

# **CONNECTED LIBRARIES**

---

**Ignite your imagination**

## **AGENDA**

**Board Meeting**

**Wednesday 28 February 2024**

**4.00pm**

**Online Teams**

1. **Present**
2. **Apologies**
3. **Acknowledgement of the Traditional Owners**
4. **Declaration of Conflicts of Interest**
5. **Confirmation of the Minutes of the Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) Board Meeting held on Tuesday 28 November 2023.**

	<i>Page No.</i>
<b>6. Officers' Reports</b>	
CL01/2024 <b>Draft Budget 2024-2025</b>	3
CL02/2024 <b>Draft Facilities Development Plan 2023-2027</b> <i>(Updated February 2024)</i>	6
CL03/2024 <b>Draft Library Plan 2021-2025</b> <i>(Updated February 2024)</i>	7
<b>7. Officers' Reports</b>	
CL04/2024 <b>Finance</b>	9
CL05/2024 <b>Organisational Risk</b>	14
CL06/2024 <b>Operational Performance</b>	17
CL07/2024 <b>Library Plan 2021-2025- Actions and Achievements</b>	21
<b>8. In-Camera</b>	
CL08/2024 <b>Transition Report</b>	23
<b>9. General Business</b>	25
<b>10. Next Meeting</b>	25

## STRATEGIES/PLANS

### CL01/2024 DRAFT BUDGET 2024-2025

*Report prepared by Emily Ramaswamy*

#### **Purpose**

To provide the draft estimates for the operating budget for the 2024 – 2025 financial year.

*CL Library Plan reference – 4.5, 4.6*

#### **Background**

A draft budget for the 2024 -2025 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Budget considers key decisions made by the CL Board throughout the course of the 2023–2024 financial year. This budget is based on a principle of “business-as-usual” for the five existing CL branches and assumes full planned operation of the three innovation projects currently in progress (Cranbourne West Library Lounge, Library Lockers and Outreach Van).

The final version of the Budget will be presented to the Board for adoption in June 2024 after it has been advertised to the community in May.

#### **Discussion**

This budget has been based on the following key assumptions:

- Rate Cap: 2.75%
- PLFP & PRC Funding Increase: 0%
- EA Salary Increase: 2.1% (based on the current offer presented in EA negotiations currently in progress)
- The following 5 years are planned to operate at a small deficit, to account for the \$365k of Capital Expenditure made in relation to the Innovation Projects delivered in 2024. \$396k of revenue was received in FY2024 from City of Casey for these projects, but the Depreciation will be incurred in the Income Statement over the next 5-10 years (based on each asset type).

Explanatory notes have been included for all line items to show their treatment compared with the 2024 Budget.

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

<b>Comprehensive Income Statement</b>					
<b>For the Years ending June 30</b>					
	Note	Budget	Budget	Actuals	2024-25
		2023-24	2024-25	2022-23	Variance to
					2023-24
<b>Revenue</b>					
Council Contributions	1	7,198,580	7,053,833	9,083,431	-2.0%
<i>Recurrent Funding</i>		<i>6,845,580</i>	<i>7,033,833</i>	<i>7,577,393</i>	<i>2.75%</i>
<i>One-off Project Funding</i>		<i>353,000</i>	<i>0</i>	<i>1,506,038</i>	
<i>Independent Board Member Funding</i>		<i>0</i>	<i>20,000</i>	<i>0</i>	
State Government Grants	2	2,207,392	2,175,404	2,441,949	-1.4%
Interest on Investments	3	87,500	118,000	123,287	34.9%
Other Income	4	110,015	108,995	82,421	-0.9%
<b>Total Income</b>		<b>9,603,487</b>	<b>9,456,232</b>	<b>11,731,088</b>	<b>-1.5%</b>
<b>Expenditure</b>					
Employee Costs	5	6,607,846	6,874,870	9,013,510	4.0%
IT & Communications	6	645,000	626,250	487,531	-2.9%
Library Materials	7	358,640	363,571	337,081	1.4%
Promotions & Marketing	8	102,960	109,300	106,905	6.2%
Administration	9	433,303	457,308	418,483	5.5%
Depreciation	10	1,085,721	1,070,521	1,174,847	-1.4%
<b>Total Expenditure</b>		<b>9,233,471</b>	<b>9,501,820</b>	<b>11,538,357</b>	<b>2.9%</b>
Net Gain(loss) disposal of plant & Equipment		0	0	(1,856)	
<b>Total comprehensive result</b>		<b>370,017</b>	<b>(45,588)</b>	<b>190,875</b>	

### **Income Statement**

#### Revenue

- 1. Council Contributions** – 2.75% increase (Rate Cap) on Casey FY24 Contributions (Excluding Innovation Projects Funding of \$353k budgeted in FY24 only).
- 2. State Government**
  - PLFP assumed 0% increase on Casey FY24 Budget (FY24 received 0% increase on FY23).
  - PRC assumed 0% increase on Casey FY24 Budget (FY24 received 0% increase on FY23).
- 3. Interest on Investments** - \$3million investment balance at 4% assumed rate.
- 4. Other Income** – Printing, library programs & meeting room hire 0% increase as printing revenue has not returned to pre-COVID levels due to the shift towards paperless in the community.

#### Expenses

- 5. Employee Costs**
  - Salaries, Super, Workcover etc have been based on the staffing levels as at 1 July 2023 (with a 2% vacancy rate). CL management is currently in negotiations with the ASU and Union Delegates for a new Enterprise Agreement. As such, future salary increase rates are not confirmed, so the budget has been based on the current offer of 2.1%.
  - Staff training and development budget - increased by 10%.
- 6. IT & Communications** – Savings that have been achieved through FY23 and FY24 have allowed for a 0% increase in costs for the following year, whilst maintaining the same level of service and an increased focus on cyber security and data privacy.
- 7. Library Materials** – Databases, eBooks, Periodicals and Subscriptions increased by 50% Rate Cap (1.35%) to account for CPI.
- 8. Programs & Marketing**

- Marketing Budget – procurement efficiencies that have been achieved through FY24 have allowed for a 0% increase in costs for the following year, whilst maintaining the same level of service.
- Library Programs Increased by 15% to allow for further programming for the community.

**9. Other Expenses**

- Audit Fees- no change.
- Freight – updated in line with quotes and advised increases.
- Bank Charges – CPI increase.
- Consultants & Legal Fees – additional \$30k allowed for advice relating to the transition to Beneficial Enterprise.
- Finance Outsourcing - Increased by 50% of Rate Cap (1.375%) to account for CPI.
- Equipment – updated in line with prior year actual requirements.
- Printing and Stationary – 0% increase on prior year budget in line with reduced revenue.
- OH&S - Increased by Rate Cap (2.75%) to account for CPI & extended Fire Warden requirements.

**10. Depreciation**– Based on assets owned 1 July 2023 + depreciation on planned purchases in FY24.

<b>Statement of Capital Works</b>					
<b>For the Years ending June 30</b>					
	Note	Budget 2023-24	Budget 2024-25	Actuals 2022-23	2024-25 Variance to 2023-24
<b>Capital Expenditure</b>					
Library Materials	11	1,146,373	1,089,680	1,067,793	-4.95%
<i>Ongoing Collection Maintenance</i>		<i>1,056,373</i>	<i>1,089,680</i>	<i>1,067,793</i>	3.15%
<i>New Branch Collection</i>		<i>90,000</i>	<i>0</i>	<i>0</i>	
Motor Vehicles	12	152,000	60,800	0	-60.0%
Furniture & Equipment	13	276,362	160,662	173,421	-41.9%
<i>Ongoing Equipment Purchasing</i>		<i>156,362</i>	<i>160,662</i>	<i>173,421</i>	2.75%
<i>New Branch &amp; Lockers Set-up</i>		<i>120,000</i>	<i>0</i>	<i>0</i>	
		<b>1,574,735</b>	<b>1,311,142</b>	<b>1,241,214</b>	<b>-16.7%</b>

**Capital Expenditure**

- 11. Motor Vehicle** – Executive vehicle budgeted for FY24 purchase delayed to FY25 due to stock availability. FY24 Innovation project (Outreach Van) delivered in FY23.
- 12. Library Materials** - Increased ongoing Collection Maintenance by 3.15 % to allow for CPI and larger collection base after the establishment of Cranbourne West Library Lounge.
- 13. Digital Equipment & Furniture** – Digital Equipment increased by Rate Cap (2.75%) to account for CPI, after removal of FY23 Innovation Projects budget.  
 Furniture - \$0 Budget as all furniture purchases to be funded by Council per the RLA.

**Conclusion**

This draft Budget is based on a principle of “business-as-usual” for the six CL branches and assumes full planned operation of the Library Lockers and Outreach Van.

While there are still some key unknowns at this point, due to the Enterprise Agreement still in discussion, the 2024-2025 draft budget will be updated for the next version presented to the Board in April 2024.

**RECOMMENDATIONS**

- 1. That the Draft Budget 2024-2025 Report be noted.**

**CL02/2024 DRAFT FACILITIES DEVELOPMENT PLAN 2023-2027 (Updated February 2024)**

**Report prepared by Beth Luppino**

**Purpose**

To provide an updated Facilities Development Plan that reflects the current and future library infrastructure needs for the Casey community.

*CL Library Plan reference – 4.5, 4.6, 4.7*

**Discussion**

The Facilities Development Plan received a major review in 2023. The attached Plan has minor amendments and is in a tracked-changes format so that changes are easily identified. Adjustments largely reflect achievements since last year in relation to the launch of the new Cranbourne West Library Lounge, Library Van and Lockers at Cranbourne West Community Hub, Manna Gum Family Centre and Orana Community House.

Summary of changes and updates:

Page	Change
5	Local population figures updated, and other CL statistics
7	Updates to funding options
8	Learning Communities – reference to HWB study deleted as repeated elsewhere Digital Inclusion statistics updated
9	Design principles – updated to include recognition of First Nations peoples and communities
10	Inserted update re Cranbourne West Library lounge
12-16	Each branch has visitation statistics updated, along with any key changes to ‘opportunities for facility improvement’
17	Cranbourne West Library Lounge - addition
18	Major branch works and new facilities updated to remove innovation projects (now achieved)

The current plan reflects the economic and social influences that impact the development of facilities; models of best practice, and opportunities for future development to assist the Connected Libraries and Council teams in planning for library services in the future.

**RECOMMENDATIONS**

- 1. That the Board endorses the updated Facilities Development Plan 2023-2027, and that the CEO provides the Facilities Development Plan 2023-2027 (updated 2024) to Council officers for noting.**

# CONNECTED LIBRARIES

---

Ignite your imagination

## Facilities Development Plan

2023-2027

**Draft**

Updated: 28 February 2024



## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Purpose.....</b>	<b>3</b>
<b>Our Vision .....</b>	<b>4</b>
<b>Our Mission .....</b>	<b>4</b>
<b>Our Values and Guiding Behaviours.....</b>	<b>4</b>
<b>Our Approach .....</b>	<b>4</b>
<b>Regional Overview .....</b>	<b>5</b>
<b>Libraries Change Lives .....</b>	<b>6</b>
<b>Health and Wellbeing.....</b>	<b>6</b>
<b>Liveability.....</b>	<b>6</b>
<b>Public Library Strengths .....</b>	<b>6</b>
<b>Roles, Responsibilities and Funding Opportunities.....</b>	<b>7</b>
<b>Learning Communities .....</b>	<b>8</b>
<b>Technology .....</b>	<b>8</b>
<b>Sustainability.....</b>	<b>8</b>
<b>Economic Development .....</b>	<b>8</b>
<b>Design Guidelines .....</b>	<b>9</b>
<b>Design Principles.....</b>	<b>9</b>
<b>Infrastructure Planning.....</b>	<b>10</b>
Facility and Design models.....	10
<b>Current Library Facilities.....</b>	<b>12</b>
<b>Bunjil Place Library.....</b>	<b>12</b>
Background.....	12
Opportunities for facility improvement.....	12
<b>Cranbourne Library .....</b>	<b>13</b>
Background.....	13
Opportunities for facility improvement.....	13
<b>Doveton Library .....</b>	<b>14</b>
Background.....	14
Opportunities for facility improvement.....	14
<b>Endeavour Hills Library.....</b>	<b>15</b>
Background.....	15
Opportunities for facility improvement.....	15
<b>Hampton Park Library .....</b>	<b>16</b>
Background.....	16
Opportunities for facility improvement.....	16
<b>Cranbourne West Library Lounge .....</b>	<b>17</b>
Background.....	17
Opportunities for facility improvement.....	17
<b>Major Branch Works and New Facilities .....</b>	<b>18</b>
Integrated, Co-located, and alternate service delivery.....	18
<b>Conclusion.....</b>	<b>20</b>
<b>Appendix 1 – Further resources .....</b>	<b>21</b>





## Introduction

CL plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

In November 2022 Cardinia Shire withdrew from the CL Regional Library Agreement, leaving City of Casey as sole member. In response to this, the CL Facilities Development Plan has been updated to reflect this change and sharpen the focus on the future of library services in the City of Casey.

## Purpose

The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practise, and aligns with Council's [Infrastructure Strategy 2021-25](#) and associated Capital Works Programs.

Additional Service Level agreements between CL and City of Casey exist to manage the day to day operational/maintenance requirements of current library facilities.

This Plan connects directly to key strategies in the current CL Library Plan 2021 – 2025 specifically:

### **Strategic Area 1. A place to gather and learn**

#### Objective 1.1

- Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information

### **Strategic Area 2. Partnership and innovation to achieve shared goals**

#### Objective 2.1

- Support Council to make evidence-based decisions about investment in library services

#### Objective 2.2

- Strengthen partnership with Council to support shared goals including program delivery and infrastructure design

### **Strategic Area 4. Organisational excellence**

#### Objective 4.7

- Provision of strategic guidance and support to Council

CL welcomes the opportunity to work in partnership with Council and the State Government to further develop planning for public library facilities as critical social infrastructure for existing and emerging communities within the region.



## 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 region.

## Our Values and Guiding Behaviours

### 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
- 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



## Regional Overview

CL provides contemporary public library services to a rapidly growing and diverse community in the City of Casey of close to 400,000 people. Our population is growing rapidly, forecasts estimate that the population in the City of Casey will exceed 562,000 by 2041. (*October 2023, Profile ID – Population Forecast*)

Our libraries are located at Cranbourne, Doveton, Endeavour Hills, Hampton Park, and Narre Warren (Bunjil Place) and the newly opened library lounge at Cranbourne West Community Hub. CL has more than 85,000 members in Casey (1 February 2024). In 2022-2023 we had over 2 million loans (physical and digital) and over 1.5 million visits (physical and virtual) to our libraries.

Our community tells us that they see their local library as a safe and welcoming space\*. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs.

CL generally conducts formal customer surveys twice a year.

Feedback in recent surveys has been consistent. Casey residents want:

- Easier access to library services
- Open longer
- More parking and transport options
- Comfortable and flexible spaces for humans
- More power points
- Free access to Public PCs
- Access to food/drink quickly so they do not have to pack up their work
- Study/ Quiet areas
- Extended Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

The use of library spaces as ‘community loungerooms’ and places of social connection continues to grow in importance – particularly for emerging communities in our growth corridors as well as successfully supporting the COVID-19 recovery process.

