

GENERAL REPORTS

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

FILE REFERENCE INT1838477

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RECOMMENDATION

That council approves the proposed Casey Cardinia Libraries Library Plan and Strategic Resource Plan 2017-2021.

That Council approves the Casey Cardinia Library Plan 2018-2022 including the draft Strategic Resource Plan 2018-2022 and the draft Library Budget 2018-2019

Attachments

- | | | |
|---------------------|---------------------------------|----------|
| 1 ↓ | Library Plan 2018-2022 | 22 Pages |
| 2 ↓ | Library Budget 2018-2019 | 16 Pages |
| 3 ↓ | Library Strategic Resource Plan | 14 Pages |

EXECUTIVE SUMMARY

The Casey Cardinia Libraries' Library Plan 2018-2022 including the draft Strategic Resource Plan 2018-2022 and the draft Library Budget 2018-2019 have been prepared by the corporation and forwarded to both councils on April 20, 2018 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. 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.

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 regards 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 2018 -2022 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.

Of significance to note is that in January 2018, CCL headquarters leadership team moved into the Cardinia Shire Council civic building under a lease agreement. This move has proven successful and the CCL team is enjoying the Activity Based Work environment.

POLICY IMPLICATIONS

Nil

RELEVANCE TO COUNCIL PLAN

The Casey-Cardinia Library Corporation's Draft Library Plan 2018-2022 and draft Budget 2018-2019 are relevant to the Council Plan 2018-2022 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 April 20 2018. 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 has recently been reviewed 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 \$2,597,300 will be allocated by the Victorian Government towards the cost of running the library service in 2018/19. This represents an increase of 4.4% from the previous year.

The draft Budget 2018 -19 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 2018-2019 draft Budget for the Casey Cardinia Libraries includes a core contribution by

Cardinia Shire Council of \$1,968,055. This represents 26% of the total council contribution (Casey meets 74%) and a 5.04% increase on the previous year's contribution.

This increase is largely due to Cardinia now absorbing some of the financial arrangements for Bunjil Place Library and in dollar terms is an increase of \$96,595 (representing 9 months' worth of contribution). Whilst this increase may seem significant, it is actually less than predicted, as last year it was flagged that the increase for 18/19 was likely to come in at approximately 6.82%. Allowance has been made in Council's draft Operating Budget 2018/19 for the library contribution.

The average municipal per-capita contribution to Casey Cardinia Libraries in 2018-2019 is budgeted at \$18.71, which continues to compare favourably with the state municipal contribution averages for public libraries (the most recently reported state average was \$27.46 in 2016/17). This means that Casey and Cardinia councils are contributing, on average, \$8.75 less per capita than other Councils across the State. The annual survey of Public Libraries reveals that library services, on average, cost \$36.27 per capita overall. This draft budget for CCL is costed on funding of \$26.82 per capita. 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.

The strategic resource plan outlines anticipated financial arrangements for the coming four years. Subsequent years have predicted an increase for Cardinia of 6.37% in 19/20 (due to realising the full impact of Bunjil Place), 1.79% in 20/21 and 2.11% in 21/22.

CONCLUSION

The proposed Casey Cardinia Libraries Draft Library Plan 2018-2022 and draft Budget 2018-2019 serve the purpose of achieving compliance with the Local Government (Demographic Reform) Act 2003 whilst also providing strategic tools for the Library Corporation and Council in planning and delivery of library services to the community.



Library Plan

2018 – 2022

The journey from good to great!



Casey
Cardinia
Libraries

Inspiring spaces
Where everyone is free
to discover possibilities

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Foreword

Casey Cardinia Libraries (CCL) are delighted to share our 2018 – 22 Library Plan with you. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils part of our obligations set out in Section 125 of the Local Government Act.

This Plan represents an extension of the ambitious new direction set for CCL in 2017. We are reinvigorating our services to meet the changing needs and expectations of our community.

We will update this Plan on an annual basis for the next three years, before a major renewal in 2021.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 400,000 people. Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years.

Our libraries are located at Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield.

CCL plays a leading role in the Swift Consortium who share library resources across 20 library services throughout Victoria. This gives our customers access to a collection of more than 3 million items.

The successful opening of Bunjil Place in 2017 has demonstrated the intrinsic value of libraries in engaging community in the arts. We are front door for the creative sector – when people visit their local library they are seeking out new experiences and opportunities to use their imagination.

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.

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

If we are successful, CCL will be known as way-finders for people seeking information rather than collectors or curators.

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

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 CCL's most popular services is free 24/7 Wi-Fi.

