



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Library Plan

Strategic Framework

2021 – 2025

DRAFT

February 2021

Prepared by Melanie Yap

Ellis Jones and CCL



Draft Library Plan Strategic Framework

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Project: Strategic Framework
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1. Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services and serves one of the fastest growing areas in the Country.

We contribute to building strong, healthy and resilient communities by providing:

- programs and resources that support education, lifelong learning, and literacy development
- free and equitable access for all
- a safe space where everyone is welcome

The most recent SGS Report on the economic impact of public libraries in Victoria ([Libraries Work!](#)) shows that for every dollar invested in CCL the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30 due to benefits of our shared service model. CCL 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 465,000 people.

The role of libraries.

Today's libraries play a central role in a thriving connected community. More than a place to access knowledge and information, they provide a trusted, safe, welcoming and nurturing 'third space' – a lounge room, an office, a playroom, a place to meet.

Libraries play a key role in achieving the visions of both the City of Casey and Cardinia Shire to create liveable, healthy and productive communities. Globally, libraries are acknowledged as playing an important role in meeting the [UN 2030 Sustainable Development Goals \(SDGs\)](#) by providing access to lifelong learning. In particular, libraries support the achievement of the following SDGs.

- Goal 1: No poverty.
- Goal 3: Good health and well-being.
- Goal 4: Quality education.
- Goal 5: Gender equality.
- Goal 8: Decent work and economic growth.
- Goal 9: Industry, innovation and infrastructure.
- Goal 10: Reduced inequalities.
- Goal 11: Sustainable cities and communities.
- Goal 13: Climate action.
- Goal 16: Peace, justice and strong institutions.
- Goal 17: Partnerships for the goals.

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SUSTAINABLE DEVELOPMENT GOALS



Strategic Plan

This Strategic Plan provides guidance on how we will continue to strengthen our role in achieving council and global goals in the context of the communities that we serve.

The Strategic Plan brings together insights and feedback from:

- Membership data
- Organisational performance survey (n = 65)
- Shape your local library community survey (n = 1034)
- Shape your local library staff survey (n = 65)
- Shape your local library Council staff (n=23)
- Shape your local library community partner survey (n=17)
- City of Casey Shape your local library report
- Interviews with Board members
- Public Library of Victoria data 2020

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2. Who we are

We are growing

The City of Casey is forecast to grow by 59% between 2017 – 2041 (from 323,604 to 514,800) while Cardinia Shire is set to grow by 66% between 2020-2041 (from 126,184 to 200,238). Forecasts estimate that the population in the City of Casey and Cardinia Shire Councils will exceed 650,000 by 2031.

We are young

Growth in our communities will come mainly from working age population groups and young people - 3 families move to Cardinia Shire every day while 1.9 move to City of Casey. Almost 30% of residents in the City of Casey and Cardinia Shire are under 19 years old compared to 24% of the Greater Melbourne population.

We are diverse

The communities around CCL speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China and Philippines. Cardinia Shire is also home to a significant population of recent arrivals from Afghanistan. A high proportion of our communities are recent arrivals – 14% and 22% of residents in the City of Casey and Cardinia Shire arrived in Australia in the last 5 years.

This young and diverse population are key library users, suggesting that demand for CCL's resources is likely to increase significantly in the coming four years.

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3. Our changing context

COVID-19

COVID-19 has had a profound impact on communities and how CCL delivers services. While challenging, it also provided an opportunity for CCL to showcase its leadership, innovation and adaptability. In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk communities through wellbeing calls. We learned to work in an entirely new way that was deeply appreciated by the community.

Notably, COVID-19 is likely to have an ongoing impact on how and where we work. Around 30% of people worked from home during COVID-19 (ABS, September 2020) These changes mean that libraries will play an even more important role providing key community infrastructure to support workers and students.

Member Councils & Local Government Act 2020

COVID has also had a significant impact on our Member Councils. Notably the Annual Rate Cap means that councils will need to continue to explore innovative shared service models to meet its goals. This will constrain funding of new library infrastructure.

The Local Government Act 2020 will also impact on how councils do business. Councils will need to strengthen engagement with communities to ensure that council priorities are informed by community feedback.

Libraries enjoy a high level of trust within communities and can support Member Council engagement, education and program delivery.

The Local Government Act 2020 has called time on the Regional Library Corporation model. At some point in the next 10 years CCL will need to change its legal status in order to continue as a shared service provider.

