Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 17 April 2019
5.30pm

City of Casey
Boon Wurrung Meeting Room, Level 1
Bunjil Place Library

1. Present
Stephen Sparrow (Acting General Manager, Community Wellbeing - Cardinia Shire) will be the attending delegate in Jenny Scicluna's absence.

2. Apologies

3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 27 February 2019.

4. Declaration of Conflicts of Interest

STRATEGIES/PLANS

CC08/2019   DRAFT LIBRARY PLAN 2019 - 2023

Report prepared by Chris Buckingham and Beth Luppino

Purpose
To present the Casey Cardinia Libraries' four-year Library Plan 2019 – 2023 for endorsement by the Board.

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

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

The Library Plan 2019 – 23 is an updated version of the previous year's plan and has taken into consideration the learnings from the last 12 months activities including consultation with key stakeholders and results from community surveys.

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

RECOMMENDATIONS
1. That the Board endorse the draft CCL Library Plan 2019-2023
2. That CCL forward the Library Plan 2019-2023 to the member Councils for adoption.
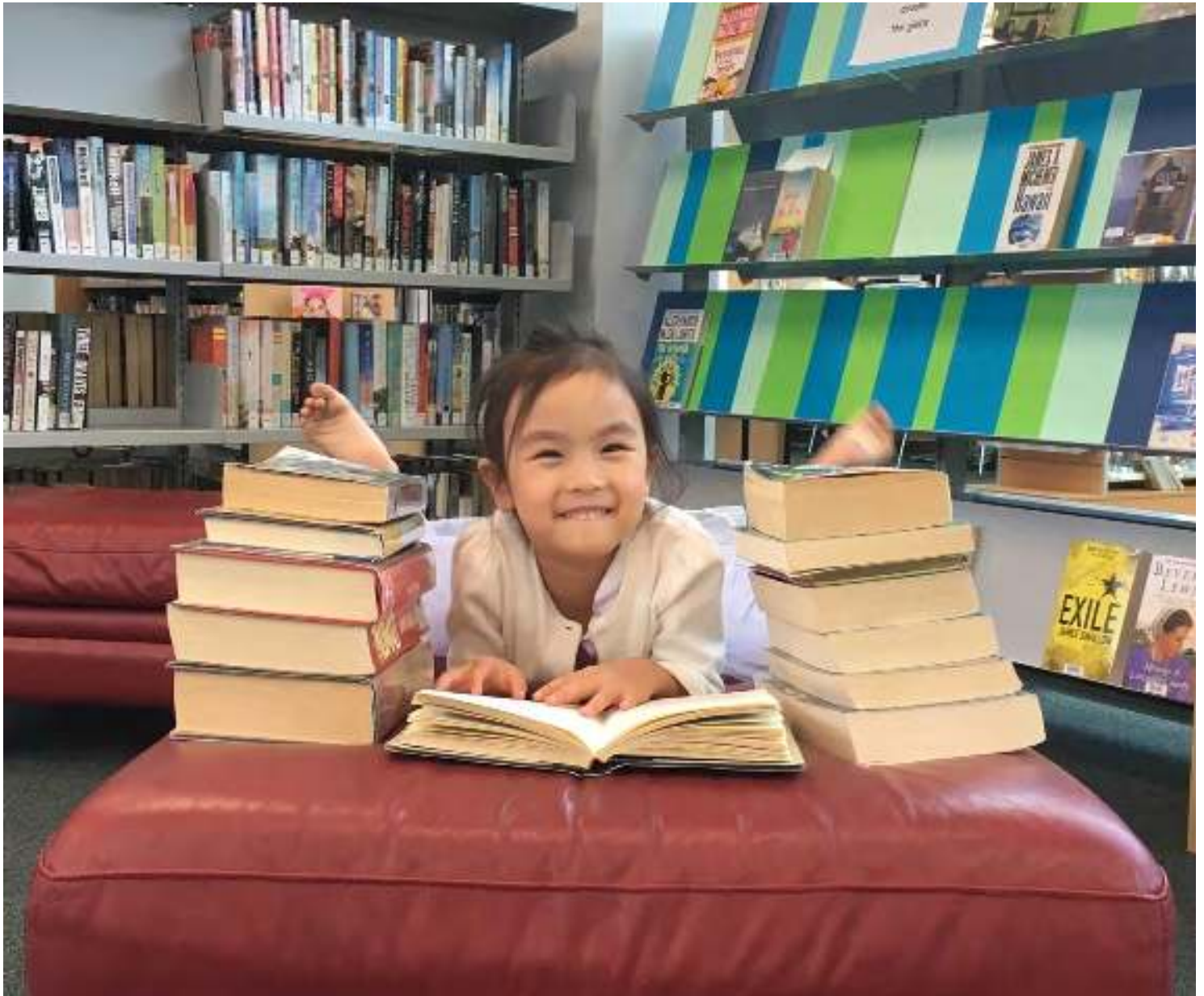
Library Plan

2019 – 2023

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 2019 – 23 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 420,000 people. The population of City of Casey and Cardinia Shire council is forecast to exceed 700,000 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 2 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.

Public libraries provide vital social infrastructure for community. We have the capacity to physically collocate with a broad range of other services including galleries, educational institutions such as Universities, shared work spaces, Youth Centres, Kindergartens and Adult community education services.

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.

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 will continue to prioritise the creation of welcoming spaces where people can gather and learn. We will also actively seek out opportunities to co-locate with other community services to deliver the best possible outcomes for our community.

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, visits and loans will continue to grow. We are seeing our members adopting new ways of consuming information. The uptake of digital items such as eAudiobooks and eBooks is increasing, while lending of physical items remains stable.

Library programs and activities are increasingly being delivered through partnerships with community organisations, educational institutions and recreation service providers. We will continue to strengthen our relationships with the City of Casey, Cardinia Shire council and key stakeholders to deliver better outcomes for 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 must 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.

We will continue to actively listen to our community and encourage participation in library life.

**Libraries
Change Lives**

Casey
Cardinia
Libraries

CCL in 1996 - 97	CCL in 2017 - 18
75,904 members *648,129* visits per year *230,661* items *1,485,455* annual loans *Five* fixed branches and *one* mobile library	*120,615* members *2.2 million* visits per year *336,693* items *2,523,854* annual loans *Seven* fixed branches and *one* mobile library

Comedian and aspiring Librarian Alan Brough sharing the love for libraries at Bunjil Place

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

- *R. David Lankes*

Casey
Cardinia
Libraries

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 operating their small business, 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.

Libraries have a growing responsibility to encourage social inclusion and help build resilient communities.

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.

To 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. They will act more as way finders than curators. Their performance will be increasingly measured by the quality of the visitor experience in our libraries

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.

> *lived in the Doveton region, as a young girl, and came across the library whilst my mum would do her shopping across the road. My family were not big on reading although for me when I was allowed to visit, these where times in my life when my mind became a place of excitement, curiosity and expansion. Then, I left to live in Olinda, and returned to Doveton and joined the library again, and my childhood excitement re-opened, and once again found the love of reading all over again.* – Female aged 45-54, Doveton Library user - CCL 2019 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 • New service delivery models are explored and developed
1.2 Our core services are free and accessible to everyone in our community	• Our collection is current and well used – loans • We do not 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.

Casey Cardinia Libraries

- *Facilities Development Plan 2019-2023*
- *ICT Road Map and Journey Map 2017-2020*
- *Social Inclusion Strategy 2017-2020*

Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life.

−Sidney Sheldon

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 • Our partnerships deliver enhanced learning and well-being outcomes for the community
2.3 Positively advocate for public libraries and be an active member of the Public Libraries Victoria (PLV) and Swift Library Consortium	• The growth and development of PLV and Swift including the delivery of a Statewide Library Management System

Related CCL Strategic Plans

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

3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Indicators
3.1 Strong connections with our community	• Demonstrated connection with community leaders, Council stakeholders and relevant interest groups • Established volunteer programs that support literacy in our community • Positive community feedback via social media • Increased library membership • Establishment of FOCCL
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	• 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 2019-2023*
- *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 Policy 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	• Adoption of new services and strategies that support best practice • New revenue streams established though partnerships with external agencies, grants 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 2020 • 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 2018 - 2019*
• *Budget 2019– 2020*

Casey Cardinia Libraries

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2019 – 2023 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 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21	CCL Target 2021/22
Visits – physical	1,282,382	1.4 mil	1.45 mil	1.50 mil	1.55 mil
Visits – virtual	952,741	975,000	1.01 mil	1.06 mil	1.1 mil
Number of programs and events	3,005	2,500	2,500	2,500	2,500
Program and events attendance	84,440	85,000	95,000	100,000	100,000
Loans (total physical and digital)	2,523,854	2.55 mil	2.55 mil	2.55 mil	2.57 mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	338,722	450,000	500,000	525,000	550,000
Net Promoter Score (Community Survey)	60	65	65	65	65

Statewide Measures

Measure	CCL Actual 2017/18	Statewide Average 2016/17	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21	CCL Target 2021/22
Turnover rate – physical items	7.7	5.3	7.1	7.2	7.3	7.3
Turnover rate – digital items	9.5	4.3	14.0	15.0	15.0	15.0
Physical quality of library collection (age of collection - less than 5 years)	68%	65%	70%	70%	70%	70%
Cost of library service per capita	$24.45	$40.46	$26.75	$27.50	$28.50	$29.50
Active Library Members (borrowers of physical items)	11%	16%	11%	11%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)		8.54	N/A	8.8	N/A	8.8

Note: 21/22 Targets based on 7 existing branches and mobile service. With additional investment from member Councils in new facilities, growth will align more closely with population growth

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*

Our Community - A Snapshot

In 1996, the region had a population of 188,488. The latest Australian Bureau of Statistics report shows the population has increased to 429,245 with significant residential development across the region's 1,690 square kilometres. *(Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised August 2018)*. Cranbourne East and Beaconsfield-Officer are the areas that are and have experienced significant growth; both are in the top 10 largest and fastest growth areas in Victoria.

429,245

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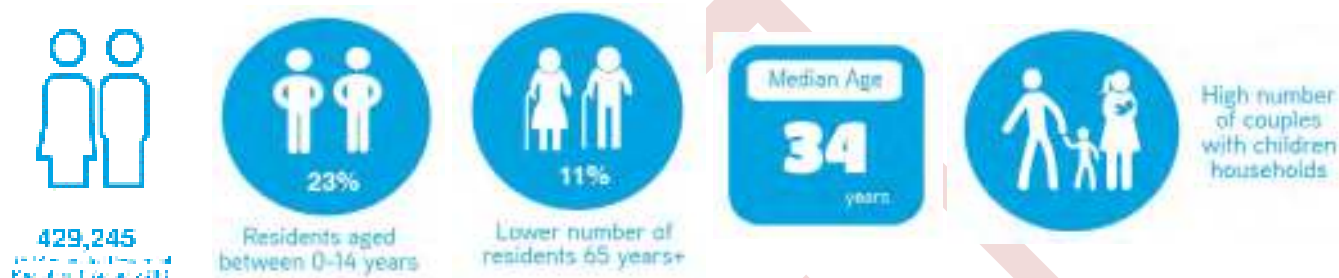
Casey Cardinia lies in the traditional lands of the Wurundjeri and Boon Wurrung peoples. Indigenous people from many different places live in the region.

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 (43%) and single-parent households (11.8%) than the Melbourne average. Nearly 55% of residents are families with children.

Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Almost a third of the Casey Cardinia region's population speak a language other than English at home. Key languages other than English include Persian/Dari, Sinhalese, Punjabi, Mandarin, Hindi Arabic and Spanish. More than 9,800 people with an Afghan ancestry live in Casey; this is nearly half of all Afghan-born people in Victoria.

Both Casey and Cardinia are 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)*.

