



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting

Wednesday 18 March 2020

5.30pm

City of Casey

Bunjil Place Library, Level One Meeting Room 2

1. **Present**
2. **Board Membership**
Appointment of new Members
Election of Chairperson
Acknowledgement of Damien Rosario and Wayne Smith
3. **Apologies**
4. **Acknowledgement of the Traditional Owners**
5. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL)
Ordinary Board Meeting held on 27 November 2020.**
6. **Declaration of Conflicts of Interest**
7. **Strategies/Plans** *Page No.*

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STRATEGIES/PLANS

CC01/2020	BOARD MEETING PROCEDURES AND PROTOCOLS
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Report prepared by Chris Buckingham

Purpose

To discuss Board Meeting Procedures and Protocols for 2020.

CCL Library Plan reference – 5.3

Discussion

CCL rely on Local Law No. 1 and the Regional Library Agreement to guide the way the Board and Member Councils work together to oversee and guide CCL operations.

Local Law No. 1 is the primary reference for Board Meeting procedures and protocols.

RECOMMENDATIONS

1. That the Board review Local Law No.1 and the Regional Library Agreement and consider how they are serving the needs of Members Councils and CCL.

**CASEY-CARDINIA
LIBRARY CORPORATION**

LOCAL LAW NO.1

**MEETING PROCEDURES AND USE
OF COMMON SEAL LOCAL LAW**







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CASEY-CARDINIA LIBRARY CORPORATION
LOCAL LAW NO.1
MEETING PROCEDURES AND USE OF THE COMMON SEAL
LOCAL LAW

PART 1- PRELIMINARY

1.1 TITLE

This Local Law is the Casey-Cardinia Library Corporation Meeting Procedure and Local Law No.1, and referred to below as “this Local Law”.

1.2 OBJECTIVES OF THIS LOCAL LAW

The objectives of this Local Law are to:-

- (a) provide for the administration of the Corporation's powers and functions;
- (b) regulate and control the use of the Common Seal of the Corporation;
- (c) regulate and control the election of Chairperson;
- (d) regulate and control the procedures of meetings of the Corporation; and
- (e) regulate and provide for the efficient conduct of meetings of the Board.

1.3 AUTHORISING PROVISION

This Local Law is made under the provisions of Part 5 of the Local Government Act 1989.

1.4 DATE OF COMMENCEMENT

This Local Law comes into operation on the day following the day on which it is made.

1.5 CESSATION DATE

Unless this Local Law is revoked, its operation will cease on the tenth anniversary of its making.

1.6 WORDS USED IN THIS LOCAL LAW

In this Local Law, unless inconsistent with the context:-



Act:	Means the Local Government Act 1989.
Advisory Committee:	Means any Advisory Committee established as such under the Act.
Agenda:	Means the notice of a Meeting setting out the business to be transacted at a Meeting.
Agreement:	Means the Agreement to form and continue the Casey-Cardinia Library Corporation or any supplementary agreement.
Authorised Officer:	Means a person authorised in accordance with the Act.
Board:	Means the Board of the Corporation.
Board Meeting:	Means an Ordinary Meeting or a Special Meeting of the Board.
Chairperson:	Refers to the Chairperson of the Board, Special or Advisory Committee meeting and includes where appropriate an acting, temporary or substitute Chairperson.
Chief Executive Officer:	Means the Chief Executive Officer of the Corporation appointed in accordance with Section 94(3) of the Act, or other person appointed to act in that position during his or her absence.
Clause:	Means a clause of this Local Law.
Committee Meeting:	Means a meeting of a Special Committee or Advisory Committee.
Common Seal:	Means the Common Seal of the Corporation.
Corporation:	Means the Casey-Cardinia Library Corporation.
Council:	Means a party to the Agreement.
Deliver:	Includes transmission by Electronic Mail or any other agreed mode of transmission.
Formal Motion:	Means a motion related to a formal procedure and includes the following motions:- <ul style="list-style-type: none">a) That the motion be put;b) That the question lay on the table;c) That the meeting proceed to the next business;d) That the question be not now put; ande) That the motion and amendment now before the meeting be adjourned.
Meeting:	Means an Ordinary Meeting or a Special Meeting of the Board.



Member:	Means a person appointed to the Board in accordance with the Agreement.
Minister	Means the Minister for Local Government or such other Minister to whom administration of the Act is dedicated.
Minutes Secretary:	Means, in the case of a Board Meeting or a Committee Meeting, the person nominated by the Chief Executive Officer for the purpose of recording the minutes of the meeting.
Offence:	Means an offence against this Local Law.
Ordinary Meeting:	Means an Ordinary Meeting of the Board.
Part:	Means a part of this Local Law.
Party:	Means a Council which is a party to the Agreement.
Penalty Unit:	Means penalty units as prescribed in Section 5 of the Sentencing Act 1991.
Present:	Means attendance at a Meeting either in person or by electronic means of communication.
Special Committee:	Means any Special Committee appointed by the Board.
Special Meeting:	Means a Special Meeting of the Board.



PART 2 - ELECTION OF THE CHAIRPERSON

2.1 PURPOSE

1. The purpose of this part is to regulate the proceedings of the election of the Chairperson.
2. Only a member who is a Councillor will be eligible to be elected as Chairperson.
3. The election for the Chairperson of the Board shall be held by the Board:
 - (a) at its first meeting following the establishment of the Regional Library; and
 - (b) at its first meeting after a general election of Members of a Council; and
 - (c) where the position of Chairperson otherwise becomes vacant, as soon as practicable after the vacancy has occurred.

2.2 CHAIRPERSON

1. To deal with:
 - (a) the receipt of nominations for the election of Chairperson; and
 - (b) the election of Chairperson,any member may be elected as temporary Chairperson.
2. The Chief Executive Officer will be responsible for counting the votes.

2.3 PROCEDURE

1. The election of the Chairperson must be by a show of hands.
2. The member who receives the majority of votes cast must be declared elected.
3. For the purpose of sub-clause 2, the following will apply:
 - (a) nominations must be moved and seconded;
 - (b) where only one nomination is received, that Member must be declared elected; or
 - (c) where two nominations are received, the Member with the majority of the votes cast must be declared elected; or
 - (d) where there are more than two nominations received, the Member with the fewest number of votes cast must be eliminated (and, if more than one of them has an equal lowest number of votes, the Member determined by lot) and the names of the remaining Members must be put to the vote again. This procedure must continue until there are only two Members remaining in which case paragraph (c) applies; and



- (e) if, at any time during the process of electing the Chairperson, there is an equal number of votes cast for more than one Member, then the successful Member election must be determined by lot.
- 4. If the Chairperson is unable to attend a Board Meeting for any reason the remaining Board Members may elect one of their number to preside at the Meeting.



PART 3 - MEETING PROCEDURES

3.1 PURPOSE

The purpose of this part is to regulate proceedings at all meetings of the Corporation.

3.2 QUORUM

1. A quorum of Members at a Board Meeting is a majority of the number of Members.
2. A quorum for a Committee Meeting is not less than fifty (50%) percent of the membership of the Committee.
3. Subject to sub-clauses 4 and 5, a Member may participate at a Meeting by electronic means of communication.
4. If a Member intends to participate at the Meeting by electronic means of communication the Member must:
 - (a) give the Chief Executive Officer notice of this intention at least 24 hours prior to the scheduled time of the commencement of the Meeting;
 - (b) at all times during the Meeting be able to hear and be heard by the other Members attending the Meeting; and
 - (c) not leave the Meeting by terminating those means of electronic communication unless the Member:
 - (i) is required to leave the Meeting due to a conflict of interest, in which case the Member will, to the extent possible, comply with Section 79(2) and (6) of the Act; or
 - (ii) has previously notified the Chairperson of his or her intention to do so.
5. No Member will be permitted to participate in a Meeting by electronic means of communication unless the Board has, by resolution, approved arrangements for that method of participation. Such a resolution may approve standing arrangements or be made at each Meeting in respect of which the Chief Executive Officer has received notice under sub-clause 4(a).
6. A quorum at a Meeting of the Board consists of the majority of the Members physically present or participating by electronic means of communication, provided at least:
 - (a) one Member from each Party is participating either physically or by electronic means of communication; and
 - (b) at least three Members are physically present at the Meeting.
7. Where a Member attends a Meeting by electronic means of communication, the minutes of that Meeting record that method of attendance and that it was undertaken in accordance with a resolution of the Board under sub-clause 5.



3.3 ABSENCE OF QUORUM

1. If at any Meeting there is not present, within 30 minutes after the appointed commencement of the Meeting, the number of Members required to form a quorum, the Chief Executive Officer may adjourn such Meeting to any time not later than seven days from the date of the adjournment.
2. If at any time during any Meeting there is not present the number of Members required to form a quorum, the Chief Executive Officer may adjourn such Meeting to any time not later than seven days from the date of the adjournment.
3. If during any meeting or adjournment a quorum cannot be achieved or maintained due to the declaration of conflict of interest by the majority of Members, the Chief Executive Officer may adjourn the meeting for a length of time sufficient to enable special dispensation for the affected Members to be obtained from the Minister.

3.4 AGENDA

The Chief Executive Officer must Deliver to each Member a copy of the Agenda for a Meeting, not less than 48 hours before the Meeting is to be held.

3.5 ORDER OF BUSINESS

The Order of Business at any Meeting shall be determined by the Chief Executive Officer to facilitate and maintain open, efficient and effective processes.

3.6 PREPARATION OF MINUTES

The Chief Executive Officer or Minutes Secretary must record in the minutes of each Meeting:

1. the place, date and time of each Meeting;
2. the names of all Members present at each Meeting;
3. the arrangements, if any, approved by the Board for participation by electronic means of communication;
4. the names of all Members to whom leave of absence was granted;
5. arrivals and departures (including temporary departures) of Members during the course of the Meeting, including those physically present and participating by electronic means of communication;
6. all disclosures of a conflict of interest by Members;
7. each motion and amendment moved, including motions and amendments withdrawn by consent of the Board or which lapse for want of a seconder;
8. each motion put to the vote;



9. the vote cast by each Member (and, if a Member abstained from voting, the abstention) on each division called; and
10. the failure of a quorum.

3.7 CONFIRMATION OF MINUTES

1. The Board at each Ordinary Meeting, must:
 - (a) pass a resolution to confirm the minutes of the previous Ordinary Meeting and all other Meetings held since the previous Ordinary Meeting, if a copy has been Delivered to each Member not less than 48 hours before the Meeting; or
 - (b) require the minutes to be read prior to the passing of a resolution to confirm them, if a copy has not been Delivered to each Member not less than 48 hours before the meeting.
2. The Board must not discuss the contents of the minutes except as to their accuracy as a record of proceedings.
3. The Chairperson must sign the minutes when they have been confirmed.

3.8 MOTIONS

1. Motions and amendments must be:
 - (a) within the powers and functions of the Corporation;
 - (b) related to an item of business on the Agenda or otherwise admitted to the Meeting as urgent business under clause 3.13; and
 - (c) clear and unambiguous and not defamatory or objectionable in content or nature.
2. The Chairperson must refuse to accept a motion or amendment which conflicts with sub-clause 1.
3. The Chairperson may require any motion to be put in writing.

3.9 PROCEDURE FOR MOVING MOTIONS AND AMMENDMENTS

1. The mover of a motion or amendment must state the subject and nature of the motion or amendment before or at the time of moving it.
2. Except where the motion is a call to enforce a point of order, the Chairperson must call for a seconder, being a Member other than the mover.
3. If there is no seconder to a motion or amendment, the Chairperson must declare the motion or amendment to have lapsed.



4. If there is a seconder, the Chairperson must call on the mover of a motion to speak to the motion.
5. After the mover has spoken, or declined to speak, to the motion, the Chairperson must call on the seconder of the motion to speak to it.
6. After the seconder has spoken, or declined to speak, to the motion, the Chairperson must call on any other Member who may wish to speak against the motion.
7. If a Member wishes to speak against the motion, the Chairperson must, having called upon them, invite debate, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for it.
8. If no Member wishes to speak against the motion, the Chairperson may put the motion to the vote.
9. Any Member except the mover or seconder may move or second an amendment to the motion.
10. An amendment must not be directly opposite to the motion.
11. A Member may speak only once on a motion and once on any amendment and the mover of the original motion (but not of an amendment) has a right of reply before the motion (or amendment) being put to the vote.
12. Any Member may call for a point of order during a debate whether or not he or she has spoken to the motion. A Member who calls a point of order retains the right to speak to the motion.
13. A motion or amendment can only be withdrawn with the approval of the Board.
14. The Board must not consider a second or subsequent amendment until it has dealt with any previous amendment.
15. The Chairperson must put the motion or amendment to the vote immediately after the mover of the motion has spoken in reply or declined to speak in reply.
16. A Member must not move a motion to initiate a subject for discussion except by giving notice of motion or unless the Board consents to the introduction and consideration of the subject matter as urgent business.
17. The Chairperson may decide to put any motion to the vote in several parts.
18. The Board may consider and determine Agenda items 'en bloc', as long as it has first resolved to do so.

3.10 PERSONAL EXPLANATIONS

The Chairperson or the Board by resolution may permit a Member to make a personal explanation or to claim that he or she has been misrepresented or misunderstood.



3.11 FORMAL MOTIONS

1. Unless otherwise prohibited a Formal Motion may be moved at any time and, upon being seconded, must be dealt with immediately by the Chairperson.
2. The mover of a Formal Motion must not have moved or seconded the motion or amendment before the Board at the time of moving.
3. Unless otherwise provided, debate on a Formal Motion is not permitted and the mover does not have a right of reply.
4. Other than in relation to the time, date and place of a proposed adjournment a Formal Motion cannot be amended.

3.12 GENERAL BUSINESS

Members may raise items of general business without notice, but a resolution to act on that general business cannot be made unless it is a resolution to:

1. receive the information; or
2. seek further information or a report from Corporation staff.

3.13 URGENT BUSINESS

1. Business must not be admitted as urgent business unless it:
 - (a) relates to or arises out of a matter which has arisen since distribution of the agenda; and
 - (b) cannot safely or conveniently be deferred until the next Ordinary Meeting.
2. The Board may resolve by a majority of those present to admit (without the required notice) an item considered to be urgent business.
3. The Chief Executive Officer may prepare a written supplementary report on any item of business that has arisen since the preparation of the Agenda and such a report will be considered by the Board as a late Agenda item.

3.14 CLOSED MEETING (In-Camera)

The Board or a Special Committee (as the case may be) may resolve that a Meeting be closed to members of the public if the Meeting is discussing any of the following:

- personnel matters;
- the personal hardship of any person;
- industrial matters;
- contractual matters;



- legal advice;
- matters affecting the security of Corporation property;
- any other matter which the Board or the Special Committee considers would prejudice the Corporation or any person; or
- a resolution to close the meeting to members of the public.

3.15 NOTICES OF MOTION

1. A notice of motion must be given in writing to the Chief Executive Officer no less than 7 days before the Meeting at which the notice of motion is to be considered by the Board to allow it to be included on the Agenda for the Meeting.
2. The full text of a notice of motion accepted by the Chief Executive Officer must be included in the Agenda.
3. The Chief Executive Officer must cause all notices of motion to be numbered, dated and recorded in the order in which they are received.
4. Except by leave of the Board, each notice of motion before any Meeting must be considered in the order in which it was entered in the Notice of Motions Book.
5. If a Member who has given a notice of motion is absent from the Meeting or fails to move the motion when called upon by the Chairperson, any other Member may move the motion.
6. If a notice of motion is not moved at the Meeting at which it is listed, it lapses.

3.16 REVOCATION OR ALTERATION OF PREVIOUS RESOLUTIONS

1. A previous resolution of the Board can only be revoked or altered if a notice of motion has been given to the Chief Executive Officer in accordance with clause 3.15.
2. A notice of motion to revoke or alter a previous resolution of the Board will not be accepted by the Chief Executive Officer if the resolution the subject of the notice of motion has already been acted on.
3. A resolution will be deemed to have been acted on if:
 - (a) its contents or substance have been formally communicated to a person whose interests are materially affected by it; or
 - (b) action has been taken by the Corporation to give effect to the resolution which cannot be reversed.
4. A second or subsequent notice to revoke or alter a previous resolution of the Board will not be accepted by the Chief Executive Officer until a period of three months has elapsed after the date of the meeting at which the first or last notice of motion to revoke or alter that resolution was dealt with.



5. For the purpose of this clause, receipt of a notice of motion to revoke or alter a resolution of the Board that has been signed by a majority of Members will, to the extent practicable, place a stay of on the implementation of the subject resolution by the Chief Executive Officer.

3.17 DEBATE

1. The Member acknowledged by the Chairperson is to speak and must not be interrupted unless:
 - (a) he or she is called to order; or
 - (b) his or her speaking time has expired; or
 - (c) a point of order is raised; or
 - (d) a Formal Motion is moved.
2. Members must designate each other by their official titles during debate and throughout the Meeting.

