

6.2.4 Casey Cardinia Libraries Library Plan and Draft Budget

File Reference: Nil.
Responsible GM: Tracey Parker
Author: Tracey Parker

Recommendation(s)

That Council approves the proposed Casey Cardinia Libraries Library Plan and Strategic Resource Plan 2020-2024

That Council approve the Draft Casey Cardinia Libraries Budget 2020-2021 subject to any reduction in funding by Council in accordance with the Council approved budget 2020-2021.

Attachments

1. Budget 2020-21 [6.2.4.1 - 17 pages]
2. Strategic Resource Plan 2020-24 [6.2.4.2 - 17 pages]
3. Library Plan 2020-2024 [6.2.4.3 - 20 pages]

Executive Summary

The Casey Cardinia Libraries Library Plan 2020-2024 including the Draft Strategic Resource Plan 2020-2024 and the Draft Library Budget 2020-2021 have been prepared by the Library Corporation and forwarded to both councils to be considered for adoption. The Library Corporation is required under section 125 of the Local Government Act to submit planning documents for the delivery of library services.

Background

The Library Plan establishes the direction for the development and improvement of the Casey Cardinia Libraries' services over a four-year period. It is a requirement Under Section 125 of the Local Government Act and forms the primary planning document for the delivery of library services.

The Library Plan includes a Draft Strategic Resource Plan in the form of standard statement describing required financial resources and non-financial resources, including human resources in respect of the coming financial years.

Five strategic directions over the next 4 years reflect the ongoing priorities of the Casey Cardinia Libraries:

20. The Knowledge Well - create safe and welcoming places where everyone can gather, learn, share and grow.
21. Leadership and Innovation - Lead positive change through partnerships and teamwork.
22. Resilience - Strength capacity in our growing community.
23. Literacies - Encourage reading and lifelong learning
24. Organisational Performance - Build an outstanding and innovative organisation.

The Library Plan is amended annually regarding performance targets, dates, budget figures and any changes to service provision that occur from one year to the next.

Highlight of the Draft Library Plan 2020 - 2024 include:

- Invest in ICT that enhances library user experience and enables greater staff productivity
- Lead the delivery of publicly available information technology and encourage people to use it effectively
- Positively advocate for public libraries and be an active member of Public Libraries Victoria (PLV) and the Libraries Victoria Consortium
- Increased investment in new infrastructure and services that support our community
- Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning
- Create a people focused organisation that is quick to embrace new ways of doing things

Policy Implications

Nil.

Relevance to Council Plan

1.3 Our People - Learning opportunities for all ages and abilities

1.3.3 Support the provision of learning opportunities for all ages and abilities.

Climate Emergency Consideration

Nil.

Consultation/Communication

Casey Cardinia Library Corporation (CCLCC) prepares an annual Draft Library Plan and Budget that are forwarded to both Councils. The Draft Budget is subsequently amended as necessary following receipt by the Library Corporation of population and library usage data to the end of March and the final draft is then forwarded to both councils for formal adoption.

Financial and Resource Implications

Cardinia Shire Council has a financial obligation outlined in the Casey Cardinia Regional Library Agreement to provide funding from its Operating Budget Annually towards the costs of the Casey Cardinia Library Corporation. It should be noted that this Agreement is an ongoing Agreement.

The Draft Casey Cardinia Library Budget 2020-2021 contains forecasts including the operating costs of the libraries over the next 12 months. It incorporates the estimated income from the Victorian Government as well as the two-member council, determined by a formula for calculation.

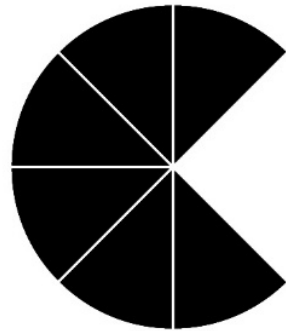
The proposed Casey Cardinia Library Corporation Draft Budget 2020-2021 includes a contribution by Cardinia Shire Council of \$2,227,264.

Cardinia Shire Councils draft budget has a contribution of \$2,196,000 which is \$32,264 less than they requested.

If Council adopts the Cardinia Shire Council operation budget for 2020-2021, the finalised contribution to the CCLC can be confirmed and the annual budget by the CCLC be amended as required.

Conclusion

The proposed Casey Cardinia Libraries Draft Library Strategic Resource Plan 2020-2024 and Casey Cardinia Libraries Library Plan 2020-2024 serve the purpose of achieving compliance with the Local Government Act whilst also providing strategic tool for the Library Corporation and council in planning and delivery of library services to the community.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Budget 2020 – 2021

April, 2020



Contents

Our Vision.....	3
Our Mission.....	3
Our Values and Guiding Behaviours.....	3
Our Approach.....	4
1.0 Executive Summary.....	5
Income	6
Expenditure	7
2.0 Budgeted Financial Statements 2020–21.....	8
3.0 Notes to Budgeted Financial Statements year ending June 2020–2021.....	12
4.0 Member Council Contributions 2020–21.....	15
5.0 Schedule of Fees and Charges: 2020–21.....	16



Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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



Our Approach

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



1.0 Executive Summary

The 2020–21 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the November 2019 Board meeting.

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

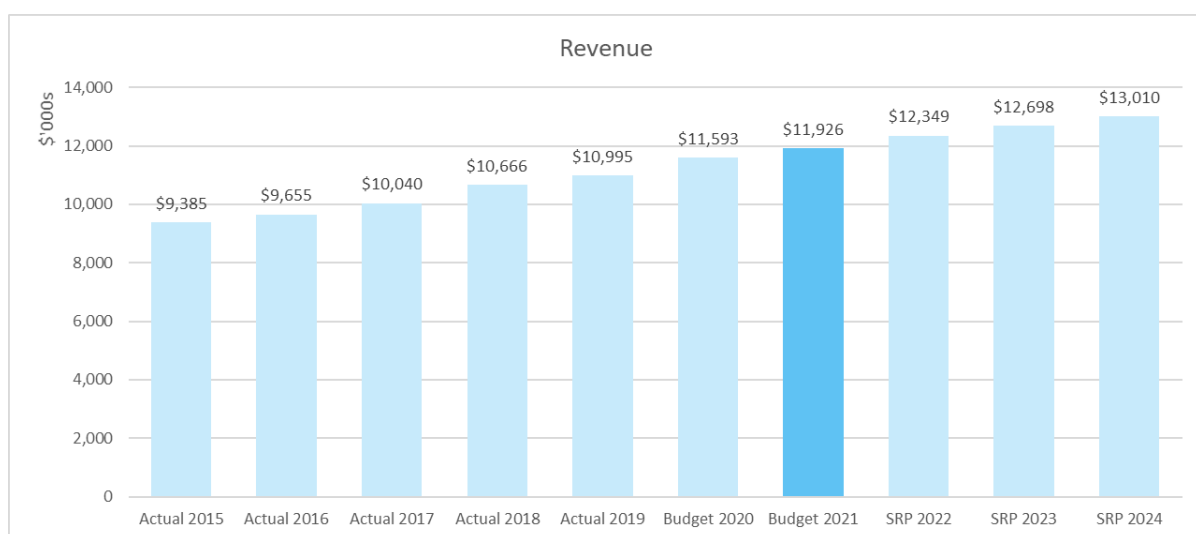
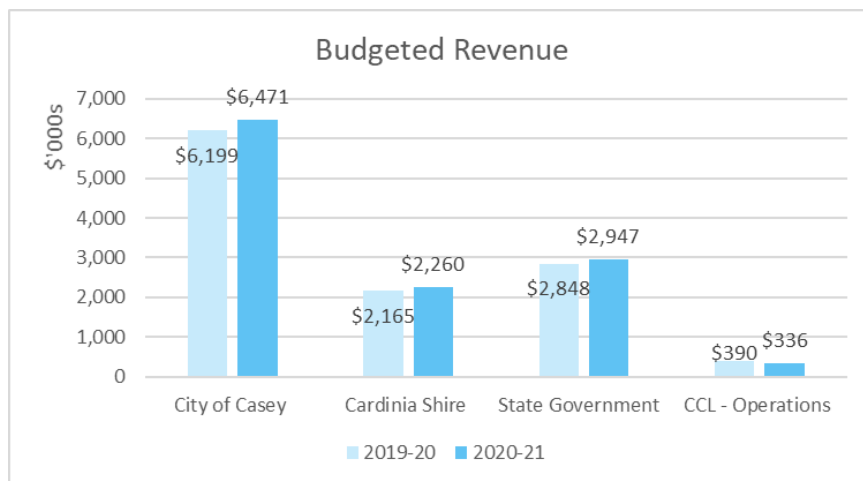
Casey Cardinia Libraries (CCL) is funded City of Casey and Cardinia Shire Council, and the State Government. It is funded according to the funding formula specified in the 2017 Casey Cardinia Regional Library Agreement. Member Council funding is calculated on population and usage across the region. The State Government funding is primarily based on population.