Employment
Over 93% of our residents are employed, over half (59%) are full-time

Education
65%
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.
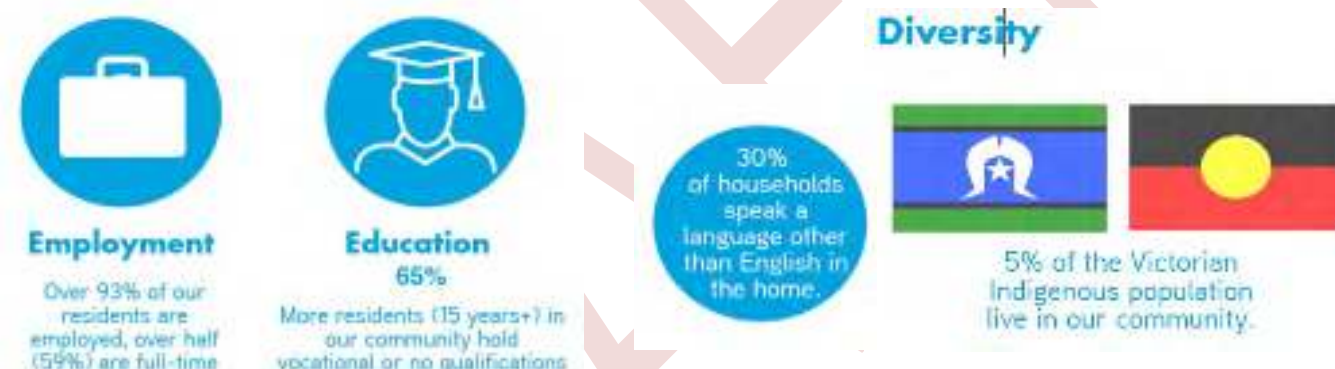
Compared with other OECD countries, Australian Institute of Health and Welfare (AIHW) reports that Australians are struggling to achieve a work-life balance ranking in the bottom third of the OECD countries. *(Australia's Welfare 2017, AIHW, October 2017)*. Despite satisfactory job performance and earnings, Australians spent less time on leisure and personal care than those in other OECD countries. *(How's life in Australia? OECD, November 2017)*.

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
90% of households own at least one

Transport to Work
Approximately 71% 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 67%

Cardinia 62%

Time is a precious resource in our community. More than 93% of residents (15 years+) are employed. Approximately 65% of working people from Casey and Cardinia live in the area but work outside the area; and spend time commuting to and from work impacting on their leisure and family time.

Family violence occurs across all social and economic classes, religions, location and cultural backgrounds. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria *(Crime Statistics Agency, Family incidents, 2012-2016)*.

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.

*L**ibraries have always been a force for good in the world. The SDGs provide us with an opportunity to show how much we can achieve by improving access to information and helping people transform their knowledge into life-enhancing opportunities.***

Vicki McDonald ALIA President 2017-2018

Key findings from our recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- New libraries and upgrades provoke a strong range of responses – some people like change, some don't.
- Community requested programs including those on trend, adult education, kids programs including targeted learning to support school, new book events, more STEAM programs for kids, book clubs and author events.
- Our library users like to see the variety of offerings across the branches for all ages young and old and all abilities.
- Books are really important, and a lot of people come to the library to read and learn at their own pace.
- The library is used for many activities, quiet reading and studying and working, a place to relax and unwind from their busy lives, attending our programs and events or to make use of our facilities.
- The range of purposes, comments 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 physically and digitally, the community appreciate our extended opening hours, particularly the 9am weekday opening.
- 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 without any judgement and value the opportunity to engage with library staff.
- Our overall Net Promoter Score (NPS) indicates that those who use our libraries love us and what we do, they are incredibly supportive of the service we provide to the community and would recommend us to family and friends.
- There are many users who love what we do and offer; they may not utilise the services or facilities themselves but are thrilled our community have access to these.
- We still have work to do educating library users around full range of our services we offer.

Without libraries what have we? We have no past and no future.

– Ray Bradbury

"

Casey Cardinia Libraries

For more information on Casey Cardinia Libraries visit ccl.vic.gov.au

 @CaseyCardiniaLibraries

 @CasCarLibraries

Draft April 2019

CC09/2019   DRAFT STRATEGIC RESOURCE PLAN 2019 – 23

Report prepared by Chris Buckingham and Emily Ramaswamy

Purpose

To present the Casey Cardinia Libraries' four-year draft Strategic Resource Plan 2019-23 for endorsement by the Board.

CCL Library Plan reference – 5.3

Discussion

The CCL Strategic Resource Plan 2019 – 23 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the CCL Library Plan 2019 – 23.

RECOMMENDATIONS

1. That the Board endorse draft Strategic Resource Plan 2019 - 23.
2. That CCL forward the Strategic Resource Plan 2019 - 23 to the member Councils for adoption.

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan

2019 – 2023

DRAFT

April, 2019

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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Our Values

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

Our Approach

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

1.0 Executive Summary

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

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

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

	Budget 2018-19	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
City of Casey	5,818,100	6,198,639	6,508,571	6,736,371	6,938,463
	53.31%	53.43%	53.73%	53.71%	53.62%
Cardinia Shire	1,968,060	2,164,866	2,273,109	2,352,668	2,423,248
	18.03%	18.66%	18.76%	18.76%	18.73%
State Government	2,580,490	2,682,570	2,787,547	2,896,723	3,010,266
	23.64%	23.12%	23.01%	23.10%	23.26%
CCL - Operations	547,200	555,640	545,033	555,214	568,538
	5.01%	4.79%	4.50%	4.43%	4.39%
Total Income	10,913,850	11,601,716	12,114,261	12,540,977	12,940,515

	2018-19	2019-20	2020-21	2021-22	2022-23
Employee Costs	8,104,023	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	575,800	736,700	737,330	737,973	738,628
Promotions & Marketing	100,000	91,500	95,160	98,966	102,925
Administration	655,500	618,100	642,824	668,537	695,278
Library Materials	1,407,000	1,500,640	1,543,568	1,587,786	1,633,334
Furniture & Equipment	335,000	220,000	188,700	188,700	188,700
Total Expenditure	11,177,323	11,732,956	12,021,376	12,357,919	12,704,852

2.0 Financial Statements 2019–2023

Comprehensive Income Statement For the Years ending June 2019-2023	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Revenue					
Council Contributions	1	8,363,505	8,781,681	9,089,040	9,361,711
State Government Grants	2	2,682,570	2,787,547	2,896,723	3,010,266
CFC Grant Funding		165,240	168,545	171,916	175,354
Interest on Investments		88,000	86,000	89,000	95,000
Other income		293,280	290,489	294,298	298,184
Total Income		11,592,595	12,114,261	12,540,977	12,940,515
Expenditure					
Employee Costs	3	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	4	736,700	737,330	737,973	738,628
Library Materials	5	360,800	375,232	390,241	405,851
Promotions & Marketing		91,500	95,160	98,966	102,925
Administration		618,100	642,824	668,537	695,278
Depreciation		1,511,084	1,509,615	1,589,249	1,558,717
Total Expenditure		11,884,200	12,173,955	12,560,924	12,847,385
Net Gain(loss) disposal of plant & Equipment		9121	0	0	0
Total comprehensive result		**-282,484**	**-59,694**	**-19,948**	**93,130**

Balance Sheet As at June 2019-2023					
	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
ASSETS		$	$	$	$
Current Assets					
Cash Asset		70,000	70,000	70,000	70,000
Financial Assets		2,674,743	2,767,629	2,950,688	3,186,355
Receivables		50,000	60000	70000	80000
		2,794,743	2,897,629	3,090,688	3,336,355
Non-Current Assets					
Fixed Assets		4,311,544	4,158,964	3,955,959	3,813,426
TOTAL ASSETS		7,106,287	7,056,593	7,046,648	7,149,781
LIABILITIES					
Current Liabilities					
Payables		470,879	482,500	496,500	510,500
Employee Entitlements		1,490,600	1,533,750	1,579,400	1,626,400
		1,961,479	2,016,250	2,075,900	2,136,900
Non-Current Liabilities					
Employee Entitlements		25,800	26,550	27,350	28,200
TOTAL LIABILITIES		1,987,279	2,042,800	2,103,250	2,165,100
NET ASSETS		5,119,008	5,013,793	4,943,398	4,984,681
EQUITY					
Members Contribution on Formation		2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus		3,067,769	2,962,554	2,892,159	2,933,442
TOTAL EQUITY		5,119,008	5,013,793	4,943,398	4,984,681

As at June 2019 – 2023			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2019 Bal at the beginning of the financial year Comprehensive result	5,684,465 –282,973	3,350,253	2,051,239
Balance at end of financial year	5,401,492	3,350,253	2,051,239
2020 Bal at the beginning of the financial year Comprehensive result	5,401,492 –282,484	3,067,769	2,051,239
Balance at end of financial year	5,119,008	3,067,769	2,051,239
2021 Bal at the beginning of the financial year Comprehensive result	5,119,008 –59,694	3,008,074	2,051,239
Balance at end of financial year	5,059,313	3,008,074	2,051,239
2022 Bal at the beginning of the financial year Comprehensive result	5,059,313 –19,948	2,988,126	2,051,239
Balance at end of financial year	5,039,365	2,988,126	2,051,239
2023 Bal at the beginning of the financial year Comprehensive result	5,039,365 93,130	3,081,256	2,051,239
Balance at end of financial year	5,132,495	3,081,256	2,051,239

Statement of Capital Works					
For the Years ending June 2019-2023					
	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Capital Expenditure					
Library Materials	5	1,139,840	1,168,336	1,197,544	1,227,483
Motor Vehicles		35000	0	0	0
Furniture & Equipment		185,000	188,700	188,700	188,700
		1,359,840	1,357,036	1,386,244	1,416,183

Statement of Human Resources				
For the four years ending June 2023				
	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Staff Expenditure				
Employee costs - Operating	8,566,016	8,813,794	9,075,957	9,345,986
Total Staff Expenditure	**8,566,016**	**8,813,794**	**9,075,957**	**9,345,986**
	EFT	EFT	EFT	EFT
Staff Numbers	98.22	98.22	98.22	98.22
Permanent full time	36	36	36	36
Permanent part time	127	127	127	127

Statement of Cash Flows Year ended June 30, 2019-2023				
	Budget 2019-20 $	Forecast Est 2020-21 $	Forecast Est 2021-22 $	Forecast Est 2022-23 $
Cash Flow from Operating Activities				
Income from:				
Council Contributions	8,363,505	8,781,681	9,089,040	9,361,711
Government Grants	2,682,570	2,787,547	2,896,723	3,010,266
Interest Income	88,000	86,000	89,000	95,000
Overdue Fines	0	1	2	3
Other Income	458,520	459,033	466,214	473,538
	11,592,595	12,114,262	12,540,979	12,940,518
Payments for:				
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Library Materials	360,800	375,232	390,241	405,851
Computer Services	736,700	737,330	737,973	738,628
Other Costs	709,600	737,984	767,503	798,203
	10,373,116	10,664,340	10,971,675	11,288,669
Net Cash Inflow from Operating Activities	1,219,479	1,449,922	1,569,304	1,651,850
Cash Flow from Investing Activities				
Payments for:				
Proceeds for sale of Plant & Equipment	72300	0	0	0
Payment for Books, Furniture, Plant & Equipment	-1,359,840	-1,357,036	-1,386,244	-1,416,183
Net Cash (Outflow) from Investing Activities	-1,287,540	-1,357,036	-1,386,244	-1,416,183
Net Increase/Decrease in Cash	-68,061	92,886	183,059	235,666
Cash at the beginning of the year	2,812,804	2,744,743	2,837,629	3,020,688
Cash Held at End of Year	2,744,743	2,837,629	3,020,688	3,256,355

3.0 Notes to the Strategic Resource Plan Financial report June 2019-2023

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 2017. *(ABS figures released 2 May 2018)*.

Contribution Allocation	Casey	Cardinia
Population	76.14%	23.86%
Usage	72.09%	27.91%
Average	74.115%	25.885%

Population	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
City of Casey	326,820	342,866	356,555	369,214
Cardinia Shire	102,425	109,043	115,401	121,570
	429,245	451,909	471,956	490,784

Councils Contribution	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Population	429,245	451,909	471,956	490,784
Councils Contribution	8,363,505	8,781,681	9,089,040	9,361,711
Average Contrib per Capita	$19.48	$19.43	$19.26	$19.08

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 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Population	429,245	451,909	471,956	490,784
State Funding	$2,682,570	$2,787,547	$2,896,723	$3,010,266
Average Contrib per Capita	$6.25	$6.17	$6.14	$6.13

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 and is being negotiated.

