

6.1.4 Casey Cardinia Libraries Library Plan and Draft Budget 2021-22

Responsible GM: Jenny Scicluna

Author: Jenny Scicluna

Recommendation(s)

That Council approves the proposed Casey Cardinia Libraries Library Plan and Strategic Resource Plan 2021-2025

Attachments

1. CCL Budget 2021-2022 [6.1.4.1 - 19 pages]
2. CCL Library Plan 2021 - 2025 [6.1.4.2 - 21 pages]
3. CCL Strategic Resource Plan 2021-2025 [6.1.4.3 - 18 pages]

Executive Summary

The Casey Cardinia Libraries' Library Plan 2021-2025 including the draft Strategic Resource Plan 2021-2025 and the draft Library Budget 2021-2022 have been prepared by the corporation and forwarded to both Councils on April 29, 2021 to be considered for adoption.

The Library Corporation is required under Section 125 of the Local Government (Demographic Reform) Act 2003 to submit planning documents for the delivery of library services.

Background

Casey Cardinia Libraries is governed by a Board with representatives from both councils. Currently the Cardinia representatives are Cr. Jeff Springfield (Chair) and Cr. Jack Kowarzik (substitute) with officer representation held by the General Manager of Customer, People and Performance.

The Library Plan establishes the direction for the development and improvement of Casey Cardinia Libraries' services over a four-year period.

It is a requirement under Section 125 of the Local Government (Demographic Reform) Act 2003 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 statements describing required financial resources and non-financial resources, including human resources in respect of the coming four financial years.

Four strategic areas over the next four years reflect the ongoing priorities of Casey Cardinia Libraries:

1. A Place to Gather and Learn- Create safe and welcoming places that provide free access to information, knowledge, and resources.
2. Partnership and Innovation to achieve shared goals – Strengthen Partnerships and encourage innovation to broaden and deepen our impact
3. Facilitate Community Connection and Wellbeing - Contribute to thriving, healthy and inclusive communities.

4. Organisational Excellence - Strengthen our capacity to lead, adapt and innovate to meet changing community needs.

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.

Highlights of the draft Library Plan 2021-2025 include:

- Increase digital literacy in our community with through programming, services, and digital resources
- Implement the Customer Experience Framework
- Deepen engagement with education providers to facilitate clear learning pathways for our communities
- Work with council teams and community partners to enhance health and wellbeing
- Deliver programs and services that empower CALD (Culturally and Linguistically Diverse) communities
- Work with partners to track and understand CCL's impact across council goals

Policy Implications

Casey Cardinia Libraries support the visions of both the City of Casey and Cardinia Shire to create liveable, healthy, and productive communities. Globally, libraries are acknowledged as playing a key 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.

Relevance to Council Plan

1.1 Our People - Access to a variety of services for all

1.1.1 Continually review services to ensure those provided by Council meet community needs.

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

Casey and Cardinia - like most of south-east Australia - is expected to experience hotter days much lower amounts of average rainfall in the coming years, increasing the risk of fire and extreme storm. Both councils recognise the need to proactively address these changes. Libraries can address climate change by providing information, enabling collaboration and decision making in the community to address climate change. Importantly, libraries also provide shelter from extreme climate emergencies. CCL is 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.

Consultation/Communication

Casey Cardinia Libraries prepares an annual Draft Library Plan and Budget that is forwarded to both Councils in November for consideration. The draft Budget is subsequently amended as necessary following receipt by the Library Corporation population and library use data to the end of March each year and the final draft is then forwarded to both Councils for consideration and formal adoption.

Council received the current draft in April.

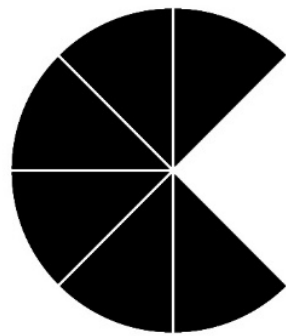
Casey Cardinia Libraries will publicly advertise the Budget and Library Plan and call for submissions from the community over the coming weeks.

Financial and Resource Implications

The contract with Casey Cardinia Libraries is an ongoing agreement which is reviewed every 5 years. The current agreement was last reviewed and endorsed by Council in 2017. The overall of contribution from Councils is shared with Casey Council. Next financial year Casey will provide 74.05% of the overall contribution and Cardinia will provide 25.95%. Cardinia will contribute \$2,276,000 to the Library Corporation in the 2021-2022 financial year in accordance with the attached Budget document. Cardinia's contribution will increase by 2.21% for the 21-22 budget.

Conclusion

The documents attached to this report outline the financial and operational strategy for Casey Cardinia Libraries Corporation over the next four years. This suite of documents meets all the legislative planning requirements for Library Corporations as detailed in the relevant Acts.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Budget 2021 – 2022

Endorsed: 24 February, 2021

Updated: 21 April 2021



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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 2021 – 22 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board at the November 2020 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 by the City of Casey, Cardinia Shire Council and the State Government.