Diverse, growing community

The City of Casey and Cardinia Shire are expected to grow significantly in the coming years, led by the growth of young families and migrants – key users and beneficiaries of library services. There is considerable scope to work together with council and community partners to reach and connect CALD populations who are most likely to benefit from having access to information, materials and resources.

Digital engagement

COVID-19 led to the accelerated roll out and use of digital materials, resources and programming across all sectors. Increase in community engagement with CCL eResources and online offerings accelerated significantly during 2020 due to COVID-19. The growth in digital capability will also be important to the City of Casey's smart city and education goals.

The benefits of digital engagement need to be balanced against the challenges faced in reaching and connecting with diverse communities, virtually. Notably access to ICT resources and digital literacy are still barriers for significant parts of the population.

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Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018)

Health and Wellbeing

COVID-19 has reinforced the importance of health and wellbeing in our community.

Both Member Councils, recognise that health and wellbeing is a key priority and CCL actively supports their Municipal Public Health and Well Being strategies

Libraries can help to strengthen health and wellbeing by increasing access to information and services that support health and wellbeing for our staff and community. Libraries can also provide a safe and trusted space for those who need it.

Climate change and sustainability

Casey and Cardinia - like most of south-east Australia - is expected to experience hotter days much lower amounts of average rainfall in the coming years, increasing the risk of fire and extreme storm. Both councils recognise the need to proactively address these changes.

Libraries can address climate change by providing information, enabling collaboration and decision making in the community to address climate change. Importantly, libraries also provide shelter from extreme climate emergencies.

CCL have signed up to the State Government's Take 2 sustainability program and continues to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

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4. Our Libraries

4.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

4.2 Mission

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

4.3 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

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4.4 Services we deliver

We have libraries 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.

In 2020, we delivered:

- Events and programs across a range of areas including to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, digital literacy and mental health and wellbeing.
- A range of new services in response to COVID-19 restrictions including click and collect, home delivery, digital storytelling, online conversation classes and special interest groups as well as opportunities for social connection through outbound customer care calls
- Expanded digital collection
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces

We are challenged by ageing physical infrastructure and a growing demand for our services amidst a constrained financial environment. While increasing access to CCL's services and resources will be limited by our physical assets, we will continue to work with the City of Casey and Cardinia Shire to explore new models to strengthen access to and the quality of services and resources we provide.

4.5 Our partners

We work with council teams across the arts, early childhood development, youth, family, environment, social inclusion, health and wellbeing, economic development, local history, education and training to deepen our shared impact.

Our partners value CCL's role in providing free access to information and resources, providing a space for learning, meeting and relaxing. Our partners also value our role in providing education programs and events alongside access to ICT resources.

Council teams and community partners really value working with us.

By working together with council and community partners, we achieve greater impact with the same resources. Through working with CCL:

- 66.5% of council teams and 56% of community partners agree that they have been able to achieve a greater impact with the same resources.
- 54% of council teams and 56.25% of community partners agree that they have been able to run activities in a more efficient manner.

Our partnerships have also enabled council teams and community organisations to reach a larger, more culturally and socioeconomically diverse audience.

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- 52.5% of council teams and 62.5% of community partners agree that together we have reached a larger audience.
- 62.5% of council teams and 37.5% of community partners agree that our partnership has enabled them to reach a more culturally and linguistically diverse audience.
- 62.5% of council teams and 50% of community partners agree that working together has enabled them to reach a more socioeconomically diverse audience.

CCL continues to deepen our connections with council teams and community partners. By investing in joint programming and service innovations, we can create a greater social return on our investment.

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5. Where we are now

5.1 The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information – 90% told us that this is what they value the most about CCL.

Our libraries also:

- Provides communities with welcoming and safe places. 87% members agree that the libraries are welcoming, 79% say they feel safe.
- Enhances community connections. One third agreed that CCL has enabled them to participate more in their local community (e.g. events, services, activities) since visiting the library. Over 50% agreed that the library helps them feel connected to my local community. 58% said that libraries help them feel included in the community.
- Inspires learning. 86% agree that the libraries foster learning. 66.5% agree that there are relevant programs and services (e.g. Wi-Fi, digital collections, library staff) available to help their learning. 38.5% agree that they participate more in learning after visiting their local library.

For many, our libraries provide access to learning opportunities and resources that they would not have otherwise had access to.