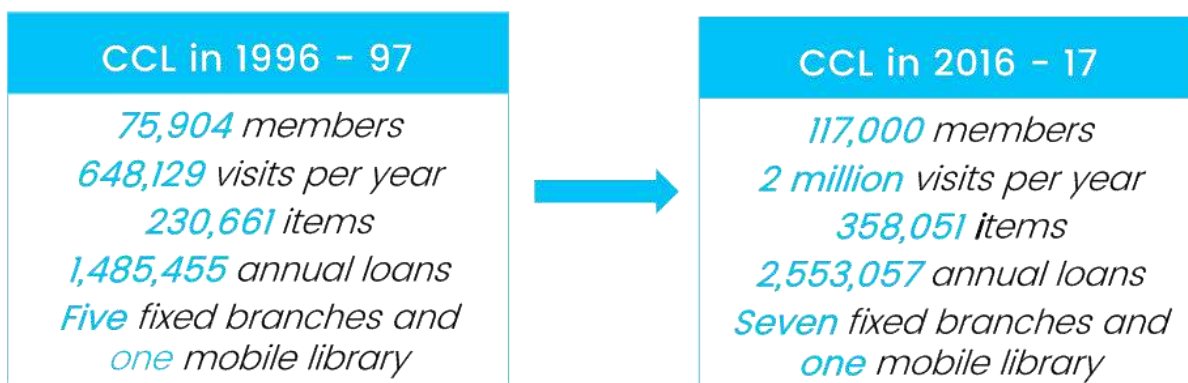
We believe that our membership and visits will continue to grow. We are seeing our members adopting new ways of consuming information. The uptake of digital items such as e-Audiobooks and e-Books is increasing, while lending of physical items remains stable.

Library programs and activities are increasingly being built through partnerships schools and community organisations. We will continue strengthen our 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.

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

As we advocate for new libraries in the region we also need to continually refine our programming and opening hours and ensure that our libraries meet the diverse needs of our whole community.

The people who use our libraries are more important than our books. We will continue to actively listen to our community and encourage participation.



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

R. David Lankes

Public Libraries Now and into the Future

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge. Public libraries help everyone: people studying, seeking information and needing help to access the internet; people 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.

The International Federation of Library Associations (IFLA) released its Global Vision Report in March 2018. It was developed with input from 31,000 participants from 190 countries. The report highlights show libraries are:

- Dedicated to providing equal and free access to information and knowledge
- Deeply committed to core roles in supporting literacy, learning and reading
- Focused on our communities
- Embracing digital innovation
- Strong advocates for libraries at national and regional leader level
- Aware that funding is our biggest challenge
- Eager to work more collaboratively and develop strong partnerships
- Desiring to be less bureaucratic and resistant to change
- Proud to be guardians of the memory of the world
- Attracting young professionals deeply committed and eager to lead

Successful contemporary libraries offer open, accessible and welcoming public spaces where people can read, learn and connect with others.

Public libraries will be judged more on the experiences they provide rather than the physical products on offer.

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.



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.



To ask why we need libraries at all, when there is so much information available elsewhere, is about as sensible as asking if roadmaps are necessary now that there are so very many roads.

Jon Bing

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.

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



Challenges and Opportunities

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

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 the 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.

A *lways pleased to see so many using the free internet and computers. Often, they are recent migrants, so this is a wonderful service for people who often have very few resources of their own. I love seeing kids quietly playing games.*

Female aged 75 older, Hampton Park Library - CCL 2018 Community Survey.

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 and engagement (physical and digital) • Program and events attendance and number of programs and events
1.2 Our core services are free and accessible to everyone in our community	<ul style="list-style-type: none"> • Our collection is current and well used – loans (Collections HQ) • We no longer collect overdue fines for library items • Our libraries are spaces where the community can gather, learn and grow • People feel welcome in our libraries
1.3 Invest in ICT that enhances library user experience and enables greater staff productivity	<ul style="list-style-type: none"> • Our community can access our free services from almost any location • Increased utilisation of digital technology by staff and customers • The fastest free Wi-Fi in the Casey Cardinia Region
1.4 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 successfully adapt to the changing environment and continue to deliver relevant services that people need.

Related CCL Strategic Plans

- *Facilities Development Plan 2018-2022*
- *ICT Road Map and Journey Map 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"> • Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Improved customer satisfaction (Statewide benchmarking survey) • Positive coverage in local media • Community feedback via social media, correspondence and website • Public recognition of CCL as an active contributor to community life.
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	<ul style="list-style-type: none"> • Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries • Connect with new members and community groups through targeted outreach • Number of partnerships and enhanced service outcomes for the community
2.3 Positively advocate for public libraries and be 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 the Statewide Library Management System

Related CCL Strategic Plans

- *Marketing Action Plan 2018 and Activity Calendar*
- *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 library membership
3.2 Increased investment in new infrastructure and services that support our community	<ul style="list-style-type: none"> • Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne) • Successful advocacy for renewal and refurbishment of existing libraries • Cost of library service per capita remains stable
3.3 Recognised contribution to community well-being and social equity	<ul style="list-style-type: none"> • Development and delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of Family Violence • Representation on committees and working parties with our member councils and other community agencies that support liveability in the region • The capacity of our libraries to support emergency response and recovery activities in high risk communities • Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member Councils

Related CCL Strategic Plans

- *Facilities Development Plan 2018-2022*
- *Member Council Municipal Public Health and Wellbeing Plan(s)*
- Take 2 Sustainability Pledge Program Commitments

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"> Number of programs devoted to encouraging literacy and lifelong learning Attendance at programs and activities
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 Our collection exceeds key statewide benchmarks for currency and usage
4.3 Host events and performances that inspire creativity	<ul style="list-style-type: none"> The number of people who attend creative events and performances at CCL
4.4 Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	<ul style="list-style-type: none"> Establishment of STEAM related programs and activities in every branch every day of the school week

Related CCL Strategic Plans

- Children and Youth Strategy 2017 – 2020*
- Member Council Municipal Public Health and Wellbeing Plan(s)*
- Collection Development Plan 2018*