The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

*\*Community survey September 2023.*



## Libraries Change Lives

### Health and Wellbeing

In 2021, Public Libraries Victoria and State Library Victoria invested in the development of a Health and Wellbeing Strategic Framework, to guide libraries in connecting with key Health partners, to advocate for Health and Wellbeing funding and to position libraries at the table of decision makers in the Health sector. The Framework also recognises the key role libraries play in connecting community to quality health information, supporting social connection and working in disease-prevention.

CL recognises that we play an important role in this space and deliver activities that align with the framework. CL has worked with Council, Monash Health, enLiven, VicHealth, YMCA and other key partners to deliver many programs that support better health and wellbeing outcomes for residents. Our services and programs also align with Council's [Health and Wellbeing Strategy \(2021-2025\)](#), particularly in the areas of 'Healthy eating and food security' (example, our Seed Library), and Mental Health and Social Inclusion (examples, Knit and Stitch group, Book Groups, English Conversation classes).

### Liveability

City of Casey's 2021 Shape Your City Survey identified that access to safe public space was a priority for local residents.

The ability for library services to combat isolation and connect people with learning opportunities is well documented. The fact that services remain free is important, providing welcome relief from consumer exhaustion, and providing community connection for lower income earners.

Libraries are often mentioned in conjunction with other essential Council services (roads, waste collection, community health) – they are perceived by many as part of the essential offering that Council should provide.

### Public Library Strengths

- Provision of **welcoming and culturally inclusive space** for people to read, relax, connect, learn and work.
- Provision of user-focused library website, apps and **digital technologies** to facilitate wider access to library services.
- Provision of **24/7 access** to physical and virtual library collections, services and support.
- Provider of and partner in delivery of **lifelong learning** opportunities.
- Delivery of **outreach services, programs and collections** in community settings by library staff, partner organisations and other Council Departments.
- Shift from **transactional** services behind the desk to **transformational** information, user support and community development roles that happen on the library floor and in community locations.

The following articles explore the strengths and opportunities for libraries, and trends we see appearing in recent years:

- To survive in the digital age and stay relevant, public libraries need to be brave and innovative - Council ([councilmagazine.com.au](http://councilmagazine.com.au))
- [Three Trends Shaping the Future of Libraries | Library Journal](#)



## Roles, Responsibilities and Funding Opportunities

The CL [Regional Library Agreement](#), as well as formal license Agreements for each site/facility define the responsibilities of the Council and CL with respect to development, management and maintenance of library infrastructure.

Council is responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in the municipalities.

Future development of libraries in the municipality is dependent on co-operative investment from City of Casey and State Government, **along with additional funding partners as relevant to individual projects (eg. Developers)**. CL's role in encouraging infrastructure investment is to provide guidance, information and advice to Council, as a subject matter expert.

The State Government has funding available for new or improved developments through the '[Living Libraries' infrastructure program](#). Projects may be funded up to the value of \$1,000,000 per project and require additional co-contribution from Council (available funding and application guidelines are updated annually – this figure represents 2022-2023 funding guidelines).

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other regional assets for example [Growing Suburbs Fund](#) and applying funds gathered through Developer Contribution Plans (DCP).

DRAFT



## Learning Communities

Libraries are widely recognised for their role: fostering creativity; inspiring lifelong learning; supporting social inclusion; health and wellbeing; and building community resilience.

The value of public libraries to community is so much more than a book lending service. Successful public libraries facilitate programs and activities that engage and inspire their community. They are staffed by professionals, who understand that great public libraries build strong resilient communities.

There is a growing understanding that librarians, community development workers, teachers, youth workers and community health professionals all have a role to play in contemporary public libraries.

## Technology

Public libraries have a critical role ensuring universal access to information through free access to technology as well as training and education.

Digital inclusion at the national level is improving, increasing from 67.5 in 2020, to 71.1 in 2021 to 73.2 in 2023. Council sits slightly above this national average, with a score of 75.6. However, access to the useable internet is only part of the picture. The evolution of essential services to cloud-based platforms (eg. MyGov, Medicare, passport and visa services, adult education, Immunisation certificates) means that our community need help to learn the skills to use these. ([Australian Digital Inclusion Index 2021 and Interactive National Dashboard](#)).

## Sustainability

CL will work with Council's Sustainability team in order to meet the following commitments: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

## Economic Development

Public libraries deliver significant socio-economic returns on investment. The most recent SGS Report on the economic impact of public libraries in Victoria ([Libraries Work!](#)) show that for every dollar invested in CL the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30.

Public libraries also play a role in facilitating economic development. CL provide spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners. Libraries provide a broad range of support to business from low-cost training and skill development to networking opportunities.

Public libraries also support the visitor economy through the provision of visitor services. They act as a magnet for visitors because people know they can get free access to the internet, send emails and research places to visit and stay.



## Design Guidelines

State and Local Governments are thinking more strategically about how to link services through the provision of integrated service hubs. CL welcomes this approach and recommend that our libraries are viewed as anchor tenants in this context. There is support at both local and State levels of Government to enable communities greater access to the services they need locally. Known as '[20-minute neighbourhoods](#)', this focus is an opportunity for libraries to be incorporated into community and family service infrastructure to benefit the entire Casey community.

'[People Places – A guide for Public Library Buildings in NSW \(as at February 2022\)](#) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs. In July 2019 the Australian Library and Information Association (ALIA) endorsed People Places as a national standard.

In addition to this set of guidelines, there are emerging real-life local, national and international examples of developments to contribute to future thinking.

## Design Principles

A library's success is enhanced by good design and a relevant location. Good design of public libraries includes:

- Inspiring design generating civic pride for citizens
- Defined spaces for diverse user groups
- Retailing approach to collection display
- High quality interior design that includes comfortable welcoming furniture, appropriate lighting and signage
- Contemporary Information and Communications Technology embedded throughout; and
- Café style eating and drinking facilities

CL supports the following principles in the development of new and existing libraries:

- New Libraries will meet People Places Building Standards where possible
- **Recognition of First Nations custodians and communities**
- Listening to local communities and engaging them in the design and renewal of libraries
- Libraries will be accessible for all and incorporate universal design principles
- Libraries are for everyone and engender pride in local communities
- Libraries will incorporate Environmentally Sustainable Design Principles
- Library design will be future focused with flexibility and adaptability key aims
- Libraries are built as close as possible to existing public transport services eg rail, bus



## Infrastructure Planning

Victoria's infrastructure Strategy 2021-2051 indicates a need to increase funding over the next five years to support local governments to plan and deliver libraries in Melbourne's seven growth area municipalities, including the City of Casey.

The Victorian Planning Authority (VPA) and a number of Interface Councils use the [Guide to Social Infrastructure Planning 2009](#) as a key reference. The guide indicates that public libraries should be considered in population centres of 30–60,000 people. There is no consideration of how lower order library services might be delivered in integrated settings in smaller population centres (level 2). City of Casey indicates an attraction to innovative delivery of services, including collocated or integrated service models such as Community Hubs.

## Facility and Design models

Library facilities and design can be scaled to meet the needs of community in different parts of Casey. ['People Places'](#) provides a useful overview of considerations before starting a new project. Options for scalability include:

1. Destination Library – providing services to community beyond the immediate catchment area, with larger floorspace, collection size of over 60,000, longer opening hours, and wide variety of regular programming and services. Examples include Bunjil Place and Cranbourne Libraries.
2. Branch Libraries – providing services to the immediate catchment area, with programs, collections of over 35,000, programs and design to meet the needs of locals; and also to complement other services collocated or nearby. Examples include Hampton Park, Endeavour Hills and Doveton Libraries.
3. Satellite Libraries – providing holds collection, small boutique (high demand) collections (approximately 4,000 items), free internet access, occasional programming. Either retro-fitted to make more of existing Community Facilities that are well located in pockets some distance from existing branches; or designed into community facilities in emerging residential areas. Could be enhanced with 24 Hour access, and/or Hold Collection lockers.
4. Mobile and Outreach Library Services – Providing services to housebound members, retirement homes, childcare or family centres, festivals and events, and outdoor library programs.
5. eLibrary Services – website access to all online library resources 24/7.

CL currently has branch libraries located in Narre Warren, Hampton Park, Endeavour Hills, Doveton and Cranbourne ~~there are large, fast growing residential areas that currently remain unserved from a more traditional library.~~

~~There are opportunities to investigate how existing infrastructure can be utilised for outreach or collocated library facilities, particularly in the fast growing areas in Casey South of Clyde North, Cranbourne and Cranbourne West.~~

In January 2024 CL opened a library lounge at the existing Cranbourne West Community Hub, using innovation funding from City of Casey. The library lounge features a collection of over 3,400 items, public PC and internet facilities and a holds collection service. The service is open for library users whenever the Hub is open, and staffed by CL for a few hours daily.

In addition to the Lounge at Cranbourne West, Casey also funded the purchase of a new library outreach van to deliver outreach services to housebound members and also to educational centres, aged care facilities and festivals and events.

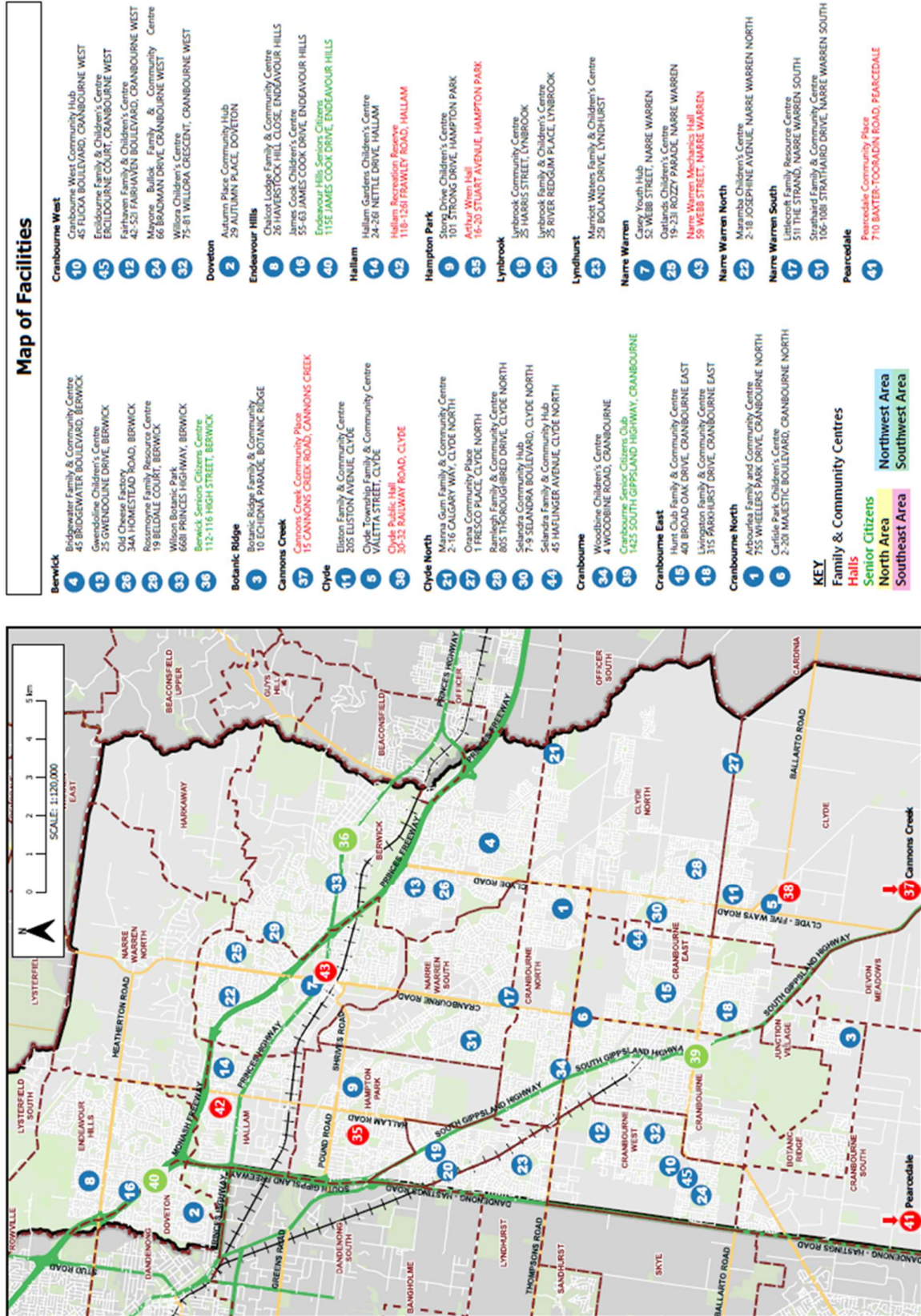
Library Lockers have been introduced to three sites in Casey South in February 2024 – Cranbourne West Community Hub, Manna Gum Family Centre and Orana Community House. Members can reserve items for collection at the lockers, closer to their homes, and also return items to the library.

CL supports Council in the smart use of existing infrastructure to extend the reach of library services into new and emerging communities.





The image below shows the location of council-run community facilities.





## Current Library Facilities

Each of the library facilities are listed below. The physical space, attributes and local community needs have been described along with a summary of opportunities for each location.

### Bunjil Place Library

Bunjil Place opened in October 2017. The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately **6,000\* visitors per week**.

(\*Based on Visitation in 2022-2023).

#### Background

The visitors to the Bunjil Place library represent the broadest spectrum of all the branches. Because the precinct hosts a theatre, gallery, function space and Council services there are visitors who come to the library because they are at the precinct to attend a show, pay a bill, attend a function etc. The expansive spaces and study zones make this destination library popular for students. There are many families with children that visit, and the branch delivers more children and youth programs than any of our other libraries.



There are some accessibility limitations for this branch due to the large size of the precinct, sometimes competitive parking and multi-level layout – this means that it is not as accessible as some of our other branches for people with mobility issues. Mitigations have been implemented where possible such as electric scooter recharge points and a lift to all levels.

The library features six community meeting rooms available to hire for community and commercial use during library opening hours. The meeting rooms are well-equipped with audio-visual and presentation technology, free Wi-Fi, hearing loop and lift access to all levels. These are available to hire through the City of Casey's Bunjil Place Functions and Events team.

#### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Implement extended hours (or 24-hour access) technology to make the space accessible to members outside of staffed hours
- Implement a Creative/Maker space so that visitors can use new technologies they may not have access to at home (eg. Podcasting equipment; 3D printer; VR equipment).
- Furniture renewal (annual requirements)
- Internal painting (annual touch ups)
- Acoustic treatments to walls/roof to improve noise management (this is continuing theme in customer feedback. The size and shape of the space currently allows noise to affect open-plan study areas on Levels 1 and 2)
- **Accessibility improvements (eg. Hearing loop, signage)**



## Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square metres. Cranbourne Library serves on average **over 2,600\* visits per week**.

(\*Based on Visitation in 2022-2023).

### Background

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car. The branch is popular as a study space, an after-school hang-out for secondary students and supports many group visits from people with disabilities and their carers. There is a fast-growing multi-cultural population in Cranbourne and neighbouring districts, and the library offers a Panjabi collection, along with other community languages.

In 2018, it received a makeover funded by Council and a small Living Libraries Infrastructure Grant (State Government Victoria). This resulted in more space for community to lounge and study.