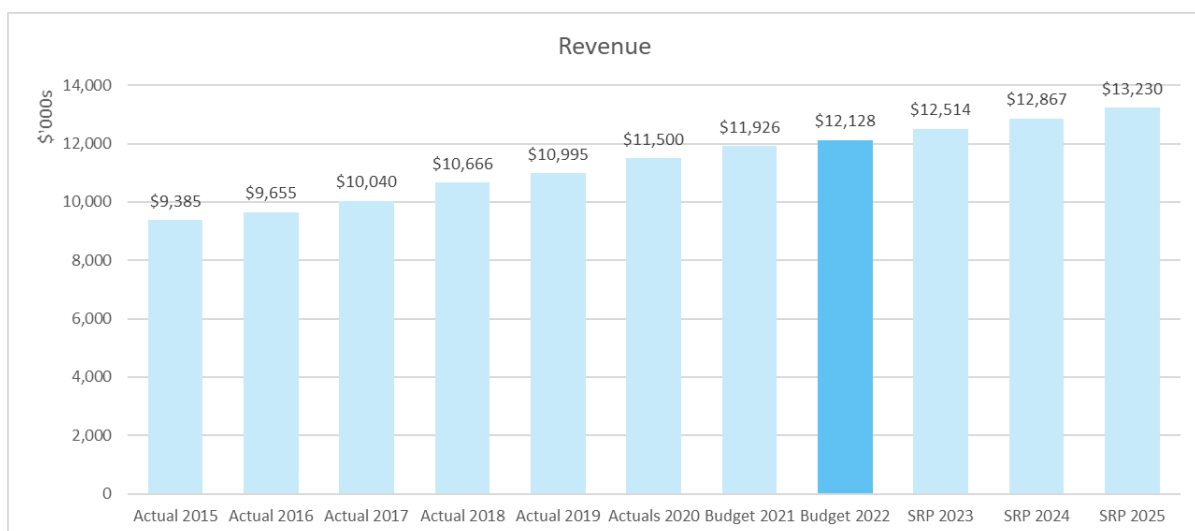
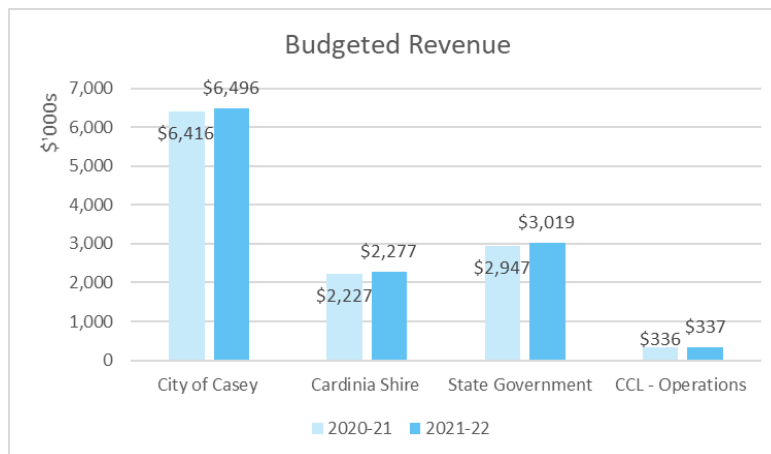
The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021. Further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of \$318,678 for FY2022 will result in a draw down on reserves, to be partially offset by savings achieved throughout the 2020 and 2021 financial years.



Income

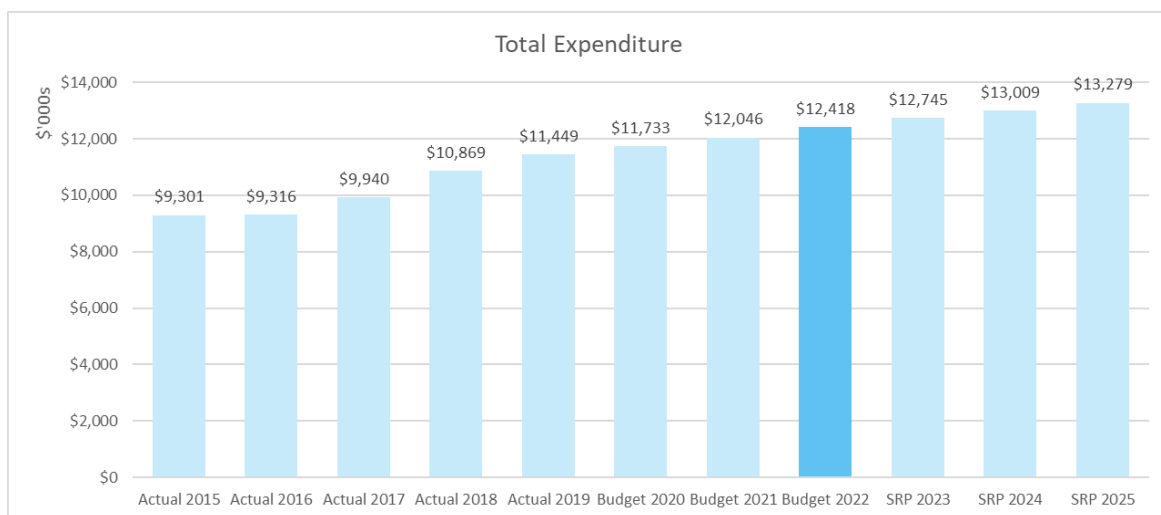
	Actuals	Budget	Budget
	2019-20	2020-21	2021-22
City of Casey	6,198,639	6,415,592	6,495,948
	54.11%	53.79%	53.56%
Cardinia Shire	2,164,866	2,227,264	2,276,551
	18.90%	18.68%	18.77%
State Government	2,883,244	2,947,127	3,019,025
	25.17%	24.71%	24.89%
CCL - Operations	209,830	336,043	336,906
	1.83%	2.82%	2.78%
Total Income	11,456,579	11,926,026	12,128,430





Expenditure

	2019-20	2020-21	2021-22
Employee Costs	8,149,726	8,842,315	9,110,268
IT & Communications	767,693	737,593	752,345
Promotions & Marketing	125,651	135,160	139,766
Administration	432,385	572,967	606,218
Library Materials	1,476,471	1,530,653	1,591,879
Furniture & Equipment	216,672	227,200	217,474
Total Expenditure	11,168,598	12,045,888	12,417,951





2.0 Budgeted Financial Statements 2021–2022

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2020–21	Budget 2021–22
Revenue			
Council Contributions	1	8,642,856	8,772,499
State Government Grants	2	2,771,127	2,839,505
CFC Grant Funding		176,000	179,520
Interest on Investments		37,500	33,750
Other income	3	298,543	303,156
Total Income		11,926,026	12,128,430
Expenditure			
Employee Costs	4	8,842,315	9,110,268
CFC Expenditure		25,320	18,800
IT & Communications	5	737,593	752,345
Library Materials	6	317,220	382,051
Promotions & Marketing		135,160	139,766
Administration		572,967	606,218
Depreciation		1,430,760	1,456,459
Total Expenditure		12,036,015	12,447,108
Net Gain (loss) disposal of plant & Equipment		0	0
Total comprehensive result		(109,989)	(318,678)



Balance Sheet
As at June 30

	Budget	Budget
	2020-21	2021-22
	\$	\$
ASSETS		
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	3,247,058	2,930,387
Receivables	66,482	50,000
Inventories		
	3,383,540	3,050,387
Non-Current Assets		
Fixed Assets	4,207,555	4,178,398
Right-of-use assets	131,755	107,783
TOTAL ASSETS	7,722,849	7,336,567
LIABILITIES		
Current Liabilities		
Payables	526,226	430,495
Lease Liabilities	26,661	26,661
Employee Entitlements	1,590,912	1,638,640
	2,143,800	2,095,796
Non-Current Liabilities		
Employee Entitlements	110,563	113,880
Lease Liabilities	109,477	86,560
TOTAL LIABILITIES	2,363,840	2,296,236
NET ASSETS	5,359,009	5,040,331
EQUITY		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,307,770	2,989,092
TOTAL EQUITY	5,359,009	5,040,331



Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2021			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(109,989)	(109,989)	
Balance at end of financial year	5,359,009	3,307,770	2,051,239
2022			
Bal at the beginning of the financial year	5,359,009	3,307,770	2,051,239
Comprehensive result	(318,678)	(318,678)	
Balance at end of financial year	5,040,331	2,989,092	2,051,239

Statement of Capital Works For the Years ending June 30		
	Budget 2020-21	Budget 2021-22
Capital Expenditure		
Library Materials	1,213,433	1,209,828
Motor Vehicles	38,500	0
Furniture & Equipment **	188,700	217,474
	1,440,633	1,427,302

Statement of Human Resources For the years ending June 30		
	Budget 2020-21	Budget 2021-22
Staff Expenditure		
Employee costs - Operating	8,842,315	9,110,268
Total Staff Expenditure	8,842,315	9,110,268
	EFT	EFT
Staff Numbers	98	96
Permanent full time	29	34
Permanent part time	123	128



Statement of Cash Flows		
Year ended June 30, 2021-2025		
	Budget 2020-21 \$	Budget 2021-22 \$
Cash Flow from Operating Activities		
Income from:		
Council Contributions	8,642,856	8,772,499
Government Grants	2,947,127	3,019,025
Interest Income	37,500	33,750
Overdue Fines	0	0
Other Income	298,543	303,156
	11,926,026	12,128,430
Payments for:		
Employee Costs	8,842,315	9,110,268
Library Materials	317,220	382,051
Computer Services	737,593	752,345
Other Costs	735,277	773,134
	10,632,405	11,017,799
Net Cash Inflow from Operating Activities	1,293,621	1,110,631
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,440,633)	(1,427,302)
Net Cash (Outflow) from Investing Activities	(1,440,633)	(1,427,302)
Net Increase/Decrease in Cash	(147,011)	(316,671)
Cash at the beginning of the year	3,464,069	3,317,058
Cash Held at End of Year	3,317,058	3,000,387



3.0 Notes to the Budgeted Financial Statements 2021-2022

1 - Council Contributions

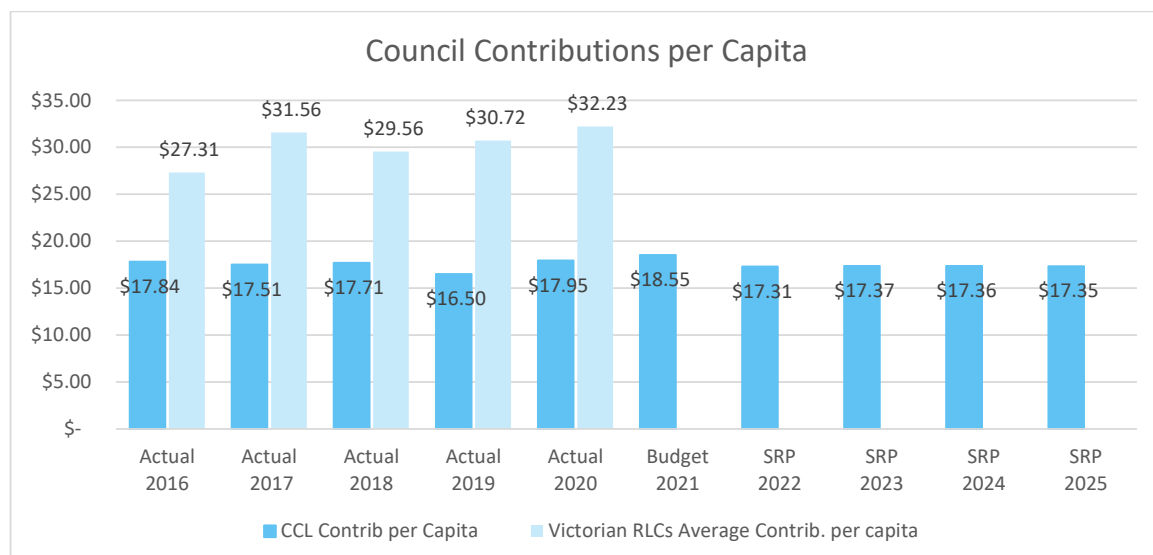
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2020. (ABS figures released 25 March 2021).

Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

Councils Contribution	Budget 2020-21	Budget 2021-22
Population	466,031	506,715
Councils Contribution	8,642,856	8,772,499
Average Contrib per Capita	\$18.55	\$17.31
2020 Victorian RLCs Average Contribution per capita	\$ 32.23	

**Forecast population estimate source <https://forecast.id.com.au>

*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, 2021. The state funding is primarily calculated on population and in FY2020 & FY2021 received a 2.5% increase.

State Funding	Budget	Budget
	2020-21	2021-22
Population	466,031	506,715
State Funding	2,947,127	3,019,025
Average Contrib per Capita	\$ 6.32	\$ 5.96

3 – Staff Resources

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

The current Enterprise Agreement is in effect until 24th November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2022 budget have been based on CCL being able to operate business as usual from 1 July 2021.

Not included in the 2022 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 104.5% as at 30 September 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020 and was due to be completed by 31 December 2020. It has not been distributed at this point.

Human Resources	Budget	Budget
	2020-21	2021-22
Employee Costs	8,842,315	9,110,268
Total Staffing EFT	98	96
% of total expenditure	73.41%	73.36%
Population	466,031	506,715
Expenditure per capita	\$18.97	\$17.98
2020 State Average Expenditure per capita		\$26.37



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.