- 49% agree that CCL has provided access to education opportunities that they would not otherwise have had.
- Almost 20% say that they visit/access library to access free ICT resources.

Our libraries also play a key role in enhancing wellbeing. CCL played a particularly important role during COVID in supporting communities by keeping them connected through online programs and providing access to a range of reading and learning materials. 76% of our community agree that they are happier after visiting the library.

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6. How we will get there

Strategic Area 1: Knowledge Well

Create safe, welcoming spaces that provide free access to information, knowledge and resources.

| Objectives | Actions | Outcomes and measures |
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| Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information | <p>Strengthen the accessibility of library branches</p> <p>Strengthen accessibility of digital platforms</p> <p>Offer a broad range of opening hours that meet community needs</p> | <p>People feel safe and welcome</p> <p>People can easily access library services how and when they need them (location, opening hours, physical spaces)</p> <p>People who visit our branches feel happier</p> <p>People can easily access our digital platforms</p> <p>People with physical, cognitive and mental impairments feel safe and welcome in our libraries</p> |
| Core services that are free and accessible | <p>Provide free access to Wi-Fi and ICT within library branches.</p> <p>Provide free access to a popular and well used collection</p> <p>We do not charge overdue fines</p> | <p>Communities have free access reading materials, information, physical and digital resources</p> |
| Effective ICT that enhances the library user experience | <p>Increase strategic investment in ICT resources for the community.</p> <p>Support community to access information and collections digitally through programming and services.</p> <p>Continue to invest in expanding access to fast free Wi-Fi within library branches</p> | <p>Increase in the range of Information Communication Technology (ICT) resources available for community use</p> <p>More community members are able to access information and collections digitally</p> <p>Library users report that digital resources support learning and literacy</p> |
| Resources and skills to support access to knowledge and information | <p>Strengthen staff capacity to support community to access information and programming.</p> <p>Continue invest in digital platforms, services and infrastructure that will enhance digital access to knowledge and information.</p> | <p>Staff feel confident in their ability so support communities to access resources</p> <p>Digital improvements are reviewed regularly and funded appropriately.</p> |
| Deliver programs and services that support reading, writing and lifelong learning | <p>Deliver events and programs that support reading, writing and lifelong learning</p> | <p>More people are reached through events and programming</p> |

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| | <p>Explore opportunities to work with partners to deliver programs that enhance reading, writing and lifelong learning</p> <p>Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)</p> <p>Facilitate programs and activities that promote physical, mental and social health</p> | <p>More joint programs and services are delivered to enhance reading, writing and lifelong learning</p> <p>Increase in the number programs and activities that promote STEAM</p> <p>Library users are satisfied with the quality of events and programs that support reading, writing and lifelong learning including STEAM</p> <p>Library users are healthier and more knowledgeable about their own wellbeing</p> |
| <p>An enhanced Digital Library to enhance access to knowledge and information</p> | <p>An enhanced Digital Library branch that brings together all of our eResources and online offerings into one</p> | <p>Increased investment in our publicly available eResources and online offerings</p> <p>Communities can access an integrated digital library collections and services.</p> <p>Library users agree that the new digital library enhances access to knowledge and information.</p> <p>Increased usage of eResources and online offerings</p> |

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Strategic Area 2: Partnership and innovation to achieve shared goals

Strengthen partnerships and innovation mindset to broaden and deepen our impact.

| Objectives | Actions | Outcomes and measures |
|---|---|--|
| Support councils to make evidence-based decisions about investment in library services | <p>Strengthen data collection, management and reporting</p> <p>Support councils in their strategic decision making with relevant quantitative and qualitative evidence</p> | <p>Enhanced data collection and reporting</p> <p>Councils make evidence-based decisions in relation to library infrastructure</p> |
| Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design | <p>Explore and invest in joint planning and programming across councils</p> <p>Explore new service delivery models that utilise shared digital and physical assets</p> | <p>Increase in the number of joint programs and services</p> <p>Joint service delivery models are regularly considered</p> <p>Council teams are supported to consider, develop and deliver new library infrastructure</p> |
| Strengthen partnerships with community partners to enhance learning and knowledge for the wider community | <p>Strengthen partnerships with community organisations to increase access to information and knowledge</p> <p>Explore and develop opportunities to work with community organisations to deliver library services and programming to a wider audience</p> <p>Deepen engagement with education providers to provide community with clear learning pathways</p> | <p>Increase in the number of joint programs and services</p> <p>Existing and new community partnerships are reviewed to explore opportunities to deepen impact</p> <p>Joint programming and service delivery with partners are regularly delivered</p> |
| Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium | Continue to actively engage with PLV and Libraries Victorian Consortium | CCL is engaged in state-wide advocacy and plans to advance shared service models |