Additional staffing has been budgeted to take into account the extension of opening hours across the branches and the increased need for staff at Bunjil Library.

Human Resources	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Total Staffing EFT	98.22	98.22	98.22	98.22
% of total expenditure	73.01%	73.32%	73.44%	73.56%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	$19.96	$19.50	$19.23	$19.04

4   Information & Communications Technology (ICT)

The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has realigned the operational and expenditure budget to better reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Telecommunications	31,500	32,130	32,773	33,428
Data Communications	260,000	260,000	260,000	260,000
ILMS	220,800	220,800	220,800	220,800
Computer Software & Support	224,400	224,400	224,400	224,400
Total ICT	736,700	737,330	737,973	738,628
% of total expenditure	7.10%	6.91%	6.73%	6.54%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	$1.72	$1.63	$1.56	$1.50

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 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Non-Capital	360,800	375,232	390,241	405,851
Capital	1,139,840	1,168,336	1,197,544	1,227,483
Total Library Resources	**1,500,640**	**1,543,568**	**1,587,786**	**1,633,334**
% of total expenditure	14.47%	14.47%	14.47%	14.47%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	$3.50	$3.42	$3.36	$3.33

4.0 Member Council Contributions 2019-23

Contribution Allocation	2018-19			2019-20			2020-21			2021-22			2022-23		
	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		**74.724%**	**25.276%**		**74.115%**	**25.885%**		**74.115%**	**25.885%**		**74.115%**	**25.885%**		**74.115%**	**25.885%**
Income															
Capital Replacement Reserves	285,000	212,962	72,038	290,000	214,934	75,066	70,000	51,881	18,119	30,000	22,235	7,765	0	0	0
Operations Income	280,200	209,376	70,824	302,400	224,125	78,275	290,489	215,297	75,192	294,298	218,120	76,178	298,184	221,000	77,184
Interest on Investments	105,000	78,460	26,540	88,000	65,221	22,779	86,000	63,739	22,261	89,000	65,963	23,037	95,000	70,410	24,590
CFC funding	162,000	121,052	40,948	165,240	122,468	42,772	168,545	124,918	43,627	171,916	127,416	44,500	175,354	129,964	45,390
Sub Total	832,200	621,850	210,350	845,640	626,749	218,891	615,033	455,834	159,199	585,214	433,733	151,481	568,538	421,374	147,164
State Government Funding															
Premiers Reading Challenge	57,000	42,592	14,408	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049
State Subsidy	2,396,474	1,790,732	605,742	2,492,333	1,847,201	645,132	2,592,026	1,921,089	670,938	2,695,707	1,997,932	697,775	2,803,536	2,077,850	725,686
Local Priorities	127,016	94,911	32,105	132,097	97,904	34,193	137,381	101,820	35,560	142,876	105,893	36,983	148,591	110,129	38,462
Total State Funding	2,580,490	1,928,235	652,255	2,682,570	1,988,195	694,374	2,787,547	2,065,999	721,547	2,896,723	2,146,916	749,807	3,010,266	2,231,069	779,198
Expenditure															
Employee Costs	8,104,023	6,055,619	2,048,404	8,566,016	6,348,731	2,217,285	8,813,794	6,532,372	2,281,422	9,075,957	6,726,676	2,349,282	9,345,986	6,926,808	2,419,178
IT & Communications	575,800	430,259	145,541	736,700	546,008	190,692	737,330	546,475	190,855	737,973	546,951	191,022	738,628	547,437	191,191
Library Materials	311,000	232,390	78,610	360,800	267,408	93,392	375,232	278,104	97,128	390,241	289,229	101,013	405,851	300,798	105,053
Programs & Marketing	100,000	74,724	25,276	91,500	67,816	23,684	95,160	70,528	24,632	98,966	73,349	25,617	102,925	76,283	26,642
Administration	655,500	489,813	165,687	618,100	458,107	159,993	642,824	476,431	166,393	668,537	495,488	173,049	695,278	515,308	179,971
	9,746,323	7,282,805	2,463,518	10,373,116	7,688,069	2,685,047	10,664,340	7,903,910	2,760,429	10,971,675	8,131,693	2,839,982	11,288,669	8,366,634	2,922,035
Capital Expenditure															
Asset Replacement															
Library Material	1,096,000	818,971	277,029	1,139,840	844,796	295,044	1,168,336	865,916	302,420	1,197,544	887,564	309,980	1,227,483	909,753	317,730
Motor Vehicles	0	0	0	35,000	25,940	9,060	0	0	0	0	0	0	0	0	0
Furniture & Equipment	335,000	250,324	84,676	185,000	137,113	47,887	188,700	139,856	48,844	188,700	139,856	48,844	188,700	139,856	48,844
	1,431,000	1,069,295	361,705	1,359,840	1,007,850	351,990	1,357,036	1,005,772	351,264	1,386,244	1,027,420	358,825	1,416,183	1,049,609	366,574
Total Expenses Core Library Service	11,177,323	8,352,100	2,825,224	11,732,956	8,695,919	3,037,037	12,021,376	8,909,682	3,111,694	12,357,919	9,159,112	3,198,807	12,704,852	9,416,243	3,288,609
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	429,245	326,820	102,425	451,909	342,866	109,043	471,956	356,555	115,401	490,784	369,214	121,570
Council Cont Prev Yr	7,614,900	5,741,275	1,873,625	7,786,160	5,818,100	1,968,060	8,363,505	6,198,639	2,164,866	8,781,681	6,508,571	2,273,109	9,089,040	6,736,371	2,352,668
Council Cont	**7,786,160**	**5,818,100**	**1,968,060**	**8,363,505**	**6,198,639**	**2,164,866**	**8,781,681**	**6,508,571**	**2,273,109**	**9,089,040**	**6,736,371**	**2,352,668**	**9,361,711**	**6,938,463**	**2,423,248**
Council Contribution increase on prior year	2.25%	1.34%	5.04%	7.42%	6.54%	10.00%	5.00%	5.00%	5.00%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%

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 Place 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
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CC10/2019   DRAFT LIBRARY BUDGET 2019 - 20

Report prepared by Chris Buckingham and Emily Ramaswamy

Purpose
To present to the Casey Cardinia Libraries Library Budget 2019 – 20 financial year for endorsement by the Board.

Discussion
The Library Budget 2019-20 has been prepared following consideration, comments and workshops from the CCL management team, consultation with the Board and key stakeholders from Member Councils.

The budget has allowed for:

Income
- Cardinia Shire Council indicated an increase in contributions of 10% on the 2018-19 budget.
- The permanent removal of overdue fines.
- A modest increase in expected revenue from CFC Programs, following a request for 10% increase to cover administration costs.
- Lower income from investments due to low interest rates and the draw down on reserves to fund operations.
- An adjustment in expected State Government contributions from the current year (which was over estimated in the previous year).
- New income of $100,000 has been budgeted, attributed to Grants that are currently being applied for.

Expenditure
Employee costs have increased by $462,000, due to a variety of factors including:
- Increased opening hours across the region
- Correction to the budgeted staffing required at Bunjil Pace, including longer than originally planned hours and increased staffing requirements due to library layout.
- Enterprise Agreement (EA) – employees scheduled increase in banding in addition to base salary increase. This agreement is currently under negotiation.

IT & Communications expenditure has increased by $161,000 due to:
- a correction of expenditure allocation of $61,000 that reflects the 2019 current spend
- a shift of $100,000 from capital expenditure to operational to allow greater flexibility in service delivery.

Library materials expensed has been allocated an increase of $50,000 for the purchase of additional electronic materials reflective of the increased use by the community. Capital expenditure has been allocated a 4% increase due to increased use of the existing collection.

RECOMMENDATIONS

1. That the Board endorse the draft Library Budget 2019-20

2. That CCL Budget 2019-20 be forwarded to member Councils for approval prior to final adoption by the Board in June 2019.

'inspiring spaces where everyone is free to discover possibilities'

Budget

2019 – 2020

DRAFT

April, 2019

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 2019-20 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the November 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.

Income

	Budget 2018-19	Budget 2019-20
City of Casey	5,818,100 *53.31%*	6,198,639 *53.43%*
Cardinia Shire	1,968,060 *18.03%*	2,164,866 *18.66%*
State Government	2,580,490 *23.64%*	2,682,570 *23.12%*
CCL - Operations	547,200 *5.01%*	555,640 *4.79%*
Total Income	10,913,850	11,601,716

Budget 2018-19
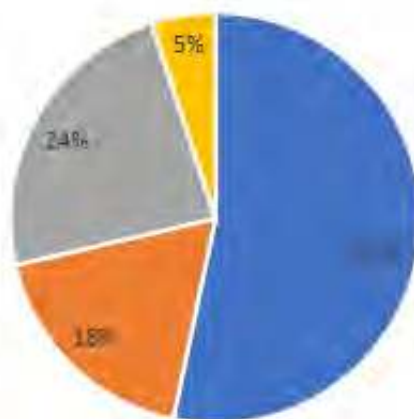
- City of Casey
- Cardinia Shire
- State Government
- CCL - Operations

Budget 2019-20
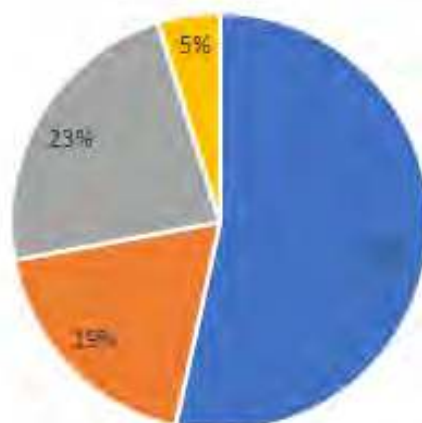
- City of Casey
- Cardinia Shire
- State Government
- CCL - Operations

Expenditure

Budget 2019-20

3%

- Employee Costs
- IT & Communications
- Promotions & Marketing
- Administration
- Library Materials
- Furniture & Equipment

13%
6%
1%
5%

Budget 2019-20

2%

- Employee Costs
- IT & Communications
- Promotions & Marketing
- Administration
- Library Materials
- Furniture & Equipment

13%
5%
1%
6%
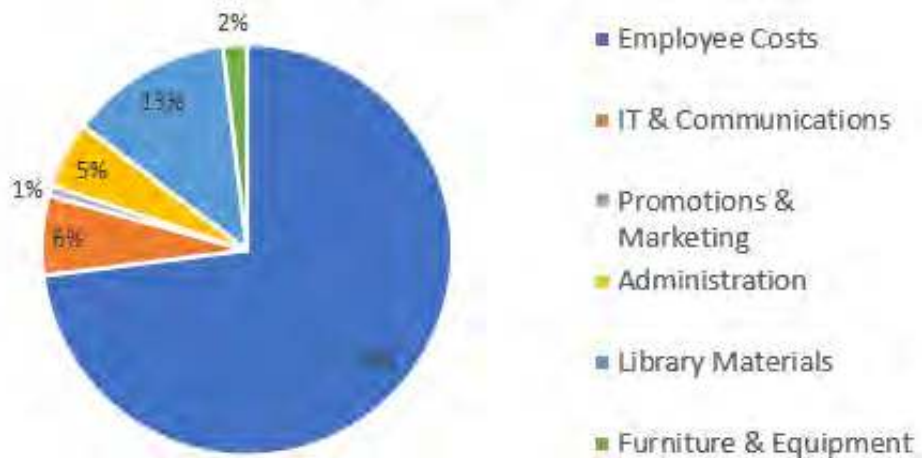
2.0 Budgeted Financial Statements 2019–20

