

2 CASEY CARDINIA LIBRARIES LIBRARY PLAN AND DRAFT BUDGET 2017-2018

FILE REFERENCE INT1738509

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

AUTHOR Jenny Scicluna

RECOMMENDATION

That:

1. Council endorses the Casey Cardinia Libraries Library Plan and Strategic Resource Plan 2017-2021.
2. Council endorses the Casey Cardinia Library Budget 2017-2018, and
3. The Chief Finance Officer undertakes an annual review of the draft budget and Strategic Resource Plan of Casey Cardinia Libraries to secure approval in principle prior to the proposed budget being presented to the Casey Cardinia Libraries Board for endorsement.

Attachments

- | | |
|--|-------------|
| 1 Casey Cardinia Libraries Draft Library Plan 2017-2021 and Draft Library Budget 2017-18 | 56
Pages |
|--|-------------|

EXECUTIVE SUMMARY

The Casey Cardinia Libraries' Library Plan 2017-2021 and draft Budget 2017-2018 have been prepared by the corporation and forwarded to both councils on May 2, 2017 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. A new inclusive approach to development of the Plan has seen a refreshing and future thinking strategic document being produced and endorsed by the Board for further consultation.

BACKGROUND

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 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 statements describing required financial resources and non-financial resources, including human resources in respect of the coming four financial years.

It should be noted that during the 16/17 financial year a new CEO of Casey Cardinia Libraries was appointed. The new CEO, Chris Buckingham, has led the staff of Casey Cardinia Libraries through a vibrant, inclusive planning process that has resulted in the creation of new organisational values and development of a progressive Library Plan that has been endorsed by the Board.

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

1. The Knowledge Well - Create safe and welcoming places where everyone can gather, learn, share and grow.

2. Leadership and Innovation - Lead positive change through partnerships and teamwork.
3. Resilience - Strengthen capacity in our growing community.
4. Literacies - Encourage reading and lifelong learning.
5. Organisational Performance - Build an outstanding and innovative organisation.

The Library Plan is amended annually in regard to 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 2017-2021 include:

- Invest in ICT that enhances the library user experience and enables greater staff productivity
- Form robust partnerships with organisations that support literacy and lifelong learning
- Recognised contribution to community wellbeing and social equity
- Host events and performances that inspire creativity and learning
- Create a people focussed organisation that is quick to embrace new ways of doing things

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

The Casey-Cardinia Library Corporation's Draft Library Plan 2017-2021 and draft Budget 2017-2018 are relevant to the Council Plan 2013-2017 in accordance with the section "Our People" and specifically the objective to provide "access to a variety of services for all" and "learning opportunities for all ages and abilities".

CONSULTATION/COMMUNICATION

Casey Cardinia Libraries prepares an annual Draft Library Plan and Budget that are forwarded to both councils in November. 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. Council received the current draft on May 2nd 2017. Casey Cardinia Libraries will publically advertise the budget and Library Plan and call for submissions from the Community over the coming weeks.

FINANCIAL AND RESOURCE IMPLICATIONS

Cardinia Shire Council has a financial obligation as outlined in the Casey Cardinia Libraries 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 and is currently under review as part of a five yearly review cycle.

Whilst formal advice has not yet been received, based on population and CPI increases it is estimated that a contribution of approximately \$2,482,785 will be allocated by the Victorian Government towards the cost of running the library service in 2017/18.

The draft Budget 2017-2018 contains forecasts for the operating costs of the Casey Cardinia Libraries over the next twelve months and incorporates estimated income from Victorian Government as well as the two member councils, determined by a formula for calculation. The proposed 2017-2018 draft Budget for the Casey Cardinia Libraries includes a core contribution by Cardinia Shire Council of \$1,873,625. This represents 26.5% of the total council contribution

(Casey meets 73.5%) and a 2.61% increase on the previous year's contribution. Allowance has been made in Council's Operating Budget 2017/18 for the library contribution.

The average municipal per-capita contribution to Casey Cardinia Libraries in 2017-2018 is budgeted at \$27.21, which continues to compare favourably with the state municipal averages for public libraries (the most recently reported state average was \$43.17 in 2015/16). There was some discussion at the Board Meeting that the divide between average spend per capita was potentially untenable into the future. The Library Plan flags further discussion on this matter in Action 3.2 of the Plan.

CONCLUSION

The proposed Casey Cardinia Libraries Draft Library Plan 2017-2021 and draft Budget 2017-2018 serve the purpose of achieving compliance with the Local Government Act whilst also providing strategic tools for the Library Corporation and Council in planning and delivery of library services to the community.

2 May, 2017

Mr. Garry McQuillan
Chief Executive Officer
Cardinia Shire Council
PO Box 7
PAKENHAM 3810

Dear Garry,

Re: Casey Cardinia Libraries Budget, Library Plan and Strategic Resource Plan

Please find attached the Casey Cardinia Libraries (CCL) Budget 2017-2018, the Library Plan and Strategic Resource Plan 2017-2021 for Councils' consideration.

The Board resolved at its meeting on Wednesday, 26 April 2017 that:

- That the Board endorse the CCL Budget 2017-18 and forward it to Member Councils for approval prior to final adoption by the Board in June 2017
- That the Board endorse the Library Plan 2017-2021 and Strategic Resource Plan 2017-2021 and forward them to Member Councils for adoption.

The Cardinia Shire contribution for 2017-18 as per the budget is

Council contribution: **\$1,873,625**

This represents a 2.61% increase on the previous year's contribution.

The following assumptions were used in the calculations to develop the Budget, Library Plan and Strategic resource Plan:

Population Growth	4.5%
State Government Funding	4.0%

The budget process for CCL requires that the Member Councils approve the Annual Budget, the Library Plan and the Strategic Resource Plan in writing prior to adoption by the Board.



**Casey
Cardinia
Libraries**

**Casey-Cardinia
Library Corporation**
Locked Bag 2400
Cranbourne 3977

03 5990 0100
admin@cclc.vic.gov.au
www.cclc.vic.gov.au

ABN 38 577 897 449

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CCL will publicly advertise the Budget and Library Plan and call for submissions from the Community over the coming weeks.

The next CCL Board meeting will be held on 28 June 2017. We would welcome responses back from the Member Councils by 22 June 2017.

Yours sincerely

A handwritten signature in black ink, appearing to read 'CB', is written over the words 'Yours sincerely'.

Chris Buckingham
Chief Executive Officer

Attachments

Cc Ms Jenny Scicluna, General Manager, Community Wellbeing



CASEY CARDINIA LIBRARIES Budget 2017 – 2018

26, April 2017



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Our Vision:

Inspiring spaces where everyone is free to discover possibilities

Our Values

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.



1.0 Executive Summary

The 2017-18 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 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.

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 2012 Casey-Cardinia Library Corporation Agreement. Member Council funding is calculated on population and usage across the region. The State Government funding is primarily based on population.