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Strategic Area 3: Community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

| Objectives | Actions | Outcomes and measures |
|--|--|--|
| Enhance community connections through programming and partnering | <p>Deliver programs and services across the region that strengthen social connection</p> <p>Explore opportunities to partner with council teams and community organisations to engage the wider community through increased programs and outreach activity</p> <p>Support the Friends of CCL to engage with and promote CCL to the wider community</p> <p>Enhance opportunities for volunteers to support communities to connect with each other and the library</p> | <p>Communities are connected through the library to council and community programs and services.</p> <p>CCL, councils and community organisations are able to reach a larger, more diverse community through partnerships</p> <p>Communities are actively engaged and consulted in CCL's development.</p> <p>Community connections are strengthened.</p> |
| Actively encourage health and wellbeing in our community | <p>Work with council teams and community partners to enhance health and wellbeing</p> <p>Deliver programs and services that support communities to strengthen their health and wellbeing</p> <p>Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living</p> | <p>Increase in the number of programs and services that support health and wellbeing.</p> <p>Communities are connected through the library to council and community health and wellbeing services.</p> <p>Communities access information and services to support health and wellbeing.</p> |
| Support culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services | <p>Work with council teams and community partners to support CALD communities to engage with council and library services and programs</p> <p>Deliver programs and services that empower CALD communities to access social and wellbeing supports and services</p> | <p>Increase in the number of joint services, resources and programs for CALD communities</p> <p>CALD communities feel that they are supported to access services and resources</p> <p>CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities</p> |
| Inform and engage community about the positive impact of library services | <p>Increase awareness of CCL's services and resources through strategic marketing, public relations and outreach activities</p> <p>Inform communities about the library's impact</p> | <p>Community members are aware of, and appreciate the libraries' services and resources</p> <p>Community members are aware of, and appreciate the impact of libraries</p> |

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| Social inclusion strategy that guides inclusive community engagement | Maintain and refine the strategy that will inform CCL's approach to inclusive community engagement | CCL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities |
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Strategic Area 4: Organisational excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

| Objectives | Actions | Outcomes and measures |
|---|---|--|
| Integrate CCL values throughout the organisation | <p>Continue to strengthen avenues to recognise staff who live CCL's values</p> <p>Explore opportunities to reinforce CCL's values in consultation with staff</p> | Staff embrace CCL's values and incorporate them into their day to day work |
| Partner with community to design and strengthen positive impact of library services | <p>Involve community in making key decisions about CCL's infrastructure, services and programming</p> <p>Engage regularly with Friends of CCL to review and develop library initiatives</p> | Community have the opportunity to contribute to library planning |
| Strengthen staff capacity to innovate and respond effectively to community needs | <p>Encourage staff to work to their strengths</p> <p>Provide staff with opportunities to co-design services and programmes</p> <p>Provide staff with regular updates on CCL's performance, including community feedback</p> <p>Strengthen capacity of staff to engage and support the community</p> | <p>Staff have the opportunity to input into library planning</p> <p>Staff feel informed about CCL's planning and priorities</p> <p>Staff feel confident in their ability to engage and support customers</p> |
| Know and understand our impact | <p>Explore opportunities to strengthen data collection within CCL</p> <p>Work with partners to track and understand CCL's impact across council goals</p> <p>Report on CCL's impact annually</p> | <p>CCL regular collects and reports on its impact</p> <p>CCL's board, council staff and community organisations are aware of CCL's impact</p> |
| Seek funding opportunities that enhance our capacity to support the community | <p>Apply for funding and grant opportunities</p> <p>Raise funds through donations and sponsorships from our community</p> | Funds raised |
| Good Governance and compliance with legislative requirements | <p>Robust oversight of CCL by the Board</p> <p>Compliance with relevant legislation</p> | <p>An informed and engaged Board</p> <p>A reputation for good governance practices</p> <p>Unqualified Audit Opinion from Victorian Auditor General's Office</p> |