been investing in infrastructure and improving our reporting and management of the structure to provide the highest quality experience.

The latest rollout of our new Meraki switches and access points will bring full control of our devices under the one portal. These provide higher capacity and greater understanding of our network.

Insight – Making use of existing staff to create a business intelligence team, our aim is to transition from a collection and collation of data to analysis and insight of data. This process has started, with data sources being recognised and Power BI being selected as the central source. We have connected our people counter service and are in the process of creating automated reports that will allow the team to begin gaining insights.

Donation Tap Points *(Library Plan reference 1.3 and 5.2)*
Rollout

Our donation tap points are live and collecting donations. Since their soft-release in mid-October, these devices have collected over $100 in donations.

Focussed marketing activity and staff awareness training will increase revenue.

<u>Modern Telephony</u> *(Library Plan reference 1.2 and 1.3)*
Design
A contemporary approach to telephony is crucial to our activity-based working (ABW) environment. Branches require fixed handsets and regional support staff requiring soft clients (on their laptop or mobile phone).

We are currently reviewing phone service submissions from Telstra (through Microsoft Calling/Teams), Optus (through Mitel) and Skype for Business.

RECOMMENDATIONS

1. That the Information. Digital Services and Technology Report be noted.

CC54/2018   PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose
To provide the Board with an update on workforce 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)*
New staff at CCL have settled in well, filling the vacant shifts across the organisation. With staffing at capacity, this has created the opportunity for impromptu branch meetings and rostering staff time off.

Daniel Guseli and Grant Laughton, our two new mobile library drivers, have now completed their induction on the truck and commenced their rostered mobile shifts.

Our Marketing Manager, Erin Commerford has welcomed a baby girl, Stella into her family.

Training and Development *(Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2)*
Staff have recently attended training including: Grants workshop; Fire Warden Training, Business Storytelling; Sensitive Santa Training.

The second round of the updated Living Leadership program has now been completed. Attendees were enthusiastic and embraced the opportunity to work with colleagues on how to best use their strengths and values during their work and home life.

Following up from the Together We Can Leadership Summit Cardinia Cultural Centre, CCL are working in partnership with Family Life on rolling out Here4U bystander training for CCL staff and volunteers in February 2019.

Payroll Systems *(Library Plan reference 5.3)*
During the past 12 months CCL have been working on implementing an advanced rostering system. After much deliberation it has been determined that this system is not suitable for CCL needs. The team will now investigate other options that will streamline rostering, leave requests and enable staff remote access to their schedules and timecards. Whilst the rostering system has now been turned off the timekeeping system will be maintained until a new system can be rolled out.

RECOMMENDATIONS
1. That the People and Culture Report be noted.

CC55/2018	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
<u>Visits and Loans</u> *(Library Plan reference 1.1, 1.2 and 4.1)*
Loans in October were up both month on month from September and the previous year.

Visitation has increased year on year. Visits were also up month on month.

Our virtual visits are largely through our website and Enterprise, both are performing consistently. The CCL app continues to experience growth in usage, in October there were over 5,500 sessions.

Our membership continues to grow, at the end of October we had 122,280, an increase of more than 450 members since the end of September.

122,280
Members as at
31/10/2018

<u>Digital Services</u> *(Library Plan reference 1.1, 1.2 and 3.1)*
Digital services continue to perform well. Our eAudiobooks and eBooks from Bolinda are performing well with the introduction of new titles.

ELoans continue to increase. In September and October there was an increase in use of over 100% from the previous year. Freegal has been a key contributor to this growth since it was introduced in May. There were 2,340 Freegal downloads in October and 4,379 streams.

Year on Year Performance Comparison September 2016 – 18

Loans

Branch	Oct-16	Oct-17	Oct-18	% Variation 2017/ 18
Headquarters	1,216	1,156	1,310	13.4%
Cranbourne	40,940	40,782	38,994	-4.4%
Doveton	3,835	4,683	4,157	-11.2%
Emerald	14,294	13,913	13,858	-0.4%
Endeavour Hills	21,686	21,263	20,513	-3.5%
Hampton Park	21,274	21,397	16,777	-21.6%
Cardinia Mobile	8,044	6,700	7,661	14.3%
Bunjil Place	55,434	34,325	52,764	53.7%
Pakenham	34,356	34,452	35,528	3.1%
Region	201,079	178,671	191,563	7.2%
eLoans	10,324	10,540	21,577	104.7%
Total Loans	211,403	189,211	213,140	12.6%
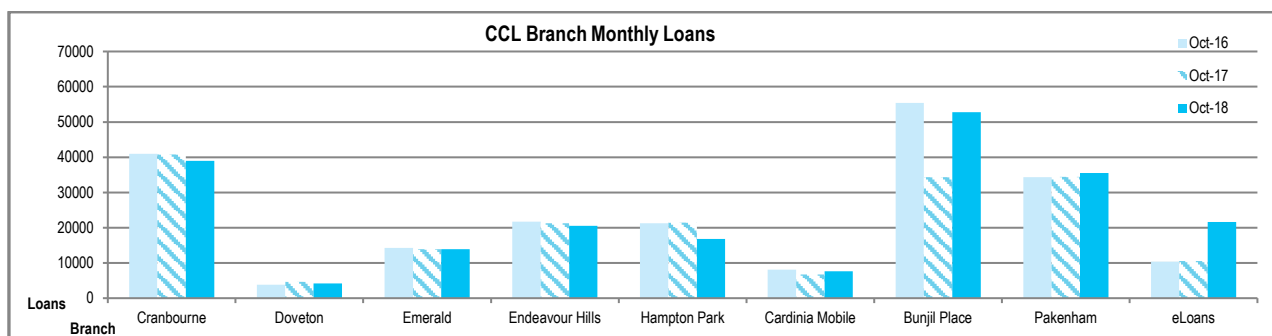
Visits

Branch	Oct-16	Oct-17	Oct-18	% Variation 2017/ 18
Cranbourne	18,951	19,329	19,095	-1.2%
Doveton	3,112	3,687	5,723	55.2%
Emerald	6,292	6,117	4,460	-27.1%
Endeavour Hills	10,529	10,014	11,090	10.7%
Hampton Park	14,891	15,198	12,137	-20.1%
Cardinia Mobile	5,014	4,511	4,865	7.8%
Bunjil Place	25,435	11,999	41,777	248.2%
Pakenham	18,141	17,619	17,169	-2.6%
Region	102,365	88,474	116,316	31.5%
Website	38,947	39,773	39,251	-1.3%
Enterprise	31,879	32,095	33,828	5.4%
Bookmyne	1,836	2,229	1,807	-18.9%
CCL App		0	5,513	–
Total Virtual	72,662	74,097	80,399	8.5%
Total Visits	175,027	162,571	196,715	21.0%
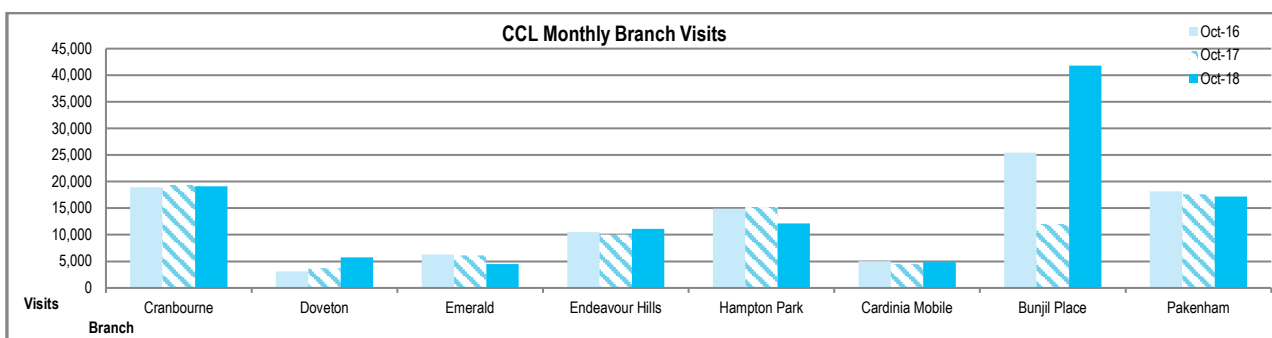
Digital Services – September 2018

Internet Use by Branch

Branch	No. of PCs	Sep-17	Sep-18	% Variation 2017/ 18
Cranbourne	14	2,016	2,125	5.4%
Doveton	12	566	1,092	92.9%
Emerald	8	591	511	-13.5%
Endeavour Hills	14	1,120	1,355	21.0%
Hampton Park	16	1,763	1,761	-0.1%
Cardinia Mobile	2	15	6	-60.0%
Bunjil Place	18	1,789	3,467	93.8%
Pakenham	16	2,562	2,225	-13.2%
Total	100	10,422	12,542	**20.3%**
Total year to date		44,175	48,035	8.7%

Wireless Network Bookings

Branch	Oct-17	Oct-18	% Variation 2017/ 18
Cranbourne	3,937	4,557	15.7%
Doveton	589	868	47.4%
Emerald	1,116	1,023	-8.3%
Endeavour Hills	2294	2,480	8.1%
Hampton Park	3,441	2,635	-23.4%
Cardinia Mobile	0	124	0.0%
Bunjil Place	4,488	4,253	-5.2%
Pakenham	3,503	3,100	-11.5%
Total	19,368	19,040	**-1.7%**
Total year to date	74,566	69,996	**-6.1%**