In 2017-18 there is increased expenditure due to the opening of the Bunjil Library. Staffing has been increased from 79.9 EFT to 86.6 EFT to cover broader opening hours at Bunjil Library.

The development of the ICT road map will inform investment in a range of new products and platforms.

Operating hours at Doveton and Pakenham will be expanded during day light savings on a trial basis. Doveton will open on Wednesdays from 1.30pm until 8.00pm and Pakenham will extend opening hours on Fridays to 8.00pm.

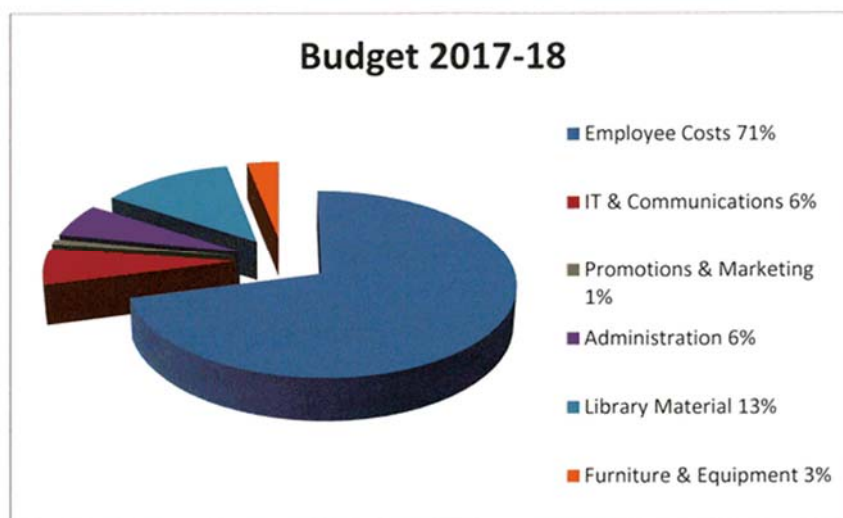
Savings have been made through careful reduction of general expenditure and trimming the Collections budget.



Income

	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
City of Casey	5,179,175	5,179,175	5,741,275
	52.61%	51.82%	53.99%
Cardinia Shire	1,825,925	1,825,925	1,873,625
	18.55%	18.27%	17.62%
State Government	2,295,071	2,416,203	2,487,785
	23.31%	24.18%	23.40%
CCL - Operations	544,385	572,967	530,600
	5.53%	5.73%	4.99%
Total Income	9,844,556	9,994,270	10,633,285

Expenditure





2.0 Budgeted Financial Statements 2017-18

Comprehensive Income Statement				
For the Year ending June 2017-2018				
	Note	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Revenue				
Council Contributions	1	7,005,100	7,005,100	7,614,900
State Government Grants	2	2,295,071	2,416,203	2,482,785
CFC Grant Funding		142,335	157,937	146,670
Interest on Investments		105,000	105,000	105,000
Other income		257,550	278,330	283,930
Total Income		9,805,056	9,962,570	10,633,285
Expenditure				
Employee Costs	3	6,820,526	6,860,283	7,715,835
CFC Expenditure		22,770	33,257	19,170
IT & Communications	4	683,000	656,850	697,700
Library Materials	5	272,150	272,150	246,150
Promotions & Marketing		57,000	63,000	100,000
Administration		648,150	693,498	636,800
Depreciation		1,415,115	1,462,134	1,408,360
Total Expenditure		9,918,711	10,041,173	10,824,015
Net Gain (loss) disposal of Plant & Equipment		-9,905	-5,550	
Total comprehensive result		-123,560	-84,153	-190,730



Balance Sheet

As at June 2017-2021

	Note	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
ASSETS		\$	\$	\$
Current Assets				
Cash Asset		75,000	85,630	76,800
Financial Assets		3,066,124	3,047,647	2,811,412
Receivables		12,500	5,262	
		3,153,624	3,138,539	2,888,212
Non-Current Assets				
Fixed Assets		4,407,067	4,696,024	4,705,924
TOTAL ASSETS		7,560,691	7,834,563	7,594,136
LIABILITIES				
Current Liabilities				
Payables		295,000	478,784	450,500
Employee Entitlements		1,653,940	1,342,407	1,319,500
		1,948,940	1,821,191	1,770,000
Non-Current Liabilities				
Employee Entitlements		65,000	24,006	25,500
TOTAL LIABILITIES		2,013,940	1,845,197	1,795,500
NET ASSETS		5,546,751	5,989,366	5,798,636
EQUITY				
Members Contribution on Formation		2,051,239	2,051,239	2,051,239
Accumulated Surplus		3,495,512	3,938,127	3,747,397
TOTAL EQUITY		5,546,751	5,989,366	5,798,636



Statement of Change in Equity

As at June 2017- 2018

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2017			
Bal at the beginning of the financial year	6,073,519		2,051,239
Comprehensive result	-84,153	3,938,127	
Balance at end of financial year	5,989,366	3,938,127	2,051,239
2018			
Bal at the beginning of the financial year	5,989,366		2,051,239
Comprehensive result	-190,730	3,747,397	
Balance at end of financial year	5,798,636	3,747,397	2,051,239

Statement of Capital Works

For the Years ending June 2017-2018

	Note	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Capital Expenditure				
Library Material	5	1,164,460	1,143,733	1,133,260
Motor Vehicles		70,000	67,570	
Furniture & Equipment		205,000	393,000	285,000
		1,439,460	1,604,303	1,418,260



Statement of Cash Flows

Year ended June 30, 2017-2021

	Note	Total Budget 2016-17 \$	Revised Est 2016-17 \$	Budget 2017-18 \$
Cash Flow from Operating Activities				
Income from:				
Council Contributions		7,005,100	7,005,100	7,614,900
Government Grants		2,295,071	2,416,203	2,482,785
Interest Income		102,500	114,889	110,262
Overdue Fines		112,000	104,710	106,330
Other Income		287,885	331,298	324,270
		9,802,556	9,972,200	10,638,547
Payments for:				
Employee Costs		6,676,383	6,848,283	7,732,248
Library Materials		272,150	272,150	246,150
Computer Services		683,000	656,850	697,700
Other Costs		717,920	765,704	789,254
		8,349,453	8,542,987	9,465,352
Net Cash Inflow from Operating Activities		1,453,103	1,429,213	1,173,195
Cash Flow from Investing Activities				
Payments for:				
Proceeds for sale of Plant & Equipment		38,000	31,700	
Payment for Books, Furniture, Plant & Equipment		-1,439,460	-1,604,303	-1,418,260
Net Cash (Outflow) from Investing Activities		-1,401,460	-1,572,603	-1,418,260
Net Increase/Decrease in Cash		51,643	-143,390	-245,065
Cash at the beginning of the year		3,089,481	3,276,667	3,133,277
Cash Held at End of Year		3,141,124	3,133,277	2,888,212