3.18 TIME LIMITS

A Member may speak for no longer than the time specified below, unless the Board resolves to extend that time:

The mover of a motion	5 minutes
Any other speaker	3 minutes
The mover of a motion exercising the right of reply	2 minutes

3.19 VOTING

1. When called upon by the Chairperson, the Members physically present must, if they are to vote, vote by show of hands. Those attending by means of electronic communication will vote by stating 'affirmative', 'negative' or 'abstain' when called upon by the Chairperson. The Chairperson must declare the result of the vote.
2. All Members present at the Meeting when a vote is taken can vote once only.
3. Subject to the Act, the Chairperson must use a casting (second) vote where the number of votes in favour of the motion is half the number of Members present at the time the vote was taken.
4. The Chief Executive Officer must record in the minutes of the Meeting the name of any Member who requests that his or her vote or abstention from voting be recorded against the motion or amendment.



3.20 DIVISIONS

1. A Member may call for a division on any motion after the Chairperson has declared the result.
2. If a division is called by a Member of the Board, the vote must be taken by Members of the Board:
 - (a) who are physically present at the meeting holding up their hands in the following order:
 - (i) voting in the affirmative;
 - (ii) voting in the negative;
 - (iii) abstaining from voting; and
3. who are attending the meeting by means of electronic communication, when called upon by the Chair, stating 'affirmative', 'negative', or 'abstain'.
4. The Chief Executive Officer or the Minutes Secretary must record in the minutes of the Meeting the names of the Members who voted in favour of the motion, the names of the Members who voted against the motion, the names of the Members who abstained from voting and the result of the division.

3.21 POINTS OF ORDER

1. A Member may take a point of order on the grounds that a matter is:
 - (a) contrary to this Local Law;
 - (b) defamatory;
 - (c) irrelevant;
 - (d) outside the Corporation's power; or
 - (e) improper.
2. The Chairperson must decide on all points of order.

3.22 DISAGREEMENT WITH CHAIRPERSON'S RULING

1. A Member may move that the Chairperson's ruling be disagreed with.
2. A motion under this clause:
 - (a) must specify the ruling to be substituted for the Chairperson's ruling;
 - (b) must be considered in priority to any other business; and
 - (c) if carried, must be acted upon instead of the ruling given by the Chairperson.



3.23 SUSPENSION FROM A MEETING

The Board may, by resolution, suspend from a Meeting, and for the balance of the Meeting, any Member whose actions have disrupted the business of the Board and impeded its orderly conduct.

3.24 REMOVAL FROM MEETING ROOM

1. The Chairperson or the Board by resolution may ask any Authorised Officer or member of the police force to remove any person (not being a Member) from the place at which the Board is meeting because the person has:
 - (a) engaged in disorderly conduct; or
 - (b) otherwise committed an offence against this Local Law.
2. The Board may by resolution, in the case of a Member who has been suspended under clause 3.23 of the Local Law, ask any Authorised Officer or member of the police force to remove from the place at which the Board is meeting any Member who has committed an offence against clause 6.14) of this Local Law



PART 4 - COMMITTEES

4.1 APPLICATION TO COMMITTEES

1. Subject to sub-clause 2, the Board may determine the role, membership, quorum and voting rights applicable to Committees.
2. All Committees will be subject to the following provisions of this Local Law:
 - (a) 3.911) – limiting the number of times speaking to a motion;
 - (b) 3.13 – urgent business;
 - (c) 3.16 – revocation and alteration of previous decisions; and
 - (d) 3.18 – time limits.



PART 5- THE COMMON SEAL

The Purpose of this Part is to regulate the use of the Common Seal and to prohibit the use of the Common Seal or any device resembling the Common Seal, as required by Section 5(3)(b) of the Act.

5.1 USE OF THE COMMON SEAL

The Common Seal must only be used to give effect to a resolution of the Board.

5.2 SECURITY OF THE COMMON SEAL

The Chief Executive Officer must keep the Common Seal in safe custody.

5.3 SIGNATURE TO ACCOMPANY THE SEAL

The Chairperson (or, in the absence of the Chairperson, any other Member) and the Chief Executive Officer (or, in the absence of the Chief Executive Officer, a member of Corporation staff authorised by the Chief Executive Officer for that purpose) must sign every document to which the Common Seal is affixed.



PART 6 - OFFENCES

6.1 OFFENCES

It is an Offence for:

1. A Member to refuse to withdraw an expression, considered by the Chairperson to be offensive, and to refuse to apologise after having been requested by the Chairperson to do so.

Penalty: Five (5) Penalty Units

2. Any person, not being a Member, who is or has been engaged in disorderly conduct during a Meeting, to refuse to leave the place where the Meeting is being held when required to do so.

Penalty: Five (5) Penalty Units

3. Any person, not being a Member, to fail to obey a direction of the Chairperson in relation to the conduct of the meeting and the maintenance of order.

Penalty: Five (5) Penalty Units

4. Any Member to refuse to leave the place where the Meeting is being held on suspension.

Penalty: Five (5) Penalty Units

5. any person to use the Common Seal use or any device resembling the Common Seal without authority given by resolution of the Board.

Penalty: Ten (10) Penalty Units



Resolution for the making of this Local Law was agreed to by the Corporation on the

Twenty fourth day of August, 2016

THE COMMON SEAL OF THE CASEY-CARDINIA LIBRARY CORPORATION was affixed hereto in the presence of:

Cr. Damien Rosario
Chairperson

Ms. Colette McMahon-Hoskinson
Chief Executive Officer - interim





Notices of the proposal to make and of the making of this Local Law were included in the Victorian Government Gazette dated the 15, September 2016

Public Notice of the proposal to make and confirmation of the making of this Local Law were inserted in the Pakenham Gazette on 15, September 2016 and Berwick News, Cranbourne News and Pakenham/Officer News on 14 September 2016 respectively.

A copy of this Local Law was sent to the Minister for Planning and Local Government on 21, September 2016

Colette McMahon-Hoskinson

Chief Executive Officer - Interim

September 21, 2016

CASEY CARDINIA REGIONAL LIBRARY AGREEMENT



Casey
Cardinia
Libraries

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THIS AGREEMENT is made on

2017

BETWEEN:

Cardinia Shire Council of P.O. Box 7, Pakenham, Victoria, 3810 ("**Cardinia**"); and

Casey City Council of P.O. Box 1000, Narre Warren, Victoria, 3805 ("**Casey**").

RECITALS

- A. The Regional Library was created in 1996 pursuant to section 196 of the Act and an Agreement ("**Original Agreement**") between the Councils.
- B. **The Councils in 2002 decided to substitute another Agreement ("the Second Agreement") for the Original agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act would continue to apply.**
- C. The Councils in 2012 decided to substitute another Agreement ("**the Third Agreement**") for the Second Agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act would continue to apply.
- D. The Councils have agreed to substitute this Agreement for the Third Agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act will continue to apply.
- E. The Regional Library will operate in accordance with a Library Plan, Strategic Resource Plan and an Annual Budget which have been approved, in writing, by each Council, according to Clauses 8 and 9 of this Agreement.
- F. The Councils have agreed on the assets they will provide for the use of the Regional Library. These assets will be identified in accordance with the procedure specified in Clause 7 of this Agreement.
- G. The Councils have agreed to contribute certain sums of money annually for the purposes of the Regional Library.
- H. **The Councils will support the Regional Library's Vision, Mission and Values in all dealings with respect to the Regional Library.**
- I. The Councils acknowledge that the Regional Library plays an important role supporting the delivery of their Municipal Public Health and Wellbeing Plans.

1. DEFINITIONS

1.1 In the interpretation of this Agreement, including the Recitals, except where the context otherwise requires, the following words shall have the following meaning:

“Act” means the *Local Government Act 1989*;

“Additional Service” means an additional service provided to a Council which does not form part of the Regional Library's Ordinary Business of providing library services to Councils and which is identified as an additional Service by a resolution of the Board;

“Annual Action Plan” means the **Regional Library's Annual Action Plan** which articulates the program of works planned for the financial year ahead;

“Board” means the governing body of the Regional Library established under Clause 4.1;

“Budget” means the Annual Budget of the Regional Library which has been approved by each Council in accordance with Clause 9;

“Chief Executive Officer” means the person appointed to be the Chief Executive Officer of the Regional Library in accordance with the Act;

“Collection” means the books, ebooks, periodicals, audio-visual and other items owned and or lent by the Regional Library;

“Council” means a party to this Agreement;

“Dispute” means any dispute or difference between a Council and the Regional Library or between any of the Councils which arises out of this Agreement or concerns the Regional Library;

“Financial contribution” means annual contribution as well as any other contribution of assets for the life of the agreement;

“Library Plan” means the Library Plan of the Regional Library which has been approved by each Council in accordance with Clause 8 containing the statement of the corporate direction of the regional Library including objectives, strategies, performance indicators and any other information required by section 125 of the Act;

“Local Law” means a Local Law made in accordance with Part 5 of the Act;

“Minister” means the Victorian Government Minister responsible for administering *Local Government Act 1989*;

“Ordinary Business” means the provision of library service to Councils determined by the Board that is not considered by the Board to be an Additional Service or a Special Project;

“Regional Library” means the Regional Library established under this Agreement;

“Strategic Resource Plan” means the **Regional Library's Strategic Resources Plan** for the next 4 years which has been approved by each Council in accordance with Clause 8 and section 126 of the Act;

“Usage” means loans from the collection, as recorded by the library computer system or other auditable means.

2. CONTINUATION OF THE REGIONAL LIBRARY

2.1 There will continue to be constituted a regional library corporation for the purposes of section 196 of the Act by the name of the Casey-Cardinia Library Corporation to:

- (a) provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a regional library service for the Councils' municipal districts as determined by the Board;
- (b) provide Additional Services in accordance with this Agreement;
- (c) make Local Laws relating to the Regional Library;
- (d) perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives, developing strategic policy and approving a Library Plan, Strategic Resource Plan and Annual Budget;
- (e) perform its functions in a manner which facilitates the achievement of the Vision, Mission and Values set out in Schedule 1; and
- (f) do all things necessary or expedient in accordance with this Agreement and the Act for the carrying out of its functions.

3. OBJECTIVE, ROLE AND FUNCTIONS OF THE BOARD

3.1 The primary objective of the Board is to achieve the best library service outcomes now and into **the future for the communities of the Councils within the context of each Council's available** resources and competing demands.

3.2 The role of the Board is to:

- (a) ensure that the library services provided by the Regional Library are provided in accordance with the Library Plan, Strategic Resources Plan and Annual Budget;
- (b) provide leadership by establishing Regional Library strategic objectives and monitoring their achievement;
- (c) maintain the sustainability and viability of the Regional Library by ensuring that resources are managed in a responsible and accountable manner;
- (d) to identify and consider the economic and financial consequences of its deliberations;
- (e) advocate on behalf of the library service to other key stakeholders in business, community and government;
- (f) act as a responsible partner in government by taking into account the aspirations and needs of the community;
- (g) ensure that the library service continues to contribute to the social value of the community; and

- (h) determine on an annual basis as part of the budget process the requirement for provision of an internal audit function.

4. MEMBERSHIP OF THE BOARD

4.1 The Board of the Regional Library shall consist of the following members:

- (a) two (2) councillors appointed by the Casey City Council and two (2) officers appointed by the Chief Executive Officer of the Casey City Council; and
- (b) one (1) councillor appointed by the Cardinia Shire Council and one (1) officer appointed by the Chief Executive Officer of the Cardinia Shire Council.

4.2 A Council may appoint a councillor or member of council staff to act as a substitute in place of one of its appointed members.

4.3 A member and substitute shall hold office until the term of his/her appointment by their Council expires, until removed, or the person resigns, or ceases to be a councillor or member of council staff, whichever occurs first.

4.4 A Council may remove from office its appointed member or substitute them.

4.5 A Council must fill a vacancy in its members as soon as possible and notify the Board in writing of the new member.

4.6 The office of a member automatically becomes vacant if he/she is absent for three consecutive meetings without the leave of the Board.

5. PROCEEDINGS OF THE BOARD

5.1 The Board shall meet in accordance with Local Law No.1.

5.2 The Board shall hold an ordinary meeting at least once in every three months.

5.3 If a special meeting is called, it must be called by the Chief Executive Officer on the request of the Chairperson or any two members of the Board.

5.4 The Board shall elect a Councillor member to be Chairperson of the Board and he/she shall hold office for twelve months, unless he/she goes out of office earlier in accordance with Clauses 4.3 and 4.4 of this Agreement.

5.5 The role of Chairperson shall alternate between Councillors from Councils on an annual basis to **reflect each Council's shared responsibility.**

5.6 The Chairperson shall preside at a meeting of the Board.

5.7 In the absence of the Chairperson from a Board meeting, the remaining members of the Board will elect one of their number to preside at that meeting. Where possible the acting Chairperson will be a Councillor.

5.8 Notice of motion to recommend amendment of this Agreement and notice of motion for the adoption or amendment of Local Laws by the Board shall be given in writing to Councils at least two months before the meeting of the Board at which the motion is to be discussed.

5.9 Each Council agrees to indemnify the Regional Library in respect of any liability incurred as a consequence of the operation of section 76 of the Act in relation to each of its appointed members.

6. CHIEF EXECUTIVE OFFICER

6.1 The Board must appoint a Chief Executive Officer of the Regional Library under a contract.

6.2 The Board is responsible for reviewing the Chief Executive Officer's performance at least annually.

6.3 In addition to any responsibilities imposed on the Chief Executive Officer under the Act, the Chief Executive Officer shall be responsible to the Board for the finances and day to day administration and operation of the Regional Library including the implementation of the Library Plan, Strategic Resource Plan, Annual Action Plan and Annual Budget, delivery of the service and administrative support for the Board and any other duties specified.

7. EQUITY AND OPERATING COSTS

7.1 Each Council agrees to the Regional Library using the assets set out in the Statement of Council Assets in Schedule 2 to be updated within three months of the end of each financial year.

7.2 Each Council acknowledges that, on the formation of the Regional Library in 1996, each Council transferred to the Regional Library the assets set out in the Statement of Regional Library Assets in Schedule 3 in return for an economic entitlement to the value of those assets.

7.3 The Chief Executive Officer shall maintain a register of the assets provided for the use of the Regional Library by Councils. This register must indicate which Council owns each asset.

7.4 The Chief Executive Officer shall maintain a register of the assets owned by the Regional Library to be updated within three months of the end of each financial year.

7.5 A Council must, unless otherwise **agreed by the Board, give twelve months' notice in writing to** the Chief Executive Officer of its intention to withdraw assets from the use of the Regional Library.

7.6 The Regional Library shall, unless otherwise agreed by the Board, be responsible for the cleaning, maintenance, repair, replacement and other operating costs of assets owned by the Regional Library.

7.7 Each Council shall, unless otherwise agreed by the Board, be responsible for the cleaning, maintenance, repair, replacement and other operating costs of assets owned by it but provided for the use of the Regional Library.

7.8 The Regional Library shall, unless otherwise agreed by the Board and subject to Clauses 7.6 and 7.7, be responsible for its own operating costs.

8. STRATEGIC PLANNING

- 8.1 The Chief Executive Officer shall by 1 May each year provide each Council with a copy of the Regional Library's proposed Library Plan as endorsed by the Board and prepared in accordance with Section 125 of the Act.
- 8.2 The Chief Executive Officer shall by 1 May each year prepare and provide each Council with a proposed Strategic Resource Plan for the financial year commencing 1 July as endorsed by the Board in accordance with Section 126 of the Act.
- 8.3 The Strategic Resource Plan shall include a program for the delivery of services by the Regional Library which identifies the nature and extent of proposed services and an estimate of the costs of the provision of those services. The Strategic Resource Plan shall include an asset replacement forward plan covering the period of the Library Plan.
- 8.4 The Regional Library must adopt a Library Plan and Strategic Resource Plan by the date specified in the Act.
- 8.5 The Regional Library shall not adopt a Library Plan or Strategic Resource Plan which has not been approved, in writing, by the Councils, unless Councils have not provided this approval, or specified their objections, by the date specified in the Act, in which case the Regional Library may adopt its proposed Library Plan and Strategic Resource Plan.

9. ANNUAL BUDGET

- 9.1 The Regional Library will provide formal advice to the member Councils by 15 December each year of expected contributions and draft budget for the next financial year, to inform budget planning.
- 9.2 Councils will advise the Regional Library by 28 February each year as to the expected contribution in the draft budget and if required will propose an alternative amendment.
- 9.3 The Regional Library shall endeavour within two days following the April Board meeting (but no later than 30 April) each year provide each Council with a draft copy of the Regional Library's proposed Annual Budget as endorsed by the Board and prepared in accordance with Section 127 of the Act. Councils are to consider the draft Annual Budget and provide a written response prior to 22 June each year.
- 9.4 The proposed Annual Budget shall include:
 - (a) the amount of funds currently held by the Regional Library;
 - (b) the amount of each Council's proposed financial contribution to the Regional Library for the financial year commencing 1 July;
 - (c) the amount of funds to be received from any other source by the Regional Library in the financial year commencing 1 July; and
 - (d) draft budgeted financial statements.
- 9.5 The Regional Library must

- (a) adopt the Annual Budget in accordance with section 127 of the Act;
- (b) adopt any revised budget in accordance with section 128 of the Act;
- (c) not adopt a proposed annual budget or a revised annual budget which has not been approved by a resolution made at an ordinary meeting or special meeting at each of the Councils, unless Councils have not provided this approval, or specified their objections, by the date specified in the Act, in which case the Regional Library may adopt its proposed Annual Budget.