The new Cranbourne Community hospital will be completed next to the library in late 2024. There is likely to be increased usage of the library by people with specialised needs and accessibility considerations. CL will consider the implementation of technologies, linked/partnership service delivery models and improved accessibility features to meet this demand.

Proximity to residents and accessibility by public transport should be a key consideration in future expansion or relocation of the library.

Federation University, as one of CL's key partners, identified that the largest proportion of students attending the Berwick campus reside in Cranbourne and surrounding suburbs. As part of a wider Memorandum of Understanding with CL, the University sponsored a study zone in the library to enable students to study locally and connect with lifelong learning opportunities.

Provision of local history archives is a key community service provided by CL and located at Cranbourne Library. This service is supported by a purpose-built archive room.

There is a hireable meeting room at the library which can become additional quiet study space when not otherwise in use.

Other services coordinated at Cranbourne Library include the coordination of Libraries Victoria collection distribution, and the Collections and Regional Support operations.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- More work needs to be done to create strong visual linkages with other key recreational assets in the precinct.
- Due to the age of the facility, roof leaks and associated damp/mould/flooding issues are an ongoing issue. Council continues to address these as required
- Update study and lounge facilities in Young Adult zone
- Improve accessibility features and adaptive technologies to support current and future users with disabilities







## Doveton Library

Doveton Library is in the Autumn Place Shopping Centre and is approximately 320 square metres in size. Doveton Library services on **average 800\* visitors per week**.

(\*Based on Visitation in 2022-2023).

### Background

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 825.8 with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free Wi-Fi, literacy programs and safe, comfortable spaces.

A kindergarten and Maternal Child Health centre are located in the new Autumn Place Community Hub, adjacent to the library.

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. A lot of work has been done to improve the layout of the Doveton Library; however the current building footprint means the service is limited.

A small, hireable meeting room is available for community and commercial use.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- City of Casey has adopted a master plan for [Autumn Place](#) after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan.
- CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.
- City of Casey are also considering a collaborative arrangement with Doveton College and their library as part of the [Doveton Aquatic Centre Master Plan](#) process.





## Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size. Endeavour Hills Library serves around 1,300\* visitors per week.

(\*Based on Visitation in 2022-2023).

### Background

More than 50 percent of the Endeavour Hills community speak a language other than English in the home with Mandarin, Sinhalese and Arabic being the most common. There is a significant Chinese language collection at the branch, along with a smaller number of items in other community languages. There is a strong presence of ‘traditional library users’ who focus on borrowing the library’s collections, however the study spaces and free internet are another strong focus for users.

The library works with other precinct partners to activate the ‘Endeavour Hills Town Square’ with regular activities, programs and festivals such as the annual Christmas Festival.

In 2022 City of Casey was successfully awarded a \$54,000 Living Libraries Infrastructure Program grant to support improvements to the existing library. Council funded \$60,900 as the initial project costs of \$90,000 increased to \$114,900 due to post-pandemic construction costs. The Endeavour Hills Library Renewal Project has included modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and more flexible floor space.

The refurbishment enables CL to deliver modern and flexible services to the Endeavour Hills community.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- Improve external shade to support outdoor programs, activities and events
- There is an opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. While a programming partnership currently exists between the library and shopping centre, improved links between the two precincts through wayfinding signage and promotion would be of benefit.
- A long term vision to expand the library building to accommodate other community organisations is in line with Council’s [Endeavour Hills Community Precinct Master Plan](#)





## Hampton Park Library

Hampton Park Library is part of the Hampton Park Central Community Precinct. It is collocated with the Casey Youth Centre and next to the Arthur Wren Hall. The library is within walking distance from several schools. It is 730 square metres in size. Hampton Park Library sees on **average around 1,700\* visits per week.**

(\*Based on Visitation in 2022-2023).

### Background

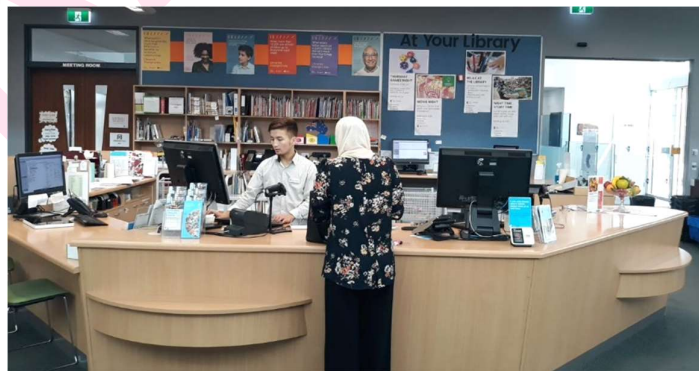
The library serves a community with diverse and complex needs. Hampton Park has a high level of social and economic disadvantage and has a SEIFA index score of 927.0 with only 15 percent of Australian suburbs having a higher rate of disadvantage.

A significant number of residents speak languages other than English at home. There is also a high percentage of youth and children in the local population who spend many hours in the library every day.

### Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Council have articulated plans for a new or redeveloped library as part of the [Hampton Park Central Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. This will enhance connection between the Library, Youth Information Centre, other community services located in the precinct and the shopping centre.
- A silent study area is often requested by community and is not available due to the current layout of the building. Hampton Park Library has one dedicated meeting room available for hire for community groups and commercial entities. The meeting room is made available for quiet study when not otherwise in use.
- CL collaborates regularly with the City of Casey Youth Information Centre to access their adjoining rooms when they are not using the space.
- Develop reading garden/outside space to extend current footprint including provision of permanent shade structure (subject to community consultation)
- Renew external returns chute to create a more modern and welcoming entrance.







## Cranbourne West Library Lounge

The Library Lounge is installed within the Cranbourne West Community Hub, a Council-owned and run facility comprising meeting and activity space, along with fast free Wi-Fi that is well used by community groups and individuals. The Lounge opened in January 2024, and includes popular collection items, public internet PCs, small-group lounge and meeting space and also an area for children's programs to be held. The space is staffed by the library team for several hours each day, but is open to visitors 9am-5pm Monday to Friday, and the Hub team provide additional support to visitors when required. In addition to the lounge, there are click and collect Library Lockers installed outside the building. These enable library members to reserve library items from any branch, and arrange to pick up from the lockers (available 24/7).



The Hub is located directly opposite the Cranbourne West Shopping Centre, public transport (bus) and is walking distance from Cranbourne West Secondary School.

The Lounge is 114.4 square metres in size, with 3,500 items available for loan (although members can request any item from the library catalogue to be transferred there for collection). The Lounge had 1000 visits within the first 3 weeks of opening

### Background

Cranbourne West is part of the Southwest area of Casey and has more than 80,000 residents with 34% of the population born overseas there is incredible diversity.

A significant number of residents speak languages other than English at home. The Lounge has a Languages Other than English collection that contains Panjabi, Persian, Hindi and Sinhalese items.

### Opportunities for facility improvement

Given the recent installation of the facility, there are no immediate plans for improvement identified. CL and Council will monitor the usage of the Lounge over the coming year.





## Major Branch Works and New Facilities

CL will work with the City of Casey to help inform the development of future library facilities. The Library team will participate in engagement forums and meetings through the concept, design and delivery phases of new facilities. CL will work closely with the Casey Head of Libraries on capital works funding applications (from State and Federal government sources) and identifying refurbishment needs. Routine maintenance will be incorporated into a service level agreement between Council and CL and reviewed annually.

It is vitally important that Casey incorporates the planning and delivery of library infrastructure as part of Councils Capital Works Program. CL will continue to support Council in the development and maintenance of facilities through the provision of usage data, community engagement and survey information, advocacy with developers and other potential funding sources and sector expertise.

The last new library built on a greenfield site in City of Casey was Hampton Park in 2004. In 2017 Narre Warren Library was replaced with the Bunjil Place Library (part of a state-of-the-art collocated Council, Arts and Cultural facility - located adjacent to the Westfield Fountain Gate shopping precinct). Council invested significant funds in the development of this 2000 square metre library.

The City of Casey has explored the potential for renewal of the other existing libraries in municipality located in Cranbourne, Doveton, Endeavour Hills and Hampton Park. Early planning/scoping incorporates the libraries as part of integrated community facilities. However, Council is working within challenging financial constraints post-pandemic. Council is required to keep up with rapid population growth, which realistically means that available funding is stretched across a range of community requirements including early years and family, arts, culture, libraries and community needs as well as sports and aquatic facilities.

~~Opportunities to deliver services as part of existing Council facilities and connect with community beyond the existing library branches are explored below.~~

The needs of the Cardinia Creek South, Cranbourne and Clyde communities are a high priority as the population growth accelerates in the southern end of the municipality. There is also no fixed library location in this part of the municipality beyond the Cranbourne branch. ~~CL will work with Council and potential funding partners to better utilise existing infrastructure and in the development of initiatives such as pop-up, satellite, collocated and outreach services in these areas in 2023-2024.~~

### Integrated, Co-located, and alternate service delivery

There are many examples of libraries emerging in spaces other than the traditional civic facility model. A successful library meets the needs of its community through services, location, accessibility and identity. Library users feel a connection and sense of belonging with the space and the library staff.

There are opportunities to integrate library services within existing community spaces, economic precincts and health services to offset the need for service growth with the efficient use of existing infrastructure. Cranbourne West Library Lounge is a good example of this in action.

*The ultimate objectives for the co-location and joint use libraries are to:*

- *provide an integrated and improved level of service, both collectively and as individual services, compared to stand alone facilities*
- *meet the individual performance standards required by the governing bodies and authorities involved*
- *provide a more economic use of services and resources.*

Source: NSW State Library, Public Library Services, [People Places – Co-location and Joint use libraries](#)

CL will work closely with Council to look at opportunities to incorporate or design library spaces in planned or existing community facilities and explore other opportunities to improve services including the provision of extended hour access models. All extended or expanded services need to meet the needs of local communities and align with Council priorities.





In 2023, CCLC will explore modelling with Council for a range of additional library service points in existing Council facilities, particularly in new and emerging communities. These will offer economical and well-situated solutions to meet growing community needs. The modelling will include the conversion of existing under-utilised areas into functional library spaces with minimal capital expenditure. These spaces will look at providing limited but popular collection items, customer 'holds' would be offered, along with targeted programming and free internet access. Examples of existing facilities that could be converted to collocate library services include Orana Community Place; and Cranbourne West Community Hub.

CCLC will also work closely with Council to look at opportunities to incorporate or design library spaces in planned community facilities, instead of retro-fitting existing spaces.

CCLC has identified and is investigating opportunities to extend the reach of existing libraries through 24 hour or extended hour access models (now in place in other LGAs in Victoria), outreach and mobile services (such as a library van to service Early Years and Aged Care facilities) and pop-up library services (temporary service delivery through vacant retail locations).

Implementation of these models needs to align with Council priorities and meet the needs of the local community. CCLC will continue to explore these models with Council in 2023. These can provide a stepping stone solution in communities where a stand-alone library or larger community hub model may be required in the future, or Council can responsibly test demand within the current financially constrained landscape.



## Conclusion

The way our community use our facilities continues to evolve. This means we need to think carefully about the way we use space within the branches and extend our reach beyond existing facilities.

There is recognition of the role libraries play in integrated community service facilities as activators of spaces, driving visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

The City of Casey appreciates the vital role libraries play in new communities and acknowledges that there are no concrete timeframes for construction of new libraries in the municipality. This will have a growing impact on the equitable provision of library services to communities across Casey. To address these issues CL will work collaboratively with Council in the development of solutions to ensure our growth community have access to library services.

CL will continue to work with Council to develop our library model in a way that meets the growing needs of our community, while maximising the return on investment.





## Appendix 1 – Further resources

ALIA guidelines for Library building can be found in [APLA-ALIA Standards and Guidelines for Australian Public Libraries May 2021](#)

ALIA recommends [People Places: A Guide for Public Library Buildings](#), State Library of New South Wales, February 2022, as a guideline. This also provides a tool on predicting a library space needed by a community forecast. ALIA in July 2019 endorsed People Places as a national standard.

[Geelong Regional Library Corporation Library Infrastructure Development Plan 2019](#)

[Infrastructure Victoria Strategy 2021-2051](#)

[Social infrastructure in Melbourne's new growth areas \(infrastructurevictoria.com.au\)](#)

[Victorian Planning Authority Guide to Social Infrastructure Planning 2009](#)

[Victorian Public Libraries 2030 Strategic framework](#) - information on libraries and community and creative places

[Wyndham Library Service Strategy 2018 - 40](#)

[Yarra Plenty Libraries Infrastructure Development Plan](#)

**CL03/2024      DRAFT LIBRARY PLAN 2021–2025 (Updated February 2024)**

**Report prepared by Beth Luppino**

**Purpose**

To provide the Board with an update on forecast end-of-year Key Output targets for 2022-2023, and revised targets for 2023-2025. The Library Plan is the primary planning document that informs our strategic direction. It is a requirement to have a library plan under Section 125 of the Local Government Act 1989.

*CL Library Plan reference – 4.5, 4.6*

**Discussion**

The last major review of CL’s Library Plan took place in 2021. It was adopted by the Board in June 2021.

CL has commenced the annual review of the Library Plan 2021-2025 (last updated April 2023).

CL revisits the Plan’s Key Measure Output targets annually to determine the accuracy of projections based on previous year performance and year to date results, along with any other contributing factors that may influence performance. Draft updates for discussion are below.

Our performance in 2022-2023 built on the recovery of previous COVID affected years, however some indicators have not returned fully to pre-pandemic levels, while others have exceeded.

We have also completed the annual update of the plan's Foreword to reflect the change in Board Chair.

There is no intent to update the branding for the remaining life of this plan but a full redesign in line with current Connected Libraries visual identity will occur for the next Library Plan 2025-2029.

Please note updated Key Measure Output targets below:

Measure	CL Actual 2021/22	CL Actual 2022/23	CL Target 2023/24	CL Updated Projections 2023/24	CL Target 2024/25	CL Target 2025/26
<b>Engagement</b>						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	100,188	146,257	259,260	150,000	156,407	162,060
Net Promoter Score (Community Survey)	75.5	N/A	65	65	65	65
Memberships*	74,210	77,341	93,870	94,000	98,000	101,000
<b>Visits</b>						
Visits – physical	351,484	654,600	958,070	796,000	830,000	860,000
Visits – virtual	939,118	914,916	695,085	795,000	829,000	854,000
<b>Visits total (physical and virtual)</b>	<b>1,290,602</b>	<b>1,569,516</b>	<b>1,653,155</b>	<b>1,591,000</b>	<b>1,659,000</b>	<b>1,714,000</b>
Program and events attendance	26,783	49,505	70,775	63,420	63,500	65,800
<b>Collection</b>						
Loans - physical	1,017,653	1,234,911	-	1,240,000	1,293,000	1,333,000
Loans - digital	772,269	783,053	-	709,000	739,000	762,000
<b>Loans total (physical and digital)</b>	<b>1,789,922</b>	<b>2,017,964</b>	<b>1,971,270</b>	<b>1,949,000</b>	<b>2,032,000</b>	<b>2,095,000</b>
Turnover rate – physical items	4.6	5.2	7.0	5.2	5.2	5.2
Turnover rate – digital items	32.6	6.4	20.0	6.4	6.4	6.4
Physical quality of library collection (age of collection - less than 5 years)	69.7%	76.0%	68.0%	76.0%	75.0%	75.0%

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

<b>Cost of Delivery</b>						
Cost of library service per capita	\$23.82	\$25.85	\$23.08	\$22.46	\$22.58	\$22.58
Cost of library service per physical visit (total expenditure)	\$34.26	\$17.63	\$9.79	\$11.60	\$11.59	\$11.54

*Figures include Cardinia Shire – unable to identify split with members and costs, from Cardinia Withdrawal.*

Original targets for 2023/24 are in grey column. Revised targets based on first 6 months of actuals, and any other related influences are in the purple column.