Electronic Resources

	Oct-17	Oct-18	% Variation 2017/18
Bolinda eAudiobooks	3,645	6,667	82.9%
Bolinda eBooks	3,350	5,604	67.3%
Choice	53	61	15.1%
Cloud Library	195	175	-10.3%
Freegal Music	1,800	6,719	273.3%
Kanopy	0	274	–
RB Digital eAudiobook	0	192,	–
RB Digital eMagazines	1,150	1,578	37.2%
Tumblebooks	347	307	-11.5%
Total	10,540	21,577	**104.7%**

E-Learning

	Oct-17	Oct-18	% Variation 2017/18
Busy Things	9,141	7,706	-15.7%
Lynda.com (*sessions)	0	607	
Road to IELTS	108	6	-94.4%
Studiosity (Your Tutor)	150	184	22.7%
Total	9,399	8,503	**-9.5%**

Internet Bookings October 12,552

October 19,040

October 3,077

October 419

October Newsletter
Emailed to 51,388 subscribers
14,689 opens

Website visits October 39,251

RECOMMENDATIONS

   1.   That the Operations Report be noted.

CC56/2018	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, 2.1, 2.2, 3.1, 4.1, 5.2

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

Discussion

Bunjil Place – One Place, One Team project receives award

Bunjil Place Library is the largest and most complex collocation of all the CCL branches. The clear benefits of housing 'like' and 'complementary' services under one roof is widely acknowledged in both the local Government and community sectors. In the development of a precinct-wide approach to customer service,

City of Casey actively engaged the CCL team. From the appointment of specialized CX training consultants, to the delivery of frontline staff training, we were involved. This month, City of Casey received an Australian Service Excellence Award in the category "Customer Service Project of the Year - Service Transformation" for the One Place, One Team project. This work, which was delivered before Bunjil Place opened its doors, went a long way to developing rapport between staff across all service areas and was a great example to follow for future precinct developments.

Customer Data Collection Project – City of Casey

City of Casey has recently conducted research into all 66 service areas to understand levels of customer satisfaction, understand the gaps and pain points and identify improvement opportunities. CCL worked with the CoC team to develop the set of questions and sent the survey out to library users to give them an option to respond. A snapshot of results is pictured below, and the averages above the table indicate levels of service satisfaction across the whole of Council. The survey results indicated that community satisfaction with CCL is very high – one of the lead indicators was a Net Promoter Score of 72.5 – a wonderful result.

The team at CCL are commencing work on a formal Customer Experience Strategy in 2019 to identify further opportunities for improvement.

			Averages	66.8	46.6	62%	79%	12%	83%	17%	81%	10%	96%	1%
Child Service	Total Responses	Advocacy	Report Received	Net Easy Score	NPS	Advocacy	Easy to deal with	Difficult to deal with	Meets Needs	Does not meet needs	Satisfied with service	Not satisfied with service	Service being available is important	Service being available is not important
Libraries	91	Y	D	90.1	72.5	80%	91%	1%	95%	7%	94%	2%	100%	0%

Extended Opening Hours *(Library Plan reference 5.2)*

CCL extended the opening hours and all its fixed branches from September 1, 2018 as a trial in response to feedback received in community surveys and anecdotal feedback.

All CCL branches are now open to the community from Monday to Friday from 9am. They have also extended opening hours on Thursdays to 9pm.

Branch specific evaluation has been conducted for Doveton and Pakenham Libraries for the 2 months (September and October) since the trial began. The statistics describe visitation (number of people in the library) at the branches daily for the extended opening hours in 2018 and the same period in 2017. (*For a day by day summary of the two case studies – Doveton and Pakenham refer to the attachment*).

Measures of Success

The following measures are drawn from the 2018 - 22 Library Plan and provide the basis for the evaluation of the trial:

- 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

Doveton Library – Case Study

Branch	Year	Month	Total Monthly Visits*	Total Memberships	Program Attendance
Doveton	2017	September	2,771**	2,866	580
Doveton	2018	September	4,227	2,853	541
Doveton	2017	October	3,687	2,859	483
Doveton	2018	October	5,723	2,902	482

* Physical visits

** Doveton Library began its daylight savings trial of opening on Wednesday's in October 2017; trial was successful, and Doveton continued opening to the community on Wednesday's after the trial finished in March 2018.

Pakenham Library – Case Study

Branch	Year	Month	Total Monthly Visits*	Total Memberships	Program Attendance
Pakenham	2017	September	16,750	21,095	1,458
Pakenham	2018	September	15,734	21,342	861
Pakenham	2017	October	17,619	21,149	1,329
Pakenham	2018	October	17,169	21,403	998

*Physical visits

The 9.00am weekday openings at Doveton have been a winner. The Thursday evening late opening has not been so popular in Emerald, however at Endeavour Hills it is gaining momentum:

Thursday evenings have become our busiest night of the week. We are averaging 20 + people in the space and our programs are starting to build traction. When the programs are running there is a real buzz and people are starting to seek us out to find what events are running next. It is so wonderful to see people using the space.

Customer feedback has included "The late opening on a Thursday night is great. My wife and I work full time and are studying. So, the extra hour means we can come and study after work and not feel like we have to rush."

Rebecca Mitchem, Acting Branch Manager Endeavour Hills

Refer to the attachment for Extended Opening Hours Update – November 2018 including case studies for Doveton and Pakenham.

Auto-renewals *(Library Plan reference 2.1)*

We are currently trialling the automatic renewal of loans for customers who have provided an email address with their membership details. These customers receive an email when items have been automatically renewed, then another email for any items that have not been renewed due to holds, or top titles etc. to remind them to return. Early indications are showing a healthy impact on loan statistics.

In the first 8 days of the trial there was 3,000 more renewals than for the previous 8 days (30% increase). Renewals comprise approximately 22% of all loans, so a 30% increase in renewals should result in at least a 5% overall increase in circulation.

After hours Chutes *(Library Plan reference 2.1)*

In November, all libraries (with the exception of Cranbourne) begun leaving their after-hours chutes open 24/7. Bunjil Place Library has had 24/7 chute access since opening. 24/7 opening of the chutes is in response to patron requests. It will allow us to provide better customer service to those who just want to quickly return library items on their way past. The renovations to the Cranbourne Library has blocked easy access to their chutes, this will be rolled out once works are completed.

Community Engagement

CCL seeks opportunities to reach out to community beyond the branches to build awareness of our libraries.

On Sunday 11 November, our Doveton Library Team Leader, Verona Attalla, headed down to the Egyptian Festival hosted by St Mina and St Marina's Coptic Orthodox Church in Hallam. Linking in with new and emerging community language groups is critical for building our future library users as our region continues to diversify. Verona, and an enthusiastic community volunteer, shared information about the library, bilingual (English/Arabic) kids' books

and free craft activities. They signed up 30 new members on the spot, and 11 children joined the 1000 Books before school program.

This week we held our final Metro pop up for 2018 at Cardinia train station. Great to see some new faces on the job this time!

Library Has Legs Cranbourne has been working with our diverse local communities to build pride in culture and encourage connection with the library. Recently, Cranbourne Outreach Librarian Ivy Tucker worked with the Women's Friendship Café to deliver an Oromo and English Storytime for local families. Oromo is the largest ethnic group in Ethiopia and its people were mistreated and their language suppressed for many years. The Oromo people have only been 'allowed' to resume speaking their mother tongue since the 1990s. Reclaiming their language and culture is vital, and at this event families proudly celebrated. 24 children and 10 adults attended, many in traditional dress, a significant number in the context of Cranbourne's Oromo community. This program will continue in 2019.

Friends of Doveton Library Short Story Competition *(Library Plan reference 2.2 and 4.1)*
A special thank you to the Friends of Doveton Library (FODL), for their regular contributions to our programming and resources. Each year FODL run our junior poetry and short story competition which encourages the creativity of children in the region. We received more than 130 entries this year. The prize-winners presentation night was a success with more than 75 winners and their families attending.

Partnerships *(Library Plan reference 2.2)*
CCL will be developing a partnership evaluation framework to ensure build productive relationships that align with our values and strategic goals.

We are particularly excited about opportunities with Writers Victoria, Federation University and the Southern Migrant Resource Centre (SMRC). Writers Victoria want to engage local writers and are keen to work with the library to increase their membership. They know we are a central resource for authors, and it is a great opportunity for us to link our members up with the broader writing community. Our work with Federation University is progressing and we have agreed on an action plan for 2019, which includes the creation of a Fed Uni Study Space at Cranbourne Library.

Marketing and Promotions *(Library Plan reference 3.1)*
Key activities in October were:
- The Forgiving Tree campaign
- Dinovember
- Her Place exhibition
- Libraries Change Lives campaign

CCL Website

	September	October
Visits	39,271	39,251

Social Media

Followers	September	October
Facebook	2,998	3,077
Twitter	407	419

CCL recently launched an Instagram account to compliment/link to Facebook posts and to engage an alternate demographic. We have garnered nearly 250 followers in just under a month.