The full impact of COVID-19 has yet to be realised. The 2020–21 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2020.



Income

	Budget 2019-20	Budget 2020-21
City of Casey	6,198,639	6,415,592
	53.43%	53.79%
Cardinia Shire	2,164,866	2,227,264
	18.66%	18.68%
State Government	2,847,810	2,947,127
	24.55%	24.71%
CCL - Operations	390,400	336,043
	3.37%	2.82%
Total Income	11,601,716	11,926,026

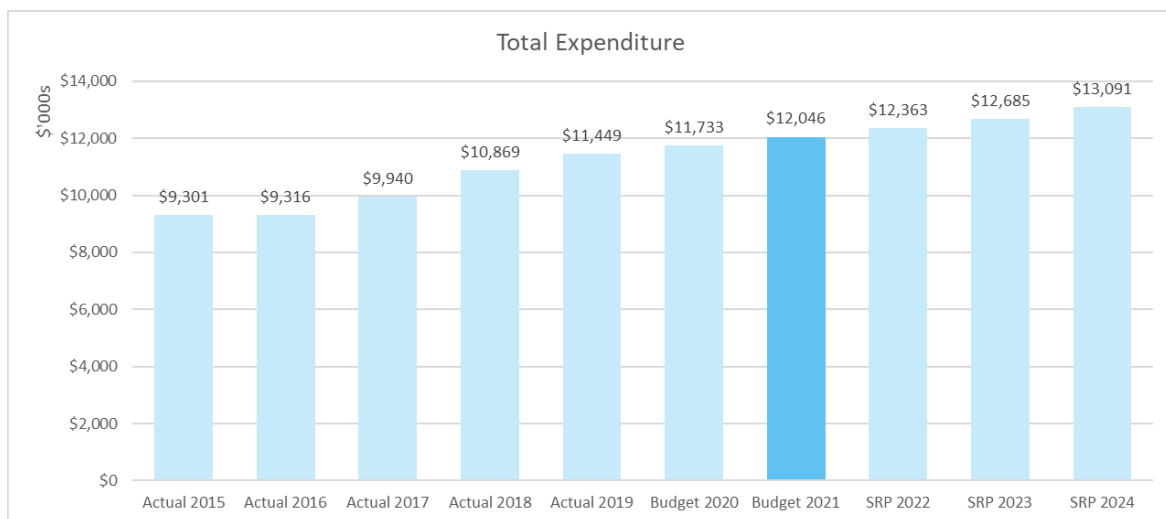




Expenditure

	2019-20	2020-21
Employee Costs	8,557,266	8,842,315
IT & Communications	736,700	737,593
Promotions & Marketing	91,500	135,160
Administration	626,851	572,967
Library Materials	1,500,640	554,567
Furniture & Equipment	220,000	18,400
Total Expenditure	11,732,957	12,045,888

Total cost of Library Service	Budget 2019-20	Budget 2020-21
Population	466,031	489,773
Cost of Library Service	11,601,716	11,926,026
Average Cost per Capita	\$24.89	\$24.35
State Average Cost Per Capita	\$41.15	





2.0 Budgeted Financial Statements 2020–21

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2019–20	Budget 2020–21
Revenue			
Council Contributions	1	8,363,505	8,642,856
State Government Grants	2	2,682,570	2,771,127
CFC Grant Funding		165,240	176,000
Interest on Investments		88,000	37,500
Other income	3	293,279	298,543
Total Income		11,592,595	11,926,026
Expenditure			
Employee Costs	4	8,557,266	8,842,315
CFC Expenditure		25,320	18,800
IT & Communications	5	736,700	737,593
Library Materials	6	311,000	317,220
Promotions & Marketing		91,500	135,160
Administration		626,851	572,967
Depreciation		1,518,584	1,430,760
Total Expenditure		11,841,901	12,036,015
Net Gain (loss) disposal of plant & Equipment		9,121	0
Total comprehensive result		(240,185)	(109,989)



Balance Sheet		
As at June 30		
	Budget 2019-20	Budget 2020-21
ASSETS	\$	\$
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	2,674,743	2,730,882
Receivables	50,000	50,000
	2,794,743	2,850,882
Non-Current Assets		
Fixed Assets	4,353,844	4,363,716
TOTAL ASSETS	7,148,587	7,214,598
LIABILITIES		
Current Liabilities		
Payables	470,879	583,500
Employee Entitlements	1,490,600	1,504,780
	1,961,479	2,088,280
Non-Current Liabilities		
Employee Entitlements	25,800	75,000
TOTAL LIABILITIES	1,987,279	2,163,280
NET ASSETS	5,161,308	5,051,318
EQUITY		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,000,079
TOTAL EQUITY	5,161,308	5,051,318


Statement of Change in Equity
As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2020			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	(240,185)	3,110,068	
Balance at end of financial year	5,161,307	3,110,068	2,051,239
2021			
Bal at the beginning of the financial year	5,161,307		2,051,239
Comprehensive result	(109,989)	3,000,079	
Balance at end of financial year	5,051,318	3,000,079	2,051,239

Statement of Capital Works
For the Years ending June 30

	Note	Budget 2019-20	Budget 2020-21
Capital Expenditure			
Library Materials	6	1,189,640	1,213,433
Motor Vehicles		35,000	38,500
Furniture & Equipment **		185,000	188,700
		1,409,640	1,440,633

Statement of Human Resources
For the four years ending June 30

	Budget 2019-20	Budget 2020-21
Staff Expenditure		
Employee costs - Operating	8,557,266	8,842,315
Total Staff Expenditure	8,557,266	8,842,315
	EFT	EFT
Staff Numbers	98	96
Permanent full time	29	34
Permanent part time	123	128