Comprehensive Income Statement For the Years ending June 2019-2023	Budget 2018-19	Budget 2019-20
Revenue		
Council Contributions	7,786,160	8,363,505
State Government Grants	2,580,490	2,682,570
CFC Grant Funding	162,000	165,240
Interest on Investments	105,000	88,000
Other income	280,200	293,280
Total Income	10,913,850	11,592,595
Expenditure		
Employee Costs	8,104,023	8,566,016
IT & Communications	575,800	736,700
Library Materials	311,000	360,800
Promotions & Marketing	100,000	91,500
Administration	655,500	618,100
Depreciation	1,450,500	1,511,084
Total Expenditure	11,196,823	11,884,200
Net Gain (loss) disposal of plant & Equipment	0	9121
Total comprehensive result	-282,973	-282,484

Balance Sheet As at June 2019-2023		
	Budget 2018-19	Budget 2019-20
ASSETS	$	$
Current Assets		
Cash Asset	80,000	70,000
Financial Assets	2,732,804	2,674,743
Receivables	11,000	50,000
	2,823,804	2,794,743
Non-Current Assets		
Fixed Assets	4,462,788	4,311,544
TOTAL ASSETS	**7,286,592**	**7,106,287**
LIABILITIES		
Current Liabilities		
Payables	450,500	470,879
Employee Entitlements	1,410,200	1,490,600
	1,860,700	1,961,479
Non-Current Liabilities		
Employee Entitlements	24,400	25,800
TOTAL LIABILITIES	**1,885,100**	**1,987,279**
NET ASSETS	5,401,492	5,119,008
EQUITY		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,350,253	3,067,769
TOTAL EQUITY	**5,401,492**	**5,119,008**

Statement of Change in Equity
As at June 2019 - 2023

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2019			
Bal at the beginning of the financial year	5,684,465		2,051,239
Comprehensive result	-282,973	3,350,253	
Balance at end of financial year	5,401,492	3,350,253	2,051,239
2020			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	-282,484	3,067,769	
Balance at end of financial year	5,119,008	3,067,769	2,051,239

Statement of Capital Works
For the Years ending June 2019-2023

	Note	Budget 2018-19	Budget 2019-20
Capital Expenditure			
Library Materials	5	1,096,000	1,139,840
Motor Vehicles		0	35000
Furniture & Equipment		335,000	185,000
		1,431,000	1,359,840

Statement of Human Resources
For the four years ending June 2023

	Budget 2018-19	Budget 2019-20
Staff Expenditure		
Employee costs - Operating	8,104,023	8,566,016
Total Staff Expenditure	8,104,023	**8,566,016**
	EFT	EFT
Staff Numbers	90	98.22
Permanent full time	29	36
Permanent part time	123	127

Statement of Cash Flows		
Year ended June 30, 2019-2023		
	Budget 2018-19 $	Budget 2019-20 $
Cash Flow from Operating Activities Income from:		
Council Contributions	7,786,160	8,363,505
Government Grants	2,580,490	2,682,570
Interest Income	105,000	88,000
Overdue Fines	50,000	0
Other Income	335,200	458,520
	10,856,850	11,592,595
Payments for:		
Employee Costs	8,078,703	8,566,016
Library Materials	311,000	360,800
Computer Services	575,800	736,700
Other Costs	780,820	709,600
	9,746,323	10,373,116
Net Cash Inflow from Operating Activities Cash Flow from Investing Activities Payments for:	1,110,527	1,219,479
Proceeds for sale of Plant & Equipment	0	72300
Payment for Books, Furniture, Plant & Equipment	-1,431,000	-1,359,840
Net Cash (Outflow) from Investing Activities	-1,431,000	-1,287,540
Net Increase/Decrease in Cash	-320,473	-68,061
Cash at the beginning of the year	3,133,277	2,812,804
Cash Held at End of Year	2,812,804	2,744,743

3.0 Notes to Budgeted Financial Statements year ending June 2019-2020

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 2017. *(ABS figures released 2 May 2018)*

Councils Contribution	Budget 2018-19	Budget 2019-20
Population	416,064	429,245
Councils Contribution	7,786,160	8,363,505
Average Contribution per Capita	$18.71	$19.48
2018 State Average Contribution per capita	$32.00	

Contribution Allocation	Casey	Cardinia
Population	76.14%	23.86%
Usage	72.09%	27.91%
Average	74.115%	25.885%

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2018 and expires June 30, 2019. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

State Funding	Budget 2018-19	Budget 2019-20
Population	416,064	429,245
State Funding	2,580,490	2,682,570
Average Contribution per Capita	$6.20	$6.25

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 2018-19	Budget 2019-20
Employee Costs	8,104,023	8,566,016
Total Staffing EFT	90	98.22
% of total expenditure	72.50%	73.01%
Population	416,064	429,245
Expenditure per capita	$19.48	$19.96
2018 State Average Expenditure per capita	$26.43	

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 increase in operational expenditure is due to the requirement for more robust and adaptable security, this increase is offset by decrease in capital expenditure.

Information & Communications Technology (ICT)	Budget 2018-19	Budget 2019-20
Telecommunications	31,500	31,500
Data Communications	240,000	260,000
ILMS	220,800	220,800
Computer Software & Support	83,500	224,400
Total ICT	575,800	736,700
% of total expenditure	5.91%	7.10%
Population	416,064	429,245
Expenditure per capita	$1.38	$1.72

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 2018-19	Budget 2019-20
Non-Capital	311,000	360,800
Capital	1,096,000	1,139,840
Total Library Resources	**1,407,000**	**1,500,640**
% of total expenditure	14.44%	14.47%
Population	416,064	429,245
Expenditure per capita	$3.38	$3.50
2018 State Average Expenditure per capita	$5.42	

4.0 Member Council Contributions 2019-20

Contribution Allocation	2018-19			2019-20		
	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.724%	25.276%		74.115%	25.885%
Income						
Capital Replacement Reserves	285,000	212,962	72,038	290,000	214,934	75,066
Operations Income	280,200	209,376	70,824	302,400	224,125	78,275
Interest on Investments	105,000	78,460	26,540	88,000	65,221	22,779
CFC funding	162,000	121,052	40,948	165,240	122,468	42,772
Sub Total	832,200	621,850	210,350	845,640	626,749	218,891
State Government Funding						
Premiers Reading Challenge	57,000	42,592	14,408	58,140	43,091	15,049
State Subsidy	2,396,474	1,790,732	605,742	2,492,333	1,847,201	645,132
Local Priorities	127,016	94,911	32,105	132,097	97,904	34,193
Total State Funding	2,580,490	1,928,235	652,255	2,682,570	1,988,195	694,374
Expenditure						
Employee Costs	8,104,023	6,055,619	2,048,404	8,566,016	6,348,731	2,217,285
IT & Communications	575,800	430,259	145,541	736,700	546,008	190,692
Library Materials	311,000	232,390	78,610	360,800	267,408	93,392
Programs & Marketing	100,000	74,724	25,276	91,500	67,816	23,684
Administration	655,500	489,813	165,687	618,100	458,107	159,993
	9,746,323	7,282,805	2,463,518	10,373,116	7,688,069	2,685,047
Capital Expenditure						
Asset Replacement						
Library Material	1,096,000	818,971	277,029	1,139,840	844,796	295,044
Motor Vehicles	0	0	0	35,000	25,940	9,060
Furniture & Equipment	335,000	250,324	84,676	185,000	137,113	47,887
	1,431,000	1,069,295	361,705	1,359,840	1,007,850	351,990
Total Expenses Core Library Service	11,177,323	8,352,100	2,825,224	11,732,956	8,695,919	3,037,037
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	429,245	326,820	102,425
Council Contribution Previous Year	7,614,900	5,741,275	1,873,625	7,786,160	5,818,100	1,968,060
Council Contribution	**7,786,160**	**5,818,100**	**1,968,060**	**8,363,505**	**6,198,639**	**2,164,866**
Council Contribution increase on prior year	2.25%	1.34%	5.04%	7.42%	6.54%	10.00%

5.0   Schedule of Fees and Charges: 2019-20

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. Minor damage incurs a charge of $3.30.

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

Local History Schedule of Reproduction Fees

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

All prices are per copy:

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

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OFFICERS' REPORTS

CC11/2019	FINANCE
Report prepared by Emily Ramaswamy	

Purpose

To provide the Board an update on CCL's financial performance as at March 31, 2019.

CCL Library Plan reference - 5.3

Discussion

Income Statement Month Ended 31 March 2019	Total Budget 2018-19	Budget YTD March 2019	Actual YTD March 2019	Variance	% Actual Vs Budget
Income					
Council Contributions	7,786,160	5,839,623	5,839,620	-3	(0.0%)
Government Grants	2,742,490	2,720,867	2,749,778	28,911	1.1%
Other Income	280,200	142,486	145,889	3,403	2.4%
Interest on Investments	105,000	78,780	73,733	-5,047	(6.4%)
	10,913,850	8,781,756	8,809,020	27,264	0.3%
Expenditure					
Employee Costs	8,104,023	5,846,737	5,872,581	-25,844	(0.4%)
Other Expenses	655,500	515,829	561,903	-46,074	(8.9%)
IT & Communications	575,800	401,553	547,991	-146,438	(36.5%)
Library Materials	311,000	274,705	251,855	22,850	8.3%
Marketing & Promotions	100,000	83,210	84,514	-1,304	(1.6%)
Depreciation	1,450,500	0	0	0	0
Total Expenditure Net Gain(loss) disposal of plant & equipment	11,196,823	7,122,034	7,318,844	-196,810	(2.8%)
Net result for the reporting period	-282,973	1,659,722	1,490,176	-169,546	(10.2%)

Income

Interest on investments is underachieved due to lower investment balances and low interest rates. The 2019 budget included $50,000 of Overdue Fines revenue, which will not be achieved. CCL is working to offset this expected shortfall with other revenue streams.

Total income for the year is expected to come within 3% of budget.

Expenditure

IT & Communications expenditure is currently $146,000 overspent and is expected to finish $100,000 overspent due to the reallocation of Capital Expenditure funds.

The Finance Manager secondment from City of Casey was an unbudgeted expense of $87,000 that will affect the end of year result.

Total expenditure for the year is expected to come within 3% of budget.

Capital Expenditure	Total Budget 2018-19	Budget YTD March 2019	Actual YTD March 2019	Variance	% Actual Vs Budget
Library Material	1,096,000	942,974	809,678	133,296	14.1%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	335,000	280,000	99,774	180,226	64.4%
Capital Expenditure for the reporting period	**1,431,000**	**1,222,974**	**909,452**	**313,522**	**25.6%**

<u>Capital Expenditure</u>

The variance in Library Materials is due to timing only and is expected to be fully expended by 30 June. Furniture and equipment is currently $180,000 underspent, and is expected to finish with an $80,000 variance. This is due to $100,000 being reallocated to IT & Communications operational expenditure and Library Furniture & Equipment expected to be $20,000 higher than budget.