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 Staff engagement survey(s) show increased understanding and support of CCL values
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	<ul style="list-style-type: none"> Delivery and expansion of the CCL Living Leadership Program Adoption of new services and strategies that support best practice New revenue streams established through partnerships with external agencies, individual donors and corporate sponsors
5.3 Compliance with statutory and funding requirements	<ul style="list-style-type: none"> Review our Library Plan on an annual basis and undertake major renewal in 2021 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 – 2021*
- *Risk Management Plan 2017 – 2018*
- *Budget 2018 – 2019*

Key Performance Indicators

- Development and delivery of the CCL Library Plan 2018 – 2022 and associated plans and policies
- 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)
- Statewide Customer Satisfaction Surveys
- Sustainable financial position (books balance)
- Investment attracted for new libraries, services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework

Our Key Measures

Measure	CCL Actual 2016/17	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Visits – physical	1,166,640	1.3 mil	1.4 mil	1.45 mil	1.50 mil
Visits – virtual	879,885	942,000	975,000	1.01 mil	1.06 mil
Number of programs and events	2,547	2,500	2,500	2,500	2,500
Program and events attendance	74,938	80,000	85,000	95,000	100,000
Loans (total physical and digital)	2,553,057	2.50 mil	2.55 mil	2.55 mil	2.55 mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	339,885	400,000	450,000	500,000	525,000
Net Promoter Score (Community Survey)	59	63	65	65	65

Statewide Measures

Measure	CCL Actual 2016/17	Statewide Average 2016/17	CCL Actual 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Turnover rate – physical items	7.0	4.9	7.0	7.1	7.2	7.3
Turnover rate – digital items	10.3	3.8	13.0	14.0	15.0	15.0
Physical quality of library collection (age of collection – less than 5 years)	68.3%	62%	69%	70%	70%	70%
Cost of library service per capita	\$25.13	\$44.13	\$27.08	\$26.75	\$27.50	\$28.50
Active Library Members	10.4%	17%	11%	11%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	N/A	8.54	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

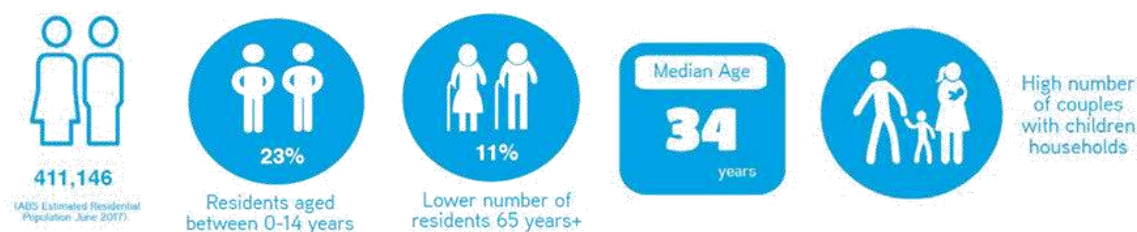
Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)

[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. The latest Australian Bureau of Statistics report shows the population has increased to 411,146 with significant residential development across the region's 1,690 square kilometres. (*Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, July 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 and Boon Wurrung peoples. Indigenous people from many different places live in the region.



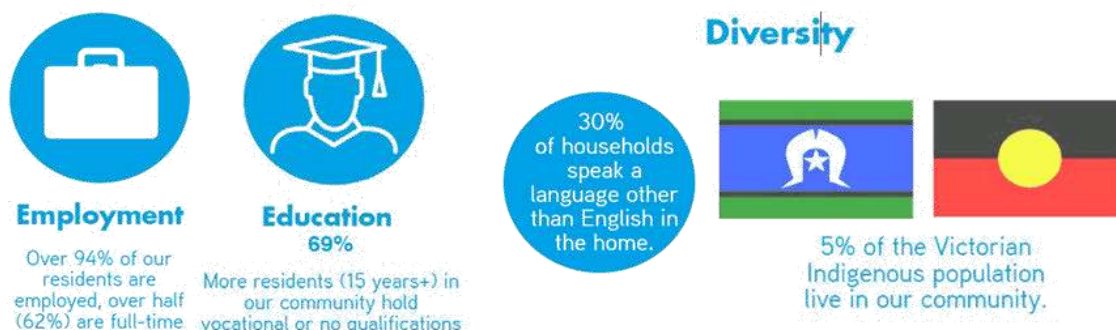
Casey Cardinia region has more couples-with- children households (45.1%) and single parent households (11.8%) than the Melbourne average. Nearly 55% of residents are families with children. There is also a higher percentage of residents providing unpaid childcare.

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 8,500 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*).



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'.



Organisation for Economic Co-operation and Development (OECD) data suggests that, compared with other OECD countries, Australia is below average in work-life balance (*How's life in Australia?, OECD, 2016*). 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% 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*). 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.



'How do you feel when you enter one of Casey Cardinia Libraries?'