Notes on the revised targets and projections are listed below:

- Utilisation of Technology - (Wi-Fi, Public PC user in branch) - Target based on 2022/23 actuals with uplift tied to projected increase in physical visits. 2024/25 and 2025/26 uplift also tied to increase in physical visits.
- Memberships – Target in line with Council requirement for 1% growth per head of population (i.e. Membership as a percentage of population multiplied by population growth).
- Visits -physical - Target for 2023/24 is based on actuals of previous year and year-to-date performance. Subsequent years 2024/25, 2025/26 are based on membership uplift.
- Visits - virtual – Service changes in 2022/23 drove more virtual visits, especially to the website. Target for 2023/24 updated based on first 6-month performance. Difficult to project virtual visits for future years due to the changing environment experienced in last 12-18 months.
- Program and events attendance – 2023/24 target revised in line with expected visitation increases. We expect this year’s target to largely plateau as there is a limit to the amount of programming achievable by staffing structure.
- Loans - physical - Target for 2023/24 is based on actuals of previous year, year-to-date totals, and the opening of Cranbourne West Library Lounge and Library Lockers. Subsequent years 2024/25, 2025/26 based on membership uplift.
- Loans - digital - Hard to compare year on year due to Cardinia Shire members being included and the inability to split the collection use into LGAs. Targets 2023/24 based on current performance YTD, and 74.5% of actual 2022/23 (including Cardinia). Uplift for future years tied to membership uplift.
- Turnover rate – physical items – actuals declined after withdrawal of Cardinia.
- Turnover rate – digital items – Digital collection increased in 2022/23 which has caused downturn in turnover (more items for borrowers to choose from and less waiting times for popular titles).
- Physical quality of library collection (age of collection - less than 5 years) – 2023/24 includes purchase of new collection for Cranbourne West Library Lounge.

CL will submit a final draft of the Library Plan 2021-2025 (updated 2024) to the Board for endorsement at the April Board Meeting in line with statutory requirements.

---

**RECOMMENDATIONS**

- 1. That the Board note the review of CL’s Key Output Measures.**

# Casey Cardinia Libraries

*(Trading as Connected Libraries)*

## Library Plan 2021–2025



‘Inspiring spaces where  
everyone is free to  
discover possibilities’



Casey  
Cardinia  
**Libraries**



The Casey Cardinia Library Corporation (CCLC) began trading as 'Connected Libraries' on 1 June 2023. The change of name reflects the withdrawal of Cardinia Shire Council from the Regional Library in late 2022, and our subsequent transition to City of Casey-focused services.

The change presented an opportunity to review how our services meet the needs of the growing communities across the municipality, and sharpen our focus on emerging communities in Casey. It has been an exciting opportunity to understand the current and future profile of people who live and work here, and to test our existing knowledge and perceptions.

The CCLC team are deeply committed to providing safe spaces for our communities to gather, learn and grow.

The new name was born out of many ideas that flowed through from library staff and the Casey community through our 'Library Naming competition' late 2022. It is wonderful that the new name was suggested by our community of library users – the theme of connection came up so many times in the suggestions we received that it was simply too strong to ignore.

'Connected Libraries' reflects our service which is modern, forward thinking, with a focus on connecting people with information and each other in the digital age.

We believe in every person's right to knowledge and resources. Libraries are not just a place to discover stories but where people can come together, connect, create, and thrive.

Over the remaining life of this plan our focus will be on the provision of targeted lifelong learning opportunities, beautiful spaces, opportunities for people to connect with each other and taking our services beyond the walls of our existing branches to the fast-growing residential areas in Casey's southern regions.

While our journey through change and innovation has sharpened our focus in some areas of service delivery, our library's Vision, Mission and Values remain steady and are central to everything that we do. They are a clear reflection of our culture and the way we do things. We look forward to the implementation of this Library Plan across the next two years and hope you are as inspired as we are.

Regards



Penny Holloway Board  
Chairperson  
(February 2024)



Beth Luppino  
CEO  
(February 2024)

*"Bad libraries only build collections. Good libraries build services  
(and a collection is only one of many). Great libraries build communities."*

R. David Lankes, Expect More: Demanding Better Libraries For  
Today's Complex World.

Casey Cardinia Libraries (trading as Connected Libraries) 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. CCL are funded principally by the City of Casey and the Victorian State Government. We support a rapidly growing and diverse community of more than 392,000 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 play room, a place to meet.**



### United Nations Sustainable Development Goals

Casey Cardinia Libraries support the visions of City of Casey 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.

### SUSTAINABLE DEVELOPMENT GOALS

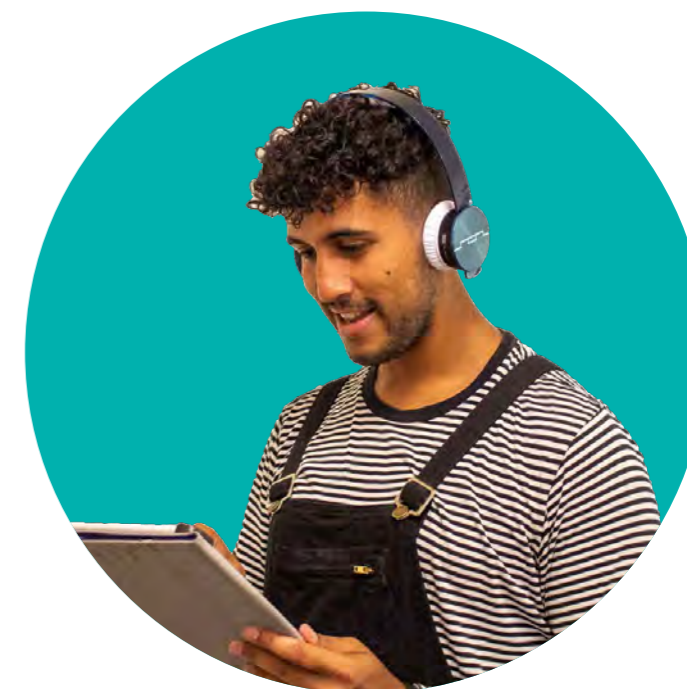


### Library Plan

This 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 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 Libraries Victoria data 2020



### We are growing

The City of Casey is forecast to grow by 39.64% between 2024 – 2046 (from 411,158 to 574,124).

The largest growth will be in new residential areas particularly those around Clyde, Clyde North, Cranbourne East and Cranbourne West.

### We are young

Growth in our communities will come mainly from working age population groups and young people. Almost 30% of residents in the City of Casey are under 19 years old compared to 24% of the Greater Melbourne population. The City of Casey's median age is 34 years and 57% of household are with children.



### We are diverse

The communities served by CCLC speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China, Afghanistan and Philippines. A high proportion of our communities are recent arrivals – 14% of residents in the City of Casey arrived in Australia in the last 5 years.

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

## COVID-19

COVID-19 has had a profound impact on communities and how CCLC delivers services. While challenging, it also provided an opportunity for CCLC 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 people in our community through wellbeing calls. We learned to deliver services 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 social and economic infrastructure to support workers and students.

## Diverse, growing community

City of Casey is 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 free access to information, materials and resources.

## Member Council & Local Government Act 2020

COVID has also had a significant impact on our Member Council, City of Casey. 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 much needed 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. CCLC Board resolved to allow Cardinia Shire to withdraw from the Regional Library Agreement on 30 November 2022. City of Casey remains as the sole member of the Regional Library Agreement, with the view to supporting CCLC to transition to a compliment entity in the years to come.

## Digital engagement – Bridging the Divide

COVID-19 led to the accelerated roll out and use of digital materials, resources and programming across all sectors. Increase in community engagement with CCLC 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. Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018). In 2020, the Australian Digital Inclusion Index score for Outer South East Melbourne was 61.6. This is the lowest score for Metro Melbourne (average 64.4) Source: Measuring Australia's Digital Divide: Australian Digital Inclusion Index.

Public libraries have a well-defined role providing fast free Wi-Fi and access to personal computers and other devices. Increasingly libraries are also taking responsibility for the provision of digital literacy training.

## Health and Wellbeing

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

Council recognises that health and wellbeing is a key priority and CCLC actively supports their Municipal Public Health and Wellbeing strategies.

Libraries 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. They play a vital role fostering social inclusion and bringing people together from all walks of life.

## Climate change and sustainability

Casey - 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. Council recognises 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.

CCLC are committed to the State Government's TAKE2 sustainability program and will continue to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.



# 5 Our libraries

## 5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

## 5.2 Mission

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

## 5.3 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

## 5.4 Services we deliver

Public libraries offer one of the last free open doors in our community.

We have libraries located at Bunjil Place, Cranbourne, Doveton, Endeavour Hills, Hampton Park and a Library Lounge at Cranbourne West Community Hub. We have Library Lockers available at Cranbourne West, Manna Gum Family and Community Hub and Orana Community Place.

We deliver:

- An extensive library collection that provides our community with access to a wide range of physical and electronic items, fiction, non-fiction books, magazines, newspapers and audio supporting literacy, reading, learning, information and leisure.
- Events and programs across a range of areas including: to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, social connection, digital literacy and mental health and wellbeing.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.
- Digital and technology services including access to free Wi-Fi, public internet PCs and sessions to help the community use technology in their everyday lives
- Outdoor events and programs
- Delivering the library collections direct to housebound community members.

Victoria's public libraries deliver place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service. We have a mixture of new and older physical infrastructure in our established service areas and a demand for our services in growth areas throughout Casey's southern pockets.

City of Casey is now the sole member of the Regional Library Agreement, and operates within a constrained financial environment. We are focused on providing the right services to our community (the ones they really need and want) without waste so we can keep pace with our region's population growth.

## Our partners

CCLC help build and strengthen our communities through innovative partnerships with service providers. We enjoy a high level of trust in the community, which means we are well placed to support community engagement activities.

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 CCLC's role in facilitating free access to information and resources, as well as providing a space for learning, meeting and relaxing. They also value our role in providing education programs and events alongside access to digital resources.

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

- 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:

- 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.

CCLC will deepen our connections with council teams and partners. By jointly planning programming and service innovations, we can create a greater return on our shared investment.

Our partners provide specialist expertise that enhance the library's ability to support community through educational opportunities, essential support services and access to quality information.







## 6

## Where we are now

### 6.1

### The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information.

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 CCLC 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 CCLC 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. CCLC 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.

CCLC are the welcoming front door for people who want free to access knowledge, connection and inspiration.

# Strategic Area 1: A Place to Gather and Learn

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

Objectives	Actions	Outcomes and measures
<b>Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information</b>	<ul style="list-style-type: none"> <li>Strengthen the accessibility of library branches</li> <li>Strengthen accessibility of digital platforms</li> <li>Offer a broad range of opening hours that meet community needs</li> <li>Implement the Customer Experience Framework</li> <li>Implement the Social Inclusion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>People feel safe and welcome</li> <li>People can easily access library services how and when they need them (location, opening hours, physical spaces)</li> <li>People who visit our branches feel happier</li> <li>People can easily access our digital platforms</li> </ul>
<b>Core services that are free and accessible</b>	<ul style="list-style-type: none"> <li>Provide free access to Wi-Fi and ICT within library branches</li> <li>Provide free access to a popular and well used collection</li> <li>We do not charge overdue fines</li> </ul>	<ul style="list-style-type: none"> <li>Communities have free access reading materials, information, physical and digital resources</li> </ul>

“I love an opportunity to take my kids to a place that gets them excited about books and reading. The staff have also always been friendly and welcoming.”

Objectives	Actions	Outcomes and measures
<b>Bridging the Digital Divide</b>	<ul style="list-style-type: none"> <li>Provide digital resources that encourage safe adoption of technology in our community</li> <li>Increase digital literacy in our community with through programming, services, and digital resources</li> <li>Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi</li> <li>CCLC work with key partners to help bridge the digital divide in our community</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the range of Information Communication Technology (ICT) resources available for community use</li> <li>More community members are able to safely and freely access digital information and collections</li> <li>Levels of digital literacy and inclusion increase in our community</li> </ul>
<b>Resources and skills to support access to knowledge and information</b>	<ul style="list-style-type: none"> <li>Lift staff capacity to support community to access information and programming</li> <li>Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel confident in their ability so support communities to access resources</li> <li>Digital improvements are reviewed regularly and funded appropriately</li> </ul>



## Strategic Area 1: A Place to Gather and Learn

Objectives	Actions	Outcomes and measures
<p><b>Deliver accessible programs and services that support reading, writing and lifelong learning</b></p>	<ul style="list-style-type: none"> <li>• Deliver events and programs that support reading, writing and lifelong learning</li> <li>• Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats</li> <li>• Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning</li> <li>• Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)</li> <li>• Facilitate accessible programs and activities that promote physical, mental and social health</li> </ul>	<ul style="list-style-type: none"> <li>• More people are reached through events and programming</li> <li>• More joint programs and services are delivered to enhance reading, writing and lifelong learning</li> <li>• Increase in the number programs and activities that promote STEAM</li> <li>• Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM</li> </ul>

<p><b>A new digital library to enhance access to knowledge and information</b></p>	<ul style="list-style-type: none"> <li>• Establish a new digital library branch</li> </ul>	<ul style="list-style-type: none"> <li>• Communities can access an integrated digital library collections and services.</li> <li>• Library users agree that the new digital library enhances access to knowledge and information.</li> </ul>
--	--	--





## Strategic Area 2: Partnership and innovation to achieve shared goals

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

Objectives	Actions	Outcomes and measures
<b>Support council to make evidence-based decisions about investment in library services</b>	<ul style="list-style-type: none"> <li>Strengthen data collection, management and reporting</li> <li>Support council in their strategic decision making with relevant quantitative and qualitative evidence</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced data collection and reporting</li> <li>Council make evidence-based decisions in relation to library infrastructure that meet our community needs</li> </ul>
<b>Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design</b>	<ul style="list-style-type: none"> <li>Explore and invest in joint planning and programming across council</li> <li>Explore new service delivery models that utilise shared digital and physical assets</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of joint programs and services</li> <li>Joint service delivery models are regularly considered</li> <li>Council teams are supported to consider, develop and deliver new library infrastructure</li> </ul>

“I appreciate how friendly and helpful staff are and accommodating. We borrow a lot of books as a homeschool family, and have really benefited from all the resources.”