Balance Sheet As at 31 March 2019	$
ASSETS	
Current Assets	
Cash Asset	-4,450
Receivables	35,211
Other Financial Assets	3,619,223
	3,649,984
Non-Current Assets	
Fixed Assets	4,353,804
TOTAL ASSETS	**8,003,788**
LIABILITIES	
Current Liabilities	
Payables	328,318
Provisions	1,350,143
	1,678,461
Non-Current Liabilities	
Employee Entitlements	17,519
TOTAL LIABILITIES	**1,695,980**
NET ASSETS	6,307,808
EQUITY	
Members Contribution on Formation	2,051,239
Accumulated Surplus	4,256,569
TOTAL EQUITY	**6,307,808**

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
February Statement	5/02/2019	ALIA - Conference Rego	$300.00
	5/02/2019	Hotels.com - Accommodation	$270.00
	6/02/2019	Virgin - Travel	$393.03
	7/02/2019	Marriot - Travel	$25.00
	12/02/2019	Care Parking - Travel	$6.40
	8/02/2019	Paramount Parking - Travel	$71.23
	14/02/2019	Icon Plastics - Tub lids for library run boxes	$222.75
	14/02/2019	City of Casey - IWD Breakfast Tix	$171.95
	14/02/2019	City of Casey - IWD Breakfast Tix	$86.95
	13/02/2019	Marriot - Travel	$25.50
	14/02/2019	Amazon - CFC CRA - Literacy kits - books	$45.44
	14/02/2019	Amazon - CFC CRA - Literacy kits - books	$38.97
	15/02/2019	Amazon - CFC CRA - Literacy kits - books	$336.26
	15/02/2019	Amazon - CFC CRA - Literacy kits - books	$41.78
	15/02/2019	Amazon - CFC CRA - Literacy kits - books	$67.90
	15/02/2019	Amazon - CFC CRA - Literacy kits - books	$35.06
	20/02/2019	Try Booking - MAV Fin Pro	$165.30
	25/02/2019	News Corp Australia - Herald Sun Subscription PAK	$727.99
Total February 2019			**$3,031.51**
March Statement	26/02/2019	Myki Warragul - Myki card	$50.00
	27/02/2019	Coles Clyde North - 2 x Giftcards for petty cash	$100.00
	27/02/2019	Big W Fountain Gate - 3 x Giftcards for petty cash	$150.00
	28/02/2019	Newscorp Australia - Newspaper subscription	$554.30
	12/03/2018	Melbourne Airport - Parking	$52.00
	13/03/2019	Melbourne Marriott Hotel - Parking	$25.50
	15/03/2019	Melbourne Airport - Parking	$10.10
	15/03/2019	Translink - Commuter Pass	$19.00
	20/03/2019	Melbourne Onstreet Parking - Parking	$14.00
	22/03/2019	Virgin Australia Airlines - Travel - SA Lib to Reimburse	$3.49
	22/03/2019	Virgin Australia Airlines - Travel - SA Lib to Reimburse	$350.00
	25/03/2019	Federation Square - Parking	$16.00
Total March 2019			**$1,344.39**
TOTAL			**$4,375.90**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
February Statement	31/01/2019	Facebook Advertising - Advertising	$20.60
	1/02/2019	Care Park - Parking	$8.20
	5/02/2019	Adobe Creative Cloud - Creative Cloud	$197.10
	11/02/2019	Visionect - Meeting Room Display	$3,371.10
	12/02/2019	Greenco Parking - Parking	$34.68
	21/02/2019	Crown Melbourne Parking - Parking	$17.00
Total February 2019			$3,648.68
March Statement	5/03/2019	Adobe Creative Cloud - Creative Cloud Subscription	$197.10
	18/03/2019	Crown Melbourne - Parking	$21.00
Total March 2019			$218.10
TOTAL			$3,866.78

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
February Statement	1/02/2019	Kmart Online - Board games CYS programs	$714.19
	1/02/2019	News Limited - The Australian Sub - EME	$554.31
	4/02/2019	Global Confectionary – Chocolates - library lovers day promo	$249.92
	4/02/2019	Kmart Online - refund - game unavailable - CYS programs	-$20.00
	6/02/2019	VECCI - Training - Verona Atalla	$1,190.00
	12/02/2019	Warequip - Clax Cart Crate - CRA	$49.45
	12/02/2019	News Limited - Herald Sun Sub - DOV	$727.99
	12/02/2019	News Limited - Herald Sun Sub - EME	$727.99
	12/02/2019	News Limited - Herald Sun Sub - END	$727.99
	12/02/2019	Amazon marketplace AU - Literacy kit materials - books	$23.66
	12/02/2019	Amazon marketplace AU - Literacy kit materials - books	$21.20
Total February 2019			$4,966.70
March Statement	13/03/2019	Fairfax newspapers - Age newspaper subscription - branches	$760.78
	14/03/2019	Fairfax newspapers - Age newspaper subscription - branches	$760.78
	19/03/2019	News Pty Ltd - Herald Sun subscription - HAM	$727.99
	20/03/2019	JB Hifi - Vaccum for Emerald Library	$269.00
	22/03/2019	Coles - Gift cards - petty cash - branches	$50.00
	22/03/2019	Woolworths - Gift cards - petty cash - branches	$150.00
	22/03/2019	QV Carpark - Parking - Patti Manolis Coaching	$19.00
	26/03/2019	Kmart - Cranbourne library - furniture	$111.00
Total March 2019			$2,848.55
TOTAL			$7,815.25

Car Policy

CCL is seeking to implement a new car policy as the current arrangements will cease on 30 June 2019. The organisation currently owns four vehicles outright, depreciating at a rate of 15% per annum with a written down value at 1 July 2018 of $82,000.

The CEO and three members of the Executive Team are on varying arrangements, all of which include the private use of the vehicles, resulting in CCL incurring an FBT. The estimated total cost of the four vehicles to the organisation in the current year is $75,000.

The proposed new policy would see CCL sell the existing vehicles and instead pay each of the team members a Vehicle Allowance of $15,000 per annum. This would reduce the administrative burden on the organisation of maintaining multiple arrangements and provide more flexibility to the team. If this policy were to be adopted, CCL would need to purchase a new fit for purpose van to service the Home Library Service, this would be at an estimated cost of $35,000.

Single Touch Payroll

The City of Casey process our Payroll on a fortnightly basis. The City of Casey has moved to single touch payroll which means that they submit the tax/super file to the ATO every pay cycle and not just at the end of the year. This is a legal requirement. https://www.ato.gov.au/Business/Single-Touch-Payroll/

The City of Casey will make sure that the CCL tax/super file is provided to the ATO directly.

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

The budget is currently with an on track at the end of March with expected variances and CCL is in a sound financial position.

RECOMMENDATIONS

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

CC12/2019   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 – 1.3, 3.2 and 4.2

Discussion
2019 ALIA Library Design Awards
Chris Buckingham, Colette McMahon and Sue Hamilton attended the 2019 ALIA Design Awards in Brisbane on 14 March. Bunjil Place Library was an honourable finalist in Public Library of the Year and won the ALIA Members' Choice Award.

More than 1000 ALIA Members voted in the poll and our library came out on top. What make this award special is the endorsement of our peers from across Australia.

Facilities Development Across CCL
We have been improving the look and feel of our libraries with recent changes including:
- New children's furniture, new lounge furniture for adults and teens at Hampton Park
- Endeavour hills – new study furniture and new children's furniture.
- Study furniture upgrade to Cranbourne Library to complement Living Libraries project (furniture upgrades were not included in this project).
- The IT communications cupboard at Pakenham has been moved out of the public meeting room.

Our focus for the remainder of the financial year will be on improvements to Pakenham Library funded directly by Cardinia Shire.

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

CC13/2019   INFORMATION, DIGITAL SERVICES AND TECHNOLOGY

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 1.2, 1.3, 1.4, 3.1, 4.1, 4.3, 5.2 and 5.3)

Discussion
Identity
Forming access and security around the user, applying protection that secures the connection without inhibiting the user experience and flow.

<u>Cyber Security Assessment</u> *(CCL Library Plan reference 1.2, 1.3, 1.4 ,4.3 and 5.3)*
CCL use virtualised Palo Alto infrastructure (firewall and end-point protection) to manage and monitor security of our network. These services provide control and live reporting of traffic and utilisation of our network. This allows us to be more proactive in protecting our staff and community.

We are undertaking a cyber security review, which includes confirmation of the correct security position for the coming 12-month cycle. A presentation including key recommendations will be provided to the Board once the review is complete.

<u>Kanopy Data Breach</u> *(CCL Library Plan reference 1.3, 1.4 and 5.2)*
On Friday 22 March, we were notified by Kanopy that they had a data breach over the previous weekend. They advised that the information from the security leak had been patched and that investigations were continuing. An email was then sent to the library and to all registered Kanopy users on Saturday 23 March, notifying them of the breach and the results of the preliminary investigation.

The breach involved someone accessing their web logs, which showed users IP addresses and activity on those IPs. There was a five-hour window when individual user account details may also have been exposed. These accounts were immediately locked down and the account holders contacted directly. This is a very small percentage of the total users of Kanopy – at their estimation, less than 1%, and to our knowledge, did not include any CCL members. This information was shared with library staff, in case we were contacted by any of our members.

CCL believe Kanopy demonstrated due diligence in managing the breach and informing us immediately of the breach and the results. Investigations are continuing and will be reported back once completed.

We will be closely examining our current agreements with third party providers to ensure that security and notification of such users are clearly outlined and agreeable to us. This will also be done with all our online services, including our Integrated Library Management System and website.

Infrastructure

The physical connection of devices and systems to facilitate the transport of information and data across our services.

Meraki Rollout *(CCL Library Plan reference 1.2 and 1.3)*

Our network infrastructure was provided as a managed service through Telstra. Over the past three months we have installed our own self-managed equipment. This gives CCL greater control of our network and more capacity to manage change and resolve issues promptly.

A major part of this network infrastructure upgrade has included consolidation of our communication cupboards. This initiative will mean that CCL is capable of delivering greater network speeds to staff and community.

Insights

If data is the new crude oil, then Insights is the refined fuel that runs any organisation. Insights encompasses how we collect data (through software) and how we refine or contextualise our raw data to make informed decisions and strategic thinking.

Live Scanning Wand *(CCL Library Plan reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*

We have a new Live Scanning Wand unit from FE Technologies that enables staff to undertake large stocktakes more easily.

This function typically required significant staff resources, this device will improve efficiency and provide more accuracy, reliability and accountability. It means that CCL will be able to undertake stocktakes more frequently and targeted. This will benefit both library staff and the community including finding items more readily, asset management and an overall improved customer experience.

RECOMMENDATIONS

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

CC14/2019 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 and 5.2)*

We have welcomed three new trainees to CCL. Jess Henderson, Lynda Knights and Tiff Kelb will be based at Endeavour Hills, Bunjil Place and Hampton Park Libraries. They also will get the opportunity to gain experience across the region. All three recruits have recently completed their Certificate IV or Diploma in Library Services at Chisholm TAFE.

The new staff have been employed on 12-month part time contracts. The purpose of the recruitment is to give aspiring public librarians the opportunity to commence their career journey and gain on the job experience.

Enterprise Agreement *(Library Plan reference 5.1 and 5.3)*

The first meeting was held with staff representatives and the ASU. Chris Buckingham, Beth Luppino and Melissa Martin are the management representatives. The current EA ceases in November 2019.

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

CCL has partnered with Family Life and 'Together We Can', to deliver Here 4 U Bystander Action Training for our Home Library Service volunteers. We will educate library outreach support volunteers about how to recognise and respond to family violence, gender inequity, elder and child vulnerability. Further Bystander Training will be rolled out to CCL staff later in the year.

CCL staff have attended several City of Casey training sessions including: Manage conflict through negotiation, Mental Health First Aid, and Amaze (Autism Awareness).

As part of our Social Inclusion Strategy CCL are running an Auslan training session in May for interested staff.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

CC15/2019   OPERATIONS

Report prepared by Melinda Rogers

Purpose
To provide the Board with a summary of 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)*

Our loans and visits dropped slightly in February after a bumper month in January, picking up the following month in March. Our loans were up year on year. Doveton loans and visits are up significantly in recent months from the previous year largely to their increased opening hours.

eLoans continue to perform well, up considerably year on year. Freegal, Bolinda eAudiobooks and eBooks and RB Digital usage continues to increase from last year. Freegal is still extremely popular with streaming contributing to its massive growth year on year.

It has been an exceptional start to the year for our membership. We have gained 2,700 members since the beginning of January. By the end of March our membership reached 125,264. Bunjil Place Library gained over 2,100 members in the first quarter of 2019, Cranbourne 1,250 and Pakenham almost 900.

125,264
Members as at
31/03/2019

Membership at our City of Casey branches is just shy of 94,000, with Bunjil Place having over 41,000 members. Cranbourne has the next largest membership at over 25,600, followed by Pakenham Library in Cardinia Shire with 21,800 members. Areas in both member council areas where residential growth is at its highest are the branches seeing the greatest membership growth.

<u>Digital Services</u> *(Library Plan reference 1.1, 1.2 and 3.1)*

Website visits are slightly down on the same time last year but have steadily increased each month in the last quarter, with 41,535 visits in March, an increase from January's 35,898. The library app continues in popularity; members access their accounts directly from the app eliminating the need to use our website.

Internet use and Wi-Fi use is steady and consistent to the same period last year. While some branches have seen slight reductions in usage year on year for the quarter, Cranbourne and Doveton have seen an in increase in both Wi-Fi and internet usage. Community engagement continues to grow with our social media and newsletter.