Statement of Cash Flows		
Year ended June 30, 2020-2021		
	Budget 2019-20 \$	Budget 2020-21 \$
Cash Flow from Operating Activities		
Income from:		
Council Contributions	8,363,505	8,642,856
Government Grants	2,682,570	2,947,127
Interest Income	88,000	37,500
Overdue Fines	0	0
Other Income	458,520	474,543
	11,592,595	12,102,026
Payments for:		
Employee Costs	8,566,016	8,842,315
Library Materials	311,000	317,220
Computer Services	736,700	737,593
Other Costs	709,600	708,127
	10,323,316	10,605,255
Net Cash Inflow from Operating Activities	1,269,279	1,496,771
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	72,300	0
Payment for Books, Furniture, Plant & Equipment	(1,409,640)	(1,440,633)
Net Cash (Outflow) from Investing Activities	(1,337,340)	(1,440,633)
Net Increase/Decrease in Cash	(68,061)	56,139
Cash at the beginning of the year	2,812,804	2,744,743
Cash Held at End of Year	2,744,743	2,800,882



3.0 Notes to Budgeted Financial Statements year ending June 2020-2021

1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Casey Cardinia Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2019. *(ABS figures released 25 March 2020)*

Councils Contribution	Budget 2019-20	Budget 2020-21
Population	466,031	489,773
Councils Contribution	8,363,505	8,642,856
Average Contrib. per Capita	\$17.95	\$17.65
2019 State LCs Average Contribution per capita	\$30.72	

Contribution Allocation	Casey	Cardinia
Population	75.933%	24.067%
Usage	72.527%	27.473%
Average	74.230%	25.770%

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2019 and expires June 30, 2020. The state funding is primarily calculated on population. State Government funding has been budgeted with a 2.5% increase in line with the prior year.

State Funding	Budget 2019-20	Budget 2020-21
Population	466,031	489,773
State Funding	2,847,810	2,947,127
Average Contrib. per Capita	\$6.11	\$6.02



3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The previous Enterprise Agreement expired in November 2019, a new 4 year agreement is awaiting approval by Fair Work before being adopted. Employment costs have been based on the assumption that this will proceed as planned.

Employee costs in the 2021 budget have been based on CCL being able to operate business as usual from July 2020.

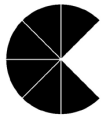
Not included in the 2021 budget is an additional funding call from Vision Super for Defined Benefits. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, due to be completed by 31 December 2020.

Human Resources	Budget 2019-20	Budget 2020-21
Employee Costs	8,557,266	8,842,315
Total Staffing EFT	98	96
% of total expenditure	72.93%	73.41%
Population	466,031	489,773
Expenditure per capita	\$18.36	\$18.05
2019 State Average Expenditure per capita	\$26.94	

4 Information & Communications Technology (ICT)

CCL is a member of Libraries Victoria which allows access to an Integrated Library Management System (ILMS) at a reduced cost while sharing the development and implementation costs of new technology.

Information & Communications Technology (ICT)	Budget 2019-20	Budget 2020-21
Telecommunications	31,500	36,225
Data Communications	260,000	265,200
ILMS	220,800	187,680
Computer Software & Support	224,400	248,488
Total ICT	736,700	737,593
% of total expenditure	7.14%	6.95%
Population	466,031	489,773
Expenditure per capita	\$1.58	\$1.51



Casey
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Libraries

5 Library Resources and Materials

CCL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Budget 2019-20	Budget 2020-21
Non-Capital	311,000	317,220
Capital	1,189,640	1,213,433
Total Library Resources	1,500,640	1,530,653
 % of total expenditure	14.54%	14.33%
Population	466,031	489,773
Expenditure per capita	\$3.22	\$3.13
2019 State Average Expenditure per Capita	\$5.86	



4.0 Member Council Contributions 2020-21

Contribution Allocation	2019-20			2020-21		
	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.724%	25.276%		74.230%	25.770%
Income						
Operations Income	302,400	225,965	76,436	298,543	221,609	76,935
Interest on Investments	88,000	65,757	22,243	37,500	27,836	9,664
CFC funding	165,240	123,473	41,767	176,000	130,645	45,355
Sub Total	555,640	415,195	140,446	512,043	380,090	131,954
State Government Funding						
Premiers Reading Challenge	58,140	43,444	14,696	60,000	44,538	15,462
State Subsidy	2,492,333	1,862,361	629,972	2,575,571	1,911,846	663,725
Local Priorities	132,097	98,707	33,389	135,556	100,623	34,933
Total State Funding	2,682,570	2,004,513	678,057	2,771,127	2,057,008	714,119
Expenditure						
Employee Costs	8,557,266	6,394,298	2,162,968	8,842,315	6,563,650	2,278,665
New Library New works	0	0	0	0	0	0
New Library (core service)	0	0	0	0	0	0
IT & Communications	736,700	550,489	186,211	737,593	547,515	190,078
Library Materials	311,000	232,390	78,610	317,220	235,472	81,748
Programs & Marketing	91,500	68,372	23,128	135,160	100,329	34,831
Administration	626,851	468,406	158,445	572,967	425,313	147,654
	10,323,317	7,713,955	2,609,362	10,605,255	7,872,281	2,732,974
Capital Expenditure						
Asset Replacement						
Library Material	1,189,640	888,942	300,698	1,213,433	900,731	312,702
Motor Vehicles	35,000	26,153	8,847	38,500	28,579	9,921
Furniture & Equipment	185,000	138,239	46,761	188,700	140,072	48,628
	1,409,640	1,053,334	356,306	1,440,633	1,069,382	371,251
Total Expenses Core Library Service	11,732,957	8,767,289	2,965,668	12,045,888	8,941,662	3,104,225
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	489,773	369,214	120,559
Council Cont Prev Yr	7,786,160	5,818,105	1,968,055	8,363,505	6,198,639	2,164,866
Council Cont	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264
Council Contribution increase on prior year	7.42%	6.54%	10.00%	3.34%	3.50%	2.88%



5.0 Schedule of Fees and Charges: 2020-21

1. **Replacement membership cards: \$3.30** to replace a lost card.
2. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
4. **Libraries Victoria Lost or damaged processing: \$5.00** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
6. **Photocopying and printing:**

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ (<i>per single sided page</i>)	A4 \$1.00 (<i>per single sided page</i>)	All sizes and colours
A3 30¢ (<i>per single sided page</i>)	A3 \$1.50 (<i>per single sided page</i>)	Free per page

7. **Inter Library Loans:**
 Tertiary/ Special and other charging libraries **\$16.50**
 Victorian Public Libraries and other non-charging public libraries **\$5.00**
 Libraries Victoria Items are free
8. **Other Charges:**

Library Bags (New member Free), Replacement Bags	\$2.00
Ear Buds	\$2.00
USB Sticks	\$10.00
Book clubs (per annum)	\$100.00
9. **Library Meeting Room Hire:**
 General Rate: **\$30.00 per hour**
 Community Rate: **\$15.00 per hour**
 (Conditions apply – refer to the Bookings Policy)

 Creative Rate: **\$15.00 per hour**
 Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc



10. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

Local History Schedule of Reproduction Fees

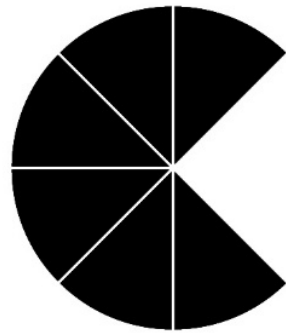
As the custodian of the Casey–Cardinia Local History Archive, CCL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee.** CCL does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner.