Objectives	Actions	Outcomes and measures
<b>Develop partnerships that enhance learning, knowledge and wellbeing in our communities</b>	<ul style="list-style-type: none"> <li>Strengthen partnerships with community organisations to increase access to information and knowledge</li> <li>Work with partners to deliver library services and programming to a wider audience</li> <li>Partnerships are reviewed annually to ensure the community benefits</li> <li>Deepen engagement with education providers to facilitate clear learning pathways for our communities</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of joint programs and services provided to our community</li> <li>Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li> </ul>
<b>Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium</b>	<ul style="list-style-type: none"> <li>Continue to actively engage with PLV and Libraries Victoria Consortium</li> </ul>	<ul style="list-style-type: none"> <li>CCLC is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria</li> <li>CCLC is an active member of the Libraries Victoria Consortium</li> </ul>

**“ As someone who is careful about where I go, because of accessibility issues, I am impressed with everything that is currently available and the services offered. I find the staff are the libraries’ major asset and their willingness to order in books. ”**

# Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

Objectives	Actions	Outcomes and measures
<p><b>Community connections strengthened through our programming and partnerships</b></p>	<ul style="list-style-type: none"> <li>• Deliver programs and services across the region that strengthen social connection</li> <li>• Partner with council teams and community organisations to engage our community through programs and outreach activities</li> <li>• Support the Friends of CCLC to engage with and promote CCLC to the wider community</li> </ul>	<ul style="list-style-type: none"> <li>• Communities are connected through the library to council and community programs and services</li> <li>• CCLC, Council and community organisations are able to reach a larger, more diverse community</li> <li>• Communities are actively engaged and consulted in CCL's development</li> <li>• Community connections are strengthened</li> </ul>

“It is a place to go to get away from your troubles for just a little while. Sometimes all you need is a smile and a good book!! I am 92 years next month and the help is essential.”

Objectives	Actions	Outcomes and measures
<p><b>Actively encourage health and wellbeing in our community</b></p>	<ul style="list-style-type: none"> <li>• Work with council teams and community partners to enhance health and wellbeing</li> <li>• Deliver programs and services that support communities to strengthen their health and wellbeing</li> <li>• Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection</li> <li>• Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living</li> <li>• Align CCLC services with Member Councils' municipal public health and wellbeing plans</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of programs and services that support health and wellbeing</li> <li>• Communities are connected through the library to council and community health and wellbeing services</li> <li>• Communities access information and programs that support health and wellbeing</li> <li>• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.</li> <li>• Library users are healthier and more knowledgeable about their own wellbeing</li> </ul>



**Strategic Area 3:  
Facilitate community connection and wellbeing**

Objectives	Actions	Outcomes and measures
<p><b>Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services</b></p>	<ul style="list-style-type: none"> <li>• Work with council teams and community partners to support CALD communities to engage with council and library services and programs</li> <li>• Deliver programs and services that empower CALD communities to access social and wellbeing supports and services</li> <li>• CCLC continues its journey to reconciliation</li> <li>• Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of joint services, resources and programs for CALD communities</li> <li>• CALD communities feel that they are supported to access services and resources</li> <li>• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities</li> <li>• CCLC 'Innovate' Reconciliation Action Plan is completed</li> </ul>
<p><b>Inform and engage community about our library services</b></p>	<ul style="list-style-type: none"> <li>• Increase awareness of CCLC's services and resources through strategic marketing, public relations and outreach activities</li> <li>• Inform communities about the library's impact</li> </ul>	<ul style="list-style-type: none"> <li>• Community members are aware of, and appreciate the libraries' services and resources</li> <li>• Community members are aware of, and appreciate the impact of libraries</li> <li>• CCLC delivers year on year growth in visits, loans, membership and program attendance</li> </ul>
<p><b>Social inclusion strategy that guides inclusive community engagement</b></p>	<ul style="list-style-type: none"> <li>• Maintain and refine the strategy that will inform CCLC's approach to inclusive community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• CCLC adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities</li> </ul>





# Strategic Area 4: Organisational excellence

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

Objectives	Actions	Outcomes and measures
<b>Integrate CCLC values throughout the organisation</b>	<ul style="list-style-type: none"> <li>Recognise and celebrate staff who live CCLC's values</li> <li>Work with all library team members to reinforce CCLC's values</li> </ul>	<ul style="list-style-type: none"> <li>Staff embrace CCLC's values and incorporate them into their day to day work</li> </ul>
<b>Partner with community to design and strengthen positive impact of library services</b>	<ul style="list-style-type: none"> <li>Involve community in making key decisions about CCLC's infrastructure, services and programming</li> <li>Engage regularly with Friends of CCLC to review and develop library initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Community have the opportunity to contribute to library planning</li> </ul>
<b>Strengthen staff capacity to innovate and respond effectively to community needs</b>	<ul style="list-style-type: none"> <li>Encourage staff to work to their strengths</li> <li>Provide staff with opportunities to co-design services and programs</li> <li>Provide staff with regular updates on CCL's performance, including community feedback</li> <li>Strengthen capacity of staff to engage and support the community</li> <li>CCLC is an inclusive employer</li> </ul>	<ul style="list-style-type: none"> <li>Staff have the opportunity to contribute to library planning</li> <li>Staff are informed about CCLC's planning and priorities</li> <li>Staff feel confident in their ability to engage and support customers</li> <li>CCLC has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve</li> </ul>

“I love the opportunities to discover books, events, authors etc that I may not have otherwise, and the inclusivity—seeing a broad range of community members at home there.”

Objectives	Actions	Outcomes and measures
<b>Know and understand our impact</b>	<ul style="list-style-type: none"> <li>Explore opportunities to strengthen data collection within CCLC</li> <li>Work with partners to track and understand CCL's impact across council goals</li> <li>Report on CCLC's impact annually</li> </ul>	<ul style="list-style-type: none"> <li>CCLC regular collects and reports on its impact</li> <li>CCLC's board, council staff and community organisations are aware of CCL's impact</li> </ul>
<b>Seek funding opportunities that enhance our capacity to support the community</b>	<ul style="list-style-type: none"> <li>Apply for funding and grant opportunities</li> <li>Raise funds through donations and sponsorships from our community</li> </ul>	<ul style="list-style-type: none"> <li>Additional services and programs are delivered as a result of funds raised</li> </ul>

## Strategic Area 4: Organisational excellence

Objectives	Actions	Outcomes and measures
<b>Good Governance and compliance with legislative requirements</b>	<ul style="list-style-type: none"> <li>• Robust oversight of CCLC by the Board</li> <li>• Board performance evaluation conducted annually</li> <li>• Compliance with relevant legislation</li> </ul>	<ul style="list-style-type: none"> <li>• An informed and engaged Board</li> <li>• A reputation for good governance practices</li> <li>• Unqualified Audit Opinion from Victorian Auditor General's Office</li> </ul>
<b>Provision of strategic guidance and support to Member Council</b>	<ul style="list-style-type: none"> <li>• Strong connections across the public library sector at a national and state level.</li> <li>• Provide guidance and support to Member Council on the future development and delivery of library services</li> <li>• Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Our community has access to high quality library services</li> <li>• Our communities are stronger, healthier and better connected</li> </ul>





**“ I read many books in my native language. Hampton Park library has many books in my native language so I love to go there even though its bit far from my home.**

**”**

## 8 Key performance indicators

---

- People who use our services are inspired, engaged and enthused
- Our community value the services we provide
- The number and quality of partnerships we develop with external organisations
- Development and delivery of the CCL Library Plan 2021 – 2025 and associated plans and policies
- Development of a high performing workforce with positive and inclusive culture
- Sound financial and operational management of CCL
- CCL complies with statutory and funding requirements

### 9.1 Our key measure outputs

## 9 Measurement methods

---

Casey Cardinia Libraries gathers feedback and statistics on our performance through a range of methods:

- Community surveys, anecdotal feedback and case studies
- Net Promoter Score
- Investment attracted for new libraries, services and programs
- Staff surveys and anecdotal feedback
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework
- Sustainable financial position

*Notes:*

- *Actuals for Virtual Visits and Digital Loans for 2022/23 and prior include Cardinia Shire members.*
- *Revised projections for 2023/24 are based on 5 existing branches.*
- *Targets for 2024/25 onwards are based on 5 existing branches, the Library Lounge and 3 locker locations.*

*For more detail:*

- *Local Government Reporting Framework measures go to [City of Casey 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 - 2020](#)*

CCLC 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 CCLC consulted widely. We appreciate the time and thought invested by library users, community members and stakeholders who freely shared their ideas, suggestions and feedback.

This plan is informed by:

- A biannual Online Community Survey
- In depth interviews with community groups and individuals
- Annual internal Organisational Health Check
- Board members
- Key staff at City of Casey
- Conversations across the organisation
- State Government, Public Libraries Victoria, State Library Victoria and Council Plans
- Victorian Public Libraries 2030 Strategic framework
- [Australian libraries support the Sustainable Development Goals.](#)





**For more information about  
Connectd Libraries visit**



**[connectedlibraries.org.au](https://connectedlibraries.org.au)**



**[information@connectedlibraries.org.au](mailto:information@connectedlibraries.org.au)**



**1800 577 548**



**@connectedlibraries**



**@connectedlibraries**



**Casey  
Cardinia  
Libraries**

**OFFICERS REPORTS**

**CL04/2024 FINANCE**

**Report prepared by Emily Ramaswamy**

**Purpose**

To provide the Board an update on Connected Libraries’ financial performance as at 31 January 2024.

CL Library Plan reference – 4.5, 4.6

**Discussion**

**Income Statement**

**Month Ended 31 January 2024**

	Total Budget 2023-24	Budget YTD January 2024	Actual YTD January 2024	Variance	% Actual Vs Budget
<b>Income</b>					
Council Contributions	7,198,580	4,293,255	4,197,424	(95,831)	(2.2%)
Government Grants	2,207,392	2,207,391	2,175,404	(31,987)	(1.4%)
Interest on Investments	87,500	51,044	80,559	29,515	57.8%
Other Income	110,015	49,200	51,316	2,116	4.3%
<b>Total Income</b>	<b>9,603,487</b>	<b>6,600,890</b>	<b>6,504,703</b>	<b>(96,187)</b>	<b>(1.5%)</b>
<b>Expenditure</b>					
Employee Costs	6,607,846	3,676,710	3,507,258	169,452	4.6%
IT & Communications	645,000	395,419	317,641	77,778	19.7%
Library Materials	357,880	292,860	237,230	55,630	19.0%
Promotions & Marketing	102,960	50,745	52,530	(1,785)	(3.5%)
Administration	433,303	260,260	221,843	38,417	14.8%
Depreciation	1,085,721	538,384	554,541	(16,157)	(3.0%)
<b>Total Expenditure</b>	<b>9,232,711</b>	<b>5,214,378</b>	<b>4,891,044</b>	<b>323,334</b>	<b>6.2%</b>
Net Gain(loss) disposal of plant & equip	0	0	300	300	
<b>Net result for the reporting period</b>	<b>370,777</b>	<b>1,386,512</b>	<b>1,613,959</b>	<b>227,447</b>	<b>16.4%</b>

**Income**

Council Contributions

Timing of the invoices for the Innovation Projects led to Council Contributions being under budget for January. However, it is expected that the year will close out with Council Contributions being \$63k better than Budget. This is due to the original budgeting of the projects and the Council’s preference that all costs be paid by CL directly, then billed on to Casey (\$44k of costs relating to furniture and site works were expected to be paid by Council directly when the FY24 Budget was prepared). \$19k was also unbudgeted as revenue for the reimbursement of Independent Board Directors fees.

Government Grants

PLFP and PRC State Government funding received for the year was lower than expected (0% uplift on prior year), this shortfall will be a permanent variance.

**Interest on Investments**

Tight cash-flow control and higher than budgeted interest rates had led the organisation to overperform in term deposits. It is expected that FY24 will close \$50k ahead of budget in Interest revenue, helping to offset the loss of State Government Revenue.

**Other Income**

Other income is in line with Budget YTD with no expected upcoming major variances.

**Expenditure**

**Employee Costs**

Employee Costs are currently under budget due to the delay in signing of the new EA agreement. The current proposed offer would see pay rises back-paid to the end of November, so savings achieved so far are considered a timing-only variance.

**IT & Communications**

IT & Communications are underspent due to the timing of invoices and a later than expected project timeline due to unplanned changes in staffing. It is expected that the YTD result will align more closely with budget in the coming months.

**Promotions & Marketing**

Promotions & Marketing is on track YTD so far but is expected to finish the year \$12k overspent, due to the original budget allocation of the innovation projects. Savings in administration where the budget was originally planned will offset this overspend.

**Administration**

Administration is currently \$38k underspent, \$12k will remain underbudget due the Innovation Projects costs aligning with Marketing.

<b>Capital Expenditure Month Ended 31 January 2024</b>	<b>Total Budget 2023-24</b>	<b>Budget YTD January 2024</b>	<b>Actual YTD January 2024</b>	<b>Variance</b>	<b>% Actual Vs Budget</b>
Library Materials	1,147,133	801,446	737,088	64,358	8.0%
Motor Vehicles	152,000	110,000	75,077	34,923	31.7%
Furniture & Equipment	276,362	199,180	167,614	31,566	15.8%
Capital Exp. for the reporting period	1,575,495	1,110,626	979,779	130,847	11.8%

**Capital Expenditure**

**Library Materials**

Underspend on Library Materials is a purely timing variance. Some suppliers have been late on invoicing for stock already received.

**Motor Vehicles**

Motor Vehicles is expected to be \$70k underspent at the end of the financial year, due to the delay in replacement of CEO vehicle that was scheduled to occur in April. Stock availability and lengthy wait times currently being experienced have pushed the expected vehicle replacement to occur in FY25. The new library outreach van was also less costly up front, but more was invested into the new Cranbourne West Library Lounge furniture and equipment with the approved Project Funding.

**Furniture & Equipment**

Whilst currently underspent, it is expected that Furniture & Equipment will be \$75k overspent at the end of the financial year (relating to Cranbourne West). This is offset by the \$44k additional Council Contributions revenue and the underspend in Motor Vehicles relating to the Innovation Projects.