10. ANNUAL FINANCIAL CONTRIBUTIONS

- 10.1 The amount to be contributed to the Regional Library by each Council during each financial year shall be the sum of:
- (a) the amount specified for the Council in the Regional Library's adopted Annual Budget as calculated in accordance with Schedule 4;
 - (b) all State Government library subsidies and grants received by the Council for the Regional Library's service if not paid directly to the Regional Library;
 - (c) funds received by the Council from any other source for the Regional Library's services; and
 - (d) any additional contributions necessary for the provision of Additional Services for the Council.
- 10.2 The Councils must agree on a funding formula for the purpose of making annual financial contributions to the Regional Library under Clause 10.1(a). Schedule 4 provides the principles to be used when agreeing on a funding formula.
- 10.3 Each Council's financial contribution under Clause 10.1(a) and 10.1(b) to the Regional Library shall be paid in monthly instalments by the 15th day of each month.
- 10.4 If the Budget has not been adopted before July 1, then the monthly payment shall be the same amount as the last month of the previous financial year. Once a budget has been adopted then the next monthly payment after the adoption shall include any adjustment necessary to ensure the year to date instalments meet the agreed year to date contribution levels for the adopted budget.
- 10.5 All other Council contributions under Clause 10.1(c) shall be paid within one month of receipt of the monies by the Council, or as otherwise agreed.
- 10.6 A Council shall be responsible for the Regional Library's costs in providing any Additional Service or resources requested by the Council under Clause 10.1(d) and such costs are to be paid within 30 days of the Council receiving an invoice from the Regional Library, or as otherwise agreed.
- 10.7 Interest shall be paid on any amount payable under Clause 10.1 to 10.6 inclusive, which is not received by the Chief Executive Officer within 14 days of the due date at the rate fixed by the Governor in Council for the purposes of Section 172 of the Act and calculated monthly from the date the amount became due until the date it is received by the Chief Executive Officer.

11. ANNUAL REPORTING AND ACCOUNTS

- 11.1 The Chief Executive Officer shall, within three months of the end of each financial year, provide each Council with a copy of the Regional Library's Annual report prepared in accordance with Section 131 of the Act.
- 11.2 The Chief Executive Officer shall endeavour to forward relevant preliminary information to the member Councils that underpins the Councils draft financial statements by 10 August each year.
- 11.3 The books of accounts and all other financial records of the Regional Library shall be available for inspection at all reasonable times by any councillor or person authorised by a Council, or, by any person authorised by the Secretary of the Department responsible for administering State Government library subsidies and grants from which the Regional Library or Councils receive funds.
- 11.4 The Chief Executive Officer shall provide the Board and Councils the latest year to date financial reports at each board meeting which include an operating statement reporting the Regional Library's performance to Budget and other performance indicators as detailed in the Library Plan, Strategic Resource Plan and Annual Budget.

12. ENTRY AND EXIT OF PARTIES

- 12.1 A Council which is not a party to this Agreement may, by unanimous supplementary agreement with the Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement.
- 12.2 **A Council must, unless otherwise agreed by the Board, give not less than twelve months' notice** in writing to the Chief Executive Officer of its intention to withdraw from this Agreement.
- 12.3 A Council which has given notice under Clause 12.2 must, unless otherwise agreed by the Councils, withdraw from this Agreement on 30 June in any year.
- 12.4 A Council which withdraws from this Agreement shall be entitled to a portion of the net assets of the Regional Library as at the date of its withdrawal from the Agreement, less an amount which represents the full costs to the Regional Library of the withdrawal, unless otherwise agreed by the Board.
- 12.5 The portion of net assets to which a Council is entitled under Clause 12.4:
 - (a) shall be calculated according to the value of the assets as disclosed by the relevant audited financial statements;
 - (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the life of the Agreement;
 - (c) may be taken in such combination of property and cash as agreed between the Council and the Board, and if it is agreed that a Council is entitled to library materials, the cost of removing them shall be paid for by the Council.

- 12.6 A Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the Regional Library as at the date of its withdrawal from the Agreement.
- 12.7 The portion of the liabilities and of a reasonable assessment of contingent liabilities to which a Council is liable under Clause 12.6:
- (a) shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them;
 - (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
 - (c) where contracts for goods and services are affected, shall be the full cost of any additional payments for variations to contractual arrangements resulting from the withdrawal.
13. DISSOLUTION OF REGIONAL LIBRARY
- 13.1 Subject to Section 197G of the Act, the Regional Library may be dissolved by both parties to the Agreement or, if more parties are admitted to the Agreement by supplementary agreement, by agreement of at least two thirds of the parties to this Agreement, including those admitted as a party by supplementary agreement.
- 13.2 If the Regional Library is dissolved under this Clause:
- (a) each Council shall be entitled to a portion of the Regional Library's assets in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
 - (b) each Council shall be liable for a portion of the liabilities and contingent liabilities of the Regional Library in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement.
- 13.3 In accordance with sections 30-125(6) and 30-125(7) of the *Income Tax Assessment Act 1997* in the event that the Regional Library is wound up or its endorsement as a deductible gift recipient is revoked (whichever occurs first), any surplus of the following assets shall be transferred to another organisation with similar objects, which is charitable at law, to which income tax deductible gifts can be made:
- (a) gifts of money or property for the principal purpose of the organisation;
 - (b) contributions made in relation to an eligible fundraising event held for the principal purpose of the organisation; or
 - (c) money received by the organisation because of such gifts and contributions.

14. DISPUTE RESOLUTION

14.1 If any Dispute arises which cannot be resolved by the Board, the Councils must use their best endeavours, and act in good faith, to settle the Dispute.

14.2 If the Councils are unable to settle the Dispute, the Councils must agree to the appointment of an independent mediator. If the Councils are unable to agree on a person to act as an independent mediator, the mediator will be appointed by the President of the Law Institute of Victoria. The parties to a mediation shall:

(a) be responsible for their own mediation costs; and

(b) **share the mediator's costs equally.**

14.3 The function of the mediator is to mediate not arbitrate. The mediator will not have the power to make any decisions. If the Dispute is not resolved through mediation, the Councils may proceed to arbitration in accordance with Clause 14.5.

14.4 A party must not commence proceedings pursuant to Clause 14.5 in respect of a Dispute unless:

(a) the Dispute has first been referred to a mediator; and

(b) the Dispute remains unresolved.

14.5 If there is a Dispute the matter shall be determined under the *Commercial Arbitration Act 1984* **and the arbitrator's decision shall be final and binding on the parties to the dispute.**

14.6 The parties to the arbitration shall:

(a) be responsible for their own arbitration costs; and

(b) **unless otherwise determined by the arbitrator, share the arbitrator's costs equally.**

15. AGREEMENT AMENDMENT

15.1 An amendment to this Agreement has no effect unless it is:

(a) in writing and signed by all parties to the Agreement; and

(b) approved by the Minister by notice published in the Government Gazette.

15.2 The transfer of assets to or the making available of additional assets for the use of the Regional Library pursuant to clause 7 will not constitute an amendment to this agreement.

16. AGREEMENT REVIEW

The parties shall, together with the Board, review the operation of this Agreement at least once in every five years.

17. CONDITIONS PRECEDENT

This Agreement has no effect as between the parties unless it is approved by the Minister in accordance with Section 196(2) of the Act.

18. THIRD AGREEMENT

18.1 Subject to clause 18.2, the Third Agreement ends on the day this Agreement commences operation.

18.2 Any:

- (a) right accrued; or
- (b) obligation incurred

by reason of the Third Agreement will continue to exist notwithstanding the cessation of the Third Agreement.

EXECUTED as an Agreement.

THE COMMON SEAL of Casey City Council was
hereunto affixed on in the presence of



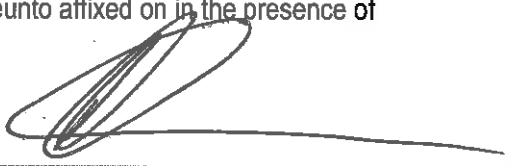
Mayor

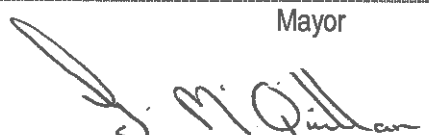

Chief Executive Officer



in accordance with a resolution made by the Council on
this 24 day of OCTOBER, 2017

THE COMMON SEAL of Cardinia Shire Council was
hereunto affixed on in the presence of



Mayor


Chief Executive Officer



in accordance with a resolution made by the Council on
this 16 day of October, 2017

SCHEDULE 1

REGIONAL LIBRARY'S VISION, MISSION AND VALUES

Public libraries are expected to do much more than curate collections and lend books. The Councils acknowledge that the Regional Library has a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community. This agreement recognises the importance of collaboration and co-operation between the Councils and is intended as a platform for partnership built on trust and mutual respect. The Councils have a shared commitment to supporting the Regional Library on a sustainable basis as it realises the vision, mission and strategic goals articulated in the Library Plan. This Agreement is informed by the principles and standards articulated in the Australian Library Industry Association Guidelines, Standards and Outcome Measures for Australian Public Libraries (July 2016).

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.

SCHEDULE 2

STATEMENT OF COUNCIL **S' ASSETS**

Casey City Council

Casey City Council agrees to supply and maintain the following:

- buildings;
- shelving;
- furniture;
- fixtures; and
- fittings

at the Branch Libraries listed below:

1. Cranbourne Library
Casey Indoor Leisure Centre
65 Berwick-Cranbourne Road
Cranbourne 3977
2. Doveton Library
Autumn Place
Doveton 3177
3. Endeavour Hills Library
Raymond McMahon Boulevard
Endeavour Hills 3806
4. Hampton Park Library
Stuart Avenue
Hampton Park 3976
5. Narre Warren Library (until October 2017)
Overland Drive
Fountain Gate 3805
6. Bunjil Place Library
Patrick Northeast Drive
Narre Warren 3805

Note: The costs and arrangements associated with the location for Library Administration/Headquarters are the responsibility of the Regional Library.

Cardinia Shire Council

Cardinia Shire agrees to supply and maintain the following:

- buildings;
- shelving;
- furniture;
- fixtures; and
- fittings

at the Branch Libraries listed below:

1. Emerald Library
400B Belgrave-Gembrook Road
Emerald 3782
2. Pakenham Library
Corner of John Street and Henry Street
Pakenham 3810

Cardinia Shire owns and agrees to supply and maintain a Mobile Library comprising of a prime mover and trailer. This vehicle is garaged at the Cardinia Depot.

Insurance

Councils are responsible for insurance cover of their assets including:

- buildings
- fixtures;
- fittings;
- general furniture;
- mobile library (Cardinia Shire);
- public liability; and
- Regional Administration Office Building.

The Regional Library is responsible for insurance cover of its assets including:

- books and library materials;
- computers;
- staff equipment;
- regional head office fixtures, fittings and equipment;
- motor vehicles;
- marine cargo (Mobile Library contents);
- public liability; and
- **association's liability (professional and indemnity).**

SCHEDULE 3

STATEMENT OF REGIONAL LIBRARY ASSETS AND LIABILITIES

The Regional Library will maintain a detailed asset register of assets owned and purchased by the **Regional Library for use at the Branch Libraries and Regional Library's Administrations Office.**

The Chief Executive Officer shall, within three months of the end of the financial year, provide each **Council a copy of the Regional Library's Annual Report including asset values and depreciation** schedules of all books and library materials, plant, equipment and liabilities and contingent liabilities.

The apportionment of net assets and liabilities to which a Council is entitled is under Clause 12.5 of the Regional Library Agreement.

The Regional Library will be responsible to supply and maintain:

- furniture and equipment at the regional head Office;
- computers and communications equipment for administrative functions
- motor vehicles; and
- books and library materials.

Note: the Regional Library's asset register includes furniture and equipment purchased by the Friends of the Libraries which is used in the Branch Libraries.

SCHEDULE 4

FUNDING PRINCIPLES

In drawing up the funding principles Councils have agreed to the following principles and formulae for funding the operations of the Regional Library.

1. Sustainable Funding

Councils will provide a sufficient proportion of funding to enable the Regional Library to deliver the key strategic goals in the Library Plan.

2. Service Points

Definition

A service point is defined as a library or mobile library that offers at least lending services.

- 2.1 A Council is responsible for determining the number, location, service levels and hours of operation of the service points in its own municipality, and subject to consideration by the Board on the likely impact of any changes to regional resources and service levels.
- 2.2 Councils will share the combined total general operating costs of all service points across the region according to an average percentage of regional loans and population (as per Australian Bureau of Statistics) for each municipality. General operations include lending services, branch administration, reference, outreach, local history, youth and adult services.
- 2.3 A Council will fully fund any service provided in its municipality that is not considered to be a general service, unless the Regional Library agrees to incorporate the service as a general service. An example of an Additional Service would be the current courier service to the Berwick Mechanics Institute, computer access to a Council or some other special service provided to a Council.
- 2.4 A Council will fully fund new initiatives within general library operations, such as extensions to hours or services, or new service points, for a period of one or more years as determined by the Board, after which usage according to 2.2 will prevail.
- 2.5 Funding of a new service point is to include funding for a new Collection if required by the Board.

3. Collection Development

Definition

Collection development includes policy, selection, withdrawal and transfer of materials, acquisitions, cataloguing, data input, processing, repairs, binding, reservations and inter-library loans.

- 3.1 Collection size and composition will be maintained in response to community need.

- 3.2 At least 70% of the physical Collection will be less than 5 years old.
- 3.3 New and replacement lending materials will be distributed to service points in such a way that each municipality receives its due proportion of material based on population, plus any additional materials purchased according to 2.2.

4. Population

Where the funding basis is to be population, the population figure is to be based on the last published provisional Australian Bureau of Statistics population figures at the time the Budget is prepared.

5. Usage

Where the funding basis is to be usage, the usage figure is to be based on computer records for the 12 months April to March, that is, the April to March period preceding the budget preparation period. In preparation for the November preliminary Budget estimates, the usage figure is to be based on the 12 months November to October, that is the, November to October period preceding the preliminary Budget estimates period.

6. State Funding

Expected State Funding will be attributed back to the member Councils' on the basis of an average of the population and usage percentages, as referred to in Clauses 3 and 4 of the Funding Principles. The Board will determine how variations in the State Funding will be dealt with; however any variation in State Government Funding in excess of five (5) percent under or over, the Budget estimates will be referred back to the member Councils for consultation and final decision.

CC02/2020

LIBRARY PLAN

Report prepared by Chris Buckingham and Beth Luppino

Purpose

To provide the Board with an update on Library Planning Processes.

CCL Library Plan reference – 5.3

Discussion

CCL Library Plan is the primary planning document that informs our strategic direction. It is a requirement to have a library plan under Section 125 of the Local Government Act 1989.

The Library Plan is aligned with the Strategic Resource Plan. Traditionally the organisation undertakes a major review of the Library Plan every four years. It is then updated on an annual basis to ensure that key elements of the Plan are current and aligned with the needs of the Member Councils and their communities.

8. STRATEGIC PLANNING

- 8.1 The Chief Executive Officer shall by 1 May each year provide each Council with a copy of the Regional Library's proposed Library Plan as endorsed by the Board and prepared in accordance with Section 125 of the Act.
- 8.2 The Chief Executive Officer shall by 1 May each year prepare and provide each Council with a proposed Strategic Resource Plan for the financial year commencing 1 July as endorsed by the Board in accordance with Section 126 of the Act.

Ref: *CCL Regional Library Agreement 2017*

The last major review of CCL's Library Plan took place in 2017. The Library Plan 2017 – 21 was developed after extensive consultation with community, library users, staff and key stakeholders in 2017.

Each year since, CCL have adopted an updated version of the previous year's plan that considered learnings from the previous 12 months activities including consultation with key stakeholders and results from community surveys.

CCL have commenced the groundwork for the annual update of the Library Plan 2020 – 23 including a review of current Key Performance Indicators (see attached).

CCL plan to submit a final draft of the Library Plan 2020 – 23 to the Board for endorsement at the April Board Meeting.

Planning has also commenced for the development of the Library Plan 2021 – 24. CCL intend to undertake extensive consultation with Board Members, Key Stakeholders, Library staff and the community, with support from an independent consultant. Consideration will be given to the implications of the 2019 Local Government Act.

RECOMMENDATIONS

1. That the Board note the review of CCL's Key Performance Indicators
2. That the Board note progress with the development of the Library Plan 2020 – 23.