The fees stated below are for the publication of ONE item for ONE specified purpose. If another use is required, a new application must be made. A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ <i>(per single sided page)</i>	A4 \$1.00 <i>(per single sided page)</i>	Hi Resolution \$11.00
A3 30¢ <i>(per single sided page)</i>	A3 \$1.50 <i>(per single sided page)</i>	Low Resolution \$5.50

Casey Cardinia Libraries
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 Telephone: 5990 0100
ccl.vic.gov.au
[@CaseyCardiniaLibraries](#)
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**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2020 – 2024

April, 2020



Contents

Our Vision	3
Our Mission	3
Our Values and Guiding Behaviours.....	3
Our Approach	4
1.0 Executive Summary	5
2.0 Financial Statements 2020–2024	7
3.0 Notes to the Strategic Resource Plan Financial Report 2020 – 2024.....	12
4.0 Non-Financial Resources.....	17



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1.0 Executive Summary

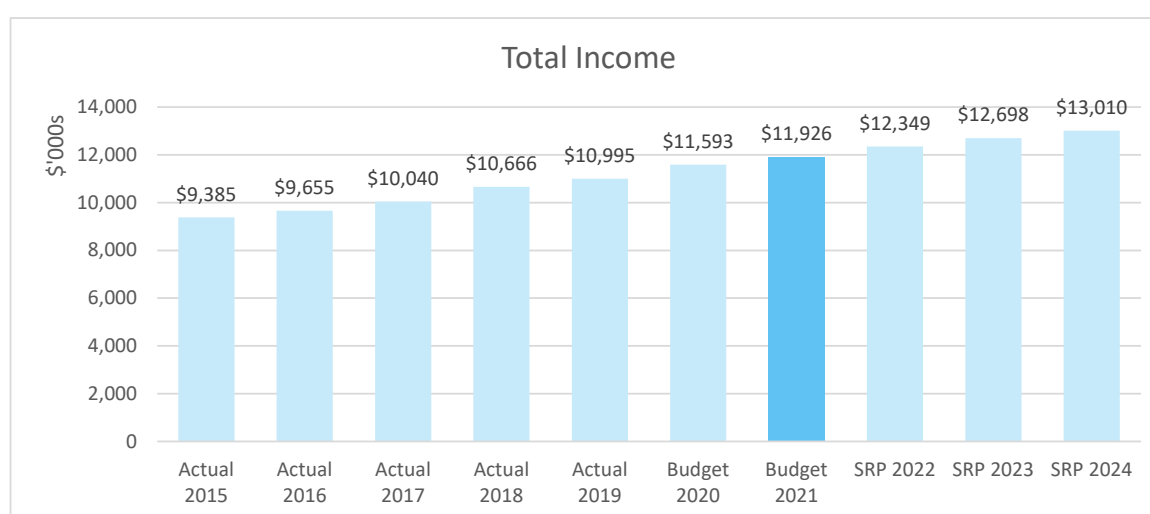
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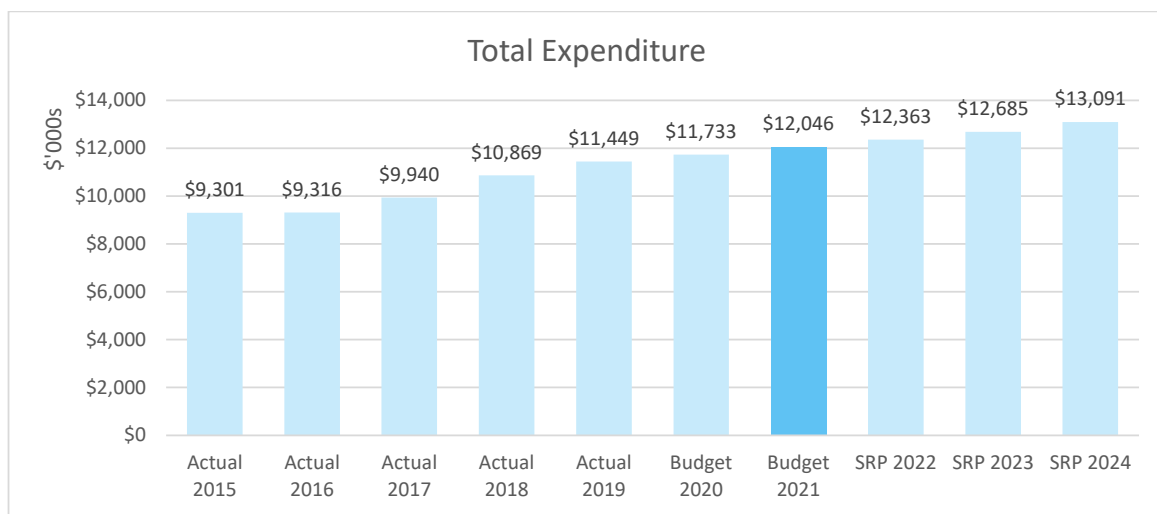
The full impact of COVID-19 has yet to be realised. The 2020-21 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2020.

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	6,198,639	6,415,592	6,672,215	6,872,382	7,044,191
	53.43%	53.79%	54.03%	54.12%	54.14%
Cardinia Shire	2,164,866	2,227,264	2,316,354	2,385,845	2,445,491
	18.66%	18.68%	18.76%	18.79%	18.80%
State Government	2,847,810	2,947,127	3,019,025	3,092,694	3,168,178
	24.55%	24.71%	24.45%	24.36%	24.35%
CCL - Operations	390,400	336,043	341,406	346,918	352,579
	3.37%	2.82%	2.76%	2.73%	2.71%
Total Income	11,601,716	11,926,026	12,349,001	12,697,839	13,010,439





	2019-20	2020-21	2021-22	2022-23	2023-24
Employee Costs	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
IT & Communications	736,700	737,593	752,345	767,392	782,740
Promotions & Marketing	91,500	135,160	139,766	144,541	149,490
Administration	626,851	572,967	596,821	621,917	647,905
Library Materials	1,500,640	1,530,653	1,561,266	1,592,491	1,624,341
Furniture & Equipment	220,000	227,200	192,474	196,323	240,250
Total Expenditure	11,732,957	12,045,888	12,362,553	12,684,809	13,090,885





2.0 Financial Statements 2020–2024

Comprehensive Income Statement						
For the Years ending June 30						
	Note	Budget 2019–20	Budget 2020–21	Forecast Est 2021–22	Forecast Est 2022–23	Forecast Est 2023–24
Revenue						
Council Contributions	1	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
State Government Grants	2	2,682,570	2,771,127	2,839,505	2,909,584	2,981,405
CFC Grant Funding		165,240	176,000	179,520	183,110	186,773
Interest on Investments		88,000	37,500	38,250	39,015	39,795
Other income		293,279	298,543	303,156	307,903	312,783
Total Income		11,592,595	11,926,026	12,349,001	12,697,839	13,010,439
Expenditure						
Employee Costs	3	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
CFC Expenditure		25,320	18,800	0	0	0
IT & Communications	4	736,700	737,593	752,345	767,392	782,740
Library Materials	5	311,000	317,220	323,564	330,036	336,636
Promotions & Marketing		91,500	135,160	139,766	144,541	149,490
Administration		626,851	572,967	596,821	621,917	647,905
Depreciation		1,518,584	1,430,760	1,532,441	1,447,250	1,455,658
Total Expenditure		11,841,901	12,036,015	12,464,819	12,673,279	13,018,589
Net Gain(loss) disposal of plant & Equipment		9,121	0	0	0	0
Total comprehensive result		(240,185)	(109,989)	(115,818)	24,559	(8,150)