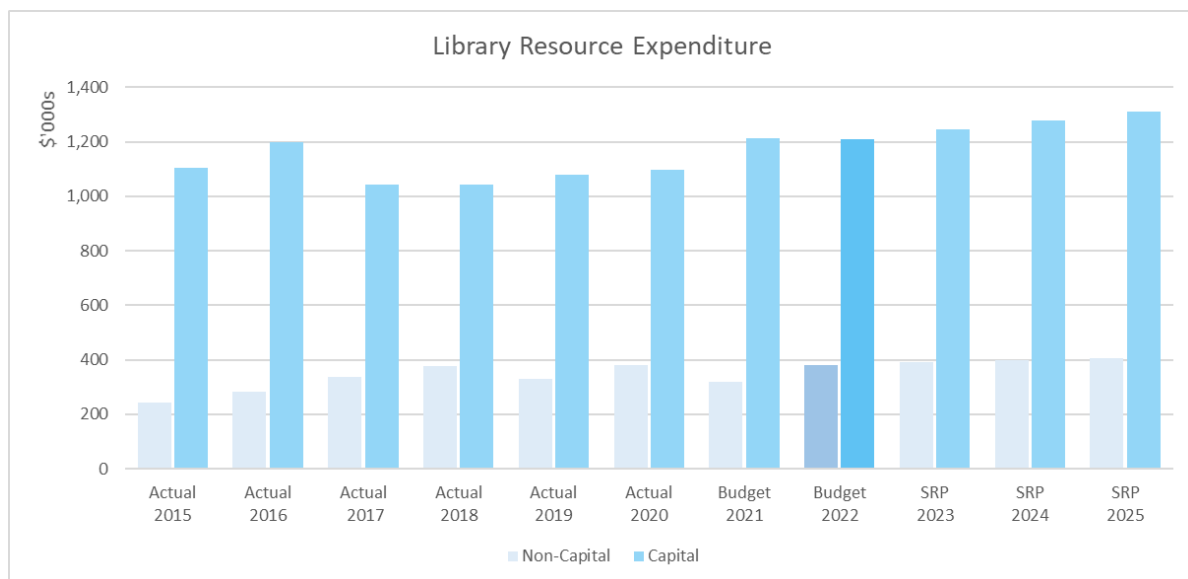
Information & Communications Technology (ICT)	Budget 2020-21	Budget 2021-22
Telecommunications	36,225	36,950
Data Communications	265,200	270,504
ILMS	187,680	191,434
Computer Software & Support	248,488	253,458
Total ICT	737,593	752,345
% of total expenditure	6.94%	6.83%
Population	466,031	506,715
Expenditure per capita	\$1.58	\$1.48



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 2020-21	Budget 2021-22
Non-Capital	317,220	382,051
Capital	1,213,433	1,209,828
Total Library Resources	1,530,653	1,591,879
% of total expenditure	14.40%	14.45%
Population	466,031	506,715
Expenditure per capita	\$3.28	\$3.14
2020 State Average Expenditure per Capita		\$6.06





4.0 Member Council Contributions 2021-2022

	2020-21			2021-22		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.230%	25.770%		74.049%	25.951%
Income						
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018
State Government Funding						
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880
Expenditure						
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271
Administration	572,967	425,313	147,654	606,218	448,898	157,320
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183
Capital Expenditure						
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962
Motor Vehicles	38,500	28,579	9,921	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,037	56,437
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582
Population	416,064	316,233	99,831	506,715	380,531	126,184
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264
Council Cont	8,642,856	6,415,592	2,227,264	8,772,499	6,495,948	2,276,551
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%



5.0 Non-Financial Resources

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

There are five service points in the City of Casey:

- 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



6.0 Schedule of Fees and Charges: 2021–2022

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: **\$5.00 booking fee**
(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

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Casey
Cardinia
Libraries

Library Plan 2021–2025



'Inspiring spaces where
everyone is free to
discover possibilities'



Casey
Cardinia
Libraries

Library Plan 2021–2025

1 Foreword

Casey Cardinia Libraries is recognised across Victoria as an innovative service that is prepared to challenge the status quo and adopt cutting edge ideas that help meet community needs.

As we developed this plan, we kept the following questions at the front of our thinking:

- How do we keep the community at the centre of everything we do, particularly during a time when people across the region are experiencing severe disruption?
- How can CCL support the Member Councils and address emerging vulnerabilities in our community?
- How do CCL and the Member Councils deliver an accessible and equitable service on a sustainable financial basis given our rapidly growing population?
- How do we build relationships with partners to maximise the reach and impact of our service?

Our Vision, Mission and Values are absolutely central to everything that we do. They are a clear reflection of our culture and the way we do things.

We are committed to providing a contemporary and progressive library service that brings our community together, cultivates creativity and encourages learning, social connection and well-being.

We look forward to the next four years and the implementation of this new Library Plan with optimism and confidence.

We hope you are as inspired by this plan as we are. Libraries really do change lives.

Regards

Cr Jeff Springfield
Chairperson

Chris Buckingham
CEO

"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.

2 Introduction

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

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

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

The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) shows that for every dollar invested in CCL the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30 due to benefits of our shared service model. CCL are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 465,000 people.



The role of libraries.

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

2 Introduction

United Nations Sustainable Development Goals

Casey Cardinia Libraries support the visions of both the City of Casey and Cardinia Shire to create liveable, healthy and productive communities.

Globally, libraries are acknowledged as playing an important role in meeting the UN 2030 Sustainable Development Goals (SDGs) by providing access to lifelong learning. In particular, libraries support the achievement of the following SDGs.

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

SUSTAINABLE DEVELOPMENT GOALS



Strategic Plan

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

The Strategic Plan brings together insights and feedback from:

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



3 Who are we

We are growing

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

We are young

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



We are diverse

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

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

4 Our changing context

COVID-19

COVID-19 has had a profound impact on communities and how CCL delivers services. While challenging, it also provided an opportunity for CCL to showcase its leadership, innovation and adaptability.

In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk 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

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

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 CCL eResources and online offerings accelerated significantly during 2020 due to COVID-19. The growth in digital capability will also be important to the City of Casey's smart city and education goals.

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

Member Councils & Local Government Act 2020

COVID has also had a significant impact on our Member Councils. Notably the Annual Rate Cap means that Councils will need to continue to explore innovative shared service models to meet its goals. This will constrain funding of 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. At some point in the next 10 years CCL will need to change its legal status in order to continue as a shared service provider.

Health and Wellbeing

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

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

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

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

CCL 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, Emerald, Endeavour Hills, Hampton Park, and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield.

In 2020 – 2021, we delivered:

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

Pre – COVID, Victoria's public libraries had embraced 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.

CCL ensures that the work we do managing and distributing information is balanced with the community's need for a free place to gather and learn.

We are challenged by ageing physical infrastructure in our established service areas and a demand for our services in growth corridors amidst a constrained financial environment.

While increasing access to CCL's services and resources will be limited by our physical assets, we will continue to work with the City of Casey and Cardinia Shire to explore new models to strengthen access to and the quality of services and resources we provide.

5 Our libraries

5.5 Our partners

CCL 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 CCL'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 CCL:

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

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

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

CCL 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 – in a recent member survey, 90% of respondents told us that this is what they value the most about CCL.