Library Plan – Revised Key Performance Indicators Targets

CCL is reviewing its Key Performance Indicator (KPI) targets as a part of preparation of the 2020 – 2023 Library Plan.

We want to measure our performance against meaningful KPIs that give the Member Councils and the community a clear picture of how we are travelling.

The review takes into consideration performance from actuals in 2018 – 2019, performance to date for 2019 – 2020 as well as trends and patterns that have been observed locally and across Victoria.

We are a big service that supports a very large and growing population – we have lots of members, get lots of visits, have a big income, a sizeable workforce and loan a lot of items

The number of people who borrow our items is low relative to the number of people who are members (Active Membership). Our collection is very well used by those who borrow (Loans per Active Member)

Our physical assets including buildings and collection are well used in raw terms (Ave opening hours per branch & number of items borrowed), but we are not keeping pace with the corresponding growth in population (see the per capita measures)

The cost of our service to Members Councils on a per capita basis is very low, but there are some factors that amplify this, including rapid population growth. We also have relatively few branches for the size of our population and we do not have to serve the same geographic area as many of our rural and regional colleagues.

Most of the growth in our population is now occurring in areas where we do not have an easily accessible physical service – think Clyde, Cranbourne West and Officer.

Our people, our buildings and collection are very popular with the people who do access our services, but we are running at close to full capacity, with little prospect of equitably meeting the needs of people who find it hard to get to our libraries.

As part of the review process Ian Phillips will present to the April Board Meeting and give an overview of CCL's performance against a range of State-wide indicators.

Please note the full impact of the threat from COVID – 19 was not taken into account at the time of estimating projected outcomes against 2019 – 2020 and 2020 – 2021 KPIs.

2019 – 2020

Reflections on CCL's performance against KPI's in 2019 – 2020:

In broad terms our performance against our KPIs is positive – they are all heading in the right direction. However, we are not keeping pace with our population growth (4.5%) and our performance is impacted by changes in the way the community use our service.

- **Visits – physical**

Numbers have been impacted by service improvements. CCL now offer auto renewals which reduces how often members visit the library to return or renew their items.

The external returns chutes are now open 24/7. This means that members can return items without the need to enter the library.

- **Visits – digital**

The CCL app is now the most used library app in Australia with the exception of South Australia (Statewide). The CCL app is a one stop shop where members can check their account, place holds and renew items.

CCL website visitation dropped in 2018/19. This can be attributed largely to the diversion of regular staff use to a dedicated intranet site. It is likely that website visits will remain stable in 2019 – 20.

- **Programs and events**

CCL programs and events continue to have a positive influence on visitation (physical and digital).

- **Loans – Digital**

Are continuing to grow strongly. The current challenge is maintaining the balance between investment in print and digital items, while meeting community demand.

- **Utilisation of Technology**

Use of CCL Wi-Fi continues to grow. PC usage is declining.

- **Net Promoter Score**

CCL's Biannual Community Surveys consistently demonstrate very high levels of customer satisfaction. These results have been reaffirmed by the independently conducted Nexus Survey.

Our Key Measures

Measure	Actual 2017/18	Target 2018/19	Actual 2018/19	Target 2019/20	Revised Target 2019/20	Variance w Actual 2018/19	Actual @ 31 Jan 2020
Visits – physical	1,282,382	1,400,000	1,286,633	1,450,000	1,300,000	1.0%	761,200
Visits – digital (virtual)	952,741	975,000	941,661	1,010,000	945,000	0.4%	597,514
Number of programs and events	3,005	2,500	3,671	2,500	3,600	-1.9%	N/A*
Program and events attendance	84,440	85,000	95,725	95,000	97,000	1.3%	57,081
Loans (total physical and digital)	2,523,854	2,550,000	2,646,835	2,550,000	2,800,000	5.8%	1,637,858
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	338,722	450,000	348,666	500,000	358,000	2.7%	220,966
Net Promoter Score (Community Survey)	60	65	68	65	65	-4.4%	65

Colour coding indicates tracking against revised targets for 2019/20–

Red – serious risk – danger,

Amber – at risk (under 1% of target),

Green – on track

*Figures finalised at year end. CCL are on track to deliver 3,600 programs and events.

Statewide Measures

CCL Performance

Measure	State Average 2017/18	CCL Actual 2017/18	CCL Target 2018/19	CCL Actual 2018/19	CCL Target 2019/20	CCL Revised 2019/20
Turnover rate – physical items	5.3	7.7	7.1	7.4	7.2	7.4
Turnover rate – digital items	4.3	9.5	14	16.3	15	15
Physical quality of library collection (age of collection – less than 5 years)	65%	68%	70%	67.20%	70%	68%
Cost of library service per capita	\$40.46	\$24.45	\$26.75	\$27.68	\$27.50	\$27.50
Active Library Members	16%	10%	11%	10%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	8.54	N/A	8.70	8.64	N/A	N/A

Memberships

Membership is growing at a record rate

Measure	Actual 2017/18	Actual 2018/19	Actual @ 31 Jan 2020	CCL Target 2019/20
Memberships	120,615	127,642	132,092	135,300

2020 – 2021

We have extrapolated our performance over previous years and projected results for 2020 – 21.

We recognise the need to develop measures that better capture the increasing complexity of our work, especially as it relates to customer service delivery and community development.

We also understand that without the expansion of the physical network it is going to be challenging to deliver performance levels in line with population growth.

We remain committed to identifying opportunities for service improvement that may lead to a decline in performance against the key performance indicators

It is worth noting that Local Government Victoria have committed to reviewing the LGPRF measures as they relate to public libraries. We are hopeful that this will lead to a greater consistency in reporting against performance and provide a more accurate picture of how public libraries are serving communities.

We have not taken into account the impact of COVID – 19 on the project results.

Our Key Measures

Measure	Actual 2018/19	Target 2019/20	Revised Targets	Target 2020/21	Revised Target 2020/21
Visits – physical	1,286,633	1.45 mil	1.3mil	1.50 mil	1.33 mil
Visits – digital (virtual)	941,661	1.01 mil	945,000	1.06 mil	950,000
Number of programs and events	3,671	2,500	3,600	2,500	3,600
Program and events attendance	95,725	95,000	97,000	100,000	100,000
Loans (total physical and digital)	2,646,835	2.55 mil	2.8mil	2.55 mil	2.9mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	348,666	500,000	358,000	525,000	368,000
Net Promoter Score (Community Survey)	68	65	65	65	65
Memberships	127,642	135,300	135,300		143,400

Statewide Measures

Measure	State Average 2017/18	CCL Actual 2017/18	CCL Target 2018/19	CCL Actual 2018/19	CCL Revised Targets 2019/20	CCL Revised Targets 2020/21
Turnover rate – physical items	5.3	7.7	7.1	7.4	7.4	7.4
Turnover rate – digital items	4.3	9.5	14	16.3	15	15
Physical quality of library collection (age of collection – less than 5 years)	65%	68%	70%	67.20%	68%	70%
Cost of library service per capita	\$40.46	\$24.45	\$26.75	\$27.68	\$27.50	\$28.50
Active Library Members	16%	10%	11%	10%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)	8.54	N/A	8.70	8.64	N/A	8.8

OFFICERS' REPORTS

CC03/2020 FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on CCL's financial performance as at February 29, 2020.

CCL Library Plan reference - 5.3

Discussion

Income Statement Month Ended 29 February 2020	Total Budget 2019-20	Budget YTD February 2020	Actual YTD February 2020	Variance	% Actual Vs Budget
Income					
Council Contributions	8,363,505	5,575,672	5,575,670	(2)	(0.0%)
Government Grants	2,682,570	2,682,570	2,704,962	22,392	0.8%
CfC Funding	165,240	103,530	110,087	6,557	6.3%
Interest on Investments	88,000	58,664	43,140	(15,524)	(26.5%)
Other Income	293,279	191,988	178,292	(13,695)	(7.1%)
TOTAL INCOME	11,592,595	8,612,423	8,612,150	(272)	(0.0%)
Expenditure					
Employee Costs	8,557,266	5,461,239	5,318,868	142,371	2.6%
IT & Communications	736,700	465,934	504,229	(38,295)	(8.2%)
Library Materials	311,000	268,528	259,274	9,254	3.4%
Promotions & Marketing	91,500	61,040	81,358	(20,318)	(33.3%)
Administration	626,851	393,347	293,968	99,379	25.3%
Depreciation	1,518,584	0	0	0	
Total Expenditure	11,841,901	6,650,088	6,457,698	192,391	2.9%
Net Gain(loss) disposal of plant & equipment	9,121	9,121	(7,285)	(16,406)	
Net result for the reporting period	(240,185)	1,971,456	2,147,168	175,713	8.9%

Income

Interest on Investments is currently tracking behind budget and expected to be a permanent variance due to lower than expected interest rates and the RBA expected to hold or possibly lower the Official Cash Rate in the coming months. This shortfall is offset by other areas however and total income is currently on track and expected to finish the year within 2% of budget.

Expenditure

Employee costs are currently \$142k underspent YTD due to a variety of factors but is expected to realign later in the year. The budgeted annual salary increase has not been processed yet due to

the EA negotiations. There have been a number of vacant positions throughout the year that are currently being filled and some training and travel costs have been delayed until later in the financial year.

IT & Communications is currently overspent YTD, but this variance is considered to be mostly due to timing of projects and invoicing from suppliers.

The YTD variance in Promotions & Marketing is also considered a timing variance and is expected to finish the Financial Year within budget.

Savings achieved throughout the year in Administration will be partially retained, with the intention to bring forward projects used to create further efficiencies within the business. Due to the refund received in February from Konica Minolta, CCL is expected to finish the year ahead of budget.

	Total Budget 2019-20	Budget YTD February 2020	Actual YTD February 2020	Variance	% Actual Vs Budget
Capital Expenditure					
Library Materials	1,189,640	873,352	797,924	75,428	8.6%
Motor Vehicles	35,000	35,000	0	35,000	100.0%
Furniture & Equipment	185,000	123,200	114,908	8,292	6.7%
Furniture & Equipment - IT	185,000	123,200	110,429	12,771	
Furniture & Equipment - Libraries	0	0	4,479	(4,479)	
Capital Expenditure for the reporting period	1,409,640	1,031,552	912,831	118,720	11.5%

Capital Expenditure

All YTD variances in Capital Expenditure are considered to be timing related and are expected to align later in the financial year.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 18 March 2020

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
November Statement	30/10/2019	SW Bookshop Carlton - meeting with consultant	\$10.00
	6/11/2019	Travel - Myki card top up	\$50.00
	17/11/2019	Fairfax Newspapers - Library Materials Renewal	\$1,065.75
	25/11/2019	Melbourne Airport Parking - Parking	\$69.00
Total November 2019			\$1,194.75
December Statement	26/11/2019	ACT Cabs - Taxi - airport to Parliament House	\$27.56
	26/11/2019	Taxi - Parliament House to Accommodation	\$14.28
	27/11/2019	Smartcab - Taxi - To AMD from CAN Airport	\$32.29
	29/11/2019	Fairfax Newspapers - Library Materials Renewal	\$1,079.00
	2/12/2019	Travel - Top up Myki Card	\$50.00
	10/12/2019	Criterion Hotel - Accommodation ALIA Event	\$135.00
	12/12/2019	Melbourne Onstreet Parking - Parking PLV	\$14.00
	12/12/2019	Melbourne Marriott Parking - Parking CBD	\$25.50
	13/12/2019	Goweigh - Weighbridge - Mobile Library	\$30.00
Total December 2019			\$1,407.63
January Statement	23/01/2020	Melbourne OnStreet Parking - Parking	\$7.00
Total January 2020			\$7.00
TOTAL			\$2,609.38

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
November Statement	25/10/2019	Secure Parking Melbourne - Training	\$22.55
	8/11/2019	Ebay - Scotty Peeler postage	\$39.65
	8/11/2019	Ebay - Scotty Peeler postage	\$36.13
	11/11/2019	Woolworths - Petty Cash Gift Cards	\$250.00
Total November 2019			\$348.33
December Statement		NIL Transactions	
Total December 2019			\$0.00
January Statement	3/01/2020	News Pty Ltd - BUN 2020 Herald Sun Renewal	\$624.00
	23/01/2020	ABC2000 - Program supplies	\$155.03
	23/01/2020	Run Tubs and Lids- Pakenham branch flood	\$1,000.00
Total January 2020			\$1,779.03
TOTAL			\$2,127.36

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 18 March 2020

Card Holder	Transaction Date	Detail	\$
General Manager, Customer Experience			
November Statement	30/11/2019	Campaign Monitor - December eNewsletter	\$715.00
	19/11/2019	Officeworks - Storage containers	\$27.22
	20/11/2019	Target - Supplies for Sensitive Santa	\$95.15
	20/11/2019	Big W - Supplies for Sensitive Santa	\$39.00
	21/11/2019	Red Rocket Technology - Supplies for Sensitive Santa	\$164.99
	21/11/2019	Dominos Pizza - Endeavour Hills Family Night Program	\$40.00
	24/11/2019	Fairfax Newspapers - Subscription Library Materials	\$1,065.75
	24/11/2019	Fairfax Newspapers - Subscription Library Materials	\$1,065.75
Total November 2019			\$3,212.86
December Statement	26/11/2019	Spotlight Fountain Gate - Mobile Library Launch decorations	\$15.50
	27/11/2019	AusPost Cranbourne Park - Postage	\$7.45
	27/11/2019	Campaign Monitor - December eNewsletter distribution	\$214.50
	2/12/2019	Spotlight Fountain Gate - Equipment - Mobile Library	\$60.00
	3/12/2019	Next Chapter Book Club - training	\$45.33
	9/12/2019	LEGO mat for new Mobile Library	\$50.00
	10/12/2019	Kmart - LEGO for new CMO	\$178.30
	16/12/2019	Bunyip Bakery - Catering Mobile Library Launch	\$59.00
	16/12/2019	Bunyip IGA - Catering Mobile Library Launch	\$19.31
	20/12/2019	Good Guys Pakenham - Equipment Mobile Library	\$99.00
	23/12/2019	Officeworks - Equipment	\$78.00
	23/12/2019	Officeworks - M&D Rainbow Stamp Pad	\$14.99
	23/12/2019	Campaign Monitor - eNewsletter mailout	\$715.00
Total December 2019			\$1,556.38
January Statement	9/01/2020	RMIT University - Registration to Libraries and the Community Symposium	\$270.00
	17/01/2020	Woolworths - prizes for SURFA program	\$200.00
	17/01/2020	JB HiFi Pakenham - Kobo eReader and case for SURFA program prize	\$293.00
	23/01/2020	Tent for Berwick & Pakenham shows outreach events	\$240.90
	23/01/2020	Supplies - Be Connected Outreach Program	\$203.27
	23/01/2020	LEGO Storage Bags - CMO	\$100.00
Total January 2020			\$1,307.17
TOTAL			\$6,076.41

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 18 March 2020

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
November Statement	25/10/2019	Travel - Myki Pass top up	\$50.00
	29/10/2019	Jaycar - Equipment - Power Cables	\$149.90
	29/10/2019	JB HiFi - Equipment - Charging cables	\$79.00
	3/11/2019	Amazon Web Services - Subscription	\$5.61
	5/11/2019	Adobe - Creative Cloud Subscription	\$249.20
Total November 2019			\$533.71
December Statement	27/11/2019	Travel - Myki pass top up	\$50.00
	29/11/2019	Crown Melbourne Parking - Parking	\$21.00
	3/12/2019	Amazon - AWS Servers - Website	\$8.73
	5/12/2019	Adobe - Creative Cloud Subscription	\$249.20
	6/12/2019	Microsoft - Azure Servers	\$24.39
	12/12/2019	Bunnings Pakenham - CMO Tools	\$57.40
	13/12/2019	Aldi Pakenham - Display for CMO	\$223.11
	14/12/2019	Microsoft - Office 365 Subscription	\$180.51
Total December 2019			\$814.34
January Statement	3/01/2020	Amazon - AWS Servers	\$12.33
	4/01/2020	Microsoft - Azure Servers	\$24.12
	5/01/2020	Adobe - Creative Cloud Subscription	\$249.20
	13/01/2020	Officeworks Pakenham - Specialty cable and printer cartridge	\$82.86
Total January 2020			\$368.51
TOTAL			\$1,716.56

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
November Statement		NIL Transactions	
Total November 2019			\$0.00
December Statement	26/11/2019	Bunnings Pakenham - Rechargeable torch - EME	\$36.00
	4/12/2019	Point Parking Frankston - Carpark - staff meeting	\$2.04
	10/12/2019	Woolworths Pakenham - Giftcards - Petty Cash	\$500.00
Total December 2019			\$538.04
January Statement	22/01/2020	Woolworths Pakenham - Morning tea for PAK after flood - limited access to staff room	\$25.71
Total January 2020			\$25.71
TOTAL			\$563.75

As per CCL Procurement Policy, the organisation endeavours to make all purchases on account, paid via EFT transfer. In some situations, this is not possible, but CCL ensures that these transactions do not result in a loss of trade discounts available to business account customers. February statement transactions will be included in the next month's report.