Balance Sheet					
As at June 30					
	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
ASSETS					
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,674,743	2,730,882	2,896,850	3,092,991	3,199,317
Receivables	50,000	50,000	60,000	70,000	80,000
	2,794,743	2,850,882	3,026,850	3,232,991	3,349,317
Non-Current Assets					
Fixed Assets	4,353,844	4,363,716	4,261,450	4,272,980	4,345,276
TOTAL ASSETS	7,148,587	7,214,598	7,288,300	7,505,970	7,694,593
LIABILITIES					
Current Liabilities					
Payables	470,879	583,500	641,850	659,000	705,500
Employee Entitlements	1,490,600	1,504,780	1,628,550	1,797,311	1,939,833
	1,961,479	2,088,280	2,270,400	2,456,311	2,645,333
Non-Current Liabilities					
Employee Entitlements	25,800	75,000	82,400	89,600	97,350
TOTAL LIABILITIES	1,987,279	2,163,280	2,352,800	2,545,911	2,742,683
NET ASSETS	5,161,308	5,051,318	4,935,500	4,960,059	4,951,910
EQUITY					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,000,079	2,884,261	2,908,820	2,900,671
TOTAL EQUITY	5,161,308	5,051,318	4,935,500	4,960,059	4,951,910



Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2020			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	(240,185)	3,110,068	
Balance at end of financial year	5,161,307	3,110,068	2,051,239
2021			
Bal at the beginning of the financial year	5,161,307		2,051,239
Comprehensive result	(109,989)	3,000,079	
Balance at end of financial year	5,051,318	3,000,079	2,051,239
2022			
Bal at the beginning of the financial year	5,051,318		2,051,239
Comprehensive result	(115,818)	2,884,261	
Balance at end of financial year	4,935,500	2,884,261	2,051,239
2023			
Bal at the beginning of the financial year	4,935,500		2,051,239
Comprehensive result	24,559	2,908,820	
Balance at end of financial year	4,960,059	2,908,820	2,051,239
2024			
Bal at the beginning of the financial year	4,960,059		2,051,239
Comprehensive result	(8,150)	2,900,671	
Balance at end of financial year	4,951,910	2,900,671	2,051,239



Statement of Capital Works
For the Years ending June
30

	Note	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Capital Expenditure						
Library Materials	6	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
Motor Vehicles		35,000	38,500	0	0	40,000
Furniture & Equipment		185,000	188,700	192,474	196,323	200,250
		1,409,640	1,440,633	1,430,175	1,458,779	1,527,955

Statement of Human Resources
For the four years ending June 30

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Staff Expenditure					
Employee costs - Operating	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
Total Staff Expenditure	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	98	96	96	96	96
Permanent full time	29	34	34	34	34
Permanent part time	123	128	128	128	128



Statement of Cash Flows

Year ended June 30, 2020-2024

	Budget 2019-20 \$	Budget 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$
Cash Flow from Operating Activities					
Income from:					
Council Contributions	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Government Grants	2,682,570	2,947,127	3,019,025	3,092,694	3,168,178
Interest Income	88,000	37,500	38,250	39,015	39,795
Overdue Fines	0	0	0	0	0
Other Income	458,520	474,543	482,676	491,013	499,556
	11,592,595	12,102,026	12,528,521	12,880,949	13,197,212
Payments for:					
Employee Costs	8,566,016	8,842,315	9,119,881	9,362,144	9,646,159
Library Materials	311,000	317,220	323,564	330,036	336,636
Computer Services	736,700	737,593	752,345	767,392	782,740
Other Costs	709,600	708,127	736,587	766,458	797,396
	10,323,316	10,605,255	10,932,377	11,226,030	11,562,931
Net Cash Inflow from Operating Activities	1,269,279	1,496,771	1,596,144	1,654,920	1,634,281
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	72,300	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,409,640)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
Net Cash (Outflow) from Investing Activities	(1,337,340)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
Net Increase/Decrease in Cash	(68,061)	56,139	165,968	196,141	106,327
Cash at the beginning of the year	2,812,804	2,744,743	2,800,882	2,966,850	3,162,991
Cash Held at End of Year	2,744,743	2,800,882	2,966,850	3,162,991	3,269,317



3.0 Notes to the Strategic Resource Plan Financial Report 2020-2024

1 Council Contributions

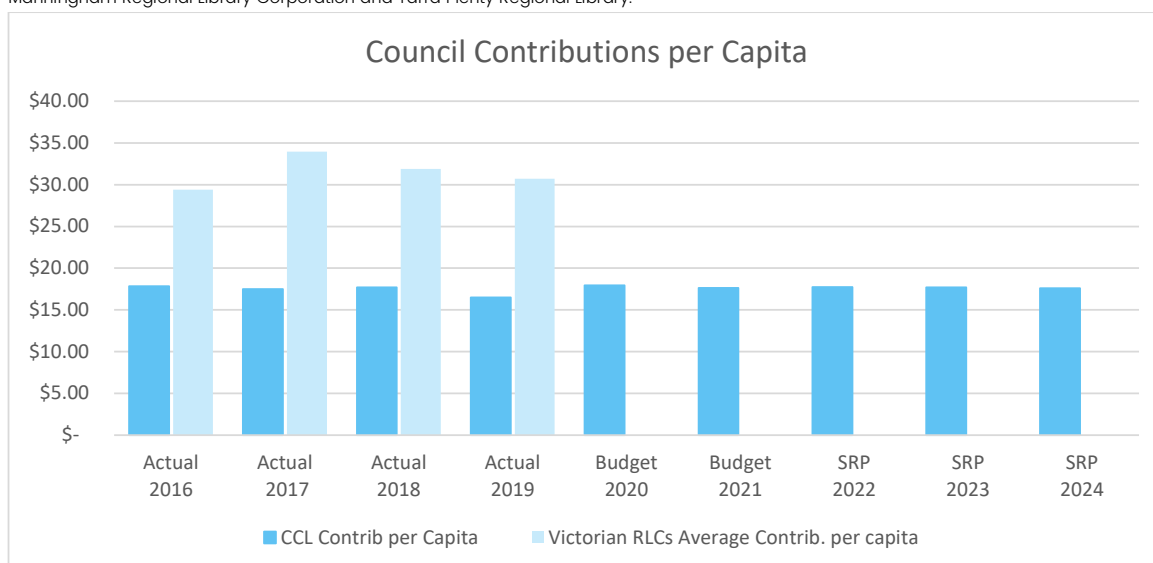
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2019. (ABS figures released 25 March 2020).

Contribution Allocation	Casey	Cardinia
Population	75.933%	24.067%
Usage	72.527%	27.473%
Average	74.230%	25.770%

Population	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	353,872	369,214	380,531	390,793	401,012
Cardinia Shire	112,159	120,559	126,184	131,834	137,700
	466,031	489,773	506,715	522,627	538,712

Councils Contribution	Budget 2019-20	Budget 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24
Population	466,031	489,773	506,715	522,627	538,712
Councils Contribution	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Average Contrib. per Capita	\$17.95	\$17.65	\$17.74	\$17.71	\$17.62
2019 Victorian RLCs Average Contrib. per capita*	\$30.72				

*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.





2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2020. The state funding is primarily calculated on population.

State Funding	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Population	466,031	489,773	506,715	522,627	538,712
State Funding	2,847,810	2,947,127	3,019,025	3,092,694	3,168,178
Average Contrib. per Capita	\$6.11	\$6.02	\$5.96	\$5.92	\$5.88

3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The previous Enterprise Agreement expired in November 2019, a new 4-year agreement is awaiting approval by Fair Work before being adopted. Employment costs have been based on the assumption that this will proceed as planned.

Employee costs in the 2021 budget have been based on CCL being able to operate business as usual from July 2020.

Not included in the 2021 budget is an additional funding call from Vision Super for Defined Benefits. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, due to be completed by 31 December 2020.