Our libraries also:

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

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

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

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

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

7 **How we will get there**

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

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

“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
Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information	<ul style="list-style-type: none">Strengthen the accessibility of library branchesStrengthen accessibility of digital platformsOffer a broad range of opening hours that meet community needsImplement the Customer Experience FrameworkImplement the Social Inclusion Strategy	<ul style="list-style-type: none">People feel safe and welcomePeople can easily access library services how and when they need them (location, opening hours, physical spaces)People who visit our branches feel happierPeople can easily access our digital platforms
Core services that are free and accessible	<ul style="list-style-type: none">Provide free access to Wi-Fi and ICT within library branchesProvide free access to a popular and well used collectionWe do not charge overdue fines	<ul style="list-style-type: none">Communities have free access reading materials, information, physical and digital resources

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

7 How we will get there

Strategic Area 1:
A Place to Gather and Learn

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



7 **How we will get there**

**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
Support councils to make evidence-based decisions about investment in library services	<ul style="list-style-type: none">Strengthen data collection, management and reportingSupport councils in their strategic decision making with relevant quantitative and qualitative evidence	<ul style="list-style-type: none">Enhanced data collection and reportingCouncils make evidence-based decisions in relation to library infrastructure that meet our community needs
Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design	<ul style="list-style-type: none">Explore and invest in joint planning and programming across councilsExplore new service delivery models that utilise shared digital and physical assets	<ul style="list-style-type: none">Increase in the number of joint programs and servicesJoint service delivery models are regularly consideredCouncil teams are supported to consider, develop and deliver new library infrastructure

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

“ 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. ”

7 **How we will get there**

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

Contribute to thriving, healthy and inclusive communities.

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

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

7 How we will get there

Strategic Area 3:
Facilitate community connection and wellbeing

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



7 **How we will get there**

Strategic Area 4:
Organisational excellence

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

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

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

7 How we will get there

Strategic Area 4:
Organisational excellence

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



“ 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 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

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

- For more detail:
- Local Government Reporting Framework measures go to [City of Casey](#) or [Cardinia Shire](#) websites
 - Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)
 - [Australian Library and Information Association \(ALIA\) Guidelines, Standards and Outcome Measures for Australian Public Libraries – 2020](#)

9.1 Our key measure outputs

Measure	Actual 2019/20	Projections 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
Engagement						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	283,652	94,000	261,000	313,000	348,000	366,000
Net Promoter Score (Community Survey)	64	70	65	65	65	65
Memberships*	132,757	109,000	114,000	120,000	126,000	132,000
Visits						
Visits – physical	949,876	460,000	964,000	1,157,000	1,286,000	1,350,000
Visits – virtual	935,390	805,000	951,000	1,001,000	1,051,000	1,101,000
Total visits	1,885,266	1,265,000	1,915,000	2,158,000	2,337,000	2,451,000
Program and events attendance	69,573	10,000	52,000	69,000	95,000	99,000
Collection						
Loans (total physical and digital)	2,285,319	1,990,000	2,350,000	2,500,000	2,646,000	2,779,000
Turnover rate – physical items	5.7	6.0	6.5	7.0	7.0	7.0
Turnover rate – digital items	23.5	20.0	20.0	20.0	20.0	20.0
Physical quality of library collection (age of collection – less than 5 years)	68.5%	68.0%	68.0%	68.0%	68.0%	68.0%
Cost of Delivery						
Cost of library service per capita	\$24.89	\$24.35	\$23.94	\$23.94	\$23.88	\$23.82
Cost of library service per visit (total income)	\$11.70	\$25.93	\$12.58	\$10.82	\$10.01	\$9.80

* Unusual bulk membership database cleanup occurred in February 2021.

10 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 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
- 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 libraries support the Sustainable Development Goals.](#)



For more information about
Casey Cardinia Libraries visit



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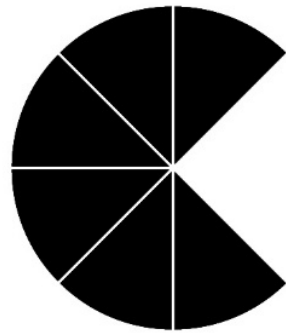
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Library Plan 2021-2025

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**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2021 – 2025

Endorsed: February 24 February 2021

Updated: 21 April, 2021



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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.

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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

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- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
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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 Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

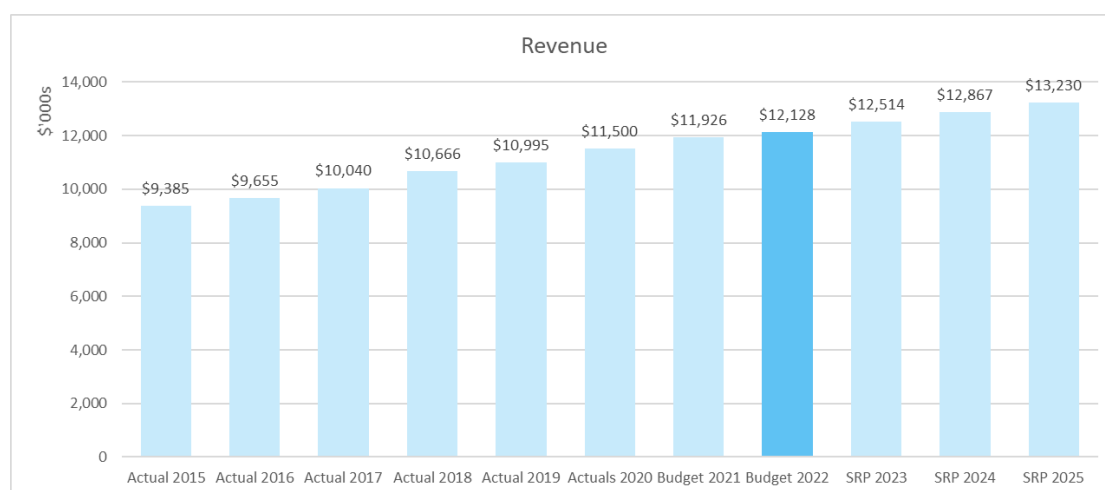
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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

The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021 further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

