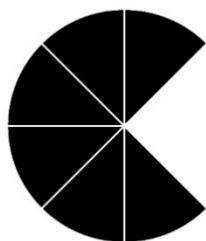# Library Plan 2020 – 2024

The journey from good to great!

Casey Cardinia Libraries

Libraries Change Lives

Contents

Foreword

Casey Cardinia Libraries (CCL) are pleased to share our Library Plan 2020 – 24 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 1989 Local Government Act.

2020 is undoubtedly the most challenging year ever faced by CCL. We will recover from the profound disruption caused by COVID – 19 with a deeper understanding of the vital role public libraries play in supporting community health and well-being.

CCL are absolutely committed to growing and developing our services to meet the changing needs of our community. We recognise that good things can come from the most challenging of circumstances.

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 nearly 470,000 people.

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. We also have a dedicated CCL reading lounge and free public Wi-Fi at the Federation University Library in Berwick.

CCL plays a leading role in the Libraries Victoria Consortium who share library resources across 29 library services throughout Victoria. This gives our customers free access to a collection of more than two million items.

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.

We are proud of the fact that our libraries are safe and welcoming. People see their library as a place for social connection and belonging.

The way our community use our libraries will continue to change. We need to think carefully about the way we create inspiring spaces and embrace new technology. We will also actively seek out opportunities to co-locate with other community services to deliver meaningful outcomes for our community.

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

In 2019 – 20 we worked hard to drive growth in our membership, visits and loans. This effort was significantly impacted by the COVID – 19 Virus. It is important that we reframe our performance indicators to take into account what is important to our community over the short and medium term.

Our members were already adopting new ways of consuming information before our libraries were closed. The uptake of digital items such as eAudiobooks and eBooks has increased dramatically in the final quarter of 2019 – 20. We anticipate this shift to online access to library resources by our members will continue to accelerate.

Library programs and activities are increasingly being delivered through partnerships with community organisations, educational institutions and recreation service providers. We 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 are needed as residential areas are developed across the region. Existing libraries 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 ensuring that there are quiet places for study and reflection.

As we advocate for new libraries in the region we also need to refine our programming and opening hours to ensure that our libraries meet the growing needs of our whole community. This will include an increased focus on the delivery of virtual programming.

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

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 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) published a concise summary of the role libraries can play supporting the United Nations Sustainable Development Goals.

CCL is contributing to the 2030 Agenda for Sustainable Development, by ensuring that:

- there is free public access to information in print and online;
- there is free public access to computers;
- there is support for early literacy and lifelong learning, and
- items of cultural heritage are accessible today and are preserved for future generations.

We also provide:

- information and training in new skills needed for education and employment;
- public access to health and wellness information that helps individuals and families stay healthy;
- safe, welcoming and inclusive spaces for meetings, study, group activities and personal relaxation, and
- high speed internet connectivity.

Public libraries will be increasingly judged on the quality of the experiences they provide, rather than the physical products on offer.

Public libraries locally and nationally are likely to encounter significant changes in demography.

Major trends in Casey Cardinia region include increased population, internal-migration, arrival of new migrant groups, more young families and an ageing population with greater 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.

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.

Disruption – In this year we learnt the true meaning of disruption! We understand how important is to address obstacles as and when they arise. Look for the opportunities and support each other as we navigate what are unprecedented times.

Change - We understand the need for innovation. We have a healthy appetite for risk. 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 continue to 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. 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 continue to get the best from our people. We need to keep empowering staff to make decisions with a robust vision and a shared set of values.

Technology - There is unprecedented change in the way humans gather and absorb information. We have a responsibility to make sure that everyone can access information freely, even when circumstances dictate that we cannot physically open our libraries.

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 and Guiding Behaviours

Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

Our Goals, Strategies and Desired Outcomes

1. The Knowledge Well

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

Strategies	Aims and Outcomes
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 Lead the delivery of publicly available information technology and encourage people to use it effectively	• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology • Our staff can provide expertise when and where our community needs it • Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need.

Related CCL Strategic Plans

- *Facilities Development Plan 2020-2023*
- *Digital Roadmap and Journey Map*
- *Social Inclusion Strategy 2017-2020*

2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Aims and Outcomes
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 (bi-annual 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 Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	• The growth and development of PLV and Libraries Victoria including further development of Statewide shared services

Related CCL Strategic Plans

- *Marketing Action Plan 2020 and Activity Calendar*
- *Fundraising Policy 2020*

3. Resilience

Strengthen capacity in our growing community.

Strategies	Aims and Outcomes
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 • Further development of Friends of CCL (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 2020-2023*.

Casey Cardinia Libraries

Adopted 26 August 2020

4. Literacies

Encourage reading and lifelong learning.

Strategies		Aims and Outcomes
4.1	Deliver programs and activities that support literacy and lifelong learning	• Our community learn literacy and other skills from the programs we deliver • Our programs and activities are well attended
4.2	Ensure collection is accessible and well used	• CCL items are free and accessible to our members • Libraries Victoria items are free and accessible to our members • Our collection meets key state-wide 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*
• *Collection Development Policy 2018*

5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Aims and Outcomes
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 - 21 • All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • The Board provides good governance and oversight • Renewal of business systems including Employee Records Management System

Related CCL Strategic Plans

• *Workforce Development Plan 2019 – 2020*
• *Risk Management Policy 2020 and Risk Management Plan 2020*
• *Budget 2020– 2021*

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2020 – 2024 and associated plans and policies
- Further 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 supports good governance processes and complies with statutory and funding requirements

Measures

Casey Cardinia Libraries measures its performance through a range of activities and indicators.