Excited by the facilities and programs offered, something for everyone! Accessible and community focused

Female aged 45-54, Pakenham Library – CCL 2018 Community Survey

Listening and Learning

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

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

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

This plan is informed by:

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



Key findings from our recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- New libraries provoke a strong range of responses – some people like change, some don't.
- Community requested programs including adult education, kids programs, new book events, more STEAM programs for kids (especially pre-schoolers), book clubs and author events
- Books are really important, and a lot of the people come to the library to read.
- The library is used for many activities, quiet reading and studying and working, as well as attendance to our programs or utilise our facilities.
- The range of purposes and use indicates tension and challenges around noise levels and space. There is an identified need for quiet spaces with suggestions including quiet times.
- Community members commented about the differences between branches, in terms of the look and feel.
- Ongoing community feedback indicates that CCL needs to continue to make our libraries more accessible.
- Our library users want light, friendly, inviting and comfortable furniture, attractive spaces.
- There was strong consistent feedback on our friendly and approachable staff. People feel they can ask for help and value the opportunity to engage with library staff.
- The overall Net Promoter Score (NPS) for CCL was 60. 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 27% were 'likely' to recommend. This is an exceptional response. It suggests that those that use our libraries love us.
- We still have work to do educating library users around full range of our services we offer.

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

ccl.vic.gov.au

 @CaseyCardiniaLibraries

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Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

Budget

2018 – 2019

April, 2018



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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

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 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

- 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



1.0 Executive Summary

The 2018-19 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the March 2018 Board meeting.

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

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

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

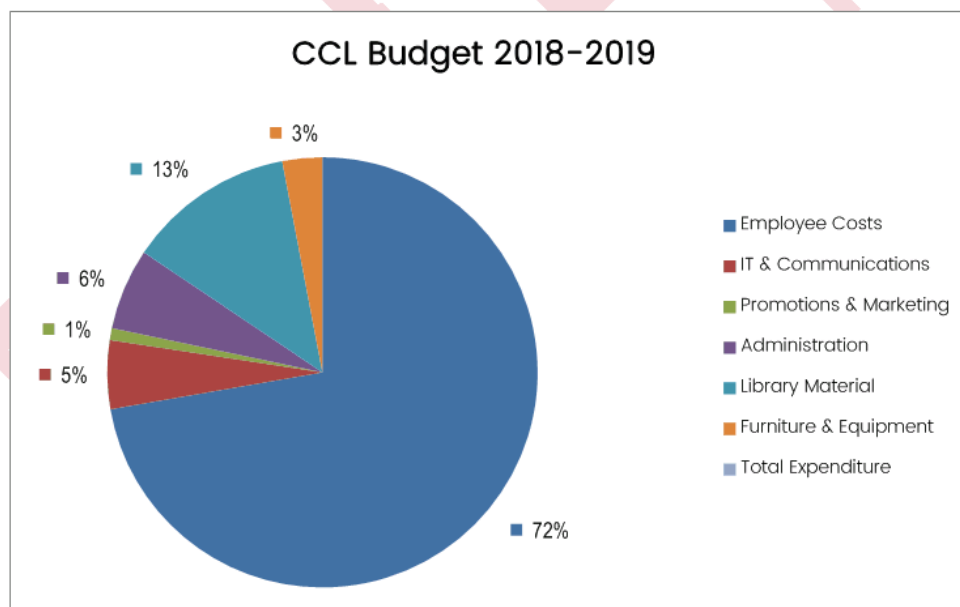
Operating hours at Doveton and Pakenham were expanded during day light savings on a trial basis. Doveton will open on Wednesdays from 1.30pm until 8.00pm and Pakenham will extend opening hours on Fridays to 8.00pm. After the trial period, an analysis was undertaken to determine whether the additional hours were viable to continue or not. Doveton Library will continue to open to the community on Wednesday's 1.30pm -8.00pm after a successful trial and community usage.



Income

	Total Budget 2017-18	Budget 2018-19
City of Casey	5,741,275	5,818,105
	53.99%	52.62%
Cardinia Shire	1,873,625	1,968,055
	17.62%	17.80%
State Government	2,487,785	2,724,315
	23.40%	24.64%
CCL - Operations	530,600	547,200
	4.99%	4.95%
Total Income	10,633,285	11,057,675

Expenditure





2.0 Budgeted Financial Statements 2018-19

Comprehensive Income Statement For the Years ending June 2018-2019			
	Note	Total Budget 2017-18	Budget 2018-19
Revenue			
Council Contributions	1	7,614,900	7,786,160
State Government Grants	2	2,482,785	2,724,315
CFC Grant Funding		146,670	162,000
Interest on Investments		105,000	105,000
Other income		283,930	280,200
Total Income		10,633,285	11,057,675
Expenditure			
Employee Costs	3	7,715,835	8,078,703
CFC Expenditure		19,170	28,800
IT & Communications	4	697,700	575,800
Library Materials	5	246,150	311,000
Promotions & Marketing		100,000	100,000
Administration		636,800	655,500
Depreciation		1,408,360	1,450,500
Total Expenditure		10,824,015	11,200,303
Net Gain(loss) disposal of plant & Equipment		0	0
Total comprehensive result		-190,730	-142,628



Balance Sheet As at June 2018-2019			
	Note	Total Budget 2017-18	Budget 2018-19
ASSETS		\$	\$
Current Assets			
Cash Asset		76,800	80,000
Financial Assets		2,811,412	2,873,149
Receivables		0	11,000
		2,888,212	2,964,149
Non-Current Assets			
Fixed Assets		4,705,924	4,462,788
			7,426,937
TOTAL ASSETS		7,594,136	7
LIABILITIES			
Current Liabilities			
Payables		450,500	450,500
Employee Entitlements		1,319,500	1,410,200
		1,770,000	1,860,700
Non-Current Liabilities			
Employee Entitlements		25,500	24,400
TOTAL LIABILITIES		1,795,500	1,885,100
NET ASSETS		5,798,636	5,541,837
EQUITY			
Members Contribution on Formation		2,051,239	2,051,239
Accumulated Surplus		3,747,397	3,490,598
TOTAL EQUITY		5,798,636	5,541,837



