

# Casey Cardinia Libraries

## Library Plan 2021–2025



'Inspiring spaces where  
everyone is free to  
discover possibilities'



Casey  
Cardinia  
Libraries

## Foreword

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

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

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

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

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

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

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

Regards

Cr Jeff Springfield  
Chairperson

Chris Buckingham  
CEO

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

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

## Introduction

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

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

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

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



# The role of libraries.

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

# Introduction

## United Nations Sustainable Development Goals

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

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

**Goal 1: No poverty.**

**Goal 3: Good health and well-being.**

**Goal 4: Quality education.**

**Goal 5: Gender equality.**

**Goal 8: Decent work and economic growth.**

**Goal 9: Industry, innovation and infrastructure.**

**Goal 10: Reduced inequalities.**

**Goal 11: Sustainable cities and communities.**

**Goal 13: Climate action.**

**Goal 16: Peace, justice and strong institutions.**

**Goal 17: Partnerships for the goals.**

## SUSTAINABLE DEVELOPMENT GOALS

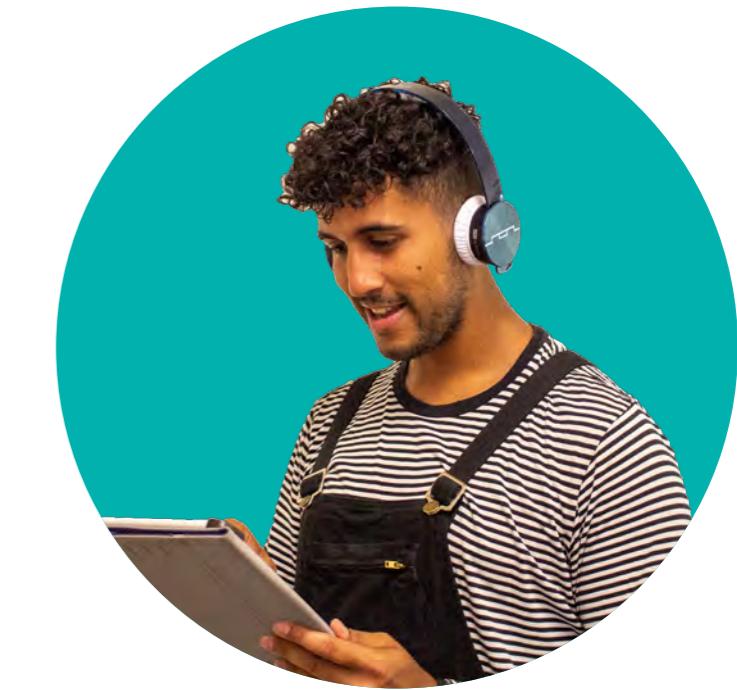


## Strategic Plan

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

The Strategic Plan brings together insights and feedback from:

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



### We are growing

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



### We are young

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

### We are diverse

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

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

## COVID-19

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

In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk people in our community through wellbeing calls. We learned to deliver services in an entirely new way that was deeply appreciated by the community.

Notably, COVID-19 is likely to have an ongoing impact on how and where we work. Around 30% of people worked from home during COVID-19 (ABS, September 2020) These changes mean that libraries will play an even more important role providing key social and economic infrastructure to support workers and students.

## Diverse, growing community

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

## Member Councils & Local Government Act 2020

COVID has also had a significant impact on our Member Councils. Notably the Annual Rate Cap means that Councils will need to continue to explore innovative shared service models to meet its goals. This will constrain funding of much needed new library infrastructure.

The Local Government Act 2020 will also impact on how councils do business. Councils will need to strengthen engagement with communities to ensure that council priorities are informed by community feedback.

Libraries enjoy a high level of trust within communities and can support Member Council engagement, education and program delivery.

The Local Government Act 2020 has called time on the Regional Library Corporation model. At some point in the next 10 years CCL will need to change its legal status in order to continue as a shared service provider.

## Digital engagement – Bridging the Divide

COVID-19 led to the accelerated roll out and use of digital materials, resources and programming across all sectors. Increase in community engagement with CCL eResources and online offerings accelerated significantly during 2020 due to COVID-19. The growth in digital capability will also be important to the City of Casey's smart city and education goals.

The benefits of digital engagement need to be balanced against the challenges faced in reaching and connecting with diverse communities, virtually. Notably access to ICT resources and digital literacy are still barriers for significant parts of the population. Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018). In 2020, the Australian Digital Inclusion Index score for Outer South East Melbourne was 61.6. This is the lowest score for Metro Melbourne (average 64.4) Source: Measuring Australia's Digital Divide: Australian Digital Inclusion Index.

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

## Health and Wellbeing

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

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

Libraries help to strengthen health and wellbeing by increasing access to information and services that support health and wellbeing for our staff and community. Libraries can also provide a safe and trusted space for those who need it. They play a vital role fostering social inclusion and bringing people together from all walks of life.