Statement of Human Resources
For the four years ending June 2021

	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Staff Expenditure			
Employee costs - Operating	6,820,526	6,860,283	7,715,835
Total Staff Expenditure	6,820,526	6,860,283	7,715,835
	EFT	EFT	EFT
Staff Numbers	77.89	79.86	86.59
Permanent full time	31.00	30	31
Permanent part time	114.00	112	117



3.0 Notes to Budgeted Financial Statements year ending June 2017-2018

1 Council Contributions

Contributions are calculated based on the funding formula in the 2012 Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2016. *(ABS figures released 30 March 2017)*

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Population	383,095	383,095	400,063
Councils Contribution	\$7,005,100	\$7,005,100	\$7,614,900
Avg Contribution per capita	\$18.29	\$18.29	\$19.03

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2016 and expires July 31, 2017. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
State Funding	2,295,071	2,416,203	2,482,785
Contribution per capita	5.99	6.31	6.21



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 Enterprise Agreement increases.

Human Resources	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Employee costs	\$6,820,526	\$6,860,283	\$7,715,835
Total Staffing EFT	77.89	79.86	86.59
% of total expenditure	68.5%	67.4%	71.2%
Expenditure per capita	\$17.80	\$17.91	\$19.29

Loans	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Loans	2,595,425	2,595,425	2,500,000
Loans per capita	6.77	6.77	6.25
Cost of loans per capita	\$0.26	\$0.25	\$0.23

Visits	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Physical Visits (door)	1,225,729	1,283,368	1,500,000
Virtual Visits (on-line)	909,620	919,428	942,000
Total Visits	2,135,349	2,202,796	2,442,000
Total Visits per capita	5.57	5.75	6.10
Council cost per visit	\$5.72	\$5.46	\$5.08



4 Information & Communications Technology (ICT)

CCL is a member of the Swift Library Consortium which allows access to an Integrated Library Management System (ILMS) at a reduced cost while sharing the development and implementation costs of new technology. The ILMS is up for tender early 2018.

The ICT road map currently in development will inform the range of products and platforms used by CCL.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Telecommunications	33,000	29,950	32,700
Data communications	266,000	265,000	249,500
ILMS	199,000	176,900	218,000
Computer software and support	185,000	185,000	197,500
Total ICT	683,000	656,850	697,700
% of total expenditure	6.9%	6.5%	6.4%
Expenditure per capita	\$1.78	\$1.71	\$1.74

5 Library Resources and Materials

CCL is re-aligning its collection as it balances ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Library Resources - Capital	1,164,460	1,143,733	1,133,260
Library Resources -Non Capital	272,150	272,150	246,150
Total Library Resources	1,436,610	1,415,883	1,379,410
% of total expenditure	14.4%	13.9%	12.7%
Expenditure per capita	\$3.75	\$3.70	\$3.45



4.0 Member Council Contributions 2017-18

Summary:	Total	Casey	Cardinia
Core Library Service			
Population (ABS June 2016)	400,063	304,071	95,992
		76.0%	24.0%
Usage: April 2016–March 2017	2,246,235	1,592,456	653,779
		70.9%	29.1%
Avg %		73.5%	26.5%
Income			
Operations	1,248,925	999,570	249,355
Total State Funding	2,482,785	1,823,615	659,170
Council General Funding	7,152,205	5,278,580	1,873,625
Bunjil Library	462,695	462,695	0
Operating Income 2016-17	10,883,915	8,101,765	2,782,150
<u>Expenditure</u>			
Operating Expenditure	9,465,655	7,060,045	2,405,610
Capital Expenditure	1,418,260	1,041,720	376,540
	10,883,915	8,101,765	2,782,150
CCL Operating Budget 2017-18			
Population (ABS June 2016)	400,063	304,071	95,992
Bunjil Library	462,695	462,695	0
Core Council Contribution	7,152,205	5,278,580	1,873,625
	7,614,900	5,741,275	1,873,625
Core Council Cont 2016-17	7,005,100	5,179,175	1,825,925
Est Council Cont 2017-18	7,152,205	5,278,580	1,873,625
Council Contribution	2.10%	1.92%	2.61%



Summary:	Total	Casey	Cardinia
Total cost per capita	\$27.21	\$26.64	\$28.98
State Contribution per capita	\$6.21	\$6.00	\$6.87
Draft Budget 2017-18 Council contribution	\$17.88	\$17.36	\$19.52
Budget 2016-17 Council contribution	\$18.29	\$17.72	\$20.09
	-2.25%	-2.03%	-2.84%
Cost of Library Service per Capita			
State average 2015-16	\$43.17		
Casey Cardinia Libraries 2015-16	\$24.86		
Casey Cardinia Libraries 2016-17	\$25.95		
Casey Cardinia Libraries 2017-18	\$27.21		



Contribution Allocation 2017-2018	Total	Casey	Cardinia
Population (ABS June 2016)	400,063	304,071	95,992
		76.0%	24.0%
Usage: April 2016-March 2017	2,246,235	1,592,456	653,779
		70.9%	29.1%
		73.5%	26.5%
Income			
Capital Replacement Reserves	250,630	177,700	72,930
Bunjil Library	462,695	462,695	0
Operations Income	283,930	208,550	75,380
Interest on Investments	105,000	77,125	27,875
CfC funding	146,670	73,500	73,170
Sub Total	1,248,925	999,570	249,355
State Government Funding Est			
Premiers Reading Challenge	56,200	41,280	14,920
State Subsidy	2,305,260	1,693,220	612,040
Local Priorities	121,325	89,115	32,210
Total State Funding	2,482,785	1,823,615	659,170
Expenditure			
Employee Costs	7,175,640	5,280,075	1,895,565
Employee Costs (inc CfC staffing)	127,500	70,480	57,020
CfC Cranbourne Expenditure	3,020	3,020	0
CfC Pakenham Expenditure	16,150	0	16,150
IT & Communications	697,700	512,465	185,235
Library Materials	246,150	187,090	59,060
Promotions & Marketing	100,000	76,010	23,990
Berwick Mechanics Insitute	1,800	1,800	0
Administration	635,000	466,410	168,590
	9,465,655	7,060,045	2,405,610
Capital Expenditure			
Library Materials	1,133,260	832,385	300,875
Motor Vehicles	0	0	0
Furniture & Equipment	285,000	209,335	75,665
	1,418,260	1,041,720	376,540
Total Expenses Core Library Service	10,883,915	8,101,765	2,782,150
Annual CCL Operating Budget			
Core Council Contribution	7,152,205	5,278,580	1,873,625
Bunjil Library	462,695	462,695	0
	7,614,900	5,741,275	1,873,625
Core Council Cont 2016-17	7,005,100	5,179,175	1,825,925
Core Council Cont 2017-18	7,152,205	5,278,580	1,873,625
Council Contribution	2.10%	1.92%	2.61%



5.0 Schedule of Fees and Charges: 2017-18

1. Overdue Fines:

Adults 20 cents per day, which accrues to a maximum of \$5.00 per item.