**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

**Credit Card Expenditure**

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Finance and Digital Operations</b>			
November Statement	30/10/2023	GoFar Pty Ltd - GoFar adapter and annual unlimited plan for milage counter - Outreach Van	\$120.00
	1/11/2023	Zencastr - Professional yearly fee for Podcasting	\$352.46
	2/11/2023	Amazon Marketplace - Qty 480 Inflatable Beach Balls for Big Summer Read Program	\$607.38
	3/11/2023	Amazon Web Services - Website hosting October 2023	\$1,360.31
	5/11/2023	Adobe Creative Cloud Licences	\$460.27
	6/11/2023	Kmart - Felt Christmas Tree and table hooks for Outreach visits	\$11.00
	14/11/2023	Amazon Marketplace - Screen Protector and Case for iPhone 15	\$68.76
	14/11/2023	Amazon Marketplace - Qty 1 iPhone 15 case, Qty 1 x Google Pixel phone case, Qty 4 x USB-C fast charger	\$158.81
	16/11/2023	Amazon Marketplace - Qty 1 Bubble Machine for Childrens Programs - Outreach Team	\$34.99
	16/11/2023	Amazon Marketplace - Qty 5 Bubble Machines Childrens Programs - All Branches	\$174.95
	19/11/2023	Amazon Prime AU - Prime Membership Fee for November	\$9.99
<b>Total November 2023</b>			<b>\$3,358.92</b>
December Statement	24/11/2023	Adobe Systems Pty Ltd - Adobe Acrobat Pro Software	\$9.09
	25/11/2023	Amazon Marketplace AU - Refund back for purchase made on 14/11/2023 as delivery was unsuccessful.	<b>-\$158.81</b>
	27/11/2023	The Grants Hub Pty Ltd - Team annual membership for Grants Hub website access	\$576.72
	28/11/2023	AliExpress - Qty 40 Cross body radio bags for branch staff (OH&S)	\$346.97
	29/11/2023	Eagle Doveton Service Stations - Purchase of bottled water for staff development day	\$14.99
	30/11/2023	Woolworths - Purchase of refreshments for staff development day	\$47.50
	5/12/2023	Adobe Creative Cloud Licences	\$485.26
	8/12/2023	Woolworths Online - Branches Christmas Hampers	\$368.30
	9/12/2023	Amazon Web Services - Website hosting November 2023	\$1,300.67
	11/12/2023	Amazon Marketplace AU - Redelivery from Amazon of 1 x iPhone 15 case, 1 x Google Pixel phone case, 4 x USB C Fast charger	\$153.81
	18/12/2023	Ollies Blooms - Purchase of sympathy flowers for staff member	\$74.00
	19/12/2023	SP Merindah-Gunya Art Dealers - Purchase of Multicultural Youth Canvas hanging at Cranbourne West Library Lounge	\$1,350.00
	19/12/2023	Amazon Prime AU - Prime Membership Fee for December	\$9.99
	22/12/2023	Woolworths - Water for Cranbourne Staff after burst water pipe	\$9.50
<b>Total December 2023</b>			<b>\$4,587.99</b>
January Statement	22/12/2023	Pick a Flower - Purchase of flowers for staff recognition	\$53.90
	6/01/2024	Adobe Creative Cloud Licences	\$485.26
	6/01/2024	Amazon Web Services - Website hosting December 2023	\$1,300.67
	18/01/2024	Amazon AU - Fire TV Stick - Doveton Library	\$79.00

**CONNECTED LIBRARIES BOARD MEETING  
Wednesday 28 February 2024**

	18/01/2024	Amazon AU - Fire TV Stick - Cranbourne West Library Lounge	\$79.00
	18/01/2024	Enro Designs - Alphabet Rug for Childrens Area - Cranbourne West Library Lounge	\$675.00
	19/01/2024	Amazon Prime AU - Prime Membership Fee for January	\$9.99
	24/01/2024	Descript - Annual Descript Creative subscription - Audio editing software for podcast and content creative	\$452.95
<b>Total January 2024</b>			<b>\$3,135.77</b>
<b>TOTAL</b>			<b>\$11,082.68</b>

<b>Card Holder</b>	<b>Transaction Date</b>	<b>Detail</b>	<b>\$</b>
<b>Chief Executive Officer</b>			
November Statement	9/11/2023	News Pty Ltd - Subscription renewal for Herald-Sun Newspaper at Doveton Library	\$494.00
	9/11/2023	News Pty Ltd - Subscription renewal for Herald-Sun Newspaper at Endeavour Hills Library	\$494.00
	15/11/2023	Super Cheap Auto - Qty 1 Ridge Ryder Thermo Cooler and Warmer - Outreach Van	\$149.99
	15/11/2023	Kmart - Purchase of utensils for series of Adult Food Programs/Events	\$97.50
<b>Total November 2023</b>			<b>\$1,235.49</b>
December Statement	24/11/2023	Buzzsprout - Podcasting - Bookmatters	\$18.92
	13/12/2023	Fairfax Newspapers - Subscription renewal for The Age Newspaper at Hampton Park Library	\$782.60
	14/12/2023	Amazon Marketplace AU - Qty 5 x backpacks for branches evacuation Go Bags	\$179.40
	18/12/2023	Fairfax Newspapers - Subscription renewal for The Age Newspaper at Endeavour Hills Library	\$782.60
<b>Total December 2023</b>			<b>\$1,763.52</b>
January Statement	22/12/2023	O'Brien Glass - Booking deposit for Windscreen replacement for corporate vehicle - ITJ7AW	\$100.00
	27/12/2023	Buzzsprout - Podcasting - Bookmatters	\$18.24
	27/12/2023	O'Brien Glass - Windscreen replacement for corporate vehicle - ITJ7AW	\$1,201.17
	10/01/2024	www.mylollies.com.au - Chocolate love hearts for Library Lovers event	\$110.00
	11/01/2024	QV Carpark Melbourne - Parking at PLV Executive Meeting at MAV	\$20.00
	15/01/2024	Youki's Cowes - Charged in error to this credit card - Repaid via Invoice L 24-043	\$37.05
	15/01/2024	Aldi Stores - Charged in error to this credit card - Repaid via Invoice L 24-043	\$15.55
	16/01/2024	RMNG and Winglock Cowes - Charged in error to this credit card - Repaid via Invoice L 24-043	\$64.20
	16/01/2024	Aldi Stores - Charged in error to this credit card - Repaid via Invoice L 24-043	\$9.42
	16/01/2024	Priceline Cowes - Charged in error to this credit card - Repaid via Invoice L 24-043	\$14.18
	24/01/2024	Buzzsprout - Podcasting - Bookmatters	\$18.85
<b>Total January 2024</b>			<b>\$1,608.66</b>
<b>TOTAL</b>			<b>\$4,607.67</b>

**Bank Reconciliation**

A Bank Reconciliation is available on request.

**FY2024 Audit Schedule**

VAGO will be completing the 2024 Financial Statements Audit and have scheduled the below key stages (subject to change):

- Planning visit–Monday 26<sup>th</sup> to Wednesday 28<sup>th</sup>

- Interim Audit–Monday 3<sup>rd</sup> to Thursday 6<sup>th</sup> June
- Final Audit – Monday 30<sup>th</sup> September to Friday 4<sup>th</sup> October
- Signing of Financial Statements by the Chairperson, CEO & GMFDO – Wednesday 23<sup>rd</sup> October 2024
- Annual Report due to be submitted to the Minister for Local Government Thursday 31<sup>st</sup> October 2024.

**Conclusion**

Connected Libraries is managing the current environment with measured financial decisions.

Connected Libraries is in a sound financial position.

---

***RECOMMENDATIONS***

---

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

**CL05/2024 ORGANISATIONAL RISK**

**Report prepared by Beth Luppino and Janine Galvin**

**Purpose**

To provide the Board with a progress report on matters that impact Connected Libraries’ operations or strategic goals.

CL Library Plan reference –4.3, 4.6, 4.7

**Discussion**

In this report we provide the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.

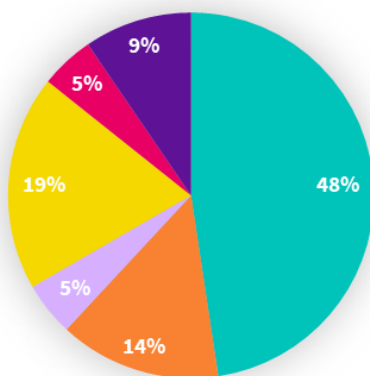
**Occupational Health and Safety (Library Plan reference 4.6)**

Inappropriate patron behaviour still remains the main concern for staff in our branches. This in turn poses a risk of psychosocial injury to our staff. In particular we are experiencing issues with patrons accompanied by Carers who do not affectively support their client if they behave inappropriately. We are currently designing a policy for Carers and their responsibilities in our branches, with more streamlined procedures for staff when an incident occurs.

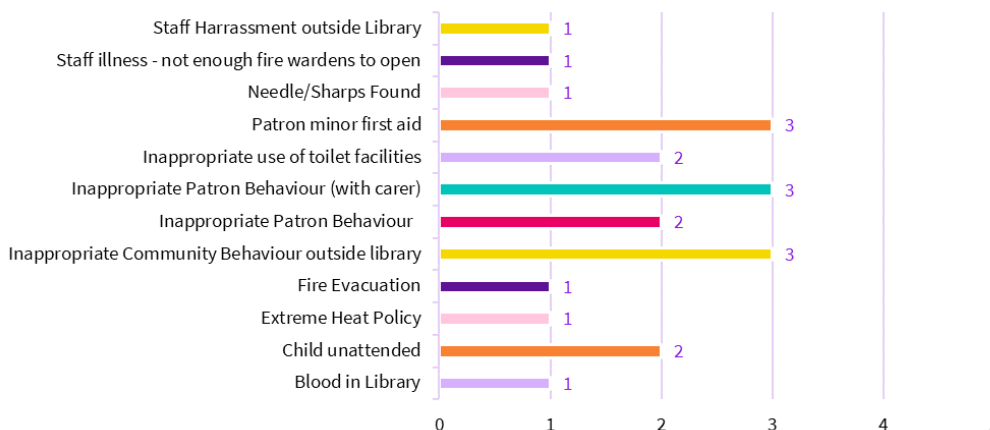
Throughout the school holidays, we had a decrease in the number of children unattended in our libraries, although this could be also from lack of reporting from our staff. Our HSR Reps are investigating this further but early discussions indicate that staff are more vigilant and catching the behaviour with parents before they leave the library. Interesting to note, the number of incidents occurring outside our Doveton library currently. We are in discussion with City of Casey on how we can support the community more and also how to keep our team safe if this behaviour spills to inside the library.

**Incident Reports by Branch  
20 Nov 2023 to 19 Feb 2024**

- Bunjil Place
- Cranbourne
- Cranbourne West
- Doveton
- Endeavour Hills
- Hampton Park



**Incident Reports by Type -20 Nov 2023 to 19 Feb 2024**



**Enterprise Agreement** (*Library Plan reference 4.3*)

The negotiations with ASU and staff Union representatives continue and are progressing well. ASU organiser and Staff Union Representatives have presented draft Enterprise Agreement to staff for discussion and consideration, and voting is expected to commence mid-late March.

**Risk Management** (*Library Plan reference 4.6*)

State Government Public Libraries Funding Program

The Public Libraries Funding Program is now confirmed, and funds received. The State Government has also now confirmed the funding for the Premiers Reading Challenge program. It should be noted that the funding for either of these programs did not increase from the previous year, so the forecast 1.7% uplift will not be recognised in 2023-2024 budget actuals.

On 12 February the Minister advised Public Libraries that the 2023-2024 Living Libraries Infrastructure funding program has reduced by more than half, to a total of 2.2 million – for 2023-2024. The program is open for minor capital works bids up to \$200,000 in this cycle. CL Executive is working with Casey Head of Libraries to discuss opportunities for any application this round (noting that Council must contribute to any project on a \$1:\$1.5 ratio).

Collaborative advocacy to the Minister for Local Government continues led by Public Libraries Victoria, ahead of the State Budget 2024-2025.

Quarterly Risk Management Plan review

The following updates have been made to the Risk Management Plan.

Section	Risk No.	Risk	Change	Change to rating
Risk Ratings Strategic	12	Loss of reputation - brand	Analysis and Mitigation wording updated to remove references to CCL rebrand	None
Risk Ratings Strategic	9	Increase in Workcover premiums	Additional wording in mitigation. Includes: Active OHS team inducting new staff	None
Risk ratings operational	6	Staff mental health	Mitigations updated to reflect current state of BAU (post service review)	None

The quarterly top risks as identified in the Risk Management Plan for February 2024 include:

**Top Risks - Operational**

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Data Security Breach or Cyber Attack
2	8	Unattended children in the library
3	7	Staff mental health
	7	Staff assaulted in library or on outreach visits
4	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

Top Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Data Security Breach or Cyber Attack
2	8	Decline in funding from Council or State Government for Library Services
	8	Changes to government policy
3	7	Global warming - climate change
	7	Loss of reputation/ brand
4	6	Poor enterprise risk management

Top Risks - Psychosocial

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Civility and Respect
	8	Protection of Physical Safety
2	7	Organisational Culture
	7	Workload Management
3	6	Clear Leadership and Expectations
	6	Balance

**Conclusion**

The Connected Libraries Executive Team continues to manage organisational risks through appropriate mitigation measures.

---

**RECOMMENDATIONS**

- 1. That the Organisational Risk Report be noted.**



# CONNECTED LIBRARIES

---

Ignite your imagination

## **Risk Management Plan**

**28 February 2024**

## Risk Ratings Matrix

Consequence	Likelihood				
	Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
<b>Catastrophic</b> 5	Moderate 6	High 7	High 8	Extreme 9	Extreme 10
<b>Major</b> 4	Moderate 5	Moderate 6	High 7	High 8	Extreme 9
<b>Moderate</b> 3	Low 4	Moderate 5	Moderate 6	High 7	High 8
<b>Minor</b> 2	Low 3	Low 4	Moderate 5	Moderate 6	High 7
<b>Insignificant</b> 1	Low 2	Low 3	Low 4	Moderate 5	Moderate 6

## Risk Ratings

Risk Rating	Classification	Required Action
9 to 10	Extreme	Risk unacceptable. Immediate action required Consultation with CCL Leadership
7 to 8	High	Action Plan required Monitoring required by CCL Leadership
5 to 6	Moderate	Regular monitoring of the risk by relevant Leadership Team Manager
Below 5	Low	General monitoring through staff and standard/routine processes

## Risk Ratings - Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Data Security Breach or Cyber Attack</b>	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	4	5	9
<b>Unattended children in the library</b>	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child Child is approached by a stranger- hurt or removed from the space	5	4	9	Child safe policy is reviewed and updated. All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and policies Casey implementing minimum age requirements for unattended children at Bunjil Place and will assist with implementation All Child Safe incidents are discussed at Executive fortnightly meetings with changes made to policies as required	5	3	8
<b>Staff mental health</b>	GMOD	Mental health in the post-pandemic work environment, CL transition over past 2 years, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted to staff Staff Wellbeing surveys are undertaken ET have frequent in-branch presence to enable staff to voice concerns Promote strong culture through executive leadership and broader Leadership team training Policies and procedures in place to support staff Values driven culture Actively support Consultative Committee	4	3	7
<b>Staff assaulted in library or on outreach visits</b>	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured	4	4	8	Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Maintain and utilise Employee Assistance Program (EAP) City of Casey conducted Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits and implementing changes	4	3	7



## Risk Ratings - Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Catastrophic event destroying a library</b>	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6
<b>Staff assaulted in library or on outreach visits (fatal)</b>	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Maintain and utilise Employee Assistance Program (EAP) City of Casey conducted Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits and implementing changes	1	5	6
<b>Decline in visitation</b>	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Ensure clear messaging on library users access to services across City of Casey Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online services. Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West) and identify new service delivery models - e.g 24/7 - click and collect stations- reading lounges - outreach van etc	3	3	6
<b>Pandemic - acute</b>	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Develop and maintain a Business Continuity Plan - outlining Response and Recovery strategies in place Promote vaccination strategy as per Government Health orders Employ relevant Government pandemic Framework	1	4	5

## Risk Ratings - Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Inability to recruit suitably qualified staff</b>	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	CL experienced significant vacancies over the last 12 months through the withdrawal of Cardinia and subsequent service review. This impacted customer experience and staff moral	3	4	7	Focus on recruiting staff with transferrable skills Secondments considered Continue to upskill existing staff and offer Acting opportunities Training for managers offered in recruitment skills	2	3	5
<b>Domestic violence incident staff</b>	GMOD	CL staff are at increased risk of having a domestic violence incident with partner	Staff injury -physically or mental and unable to work. Unsafe in own home	3	4	7	GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff Emergency Leave provision are included in CL EA	2	3	5
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S &amp; RTW</b>	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
<b>Pandemic - fatal</b>	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine- unable to work Members of the community ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	2	4	6	Follow the advice of Victoria's Chief Health Officer Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	1	4	5