Electronic Direct Mail (EDM) – Monthly Newsletter

	September	September additional newsletter	October	October additional newsletter
Went to	53,861	51,530	51,388	51,182
Open Rate	32.80%	28.22%	28.85%	28,39%

Lynda.com

	September	October
Active Users	619	656
New Users	61	38
Hours Viewed	188	139

CCL are developing a competition for Trap Ed. Trap Ed is a game based high school study app that allows participants to move between game modes of Challenge ME or Challenge a Friend. There are over 5000 multiple choice questions from 47 State and National Curriculum subjects across Years 7-12. Students can play using questions from between 1-10 subjects and get live results. Students will be able to participate by registering and trying out the site/app, by doing so, they go into the draw for an iPad. Teachers by registering and adding a question to the teacher's portal they then go into the draw to win VIP Tickets to see Malala Yousafzai in Melbourne in December.

Penny Molnar CCL's Acting Marketing Manager, while Erin Commerford is on maternity leave. Penny is focused on assessing our strategic approach to promotions, understanding our audiences, evaluating how well our current activity engages the community, and a review of the marketing strategy and action plan.

In the coming months, we will investigate how we can communicate 'what we do' more effectively to our community. We will plan an integrated campaign using all channels with the goal of educating audiences in a simple yet powerful format. This will tie in with the state-wide 'Libraries Change Lives' campaign.

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

RECOMMENDATIONS
1.   That the Customer Experience Report be noted.

Extended Opening Hours Update - November 2018

Presented is a day by day summary of the two case studies – Doveton and Pakenham Library for the trial period September and October, illustrating visitation (number of people in the library).

Doveton Case Study

Monday

- Original opening hours = 1.30pm – 6pm
- Extended opening hours = 9am – 6pm

Doveton Library – September & October 2017 – Mondays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	0.00
9:00:00 AM	1.22
10:00:00 AM	1.89
11:00:00 AM	2.00
12:00:00 PM	3.44
1:00:00 PM	13.00
2:00:00 PM	11.67
3:00:00 PM	17.22
4:00:00 PM	15.44
5:00:00 PM	5.33
6:00:00 PM	1.56
7:00:00 PM	1.22
8:00:00 PM	0.44
9:00:00 PM	0.00
10:00:00 PM	0.00

Doveton Library – September & October 2018 – Monday's

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.44
9:00:00 AM	9.22
10:00:00 AM	14.33
11:00:00 AM	15.67
12:00:00 PM	15.56
1:00:00 PM	18.11
2:00:00 PM	18.56
3:00:00 PM	27.44
4:00:00 PM	26.11
5:00:00 PM	8.67
6:00:00 PM	6.44
7:00:00 PM	6.67
8:00:00 PM	6.67
9:00:00 PM	6.33
11:00:00 PM	6.33

Tuesday

- Original opening hours = 1.30pm – 6pm
- Extended opening hours = 9am – 6pm

Doveton Library – September & October 2017 - Tuesdays

Average Patrons by Hour

Hour	Average Patrons
9:00:00 AM	1.67
10:00:00 AM	2.78
11:00:00 AM	2.78
12:00:00 PM	3.11
1:00:00 PM	12.56
2:00:00 PM	14.00
3:00:00 PM	16.33
4:00:00 PM	15.78
5:00:00 PM	5.67
6:00:00 PM	9.33
7:00:00 PM	3.67
8:00:00 PM	2.00
9:00:00 PM	1.67
10:00:00 PM	1.33

Doveton Library – September & October 2018 - Tuesdays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.89
9:00:00 AM	8.89
10:00:00 AM	15.00
11:00:00 AM	13.33
12:00:00 PM	14.56
1:00:00 PM	21.89
2:00:00 PM	20.89
3:00:00 PM	24.22
4:00:00 PM	25.78
5:00:00 PM	6.33
6:00:00 PM	11.00
7:00:00 PM	12.11
8:00:00 PM	3.78
10:00:00 PM	3.67
11:00:00 PM	3.67

Wednesday

- Original opening hours
    - September 2017 = closed
    - October 2017 = daylight savings trial of opening on Wednesday's 1.30pm – 8pm.
- Extended opening hours = 9am – 8pm

Doveton Library – October 2018 – Wednesdays

Doveton Library – September & October 2018 - Wednesdays

Hour	Average Patrons
8:00:00 AM	3.00
9:00:00 AM	12.13
10:00:00 AM	11.88
11:00:00 AM	16.00
12:00:00 PM	14.88
1:00:00 PM	16.22
2:00:00 PM	15.00
3:00:00 PM	16.56
4:00:00 PM	18.00
5:00:00 PM	15.22
6:00:00 PM	11.78
7:00:00 PM	2.67
8:00:00 PM	1.11
10:00:00 PM	1.11
11:00:00 PM	1.11
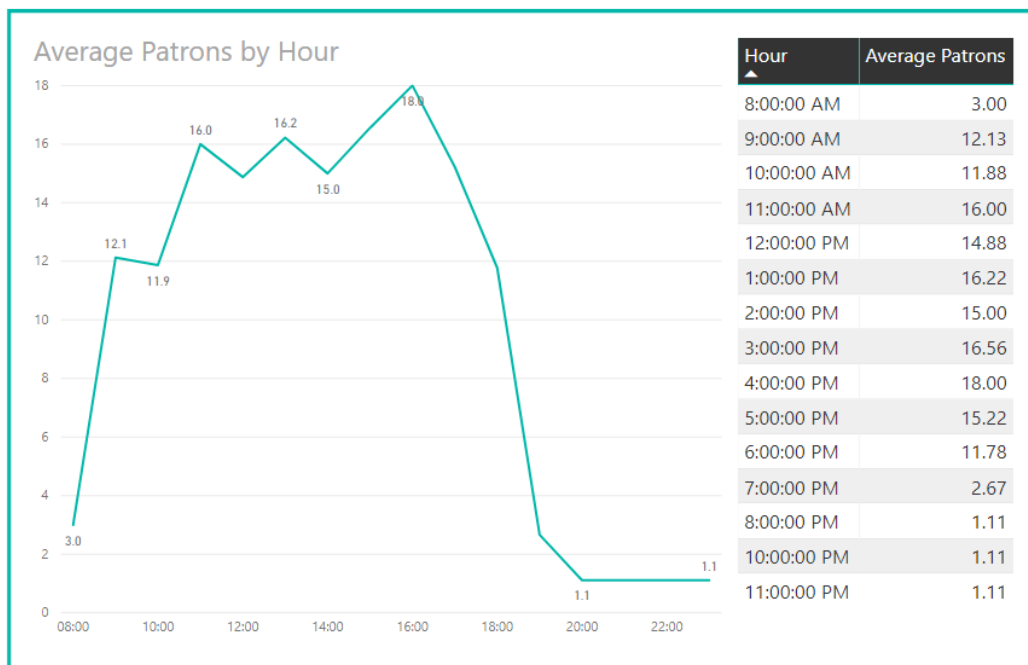
Thursday

- Original opening hours = 10.am – 5pm
- Extended opening hours = 9am – 9pm

Doveton Library – September & October 2017 - Thursdays
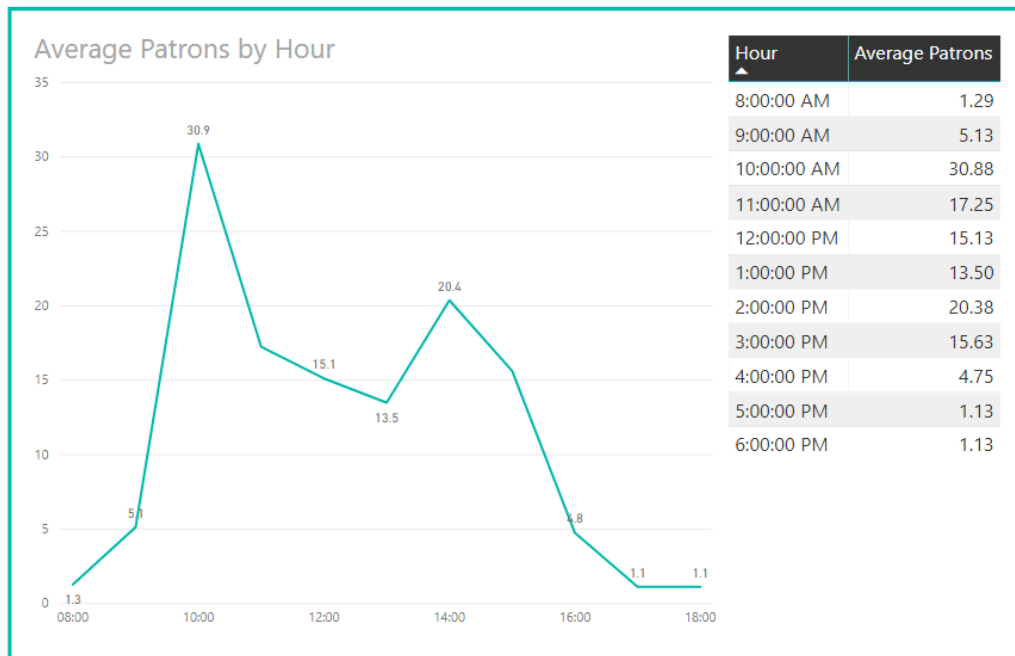
Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	1.29
9:00:00 AM	5.13
10:00:00 AM	30.88
11:00:00 AM	17.25
12:00:00 PM	15.13
1:00:00 PM	13.50
2:00:00 PM	20.38
3:00:00 PM	15.63
4:00:00 PM	4.75
5:00:00 PM	1.13
6:00:00 PM	1.13