Statement of Change in Equity As at June 2018- 2022			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
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	-142,628	3,604,769	
Balance at end of financial year	5,656,008	3,604,769	2,051,239

Statement of Capital Works For the Years ending June 2018-2019			
	Note	Total Budget 2017-18	Budget 2018-19
Capital Expenditure			
Library Material	5	1,133,260	1,096,000
Motor Vehicles		0	0
Furniture & Equipment		285,000	335,000
		1,418,260	1,431,000



Statement of Cash Flows			
Year ended June 30, 2018-2019			
	Note	Total Budget 2017-18	Budget 2018-19
		\$	\$
Cash Flow from Operating Activities			
Income from:			
Council Contributions		7,614,900	7,786,160
Government Grants		2,482,785	2,724,315
Interest Income		110,262	105,000
Overdue Fines		106,330	50,000
Other Income		324,270	335,200
		10,638,547	11,000,675
Payments for:			
Employee Costs		7,732,248	8,078,703
Library Materials		246,150	311,000
Computer Services		697,700	575,800
Other Costs		789,254	784,300
		9,465,352	9,749,803
Net Cash Inflow from Operating Activities		1,173,195	1,250,872
Cash Flow from Investing Activities			
Payments for:			
Proceeds for sale of Plant & Equipment		0	0
Payment for Books, Furniture, Plant & Equipment		-1,418,260	-1,431,000
Net Cash (Outflow) from Investing Activities		-1,418,260	-1,431,000
Net Increase/Decrease in Cash		-245,065	-180,128
Cash at the beginning of the year		3,133,277	3,133,277
Cash Held at End of Year		2,888,212	2,953,149



Statement of Human Resources For the Years ending June 2018-2019			
		Budget 2017-18	Budget 2018-19
Staff Expenditure			
Employee costs - Operating		7,715,835	8,078,703
Total Staff Expenditure		7,715,835	8,078,703
Staff Numbers		EFT	EFT
Permanent full time		77.89	90.00
Permanent part time		31	29
		114	123



3.0 Notes to Budgeted Financial Statements year ending June 2018-2019

1 Council Contributions

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

Councils Contribution	Budget 2017-18	Budget 2018-19
Population	400,063	416,064
Councils Contribution	7,614,900	7,786,160
Average Contrib per Capita	\$19.03	\$18.71

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2017 and expires July 31, 2018. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

State Funding	Budget 2017-18	Budget 2018-19
Population	400,063	416,064
State Funding	2,482,785	2,724,315
Average Contrib per Capita	\$6.21	\$6.55



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 2017-18	Budget 2018-19
Employee Costs	7,715,835	8,078,703
Total Staffing EFT	87	90
% of total expenditure	82.44%	82.86%
Population	400,063	416,064
Expenditure per capita	\$19.29	\$19.42

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 mid-2018.

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

Information & Communications Technology (ICT)	Budget 2017-18	Budget 2018-19
Telecommunications	32,700	32,300
Data Communications	249,500	240,000
ILMS	218,000	220,000
Computer Software & Support	197,500	83,500
Total ICT	697,700	575,800
% of total expenditure	7.32%	5.91%
Population	400,063	416,064
Expenditure per capita	\$1.74	\$1.38



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.

Library Resources	Budget 2017-18	Budget 2018-19
Non-Capital	246,150	311,000
Capital	1,133,260	1,096,000
Total Library Resources	1,379,410	1,407,000
% of total expenditure	14.46%	14.43%
Population	400,063	416,064
Expenditure per capita	\$3.45	\$3.38



4.0 Member Council Contributions 2017-18

Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
Income	2017-18			2018-19		
Capital Replacement Reserves	250,630	177,700	72,930	285,000	209,350	75,650
Operations Income	283,930	208,550	75,380	385,200	282,950	102,250
Interest on Investments	105,000	77,125	27,875	105,000	77,125	27,875
CFC funding	146,670	73,500	73,170	148,735	74,785	73,950
Sub Total	1,248,925	999,570	249,355	923,935	644,210	279,725
State Government Funding						
Premiers Reading Challenge	56,200	41,280	14,920	57,000	41,870	15,130
State Subsidy	2,305,260	1,693,220	612,040	2,597,300	1,920,820	676,480
Local Priorities	121,325	89,115	32,210	127,015	93,295	33,720
Total State Funding	2,482,785	1,823,615	659,170	2,781,315	2,055,985	725,330
Expenditure						
Employee Costs	7,175,640	5,280,075	1,895,565	7,517,058	5,579,845	1,937,213
IT & Communications	697,700	512,465	185,235	575,800	422,930	152,870
Library Materials	246,150	187,090	59,060	311,000	236,380	74,620
Promotions & Marketing	100,000	76,010	23,990	100,000	76,010	23,990
Berwick Mechanics Institute	1,800	1,800	0	2,000	2,000	0
Administration	635,000	466,410	168,590	527,702	369,175	158,527
	9,465,655	7,060,045	2,405,610	9,565,895	7,069,305	2,496,590
Capital Expenditure						
Library Material	1,133,260	832,385	300,875	1,096,000	805,015	290,985
Motor Vehicles	0	0	0	0	0	0
Furniture & Equipment	285,000	209,335	75,665	335,000	246,060	88,940
	1,418,260	1,041,720	376,540	1,431,000	1,051,075	379,925
Total Expenses Core Library Service	10,883,915	8,101,765	2,782,150	10,996,895	8,120,380	2,876,515
Annual CCL Operating Budget						
Population (ABS June 2016)	400,063	304,071	95,992	416,064	316,233	99,831
Core Council Contribution	7,152,205	5,278,580	1,873,625	7,291,645	5,420,185	1,871,460
Bunjil Library	462,695	462,695	0	494,515	397,920	96,595
	7,614,900	5,741,275	1,873,625	7,786,160	5,818,105	1,968,055
Council Cont Prev Yr	7,005,100	5,179,175	1,825,925	7,614,900	5,741,275	1,873,625
		5,278,58				
Council Cont	7,152,205	0	1,873,625	7,786,160	5,818,105	1,968,055
Council Contribution	2.10%	1.92%	2.61%	2.25%	1.34%	5.04%