## Year on Year Performance Comparison February 2017 - 19.

Loans

Branch	Feb-17	Feb-18	Feb-19	% Variation 2018/ 19
Headquarters	1,081	960	1,238	29.0%
Cranbourne	36,239	37,272	38,522	3.4%
Doveton	3,471	3,325	4,621	39.0%
Emerald	13,152	11,971	13,285	11.0%
Endeavour Hills	19,708	19,044	18,570	-2.5%
Hampton Park	19,357	17,121	16,170	-5.6%
Cardinia Mobile	6,988	6,740	7,604	12.8%
Bunjil Place	49,499	54,038	55,895	3.4%
Pakenham	30,884	31,331	33,542	7.1%
Region	**180,379**	**181,802**	**189,447**	**4.2%**
eLoans	10,216	10,169	21,266	109.1%
Total Loans	**190,595**	**191,971**	**210,713**	**9.8%**
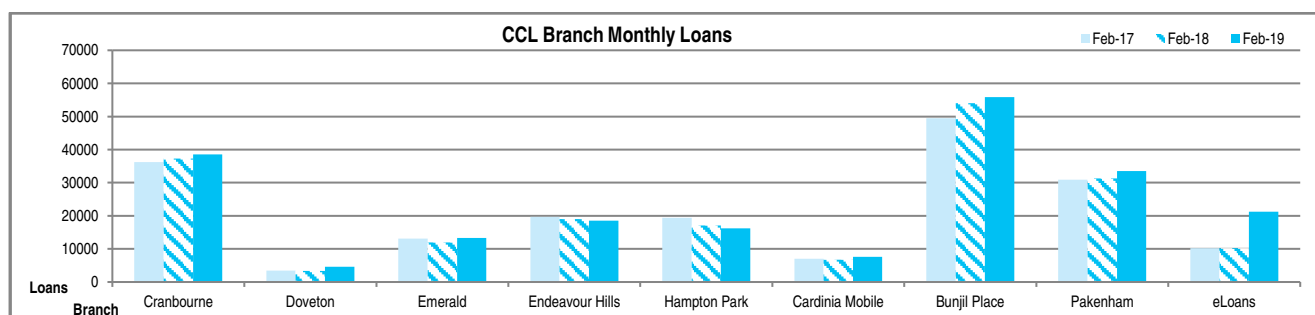
Visits

Branch	Feb-17	Feb-18	Feb-19	% Variation 2018/ 19
Cranbourne	17,056	16,533	17,702	7.1%
Doveton	2,451	3,659	4,837	32.2%
Emerald	5,616	5,672	4,990	-12.0%
Endeavour Hills	8,879	9,726	10,206	4.9%
Hampton Park	13,738	12,960	9,145	-29.4%
Cardinia Mobile	4,675	4,510	3,841	-14.8%
Bunjil Place	22,096	38,904	29,659	-23.8%
Pakenham	16,140	16,351	14,867	-9.1%
Region	**90,651**	**108,315**	**95,247**	**-12.1%**
Website	39,090	45,412	39,201	-13.7%
Enterprise	30,837	32,289	30,669	-5.0%
Bookmyne	1,841	2,299	943	-59.0%
CCL App		0	6,951	
Total Virtual	71,768	80,000	77,764	-2.8%
Total Visits	**162,419**	**188,315**	**173,011**	**-8.1%**
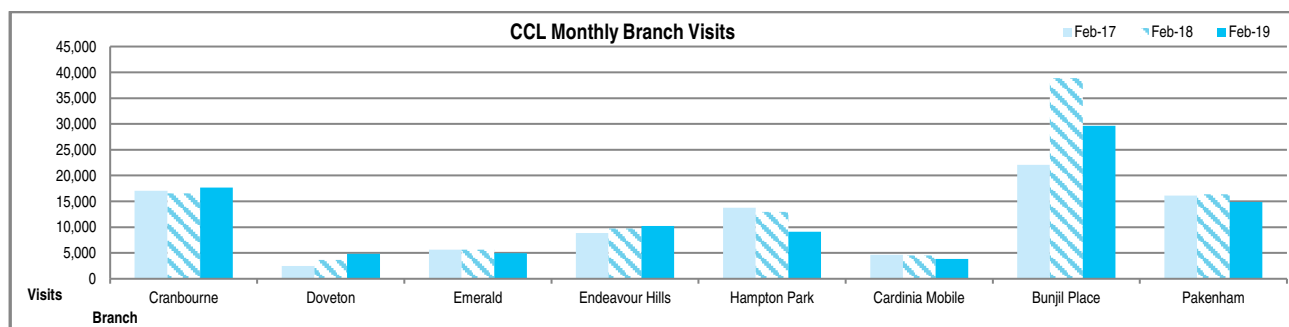
Digital Services – February 2019

Internet Bookings

Branch	No. of PCs	Feb-18	Feb-19	% Variation 2018/ 19
Cranbourne	14	1,836	2,285	24.5%
Doveton	12	614	988	60.9%
Emerald	8	475	516	8.6%
Endeavour Hills	14	1,106	1,313	18.7%
Hampton Park	16	1,513	2,058	36.0%
Cardinia Mobile	2	4	2	-50.0%
Bunjil Place	18	3,766	3,050	-19.0%
Pakenham	16	2,220	2,079	-6.4%
Total	100	11,534	12,291	6.6%
Total year to date		91,855	95,589	4.1%

Wireless Network Bookings

Branch	Feb-18	Feb-19	% Variation 2018/ 19
Cranbourne	3,612	4,340	20.2%
Doveton	948	1,260	32.9%
Emerald	1,120	980	-12.5%
Endeavour Hills	2184	1,960	-10.3%
Hampton Park	2,968	2,520	-15.1%
Cardinia Mobile	0	112	0.0%
Bunjil Place	3,794	2,366	-37.6%
Pakenham	3,108	2,744	-11.7%
Total	17,734	16,282	-8.2%
Total year to date	135,514	130,099	-4.0%

Electronic Resources

	Feb-18	Feb-19	% Variation 2018/ 19
Bolinda eAudiobooks	3,862	6,537	33.35%
Bolinda eBooks	3,349	5,150	53.78%
Choice	62	90	45.16%
Cloud Library	202	196	-2.97%
Freegal Music	1,507	6,244	314.33%
Kanopy	N/A	387	N/A
RB Digital eAudiobook	32	203	534.38%
RB Digital eMagazines	902	2,317	156.87%
Tumblebooks	253	142	-43.87%
Total	10,169	21,266	109.13%

E-Learning

	Feb-18	Feb-19	% Variation 2018/ 19
Busy Things	7,429	7,292	-1.8%
Lynda.com (*sessions)	608	845	39.0%
Road to IELTS	6	27	350.0%
Studiosity (Your Tutor)	115	89	-22.6%
Total	8,158	8,253	1.2%

Internet Bookings February 12,291

February 16,282

February 3,280

February 437

February Newsletter
Emailed to 48,579 subscribers
18% open rate

Website visits February 45,412

Year on Year Performance Comparison March 2017 - 19

Loans

Branch	Mar-17	Mar-18	Mar-19	% Variation 2018/ 19
Headquarters	1,146	909	993	9.2%
Cranbourne	41,103	37,191	41,006	10.3%
Doveton	3,906	3,622	5,251	45.0%
Emerald	14,925	13,424	13,382	-0.3%
Endeavour Hills	22,045	19,804	19,745	-0.3%
Hampton Park	22,199	17,121	17,980	5.0%
Cardinia Mobile	7,372	7,468	7,615	2.0%
Bunjil Place	53,953	53,271	59,607	11.9%
Pakenham	33,698	35,237	35,498	0.7%
Region	200,347	188,047	201,077	6.9%
eLoans	11,001	11,389	21,718	90.7%
Total Loans	211,348	199,436	222,795	11.7%

CCL Branch Monthly Loans
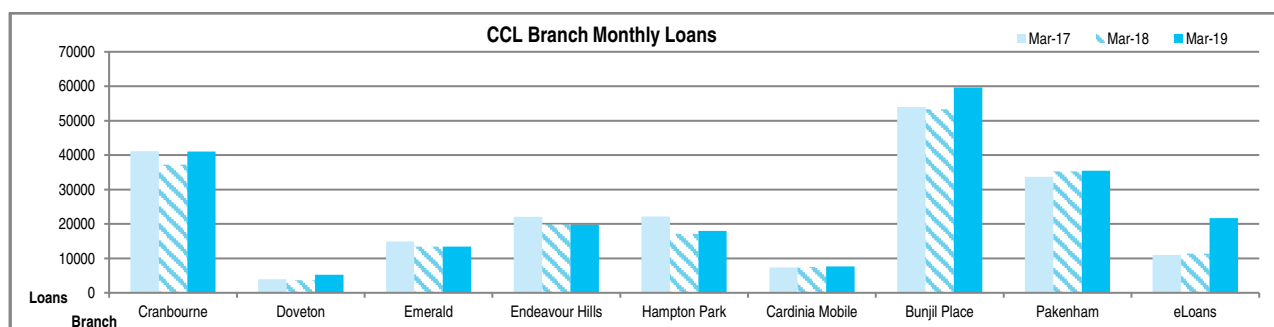
Visits

Branch	Mar-17	Mar-18	Mar-19	% Variation 2018/ 19
Cranbourne	19,507	16,889	18,753	11.0%
Doveton	3,088	3,398	5,747	69.1%
Emerald	6,478	6,016	4,658	-22.6%
Endeavour Hills	10,241	10,114	10,015	-1.0%
Hampton Park	17,444	13,861	10,027	-27.7%
Cardinia Mobile	5,174	4,614	4,124	-10.6%
Bunjil Place	25,535	38,867	36,027	-7.3%
Pakenham	19,145	18,712	16,227	-13.3%
Region	106,612	112,471	105,578	-6.1%
Website	42,519	43,406	41,535	-4.3%
Enterprise	33,383	34,371	32,261	-6.1%
Bookmyne	1,967	1,970	1,024	-48.0%
CCL App		1,669	7,432	-
Total Virtual	77,869	81,416	82,252	1.0%
Total Visits	184,481	193,887	187,830	-3.1%

CCL Monthly Branch Visits
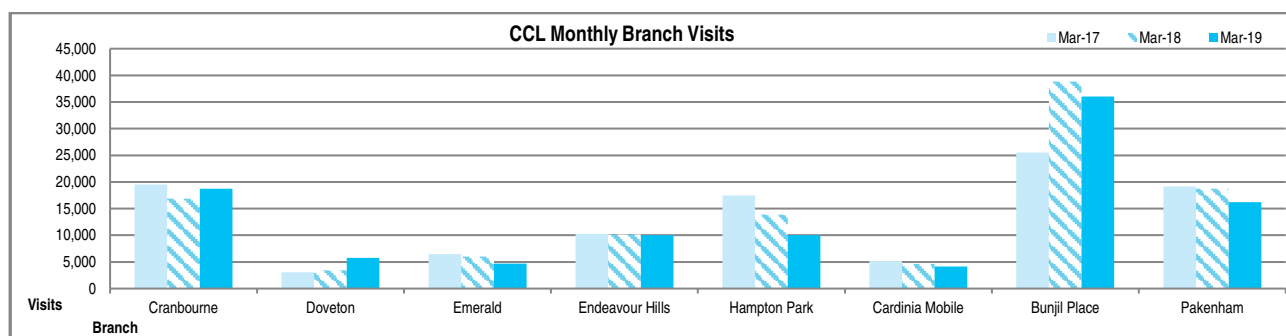
Digital Services – March 2019

Internet Bookings

Branch	No. of PCs	Mar-18	Mar-19	% Variation 2018/19
Cranbourne	14	1,712	2,482	45.0%
Doveton	12	558	1,230	120.4%
Emerald	8	542	433	-20.1%
Endeavour Hills	14	1,213	1,319	8.7%
Hampton Park	16	1,773	2,195	23.8%
Cardinia Mobile	2	6	0	-100.0%
Bunjil Place	18	3,283	3,685	12.2%
Pakenham	16	2,225	2,253	1.3%
Total	100	11,312	13,597	20.2%
Total year to date		103,167	109,186	5.8%