## Climate change and sustainability

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

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

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

<b>5.1</b>	<b>Vision</b>	
	Inspiring spaces where everyone is free to discover possibilities.	
<b>5.2</b>	<b>Mission</b>	
	To encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia region.	
<b>5.3</b>	<b>Values and guiding behaviours</b>	
	<b>Creativity</b>	
	<ul style="list-style-type: none"> <li>• Thinking of new ways to do things is crucial to our success</li> <li>• We challenge the status quo, if we believe a better way is possible</li> <li>• We cultivate creativity in others</li> </ul>	
	<b>Fairness</b>	
	<ul style="list-style-type: none"> <li>• We treat people fairly and recognise them as individuals</li> <li>• We do not let our personal feelings bias our decisions about others</li> <li>• We actively support social inclusion and connection</li> <li>• We are accountable for our behaviour</li> </ul>	
	<b>Humour</b>	
	<ul style="list-style-type: none"> <li>• Our humour enables us to express how we feel.</li> <li>• We like to laugh, bringing smiles to other people</li> <li>• We use humour to build connections and create a positive experience for everyone</li> </ul>	
	<b>Love of Learning</b>	
	<ul style="list-style-type: none"> <li>• We love learning about new things.</li> <li>• We believe there is always an opportunity to learn</li> <li>• We learn from each other</li> </ul>	
	<b>Social Intelligence</b>	
	<ul style="list-style-type: none"> <li>• We are mindful of people's feelings</li> <li>• We know what to do to put others at ease</li> <li>• We are kind, compassionate and look for the best in each other</li> </ul>	
	<b>Teamwork</b>	
	<ul style="list-style-type: none"> <li>• When we all contribute, we excel</li> <li>• We look out for each other</li> <li>• We play to each other's strengths</li> <li>• We work with our community</li> </ul>	

## 5.4 Services we deliver

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

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

In 2020 – 2021, we delivered:

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

Pre – COVID, Victoria's public libraries had embraced place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service.

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

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

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

## 5.5 Our partners

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

We work with council teams across the arts, early childhood development, youth, family, environment, social inclusion, health and wellbeing, economic development, local history, education and training to deepen our shared impact.

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

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

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

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

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

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

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





## 6

# Where we are now

## 6.1

### The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information – in a recent member survey, 90% of respondents told us that this is what they value the most about CCL.

Our libraries also:

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

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

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

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

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

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

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

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

Objectives	Actions	Outcomes and measures	Objectives	Actions	Outcomes and measures
<b>Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information</b>	<ul style="list-style-type: none"> <li>Strengthen the accessibility of library branches</li> <li>Strengthen accessibility of digital platforms</li> <li>Offer a broad range of opening hours that meet community needs</li> <li>Implement the Customer Experience Framework</li> <li>Implement the Social Inclusion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>People feel safe and welcome</li> <li>People can easily access library services how and when they need them (location, opening hours, physical spaces)</li> <li>People who visit our branches feel happier</li> <li>People can easily access our digital platforms</li> </ul>	<b>Bridging the Digital Divide</b>	<ul style="list-style-type: none"> <li>Provide digital resources that encourage safe adoption of technology in our community</li> <li>Increase digital literacy in our community with through programming, services, and digital resources</li> <li>Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi</li> <li>CCL work with key partners to help bridge the digital divide in our community</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the range of Information Communication Technology (ICT) resources available for community use</li> <li>More community members are able to safely and freely access digital information and collections</li> <li>Levels of digital literacy and inclusion increase in our community</li> </ul>
<b>Core services that are free and accessible</b>	<ul style="list-style-type: none"> <li>Provide free access to Wi-Fi and ICT within library branches</li> <li>Provide free access to a popular and well used collection</li> <li>We do not charge overdue fines</li> </ul>	<ul style="list-style-type: none"> <li>Communities have free access reading materials, information, physical and digital resources</li> </ul>	<b>Resources and skills to support access to knowledge and information</b>	<ul style="list-style-type: none"> <li>Lift staff capacity to support community to access information and programming</li> <li>Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel confident in their ability so support communities to access resources</li> <li>Digital improvements are reviewed regularly and funded appropriately</li> </ul>