5.0 Schedule of Fees and Charges: 2018-19

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.
4. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
5. **Photocopying and printing:**

Black & White Photocopying		Colour Photocopying		Scanning
A4	20¢	A4	\$1.00	All sizes and colours Free per page
A3	30¢	A3	\$1.50	

6. **Inter Library Loans:**
Tertiary/ Special and other charging libraries **\$16.50**
Victorian Public Libraries and other non-charging public libraries **\$5.00**
Swift Items are free

7. **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**

8. **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

9. **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¢	A4	\$1.00	Hi Resolution \$11.00
A3	30¢	A3	\$1.50	Low Resolution \$5.50

Casey Cardinia Libraries
 Locked Bag 2400, Cranbourne, 3977
 Telephone: 5990 0100
 Fax: 5996 2533
ccl.vic.gov.au

@CaseyCardiniaLibraries
 @CasCarLibraries



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

**Strategic Resource
Plan
2018 – 2022**

April, 2018



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- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story



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.

	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
City of Casey	5,818,105	5,949,012	6,082,865	6,219,730
	52.62%	52.53%	52.61%	52.57%
Cardinia Shire	1,968,055	2,012,336	2,057,614	2,103,910
	17.80%	17.77%	17.80%	17.78%
State Government	2,724,315	2,833,288	2,946,619	3,064,484
	24.64%	25.02%	25.48%	25.90%
CCL - Operations	547,200	530,570	475,145	443,511
	4.95%	4.68%	4.11%	3.75%
Total Income	11,057,675	11,325,206	11,562,243	11,831,635

	2018-19		2019-20		2020-21		2021-22	
Employee Costs	8,078,703	72%	8,280,453	74%	8,395,572	75%	8,647,997	77%
IT & Communications	575,800	5%	590,230	5%	605,030	5%	620,200	6%
Promotions & Marketing	100,000	1%	80,000	1%	81,200	1%	82,420	1%
Administration	684,300	6%	625,975	6%	623,583	6%	640,497	6%
Library Material	1,407,000	13%	1,435,100	13%	1,463,835	13%	1,493,150	13%
Furniture & Equipment	335,000	3%	215,000	2%	305,000	3%	230,000	2%
Total Expenditure	11,180,803		11,226,758		11,474,219		11,714,264	



2.0 Financial Statements 2018–2022

Comprehensive Income Statement For the Years ending June 2018–2022					
	Note	Budget 2018–19	Forecast Est 2019–20	Forecast Est 2020–21	Forecast Est 2021–22
Revenue					
Council Contributions	1	7,786,160	7,961,349	8,140,479	8,323,640
State Government Grants	2	2,724,315	2,833,288	2,946,619	3,064,484
CFC Grant Funding		162,000	148,735	0	0
Interest on Investments		105,000	106,050	107,960	109,905
Other income		280,200	275,785	367,185	333,606
Total Income		11,057,675	11,325,206	11,562,243	11,831,635
Expenditure					
Employee Costs	3	8,078,703	8,280,453	8,395,572	8,647,997
CFC Expenditure		28,800	18,800	0	0
IT & Communications	4	575,800	590,230	605,030	620,200
Library Materials	5	311,000	317,180	323,530	330,015
Promotions & Marketing		100,000	80,000	81,200	82,420
Administration		655,500	607,175	623,583	640,497
Depreciation		1,450,500	1,479,500	1,509,100	1,539,200
Total Expenditure		11,200,303	11,373,338	11,538,014	11,860,329
Net Gain(loss) disposal of plant & Equipment		0	0	-9,500	0
Total comprehensive result		-142,628	-48,132	14,729	-28,694



Balance Sheet				
As at June 2018-2022				
	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
ASSETS	\$	\$	\$	\$
Current Assets				
Cash Asset	80,000	70,000	74,000	70,000
Financial Assets	2,873,149	2,845,397	2,748,221	2,673,391
Receivables	11,000	0	0	0
	2,964,149	2,915,397	2,822,221	2,743,391
Non-Current Assets				
Fixed Assets	4,462,788	4,507,416	4,552,490	4,598,015
	7,426,937			
TOTAL ASSETS	7	7,422,813	7,374,711	7,341,406
LIABILITIES				
Current Liabilities				
Payables	450,500	475,000	496,500	505,000
Employee Entitlements	1,410,200	1,445,500	1,474,400	1,503,900
	1,860,700	1,920,500	1,970,900	2,008,900
Non-Current Liabilities				
Employee Entitlements	24,400	25,000	25,600	26,250
TOTAL LIABILITIES	1,885,100	1,945,500	1,996,500	2,035,150
NET ASSETS	5,541,837	5,477,313	5,378,211	5,306,256
EQUITY				
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,240
Accumulated Surplus	3,490,598	3,426,074	3,326,972	3,255,016
TOTAL EQUITY	5,541,837	5,477,313	5,378,211	5,306,256