Bank Reconciliation

A Bank Reconciliation is available on request.

Konica Minolta (*Library Plan Reference 5.3*)

After lodging an Application for Resolution of Dispute with the Victorian Small Business Commission. CCL was able to negotiate with Konica Minolta to secure a refund of \$89,803.32, which has been received.

Credit Card and Procurement Policy

The Procurement Policy has been updated to include the Corporate Credit Card policy and provide clearer guidelines on what is considered appropriate use of Corporate Cards, in line with the [VAGO Fraud & Corruption Control report](#) (see attached).

Conclusion

The budget at the end of February is on track, with variances being timing related. CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.
2. That the Board endorse the Procurement Policy as tabled.



Casey
Cardinia
Libraries

PROCUREMENT POLICY



PROCUREMENT POLICY



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1 PURPOSE

1.1 The purpose of this Policy is to:

- ensure consistency and control over Casey Cardinia Libraries (CCL) procurement activities;
- demonstrate accountability to stakeholders;
- provide guidance on ethical behaviour in public sector purchasing;
- support best practice in purchasing; and
- increase the probability of obtaining the best outcome for CCL when purchasing goods and services.

Values

Social Intelligence

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

Humour

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

Teamwork

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

Love of Learning

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

Fairness

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

Creativity

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

2 SCOPE

- 2.1 This Procurement Policy is made under Section 186a of the Local Government Act 1989.
- 2.2 The Policy applies to all contracting and procurement activities at CCL and is binding upon Board Members, Library Officers, temporary employees, contractors and consultants while engaged by CCL.
- 2.3 All CCL's procurement activity is subject to the applicable:
- Legislative and regulatory provisions
 - Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).
- 2.4 The key legislative requirements include:
- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
 - Section 186A of the LGA (Procurement Policy)
 - Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
 - Competition and Consumer Act 2010.
- 2.5 This Policy ensures that CCL contracting and purchasing activities:
- support the strategies, aims and objectives of CCL
 - achieve value for money and quality in acquiring goods
 - are shown to be undertaken fairly and in an ethical manner
 - seek continuous improvement, value for money and quality
 - support local business, encourage sustainable business practices and social procurement principles where possible.

3 POLICY STATEMENT

The following principles apply to all aspects of CCL's procurement.

3.1 Value for Money

All persons engaged in purchasing decisions must aim to obtain best value-for-money for CCL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CCL will seek to minimise the cost of procurement by:

- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition

- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

3.2 Ethics and Probity

CCL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CCL procurement must exercise the highest standards of probity and will:

- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

3.3 Conflict of Interest

Board Members and members of staff (and all persons engaged in procurement on CCL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 77 – 80, 95 LGA).

Board Members and members of staff shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict or have potential to conflict with their CCL duties.

3.4 Fair and Honest Dealing

All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times.

Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

3.5 Accountability and Transparency

All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CCL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

3.6 Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities. Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. (*Refer to other policies that interact with procurement*).

Staff must not authorise the expenditure of funds in excess of their financial delegation.

3.7 Gifts and Hospitality

No Board Member or member of staff shall, either directly or indirectly solicit gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CCL is interested.

Staff are referred to the CCL's Gifts and Hospitality Policy for details. [Gifts and Hospitality Policy](#)

Board Members and member of staff (and all persons engaged in procurement on CCL's behalf) must adhere to relevant CCL Policies and Procedures on Gifts and Hospitality.

3.8 Procurement Thresholds and Competition

Purchase of all goods and services with an estimated expenditure exceeding \$150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.

The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term and are to be inclusive of GST.

As an alternative however, purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CCL to act on its behalf and CCL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the CCL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

3.9 Quotations, Specification and Tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchases with value between \$500 and \$5,000
 - Purchase order must be raised.
 - Only one quotation required.
- Purchases with value between \$5,001 and \$10,000
 - Purchase order must be raised.
 - Two written quotations required to be recorded.

- Purchases with value between \$10,001 and \$150,000
 - Purchase order must be raised.
 - Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CCL or through a Government approved agent under ministerial order.

The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded, or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

3.10 Use of Corporate Credit Cards

Casey Cardinia Libraries has five Westpac Bank Credit Cards to be used in circumstances outside of normal purchasing routines, these cards are allocated to the members of the Executive Team.

The cards are intended to facilitate the purchase of goods or payment for services when the normal invoice/accounts payable routines are not possible or inappropriate. Examples of such circumstances are:

- Booking of airline tickets for conference travel
- Booking accommodation for conferences
- Purchase of software or other items over the Internet
- Where a supplier is not able to provide a credit account or does not support the payment of goods/services via EFT.

Purchases made using the Corporate Credit cards are to be within the approved budget lines or the source of funds needs to be established prior to the commencement of purchase for any goods, services or works.

Under no circumstance may a Corporate Credit Card be used for private or personal purchases.

Unauthorised staff or personnel must not use or divulge a Corporate Credit Card number, and the Card PIN must only be used by the Credit Card Holder and may not be divulged to any other staff member or person.

After using the Credit Cards to undertake a transaction, a New Item transaction record must be completed within SharePoint and a valid receipt/tax invoice attached.

Withdrawal of cash using the Corporate Cards is strictly prohibited.

Any unauthorised transactions on the Credit Card Statement (eg. fraudulent or unidentified transactions) are to be reported to the Accounts Department as soon as they detected.

A lost or stolen card must be reported to the Accounts Department immediately.

3.11 Internal Controls

CCL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CCL employee is involved in each transaction
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

3.12 Risk Management

CCL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

3.13 Sustainability

CCL is committed to achieving environmental sustainability and supporting initiatives that have an impact on or contribute to the environment.

CCL supports sustainable procurement practices including:

- Buying locally produced products and services
- Buying products that have recycled content eg paper
- Engaging suppliers who support sustainable business practices
- Buying durable products that have guarantees

Value-for-money purchasing decisions made by CCL are made on the basis of whole-of-life cost and non-price factors impact of CCL procurement on environment.

3.14 Support of Local Business

CCL is committed to buying from local business where such purchases may be justified on value-for-money grounds.

3.15 Social Procurement

CCL is committed to employing Social Procurement principles where practicable to help create positive social change.

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 The next annual review of this document is scheduled to be presented to the Board at the June 2020 Board meeting.

Reporting

- 4.2 No additional reporting is required.

Records management

- 4.3 Staff must maintain all records relevant to administering this policy in a recognised recordkeeping system.

5 DEFINITIONS

Board Members	individuals holding office on the CCL Board, including Councillors and Officers.
CCL	Casey-Cardinia Library Corporation trading as Casey Cardinia Libraries being a legal entity under Local Government Act 1989.
Staff	Employees of CCL
Probity	refers to a good process, one that has clear procedures consistent with organisations policies and legislation understood and followed from the onset.
Procurement	the entire process of acquisition of goods, services and works, including initial concept through to end of the useful life of an asset or service agreement or contract
Quotation	a formal process whereby suppliers or different parties are invited to submit a statement setting out the estimated cost for a particular good, service or work.
Social Procurement	when organisations use their own buying power to generate positive social value and outcomes above and beyond the value of the goods or services being procured.
Supplier/s	any organisation that supplies goods or services, includes but not limited to contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.

- 5.1 Terms not defined in this document may be in the CCL [glossary](#).

6 RELATED LEGISLATION AND DOCUMENTS

Our Governance Documentation

[Gifts and Hospitality Policy](#)

Our Forms and Templates

[Corporate Gift Register](#)

Other Related Documentation

[Competition and Consumer Act 2010](#)

Legislative and regulatory provisions

Promulgated guidelines (including [Victorian Local Government Best Practice Procurement Guidelines 2013](#)).

[Section 186 of the Local Government Act \(LGA\) \(Power to enter into Contracts\)](#)

[Section 186A of the LGA \(Procurement Policy\)](#)

[Sections 208C of the LGA \(Best Value Principles\)](#)

[Sections 77-80, and 95 \(Conflict of Interest\)](#)

[Victorian State Government definition of Social Procurement](#)

7 FEEDBACK

- 7.1 CCL staff and members may provide feedback about this document by emailing governance@cclc.vic.gov.au.

8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance
Advisory Committee to Approval Authority	General Manager, Finance
Administrator	Executive Assistant
Next Review Date	June 2020

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance
Amendment Authority and Date	February 2020
Notes	This document replaces and combines Procedure Manual 2.17 Procurement Policy and 3.06 Use of Corporate Credit Cards. This document is updated annually and adopted by the Library Board

Attachment 1 – Delegations of Authority

Chief Executive Officer

- Purchase orders to the value of \$149,999
- Contracts to the value of \$149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

General Manager Customer Experience

- Purchase orders to the value of \$50,000 (Library materials and equipment)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

General Manager Digital Operations

- Purchase orders to the value of \$50,000 (IT hardware and software)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

General Manager Finance

- Purchase orders to the value of \$75,000
- Contracts to the value of \$10,000 per year with a life up to 5 years
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

General Manager Organisational Development

- Purchase orders to the value of \$20,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

Community Programs & Engagement Coordinator

- Purchase orders to the value of \$20,000 (Library materials & Program Costs)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years

Information Services Coordinator

- Purchase orders to the value of \$20,000 (Databases, Hardware and Software)
- Contracts to the value of \$10,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.

Attachment 2 – Casey Cardinia Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Casey Cardinia Libraries. The Board approved the following Officers as signatories at the 26 June 2019 Board meeting:

Chief Executive Officer, Casey Cardinia Libraries

- Christopher Cleeve Buckingham

General Manager Finance, Casey Cardinia Libraries

- Emily Rachel Louise Ramaswamy

Chief Financial Officer, City of Casey

- Bernard John Rohan

Council Officer, City of Casey

- Glenn Andrew Patterson, Chief Executive Officer

Council Officer Board member, Cardinia Shire

- Tracey Parker, General Manager, Liveable Communities, Cardinia Shire

Note: Westpac advise that any two signatories are able to sign jointly.

Authorised Officers to issue instructions only, regarding term deposits:

- General Manager Finance, Casey Cardinia Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

CC04/2020

BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham and Beth Luppino

Purpose

To provide the Board with an update on the status of CCL buildings and facilities, current and future.

CCL Library Plan reference – 1.1, 1.2, 3.2, 4.2

Discussion

Draft Facilities Development Plan – 2020 – 2023 *(Library Plan reference 3.2 and 4.2)*

The Facilities Development Plan provides Member Councils with a clear description CCL's needs.

CCL are committed to working in partnership with Member Councils to enhance the visitor experience across the network and ensure that our library services meet the growing needs of the region.

Member Councils have been using the Plan to guide investment in current facilities throughout the year.

Living Libraries Infrastructure Fund Grant submissions

Cardinia Shire's DELWP Living Library grant application for Emerald Library was unsuccessful in 2019, however plans are in place to submit a modified application in July 2020. Plans are afoot to improve the exterior presentation of the branch in the coming months.

The City of Casey's application for Doveton Library lighting improvement project was unsuccessful, as was the Hampton Park Community Safety Grant submission. City of Casey has subsequently completed landscaping works at the front of the Hampton Park library and will be moving forward with the Doveton Library lighting improvements using allocated Minor Capital Works funds.

Cardinia Mobile Library *(Library Plan reference 1.1, 1.2 and 3.2)*

The new trailer and prime mover are in operation. Some modifications and adjustments to internal fit out and capsule are underway to make sure this wonderful facility can service the Cardinia Community for years to come. See [Customer Experience Report](#) for further detail.

Pakenham Library *(Library Plan reference 1.1, 1.2 and 3.2)*

CCL would like to acknowledge the amazing work and ready support from the Cardinia Shire Buildings and Facilities team in response to the flood event in January. Gordon Campbell and his team were quick to respond with recarpeting, drying out and drainage/sandbagging works. The library was back open to community within 48 hours, and the recarpeting project finished with 2 weeks of the flood. We hope to be able to repurpose the old carpet (which was almost new).

Emerald Hills Hub *(Library Plan reference 1.1, 1.2 and 3.2)*

The Emerald Hills Hub will officially open in April. CCL has been working with Hub tenants and Council to inform the governance structure for the operation of the building. CCL have also been providing strategic advice and support with the introduction of free CCL Wi-Fi in the Hub. We are looking forward to the finalisation of building works in the precinct and working with Council and community to help activate the Hub.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.
2. That the Board adopt the Draft Facilities Development Plan 2020 - 2023.
3. That Board Members advocate for new libraries as identified in the Facilities Development Plan 2020 - 2023 and work to ensure that appropriate allocations are made in Member Councils Major Capital Works Budgets.
4. That CCL develop a 'Library Infrastructure Development Timeframe' with short (0-3 years), medium (3-5 years) and long term (5-10 years) actions with support from the Member Councils.



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

Facilities Development Plan 2020 – 2023

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Teamwork

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

Social Intelligence

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

Fairness

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

Love of Learning

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

Humour

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

Our Approach

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

1. Introduction

CCL plays a vital role building happier, healthier and more resilient communities in our region. We contribute to lifelong learning, provide safe public spaces, enable access to digital technology and strengthen communities.

The Facilities Development Plan connects directly to key strategies in the current Library Plan specifically:

- 1.1 Create accessible physical and virtual spaces which inspire our community
- 3.2 Increased investment in new infrastructure and services that support our community

Public libraries deliver significant socio-economic returns on investment. The most recent SGS Report on the economic impact of public libraries in Victoria ([Libraries Work!](#)) show that for every dollar invested in Casey Cardinia Libraries the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30.

This Plan provides an overview of the Council assets used by Casey Cardinia Libraries (CCL) and articulates the immediate and long-term renewal program for the network. It also identifies the need for new and refurbished library facilities in the region.

CCL welcomes the opportunity to work in partnership with Member Councils and the State Government to further develop planning for public library facilities as a critical part of infrastructure for existing and emerging communities

Recent experience in Australia and overseas has demonstrated that well run public libraries provide a range of significant community wellbeing and liveability outcomes for the communities that they serve.

Libraries have always provided spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners. They can also access a broad range of support from low-cost training and skill development to networking opportunities.

Public libraries also support the Visitor economy through the provision of visitor services. They act as a magnet for visitors because they know they can get free access to the internet, send emails and research places to visit and stay. Every rural and regional community can tell you that if visitors stop in their town, they are more likely to spend money. The library provides a reason for people to linger longer.

A library's success is enhanced by good design and a relevant location. Good design of public libraries includes:

- Inspiring design generating civic pride for citizens;
- Defined spaces for diverse user groups;
- Retailing approach to collection display;
- High quality interior design that includes comfortable welcoming furniture; appropriate lighting and signage;
- Significantly increased Information and Communications Technology embedded in all spaces; and
- Café style eating and drinking facilities.

2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 450,000 people which is growing at 4.5% per annum. Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren (Bunjil Place) and Pakenham, with the Cardinia Mobile Library providing weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Tynong and Upper Beaconsfield.



Our community tells us that they see their local library as a safe and welcoming space. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials; comfortable furniture, fast free Wi-Fi and interesting programs.

Casey Cardinia Libraries ended 2019 with more than 131,000 members, in 2018 – 2019 we made over 2.6 million loans (physical and digital) and received more than 2.2 million visits (physical and virtual).

Our people, our buildings and collection are very popular with the people who do access our services, but we are running at full capacity without meeting the needs of people who find it hard to get to our libraries.

CCL is a high profile and popular service; however, we are not keeping pace with population growth, which is largely occurring in areas where we do not have an easily accessible library physical service for example Clyde, Cranbourne West and Officer.

The use of library spaces as 'community loungerooms' and places of social connection continues to grow in importance – and this is particularly important for emerging communities in our growth corridors.

Without increased investment in new library services, it is anticipated that membership and visits will grow slowly, and borrowing of physical items will remain stable, while library users continue to explore different ways of consuming information including eBooks and Audio Books.

Member Councils recognise that the community access library services across the region and their visitation patterns are not influenced by local government boundaries.

There are tangible benefits to taking a regional approach to the development of new library services. There is a growing trend towards clustering of services and facilities supported by Local, State and Federal Governments. Our libraries can play a key role as a driver of visitation and engagement to community hubs, education precincts and activity centres.

3. Roles, Responsibilities and Funding Opportunities

The 2017 [Regional Library Agreement](#) defines the responsibilities of the Member Councils and CCL with respect to development, management and maintenance of library infrastructure.

Councils are responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in their respective municipalities.

CCL have a responsibility to ensure that assets are appropriately managed and recorded.

Future development of libraries in the region is dependent on co-operative investment from City of Casey, Cardinia Shire Council and State Government.

The State Government has funding available for new or improved developments through the 'Living Libraries' infrastructure program. Projects may be funded up to the value of \$750,000 per project.

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other regional assets (Growing Suburbs) and applying funds gathered through developer contributions.