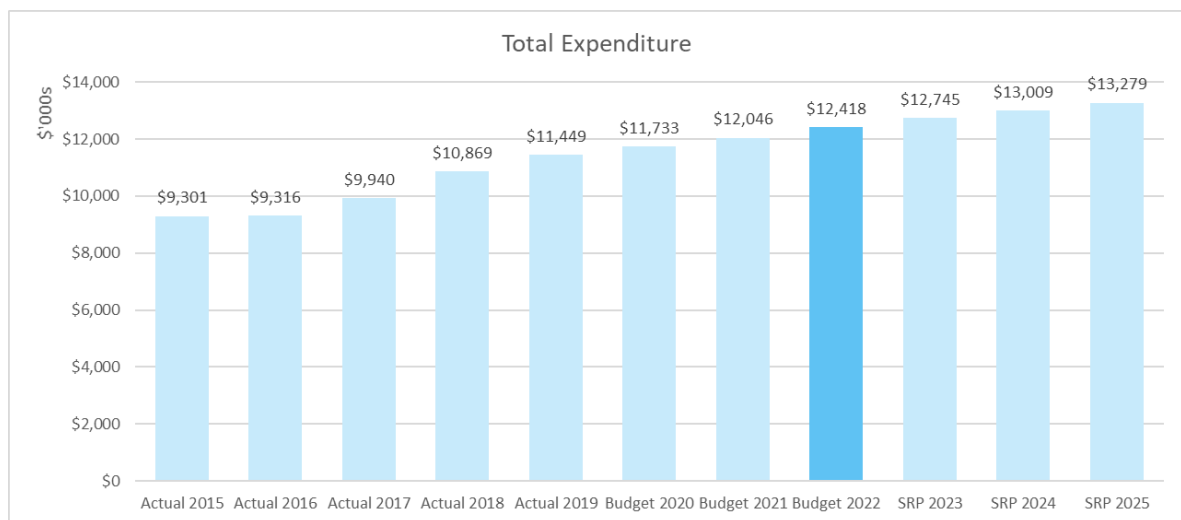
The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of \$318,678 for FY2022 will result in a draw down on reserves, to be partially offset by savings achieved throughout the 2020 and 2021 financial years.

	Actuals	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
City of Casey	6,198,639	6,415,592	6,495,948	6,723,306	6,925,005	7,132,755
	54.11%	53.79%	53.56%	53.73%	53.82%	53.92%
Cardinia Shire	2,164,866	2,227,264	2,276,551	2,356,230	2,426,917	2,499,725
	18.90%	18.68%	18.77%	18.83%	18.86%	18.90%
State Government	2,883,244	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
	25.17%	24.71%	24.89%	24.71%	24.62%	24.53%
CCL - Operations	209,830	336,043	336,906	341,653	346,533	351,549
	1.83%	2.82%	2.78%	2.73%	2.69%	2.66%
Total Income	11,456,579	11,926,026	12,128,430	12,513,883	12,866,633	13,229,550





	2020-21	2021-22	2022-23	2023-24	2024-25
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
IT & Communications	737,593	752,345	767,392	782,740	798,394
Promotions & Marketing	135,160	139,766	142,562	145,413	148,321
Administration	572,967	606,218	618,332	630,689	643,293
Library Materials	1,530,653	1,591,879	1,635,815	1,674,762	1,714,643
Furniture & Equipment	227,200	217,474	196,323	200,250	204,255
Total Expenditure	12,045,888	12,417,951	12,745,398	13,009,260	13,278,825





2.0 Financial Statements 2021–2025

Comprehensive Income Statement For the Years ending June 30						
	Note	Budget 2020–21	Budget 2021–22	Forecast Est 2022–23	Forecast Est 2023–24	Forecast Est 2024–25
Revenue						
Council Contributions	1	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
State Government Grants	2	2,771,127	2,839,505	2,909,584	2,981,405	3,055,013
CFC Grant Funding		176,000	179,520	183,110	186,773	190,508
Interest on Investments		37,500	33,750	33,750	33,750	33,750
Other income	3	298,543	303,156	307,903	312,783	317,799
Total Income		11,926,026	12,128,430	12,513,883	12,866,633	13,229,550
Expenditure						
Employee Costs	4	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
IT & Communications	5	737,593	752,345	767,392	782,740	798,394
Library Materials	6	317,220	382,051	389,692	397,486	405,436
Promotions & Marketing		135,160	139,766	142,562	145,413	148,321
Administration		572,967	606,218	618,332	630,689	643,293
Depreciation		1,430,760	1,456,459	1,359,210	1,405,539	1,456,158
Total Expenditure		12,036,015	12,447,108	12,662,161	12,937,274	13,221,520
Net Gain(loss) disposal of plant & Equipment		0	0	0	0	0
Total comprehensive result		(109,989)	(318,678)	(148,278)	(70,640)	8,030

**Balance Sheet****As at June 30**

	Budget	Budget	Forecast	Forecast	Forecast
	2020-21	2021-22	Est	Est	Est
	\$	\$	\$	\$	\$
ASSETS					
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	3,247,058	2,930,387	2,671,722	2,501,945	2,425,520
Receivables	66,482	50,000	60,000	70,000	80,000
Inventories					
	3,383,540	3,050,387	2,801,722	2,641,945	2,575,520
Non-Current Assets					
Fixed Assets	4,207,555	4,178,398	4,261,634	4,333,621	4,390,926
Right-of-use assets	131,755	107,783	83,811	59,839	35,867
TOTAL ASSETS	7,722,849	7,336,567	7,147,167	7,035,405	7,002,313
LIABILITIES					
Current Liabilities					
Payables	526,226	430,495	360,498	307,786	255,190
Lease Liabilities	26,661	26,661	26,661	26,661	26,661
Employee Entitlements	1,590,912	1,638,640	1,687,799	1,721,555	1,755,986
	2,143,800	2,095,796	2,074,958	2,056,002	2,037,837
Non-Current Liabilities					
Employee Entitlements	110,563	113,880	117,297	119,643	122,035
Lease Liabilities	109,477	86,560	62,859	38,348	12,998
TOTAL LIABILITIES	2,363,840	2,296,236	2,255,114	2,213,992	2,172,870
NET ASSETS	5,359,009	5,040,331	4,892,053	4,821,413	4,829,443
EQUITY					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,307,770	2,989,092	2,840,814	2,770,174	2,778,204
TOTAL EQUITY	5,359,009	5,040,331	4,892,053	4,821,413	4,829,443



Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2021			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(109,989)	(109,989)	
Balance at end of financial year	5,359,009	3,307,770	2,051,239
2022			
Bal at the beginning of the financial year	5,359,009	3,307,770	2,051,239
Comprehensive result	(318,678)	(318,678)	
Balance at end of financial year	5,040,331	2,989,092	2,051,239
2023			
Bal at the beginning of the financial year	5,040,331	2,989,092	2,051,239
Comprehensive result	(148,278)	(148,278)	
Balance at end of financial year	4,892,053	2,840,814	2,051,239
2024			
Bal at the beginning of the financial year	4,892,053	2,840,814	2,051,239
Comprehensive result	(70,640)	(70,640)	
Balance at end of financial year	4,821,413	2,770,174	2,051,239
2025			
Bal at the beginning of the financial year	4,821,413	2,770,174	2,051,239
Comprehensive result	8,030	8,030	
Balance at end of financial year	4,829,443	2,778,204	2,051,239