## Risk Ratings - Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Accident in the library causing harm to patron/staff</b>	GMCE	CL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance - more First Aiders to be trained for Bunjil Place and Cranbourne branches Defib available at Cranbourne and defibs for other branches to be rolled out throughout 2023. Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	2	3	5
<b>Bomb threats</b>	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	2	4	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
<b>Infrastructure Failure</b>	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
<b>Personal use of own vehicle</b>	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	CL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand the policy.	1	3	4

## Risk Ratings - Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Sharp Decline in loans</b>	GMCE	Loans are one of the key usage and relevance indicators for CL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues. Libraries Victoria interlibrary loans have been temporarily suspended while new courier is put in place - this will impact loans for at least two months late 2022 and potentially beyond due to cost increases.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage. CL provides a bulk of the loans for LibVic - particularly Myli	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Provide ad hoc inter-library loan service with neighbouring library(Myli) while Libs Vic is suspended.	1	3	4



## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
<b>Civility and Respect</b>	GMOD GMCE	<p>In the workplace employees are respectful and considerate in their interactions with one another, as well as with community members and anyone else they may interact with.</p> <p>Civil and respect in the workplace relates to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor staff relationships and reduction in sick leave and turnover</p>	<p>If the workplace is lacking in civility and respect it can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal. A workplace without civility and respect exposes the organisation to the threat of more grievances and legal risks.</p> <p>An example of disrespectful behaviour is bullying, which can be associated with psychological complaints, depression, burnout, anxiety, aggression, psychomatic complaints and musculoskeletal health complaints. It can effect not only those involved but those around. Leads to exposure to high traumatic events or content.</p> <p>Organisations with civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This civility allows people to enjoy the environment, whether they are staff, community members or the like.</p>	5	5	10	<p>Code of Conduct for patron behaviour in place - recently updated</p> <p>Staff Training re managing conflict and de-escalating behaviour</p> <p>OHS Safety regulations met in branches</p> <p>Hire Security in serious situations</p> <p>Intranet resources available for staff to access re procedures with aggressive patron behaviour</p> <p>Code of Conduct (Staff) in place</p> <p>Mental Health Training available and branch Mental Health Champions in place</p> <p>Create meeting environment fostering constructive conversations amongst staff where views are listened to</p> <p>Actively promote the 3 r's - Respect, Restraint and Refinement across the organisation</p> <p>IT policies and procedures regarding accessible content.</p>	3	5	8	
<b>Protection of Physical Safety</b>	GMOD GMCE	<p>It is important that staff physical safety is demonstrated in the workplace through policies, training, appropriate response to incidents or situations identified as risks and a dedication to ensure staff safety.</p> <p>Staff working in an environment that is perceived as physically safe will feel more secure and engaged. Higher levels of staff confidence of the safety protection in the workplace results in lower rates of psychological distress and mental health issues.</p>	<p>An organisation that fails to physical protect its staff in the workplace can be dangerous and runs the risk of staff being injured or becoming ill, and staff who do not see the workplace as a safe physical environment will feel less secure and less engaged.</p>	4	5	9	<p>OHS Reps</p> <p>OHS Committee</p> <p>Elumina Reporting and Culture of reporting</p> <p>City of Casey Workplace Assessment Study completed for exit risks and safety</p> <p>Headsets for larger branches</p> <p>Citywatch panic button installed at HAM, DOV</p> <p>Resources on Intranet and training in case of emergency</p> <p>Evacuation policies and procedures</p> <p>Manual Handling training</p>	3	5	8	

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Organisational Culture</b>	GMOD GMCE	Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty. A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.	Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being. A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.	5	4	8	Bridge trust gap after service review through strong executive leadership Bridge trust through strong leadership team and leadership of staff Strong policies and procedures in place Value driven culture - values review planned for Staff Development Day 2023 EAP - Converge Consultative Committee - where staff are heard	3	4	7
<b>Workload Management</b>	GMOD GMCE	A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support.  Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.	Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy. Excessive workload is on the main reasons employees are negative about their jobs and their employers.	4	4	8	Liaise with staff in new roles to ensure demands of roles are realistic, meet timeframes set and support staff to succeed Strong succession planning and training of junior staff to take on new duties and added responsibilities	3	4	7

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Clear Leadership and Expectations</b>	GMOD GMCE	<p>Effective leadership and support helps staff know what they need to do, how their work contributes to the organisation and whether there are impending changes. It increases staff morale, resilience, and trust; and decreases staff frustration and conflict.</p> <p>Good leadership results in higher job well-being, reduced sick leave, and reduced early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees</p>	<p>Leaders who are more instrumental in their approach (ie. focusing on producing outcomes with little attention to the big picture, the psychosocial dynamics within the organisation, and the individual staff) are more likely to get staff health complaints including general feelings of malaise, irritability, and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for staff and can undermine the legitimacy of program, policy and/or service intended to support staff.</p> <p>Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.</p>	4	4	8	<p>Leadership Mentor and Training Program</p> <p>Leadership Team Meetings</p> <p>Leadership individualised workplans and training plans</p> <p>Band 5 Mentor and Training Program</p> <p>Band 5 Team Meetings</p> <p>Band 5 individualised workplans and training plans</p> <p>Band 4 Mentor and Training Programs</p> <p>Band 4 Champions</p> <p>Band 4 Individualised workplans and training plans</p>	2	4	6

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Balance</b>	GMOD GMCE	<p>The recognition of the need for balance between the demands of work, family and personnel life. Everyone has multiple roles and are not only an employee, (eg. parent, partner). Multiple roles can be enriching and allow for individual strengths and responsibilities but conflicting responsibilities can lead to role conflict or overload.</p> <p>Work-life balance is a state of well-being allowing a person to effectively manage multiple responsibilities at work, at home and in their community. Work-life balance is different for everyone and it supports physical, emotional, family and community health and does so without grief, stress, or negative impact.</p>	<p>When conflict between roles occurs, the person's health and well-being are undermined. The imbalance can lead to: constant tiredness, bad temper, inability to progress, high job stress resulting in dissatisfaction with work and being absent either physically or mentally. The effects can lead to additional stress-related illness, and the impact on the organisation can include increased costs due to benefit payouts, absenteeism, disability and turnover.</p>	3	4	7	<p>Accommodate work life balance where possible and acknowledge contributing factors including age, cultural, gender, family, marital status, care giver demands, socio economic status and many others.</p> <p>Working From Home 60/40 Hybrid Model available for non Customer Facing Staff</p>	2	4	6
<b>Engagement</b>	GMOD GMCE	<p>Staff engagement in their jobs where they enjoy and feel connected to the team and organisation feel motivated to do their job well. Engaged staff feel connected when they can relate to, are committed to the overall success of the organisation - its values, approach and strategies.</p> <p>Engagement is important for staff individual satisfaction and psychological health and leaders to great community outcomes and satisfaction, enhanced productivity, greater morale and motivation, and increase organisation behaviours that benefit the individual and the organisation.</p>	<p>Lack of engagement can lead to negative economic impact and productivity losses, psychological and medical consequences, risk of greater staff turnover, workplace deviance, counterproductive behaviour and withdrawal behaviours.</p>	3	4	7	<p>Align Connected Libraries Strategic Plan with individual staff goals/action plans/performance appraisals/training plans. Connected Libraries Core Values promoted. Leadership adhering to Core Values and promoting throughout the organisation. Communicate individual staff wins/team wins and their value across the organisation. Role Definition - ensure staff fully understand their PD, role requirements and where it fits in the organisation.</p> <p>Regular catchups with management and their staff to ensure roles expectations are clearly defined and reviewed.</p> <p>Strong recruitment hiring process and onboarding to measure success of new hires.</p> <p>Learning &amp; Development - a strong training program to grow individual staff capability.</p> <p>Performance Feedback - Leadership training to ensure confidence in performance feedback to staff.</p> <p>Regular opportunities for staff to obtain performance feedback for growth. Resources - do staff have the right tools to complete their roles.</p>	1	4	5



## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Psychological competencies and Demands</b>	GMOD GMCE	<p>A workplace good fit between employees' interpersonal and emotional competencies, their job skills, and the position they hold. A good fit means that staff have the technical skills and knowledge for a position as well as the psychological skills and emotional intelligence (self-awareness, impulse control, persistence, self-motivation, empathy, and social deftness) to do the job.</p> <p>A good fit is associated with fewer health complaints, lower levels of depression, greater self-esteem, a more positive self-concept, enhanced performance, job satisfaction and employee retention. High and Low Job Demands also puts greater risk on staff to manage through.</p>	<p>If there is a poor job fit, staff may experience job strain, which can present as emotional distress and provocation, excessive dwelling on thoughts, defensiveness, energy depletion and lower mood levels. For the organisation job misfit is linked to fewer applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover. High job demands adds stress and pressure and can result in burnout. Low job demand can result in boredom and dis-engagement</p>	3	3	6	<p>Performance Reviews, Wellbeing Surveys Strong Recruitment Model Strong reference Checking Model. Review skill sets with staff against PD. Performance Management Process in place. Opportunities to move into other areas of the organisation. Strong management of rosters and coverage for staff Leadership training to ensure staff are engaged in new things and growth for the library.</p>	2	3	5
<b>Psychological and Social Support</b>	GMOD GMCE	<p>A workplace where employees and supervisors are supportive of one another's psychological and mental concerns and respond appropriately as needed.</p> <p>Staff who feel they have psychological support have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, desire to remain with the organisation and positive behaviour and job performance.</p>	<p>Where staff feel there is a lack of support from the organisation there is the risk of increased absenteeism, withdrawal behaviours, , conflict, strain (can lead to fatigue, headaches, burnout and anxiety), turnover, loss of productivity, increased cases and great risk of accidents, incidents and injuries.</p>	3	3	6	<p>EAP Mental Health First Aiders Mental Health Champions Self Help Groups Leadership Training to support staff</p>	2	3	5

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Growth and Development	GMOD GMCE	<p>The organisation encourages and supports staff in the development of their interpersonal, emotional and job skills. The organisation provides a range of internal and external opportunities for staff to build their skills and competencies. It helps with their current role as well as preparing them for future opportunities. Staff development increases goal commitment, workplace commitment and job satisfaction. Gaining new skills and career development enhance employees well-being.</p> <p>It is important to ensure that opportunities go beyond learning specific technical skills, and also include opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.</p>	Staff who are not challenged by their work get bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement, and distress.	3	3	7	<p>Succession Planning and career opportunities. Strong Training Platform.</p> <p>Individual Staff Workplan and Training Plan aligned with Organisational Training Plan. Opportunity to take on backfill and higher duties to grow experience.</p>	1	3	4

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Psychological Protection</b>	GMOD GMCE	<p>Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace promotes emotional well-being while minimising threats to employees mental health.</p> <p>When staff are psychologically protected, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness, and conflicts.</p>	When staff do not feel psychologically safe, they experience demoralisation, sense of threat, disengagement and strain; perceiving their workplace conditions as ambiguous and unpredictable. This could in turn undermine, community confidence in the organisation.	2	3	5	<p>Value Driven Culture</p> <p>Workplan and individual goal setting</p> <p>Staff understanding of organisational objectives</p> <p>Meetings where individual ideas are heard</p> <p>Live with CEO</p>	1	3	4
<b>Recognition and Reward</b>	GMOD GMCE	<p>In a workplace acknowledgement and appreciation of employees efforts in a fair and timely manner is important, this could take the form of financial compensation as well as employee or team celebrations, recognition of years served, demonstrating/acting according to CL values and or milestones reached.</p> <p>Recognition and rewarding of staff is important as it motivates, fuels the desire to excel, builds self esteem, encourages employees to exceed expectations, enhances team success, and in turn are more likely to treat together with courtesy, respect and understanding.</p>	Lack of recognition and reward undermines employee confidence in their work and trust in the organisation. Staff may feel demoralised or they quit. If there is an imbalance between effort and reward it can contribute to emotional distress leading to a range of psychological and physical disorders.	2	3	5	<p>Rave Rewards</p> <p>Round of Values in Meetings</p> <p>Leadership recognising good behaviour and achievements</p>	1	3	4

## Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Involvement and Influence</b>	GMOD GMCE	<p>Employees are included in discussions about how their work is done and how important decisions are made.</p> <p>When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.</p>	<p>If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.</p>	2	2	4	<p>Consultative Committee OHS Committee Health &amp; Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrid to get office re-engagement Leadership WorkShops.</p>	1	2	3

**CL06/2024 OPERATIONAL PERFORMANCE**

**Report prepared by Janine Galvin and Melinda Rogers**

**Purpose**

To provide the Board with a summary of CL’s performance.

*CL Library Plan reference – 4.3, 4.4*

**Discussion**

Connected Libraries reports to the Board on areas of performance including collections, visitation, digital engagement, memberships, marketing and social media engagement and events/programs.

**Key Measure Outputs**

Measure	Target 2023/24	Quarter 1 (Jul – Sep)	Quarter 2 (Oct-Dec)	Quarter 3 (Jan)	2023-2024 YTD
<b>Engagement</b>					
Utilisation of Technology (Wi-Fi, Public PC user in branch)	259,260	32,238	33,034	10,442	75,714
Net Promoter Score (Community Survey)	65	65	N/A	N/A	65
Memberships*	93,870	82,394	83,941	86,352	86,352
<b>Visits</b>					
Visits – physical	958,070	193,788	171,677	53,180	418,645
Visits – virtual	695,085	207,550	190,409	71,282	469,241
<b>Visits total (physical and virtual)</b>	<b>1,653,155</b>	<b>401,338</b>	<b>362,086</b>	<b>124,462</b>	<b>887,886</b>
Program and events attendance	70,775	16,472	15,238	1,444	33,154
<b>Collection</b>					
Loans – physical	-	330,052	280,531	118,232	728,815
Loans – digital	-	183,023	205,837	70,035	458,895
<b>Loans total (physical and digital)</b>	<b>1,971,270</b>	<b>513,075</b>	<b>486,368</b>	<b>188,267</b>	<b>1,187,710</b>
Physical quality of library collection (age of collection - less than 5 years)	68.0%	68.2%	69.4%	-	68.8%

\*Membership on last day of the quarter

- Use of public PCs and Wi-Fi has not bounced back after COVID with same trajectory as visitation.
- Membership – we currently have 92 percent of our 2023-2024 target.
- Visitation – achieved 43.7 percent of physical visitation target, and 67.5 percent of virtual visits target for 2023-2024.
- Digital loans – Bolinda and LinkedIn learning comparison data will not be relevant between this financial year and previous years due to a change in data measured, amendments have been made for previous months reporting for current financial year 2023-2024.
- Loans – physical and digital – achieved 60.3 percent of target for 2023-2024.

**Library Usage** (*Library Plan reference 4.3*)

Community usage across our libraries continues to be strong. Physical visitation followed the traditional trend, dropping in December with studies and the school year ending and the start of the holiday period. Visitation picked up again in January.

During December and January, there were (4) four public holidays, where branches were closed, and branches from Sunday 24 December 2023 to Friday 12 January 2024 were open with reduced hours.

Year on year for the same period, physical visits at Connected Libraries are up, with 150,727 from November 2023 to January 2024, compared to 137,683 for the same period in 2023-2024. Year to date we have had 418,645 visits.