Wireless Network Bookings

Branch	Mar-18	Mar-19	% Variation 2018/19
Cranbourne	3,441	4,650	35.1%
Doveton	899	1,457	62.1%
Emerald	1,085	589	-45.7%
Endeavour Hills	2294	1,581	-31.1%
Hampton Park	3,038	2,573	-15.3%
Cardinia Mobile	0	124	0.0%
Bunjil Place	3,920	3,343	-14.7%
Pakenham	3,441	2,790	-18.9%
Total	18,118	17,107	-5.6%
Total year to date	153,632	147,206	-4.2%

Electronic Resources

	Mar-18	Mar-19	% Variation 2018/19
Bolinda eAudiobooks	4,122	6,949	68.6%
Bolinda eBooks	3,963	5,582	40.9%
Choice	78	70	-10.3%
Cloud Library	215	241	12.1%
Freegal Music	1,615	5,934	267.4%
Kanopy	–	350	–
RB Digital eAudiobook	76	209	175.0%
RB Digital eMagazines	1,027	2,277	121.7%
Tumblebooks	293	106	-63.8%
Total	11,389	21,718	90.7%

E-Learning

	Mar-18	Mar-19	% Variation 2018/19
Busy Things	7,841	7,468	-4.8%
Lynda.com (*sessions)	439	749	70.6%
Road to IELTS	5	16	220.0%
Studiosity (Your Tutor)	103	67	-35.0%
Total	8,388	8,300	-1.0%

Internet Bookings March 13,597

March 17,107

March 3,329

March 446

March Newsletter Emailed to 48,075 subscribers — 17.8% open rate

Website visits March 41,535

RECOMMENDATIONS

1. That the Operations Report be noted.

CC16/2019	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, 3.2, 4.2 and 5.2

Programs and events at CCL help promote the library as a community space where people of all ages can 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

The Teacher's Pet – Community Engagement Case Study *(Library Plan reference 1.1)*

'The Teacher's Pet' - Bunjil Place Theatre, Sunday 31 March 2019 is a case study on how CCL is attracting new library audiences with innovative events and programs.

The Teacher's Pet podcast has thousands of followers and has recently made news headlines as part of the investigation into a notorious Australian unsolved murder. With over 43 million downloads internationally, The Teacher's Pet is one of the world's top True Crime podcasts. In an exclusive opportunity created by CCL staff Jessica Nichols and Cenza Fulco, the creator of the podcast travelled from Queensland to deliver this talk for CCL.

More than three hundred fans gathered to listen to Hedley Thomas in conversation with Emily Webb, Journalist, crime writer, and cohost of 'Australian True Crime' with Meshel Laurie. Hedley is a Walkley Award winning investigative journalist for The Australian newspaper.

Hedley asked that in lieu of payment that proceeds went to the charity of his choice. We are excited to announce that the event raised $6,540 for women's shelters on the Northern Beaches where the story is set. Manly Warringah Women's Resource Centre and Northern Beaches Women's Shelter will receive $3270 each. Hedley was thrilled with this result and welcomed the opportunity for return appearances on other stories in future.

Engagement on CCL Facebook and the Teacher's Pet Fan page was extremely positive. We used the opportunity to connect with new members, promote the Libraries Change Lives campaign and promote digital resources.

Libraries Change Lives Campaign *(Library Plan reference 2.3)*

We are still looking at opportunities to build traction around the collection of stories and advocating for this state-wide campaign. Activities include:

- Guinness World record attempt - A business case has been put forward to State Library Victoria by our Libraries Change Lives (LCL) team for funding to run a state-wide promotional event
- Collection of LCL stories during April school holiday program
- Our community can now capture their own stories about how the library has changed their life via our website https://www.cclc.vic.gov.au/libraries-changes-lives/

Capturing LCL Stories – Doveton Library Case Study

STEAM Club...can you think of another club combining Lego, Art, Drama, Technology, Science? Where you get to do fun stuff like this Basketball Tower challenge? You'd be amazed how strong newspaper can be with a bit of brainstorming and teamwork! This program is making a real difference for these students, building confidence and science skills.

On 21 March our smallest branch was full of happy people celebrating diversity and culture. Indian and African dancers filled the branch with colour and movement and children lined up for free activities and face-painting. The branch was filled to the brim with people from all walks of life – the atmosphere was lovely and there was a genuine sense of confidence and optimism.

"Thank you my kids and I had a great time in Doveton library. I am not driving and it's great to be able to celebrate diversity in my local library"
- Feedback from community member.

Library Opening Hours *(Library Plan reference 1.1)*

CCL has committed to maintaining a 9am week day opening for all library branches in the region until September 2019. The community are using the earlier opening time to their advantage, with public PCs being popular at this timeslot in our branches

Several branches across the network are also persisting with the later closing time of 9pm on Thursdays. These include Cranbourne, Hampton Park, Endeavour Hills, Doveton, and Bunjil Place. Pakenham Library will close at 8pm and Emerald Library 6pm. Bunjil Place Library will continue to open from 10am-4pm on weekends.

CCL will take a seasonal approach to any adjustment of opening hours moving forward, making adjustments on a 6 monthly basis taking into account community needs and operational costs.

Program Attendances for CCL – February 2019 – March 2019 *(Library Plan reference 3.1)*

February 2019 Program Attendances

Attendances at Youth Activities

Branch	Feb-18	Feb-19
Cranbourne	813	938
Doveton	82	433
Emerald	328	399
Endeavour Hills	721	620
Hampton Park	427	784
Cardinia Mobile	623	591
Bunjil Place	1,775	2,101
Pakenham	926	879
Total	5,695	6,745

Attendances at Adult Activities

Branch	Feb-18	Feb-19
Cranbourne	13	115
Doveton	50	132
Emerald	27	32
Endeavour Hills	5	114
Hampton Park	92	129
Cardinia Mobile	0	0
Bunjil Place	72	192
Pakenham	160	195
Total	419	909

March 2019 Program Attendances

Attendances at Youth Activities

Branch	Mar-18	Mar-19
Cranbourne	1,494	1,559
Doveton	175	576
Emerald	1,147	448
Endeavour Hills	912	827
Hampton Park	991	1,195
Cardinia Mobile	905	681
Bunjil Place	1,914	1,936
Pakenham	1,203	1,020
Total	8,741	8,242

Attendances at Adult Activities

Branch	Mar-18	Mar-19
Cranbourne	263	72
Doveton	90	205
Emerald	49	35
Endeavour Hills	2	132
Hampton Park	133	238
Cardinia Mobile	0	0
Bunjil Place	221	114
Pakenham	82	603
Total	840	1,399

Cranbourne – Launch of Living Libraries infrastructure project *(Library Plan reference 3.2)*

Members of the Cranbourne community celebrated their much-improved library with Pauline Richards, Member for Cranbourne, Mayor Cr Amanda Stapledon, representatives from DELWP and key community partners. The event was aligned with our regular Storytime program, and children and families enjoyed special story readings from the Mayor (in full Mayoral robes! Very popular with the children) and the Member for Cranbourne. Community response to the refreshed library has been very positive. The newly installed Federation University Study Space will be publicly celebrated in May.

Partnerships *(Library Plan reference 2.2 and 5.2)*

CCL has drafted a Memorandum of Understanding with Casey Tech School setting out a range of shared programs and activities that will provide improved STEAM opportunities for local students.

Casey Tech School is a shared learning facility that delivers high-tech, leading edge courses to students from 21 secondary schools in the Casey region. It aims to deliver innovative and real-world STEAM education programs in partnership with local industries, helping to prepare students for the jobs of the future.

Please see full MOU for endorsement by the Board in Attachments.

Collections *(Library Plan reference 4.2)*
The Collections team have drafted the purchasing plan for the Library Materials 2019/20 budget cycle. See Attachments for detailed plan and supporting information.

Customer Experience *(Library Plan reference 5.2)*
The CCL Leadership Team are working together to develop the structure and content for a Customer Experience organisational framework. This document will be used to guide the provision of top-quality customer service and experiences for all our users. It will also help to guide future recruitment and training. We will plot the customer journeys for all our areas of service, look at what we do well and where we can improve. The workshop process will be supported by PopLife Coaching.

We love hearing from our community. Every six months we open up an online community survey to gather feedback on our performance and identify opportunities for improvement. The current community survey, 'Tell Us What You Really Think' will close on Sunday 14 April. A story was featured in our March E Newsletter that was distributed to over 48,000 people. Previous survey results and preliminary results from the current survey have been used to help inform the 2019 – 23 Library Plan.

Additionally, CCL will participate in the Nexus Statewide survey that is conducted every couple of years. This will provide us with the opportunity to benchmark ourselves against other libraries. Questions relate to frequency of visiting our libraries – physically and digitally, how the library best assists in their lifestyle and their customer experience with our libraries.

Marketing and Promotions *(Library Plan reference 3.1)*
Staff have been out and about in recent months driving new membership and service awareness. The Pakenham and Marketing teams attended the Cardinia Citizenship ceremony in March as part of the recruitment drive. This strategy is soon to be repeated at City of Casey citizenship events. The Doveton team have a regular presence at their local Bunnings warehouse on Saturdays, while the Endeavour Hills team are currently working with their neighbouring shopping centre on delivering library pop-up storytimes and information services opportunities. The Emerald team have begun a regular book sale and membership drive at their local Woolworths – a great opportunity to share good-quality ex-library stock and promote awareness. The first Metro pop-up for 2019 will be held in May at Narre Warren and Cardinia stations.

Statistics (January 2019 – March 2019)

CCL Website

	January	February	March
Visits	35,898	39,201	41,535

CCL App

	January	February	March
Downloads	7,569	6,951	7,432

Social Media

Followers	January	February	March
Facebook	3,296 (reach 13,985; engagement 3953)	3,280 (reach 28,947; engagement 2227)	3,329 (reach 38,845; engagement 3081)
Twitter	431	437	446
Instagram	362	402	416

Electronic Direct Mail (EDM) – Monthly Newsletter

	January	February*	March
Went to	51,990	48,579	48,075
Open Rate	28.26%	18%	17.6%
Click Through Rate		12%	8.3%

*February was the first month we used Hubspot to send out our EDM. Hubspot is an advanced tool that will allow us to understand our target audiences and tailor communications to each segment of our market.

Lynda.com

	January	February	March
Sessions	660	845	749
New Users	47	20	36
Hours Viewed	115.85	108.72	131.72

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 note the Purchasing Plan 2019-20.
3. That the Board endorse the MoU with Casey Tech School.

Purchasing Plan 2019-2020 - Collections and Resources

Library Plan Reference 4.2

Background

The Collection Development Policy (2018) and Collection Development Strategy (2016) inform this Purchasing Plan. It aims to develop a well-balanced collection with an emphasis on current, high interest materials.

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

4. Literacies

Encourage reading and lifelong learning.

	Strategy		Key Action and Activity	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	• Branch Managers manage collection on day to day basis • Collection loans are increased • **Average age of collection is decreased** • **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	• **Average age of our collection is decreased** • Create more visible retail displays • **Increase loans**
		4.2.3	Reduce the size of the collection in the branches to make more space for our community	• Use Collection HQ data to identify relevant and popular collections • Greater balance between collection/technology/furniture and free spaces in library branches • Increased utilization of Swift collection
		4.2.4	Expand Top Titles initiative across the CCL Network	• Top Titles implemented in all CCL branches

How we have delivered on our key actions and activities

The popularity of digital resources including eBooks, eAudiobooks and magazines continues to grow. The use of physical items is holding steady but the focus for our customer base is shifting from Information and Research books (Non-Fiction) to popular fiction.

The following collection development strategies have been employed across the region:

- Introduction of a Top Titles collection at all branches
- Removal of overdue fines
- Increased face-out display shelving has been installed in branches
- Implementation of Collection HQ which provides evidence on how the collection is used
- Removal of underperforming collection items

- Greater ownership of the collection at branch level
- Reduction in the time it takes to source collection items and get them 'on-shelf'

Selection and Acquisition of Library Materials

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

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

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

All our key suppliers are part of the Procurement Australia contract 1906/0836.