In 2019, the State Government invited Councils to borrow money at a low interest rate from the Community Infrastructure Loans Scheme to build new libraries. Funding through this channel is yet to be confirmed in 2020.

CCL are committed to a partnership approach to the development and maintenance of library facilities. We are tenants in Council owned buildings, but we can add significant value by being prepared to work collaboratively to support Member Council priorities including improved sustainability.

A recent example of positive collaboration has been the development of the tender specifications for the new Cardinia Mobile Service. Council officers with relevant expertise in tender design have worked closely with library staff to develop specifications that will deliver best value and a much-improved mobile service that community and staff can enjoy for years to come.

Libraries are integrated into City of Casey's Community Facilities Framework. CCL is working with Council to deliver high quality library facilities under three key areas – Planning; Design; and Access. This document provides population-based triggers for library facilities in growth areas.

CCL's Library plan is cited as a key reference in Cardinia Shire's Liveability Plan, and CCL has ongoing involvement in the implementation of this plan:

Liveability policy domains: Education

- 2.1 Planning for education and training facilities which meet the diverse needs of a growing population.
- 2.2 Advocating for and facilitating improved access and opportunities for continuous learning.
- 2.3 Supporting early childhood education centres and schools to be healthy places for children and young people to learn.
- 2.4 Promoting learning through nature, arts and cultural experiences.

4. Strategic Considerations

Challenges and Opportunities for Casey Cardinia Libraries

Budgets and Funding

The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies eg Federation University. CCL continues to work closely with both Member councils to ensure we can continue to meet community needs efficiently.

Growth and Social Trends

The Casey Cardinia region is growing and diversifying swiftly. This results in a greater need for well-located library services that meet informational needs, support lifelong learning and social inclusion and fostering cultural harmony in our region.

Increased housing in our region, with limited public transport to some of these areas, creates a need for localised library services that create opportunities for social connection. The ability for library services to combat isolation and connect people with learning opportunities is well documented. The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

There is growing recognition that public libraries play a vital role providing safe welcoming public spaces as a healthy alternative to pubs and pokie venues.

There is a pressing need for new library services in growth hotspots including Officer, Clyde and Cranbourne West.

It is vitally important that Member Councils formally incorporate the cost of new libraries (and refurbishment of existing libraries) in their Capital Works Budgets.

Technology

There is unprecedented change in the way we 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 will see continued growth in uptake of digital resources.

Sustainability

CCL has taken Victoria's TAKE2 climate change pledge and has committed to delivering a range of outcomes that will reduce waste and environmental impact of the business. We will work with the Sustainability teams of both Member Councils in order to meet these commitments.

CCL have committed to the following actions: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging others.

Policy

There is plenty of evidence that placing libraries in the heart of developing communities is good practice, but there is no formal policy trigger within State or Local Government for the establishment of new libraries in Victoria.

This means that new and growing communities in the Casey Cardinia are at risk of missing out on the library services that they deserve.

5. Objectives and Desired Outcomes

CCL Library Plan Reference	Objectives	Desired Outcomes
<ul style="list-style-type: none"> 1.1 Create accessible physical and virtual spaces which inspire our community 	<ul style="list-style-type: none"> Develop forward program for refurbishment of existing libraries and construction of new library facilities across the region. 	<ul style="list-style-type: none"> Investment in libraries is included in Member Council Capital Works Budgets People visit our libraries and are happier for it Increased library visitation and engagement (physical and digital) Strong attendance at programs and events
<ul style="list-style-type: none"> 3.2 Increased investment in new infrastructure and services that support our community 	<ul style="list-style-type: none"> Develop agreed process for refurbishment and replacement of Council owned assets under the management of CCL. 	<ul style="list-style-type: none"> New libraries in target communities (Officer, Clyde and Cranbourne) Cost of library service per capita remains stable Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL.
<ul style="list-style-type: none"> 3.2 Increased investment in new infrastructure and services that support our community 	<ul style="list-style-type: none"> Ensure timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets. 	<ul style="list-style-type: none"> Timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.
<ul style="list-style-type: none"> 1.1 Create accessible physical and virtual spaces which inspire our community 	<ul style="list-style-type: none"> Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve. 	<ul style="list-style-type: none"> A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council. Increased library visitation and engagement (physical and digital)
<ul style="list-style-type: none"> 1.1 Create accessible physical and virtual spaces which inspire our community 	<ul style="list-style-type: none"> Review and enhance spaces in existing branches to ensure community needs are being met. 	<ul style="list-style-type: none"> People visit our libraries and are happier for it Increased community satisfaction with the physical spaces provided by CCL.
<ul style="list-style-type: none"> 3.2 Increased investment in new infrastructure and services that support our community 	<ul style="list-style-type: none"> Linkages between CCL and other Council facilities and services are leveraged and enhanced. 	<ul style="list-style-type: none"> Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users Public transport services are promoted and improved.

6. Design and Development Guidelines

Best Practice

Victoria has a strong network of public libraries. CCL is engaged at a statewide level to ensure we meet best practice in our facilities and also in programs, library collections and technology.

[‘People Places – A guide for Public Library Buildings in NSW \(3rd ed.\)’](#) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs.

State and Local Governments are thinking more strategically about how to link services through the provision of integrated service hubs. We welcome this and ask that our libraries are viewed as anchor tenants in this context.

The value of public libraries to community is so much more than a book lending service. Successful public libraries facilitate programs and activities that engage and inspire their community. They are staffed by professionals, who understand that great public libraries build strong resilient communities.

There is a growing understanding that librarians, community development workers, teachers, youth workers and community health professionals all have a role to play in contemporary public libraries. Customer service staff can also be successful in libraries if they are well led.

People no longer expect schools to be run exclusively by teachers, but they certainly don't expect that schools are staffed solely by teacher's aides. The same metaphor applies to libraries.

Development Principles

CCL is guided by the following principles in the development of new and existing libraries:

- New Libraries will meet People Places Building size standards
- Local Community Needs will drive design and renewal
- Libraries will be accessible for all and feature Universal design
- Libraries are for everyone and engender pride in local communities
- Libraries will incorporate Environmentally Sustainable Design Principles
- Library design will be future focused with flexibility and adaptability key aims

What our Users are Telling Us

- Open longer
- More parking and transport
- Spaces for humans
- More power points
- Continued demand for Public PCs
- Visitors staying longer – want access to food/drink quickly so they do not have to pack up their work
- Study / Quiet areas are needed
- Extend Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

7. Branch Overview and Needs

6.1 Bunjil Place Library

Bunjil Place opened in October 2017.

The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 8,500 visitors per week.

Strategic Considerations

Enhancing the library spaces to continuously improve the Customer Experience and align with goals in City of Casey's (Bunjil Place) Visitor Experience Strategy.

Priorities

- Furniture renewal (annual requirements)
- Internal painting (annual touch ups)
- Acoustic treatments to enhance study areas
- User-experience technology
- Improved accessibility – physical access to returns chutes, lending collections
- Increased display shelving



6.2 Cardinia Mobile Library

The Mobile Library is the busiest in Victoria and services approximately 1,000 people per week. It visits the communities of – Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.



Strategic Considerations

Timely maintenance of our beautiful new truck and trailer.

Priorities

- Ongoing assessment of community needs and timetable adjustments
- Regular vehicle maintenance
- Livery (external wrap) of new vehicle to be redesigned and replaced by November 2024
- Internal furniture and fittings renewal as required
- Technology upgrades (review annually) to improve Wi-Fi access



6.3 Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square meters.

In 2018, it received a makeover as a result of a small Living Libraries Infrastructure Grant resulting in a brighter more accessible service.



Strategic Considerations

Cranbourne library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car.

Proximity to residents and accessibility by public transport should be a key consideration in future expansion or relocation of the library.

Federation University identified that the largest proportion of students attending the Berwick campus reside in Cranbourne and surrounding suburbs. As part of a wider MOU with CCL, the University sponsored a study zone in the library to enable students to study locally and connect with lifelong learning opportunities.

A new library has been discussed as part of the Casey Complex Urban Design Framework – CCL have advocated for the new library to be located in the heart of the precinct in close proximity to the new Cranbourne South train station.

More work needs to be done to create strong visual linkages with other key recreational assets in the precinct.

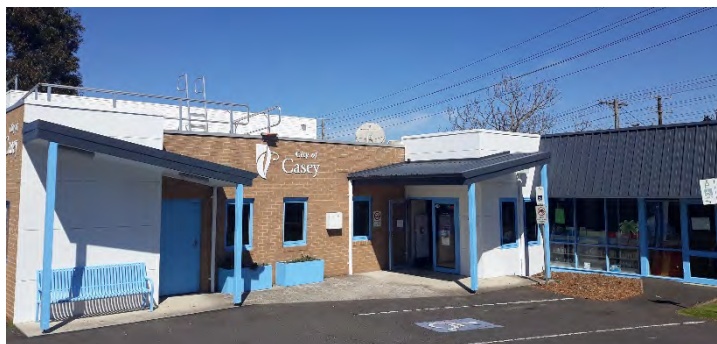
Priorities

- Air-conditioning – Improve even temperature distribution throughout public and staff work areas
- Water leaks – Rectify ongoing leaks in building and any related damp/mould/flooding issues
- Remove old games console cabinetry to allow for more study space
- Install blind in foyer windows
- Update display solutions for community information (including removal of outdated noticeboards)
- Improve charging facilities for game controllers to keep pace with community usage
- Update study facilities in Young Adult zone
- Renew external Returns chutes
- Relocate to a new purpose-built library designed to meet growing demand for services

6.4 Doveton Library

Doveton Library is in the Autumn Place Shopping Centre and is approximately 320 square metres in size.

The neighbouring kindergarten and Maternal Child Health centre are located in the new Autumn Place Community Hub, adjacent to the library.



The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 825.8 with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free Wi-Fi, literacy programs and safe, comfortable spaces.

The CCL Collections Team partially operate from this library.

Strategic Considerations

The community have embraced the extended opening hours and visitation has grown significantly to nearly 1,200 visits per week.

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. This is not possible in the current building footprint.

City of Casey has adopted a master plan for [Autumn Place](#) after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan.

City of Casey are also considering a collaborative arrangement with Doveton College and their library as part of the Doveton Aquatic Centre Master Plan process.

CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.

Priorities

- Additional power and data points to facilitate community access to internet and fixed computers
- Replace lighting to ensure library collections and lounge spaces are well-lit (current lighting is patchy and inconsistent)
- Planning and design to commence for new Autumn Place library
- New library to be constructed as a part of Autumn Place Hub.



6.5 Emerald Library

Emerald Library is a community facility servicing the Hills district and surrounding areas. The library faces onto a sports oval and is 420 square metres in size.

The library, sports facilities and new Hills Hub (community multi-use facility) forms a community precinct which services residents of the Emerald and surrounding suburbs. Precinct works include a new reading garden at the main entrance.



Cardinia Shire have recognised the need to renew the library exterior cladding and internal layout to bring it up to the standard of the Hub and sports pavilion.

A proposal will be submitted to the Living Libraries Infrastructure grants program in July 2020. If successful, the library foyer, external cladding, amenities, circulation desk and children's areas will be redeveloped.

Federation University have committed to funding new (branded) study furniture for the library in 2020.

Priorities

- Precinct signage and presence for library at street view (the new Hub obscures the library from street view)
- Upgrade the foyer furniture – the space is heavily used by visitors (mostly teens) as additional lounge/meeting space
- Upgrade public amenities
- Install staff amenity
- Reduce circulation desk footprint
- Create new children's library in existing meeting room
- Convert current small children's area to additional study space (furniture to be supplied by Federation University)
- Improved lighting in the lower carpark
- Renewal of the children's playground to the east of the library



6.6 Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size.



Strategic Considerations

The library works with other precinct partners to activate the 'Town Square' (central outdoor spaces, currently under redevelopment).

There is a significant opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. Access between the commercial and community precincts needs improvement.

There are plans to collocate the Endeavour Hills Neighbourhood Centre in a two-storey building with the library.

Library patrons often request silent study areas; however, the library is open plan with a sunroom without partitions to section it off as a meeting room or quiet study area.

There is an opportunity to leverage the newly constructed plaza to extend the library's footprint into the open area through innovative programming and outdoor furniture.

Priorities

- Renewal of public amenities
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally
- Create Silent Study zone (section off an area of the library with acoustic treatments, or create a closed area)
- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.



6.7 Hampton Park Library

Hampton Park Library is part of the Hampton Park Retail precinct. It is collocated with the Casey Youth Centre and next to the Hampton Park Community Hall. The library is within walking distance from several schools. It is 730 square metres in size.



Strategic Considerations

The library serves a community with diverse and complex needs. A significant number of residents speak languages other than English at home.

There is also a high percentage of youth and children in the local population who spend many hours in the library every day.

Council have articulated plans for a new or redeveloped library as part of the [Hampton Park Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. Currently, there is a lack of connection between the Library, Youth centre, and the shopping precinct.

A silent study area is often requested by community and is not available due to the current layout of the building.

CCL is working with the City of Casey Youth Centre to access their adjoining rooms when they are not using the space.

Priorities

- Develop reading garden/outside space to extend current footprint (City of Casey seeking external funding to support)
- Upgrade public amenities
- Repainting – particularly foyer, also library meeting room
- Renew external Returns chute (and associated signage)
- External courtyard – relocate secure bin storage to enable courtyard to be used for program extension (outside meeting room)



6.8 Pakenham Library

The Pakenham Library is part of an integrated public facility which includes a community hall, large supper room and the local branch of U3A and is 1,200 square metres in size.

Strategic Considerations

Pakenham Library is heavily used by a very wide cross section of the community. There is a need to ensure that people feel safe and welcome when they enter the library.

There is significant growth in the number of young families in the area and as such demand for study space, internet and Wi-Fi access is increasing.

Priorities

- Internal painting in library, foyer and public amenities
- A retractable blind on the meeting room windows would enhance the presentation of the space
- Lighting in the foyer and toilets needs to be enhanced to make the spaces safer and more welcoming
- Upgrade Returns chute
- Activate library reading Garden by investing in high quality outdoor (fixed) furniture



8. Advocacy for Major Branch Works and New Facilities

CCL will work with the Member Councils on the development of future library facilities.

CCL will support the Member Councils with advocacy and applications for funding grants from State and Federal sources.

The City of Casey has indicated a willingness to replace or completely refurbish libraries in Doveton, Endeavour Hills and Hampton Park as part of integrated community facilities.

The needs of the Cranbourne and Clyde communities are a high priority as the population growth accelerates.

Cardinia Shire Council has identified Officer as the preferred location for its next public library, however community growth in Pakenham East and Nar Nar Goon may also lead to a need for new facilities.

It is vitally important that Member Councils allocate funding through their Capital Works Program for construction and refurbishment of libraries in their municipalities.

7.1 Future Service Points

Clyde

A major suburban development will occur at Clyde/Clyde North in the next few years. This development is expected to include 13,923 residents by 2026 (increasing to 97,000 by 2041) and includes the normal range of retail/commercial and community facilities.

The Cardinia Creek South Precinct Structure Plan includes of community facilities along Alexander Boulevard. This precinct will ultimately support a residential community of approximately 10,450 dwellings and a population of around 29,250 people.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde and Cardinia creek South developments. Included in this are potentially two new public library branches. A minimum of 1,200 square metres would be required in order to meet community need. Estimated costs for the fit out and ongoing operational costs for a 1,200 square metre library have been provided to the City of Casey.

Officer

Cardinia Shire has included a library branch for the township of Officer in its medium-term planning (3-5 years). The original development plan for Officer identified an 1,800 square metre library branch as part of a civic precinct adjacent to the new Council Offices (which were opened in late 2014).

Cardinia Shire has developed (as part of a preliminary grant application process) a proposal for a Community Hub to be located near the Council Offices and within walking distance of the Education Precinct.

The proposed Hub included spaces for:

- Public library/shared TAFE library facility
- Collaborative learning spaces
- Youth program areas
- Display/function spaces
- Café

- Flexible office spaces
- Quiet study spaces
- Learning spaces.

Council is considering options to deliver library services from the existing Shire offices as a short-term strategy. This would help to build patterns of visitation ahead of the Community Hub and precinct development.

Toomah Community Centre

Toomah Community Centre is a contemporary building located next to the Cardinia Railway Station. It is operated by Windemere on behalf of Cardinia Shire Council. It supports the community with a range of allied health and social support services, along with community groups who hire spaces in the facility for special interest activities such as the Scouts

The growing community living in the Cardinia Road area do not have easy access to public library services. The closest existing branches are Pakenham and Bunjil Place (approximately 7 and 15 km from Toomah Community Centre respectively).

Cardinia Shire and Windemere staff see an opportunity to boost visitation and engagement in the Centre by implementing library services. Capital investment would be required for a small browsing collection, physical borrowing collections, lounge furniture and required ICT hardware.