Doveton Library – September & October 2018 – Thursdays

Average Patrons by Hour

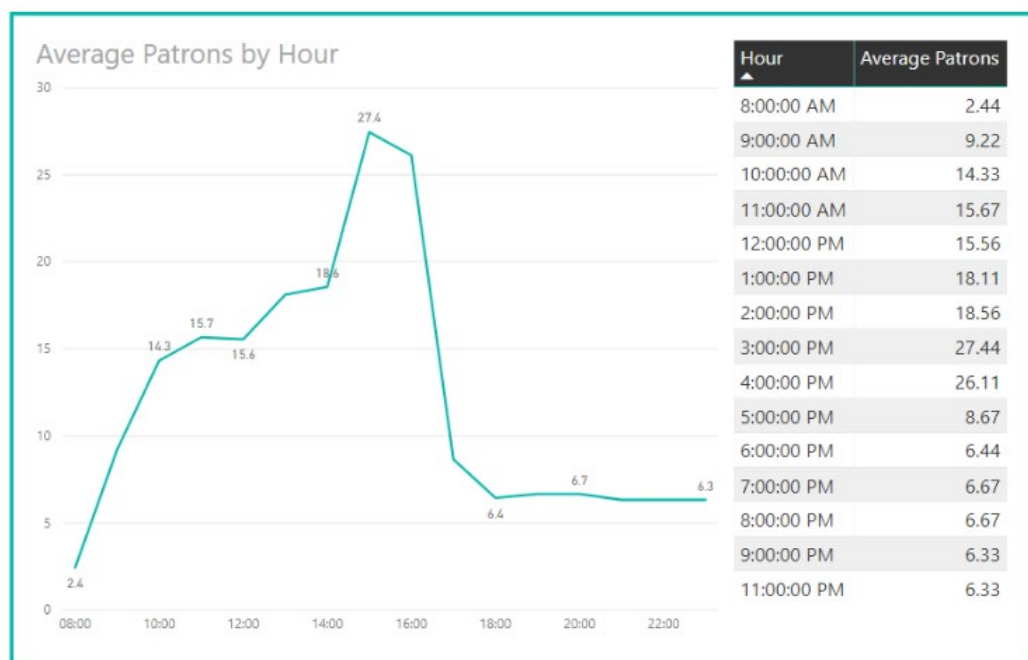| Hour	Average Patrons
8:00:00 AM	2.38
9:00:00 AM	8.63
10:00:00 AM	21.75
11:00:00 AM	15.00
12:00:00 PM	19.63
1:00:00 PM	24.13
2:00:00 PM	28.00
3:00:00 PM	25.25
4:00:00 PM	22.00
5:00:00 PM	16.38
6:00:00 PM	12.63
7:00:00 PM	10.88
8:00:00 PM	4.88
9:00:00 PM	3.00
11:00:00 PM	3.00

Friday

- Original opening hours = 10am – 5pm
- Extended opening hours = 9am – 5pm
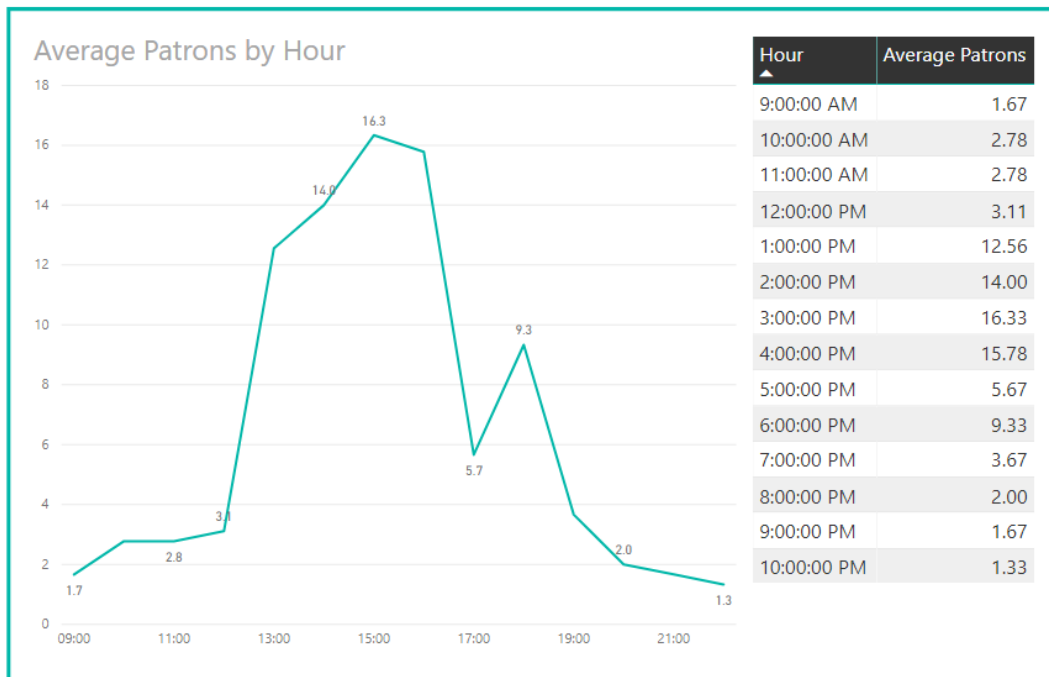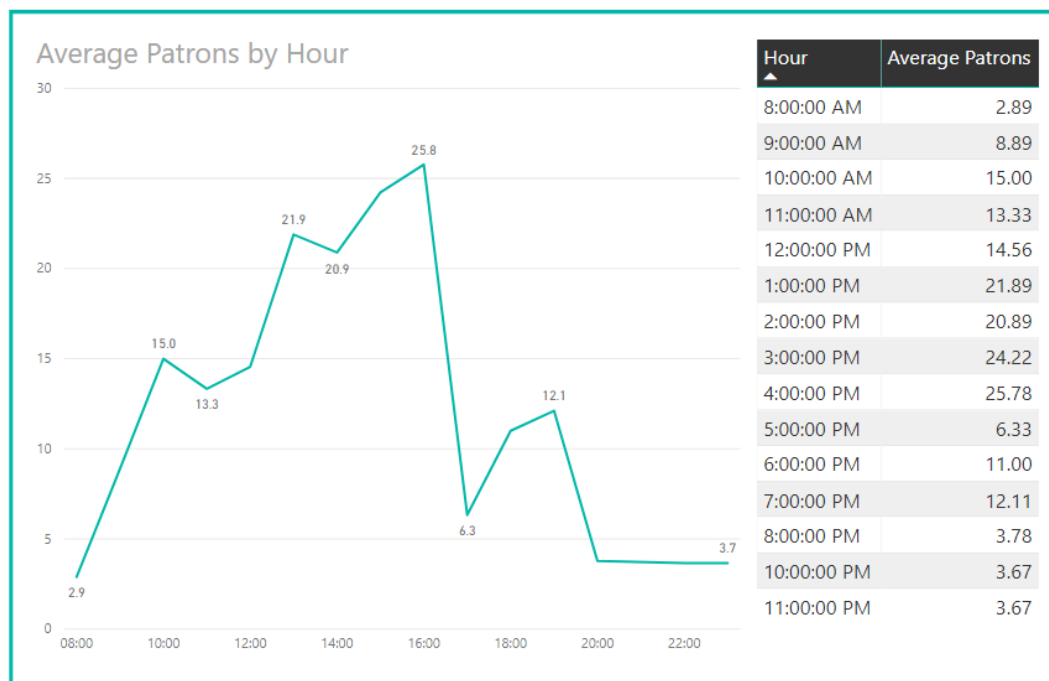
Doveton Library – September & October 2017 - Fridays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.00
9:00:00 AM	2.71
10:00:00 AM	8.57
11:00:00 AM	8.14
12:00:00 PM	9.00
1:00:00 PM	10.43
2:00:00 PM	9.43
3:00:00 PM	7.88
4:00:00 PM	5.88
5:00:00 PM	0.00
6:00:00 PM	0.00
7:00:00 PM	0.00
9:00:00 PM	0.00
10:00:00 PM	0.00

Doveton Library – September & October 2018 - Fridays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	1.43
9:00:00 AM	8.43
10:00:00 AM	15.43
11:00:00 AM	13.14
12:00:00 PM	11.00
1:00:00 PM	17.00
2:00:00 PM	18.43
3:00:00 PM	24.00
4:00:00 PM	8.86
5:00:00 PM	3.57
6:00:00 PM	3.29
9:00:00 PM	2.88
10:00:00 PM	2.75
11:00:00 PM	2.75