Junior 10 cents per day, which accrues to a maximum of \$3.00 per item.

The maximum amount charged is \$45.00 if paid in one transaction.

There is a 3 day grace period however if an item is not returned within 3 days, the full amount of the overdue fine will be payable.

2. Replacement membership cards: \$3.30 to replace a lost card.

3. 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.

4. 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.

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	20c	A4	\$1.00	All sizes and colours
A3	30c	A3	\$1.50	Free per page

7. Overdue Recovery Charge: \$15.00 is placed on the patron's account if items are not returned and the matter is referred to a debt collector.

8. Inter Library Loans:

Interstate/Academic Libraries \$16.50

Victorian Public Libraries \$5.00

Swift Items are free

9. 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



10. 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

11. 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	20c	A4	\$1.00	Hi Resolution	\$11.00
A3	30c	A3	\$1.50	Low Resolution	\$5.50

Casey Cardinia Libraries

Locked Bag 2400, Cranbourne, 3977

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www.cclc.vic.gov.au



CASEY CARDINIA LIBRARIES Strategic Resource Plan 2017 – 2021

26, April 2017



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Our Vision:

Inspiring spaces where everyone is free to discover possibilities

Our Values:

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.



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 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.

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

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
City of Casey	5,741,275	5,738,170	5,881,640	6,007,820
	53.99%	52.58%	52.56%	52.56%
Cardinia Shire	1,873,625	2,013,177	2,100,792	2,140,331
	17.62%	18.45%	18.77%	18.73%
State Government	2,487,785	2,579,848	2,680,794	2,785,778
	23.40%	23.64%	23.96%	24.37%
CCL - Operations	530,600	581,160	526,810	496,256
	4.99%	5.33%	4.71%	4.34%
Total Income	10,633,285	10,912,355	11,190,036	11,430,185

	2017-18		2018-19		2019-20		2020-21	
Employee Costs	7,715,835	71%	8,120,890	75%	8,231,221	76%	8,478,715	78%
IT & Communications	697,700	6%	715,185	7%	733,110	7%	751,490	7%
Promotions & Marketing	100,000	1%	80,000	1%	81,200	1%	82,420	1%
Administration	655,970	6%	592,770	5%	589,330	5%	605,165	6%
Library Material	1,379,410	13%	1,379,410	13%	1,407,005	13%	1,435,180	13%
Furniture & Equipment	335,000	3%	215,000	2%	230,000	2%	230,000	2%
Total Expenditure	10,883,915		11,103,255		11,271,866		11,582,970	



2.0 Financial Statements 2017–2021

Comprehensive Income Statement For the Years ending June 2017–2021			Forecast Est 2018–19	Forecast Est 2019–20	Forecast Est 2020–21
	Note	Budget 2017–18			
Revenue					
Council Contributions	1	7,614,900	7,751,347	7,982,432	8,148,151
State Government Grants	2	2,482,785	2,579,848	2,680,794	2,785,778
CFC Grant Funding		146,670	148,735		
Interest on Investments		105,000	106,050	107,960	109,905
Other income		283,930	326,375	378,850	386,351
Total Income		10,633,285	10,912,355	11,150,036	11,430,185
Expenditure					
Employee Costs	3	7,715,835	8,120,890	8,231,221	8,478,715
CFC Expenditure		19,170	18,800		
IT & Communications	4	697,700	715,185	733,110	751,490
Library Materials	5	246,150	246,150	251,075	256,110
Promotions & Marketing		100,000	80,000	81,200	82,420
Administration		636,800	573,970	589,330	605,165
Depreciation		1,408,360	1,450,500	1,478,500	1,465,000
Total Expenditure		10,824,015	11,205,495	11,364,436	11,638,900
Net Gain(loss) disposal of plant & Equipment				-9,500	
Total comprehensive result		-190,730	-293,140	-223,900	-208,715



Balance Sheet					
As at June 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
ASSETS		\$	\$	\$	\$
Current Assets					
Cash Asset		76,800	68,500	75,000	70,000
Financial Assets		2,811,412	2,684,247	2,560,435	2,413,297
Receivables					
		2,888,212	2,752,747	2,635,435	2,483,297
Non-Current Assets					
Fixed Assets		4,705,924	4,603,684	4,546,114	4,490,184
TOTAL ASSETS		7,594,136	7,356,431	7,181,549	6,973,481
LIABILITIES					
Current Liabilities					
Payables		450,500	475,000	496,500	505,000
Employee Entitlements		1,319,500	1,351,035	1,377,953	1,369,600
		1,770,000	1,826,035	1,874,453	1,874,600
Non-Current Liabilities					
Employee Entitlements		25,500	24,900	25,500	26,000
TOTAL LIABILITIES		1,795,500	1,850,935	1,899,953	1,900,600
NET ASSETS		5,798,636	5,505,496	5,281,596	5,072,881
EQUITY					
Members Contribution on Formation		2,051,239	2,051,239	2,051,239	2,051,240
Accumulated Surplus		3,747,397	3,454,257	3,230,357	3,021,641
TOTAL EQUITY		5,798,636	5,505,496	5,281,596	5,072,881



Statement of Change in Equity

As at June 2017- 2021

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2017			
Bal at the beginning of the financial year	6,073,519		2,051,239
Comprehensive result	-84,153	3,938,127	
Balance at end of financial year	5,989,366	3,938,127	2,051,239
2018			
Bal at the beginning of the financial year	5,989,366		2,051,239
Comprehensive result	-190,730	3,747,397	
Balance at end of financial year	5,798,636	3,747,397	2,051,239
2019			
Bal at the beginning of the financial year	5,798,636		2,051,239
Comprehensive result	-293,140	3,454,257	
Balance at end of financial year	5,505,496	3,454,257	2,051,239
2020			
Bal at the beginning of the financial year	5,505,496		2,051,239
Comprehensive result	-223,900	3,230,357	
Balance at end of financial year	5,281,596	3,230,357	2,051,239
2021			
Bal at the beginning of the financial year	5,281,596		2,051,239
Comprehensive result	-208,715	3,021,642	
Balance at end of financial year	5,072,881	3,021,642	2,051,239



Statement of Capital Works For the Years ending June 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Capital Expenditure					
Library Material	5	1,133,260	1,133,260	1,155,930	1,179,070
Motor Vehicles				75,000	
Furniture & Equipment		285,000	215,000	230,000	230,000
		1,418,260	1,348,260	1,460,930	1,409,070