Statement of Change in Equity As at June 2018- 2022			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
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	-142,628	3,604,769	
Balance at end of financial year	5,656,008	3,604,769	2,051,239
2020			
Bal at the beginning of the financial year	5,656,008		2,051,239
Comprehensive result	-48,132	3,556,637	
Balance at end of financial year	5,607,876	3,556,637	2,051,239
2021			
Bal at the beginning of the financial year	5,607,876		2,051,239
Comprehensive result	14,729	3,571,366	
Balance at end of financial year	5,622,605	3,571,366	2,051,239
2022			
Bal at the beginning of the financial year	5,622,605		2,051,239
Comprehensive result	-28,694	3,542,671	
Balance at end of financial year	5,593,910	3,542,671	2,051,239



Statement of Capital Works For the Years ending June 2018- 2022					
	Note	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Capital Expenditure					
Library Material	5	1,096,000	1,117,920	1,140,305	1,163,135
Motor Vehicles		0	0	75,000	0
Furniture & Equipment		335,000	215,000	230,000	230,000
		1,431,000	1,332,920	1,445,305	1,393,135

Statement of Human Resources For the four years ending June 2022				
	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Staff Expenditure				
Employee costs - Operating	8,078,703	8,280,453	8,395,572	8,647,998
Total Staff Expenditure	8,078,703	8,280,453	8,395,572	8,647,998
	EFT	EFT	EFT	EFT
Staff Numbers	90.00	89.98	89.98	89.98
Permanent full time	29	30	30	30
Permanent part time	123	123	123	123



Statement of Cash Flows

Year ended June 30, 2018-2022

	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
	\$	\$	\$	\$
Cash Flow from Operating Activities				
Income from:				
Council Contributions	7,786,160	7,961,349	8,140,479	8,323,640
Government Grants	2,724,315	2,833,288	2,946,619	3,064,484
Interest Income	105,000	106,050	107,960	109,905
Overdue Fines	50,000	0	0	0
Other Income	335,200	293,320	145,985	147,406
	11,000,675	11,194,006	11,341,043	11,645,435
Payments for:				
Employee Costs	8,078,703	8,280,453	8,395,572	8,647,997
Library Materials	311,000	317,180	323,530	330,015
Computer Services	575,800	590,230	605,030	620,200
Other Costs	784,300	705,975	704,783	722,917
	9,749,803	9,893,838	10,028,914	10,321,129
Net Cash Inflow from Operating Activities	1,250,872	1,300,168	1,312,129	1,324,306
Cash Flow from Investing Activities				
Payments for:				
Proceeds for sale of Plant & Equipment	0	0	40,000	0
Payment for Books, Furniture, Plant & Equipment	-1,431,000	-1,337,920	-1,445,305	-1,403,135
Net Cash (Outflow) from Investing Activities	-1,431,000	-1,337,920	-1,405,305	-1,403,135
Net Increase/Decrease in Cash	-180,128	-37,752	-93,176	-78,829
Cash at the beginning of the year	3,133,277	2,953,149	2,915,397	2,822,221
Cash Held at End of Year	2,953,149	2,915,397	2,822,221	2,743,391



3.0 Notes to the Strategic Resource Plan Financial report June 2018–2022

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 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%

Population	Budget 2018–19	Forecast Est 2019–20	Forecast Est 2020–21	Forecast Est 2021–22
City of Casey	316,233	328,882	342,038	355,719
Cardinia Shire	99,831	103,824	107,977	112,296
	416,064	432,707	450,015	468,015

Councils Contribution	Budget 2018–19	Forecast Est 2019–20	Forecast Est 2020–21	Forecast Est 2021–22
Population	416,064	432,707	450,015	468,015
Councils Contribution	7,786,160	7,961,349	8,140,479	8,323,640
Average Contrib per Capita	\$18.71	\$18.40	\$18.09	\$17.78



2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires July 31, 2018. The state funding is primarily calculated on population.

State Funding	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Population	416,064	432,707	450,015	468,015
State Funding	2,724,315	2,833,288	2,946,619	3,064,484
Average Contrib per Capita	\$6.55	\$6.55	\$6.55	\$6.55

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.

Human Resources	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Employee Costs	8,078,703	8,280,453	8,395,572	8,647,998
Total Staffing EFT	90	89.98	89.98	89.98
% of total expenditure	82.86%	83.69%	83.71%	83.79%
Population	416,064	432,707	450,015	468,015
Expenditure per capita	\$19.42	\$19.14	\$18.66	\$18.48



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 mid-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.

Information & Communications Technology (ICT)	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Telecommunications	32,300	33,140	34,005	34,890
Data Communications	240,000	246,000	252,150	258,455
ILMS	220,000	225,500	231,140	236,920
Computer Software & Support	83,500	85,590	87,735	89,935
Total ICT	575,800	590,230	605,030	620,200
% of total expenditure	5.91%	5.97%	6.03%	6.01%
Population	416,064	432,707	450,015	468,015
Expenditure per capita	\$1.38	\$1.36	\$1.34	\$1.33

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.