Human Resources	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Employee Costs	8,557,266	8,917,315	9,197,881	9,442,484	9,728,507
Total Staffing EFT	98	96	96	96	96
% of total expenditure	72.93%	73.57%	73.93%	73.97%	73.85%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$18.36	\$18.21	\$18.15	\$18.07	\$18.06
2019 State Average Expenditure per capita	\$26.94				



4 Information & Communications Technology (ICT)

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

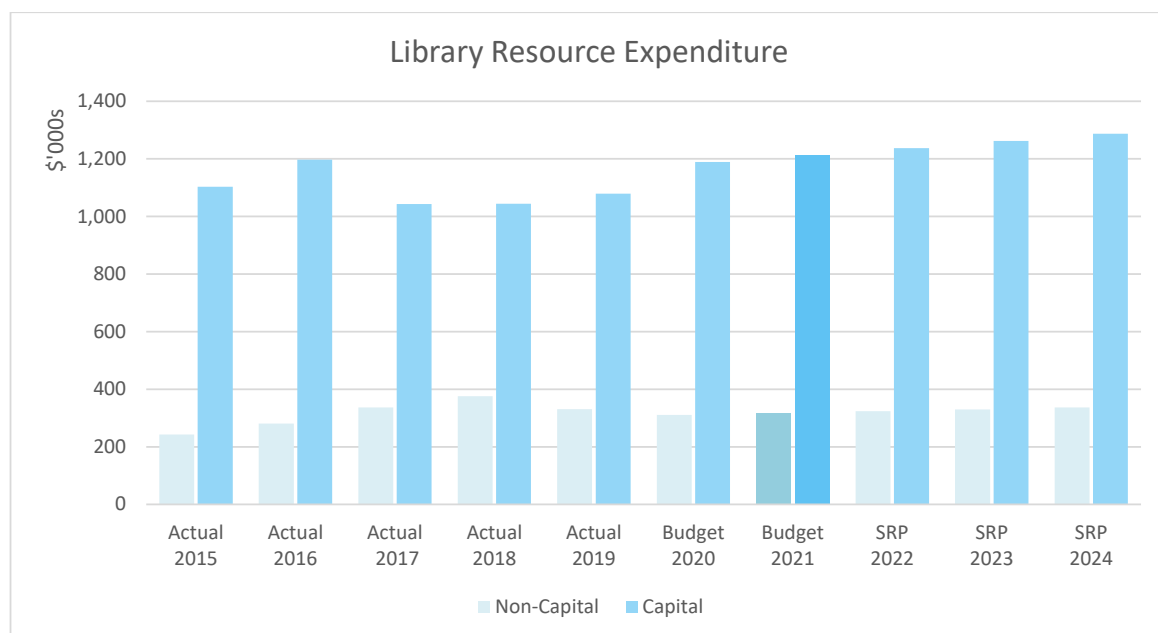
Information & Communications Technology (ICT)	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Telecommunications	31,500	36,225	36,950	37,688	38,442
Data Communications	260,000	265,200	270,504	275,914	281,432
ILMS	220,800	187,680	191,434	195,262	199,168
Computer Software & Support	224,400	248,488	253,458	258,527	263,697
Total ICT	736,700	737,593	752,345	767,392	782,740
% of total expenditure	7.14%	6.91%	6.83%	6.79%	6.72%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$1.58	\$1.51	\$1.48	\$1.47	\$1.45



5 Library Resources and Materials

CCL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Non-Capital	311,000	317,220	323,564	330,036	336,636
Capital	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
Total Library Resources	1,500,640	1,530,653	1,561,266	1,592,491	1,624,341
% of total expenditure	14.54%	14.33%	14.18%	14.08%	13.95%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$3.22	\$3.13	\$3.08	\$3.05	\$3.02
2019 State Average Expenditure per Capita	\$5.86				





Member Council Contributions 2020-2024

	2019-20			2020-21			2021-22			2022-23			2023-24		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.724%	25.276%		74.230%	25.770%		74.230%	25.770%		74.230%	25.770%		74.230%	25.770%
Income															
Operations Income	302,400	225,965	76,436	298,543	221,609	76,935	303,156	225,033	78,123	307,903	228,556	79,346	312,783	232,179	80,604
Interest on Investments	88,000	65,757	22,243	37,500	27,836	9,664	38,250	28,393	9,857	39,015	28,961	10,054	39,795	29,540	10,255
CFC funding	165,240	123,473	41,767	176,000	130,645	45,355	179,520	133,258	46,262	183,110	135,923	47,188	186,773	138,641	48,131
Sub Total	555,640	415,195	140,446	512,043	380,090	131,954	520,926	386,683	134,243	530,028	393,440	136,588	539,351	400,360	138,991
State Government Funding															
Premiers Reading Challenge	58,140	43,444	14,696	60,000	44,538	15,462	60,600	44,983	15,617	61,206	45,433	15,773	61,818	45,888	15,931
State Subsidy	2,492,333	1,862,361	629,972	2,575,571	1,911,846	663,725	2,639,960	1,959,642	680,318	2,705,959	2,008,633	697,326	2,773,608	2,058,849	714,759
Local Priorities	132,097	98,707	33,389	135,556	100,623	34,933	138,945	103,139	35,806	142,419	105,717	36,701	145,979	108,360	37,619
Total State Funding	2,682,570	2,004,513	678,057	2,771,127	2,057,008	714,119	2,839,505	2,107,765	731,740	2,909,584	2,159,784	749,800	2,981,405	2,213,097	768,308
Expenditure															
Employee Costs	8,557,266	6,394,298	2,162,968	8,842,315	6,563,650	2,278,665	9,119,881	6,769,688	2,350,193	9,362,144	6,949,520	2,412,625	9,646,159	7,160,344	2,485,815
IT & Communications	736,700	550,489	186,211	737,593	547,515	190,078	752,345	558,466	193,879	767,392	569,635	197,757	782,740	581,028	201,712
Library Materials	311,000	232,390	78,610	317,220	235,472	81,748	323,564	240,182	83,383	330,036	244,986	85,050	336,636	249,885	86,751
Programs & Marketing	91,500	68,372	23,128	135,160	100,329	34,831	139,766	103,749	36,018	144,541	107,293	37,248	149,490	110,967	38,524
Administration	626,851	468,406	158,445	572,967	425,313	147,654	596,821	443,020	153,801	621,917	461,649	160,268	647,905	480,940	166,965
	10,323,317	7,713,955	2,609,362	10,605,255	7,872,281	2,732,974	10,932,377	8,115,104	2,817,274	11,226,030	8,333,082	2,892,948	11,562,931	8,583,163	2,979,767
Capital Expenditure															
Library Material	1,189,640	888,942	300,698	1,213,433	900,731	312,702	1,237,701	918,746	318,956	1,262,455	937,121	325,335	1,287,705	955,863	331,841
Motor Vehicles	35,000	26,153	8,847	38,500	28,579	9,921	0	0	0	0	0	0	40,000	29,692	10,308
Furniture & Equipment	185,000	138,239	46,761	188,700	140,072	48,628	192,474	142,873	49,601	196,323	145,731	50,593	200,250	148,646	51,604
	1,409,640	1,053,334	356,306	1,440,633	1,069,382	371,251	1,430,175	1,061,619	368,556	1,458,779	1,082,852	375,927	1,527,955	1,134,201	393,754
Total Expenses Core Library Service	11,732,957	8,767,289	2,965,668	12,045,888	8,941,662	3,104,225	12,362,553	9,176,723	3,185,830	12,684,809	9,415,933	3,268,875	13,090,885	9,717,364	3,373,521
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	489,773	369,214	120,559	506,715	380,531	126,184	522,627	390,793	131,834	538,712	401,012	137,700
Council Cont Prev Yr	7,786,160	5,818,105	1,968,055	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,988,570	6,672,215	2,316,354	9,258,227	6,872,382	2,385,845
Council Cont	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,988,570	6,672,215	2,316,354	9,258,227	6,872,382	2,385,845	9,489,683	7,044,191	2,445,491
Council Contrib. increase on prior year	7.42%	6.54%	10.00%	3.34%	3.50%	2.88%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%



4.0 Non-Financial Resources

Library buildings and the mobile library are owned and maintained by individual Councils.