Statement of Human Resources For the four years ending June 2021				
	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Staff Expenditure				
Employee costs - Operating	7,715,835	8,120,890	8,231,221	8,478,715
Total Staff Expenditure	7,715,835	8,120,890	8,231,221	8,478,716
	EFT	EFT	EFT	EFT
Staff Numbers	86.59	84.50	84.50	84.50
Permanent full time	31	33	33	33
Permanent part time	117	115	115	115



Statement of Cash Flows					
Year ended June 30, 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
		\$	\$	\$	\$
Cash Flow from Operating Activities					
Income from:					
Council Contributions		7,614,900	7,751,347	7,982,432	8,148,151
Government Grants		2,482,785	2,579,848	2,680,794	2,785,778
Interest Income		110,262	106,050	107,960	109,905
Overdue Fines		106,330	107,395	108,470	109,555
Other Income		324,270	367,715	270,380	276,796
		10,638,547	10,912,355	11,150,036	11,430,185
Payments for:					
Employee Costs		7,732,248	8,074,955	8,183,703	8,481,568
Library Materials		246,150	246,150	251,075	256,110
Computer Services		697,700	715,185	733,110	751,490
Other Costs		789,254	663,270	678,530	684,085
		9,465,352	9,699,560	9,846,418	10,173,253
Net Cash Inflow from Operating Activities		1,173,195	1,212,795	1,303,618	1,256,932
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment				40,000	
Payment for Books, Furniture, Plant & Equipment		-1,418,260	-1,348,260	-1,460,930	-1,409,070
Net Cash (Outflow) from Investing Activities		-1,418,260	-1,348,260	-1,420,930	-1,409,070
Net Increase/Decrease in Cash		-245,065	-135,465	-117,312	-152,138
Cash at the beginning of the year		3,133,277	2,888,212	2,752,747	2,635,435
Cash Held at End of Year		2,888,212	2,752,747	2,635,435	2,483,297



3.0 Notes to the Strategic Resource Plan Financial report June 2017–2021

1 Council Contributions

Contributions are calculated based on the funding formula in the 2012 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2016. *(ABS figures released 30 March 2017).*

Contribution Allocation	Casey	Cardinia
Population	76.0%	24.0%
Usage	70.9%	29.1%
Average	73.5%	26.5%

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Population:				
City of Casey	304,071	316,234	328,883	342,038
Cardinia Shire	95,992	99,832	103,825	107,978
	400,063	416,066	432,708	450,016

Council Contribution

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Population	400,063	416,066	432,708	450,016
Councils Contribution	\$7,614,900	\$7,751,347	\$7,982,432	\$8,148,151
Avg Contribution per capita	\$19.03	\$18.63	\$18.45	\$18.11

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires July 31, 2017. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
State Funding	2,482,785	2,579,848	2,680,794	2,785,778
Contribution per capita	\$6.21	\$6.20	\$6.20	\$6.19



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 expires in November 2019.

Additional staffing has been budgeted for the opening of Bunjil Library in 2017. In 2018 the staffing EFT has been reduced taking into account planned improvements in equipment and work practices.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Human Resources				
Employee costs	\$7,715,835	\$8,120,890	\$8,231,221	\$8,478,715
Total Staffing EFT	86.59	84.50	84.50	84.50
% of total expenditure	71.2%	73.1%	72.5%	73.2%
Expenditure per capita	\$19.29	\$19.52	\$19.02	\$18.84

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Loans				
Loans	2,500,000	2,550,000	2,550,000	2,550,000
Loans per capita	6.25	6.13	5.89	5.67
Cost of loans per capita	\$0.23	\$0.23	\$0.22	\$0.22

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Visits				
Physical Visits (door)	1,500,000	1,430,000	1,450,000	1,500,000
Virtual Visits (on-line)	942,000	975,000	1,009,000	1,057,000
Total Visits	2,442,000	2,405,000	2,459,000	2,557,000
Total Visits per capita	6.10	5.78	5.68	5.68
Council cost per visit	\$5.08	\$5.42	\$5.51	\$5.43



4 Information & Communications Technology (ICT)

The Integrated Library Management System (ILMS) used by CCL is through its membership with the Swift Library Consortium is up for tender in early 2018.

The development of the ICT road map will inform investment in new the products and platforms used by CCL over the life of the Library Plan.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Telecommunications	32,700	33,555	34,430	35,330
Data communications	249,500	255,740	262,135	268,690
ILMS	218,000	223,450	229,040	234,770
Computer software and support	197,500	202,440	207,505	212,700
Total ICT	697,700	715,185	733,110	751,490
% of total expenditure	6.4%	6.4%	6.5%	6.5%
Expenditure per capita	1.74	1.72	1.69	1.67

5 Library Resources and Materials

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

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Library Resources - Capital	1,133,260	1,133,260	1,155,930	1,179,070
Library Resources -Non Capital	246,150	246,150	251,075	256,110
Total Library Resources	1,379,410	1,379,410	1,407,005	1,435,180
% of total expenditure	12.7%	12.4%	12.4%	12.4%
Expenditure per capita	3.45	3.32	3.25	3.19



4.0 Member Council Contributions 2017-19

Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
Income	2017-18			2018-19		
Capital Replacement Reserves	250,630	177,700	72,930	235,000	172,650	62,350
Bunjil Library	462,695	462,695	0	70,000	70,000	0
Operations Income	283,930	208,550	75,380	326,375	239,750	86,625
Interest on Investments	105,000	77,125	27,875	106,050	77,895	28,155
CfC funding	146,670	73,500	73,170	148,735	74,785	73,950
Sub Total	1,248,925	999,570	249,355	886,160	635,080	251,080
State Government Funding						
Premiers Reading Challenge	56,200	41,280	14,920	56,200	41,280	14,920
State Subsidy	2,305,260	1,693,220	612,040	2,397,470	1,760,945	636,525
Local Priorities	121,325	89,115	32,210	126,178	92,680	33,498
Total State Funding	2,482,785	1,823,615	659,170	2,579,848	1,894,905	684,943
Expenditure						
Employee Costs	7,175,640	5,280,075	1,895,565	7,607,355	5,597,170	2,010,185
Bunjil Library New works	462,695	462,695	0	70,000	70,000	0
Bunjil Library (core service)				313,600	238,355	75,245
Employee Costs (in CfC staffing)	127,500	70,480	57,020	129,935	71,810	58,125
CfC Cranbourne Expenditure	3,020	3,020	0	2,800	2,800	0
CfC Pakenham Expenditure	16,150	0	16,150	16,000	0	16,000
IT & Communications	697,700	512,465	185,235	715,185	525,305	189,880
Library Materials	246,150	187,090	59,060	246,150	187,090	59,060
Promotions & Marketing	100,000	76,010	23,990	80,000	60,805	19,195
Berwick Mechanics Institute	1,800	1,800	0	2,000	2,000	0
Administration	635,000	466,410	168,590	571,970	420,115	151,855
	9,465,655	7,060,045	2,405,610	9,754,995	7,175,450	2,579,545
Capital Expenditure						
Library Material	1,133,260	832,385	300,875	1,133,260	832,385	300,875
Motor Vehicles	0	0	0	0	0	0
Furniture & Equipment	285,000	209,335	75,665	215,000	157,920	57,080
	1,418,260	1,041,720	376,540	1,348,260	990,305	357,955
Total Expenses Core Library Service	10,883,915	8,101,765	2,782,150	11,103,255	8,165,755	2,937,500
Annual CCL Operating Budget						
Core Council Contribution	7,152,205	5,278,580	1,873,625	7,637,247	5,635,770	2,001,477
Bunjil Library	462,695	462,695	0	70,000	70,000	0
	7,614,900	5,741,275	1,873,625	7,707,247	5,705,770	2,001,477
Core Council Cont 16-17 & 17-18	7,005,100	5,179,175	1,825,925	7,152,205	5,278,580	1,873,625
Core Council Cont 17-18 & 18-19	7,152,205	5,278,580	1,873,625	7,637,247	5,635,770	2,001,477
Council Contribution	2.10%	1.92%	2.61%	6.78%	6.77%	6.82%