Pakenham Case Study

Monday

- Original opening hours = 10am – 8pm
- Extended opening hours = 9am – 6pm

Pakenham Library – September & October 2017 - Mondays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.00
9:00:00 AM	5.89
10:00:00 AM	53.67
11:00:00 AM	51.33
12:00:00 PM	46.78
1:00:00 PM	57.56
2:00:00 PM	44.11
3:00:00 PM	50.00
4:00:00 PM	53.11
5:00:00 PM	39.22
6:00:00 PM	24.78
7:00:00 PM	1.67
8:00:00 PM	0.00
9:00:00 PM	0.00

Pakenham Library – September & October 2018 - Mondays

Average Patrons by Hour

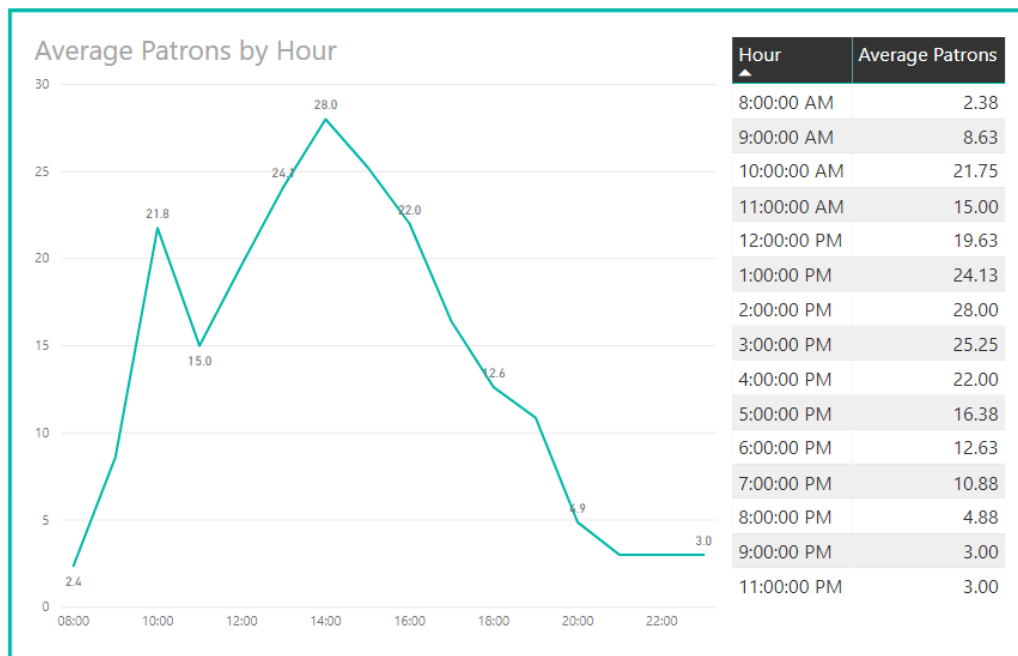| Hour	Average Patrons
8:00:00 AM	3.56
9:00:00 AM	25.00
10:00:00 AM	40.56
11:00:00 AM	41.11
12:00:00 PM	41.56
1:00:00 PM	44.11
2:00:00 PM	43.44
3:00:00 PM	49.22
4:00:00 PM	49.56
5:00:00 PM	31.22
6:00:00 PM	22.78
7:00:00 PM	0.00
8:00:00 PM	0.00

Tuesday

- Original opening hours = 10am – 8pm
- Extended opening hours = 9am – 6pm
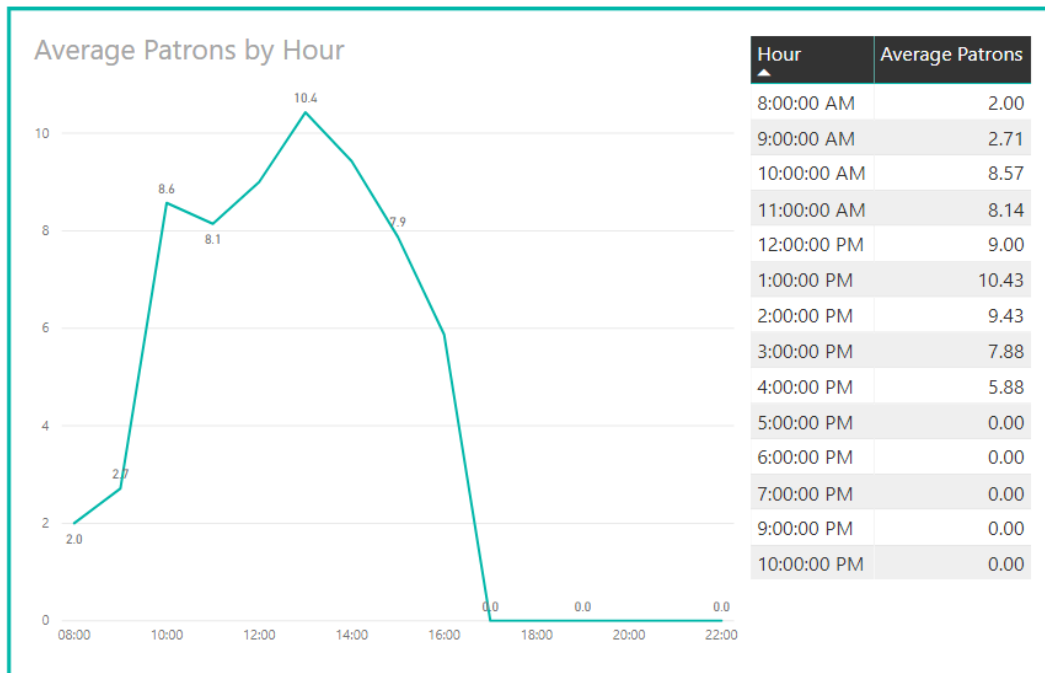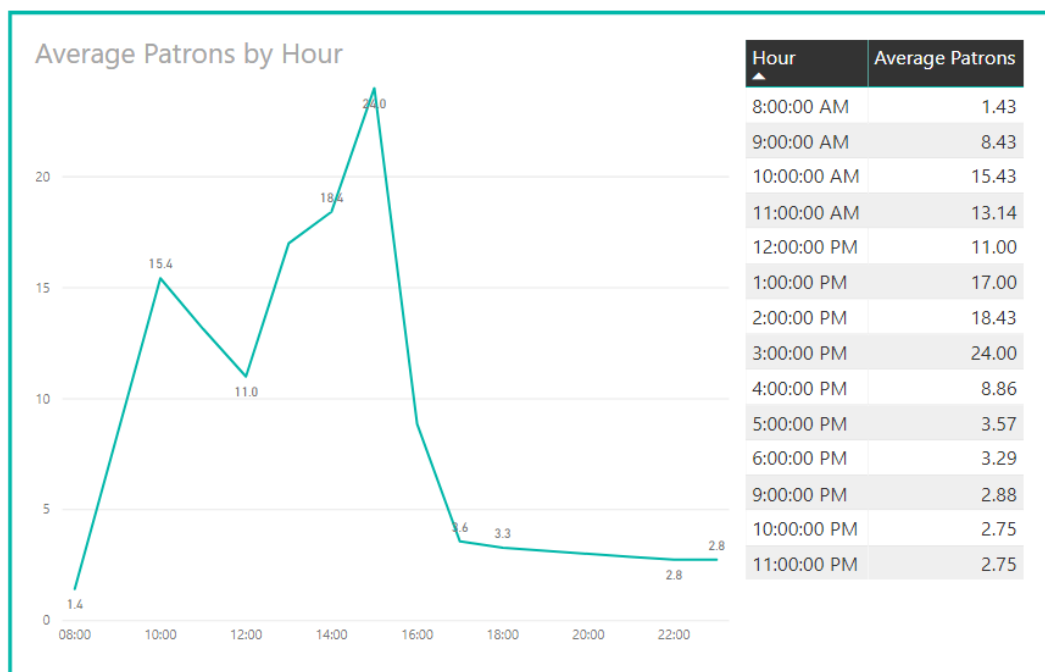
Pakenham Library – September & October 2017 - Tuesdays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.67
9:00:00 AM	6.78
10:00:00 AM	68.78
11:00:00 AM	65.78
12:00:00 PM	42.78
1:00:00 PM	46.89
2:00:00 PM	44.33
3:00:00 PM	52.56
4:00:00 PM	56.89
5:00:00 PM	48.11
6:00:00 PM	35.44
7:00:00 PM	9.56
8:00:00 PM	4.89
9:00:00 PM	5.00
10:00:00 PM	4.78
11:00:00 PM	4.78