## How we will get there

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

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



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

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

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

Objectives	Actions	Outcomes and measures	Objectives	Actions	Outcomes and measures
<b>Support councils to make evidence-based decisions about investment in library services</b>	<ul style="list-style-type: none"> <li>Strengthen data collection, management and reporting</li> <li>Support councils in their strategic decision making with relevant quantitative and qualitative evidence</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced data collection and reporting</li> <li>Councils make evidence-based decisions in relation to library infrastructure that meet our community needs</li> </ul>	<b>Develop partnerships that enhance learning, knowledge and wellbeing in our communities</b>	<ul style="list-style-type: none"> <li>Strengthen partnerships with community organisations to increase access to information and knowledge</li> <li>Work with partners to deliver library services and programming to a wider audience</li> <li>Partnerships are reviewed annually to ensure the community benefits</li> <li>Deepen engagement with education providers to facilitate clear learning pathways for our communities</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of joint programs and services provided to our community</li> <li>Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li> </ul>
<b>Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design</b>	<ul style="list-style-type: none"> <li>Explore and invest in joint planning and programming across councils</li> <li>Explore new service delivery models that utilise shared digital and physical assets</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of joint programs and services</li> <li>Joint service delivery models are regularly considered</li> <li>Council teams are supported to consider, develop and deliver new library infrastructure</li> </ul>	<b>Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium</b>	<ul style="list-style-type: none"> <li>Continue to actively engage with PLV and Libraries Victoria Consortium</li> </ul>	<ul style="list-style-type: none"> <li>CCL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria</li> <li>CCL is an active member of the Libraries Victoria Consortium</li> </ul>

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

## Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

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

Objectives	Actions	Outcomes and measures	Objectives	Actions	Outcomes and measures
<b>Community connections strengthened through our programming and partnerships</b>	<ul style="list-style-type: none"> <li>Deliver programs and services across the region that strengthen social connection</li> <li>Partner with council teams and community organisations to engage our community through programs and outreach activities</li> <li>Support the Friends of CCL to engage with and promote CCL to the wider community</li> </ul>	<ul style="list-style-type: none"> <li>Communities are connected through the library to council and community programs and services</li> <li>CCL, Councils and community organisations are able to reach a larger, more diverse community</li> <li>Communities are actively engaged and consulted in CCL's development.</li> <li>Community connections are strengthened</li> </ul>	<b>Actively encourage health and wellbeing in our community</b>	<ul style="list-style-type: none"> <li>Work with council teams and community partners to enhance health and wellbeing</li> <li>Deliver programs and services that support communities to strengthen their health and wellbeing</li> <li>Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection</li> <li>Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living</li> <li>Align CCL services with Member Councils' municipal public health and wellbeing plans</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of programs and services that support health and wellbeing</li> <li>Communities are connected through the library to council and community health and wellbeing services</li> <li>Communities access information and programs that support health and wellbeing</li> <li>Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.</li> <li>Library users are healthier and more knowledgeable about their own wellbeing</li> </ul>

## How we will get there

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

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



## Strategic Area 4: Organisational excellence

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

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

Objectives	Actions	Outcomes and measures	Objectives	Actions	Outcomes and measures
<b>Integrate CCL values throughout the organisation</b>	<ul style="list-style-type: none"> <li>Recognise and celebrate staff who live CCL's values</li> <li>Work with all library team members to reinforce CCL's values</li> </ul>	<ul style="list-style-type: none"> <li>Staff embrace CCL's values and incorporate them into their day to day work</li> </ul>	<b>Know and understand our impact</b>	<ul style="list-style-type: none"> <li>Explore opportunities to strengthen data collection within CCL</li> <li>Work with partners to track and understand CCL's impact across council goals</li> <li>Report on CCL's impact annually</li> </ul>	<ul style="list-style-type: none"> <li>CCL regularly collects and reports on its impact</li> <li>CCL's board, council staff and community organisations are aware of CCL's impact</li> </ul>
<b>Partner with community to design and strengthen positive impact of library services</b>	<ul style="list-style-type: none"> <li>Involve community in making key decisions about CCL's infrastructure, services and programming</li> <li>Engage regularly with Friends of CCL to review and develop library initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Community have the opportunity to contribute to library planning</li> </ul>	<b>Seek funding opportunities that enhance our capacity to support the community</b>	<ul style="list-style-type: none"> <li>Apply for funding and grant opportunities</li> <li>Raise funds through donations and sponsorships from our community</li> </ul>	<ul style="list-style-type: none"> <li>Additional services and programs are delivered as a result of funds raised</li> </ul>
<b>Strengthen staff capacity to innovate and respond effectively to community needs</b>	<ul style="list-style-type: none"> <li>Encourage staff to work to their strengths</li> <li>Provide staff with opportunities to co-design services and programs</li> <li>Provide staff with regular updates on CCL's performance, including community feedback</li> <li>Strengthen capacity of staff to engage and support the community</li> <li>CCL is an inclusive employer</li> </ul>	<ul style="list-style-type: none"> <li>Staff have the opportunity to contribute to library planning</li> <li>Staff are informed about CCL's planning and priorities</li> <li>Staff feel confident in their ability to engage and support customers</li> <li>CCL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve</li> </ul>			

## How we will get there

### Strategic Area 4: Organisational excellence

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



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

## Key performance indicators

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

## Measurement methods

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

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

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

*For more detail:*

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

### 9.1

## Our key measure outputs

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

\* Unusual bulk membership database cleanup occurred in February 2021.

## Listening and learning

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

As part of the library planning process CCL consulted widely. We appreciate the time and thought invested by library users, community members and stakeholders who freely shared their ideas, suggestions and feedback.

### This plan is informed by:

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



For more information about  
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