Casey Cardinia Libraries
Strategic Resource Plan

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26-Apr-2017



Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
Income	2019-20			2020-21		
Capital Replacement Reserves	250,000	183,650	66,350	250,000	178,600	71,400
Operations Income	378,850	278,300	100,550	386,351	284,850	101,501
Interest on Investments	107,960	79,300	28,660	109,905	80,730	29,175
Sub Total	736,810	541,250	195,560	746,256	544,180	202,076
State Government Funding						
Premiers Reading Challenge	56,200	41,280	14,920	56,200	41,280	14,920
State Subsidy	2,493,369	1,831,385	661,984	2,593,104	1,904,640	688,464
Local Priorities	131,225	96,385	34,840	136,474	100,245	36,229
Total State Funding	2,680,794	1,969,050	711,744	2,785,778	2,046,165	739,613
Expenditure						
Employee Costs	8,231,221	6,055,400	2,175,821	8,478,715	6,237,185	2,241,530
IT & Communications	733,110	538,475	194,635	751,490	551,975	199,515
Library Materials	251,075	190,835	60,240	256,110	194,660	61,450
Promotions & Marketing	81,200	61,720	19,480	82,420	62,645	19,775
Berwick Mechanics Institute	2,000	2,000	0	2,000	2,000	0
Administration	587,330	431,395	155,935	603,165	443,030	160,135
	9,885,936	7,279,825	2,606,111	10,173,900	7,491,495	2,682,405
Capital Expenditure						
Library Material	1,155,930	849,035	306,895	1,179,070	866,030	313,040
Motor Vehicles	75,000	55,090	19,910	0	0	0
Furniture & Equipment	230,000	168,940	61,060	230,000	168,940	61,060
	1,460,930	1,073,065	387,865	1,409,070	1,034,970	374,100
Total Expenses Core Library Service	11,346,866	8,352,890	2,993,976	11,582,970	8,526,465	3,056,505
Annual CCL Operating Budget						
Core Council Contribution	7,929,262	5,842,590	2,086,672	8,050,936	5,936,120	2,114,816
Bunjil Library						
	7,929,262	5,842,590	2,086,672	8,050,936	5,936,120	2,114,816
Core Council Cont 18-19 & 19-20	7,707,247	5,705,770	2,001,477	7,929,262	5,842,590	2,086,672
Core Council Cont 19-20 & 20-21	7,929,262	5,842,590	2,086,672	8,050,936	5,936,120	2,114,816
Council Contribution	2.88%	2.40%	4.26%	1.53%	1.60%	1.35%



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:

- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Narre Warren Library/Bunjil 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 Fax: 5996 2533
www.cclc.vic.gov.au



Library Plan

2017 – 2021

The journey from good to great!



Casey
Cardinia
Libraries

Inspiring spaces
Where everyone is free
to discover possibilities

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Foreword

This Library Plan establishes an ambitious direction for Casey Cardinia Libraries (CCL) over the next four years. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils the requirements of Section 125 of the Local Government Act 1989. Community, staff and key stakeholders were widely engaged and consulted in the development of this plan. We are delighted to share it with you.

Public libraries are expected to do much more than curate collections and lend books. In a time of rapid change, libraries have a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire and the Victorian State Government. We support a rapidly growing and diverse community of over 400,000 people.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren 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.

Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years. It is anticipated that membership and visits will continue to grow, while lending of physical items will gently decline as new ways of delivering information evolve.

Libraries are an integral part of healthy communities. The role of public libraries as community hubs where people can gather safely is gaining importance. New libraries will be required as residential areas are developed in the Casey Cardinia region. Existing libraries will also need to be refurbished to meet the changing needs of the community.

CCL in 1996-97

- 75,904 members
- 648,129 visits per year
- 230,661 items
- 1,485,455 annual loans
- Open 247 hours per week
- Five fixed branches and one mobile library

CCL Today

- 115,000 members
- 2.1 million visits per year
- 376,233 items
- 2,661,973 annual loans
- Open 382.25 hours per week
- Seven fixed branches and one mobile library



CCL – Past, Present, Future

CCL recently celebrated 20 years of service to the community. The role and function of public libraries has changed dramatically in this time, as have the needs and expectations of our community. There is every reason to expect that the pace of change will accelerate.

Public libraries will be judged more on the experiences we provide rather than the physical products we offer. To make the transition from good to great, we have to do things differently.

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

The way our community use our facilities is changing. This means we need to think carefully about the way we use space within the branches and adopt new technology. We must prioritise the creation of welcoming spaces where people can gather and learn.

CCL foster happier, healthier and more resilient communities. We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.



We also have to actively listen to our community and encourage participation. The people who use our libraries are more important than our books. We must value our customers' time and make it simple and easy to use our services.

To be vibrant and relevant spaces, we need to engage, enthuse and build the communities around us.

Bad libraries build collections, good libraries build services, great libraries build communities.

R. David Lankes

Library programs and activities are increasingly being built through partnerships with other organisations including schools and community organisations. It is vital that we actively cultivate strong relationships with the City of Casey and Cardinia Shire Council and look for ways to support each other in the delivery of services to the community.

Our libraries host enormous reservoirs of potential in the people who visit. As library and information industry professionals we have a vital role helping them discover the possibilities.

Role and Trends of Public Libraries

Public libraries locally and nationally are likely to encounter significant changes in demography. Significant trends in Casey Cardinia region include increased population, internal-migration, arrival of new migrant groups, more young families and an ageing population with increased life expectancy.

Great public libraries are open, accessible and welcoming public spaces where people can read, learn and connect with others.