Cranbourne West Community Centre

Cranbourne West Community Centre is due for completion in 2020. It will service a growing community catchment of up to 18,000 people. City of Casey and CCL staff have identified opportunities to up-skill a shared team of staff to be able to deliver both library and community programs in the centre. A minimal capital investment would be required to fit out shelving for a small browsing collection, physical borrowing collections, lounge furniture and required ICT hardware.

9. Conclusions and Recommendations

The way our community use our facilities is rapidly changing. This means we need to think carefully about the way we use space within the branches and adopt new technology.

We have short term needs which include a sharper focus on maintenance and presentation of existing assets.

We also need to be judicious in the way we plan the development of new assets. Member Councils appreciate of the vital role libraries play in new communities, but aside from commitments made through existing Precinct Structure Plans there are no concrete timeframes for construction of new libraries in the region. There is a pressing need for new libraries in Officer and Clyde.

There is growing recognition of the role libraries play in integrated community service facilities as drivers of visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

CCL will continue to work with Member Councils to develop our library network in a way that meets the growing needs of our community, while maximising the return on investment.

Appendix 1 – Further resources – Industry standards

ALIA guidelines for Library building can be found on *Guidelines, Standards and Outcome Measures for Australian Public Libraries July 2016* Page 45

<https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

ALIA recommends People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012. as a guideline. This also provides a tool on predicting a library space needed by a community forecast.

http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

For more information on libraries and community and creative places, please see Victorian Public Libraries 2030 Strategic framework

http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf

Appendix 2 – Ongoing Building Maintenance Requirements

	Cardinia Mobile	Cranbourne	Doveton	Emerald	Endeavour Hills	Hampton Park	Bunjil Place	Pakenham
Carpeting steam Cleaning <ul style="list-style-type: none"> • Branches annually • Mobile quarterly 	✓	✓	✓	✓	✓	✓	✓	✓
Air-conditioning Maintenance	✓	✓	✓	✓	✓	✓	✓	✓
Meeting, Task and Lounge Chairs cleaned	✓	✓	✓	✓	✓	✓	✓	✓
Interior Window Cleaning every 2 months	✓	✓	✓	✓	✓	✓	✓	✓
Automated Electronic doors maintenance	✓	✓	✓	✓	✓	✓	✓	✓
External Windows	✓	✓	✓	✓	✓	✓	✓	✓
Building walls to be cleaned and de-cobweb annually		✓	✓	✓	✓	✓	✓	✓
Gutters/ roofs checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Gardens /Landscapes maintained regularly		✓	✓	✓	✓	✓	✓	✓
Storm Drains checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Routine Mechanical Maintenance	✓							
Maintenance of Mobile sites	✓							

CC05/2020

INFORMATION, DIGITAL SERVICES AND TECHNOLOGY

Report prepared by Daniel Lewis

Purpose

To provide the Board with an update on CCL Information, Digital Services and Technology strategies and implementation.

CCL Library Plan reference 1.2, 1.3, 1.4, 3.1, 4.1, 4.3, 5.2 and 5.3

Discussion

Identity

Forming access and security around the user, applying protection that secures the connection without inhibiting the user experience and flow.

Single Sign-On Update *(Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3)*

Over the past year, we have been working towards ensuring greater security within our network. A major focus has been simplifying the authentication process required for staff to securely access our systems.

From 2019, all new vendors have been required to roll out with Single Sign-On (SSO) from launch, but existing vendors have previously not had this requirement. We have been working with all our vendors to ensure they can migrate all system authentication protocols to our SSO.

This transition is an important aspect of our security posturing, removing as many barriers for staff to accessing our system. By bringing the authentication process into one system, we can track utilisation and gain insights into user habits that can be used in the authentication process to identify unusual behaviour.

Once complete, we will be able to use our Azure AD and Password-less infrastructure to enable staff to login into any device once and have access to all tools and utilities without requiring them to sign in again.

Infrastructure

The physical connection of devices and systems to facilitate the transport of information and data across our services.

Telephony Project *(Library Plan Reference 1.2 and 1.3)*

CCL are replacing its current telephone system with a new one that integrates and with our existing technology (i.e. Office 365 and Teams) and offers more reliability.

We are focused on making it as easy as possible for staff to access telephony without new software or specialised infrastructure.

After three months of proof of concept (POC) and procurement, we have chosen RingCentral as our new telephony provider and have commenced work on the implementation, test and rollout our new system.

The current physical handsets will be replaced with Yaelink T48S and W60 devices at all branches, and activity-based work staff will be provided with soft clients integrated into the Teams client.

With scoping and network latency testing due for completion in February, the rollout timeline will be finalised in March – subject to the migration of the existing 100 number ranges being migrated from Telstra.

SOLUS Gizmo Update (*Library Plan Reference 1.2 and 1.3*)

Our Solus Gizmo devices rolled out last year allowed staff on the library floor to become more mobile. However, there were a number of issues with the hardware and the user experience was compromised. We have negotiated the replacement of the Gizmos with the vendor and will receive new, smaller and more compact devices in April/May at no cost to CCL.

We will continue to test the user experience and provide guidance to Solus on how it can be improved to ensure staff are able to use the devices in more and more ways.

Insights

If data is the new crude oil, then Insights is the refined fuel that runs any organisation. Insights encompasses how we collect data (through software) and how we refine or contextualise our raw data to make informed decisions and strategic thinking.

CCL Mobile Application (*Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2*)

Under the new Libraries Victoria (formerly Swift) Integrated Library Management System contract with SirsiDynix, we are included in a state-wide mobile application. This mobile application initially shows the Libraries Victoria branding until the user has logged in with their membership. The app branding then changes to that of CCL's application, and remains such until the user logs out of the application.

Under a joint mobile application, there will be some functions we currently enjoy in the current application that would be lost. It is with these feature requirements in mind that we have negotiated with SirsiDynix and Solus to keep the existing mobile application (dedicated to CCL). This will enable our existing library members the ability to continue to use the service without change, whilst adding a new potential avenue for engagement.

RECOMMENDATIONS

1. That the Information, Digital Services and Technology Report be noted.

CC06/2020 PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose

To provide the Board with an update on organisational development.

CCL Library Plan reference – 1.2, 1.3, 1.4, 3.3, 4.1, 5.1, 5.2 and 5.3.

Discussion

Staffing (*Library Plan reference 1.4, 5.1, 5.2*)

Our three current trainees contracts expire on 3rd April 2020. Two of the trainees have been successful in gaining some permanent hours at CCL. Advertising for a new cohort of trainees will commence shortly.

Outlook placements, Aiden Johnson and Calum Barton have successfully settled into their part time roles at CCL and become valued members of their teams. Aiden Johnson recently presented to the Outlook Board on how much he appreciated his employment at CCL. His reflections were a compelling endorsement of CCL's culture and values.

Enterprise Agreement (EA) (*Library Plan reference 5.3*)

EA negotiations and vote have now been completed – 89 people voted and 86 voted in favour of the agreement.

The completed EA will be sent to Fair Work Commission in the 14 days. The Fair Work Commission make take up to 12 weeks to approve the EA once it has been received.

Proposed Quantum and Timing:

First Instalment

December 28, 2019 (P/E January 10, 2020) 1.5%, or a minimum of \$20 FTE.

Second Instalment

November 28, 2020 (P/E December 11, 2020) 1.6%, or a minimum of \$20 FTE.

Third Instalment

October 30, 2021 (P/E November 12, 2021) 2.5%, or a minimum of \$25 FTE.

Fourth Instalment

October 1, 2022 (P/E October 14, 2022) 2.5%, or a minimum of \$30 FTE.

Training and Development (*Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2*)

Staff have recently had the opportunity to attend professional development sessions including: ICE Drug use and mental health training; VALA conference and a Community eSports workshop.

20 staff completed Auslan training in February.

13 staff have commenced the CCL Living Leadership Program.

Michelle McLean (Information Services Coordinator) presented a paper at the VALA conference "Office without walls – the move to a mobile working environment for staff at Casey Cardinia Libraries" which was well received by the conference attendees.

Daniel Lewis (GM Digital Operations) presented two poster sessions at the VALA Conference on *"Process improvement and the study of 'Flows'"* and *"The I3 Methodology – digital strategy"*

Ivy Tucker (Cranbourne Outreach Librarian) presented a paper *"Exploring cultural identity with children and families: Addressing cultural and language representation for children raised in Australia who come from diverse backgrounds"* at the Libraries and the Community: Representing and Reflecting Cultural Diversity in Library Research, Policy and Practice symposium.

Planned training

- LGBTIQ – Miranda Luck, Cardinia Youth Diversity Leader will be running LGBTIQ training for CCL staff.
- Mental Health First Aid training will be provided for 40 CCL staff in May.

Elumina (OHS incident online reporting system) (Library Plan reference 5.1 and 5.3)

Elumina has been in place for a little over 12 months and staff have embraced the online reporting system.

Monthly reports are made available to all staff via the intranet and investigation, follow up and resolution of reports have significantly improved. All documentation and reporting is now stored online and is easily accessible.

Between February 2019 – February 2020 over 180 reports were submitted. It is important to note that the incidents and injuries reported are for both staff and members of the community. These can be broken down into:

Near Miss	Incident	Hazard
89	72	20

Our larger branches have reported the highest number of incidents:

Location	Number of incidents reported
Bunjil Place	79
Hampton Park	30
Pakenham	22
Cranbourne	19

Grouping like incidents together:

Type	Number of incidents reported
Physical injury/incident/near miss	64
Other (behavioural and unique incidents)	45
Psychological	42
Environmental	9
Child Safety	7
Theft/Lost	6
Manual Handling	3
Vehicle	1

CCL are using the incident reports to help inform staff training and risk mitigation.

CCL's OHS and Manual Handling policies and procedures are also being informed and updated as result of improved reporting.

Risk Management Policy (*Library Plan reference 5.1 and 5.3*)

CCL met with Glenda McMillan, Risk Management Co-ordinator from City of Casey to discuss potential enhancements to the CCL Risk Management Plan. CCL developed a new Risk Management Policy and revised our Risk Management Plan (see attached). CCL continue to develop and implement mitigation strategies to help manage identified risks.

CCL has identified the top Strategic and Operational risks for the quarter:

Top 5 Risks – Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Changes to government policy
2	7	Decline in revenue from funding partners
3	7	Global warming – climate change
4	6	Data Security Breach or Cyber Attack
	6	Legal claim or proceedings against CCL
	6	Poor enterprise risk management
	6	Disruption of the partnership between Cardinia Shire Council and the City of Casey

Top 5 Risks – Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Pandemic – acute
2	8	Pandemic – fatal
3	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)

COVID-19 Risk Management and Response (*Library Plan reference 5.1 and 5.3*)

As a provider of heavily utilised public spaces, CCL is developing a response to the potential impacts of Coronavirus on our service.

CCL's first consideration is the health and safety of people present in our libraries (staff and community). We continue to stay up to date with the advice issued by the Chief Health Officer and respective Council Emergency Management Teams.

CCL have advised staff to follow the guidelines issued by the Department of Health and Human Services <https://www.dhhs.vic.gov.au/victorian-public-coronavirus-disease-covid-19>

CCL are making hand sanitizer and soap available to staff and public in the library.

We are anticipating the following potential issues:

- Community concern about the spread of the virus may reduce visitation
- Publishers may have increased difficulty sourcing stock from China, which in turn will impact on supply of books and other items to the service
- These two factors may well have an impact on physical loans, but we may well see an increase in eLoans
- Each year during the 'flu season' CCL staff are impacted. We currently offer free vaccinations and encourage people not to work if they are experiencing flu like symptoms
- A widely available vaccine for the Coronavirus is anticipated in 12 – 18 months
- If the virus spreads widely in Melbourne, we can anticipate there will be an adverse impact on CCL staff and it is likely that we may have to reduce hours of operation and or suspend services including program delivery.

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That CCL Risk Management Policy and Risk Management Plan be noted
3. That the Top Risks Register be noted.
4. That the Board discuss the potential impacts of COVID-19 on CCL's capacity to deliver services.



Casey
Cardinia
Libraries

RISK MANAGEMENT POLICY



RISK MANAGEMENT POLICY



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1 PURPOSE

- 1.1 Purpose of this policy is to clearly articulate Casey Cardinia Libraries (CCL) commitment to risk management.
- 1.2 Casey Cardinia Libraries (CCL) is committed to developing a risk management culture, where risk management is seen as an important objective and achievement at all levels. All staff are alert to risks, are capable of an appropriate level of risk assessment and confident to report risks or opportunities perceived to be important to our values and guiding behaviours and priorities.
- 1.3 CCL has a number of policies and procedures in place to address risks to the organisation and our people.
- 1.4 This policy represents a standardised approach to risk management that extends beyond traditional administrative controls and engages our people (staff, stakeholders and our community) in the identification and mitigation of risk.
- 1.5 The Risk Management Plan has been developed in accordance with [Victorian Government Risk Management Framework](#). CCL's approach is consistent with the International Organization for Standardization (ISO) ensuring CCL are working towards [ISO 31000:2018 \(Risk Management – Guidelines\)](#).

2 VALUES

Social Intelligence

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

Humour

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

Teamwork

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

Love of Learning

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

Fairness

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

- We are accountable for our behaviour

Creativity

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

3 SCOPE

This policy is applicable to all staff employed by CCL, working either full-time or part-time, permanent or contract. This policy should be read in conjunction with the following CCL policy documents:

- Risk Management Plan

4 POLICY STATEMENT

4.1 WHAT IS RISK AND RISK MANAGEMENT?

A risk is defined as the effect of uncertainty (either positive or negative) on organisational objectives. Risks can be Strategic (external context) eg. political, economic, social, technological, legal or reputational, or Operational (internal context) affecting physical premises, people, procedures, processes, compliance or reporting.

Risk management is the practice of identifying potential risks, analysing them and taking precautionary steps to reduce and/or curb the potential impacts.

4.1.1 When is Risk Management used in the Library?

Risk management is incorporated into all of our Library's functions and responsibilities in order to identify and manage opportunities and risks to be considered during:

- Strategic, business, service and workforce planning
- Budget planning and monitoring
- Planning, development and implementation of new service delivery models, programs or projects
- Changes to service delivery, projects or agreed levels of activity
- Planning, development, implementation and maintenance of new and existing information and communications technology hardware and software systems
- Development and implementation of new or revised policies, procedures and guidelines
- Planning and implementing capital projects and programs
- Procurement and acquisitions processes.

5 GUIDING PRINCIPLES FOR RISK MANAGEMENT

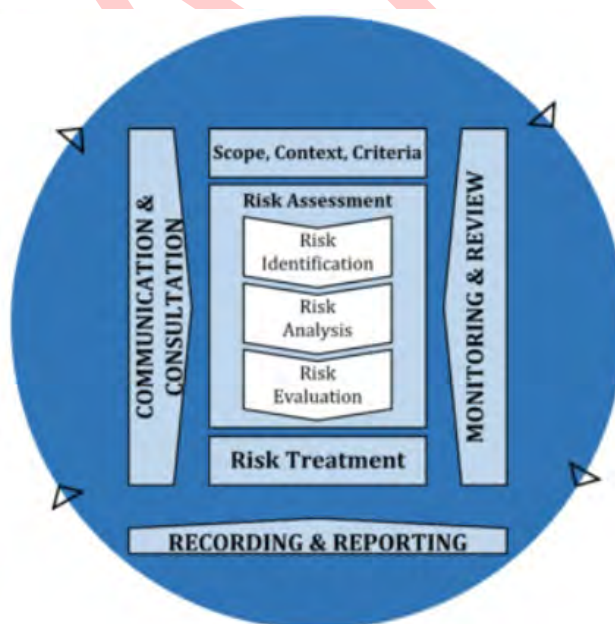
- All our staff have a responsibility to identify and manage the risks that relate to their areas of work that is consistent with CCL policies and procedures on risk management.

- Risk management is used on a consistent and systematic basis in all areas and departments of CCL operations with risks rated in accordance with our Risk Management Plan.
- Our risk management approach is consistent with the International Organisation for Standardisation: Risk Management – Guidelines ([ISO 31000:2018](#)) and the CCL Code of Conduct.
- The level of response to a risk needs to be proportionate to the level of the risk and risk appetite.
- Where appropriate, CCL will use risk-sharing as a means of managing risk eg. by using insurance in contracts with third party providers.
- CCL is responsible for ensuring that staff and managers have the necessary skills and risk management tools to undertake effective risk management on a consistent basis across the Library.

6 RISK MANAGEMENT PROCESS

The risk management process occurs at both an organisation level ('top-down') and business unit level ('bottom-up'). All departments, branches and staff should apply risk management, categorise and rate risks in line with the Risk Management Plan. The level of response to a risk should be proportionate to the level of the risk, taking into account its effects and mitigation cost.

The risk management standard ([ISO 31000:2018](#)) illustrates the risk management process as follows:



6.1 RISK ASSESSMENT

6.1.1 Risk Identification

Risk identification determines what, where, when, why and how risks could arise, and the effect on achieving objectives. A range of internal and external sources can assist in the identification of risks, such as plans and policies or the outcomes of internal audits and reviews. CCL relationships with stakeholders, partners, its staff, and the broader local community and its profile in the government, arts and cultural sectors are also influences.