Pakenham Library – September & October 2018 - Tuesdays

Average Patrons by Hour

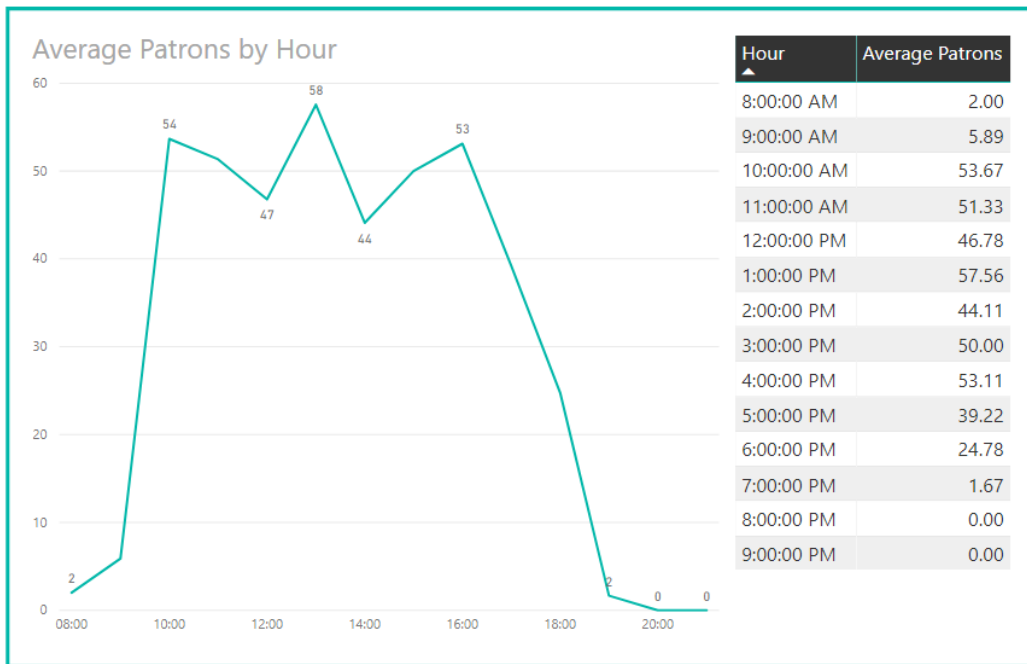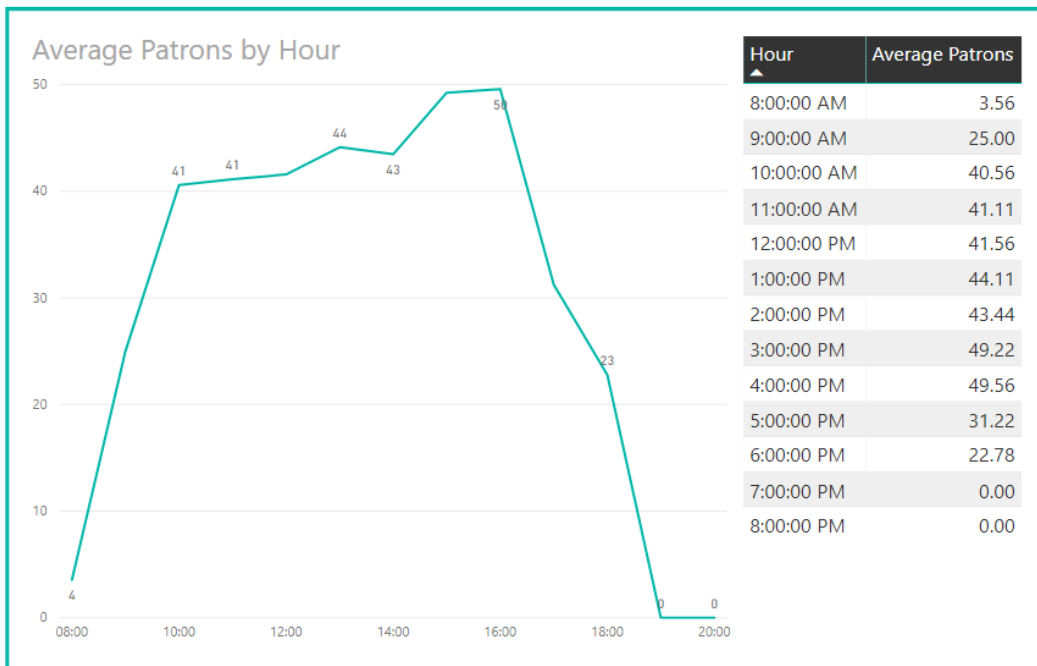| Hour	Average Patrons
8:00:00 AM	2.89
9:00:00 AM	22.56
10:00:00 AM	55.78
11:00:00 AM	54.89
12:00:00 PM	45.44
1:00:00 PM	44.44
2:00:00 PM	41.78
3:00:00 PM	50.44
4:00:00 PM	53.67
5:00:00 PM	46.89
6:00:00 PM	26.33
7:00:00 PM	8.11
8:00:00 PM	4.22
11:00:00 PM	4.22

Wednesday

- Original opening hours = 10am – 8pm
- Extended opening hours = 9am – 8pm

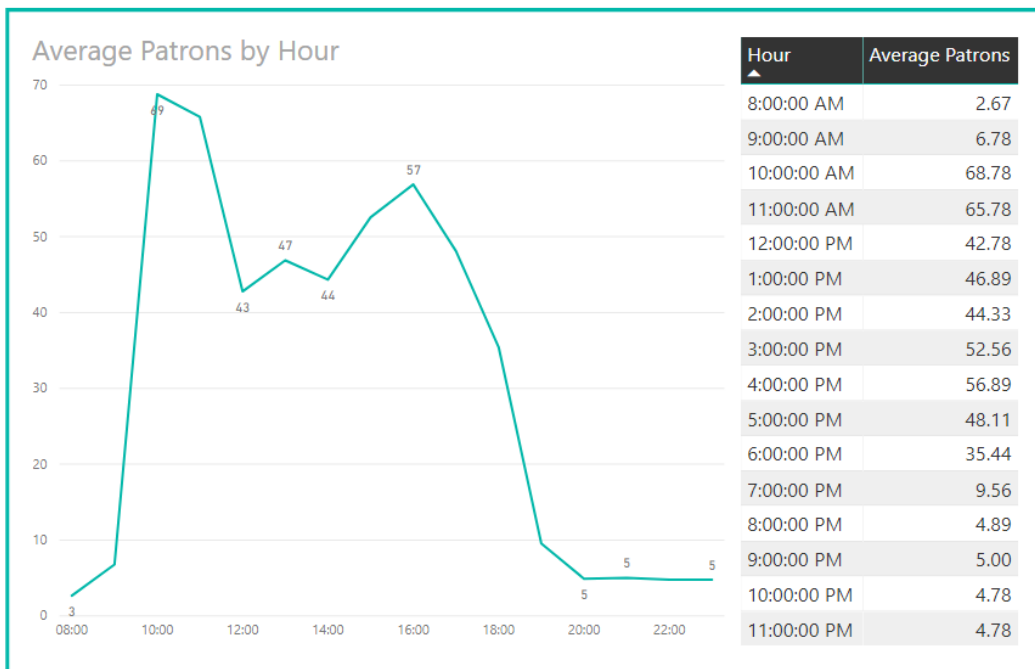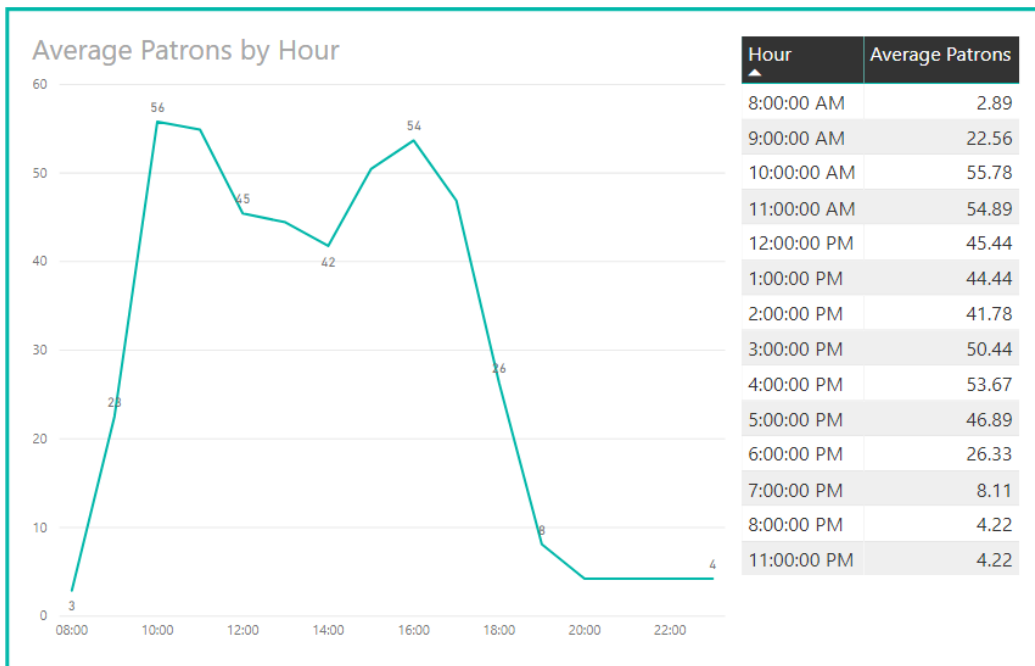### Pakenham Library – September & October 2017 - Wednesdays

Hour	Average Patrons
8:00:00 AM	0.57
9:00:00 AM	4.50
10:00:00 AM	59.50
11:00:00 AM	50.50
12:00:00 PM	50.13
1:00:00 PM	64.25
2:00:00 PM	54.00
3:00:00 PM	56.25
4:00:00 PM	60.13
5:00:00 PM	47.00
6:00:00 PM	26.50
7:00:00 PM	6.13
8:00:00 PM	1.38
10:00:00 PM	1.50
11:00:00 PM	1.50