**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

VISITS	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	% Variation Dec/Jan
<b>Cranbourne</b>	13,510	13,725	11,261	8,428	10,459	24.10%
<b>Doveton</b>	3,893	3,813	3,803	3,034	3,309	9.06%
<b>Endeavour Hills</b>	7,475	8,031	6,882	5,929	6,321	6.61%
<b>Hampton Park</b>	7,919	9,004	8,326	6,116	6,522	6.64%
<b>Bunjil Place</b>	33,497	39,557	25,880	17,888	25,983	45.25%
<b>Cranbourne West-Lounge</b>	-	-	-	-	586	-
<b>Regional Total</b>	<b>66,294</b>	<b>74,130</b>	<b>56,152</b>	<b>41,395</b>	<b>53,180</b>	<b>28.47%</b>
<b>Virtual Visits</b>	66,669	71,273	62,862	56,274	71,282	26.67%
<b>TOTAL</b>	<b>132,963</b>	<b>145,403</b>	<b>119,014</b>	<b>97,669</b>	<b>124,462</b>	<b>27.43%</b>

Virtual visits were strong in January, increasing to levels similar to those experienced in October.

VIRTUAL VISITS	Sep 2023	Oct 2023	Nov-23	Dec-23	Jan-24	% Variation Dec/Jan
<b>Website</b>	36,550	37,827	33,133	30,859	38,369	24.34%
<b>Enterprise</b>	12,831	12,708	11,840	11,345	15,169	33.71%
<b>CL App</b>	17,288	20,738	17,889	14,070	17,744	26.11%
<b>TOTAL</b>	<b>66,669</b>	<b>71,273</b>	<b>62,862</b>	<b>56,274</b>	<b>71,282</b>	<b>26.67%</b>

Physical loans followed the same trend as visitation, dropping in November and again in December before increasing by over 37 percent in January. Cranbourne West Library Lounge, and the three locker locations Cranbourne West, Manna Gum and Orana were open and operational from late January. Note, with testing and set up there were some minor issues around retrieving data for Orana Lockers.

eLoans were slightly different, a drop in November with an increase in December and again in January to 70,035. It could be assumed that our members were preparing and making use of our Digital Resources over the holiday period.

LOANS	Sep 2023	Oct 2023	Nov-23	Dec-23	Jan-24	% Variation Dec/Jan
<b>Regional Support</b>	1,237	1,611	1,458	1,241	1,351	8.86%
<b>Cranbourne</b>	32,396	30,646	27,718	25,749	35,732	38.77%
<b>Doveton</b>	2,886	2,764	2,251	2,044	2,732	33.66%
<b>Endeavour Hills</b>	14,192	14,256	12,030	10,991	14,833	34.96%
<b>Hampton Park</b>	10,087	9,978	9,148	8,664	11,570	33.54%
<b>Bunjil Place</b>	45,758	44,081	38,799	37,102	51,715	39.39%
<b>Cranbourne West - Lounge</b>	-	-	-	-	251	-
<b>Cranbourne West - Locker</b>	-	-	-	-	29	-
<b>Manna Gum Locker</b>	-	-	-	-	19	-
<b>Orana Locker</b>	-	-	-	-	0	-
<b>Locker Total</b>	0	0	0	0	48	-
<b>Regional Total</b>	<b>106,556</b>	<b>103,336</b>	<b>91,404</b>	<b>85,791</b>	<b>118,232</b>	<b>37.81%</b>
<b>eLoans</b>	65,532	73,646	64,696	67,495	70,035	3.76%
<b>TOTAL</b>	<b>172,088</b>	<b>176,982</b>	<b>156,100</b>	<b>153,286</b>	<b>188,267</b>	<b>22.82%</b>

Memberships continue to increase month on month – 86,352 at the end of January, up from 85,976 at end of December, and 85,296 at the end of November. All membership changes include new members signing up, as well as ongoing regular database maintenance (where expired memberships are removed).

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader. Choice usage continues to be strong in recent months since increasing in October. Storybox saw a large increase in January.

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

ELECTRONIC RESOURCES	Sep 2023	Oct 2023	Nov-23	Dec-23	Jan-24	% Variation Dec/Jan
Age Library Edition	734	749	670	748	831	11.10%
Bolinda eAudiobooks	6,574	6,659	6,223	6,398	6,841	6.92%
Bolinda eBooks	4,262	4,176	3,956	4,157	4,353	4.71%
Choice	78	298	282	287	288	0.35%
Kanopy	876	921	662	731	907	24.08%
Libby eAudiobooks	2,130	2,209	2,279	2,405	2,634	9.52%
Libby eBooks	1,304	1,243	1,287	1,343	1,594	18.69%
Libby eMagazines	1,911	4,608	4,561	4,347	4,443	2.21%
Press Reader	47,407	52,511	44,587	46,988	47,755	1.63%
Storybox Library	65	33	66	24	175	629.17%
Tumblebooks	191	239	123	67	214	219.40%
<b>TOTAL</b>	<b>65,532</b>	<b>73,646</b>	<b>64,696</b>	<b>67,495</b>	<b>70,035</b>	<b>3.76%</b>

Public internet PC bookings and Wi-Fi usage trend is consistent with visitation, dropping in the later months of 2023 and increasing back in January. Wi-Fi usage patterns year on year for the same period, sees an increase, while Public Internet PC bookings remained fairly stable year on year.

INTERNET	Sep 2023	Oct 2023	Nov-23	Dec-23	Jan-24	% Variation Dec/Jan
Cranbourne	923	1,055	815	809	934	15.45%
Doveton	485	495	438	439	511	16.40%
Endeavour Hills	597	553	531	461	523	13.45%
Hampton Park	925	830	670	709	894	26.09%
Bunjil Place	1,543	1,442	1,286	1,179	1,505	27.65%
Cranbourne West - Lounge	-	-	-	-	11	-
<b>TOTAL</b>	<b>4,473</b>	<b>4,375</b>	<b>3,740</b>	<b>3,597</b>	<b>4,378</b>	<b>21.71%</b>

Wi-Fi	Sep 2023	Oct 2023	Nov-23	Dec-23	Jan-24	% Variation Dec/Jan
Cranbourne	1,862	2,061	1,671	1,233	1,591	29.03%
Doveton	597	655	577	539	592	9.83%
Endeavour Hills	1,021	1,227	992	738	786	6.50%
Hampton Park	936	1,093	892	670	682	1.79%
Bunjil Place	1,277	4,832	2,700	1,442	2,341	62.34%
Cranbourne West - Lounge	-	-	-	-	72	-
<b>TOTAL</b>	<b>5,693</b>	<b>9,868</b>	<b>6,832</b>	<b>4,622</b>	<b>6,064</b>	<b>31.20%</b>

### **Engagement Statistics**

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website.

#### **eDM/eNewsletters**

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Sep 2023	72,609	30,573	1.65%
Oct 2023	72,533	27,341	0.89%
Nov 2023	76,648	31,062	0.82%
Dec 2023	76,344	35,926	1.94%
Jan 2024	75,980	36,679	2.46%

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 28 February 2024**

**Read Next Newsletter (EDM)**

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Sep 2023	831	393	4.09%
Oct 2023	826	328	1.21%
Nov 2023	831	343	5.05%
Dec 2023	836	371	13.59%
Jan 2024	837	373	6.33%

**Social Media**

	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024
Facebook	Followers: 9,347 Reach: 12,757	Followers: 9,343 Reach: 4,924	Followers: 9,330 Reach: 3,407	Followers: 9,334 Reach: 4,082	Followers: 9,343 Reach: 3,206
Instagram	Followers: 1,853	Followers: 1,877	Followers: 1,890	Followers: 1,905	Followers: 1,932

**Programs and Events**

Our regular weekly programs plus targeted programs continue to attract community across our libraries. Regular programs took a break, finishing up in early-December starting back up at the start of February. Successful holiday program offerings were available during the break. This is evident in program attendance and the number of sessions over December and January.

December attendance was still strong, sessions included our Christmas focused storytimes and activities for early childhood and children, as well as Christmas activities for all ages like Eco Holidaying Gift Wrapping. The Annual Christmas in Endeavour Hills Town Square held on Wednesday 6 December was a huge success once again, with over 500 attending. Other programs over summer holiday period included writing workshops, a summer cooking demonstration and technology sessions.

Outcomes for our programs were largely focused on Literacy and Lifelong Learning. The exception being in January, where programs around Personal Development and Wellbeing attendance was higher than Literacy and Lifelong Learning, 802 and 561 attendees respectively.

Target Audience	Nov 2023 - Attendance	Nov 2023 - Sessions	Dec 2023 - Attendance	Dec 2023 - Sessions	Jan 2024 - Attendance	Jan2024 - Sessions
Early childhood	3,094	108	1,179	38	304	14
Children	1,672	70	1,230	32	449	23
Young Adult	80	3	21	2	47	3
Adults	626	87	303	35	217	39
Seniors	79	11	32	15	9	8
All ages (not specific)	222	5	778	9	418	6
<b>TOTAL</b>	<b>5,773</b>	<b>284</b>	<b>3,543</b>	<b>131</b>	<b>1,444</b>	<b>93</b>

Program Outcome	Nov 2023 - Attendance	Nov 2023 - Sessions	Dec 2023 - Attendance	Dec 2023 - Sessions	Jan 2024 - Attendance	Jan2024 - Sessions
Literacy and lifelong learning	4,925	193	2,210	76	561	34
Digital inclusion	146	44	81	25	81	28
Personal development and wellbeing	615	36	1,149	24	802	31
Economic and workforce development	-	-	-	-	-	-
Stronger and more creative communities	49	6	80	4	-	-
Informed and connected citizens	38	5	23	2	-	-
<b>TOTAL</b>	<b>5,773</b>	<b>284</b>	<b>3,543</b>	<b>131</b>	<b>1,444</b>	<b>93</b>

**RECOMMENDATIONS**

- 1. That the Operational Performance Report be noted.**

**CL07/2024 LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS**

**Report prepared by Beth Luppino**

**Purpose**

To provide the Board with key achievements from the Library Plan 2021-2025.

*CL Library Plan reference – 4.6 - Good governance and compliance with legislative requirements*

**Discussion**

**Innovation Projects** (*Library Plan Reference 1.2.1, 1.2.2, 1.3.3,2.2.2, 3.1.2, 3.4.1*)

**Library Lounge**

Cranbourne West Library Lounge was open on 22 January 2024. The services were celebrated with a community launch on 17 February. The opening weeks have reinforced the desire for library services in this locality. There were 1,000 visitors to the space, and 450 items borrowed leading up to launch day. On launch day we welcomed over 1,000 additional visitors to help us celebrate. CL has put additional staffing resources behind the Lounge for these first weeks, to ensure a strong presence of friendly faces and qualified support. The additional staffing will scale back to be 21 hours per week for the remainder of the financial year, and then from July 2024 reduce further to the agreed 10 hours per week staffing. By this stage the Hub staff will be familiar with providing basic support for library visitors when library staff are not on site.

**Lockers**

There have been some early teething issues with the technology of the lockers, but FE Technologies have been responsive. Early statistics show the lockers are being well used – with a capacity of 35 locker spaces at each site, they have been filled to capacity at Cranbourne West and Manna Gum several times. Orana site has had the lightest use so far.

**Library Van**

The Library Van is now fully operational and in use delivering home library services, and helping to service the Library Lockers at Cranbourne West, Manna Gum and Orana.

**Memorandums of Understanding (MOUs)**

MOUs have been signed to support the service partnership between CL and Council for all the innovation projects. CL is required to report back to Council on the outputs of the services including visitation, loans and number of people attending programs. CEO will continue to work with Casey's Head of Libraries to refine the reporting process.

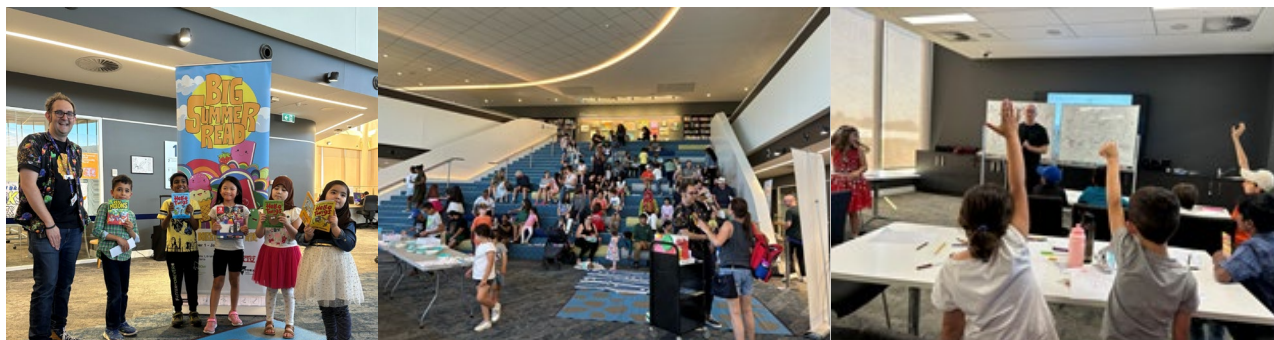


**Big Summer Read** (*Library Plan Reference 1.5.1*)

A key activity for this Library Plan Action is to deliver programs that support literacy development. A perfect example was the delivery of the Statewide Big Summer Read program across December and January. 1,600 kids registered for the program over summer, and they read close to 20,000 books between them. It is an outstanding result for a program designed to 'slow the summer slide' and support literacy development in Primary children. This was one of the strongest results in the state and exceeded last year's results.

We held our Big Summer Read Wrap Party on the 10 February, where participants came along to celebrate their achievements and prizes were handed out to some lucky winners of book vouchers and the

advertised Nintendo Switch. Ben Woods the illustrator of the Real Pigeons graphic novels, held a drawing workshop for the attendees and the kids also made crafts based on the most popular books read in Casey this year (Where is the Green Sheep and The Very Hungry Caterpillar – classics!). Bunjil Place Youth Librarian Tim Cuthell is the Convenor of the Public Libraries Victoria CYS SIG (Children and Youth Services Special Interest Group). Tim has done an excellent job leading the roll out of this program at a statewide level, as well as championing this locally for Connected Libraries.



**SMRC Partnership** (*Library Plan Reference 3.3.2*)

CL has committed to deliver programs and services that empower CALD communities to access social and wellbeing services. This year, we identified that working with the Southern Migrant Resource Centre would enable us to connect better with newly arrived CALD community members.

CL have cemented the partnership with SMRC with an agreement to incorporate library membership into established SMRC settlement services for newly arrive CALD community members. This is great for our membership base, but more importantly a fantastic way for the growing number of newly arrived migrants in Casey to establish links into free services.

**Conclusion**

CL supports lifelong learning, literacy and health and wellbeing outcomes for the Casey community through a variety of services and programs for people of all ages. The Board monitors progress on the deliverables of the Library Plan 2021-2025.

---

**RECOMMENDATIONS**

- 1. That the Library Plan 2021-2025 – Actions and Achievements Report be noted.**



**IN CAMERA**

**CC08/2024      TRANSITION REPORT**

***Report prepared by Beth Luppino***

THIS PAGE HAS BEEN LEFT BLANK

THIS PAGE HAS BEEN LEFT BLANK

**GENERAL BUSINESS**

**NEXT MEETING**

Wednesday 24 April – 4.00pm – Online Teams Meeting