Statement of Capital Works For the Years ending June 30						
	Note	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Capital Expenditure						
Library Materials	6	1,213,433	1,209,828	1,246,123	1,277,276	1,309,208
Motor Vehicles		38,500	0	0	0	0
Furniture & Equipment **		188,700	217,474	196,323	200,250	204,255
		1,440,633	1,427,302	1,442,446	1,477,526	1,513,463

Statement of Human Resources For the four years ending June 30					
	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Staff Expenditure					
Employee costs - Operating	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Total Staff Expenditure	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
	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, 2021-2025					
	Budget 2020-21 \$	Budget 2021-22 \$	Forecast Est 2022-23 \$	Forecast Est 2023-24 \$	Forecast Est 2024-25 \$
Cash Flow from Operating Activities					
Income from:					
Council Contributions	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
Government Grants	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
Interest Income	37,500	33,750	33,750	33,750	33,750
Overdue Fines	0	0	0	0	0
Other Income	298,543	303,156	307,903	312,783	317,799
	11,926,026	12,128,430	12,513,883	12,866,633	13,229,550
Payments for:					
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Library Materials	317,220	382,051	389,692	397,486	405,436
Computer Services	737,593	752,345	767,392	782,740	798,394
Other Costs	735,277	773,134	788,044	803,252	818,764
	10,632,405	11,017,799	11,330,102	11,558,885	11,792,512
Net Cash Inflow from Operating Activities	1,293,621	1,110,631	1,183,781	1,307,749	1,437,038
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,440,633)	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)
Net Cash (Outflow) from Investing Activities	(1,440,633)	(1,427,302)	(1,442,446)	(1,477,526)	(1,513,463)
Net Increase/Decrease in Cash	(147,011)	(316,671)	(258,665)	(169,777)	(76,425)
Cash at the beginning of the year	3,464,069	3,317,058	3,000,387	2,741,722	2,571,945
Cash Held at End of Year	3,317,058	3,000,387	2,741,722	2,571,945	2,495,520



3.0 Notes to the Strategic Resource Plan Financial Report 2021-2025

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 2020. (*ABS figures released 25 March 2021*).

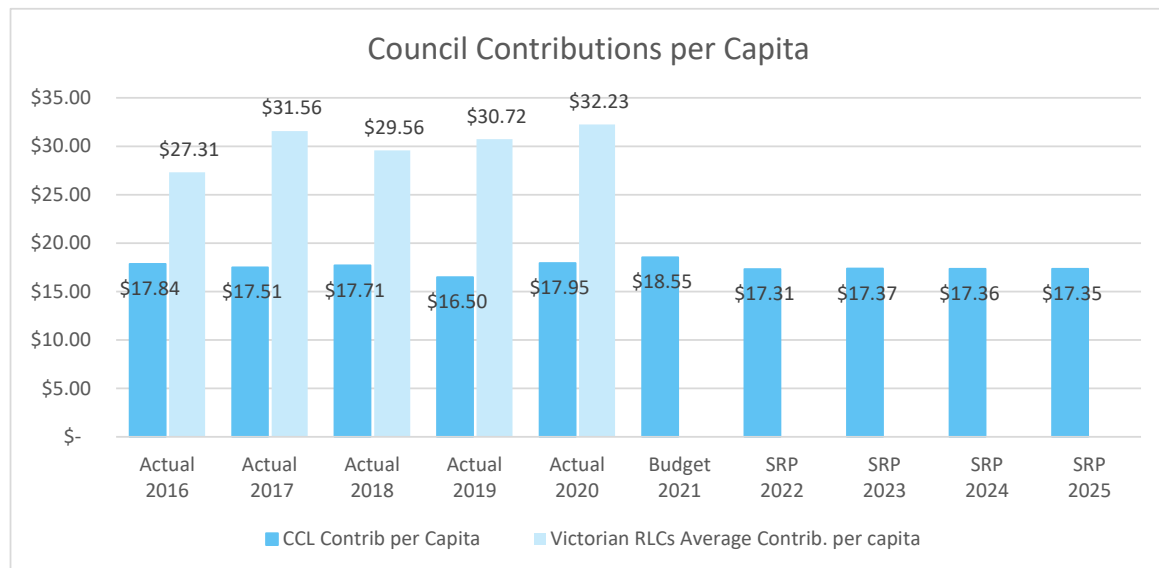
Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

Population	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
City of Casey	353,872	380,531	390,793	401,012	411,719
Cardinia Shire	112,159	126,184	131,834	137,700	143,566
	466,031	506,715	522,627	538,712	555,285

**Forecast population estimate source <https://forecast.id.com.au>

Councils Contribution	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Population	466,031	506,715	522,627	538,712	555,285
Councils Contribution	8,642,856	8,772,499	9,079,536	9,351,922	9,632,480
Average Contrib per Capita	\$18.55	\$17.31	\$17.37	\$17.36	\$17.35
2020 Victorian RLCs Average Contribution per capita				\$	32.23

*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, 2021. The state funding is primarily calculated on population and in FY2020 & FY2021 received a 2.5% increase.

State Funding	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Population	466,031	506,715	522,627	538,712	555,285
State Funding	2,947,127	3,019,025	3,092,694	3,168,178	3,245,521
Average Contrib per Capita	\$6.32	\$5.96	\$5.92	\$5.88	\$5.84

3 Staff Resources

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

The current Enterprise Agreement is in effect until 24th November 2023 and all employment costs have been calculated to take into account agreed salary increases. Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2022 budget have been based on CCL being able to operate business as usual from 1 July 2021.

Not included in the 2022 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 104.5% as at 30 September 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, and was due to be completed by 31 December 2020. It has not been distributed at this point.

Human Resources	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Employee Costs	8,842,315	9,110,268	9,384,974	9,575,407	9,769,918
Total Staffing EFT	98	96	96	96	96
% of total expenditure	73.41%	73.36%	73.63%	73.60%	73.58%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	\$18.97	\$17.98	\$17.96	\$17.77	\$17.59
2020 State Average Expenditure per capita					\$26.37



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.