Pakenham Library – September & October 2018 - Wednesdays

Hour	Average Patrons
8:00:00 AM	3.33
9:00:00 AM	14.11
10:00:00 AM	47.33
11:00:00 AM	38.33
12:00:00 PM	35.78
1:00:00 PM	39.00
2:00:00 PM	37.67
3:00:00 PM	43.78
4:00:00 PM	44.56
5:00:00 PM	29.89
6:00:00 PM	21.78
7:00:00 PM	1.44
8:00:00 PM	0.00

Thursday

- Original opening hours = 10.am – 8pm
- Extended opening hours = 9am – 9pm

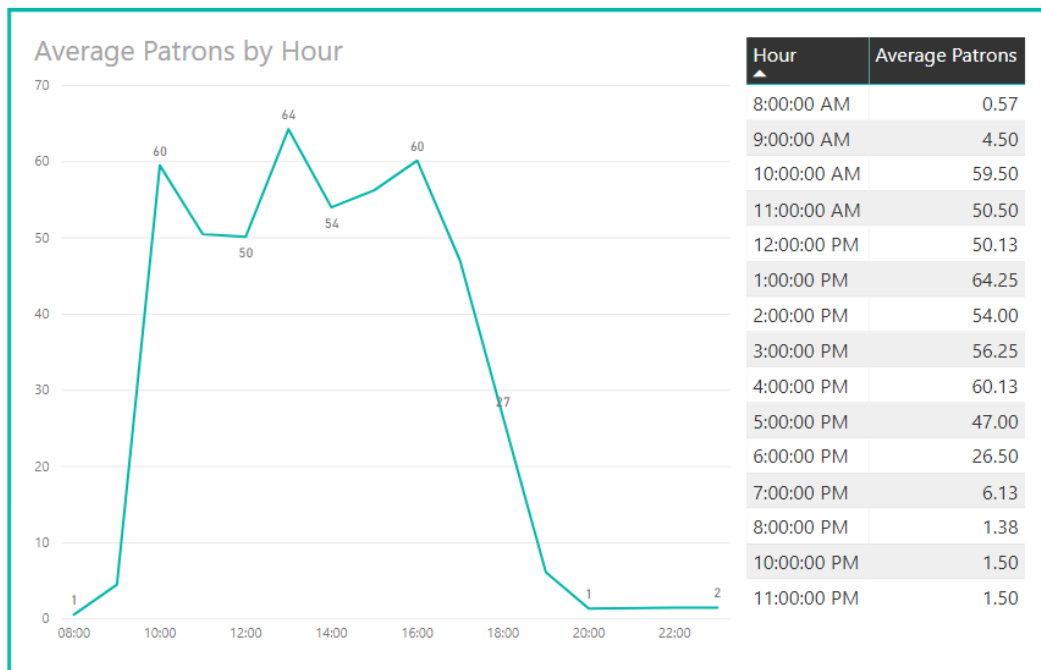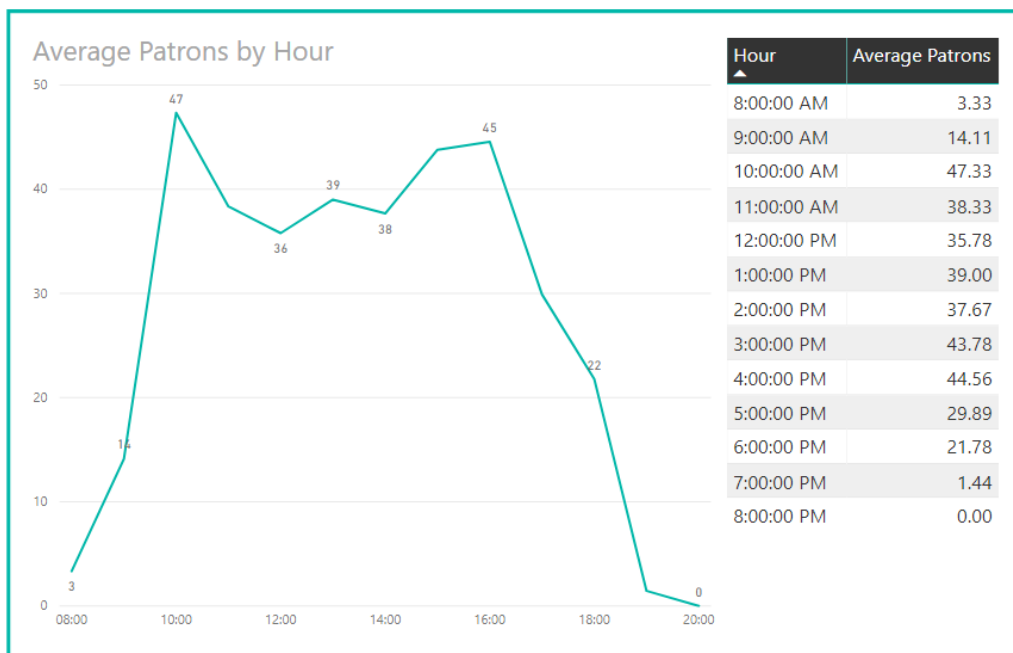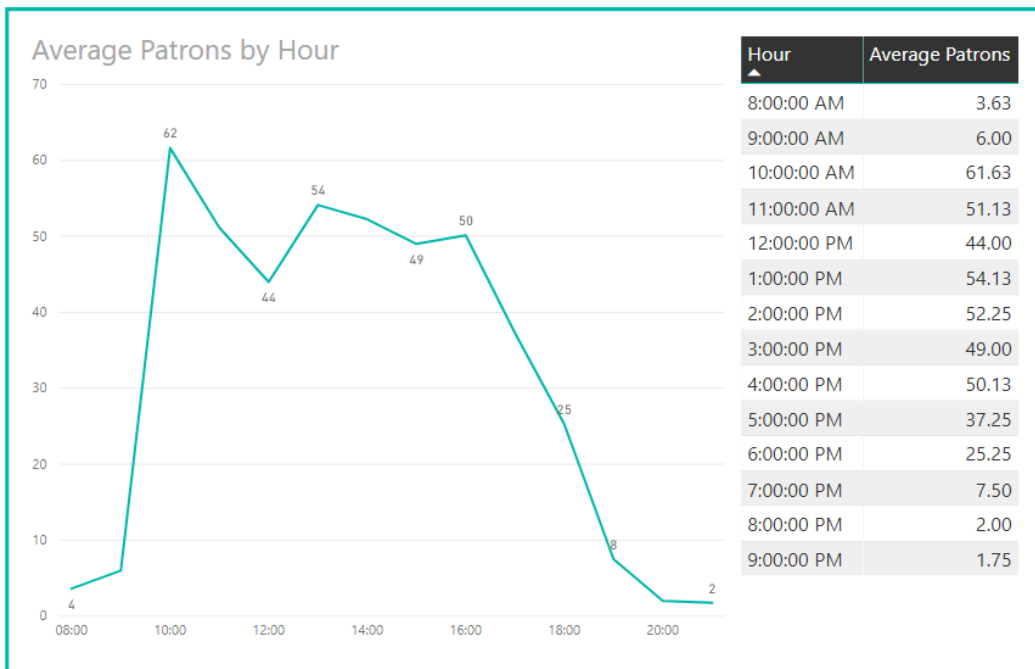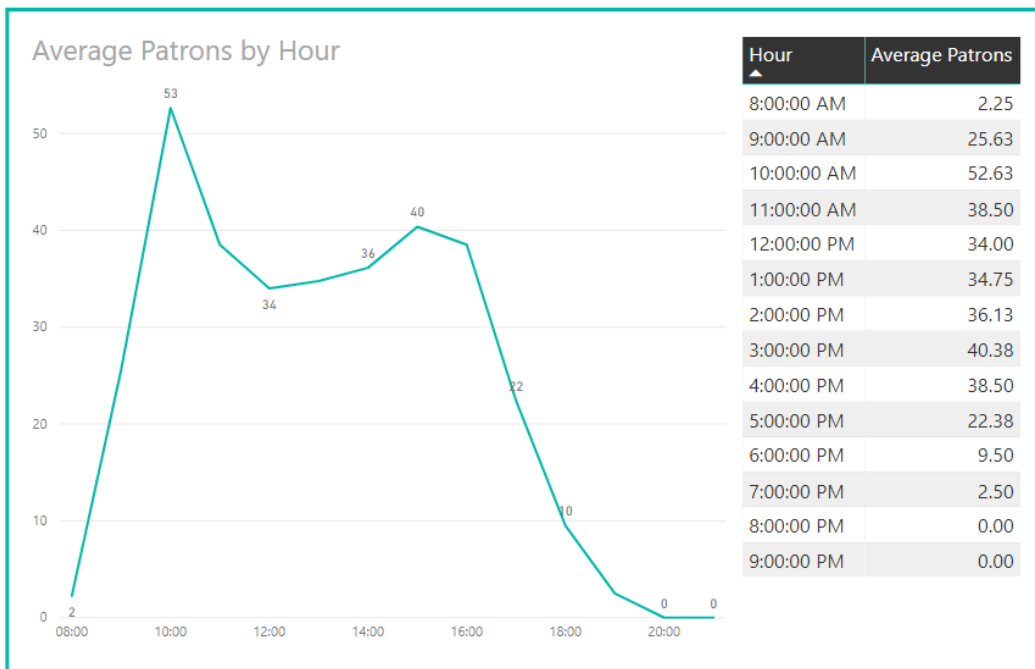### Pakenham Library – September & October 2017 - Thursdays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	3.63
9:00:00 AM	6.00
10:00:00 AM	61.63
11:00:00 AM	51.13
12:00:00 PM	44.00
1:00:00 PM	54.13
2:00:00 PM	52.25
3:00:00 PM	49.00
4:00:00 PM	50.13
5:00:00 PM	37.25
6:00:00 PM	25.25
7:00:00 PM	7.50
8:00:00 PM	2.00
9:00:00 PM	1.75