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge. We help everyone: people studying, seeking information and needing help to access the internet; people simply wanting to browse, children coming for storytime, those finding their way in a new town seeking services or directions; people wanting to connect with others in a creative environment; and sometimes those simply seeking shelter.

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.

The knowledge that was held almost exclusively in books is now available online. People have unparalleled access to information. Most people no longer need to physically visit the library to do research, get access to information or enjoy a leisurely read.



If we are successful, librarians at CCL will be known as way-finders rather than collectors or curators.

There is an expectation that library staff will actively engage and interact with the community in the library, online and outside our four walls. This means we have a growing responsibility to encourage social inclusion and help build resilient communities.

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

use the Narre Warren library and the experience has always been good. Only comment is often there's not enough reading/study desks or chairs, but this is expected as it's busy and well used.

CCL 2017 Online Community Survey:
Narre Warren Library user - female,
aged between 35-44

Challenges and Opportunities

Budgets and Funding – The ongoing support and commitment of the City of Casey, Cardinia Shire 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.

Change – We understand the need for innovation. Our appetite for risk is increasing. 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 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. The pressure on our services through increased patronage means 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 get best value from our people. We have great people working at CCL doing good work. We have an opportunity to empower staff to make decisions with a robust vision and clear set of values.

Technology – There is unprecedented change in the way humans gather and absorb information. Public libraries can be at the vanguard of that change if we choose to be early adopters. We have a responsibility to make sure that everyone can access information freely.

We have an opportunity to improve the way we operate. We can achieve significant efficiencies by updating and integrating our systems and automating routine tasks.

(Key findings from CCL all staff planning workshop, November 2016).

Thank you for your wonderful service. My family and I love and appreciate the library, the service, and the wonderful staff. Keep doing what you are doing and the marvellous way you stay up to date with new technologies.

CCL 2017 Online Community Survey: Cranbourne Library user – female, aged between 55–64



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

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

Our Approach

- Great customer service
- Embrace new thinking
- Quick little steps
- Momentum not perfection
- Encourage people to take calculated risks
- Fail early, fail often
- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story

Our Goals, Strategies and Desired Outcomes

1. The Knowledge Well

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

Strategies	Targets and Indicators
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 (physical and digital)
1.2 Our core services are free and accessible to everyone in our community	<ul style="list-style-type: none"> • Increased library usage – loans (physical and digital) • Program and events attendance and number of programs and events • Our libraries are spaces where the community can gather, learn and grow
1.3 Invest in ICT that that enhances library user experience and enables greater staff productivity	<ul style="list-style-type: none"> • Easy access to our free services anywhere for our community • Increased utilisation of digital technology
1.4 Operate as the vanguard 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 respond to the changing environment

Related CCL Strategic Plans

- Facilities Development Plan 2017-2021
- ICT Roadmap 2017-2020
- Social Inclusion Strategy 2017-2020

2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Targets and Indicators
2.1 Build community appreciation of the work we do and value the services we provide	<ul style="list-style-type: none"> • Increased Net Promoter Score (Annual Community Survey) • Improved customer satisfaction (Nexus Survey) • Positive coverage in local media • Positive community feedback via social media, letters and website
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	<ul style="list-style-type: none"> • Working relationships established with South East Local Learning and Employment Network, 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 • Number of partnerships and enhanced service outcomes for community
2.3 Positively advocate for public libraries and an active member of the Public Libraries Victoria Network (PLVN) and Swift Library Consortium	<ul style="list-style-type: none"> • Support growth and development of PLVN and Swift including Statewide Library Management System

Related CCL Strategic Plans

- *Marketing Communications Strategy 2017*
- *Social Media Strategy 2017*

3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Indicators
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 membership
3.2 Increased investment in new infrastructure and services that support our community	<ul style="list-style-type: none"> • Successful advocacy for new and refurbished libraries in target communities • Cost of library service per capita
3.3 Recognised contribution to community well-being and social equity	<ul style="list-style-type: none"> • Development and delivery of comprehensive Social Inclusion Strategy that supports diversity and the prevention of Family Violence • Tangible connection with development and delivery of Council Municipal Public Health and Wellbeing plan(s) • Ability to support emergency response and recovery in our community

Related CCL Strategic Plans

- Facilities Development Plan 2017-2021
- Member Council Municipal Public Health and Wellbeing Plan(s)

4. Literacies

Encourage reading and lifelong learning.

Strategies	Targets and Indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	<ul style="list-style-type: none"> Literacy rates in Casey Cardinia improve Program attendance and number of programs Create and nurture lifelong learning Support readers and promote reader development
4.2 Ensure collection is accessible and well used	<ul style="list-style-type: none"> CCL items are free and accessible to our members Swift items are free and accessible to our members
4.3 Host events and performances that inspire creativity and learning	<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

Related CCL Strategic Plans

- Youth Services Plan
- Member Council Municipal Public Health and Wellbeing Plan(s)

5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Targets and Indicators
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 Establishment and delivery of a CCL Leadership Development Program Staff engagement survey(s)
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 New revenue streams established through partnerships with external agencies and corporates Successful establishment of Bunjil Library
2.3 Compliance with statutory and funding requirements	<ul style="list-style-type: none"> All our activities are governed by sound financial and business management principles Annual Budget comes within +/- 5% projections Renewal of business systems including Employee Records Management System Development and delivery of Occupational Health and Safety Management System

Related CCL Strategic Plans

- Workforce Development Plan 2017 – 21
- Risk Management Plan 2017
- Budget 2017 – 2021

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2017 – 2021
- 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 complies with statutory and funding requirements

Measures

Casey Cardinia Libraries gathers feedback and statistics on its performance through a range of measures.

- Net Promoter Score (happy customers)
- Bi-annual Nexus survey 2016, 2018 & 2020
- Sustainable financial position (books balance)
- Investment attracted for new library 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

The following projections are based on 2015-16 results; targets will be revised once 2016 – 17 results are finalised in July 2017.