The criteria for spending allocations includes:

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

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

Priorities for 2019-2020

- Top Titles collection – Ongoing funding has been allocated for this high turn-over collection. Top Titles consists of both fiction and non-fiction highly popular titles.
- Purchasing of more copies of popular eBooks, to support the physical Top Titles collection
- Funding boost to support the eAudio collection
- Continued monitoring of the 'Community Languages' collections – this collection features Languages Other Than English rotating between branches to improve community awareness of what we have available.
- Purchase of more titles on VCE syllabus to support our local students.
- Turnover - Our collections with the highest turnover are Top Title books and also DVDs. Top Title books are borrowed on average 17 times per year. Fiction DVDs are borrowed 15 times and documentary DVDs still have a high turnover rate, on average borrowed 8 times per year.
- Continued promotion of online resources, particularly Kanopy which allows our customers to watch movies Netflix-style for free (80% documentaries, 20% movies).
- Repurchasing older titles by current popular fiction authors – there is an identified need to supply the full range of titles by popular authors (eg. James Patterson and Nora Roberts), not just their new releases.

Collections and Resources Purchasing Plan for 2019 - 2020

Collection Category	Budget 2018/19 $	Budget 2019/20 $	Difference + / – $	Comments
Periodicals/Subscriptions	80,000	90,000	10,000	Increase for periodicals/subscriptions
Adult Books	340,000	355,240	15,240	Increase for Top Titles
eBooks	60,000	70,000	10,000	In line with 18/19 Actuals
Databases	150,000	150,000	0	No change
Reference Books	4,000	4,000	0	No change – mostly Standing Order items
Languages other Than English (LOTE) Books	40,000	35,000	–5,000	18/19 LOTE had boost for Panjabi new collection
LOTE Periodicals	12,000	12,000	0	No change
LOTE Cataloguing	7,000	7,000	0	No change
Children and Teen Books	240,000	260,000	20,000	Boost to Easy-readers in large branches
Premiers Reading Challenge - Materials	57,000	49,000	–8,000	Processing costs allocated separately in 19/20 plan
Processing - Outsourced	70,000	71,400	1,400	Supplier cost increases
Processing – Internal (Materials)	62,500	55,000	–7,500	Based on current year underspend
Premiers Reading Challenge – Processing Materials	0	8,000	8,000	Processing costs allocated separately in 19/20 plan
Audio-visual - Adult	206,500	256,000	49,500	Boost to eAudio purchasing based on borrowing patterns
Audio-visual – Children and Teen	76,000	76,000	0	No change
Refund Lost Books	2,000	2,000	0	No change
Totals	1,407,000	1,500,640	93,640	

CASEY
TECH
SCHOOL

PARTNERSHIP MEMORANDUM

2019 - 2020

Casey Cardinia Libraries

DRAFT

Endorsed by the Casey Tech School Committee (March 2019)

Chisholm

THE EDUCATION STATE

VICTORIA State Government

Education and Training

MEMORANDUM

Casey Tech School and Casey Cardinia Libraries
(The 'Party' or 'Parties')

1. Context

Casey Tech School is a shared learning facility that delivers high-tech, leading edge courses to students from 21 secondary schools in the Casey region. Casey Tech School aims to deliver innovative and real-world education programs in partnership with local industries, helping to prepare students for the jobs of the future. Our programs emphasise the vital Enterprise and Science, Technology, Engineering, Arts and Mathematics (STEAM) skills needed for the 21st century. Our education focus is aligned to industries that are predicted to experience strong economic and employment growth in the local area: Biomedical Technology, Healthcare, and Advanced Manufacturing.

Casey Cardinia Libraries is one of Victoria's largest public library services. Funded principally by the City of Casey, Cardinia Shire and the Victorian State Government; Casey Cardinia Libraries support a rapidly growing and diverse community of over 400,000 people, with libraries located in Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren and Pakenham.

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

Casey Tech School and Casey Cardinia Libraries have demonstrated a shared interest in upskilling the Casey community to support growth, development and innovation in local, Victorian and Australian industries. Improving STEAM and Enterprise Skill education through the Casey Tech School network of Partner Schools is a primary function in this shared mission.

2. Purpose of the Memorandum

The purpose of this memorandum is to confirm the existing support and engagement between Casey Tech School and Casey Cardinia Libraries, with a view to clarifying the beneficial opportunities and outcomes desired from both parties through this partnership.

Holistically, it is proposed that by leveraging our joint efforts the parties can improve STEAM and Enterprise Skill education through school programs and public programs, and contribute positively to participants' understanding of opportunities and pathways into future careers in high growth industries.

3.   Principles of Engagement

OPENNESS AND TRANSPARENCY:

Communication that is open, honest, respectful and reciprocal.

Early identification of disagreement or differences of views and action in good faith to resolve.

SHARED EXCELLENCE AND CONTINUOUS IMPROVEMENT:

Collaboration is viewed to be mutually beneficial. Commitment to sharing expertise and facilitating the transfer of knowledge across organisations. Regular review and honest assessment to aid continuous improvement.

OUTCOME FOCUSED:

Activity linked to clearly defined outcomes. Performance to be regularly monitored and reviewed. Measures of success to be co-designed.

FLEXIBLE AND ADAPTIVE:

The partnership should be agile and responsive to the changing environment. Adapting quickly to take advantage of new opportunities and directions will foster sustainability.

SUSTAINABLE:

Efficiency of operations and strategy within the partnership are critical to sustainability. Shared contributions of effort and services will take place.

4.   Governance

The above principles will underpin the Casey Tech School and Casey Cardinia Libraries collaboration. The following governance arrangements will be critical to the success of the collaboration:

- Quarterly meetings between the parties to review the effectiveness of the collaboration, progress on the priority actions and exploration of new opportunities for collaboration.
- Promotion and implementation of the Memorandum and collaborative activities by leadership groups and employees of each organisation.
- Recognition that this Memorandum supports high-level dialogue and engagement and that there may also be other formal contracts and agreements formed as the basis for other collaborations.
- The parties recognise that each of Casey Tech School, its Host Chisholm Institute and Casey Cardinia Libraries are independent organisations with separate governance and approvals processes that lie outside the scope of this Memorandum. As such we may hold different opinions around the best approach to deliver particular strategic decisions.

5. Strategic Directions and Actions

Casey Tech School and Casey Cardinia Libraries seek to explore the potential to impact positively on Partner School students and the Casey community through our shared interest in the following strategic directions:

STEAM SKILLS:

Foundational skills in Science, Technology, Engineering, the Arts and Mathematics (STEAM) underpin the global world of work in future growth industries. Both Casey Tech School and Casey Cardinia Libraries offer tangible examples of the interdisciplinary and overlapping application of these STEAM concepts and skills in their respective organisations. As such, both parties are well placed to inspire young people into future careers underpinned by STEAM.

ENTERPRISE SKILLS:

As local employers of good standing in the community, Casey Tech School and Casey Cardinia Libraries possess the authentic need for current and future employees to demonstrate the Enterprise Skills of:

- Creativity
- Problem solving
- Team work
- Critical thinking
- Digital literacy
- Communication
- Presentation
- Confidence
- Resilience
- Career management
- Self-awareness
- Financial Literacy

In order to enhance student learning of the importance of Enterprise Skills in the world of work, Casey Cardinia Libraries and Casey Tech School can provide students with real-world examples of Enterprise Skills adding value to the employee's and organisation's normal business.

CURRICULUM DEVELOPMENT:

Casey Cardinia Libraries possesses the community-based expertise to provide Casey Tech School with conceptual understandings, knowledge, technical skills and community-specific problems for development into viable units of learning curriculum. Casey Tech School has the ability and capacity to develop and deliver this curriculum inspiration through its programs to impact upon a large number of secondary school students in the Casey region.

LOCAL INNOVATION:

With strong focus on local community and developing STEAM and Enterprise Skills in school students and the wider public, Casey Tech School and Casey Cardinia Libraries are well placed to contribute to local innovation. Together, the parties can provide resources, expertise and opportunity in innovation and entrepreneurship to members of the Casey community.

ENGAGEMENT:

Through its contemporary and innovative educational practices, Casey Tech School provides young people with authentic engagement in their learning, as underpinned by strong connection with our local community and industry in the City of Casey. Casey Cardinia Libraries is a leading agent of community support and engagement, and is well placed to create and foster deep connections between students, schools and community groups in the City of Casey.

PATHWAYS:

Inspiring and connecting young people to viable career pathways into their future world of work, both locally and globally, is also of significant interest to Casey Cardinia Libraries. Together, the parties aim to demonstrate that an agile and strategic approach to personal and professional development can ensure success in the rapidly changing world of work and contribute to economic growth and prosperity in the Casey region.

PROMOTION:

Casey Tech School and Casey Cardinia Libraries are both deeply embedded in the City of Casey community, thus our shared interests may provide opportunities for recognition and promotion of each another's business. In the spirit of reciprocity, good will and growth, the parties agree to maintain good faith in this endeavour, as per the purpose of this Partnership Memorandum.

SHARED PROGRAMS:

Casey Tech School and Casey Cardinia Libraries both offer a range of learning opportunities for members of the public and educators in the local community. This may provide opportunities to co-host public programs and events, and invite staff to participate in professional development workshops offered by Casey Tech School and Casey Cardinia Libraries.

6.   Protection of Privacy and Intellectual Property

Casey Tech School and Casey Cardinia Libraries are obligated to comply with Federal and State legislation regarding the protection of privacy and intellectual property.

PRIVACY:

Privacy legislation stipulates that an organisation may need to obtain an individual's consent before disclosing that person's personal information for any purpose secondary to the purpose for which the information was collected.

Casey Tech School must comply with the *Privacy and Data Protection Act 2014* (Vic).

Casey Cardinia Libraries has privacy obligations under the *Privacy Act 1988* (Cth).

Throughout the course of all business within this partnership, both parties shall maintain good practice with regard to the protection of personal information collected from all stakeholder groups.

INTELLECTUAL PROPERTY (IP):

In accordance with the Tech Schools Intellectual Property Guidelines for Hosts (DET, 2017), it is clear that:

- Host IP (Chisholm Institute) includes the Casey Tech School Programs that are developed and used to deliver the Casey Tech School Programs or used in connection with the operation of the Tech School. However, through the Casey Tech School Operating Agreement, the Minister maintains an irrevocable, perpetual and transferable licence, which includes a right to sub licence, Host IP.
- Partner School Students own the IP they create. It is not the Department's, nor Casey Tech School's policy to ask for ownership of student works. Students may, however, enter into legal relationships (subject to legal capacity – i.e. age) assigning rights to their IP.
- There is not a one-size fits all scenario to dealing with IP and Industry Partners.

In the true spirit of collaboration and education for our community's future, Casey Tech School and Casey Cardinia Libraries warrant that any IP they bring to the table or otherwise make available to Casey Tech School programs or for use by its Partner School Students is provided without cost or restrictions on use.

As a general operating principle, all parties (student, school, industry, community, host) engaging with Casey Tech School warrant that any IP utilised, developed, or delivered within Casey Tech School educational programs remains open source and available for general public consumption.

However, in the event that a Partner School Student creates something that Casey Cardinia Libraries may have commercial interest in, then they would be entitled to deal with the individual Partner School Student to negotiate an agreement for future work that would give the Casey Cardinia Libraries shared rights to that future IP.

7.   Term, Limitation and Termination

This Memorandum and its contents outlines longer-term strategic directions for the parties and could guide the parties until 31 December 2020. The parties acknowledge that this Memorandum is a non-binding expression of the current intentions of the parties, and does not create any joint venture, contract, partnership, employment or agency relationship between the parties.

Neither party will incur nor be bound to any legal obligations or expense hereunder to the other until and unless binding agreements have been executed and delivered by authorized representatives of the parties. It is agreed that neither party has any authority to act on behalf of the other.

Either party may terminate this Memorandum upon written notice to the other party.

Signed by and on behalf of

Casey Tech School

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Ben Jenkinson

Director

  /   / 2019

Signed by and on behalf of

Casey Cardinia Libraries

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Chris Buckingham

Chief Executive Officer

  /   / 2019

GENERAL BUSINESS

NEXT MEETING

Wednesday 26 June, Cardinia Shire Officer, Dining Room