Pakenham Library – September & October 2018 - Thursdays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.25
9:00:00 AM	25.63
10:00:00 AM	52.63
11:00:00 AM	38.50
12:00:00 PM	34.00
1:00:00 PM	34.75
2:00:00 PM	36.13
3:00:00 PM	40.38
4:00:00 PM	38.50
5:00:00 PM	22.38
6:00:00 PM	9.50
7:00:00 PM	2.50
8:00:00 PM	0.00
9:00:00 PM	0.00

Friday

- Original opening hours = 10am – 6pm
- Extended opening hours = 9am – 6pm
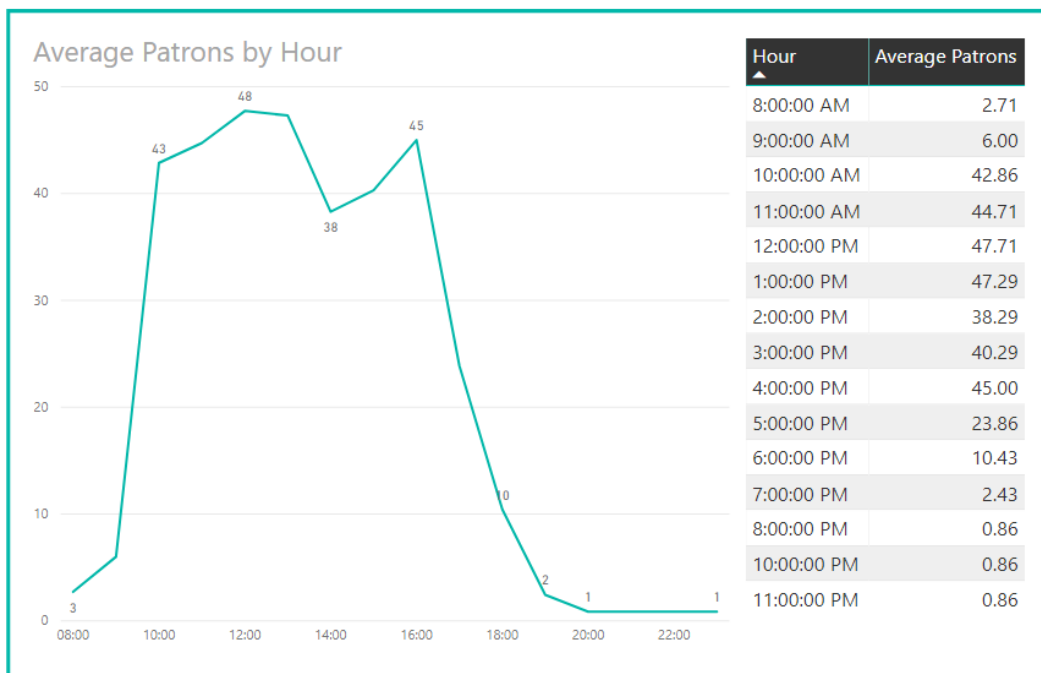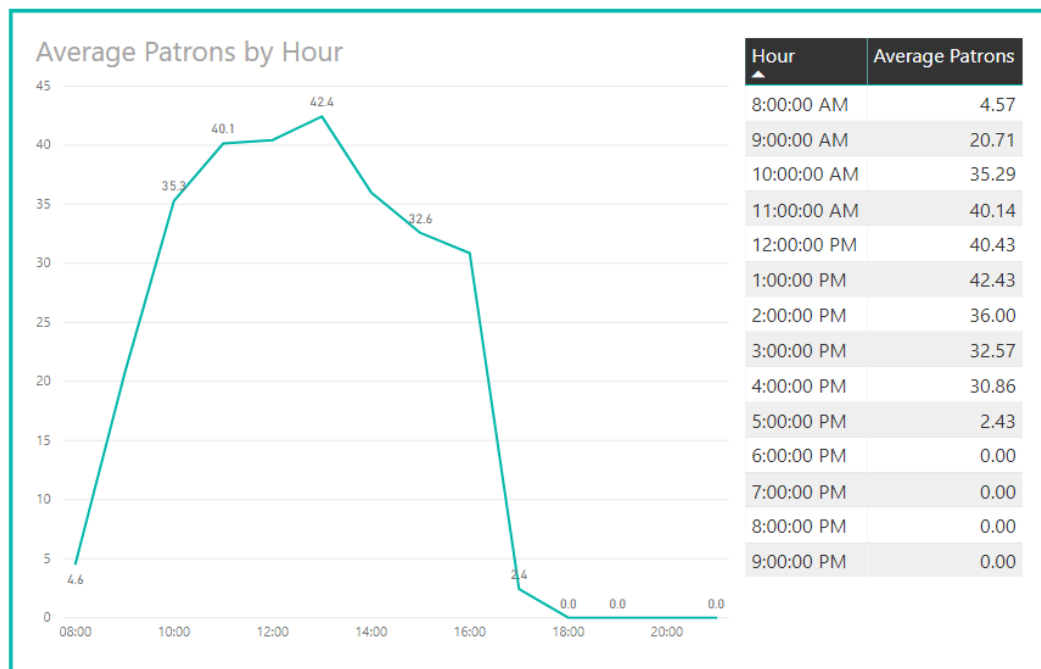
Pakenham Library – September & October 2017 - Fridays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	2.71
9:00:00 AM	6.00
10:00:00 AM	42.86
11:00:00 AM	44.71
12:00:00 PM	47.71
1:00:00 PM	47.29
2:00:00 PM	38.29
3:00:00 PM	40.29
4:00:00 PM	45.00
5:00:00 PM	23.86
6:00:00 PM	10.43
7:00:00 PM	2.43
8:00:00 PM	0.86
10:00:00 PM	0.86
11:00:00 PM	0.86

Pakenham Library – September & October 2018 - Fridays

Average Patrons by Hour

Hour	Average Patrons
8:00:00 AM	4.57
9:00:00 AM	20.71
10:00:00 AM	35.29
11:00:00 AM	40.14
12:00:00 PM	40.43
1:00:00 PM	42.43
2:00:00 PM	36.00
3:00:00 PM	32.57
4:00:00 PM	30.86
5:00:00 PM	2.43
6:00:00 PM	0.00
7:00:00 PM	0.00
8:00:00 PM	0.00
9:00:00 PM	0.00

GENERAL BUSINESS

CC57/2018   CASEY CARDINIA LIBRARIES MEETING SCHEDULE 2019

Report prepared by Chris Buckingham

Purpose
To provide the Board with the meeting schedule for Casey Cardinia Libraries (CCL) Board meetings in 2019.

Discussion
Under the terms of the Regional Library Agreement the Board is required to meet at least 'once every three months.'

It is usual practice that the Board convenes on the fourth Wednesday of the month commencing at 5.30pm. Meeting locations alternate between City of Casey offices and Cardinia Shire offices.

The following dates are proposed:

Date	Location	Agenda Items
Wednesday 27 February 2019	Cardinia Shire	• Marketing Communications Strategy and Annual Action Plan • Facilities Development Plan (draft) • Outreach Services Plan
Wednesday 17 April 2019 *	City of Casey	• 2019 – 23 Library Plan (draft) • Strategic Resources Plan (draft) • Annual Operating Budget 4-year Draft Estimate Budget • Purchasing Plan • Board Code of Conduct
Wednesday 26 June 2019	Cardinia Shire	• Workforce Development Plan • Procurement Policy • ICT Roadmap and Journey Map • Library Plan Action Plan
Wednesday 28 August 2019	City of Casey	• Year End Finance Report • Draft Annual Report (including Financial Reports) • CEO's Performance Review
Wednesday 23 October 2019	Cardinia Shire	• Annual Report • Children and Youth Strategy • Risk Management Plan
Wednesday 27 November 2019	City of Casey	• Meeting Schedule 2020 • Draft Budget

*Note this is the third Wednesday of the month as the fourth Wednesday is the day before Anzac Day.

Conclusion
Once adopted, this schedule of meetings for CCL will be forwarded to member Councils for diary management purposes.

RECOMMENDATIONS
1. That the schedule of meeting dates and times for 2019 be agreed and then forwarded to the member Councils.

NEXT MEETING

Wednesday 27 February 2019, Cardinia Shire, Siding Avenue Officer, Dining Room.