Library Resources	Budget 2018-19	Forecast Est 2019-20	Forecast Est 2020-21	Forecast Est 2021-22
Non-Capital	311,000	317,180	323,530	330,015
Capital	1,096,000	1,117,920	1,140,305	1,163,135
Total Library Resources	1,407,000	1,435,100	1,463,835	1,493,150
% of total expenditure	14.43%	14.50%	14.60%	14.47%
Population	416,064	432,707	450,015	468,015
Expenditure per capita	\$3.38	\$3.32	\$3.25	\$3.19



4.0 Member Council Contributions 2018-22

Contribution Allocation	2018-19			2019-20			2020-21			2021-22		
	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Income												
Capital Replacement Reserves	285,000	209,350	75,650	235,000	172,650	62,350	240,000	171,450	68,550	240,000	172,750	67,250
Operations Income	385,200	282,950	102,250	219,595	161,300	58,295	290,985	214,550	76,435	277,406	205,250	72,156
Interest on Investments	105,000	77,125	27,875	106,050	77,895	28,155	107,000	78,595	28,405	107,000	78,595	28,405
CFC funding	148,735	74,785	73,950	-	-	-	-	-	-	-	-	-
Sub Total	923,935	644,210	279,725	560,635	411,845	148,790	637,985	464,595	173,390	624,406	456,595	167,811
State Government Funding												
Premiers Reading Challenge	57,000	41,870	15,130	58,140	42,705	15,435	59,300	43,560	15,740	56,200	41,280	14,920
State Subsidy	2,597,300	1,920,820	676,480	2,701,192	1,984,030	717,162	2,809,240	2,063,390	745,850	2,921,600	2,145,920	775,680
Local Priorities	127,015	93,295	33,720	132,096	97,025	35,071	137,379	100,910	36,469	142,875	104,945	37,930
Total State Funding	2,781,315	2,055,985	725,330	2,891,428	2,123,760	767,668	3,005,919	2,207,860	798,059	3,120,675	2,292,145	828,530
Expenditure												
Employee Costs	7,517,058	5,579,845	1,937,213	8,343,703	6,138,015	2,205,688	8,552,394	6,291,300	2,261,094	8,790,924	6,466,500	2,324,424
IT & Communications	575,800	422,930	152,870	716,590	526,340	190,250	734,550	539,530	195,020	782,960	575,090	207,870
Library Materials	311,000	236,380	74,620	317,180	241,080	76,100	343,530	261,105	82,425	343,015	260,715	82,300
Promotions & Marketing	100,000	76,010	23,990	80,000	60,805	19,195	81,200	61,720	19,480	85,000	64,605	20,395
Berwick Mechanics Institute	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0
Administration	527,702	369,175	158,527	615,225	451,885	163,340	604,760	444,200	160,560	620,070	455,445	164,625
	9,565,885	7,069,305	2,496,580	10,074,698	7,420,125	2,654,573	10,318,434	7,599,855	2,718,579	10,623,969	7,824,355	2,799,614
Capital Expenditure												
Library Material	1,096,000	805,015	290,985	1,117,920	821,115	296,805	1,140,305	837,560	302,745	1,163,135	854,325	308,810
Motor Vehicles	0	0	0	0	0	0	75,000	55,090	19,910	0	0	0
Furniture & Equipment	335,000	246,060	88,940	220,000	161,595	58,405	230,000	168,940	61,060	240,000	176,285	63,715
	1,431,000	1,051,075	379,925	1,337,920	982,710	355,210	1,445,305	1,061,590	383,715	1,403,135	1,030,610	372,525
Total Expenses Core Library Service	10,996,885	8,120,380	2,876,515	11,412,618	8,402,835	3,009,783	11,763,739	8,661,445	3,102,294	12,027,104	8,854,965	3,172,139
Annual CCL Operating Budget												
Population (ABS June 2016)	416,064	316,233	99,831	432,707	328,882	103,824	450,015	342,038	107,977	468,015	355,719	112,296
Core Council Contribution	7,291,645	5,420,185	1,871,460	7,960,555	5,867,230	2,093,325	8,119,835	5,988,990	2,130,845	8,282,023	6,106,225	2,175,798
Bunjil Library	494,515	397,920	96,595	7,960,555	5,867,230	2,093,325	8,119,835	5,988,990	2,130,845	8,282,023	6,106,225	2,175,798
	7,786,160	5,818,105	1,968,055	7,960,555	5,867,230	2,093,325	8,119,835	5,988,990	2,130,845	8,282,023	6,106,225	2,175,798
Council Cont Prev Yr	7,614,900	5,741,275	1,873,625	7,766,160	5,818,105	1,968,055	7,960,555	5,867,230	2,093,325	8,119,835	5,988,990	2,130,845
Council Cont	7,766,160	5,818,105	1,968,055	7,960,555	5,867,230	2,093,325	8,119,835	5,988,990	2,130,845	8,282,023	6,106,225	2,175,798
Council Contribution	2.25%	1.34%	5.04%	2.24%	0.84%	6.37%	2.00%	2.08%	1.79%	2.00%	1.96%	2.11%



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
- Bunjil Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

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