Measure	CCL Actual 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Visits – physical	1,229,021	1.50 mil	1.43 mil	1.45 mil	1.50 mil
Visits – virtual	910,915	942,000	975,000	1.01 mil	1.06 mil
Number of programs and events	2,358	2,500	2,500	2,500	2,500
Program and events attendance	68,868	80,000	85,000	95,000	100,000
Loans (total physical and digital)	2,661,973	2.50 mil	2.55 mil	2.55 mil	2.55 mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	355,062	400,000	450,000	500,000	525,000
Net Promoter Score (Community Survey)	59	63	70	70	70

Statewide Measures

Measure	CCL Actual 2015/16	State Average 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Active Library Members	11%	17%	17.5%	18.5%	20.0%	21.0%
Turnover rate – physical items	6.9	5.1	7.0	7.1	7.2	7.3
Turnover rate – digital items	12.3	3.7	13.0	14.0	15.0	15.0
Physical quality of library collection (age of collection - less than 5 years)	69%	63%	70%	70%	70%	70%
Cost of library service per capita	\$24.86	\$43.17	\$27.08	\$26.69	\$26.22	\$25.74
Council Cost of library service per visit	\$5.56	\$6.51	\$5.08	\$5.42	\$5.51	\$5.43
Overall Customer Satisfaction (Nexus Survey biannual)	8.59	8.48	8.7	N/A	8.8	N/A

For more detail:

Local Government Reporting Framework measures go to City of Casey or Cardinia Shire websites

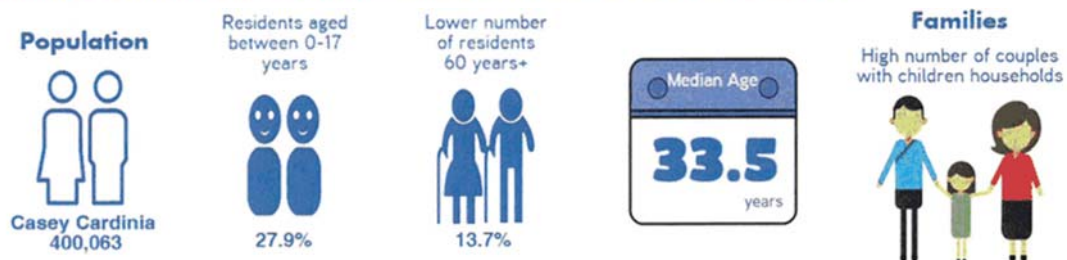
Key Performance Indicators can be sourced from the Annual Survey of Public Libraries

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

Our Community – A Snapshot

In 1996, Casey Cardinia region had a population of 188,488. Over the past 20 years the population has increased to 400,063 with significant residential development across the region 1,690 square kilometres. (*Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, March 2017*).

Casey will be the second largest metropolitan growth Local Government Area (LGA) from 2011–2031 and Cardinia Shire will be the fourth fastest metropolitan growth LGA. (*Victoria in Future 2016 Population and Household Projections to 2051*).



Casey Cardinia lies in the traditional lands of the Wurundjeri (Woi wurrung) and Boon Wurrung (also spelt Bunurong and Bun Wurrung) peoples. Indigenous people from many different places live in the region.



Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Key languages other than English include Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. More than 4,500 Afghan-born people live in Casey; this is nearly half of all Afghan-born people in Victoria.



Both Casey (2002) and Cardinia (2014) have been 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](#)).

'In 2014, recent migrants were less likely than people born in Australia to have someone outside the household they could confide in. Additionally, they were more likely to have experienced some form of discrimination, but less likely to have experienced two or more incidents of crime in the last 12 months.' ([General Social Survey Summary Results - 4159.0, Australian Bureau Statistics, 2014](#)).

Approximately 19% of the population in both municipalities have a disability, with 5.8% of the population in Casey having 'disabilities causing profound or severe restriction of communication, mobility and personal self-care'.

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



69.4%



Employment

Over 94% of our residents are employed, over half are full-time



4.8% of the Victorian Indigenous population live in our community.

Organisation for Economic Co-operation and Development (OECD) data suggests that, compared with other OECD countries, Australia is below average in work-life balance (OECD, 2014b). General Social Survey data shows that in 2014, 45% of women and 36% of men were always or often rushed or pressed for time, compared with 21% of women and 28% of men who were rarely or never rushed or pressed for time. (*General Social Survey Summary Results – 4159.0, Australian Bureau Statistics, 2014*).



Time is a precious resource in our community. More than 94% of residents (15 years+) are employed. Approximately 70 percent of working people from Casey and Cardinia leave the region to work every day (*Casey Cardinia Economic Development Strategy 2016-17*). On average, residents spend over 300 hours (close to two weeks per annum) travelling to work (*Southern Melbourne Regional Development Australia 2011*).

Excessive commuting cuts into people's time for family and leisure. It also impacts their health and wellbeing. We have a direct interest in encouraging people to work closer to home as it will free up time to visit our libraries!

Casey Cardinia region has more couples-with-children households (43%) and single parent households (12%) than the Melbourne average. There is also a higher percentage of residents providing unpaid childcare.

Family and domestic violence occurs across all social and economic classes, religions, location and cultural backgrounds. Victims can be anyone, men, women and children. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria (*Crime Statistics Agency, Family incidents, 2012-2016*). City of Casey and Cardinia Shire are both strong advocates for the prevention of family violence.

work full time and am very busy. I can read reviews online and whip out my phone and immediately request it. It is great for time-poor people. I can just come in and pick up my holds if I don't have time to do other things.

Mother of one female aged 10, CCL 2017 Community Consultation

Listening & 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:

- An online community survey (405 responses)
- In depth interviews with community groups and individuals
- All Staff Planning Day (100 people)
- Internal Organisational Health Check (85 responses)
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, Public Libraries Victoria Network, State Library Victoria and Council Plans
- Australian Library and Information Association Standards and Guidelines



Key findings from our community survey included:

- Books are really important. More than 75% of respondents to the community online survey indicated they visit to borrow or use print materials. Some part of this is likely perception. In many people's minds, libraries = books. This comes through clearly in the feedback as nearly 37% of people said something that stops them coming to the library is the fact that they can get books more easily elsewhere.
- Nearly 32% of respondents indicated that they come to the library to read.
- Lack of time is a significant constraint on visitation and engagement. More than 42% of those who have not visited in 12 months cited time as a key factor. 26% of those not visiting mentioned that their priorities had changed.
- Our library users wanted comfortable furniture, attractive spaces and some quiet areas available. People also placed a high value on access to coffee and drinks as well as clean toilets.
- Many people asked for services that are already available through CCL. A strong indicator that we need to 'share our story' with the community and communicate our services and programs more widely.
- There was a lot of feedback about the importance of friendly and approachable staff and customer service. This is the key to our service. People won't ask for help if they don't feel comfortable approaching us. A bad experience could discourage someone from visiting our library again. A warm smile and friendly greeting may just be what it takes to ensure that someone keeps coming back.
- The overall Net Promoter Score (NPS) for CCL was 59. While a benchmark NPS score for public libraries is not available, the result indicates that our users are incredibly supportive of the service. 67% of respondents were highly likely to recommend the service to a friend, and a further 25% were likely to recommend. This is an exceptional response. It suggests that those that use our libraries love us. The challenge is convincing people who are not currently using our libraries that we present compelling value.

Public Libraries nurture creativity, learning and play; they provide access to knowledge, ideas, connections and discussion. They bring a range of specific arts and cultural experiences to diverse groups, fostering vibrant community interactions and possibilities.

State Library of Victoria, Creative Communities: The cultural benefits of Victoria's public libraries, 2014



For more information on Casey
Cardinia Libraries visit

www.cclc.vic.gov.au

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