There are five service points in the City of Casey:

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

There are three service points operating in Cardinia Shire:

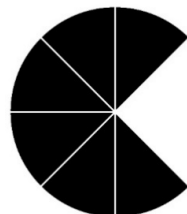
- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
ccl.vic.gov.au
 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)
 [@CasCarLibraries](https://twitter.com/CasCarLibraries)



Library Plan 2020 – 2024

The journey from good to great!



Casey
Cardinia
Libraries

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**Libraries
Change Lives**

Contents

Foreword.....	3
Public Libraries Now and into the Future.....	5
Challenges and Opportunities.	6
Our Vision.....	7
Our Mission.....	7
Our Values and Guiding Behaviours.....	7
Our Approach.	8
Our Goals, Strategies and Desired Outcomes.....	9
1. The Knowledge Well.....	9
2. Leadership & Innovation.	10
3. Resilience.	11
4. Literacies.	12
5. Organisational Performance.....	13
Key Performance Indicators.....	14
Measures	15
Our Community – A Snapshot.....	16
Listening and Learning.....	18

Foreword

Casey Cardinia Libraries (CCL) are pleased to share our Library Plan 2020 – 24 with you. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils part of our obligations set out in Section 125 of the 1989 Local Government Act.

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

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

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of nearly 470,000 people.

Our libraries are located at Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield. We also have a dedicated CCL reading lounge and free public Wi-Fi at the Federation University Library in Berwick.

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

Vibrant public libraries promote literacy, provide free access to information, encourage a culture of lifelong learning and actively contribute to healthy and resilient communities. Our libraries host enormous reservoirs of potential in the people who visit.

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

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

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

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

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

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

New libraries are needed as residential areas are developed across the region. Existing libraries also need to be refurbished to meet the changing needs of their community. A whole new cohort of people are using our libraries in less traditional ways. This means we must create spaces where people can connect and have conversations as well as ensuring that there are quiet places for study and reflection.

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

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

Public Libraries Now and into the Future

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge.

Public libraries help everyone: people studying, seeking information and needing help to access the internet; people wanting to browse, children coming for storytime, those finding their way in a new town seeking services or directions; people operating their small business, people wanting to connect with others in a creative environment; and sometimes those simply seeking shelter.

The International Federation of Library Associations (IFLA) published a concise summary of the role libraries can play supporting the [United Nations Sustainable Development Goals](#).

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

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

We also provide:

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

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

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

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

Rapidly changing technology will significantly influence the future development of libraries. We have an important role providing up-to-date information technology and encouraging people to use it effectively.

Library staff will increasingly engage and interact with the community in the library, online and outside our four walls. They will act more as way finders than curators. Their performance will be increasingly measured by the quality of the visitor experience in our libraries.

The informal learning opportunities we provide our community will continue to rise in importance. This will include literacy, creative and digital learning for all ages.

Challenges and Opportunities

Budgets and Funding – The ongoing support and commitment of the City of Casey, Cardinia Shire Council and the Victorian State Government are critical to our success. We also need to seek new partnerships with business and community that generate new revenue and create efficiencies. Our people should understand and own our financial performance.

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

Change – We understand the need for innovation. We have a healthy appetite for risk. There is a willingness to have a go, make mistakes and learn from them. If we celebrate our strengths, empower our people to have a go and share success, we will continue to be a great public library.

Communication – As we embrace change, we have the opportunity to improve the way we communicate with each other and our community. Active listening, engaging in conversations and leveraging technology are key opportunities.

Growth/Demographics – The Casey Cardinia region is growing and diversifying swiftly. We need to be looking for new ways to deliver key services to our community. This will require a deeper understanding of our community needs and a willingness to engage with partners in different ways.

Staffing – The jobs of the future are cognitive and non-routine. We need to consider how we continue to get the best from our people. We need to keep empowering staff to make decisions with a robust vision and a shared set of values.

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

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

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

Our Goals, Strategies and Desired Outcomes

1. The Knowledge Well

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

Strategies	Aims and Outcomes
1.1 Create accessible physical and virtual spaces which inspire our community	<ul style="list-style-type: none"> • People visit our libraries and are happier for it • Increased library visitation and engagement (physical and digital) • Program and events attendance and number of programs and events • New service delivery models are explored and developed
1.2 Our core services are free and accessible to everyone in our community	<ul style="list-style-type: none"> • Our collection is current and well used – loans • We do not collect overdue fines for library items • Our libraries are spaces where the community can gather, learn and grow • People feel welcome in our libraries
1.3 Invest in ICT that enhances library user experience and enables greater staff productivity	<ul style="list-style-type: none"> • Our community can access our free services from almost any location • Increased utilisation of digital technology by staff and customers • The fastest free Wi-Fi in the Casey Cardinia Region
1.4 Lead the delivery of publicly available information technology and encourage people to use it effectively	<ul style="list-style-type: none"> • Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology • Our staff can provide expertise when and where our community needs it • Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need.

Related CCL Strategic Plans

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



2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Aims and Outcomes
2.1 Build community appreciation of the work we do and value the services we provide	<ul style="list-style-type: none"> • Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Improved customer satisfaction (bi-annual Statewide benchmarking survey) • Positive coverage in local media • Community feedback via social media, correspondence and website • Public recognition of CCL as an active contributor to community life.
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	<ul style="list-style-type: none"> • Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries • Connect with new members and community groups through targeted outreach • Our partnerships deliver enhanced learning and well-being outcomes for the community
2.3 Positively advocate for public libraries and be an active member of Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	<ul style="list-style-type: none"> • The growth and development of PLV and Libraries Victoria including further development of Statewide shared services

Related CCL Strategic Plans

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

3. Resilience

Strengthen capacity in our growing community.

Strategies	Aims and Outcomes
3.1 Strong connections with our community	<ul style="list-style-type: none"> • Demonstrated connection with community leaders, council stakeholders and relevant interest groups • Established volunteer programs that support literacy in our community • Positive community feedback via social media • Increased library membership • Further development of Friends of CCL (FOCCL)
3.2 Increased investment in new infrastructure and services that support our community	<ul style="list-style-type: none"> • Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne) • Successful advocacy for renewal and refurbishment of existing libraries • Cost of library service per capita remains stable
3.3 Recognised contribution to community well-being and social equity	<ul style="list-style-type: none"> • Delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of family violence • Representation on committees and working parties with our member councils and other community agencies that support liveability in the region • The capacity of our libraries to support emergency response and recovery activities in high risk communities • Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member councils

Related CCL Strategic Plans

- *Facilities Development Plan 2020-2023.*

4. Literacies

Encourage reading and lifelong learning.