- Net Promoter Score (happy customers)
- Statewide Customer Satisfaction Surveys
- Sustainable financial position
- 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 2018/19	CCL Target 2019/20	CCL Target 2020/21*	CCL Target 2021/22	CCL Target 2022/23
Visits – physical	1,286,633	1,300,000	1,330,000	1,350,000	1,350,000
Visits – virtual	941,661	945,000	950,000	1,050,000	1,150,000
Number of programs and events	3,671	3,600	3,600	3,600	3,600
Program and events attendance	95,725	97,000	100,000	105,000	110,000
Loans (total physical and digital)	2,646,835	2,800,000	2,900,000	2,950,000	3,000,000
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	348,666	358,000	368,000	378,000	388,000
Net Promoter Score (Community Survey)	68	65	65	65	65
Memberships	127,642	135,300	143,400	150,000	158,000

Statewide Measures

Measure	State Average 2018/19	CCL Actual 2018/19	CCL Target 2019/20	CCL Target 2020/21*	CCL Target 2021/22	CCL Target 2022/23
Turnover rate – physical items	4.6	7.4	7.4	7.4	7.4	7.4
Turnover rate – digital items	5.6	16.3	15	15	17	17
Physical quality of library collection (age of collection - less than 5 years)	65%	67.2%	68%	70%	70%	70%
Cost of library service per capita	$44.62	$23.97	$24.89	$24.35	$24.37	$24.30
Active Library Members (borrowers of physical items)	15%	9.5%	11%	11%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	8.55	8.64	N/A	8.8	N/A	8.8

*Projections are based Casey Cardinia Libraries opening business as usual in 2020 – 2021, and dependent on physical visits. If re-opening of our branches is delayed pro-rata targets will be applied.

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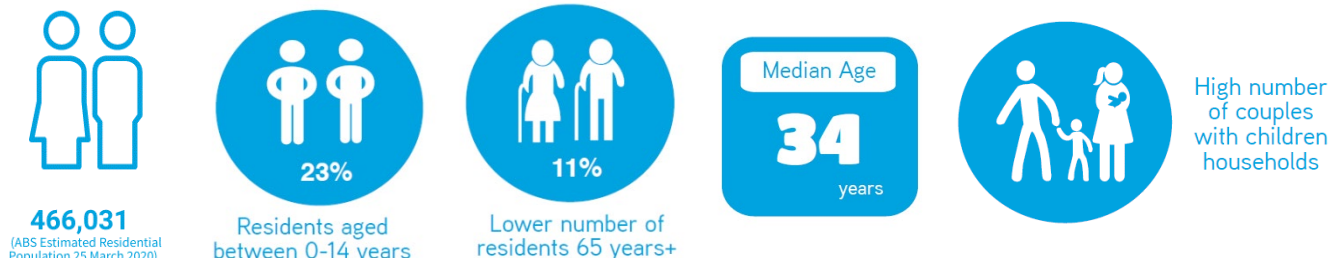Key Performance Indicators can be sourced from the Annual Survey of Public Libraries
Australian Library and Information Association (ALIA) Guidelines, Standards and Outcome Measures for Australian Public Libraries – July 2016
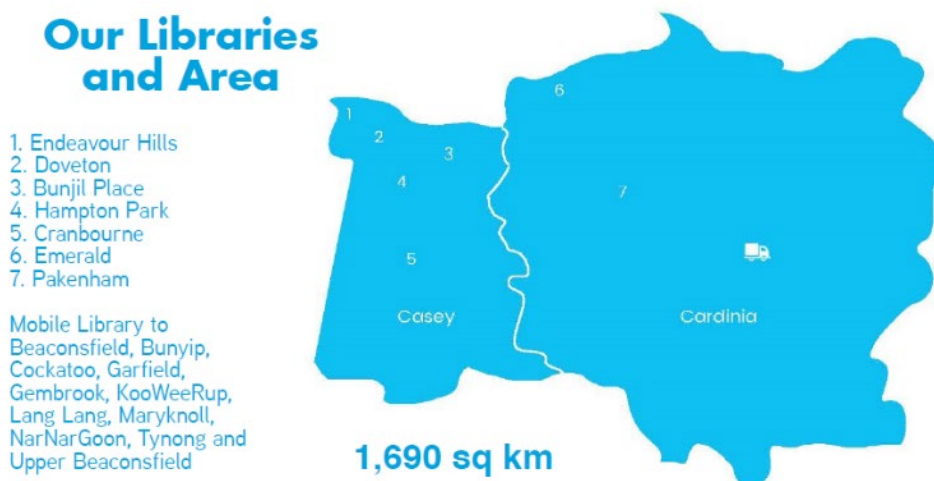
Our Community - A Snapshot

The latest Australian Bureau of Statistics report shows the Casey Cardinia population has increased to 466,031 with significant residential development across the region's 1,690 square kilometres. *(Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised March 2020)*. Cranbourne East, Cranbourne South and Beaconsfield-Officer are the areas that have experienced significant growth; both are in the top 10 largest and fastest growth areas in Victoria.

466,031
(ABS Estimated Residential Population 25 March 2020).

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

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

Diversity

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).*

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, 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 Report.

Casey Cardinia Libraries

Key findings from our most recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- People find our libraries inspiring, there is a sense of excitement at the possibilities and opportunities that await them
- Community really appreciate the wide range of 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.
- 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 including our spaces.
- 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 friendly, attractive and light filled spaces with comfortable furniture.
- Our community generally find our website easy to navigate and use.
- People are satisfied with the freshness and quality of the content and information they find on our website.
- Community feedback indicates there is room for improvements in the websites searchability
- People use our website to access our catalogue, place holds, access their accounts, find out what's on and access our online resources. 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 the full range of services we offer.

**For more information on
Casey Cardinia Libraries visit**

ccl.vic.gov.au

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Adopted: 26 August 2020