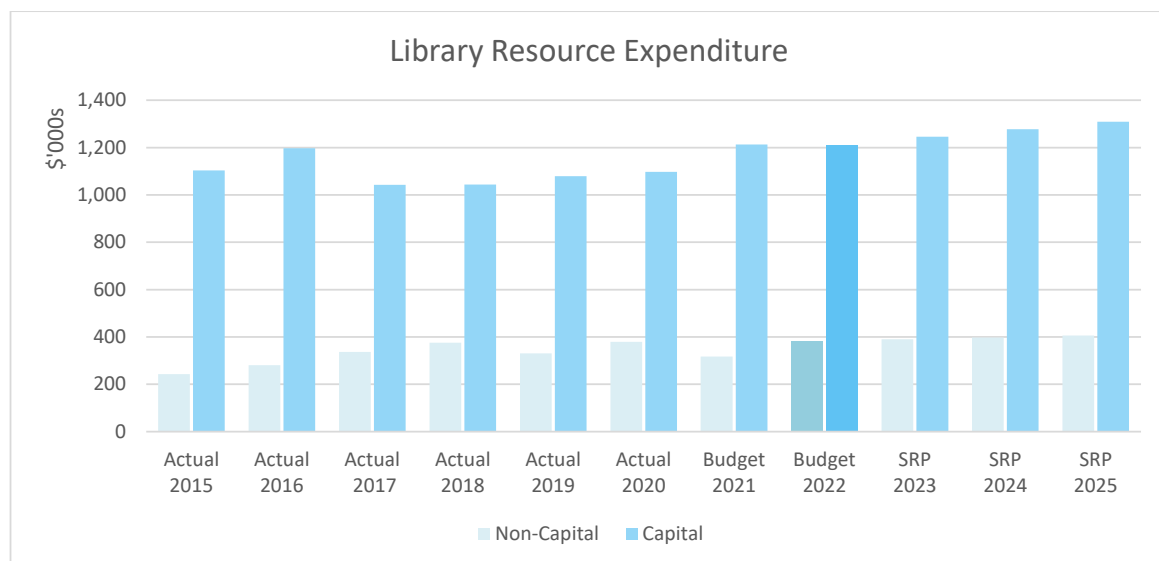
Information & Communications Technology (ICT)	Budget 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Telecommunications	36,225	36,950	37,688	38,442	39,211
Data Communications	265,200	270,504	275,914	281,432	287,061
ILMS	187,680	191,434	195,262	199,168	203,151
Computer Software & Support	248,488	253,458	258,527	263,697	268,971
Total ICT	737,593	752,345	767,392	782,740	798,394
% of total expenditure	6.94%	6.83%	6.77%	6.77%	6.77%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	\$1.58	\$1.48	\$1.47	\$1.45	\$1.44



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 2020-21	Budget 2021-22	Forecast Est 2022-23	Forecast Est 2023-24	Forecast Est 2024-25
Non-Capital	317,220	382,051	389,692	397,486	405,436
Capital	1,213,433	1,209,828	1,246,123	1,277,276	1,309,208
Total Library Resources	1,530,653	1,591,879	1,635,815	1,674,762	1,714,643
% of total expenditure	14.40%	14.45%	14.44%	14.49%	14.54%
Population	466,031	506,715	522,627	538,712	555,285
Expenditure per capita	\$3.28	\$3.14	\$3.13	\$3.11	\$3.09
2020 State Average Expenditure per Capita	\$6.06				





Member Council Contributions 2021-2025

	2020-21			2021-22			2022-23			2023-24			2024-25		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.230%	25.770%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%		74.049%	25.951%
Income															
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672	307,903	227,999	79,904	312,783	231,613	81,170	317,799	235,327	82,472
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758	33,750	24,992	8,758	33,750	24,992	8,758	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587	183,110	135,591	47,519	186,773	138,303	48,469	190,508	141,069	49,439
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018	524,763	388,582	136,181	533,306	394,908	138,398	542,057	401,388	140,669
State Government Funding															
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726	61,206	45,322	15,884	61,818	45,776	16,042	62,436	46,233	16,203
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096	2,705,959	2,003,736	702,223	2,773,608	2,053,829	719,779	2,842,948	2,105,175	737,774
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058	142,419	105,460	36,959	145,979	108,096	37,883	149,629	110,799	38,830
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880	2,909,584	2,154,518	755,066	2,981,405	2,207,701	773,705	3,055,013	2,262,207	792,806
Expenditure															
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206	9,384,974	6,949,479	2,435,495	9,575,407	7,090,493	2,484,914	9,769,918	7,234,527	2,535,392
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241	767,392	568,246	199,146	782,740	579,611	203,129	798,394	591,203	207,191
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146	389,692	288,563	101,129	397,486	294,334	103,152	405,436	300,221	105,215
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271	142,562	105,566	36,996	145,413	107,677	37,736	148,321	109,830	38,491
Administration	572,967	425,313	147,654	606,218	448,898	157,320	618,332	457,869	160,463	630,689	467,019	163,670	643,293	476,352	166,941
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183	11,302,952	8,369,723	2,933,229	11,531,735	8,539,134	2,992,600	11,765,362	8,712,133	3,053,229
Capital Expenditure															
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962	1,246,123	922,742	323,381	1,277,276	945,810	331,466	1,309,208	969,455	339,753
Motor Vehicles	38,500	28,579	9,921	0	0	0	0	0	0	0	0	0	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,037	56,437	196,323	145,376	50,948	200,250	148,283	51,967	204,255	151,249	53,006
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399	1,442,446	1,068,117	374,329	1,477,526	1,094,093	383,433	1,513,463	1,120,704	392,759
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582	12,745,398	9,437,840	3,307,558	13,009,260	9,633,227	3,376,033	13,278,825	9,832,837	3,445,988
Population	416,064	316,233	99,831	506,715	380,531	126,184	522,627	390,793	131,834	538,712	401,012	137,700	555,285	411,719	143,566
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,772,499	6,495,948	2,276,551	9,079,536	6,723,306	2,356,230	9,351,922	6,925,005	2,426,917
Council Cont	8,642,856	6,415,592	2,227,264	8,772,499	6,495,948	2,276,551	9,079,536	6,723,306	2,356,230	9,351,922	6,925,005	2,426,917	9,632,480	7,132,755	2,499,725
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%



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
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Telephone: 5990 0100
ccl.vic.gov.au
 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)
 [@CasCarLibraries](https://twitter.com/CasCarLibraries)