Strategies	Aims and Outcomes
4.1 Deliver programs and activities that support literacy and lifelong learning	<ul style="list-style-type: none"> • Our community learn literacy and other skills from the programs we deliver • Our programs and activities are well attended
4.2 Ensure collection is accessible and well used	<ul style="list-style-type: none"> • CCL items are free and accessible to our members • Libraries Victoria items are free and accessible to our members • Our collection meets key state-wide benchmarks for currency and usage
4.3 Host events and performances that inspire creativity	<ul style="list-style-type: none"> • The number of people who attend creative events and performances at CCL
4.4 Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	<ul style="list-style-type: none"> • Establishment of STEAM related programs and activities in every branch every day of the school week

Related CCL Strategic Plans

- *Children and Youth Strategy 2017 - 2020*
- *Collection Development Policy 2018*

5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Aims and Outcomes
5.1 Embrace CCL values in everything we do	<ul style="list-style-type: none"> • CCL staff share belief in the value of the services we provide and the communities we support • CCL staff take calculated risks and embrace opportunities for growth • Staff engagement survey(s) show increased understanding and support of CCL values
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	<ul style="list-style-type: none"> • Adoption of new services and strategies that support best practice • New revenue streams established through partnerships with external agencies, grants, individual donors and corporate sponsors
5.3 Compliance with statutory and funding requirements	<ul style="list-style-type: none"> • Review our Library Plan on an annual basis and undertake major renewal in 2020 – 21 • All our activities are governed by sound financial and business management principles • Annual Budget comes within + / - 5% projections • The Board provides good governance and oversight • Renewal of business systems including Employee Records Management System

Related CCL Strategic Plans

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

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2020 – 2024 and associated plans and policies
- Further development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL supports good governance processes and complies with statutory and funding requirements

Measures

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

- Net Promoter Score (happy customers)
- Statewide Customer Satisfaction Surveys
- Sustainable financial position
- Investment attracted for new libraries, services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework

Our Key Measures

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

Statewide Measures

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

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

For more detail:

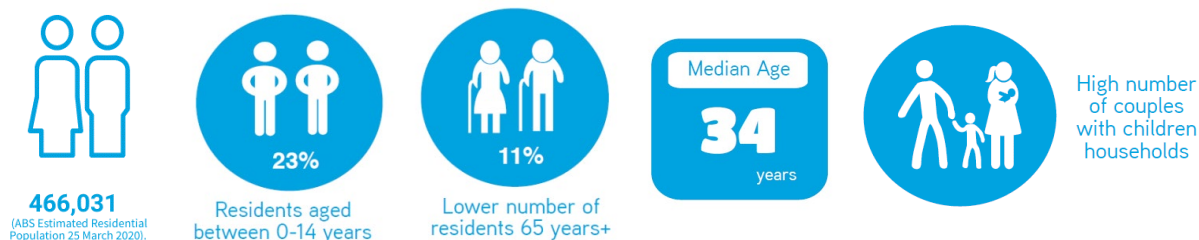
Local Government Reporting Framework measures go to [City of Casey](#) or [Cardinia Shire](#) websites

Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)

[Australian Library and Information Association \(ALIA\) Guidelines, Standards and Outcome Measures for Australian Public Libraries – July 2016](#)

Our Community – A Snapshot

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

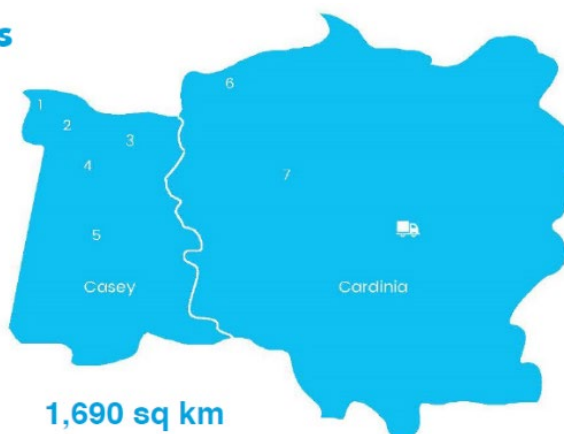


Casey Cardinia lies in the traditional lands of the Wurundjeri and Boon Wurrung peoples. Indigenous people from many different places live in the region.

Our Libraries and Area

1. Endeavour Hills
2. Doveton
3. Bunjil Place
4. Hampton Park
5. Cranbourne
6. Emerald
7. Pakenham

Mobile Library to
Beaconsfield, Bunyip,
Cockatoo, Garfield,
Gembrook, KooWeeRup,
Lang Lang, Maryknoll,
NarNarGoon, Tynong and
Upper Beaconsfield



Casey Cardinia region has more couples-with-children households (43%) and single-parent households (11.8%) than the Melbourne average. Nearly 55% of residents are families with children.

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

Both Casey and Cardinia are declared Refugee Welcome Zones, pledging 'commitment in spirit to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community.' (*Refugee Council of Australia, Refugee Welcome Zones, November 2015*).



Employment

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



Education

65%

More residents (15 years+) in our community hold vocational or no qualifications

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

Diversity



5% of the Victorian Indigenous population live in our community.

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

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



Casey
Cardinia
Libraries

CCL Library Plan 2020 – 2024

Endorsed 21 April 2020

Page 17

Listening and Learning

CCL recognize how important it is to engage and listen to our community, our stakeholders and our staff. We have employed a number of methods to gather insights that inform this plan.

As part of the library planning process CCL undertook extensive consultation through a variety of methods.

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

This plan is informed by:

- A biannual Online Community Survey
- In depth interviews with community groups and individuals
- CCL Annual All Staff Planning Workshop(s)
- Annual internal Organisational Health Check
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, Public Libraries Victoria, State Library Victoria and Council Plans
- [Victorian Public Libraries 2030 Strategic framework](#)
- [Australian Public Library Guidelines Standards and Outcome Measures 2016](#)
- [Australian libraries support the Sustainable Development Goals Report.](#)

Key findings from our most recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- People find our libraries inspiring, there is a sense of excitement at the possibilities and opportunities that await them
- Community really appreciate the wide range of programs including those on trend, adult education, kids programs including targeted learning to support school, new book events, more STEAM programs for kids, book clubs and author events.
- Our library users like to see the variety of offerings across the branches.
- Books are really important, and a lot of people come to the library to read and learn at their own pace.
- The library is used for many activities, quiet reading and studying and working, a place to relax and unwind from their busy lives, attending our programs and events or to make use of our facilities including our spaces.
- The range of purposes, comments and use indicates tension and challenges around noise levels and space. There is an identified need for quiet spaces with suggestions including quiet times.
- Community members commented about the differences between branches, in terms of the look and feel.
- Ongoing community feedback indicates that CCL needs to continue to make our libraries more accessible physically and digitally, the community appreciate our extended opening hours, particularly the 9am weekday opening.
- Our library users want friendly, attractive and light filled spaces with comfortable furniture.
- Our community generally find our website easy to navigate and use.
- People are satisfied with the freshness and quality of the content and information they find on our website.
- Community feedback indicates there is room for improvements in the websites searchability
- People use our website to access our catalogue, place holds, access their accounts, find out what's on and access our online resources. There was strong consistent feedback on our friendly and approachable staff. People feel they can ask for help without any judgement and value the opportunity to engage with library staff.
- Our overall Net Promoter Score (NPS) indicates that those who use our libraries love us and what we do, they are incredibly supportive of the service we provide to the community and would recommend us to family and friends.
- There are many users who love what we do and offer; they may not utilise the services or facilities themselves but are thrilled our community have access to these.
- We still have work to do educating library users around the full range of services we offer.



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

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Endorsed: 21 April 2020