Our risk categories are reviewed and updated regularly.

6.1.2 Risk Analysis

Risk analysis involves considering the range of potential causes or triggers, the sources of risk, any existing controls that may be in place to mitigate or deal with the risk and assessing their effectiveness.

This helps to produce a risk rating that is calculated by:

- i. Likelihood rating – an assessment of the potential frequency of occurrence without reference to known management controls and mitigating processes; and
- ii. Consequence rating – an assessment of the potential people, financial, reputation, compliance or business process/system impact.

6.1.3 Risk Evaluation

Risk evaluation is the process of evaluating by making a decision about a risk's severity and ways to manage it. Risks which have been identified through the risk analysis process are ranked and prioritised before risk treatment is undertaken. CCL risk matrix and the ratings tables are included in the Risk Management Plan.

6.1.4 Risk Treatment

Risk treatment requires assessing and selecting one or more options for mitigating risks and implementing the selected options through a treatment plan, taking funding and other resource considerations into account. Risk treatment also involves formulating responses to deal with unacceptable risks, including actions to reduce the likelihood or consequences of an event and formulating contingency plans.

CCL's treatment plan is documented below.

Retain/accept the risk	<ul style="list-style-type: none">• If after controls are in place the risk is deemed acceptable the risk can be retained• Plans still need to be in place to manage/fund the consequences of the risk should it occur
Reduce the likelihood of the risk occurring	<ul style="list-style-type: none">• Monitor• Preventative maintenance• Audit & compliance programs• Staff training• Policies and procedures
Reduce the consequences of the risk occurring	<ul style="list-style-type: none">• Contingency planning• Disaster Recovery Plans• Offsite back up• Communications Plan• Emergency Procedures• Staff training
Transfer the risk	<ul style="list-style-type: none">• Involve another party bearing or sharing part of the risk for example member councils as they own the library buildings• Outsourcing• Joint ventures (insurance)

Avoid the risk	<ul style="list-style-type: none"> Decision to not proceed with the activity due to the likelihood it will generate risk
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When a new risk is identified it is possible that the initial and current risk rating will be the same, until such time as the identified controls or treatments begin to be implemented.

6.2 MONITORING, REPORTING AND REVIEW

The Executive Team leads the review of the Risk Management Plan quarterly in order to:

- ensure that appropriate controls and mitigation strategies are being implemented;
- assess that the target or residual risk ratings are being achieved; or
- take remedial action if the ratings are under threat of not being achieved.

The Library Board oversees the Executive Team's risk assessment findings and makes recommendations to CCL.

CCL is actively committed to ensuring that all decision making within the organisation involves the consideration of risk and the application of risk management by adhering to the key priorities listed below:

Key priority	Action	Responsible Officer	Date to be completed
Ongoing identification of risks through	<ul style="list-style-type: none"> incident reporting engagement with suppliers consultation with staff and stakeholders 	Executive Team	Continually
Risk Management Plan	CCL will identify and rank risks in collaboration with the Leadership Team (LT) and Occupational Health and Safety (OH&S) Officers	Executive Team	
Update Risk Management Plan	update the risk register in consultation with LT, OH&S Committee and Staff Consultative Committee	GMOD	Quarterly basis
CEO read updated Risk Management Plan	acknowledge updated risk plan	CEO	Quarterly basis
People and Culture report to CCL Board	will provide updates on the management of risk at CCL including the Top 10 Risks	GMOD	Quarterly basis
CCL Board notification	of any events that have or are likely to have a Catastrophic or Major Impact on the organisation	CEO	within 24 hours of occurrence or sooner if practicable

7 COMMUNICATION AND TRAINING

All staff will be informed of the Risk Management Policy and Risk Management Plan and have the opportunity to discuss risks and opportunities in their area of work. These documents are accessible on the intranet and changes communicated through staff intranet posts and emails.

Risk Management training will be provided to all members of the Leadership Team. All staff will be encouraged to complete the risk management modules that are available in LITMOS – the CCL online learning platform.

8 RESPONSIBILITIES

The Library Board will:

- monitor the Risk Management Policy and Risk Management Plan
- provide strategic oversight and monitoring of risk activities
- discuss the recommended risk ratings and the risk appetite for specific business risks
- adopt the Risk Management Policy and Risk Management Plan.

The CEO will:

- establish a risk management culture that includes a focus on continuous improvement and identifying opportunities as well as risks
- ensure the Risk Management Policy and Plan are current and risk management strategies are implemented to mitigate risk
- ensure resources are allocated to risk management and to implementing controls and mitigation strategies
- integrate risk management into CCL planning and governance processes
- report Risk Management Policy and Plan to the Library Board.

The General Manager Organisational Development will:

- maintain the Risk Management Policy and Plan and reporting changes and updates to the CEO
- communicate the Risk Management Policy and Risk Management Plan to all staff
- provide support, assistance and learning and development in risk management.

The Executive Team will

- oversee the implementation of the Risk Management Policy and Risk Management Plan within their departments
- review the Risk Management Plan and confirms the risk ratings through discussion of CCL risk appetite and tolerance and assessment of performance in implementing the controls and mitigation strategies
- ensure that risks pertinent to the business processes within their control are identified and managed. Cross-department risks are also considered.
- review the progress of their departments risk management processes and reporting issues as appropriate
- participate in the Executive Team's review of the Risk Management Plan.

Managers and Team Leaders will

- apply the Risk Management Policy and Risk Management Plan and relevant mitigation strategies within their areas
- review their risk management processes and reporting issues as appropriate
- implement recommendations of internal audits related to their areas of responsibility
- support and encourage staff in managing hazards and risk in the workplace.

All staff will

- support the Risk Management Policy and Risk Management Plan
- identify areas of risk and opportunity
- report incidents, near-misses, and other areas of concern to managers and supervisors
- comply with policy and procedural requirements to minimise CCL's exposure to risk.

The Leadership Team, OHS Committee and Consultative Committee are CCL core committees responsible for overseeing risk management processes and performance.

9 RECORDS MANAGEMENT

CCL use a cloud-based incident reporting system called Elumina. All staff are required to report any incident or injury to staff or community member within 30 days of occurring on Elumina.

Staff must maintain all records relevant to administering this policy through the use of Elumina and CCL related documentation.

10 DEFINITIONS

Control	an existing process, policy, device or practice that acts to minimise negative risk or enhance positive opportunities.
Elumina	online OHS software that enables employers to report and track all incidents and injuries in the workplace.
Residual risk	the remaining level of risk after risk treatment measures have been taken.
Risk	the effect of uncertainty on the achievement of objectives. The chance of something happening that will have an impact on objectives. It is measured in terms of likelihood and consequence. A risk can be strategic (external context) e.g. political, economic, social, technological, legal or reputational, or operational (internal context) affecting physical premises, people, procedures, processes, compliance or reporting.
Risk appetite	the amount and type of risk the Library is prepared to pursue or retain. The Library's risk appetite is influenced by the risk ratings assigned to the core business risk categories in the Business Risk Map.

Risk management	the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects. The process of planning, organising, directing and controlling resources and activities in order to minimise potentially adverse consequences at the least possible cost in accordance with AS/NZS ISO 31000:2009.
Risk management process	the systematic application of policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Staff (Library)	in the context of this Code includes any person directly employed by Casey Cardinia Libraries (CCL).

11 RELATED LEGISLATION AND DOCUMENTS

Our Documentation

[Casey Cardinia Libraries Enterprise Agreement](#)

[Emergency Phone Contacts](#)

[Employees Handbook](#)

[Library Plan](#)

Our Governance Documentation

[Child Safe Policies and Procedures](#)

[Digital Disaster Response and Recovery Plan](#)

[Disaster Response and Recovery Plan](#)

[Extreme Weather Conditions Policy](#)

[Health and Safety documents](#)

[Procurement Policy](#)

[Risk Management Plan](#)

Our Forms and Templates

Online Register of Injuries & Incidents – general

Online Register of Injuries & Incidents – Child Safe Standards

[Risk Assessment Templates](#)

Other Related Documents

[ISO 31000:2018 Risk Management Guidelines](#)

[Victorian Government Risk Management Framework](#)

External Service Providers

City of Casey

Cardinia Shire Council

WorkSafe Victoria – publications and compliance codes

Gallagher Bassett Workcover Services

Productivity Matters – work site assessments
Meerkin & Apel – Legal Advisors
JLT – Insurers
RSM – Auditors

12 FEEDBACK

- 12.1 CCL staff and members may provide feedback about this document by emailing governance@cclc.vic.gov.au.

13 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Chief Executive Officer
Advisory Committee to Approval Authority	Executive Team
Administrator	Executive Assistant
Next Review Date	January 2020

Approval and Amendment History	Details
Original Approval Authority and Date	Chief Executive Officer
Amendment Authority and Date	January 2019
Notes	This is a new policy document that includes content from the Risk Management Plan and sits above the new Risk Management Policy (that was the old Risk Management Register). The (new) Risk Management Plan is reviewed and updated quarterly.



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Risk Management Plan

DRAFT

10 March 2020

Risk Ratings

Risk Rating	Classification	Required Action
9 to 10	Extreme	Risk unacceptable. Immediate action required Consultation with CCL Leadership
7 to 8	High	Action Plan required Monitoring required by CCL Leadership
5 to 6	Moderate	Regular monitoring of the risk by relevant Leadership Team Manager
Below 5	Low	General monitoring through staff and standard/routine processes

Risk Ratings Matrix

Consequence	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
	1	2	3	4	5
Catastrophic 5	Moderate 6	High 7	High 8	Extreme 9	Extreme 10
Major 4	Moderate 5	Moderate 6	High 7	High 8	Extreme 9
Moderate 3	Low 4	Moderate 5	Moderate 6	High 7	High 8
Minor 2	Low 3	Low 4	Moderate 5	Moderate 6	High 7
Insignificant 1	Low 2	Low 3	Low 4	Moderate 5	Moderate 6

Risk Consequences Descriptors

Rating	Description	Financial Impact	Staff/Public Health and Safety	Business Interruptions	Reputation and image	Corporate Objectives
5	Catastrophic	Discontinuation of programs	Multiple fatalities and/ or Permanent Injury and/or Disability	Systems unavailable (> 10 days)	Adverse and extended media coverage	Prosecution
		Major Budget variation		Prolonged disruption to the service	Community outcry	Fines
		Not covered by insurance			Government response	Litigation
						Failure of core business
4	Major	Revenue shortfall	Death	Critical systems unavailable (< less than 7 days)	Adverse media coverage	Breach legislation
		Significant Budget variation	Long term illness	Short term disruption (< 7 days) to the service	Community angst	Litigation
		Suspension of programs	Multiple serious injuries		Informal Government response	Impact on person, building or community
		Insurance issues	Health impact on community			
3	Moderate	Notable budget variation	Injury	Public dissatisfaction	Adverse media coverage	Breach of legislation
		Revenue decrease	Hospitalisation	Systems unavailable for 1 day	Non-Government attention	Investigation/report
		Insurance issues	Numerous days lost (>10 days)			Possible prosecution/fine
			Health impact on community			
2	Minor	Revenue shortfall	Minor injury	Systems unavailable for several hours	Adverse local media coverage	Legal issues
			Medical treatment	Inconvenience		Technical breaches
			Days lost (>5 days)			
1	Insignificant	Minimal financial loss	None	Systems unavailable for less than 1 hour	Localised impact only	Resolved by internal actions
			Minor personal injury			Day to day management
			First aid			
			No days lost			

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Changes to government policy	CEO	The State Government has passed 2019 Local Government Act.	CCL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Engagement of Member Councils in strategic conversation about preferred governance model	5	2	7
Decline in revenue from funding partners	CEO	CCL revenue from funding partners has been relatively stable albeit very low on a cost per capita basis. Factors that will impact on future revenue are: rapidly growing population, the need to build new libraries, rate capping, and CCL's capacity to generate revenue from alternate sources	Short fall in revenue over the medium – long term will lead to decline in services and or visitor experience.	4	4	8	Advocate for increased funding from State Government Generate revenue from private sector including corporate partnerships, sponsorships and donations Encourage Member Councils to fund initiatives that enhance service delivery particularly to new communities.	3	4	7
Global warming – climate change	CEO	Insurability of assets due to building/locations – flooding/bushfire/extreme weather risks. Business continuity issues – flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources.	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Adoption of more sustainable business practices Education of community about ways to live more sustainably Work in partnership with Member Councils to renew library buildings and reduce likelihood/ impact of flooding/ bushfire/ extreme weather risks Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Legal claim or proceedings against CCL	CEO	CCL has workforce of approx 170pax and receives in excess of 1.2 million physical visits per annum. There is currently one legal claim pending lodged against CCL (worksafe) and one request from VCAT to attend a direction hearing in relation to a very dissatisfied customer.	CCL incurs costs of defending against legal proceeding and is sued	5	3	8	Good compliance frameworks and clearly articulated values	3	3	6
Poor enterprise risk management	CEO GMOD	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis every August Table the Top Ten Risk Register with the Board on a quarterly basis	3	3	6

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Disruption of the partnership between Cardinia Shire Council and the City of Casey	CEO	The two Councils have a strong track record of collaboration. CCL partnership has been in place for 20 years Current Regional Library Agreement was reviewed and signed off in 2017.	A breakdown in the partnership would lead to the deconstruction of CCL	2	4	6	Draft a paper on the opportunities and challenges created by increased disruption in the operating environment inc changes to the LG Act, once the Act has passed through Parliament.	2	4	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Impact on cash flow if significant debtors delay payments	GMF	CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government	2	3	5
Unanticipated calls on materials or finances	GMF	CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined Super Benefits further calls are unlikely	CCL has a reasonable capital reserve, however a multimillion-dollar call, could impact severely on the organisation	2	4	6	Keeping abreast of current factors impacting on State and Local Government	1	4	5
Fraud	CEO GMF	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4
Increase in Workcover Premiums	GMOD	CCL has an aging workforce that has exposure to manual handling risks.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	3	3	6	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work	2	2	4

Risk Ratings – Strategic

Risks that apply to the Library as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the Library's reputation.

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Poor procurement practices	GMF	Staff with purchasing delgations have a clear understanding of CCL's procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal & external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CCL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are inefficiently spent	3	3	6	CCL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4
Loss of reputation/ brand	CEO	CCL has recently refreshed its brand and is engaging community in conversations about what they expect from the library	Community disengages with CCL, visitation decreases	2	3	5	Continued engagement with community about the services it needs from CCL Promotion of CCL services and values	1	3	4

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Pandemic – acute	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population	Staff illness – unable to work Members of the community ill and come to library spreading disease	5	4	9	Follow the advice of Victoria's Chief Health Officer Staff and community encouraged to maintain good hand hygiene Staff encouraged not to come to work if they are unwell Staff encouraged to work from home where possible Staff employee safe hygiene practices	5	4	9
Pandemic – fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population	Staff/family member illness or quarantine– unable to work Members of the community ill and come to library spreading disease Widespread fatalities Closure of the Library Service	4	5	9	Follow the advice of Victoria's Chief Health Officer Staff encouraged not to come to work if they are unwell Staff encouraged to work from home where possible Staff employee safe hygiene practices Library services are restricted and or closed	4	4	8
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming – climate change in strategic risks	2	4	6
Staff assaulted in library or on outreach visits (fatal)	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park on order for Doveton	1	5	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Unattended children in the library	GMCE	There is a perception public library are safe places	Frightened child – staff need to follow approved guidelines Language barriers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child	4	3	7	All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices	4	1	5
Decline in visitation	GMCE	Visitation is growing but not keeping pace with population growth.	Declining visitation may impact on CCL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	3	3	6	Establish strategies to grow visitation that are not collection dependent eg Programs Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West, Officer, Nar Nar Goon)	2	3	5
Accident in the library causing harm to patron/staff	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and monitored at Hampton Park and Doveton libraries	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users – provide support Provide follow-up such as EAP	3	3	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
Staff assaulted in library or on outreach visits	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff injured	2	4	6	Staff provided Conflict Resolution Training OHS Reps and first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress buttons installed at Hampton Park on order for Doveton	2	3	5

Risk Ratings – Operational

Risks that may impact delivery of specific services and programs and are managed by the relevant division, branch or program manager

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Personal use of own vehicle	GMCE	CCL staff at times use their own car to drive to and from Outreach and other library activities	CCL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CCL Vehicle Policy is kept up to date and CCL employees who drive their own vehicles understand the policy.	1	3	4
Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CCL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used	1	3	4
Inability to recruit suitably qualified staff	GMOD	CCL continues to undergo significant change, it is vital that we recruit suitably qualified staff to enable best outcomes	CCL has successfully recruited new employees over the last 12 months There is an identified need for additional mobile library operators	1	3	4	Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL Actively recruit for mobile library operators	1	2	3

CC07/2020 OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers

Purpose

To provide the Board with a summary of CCL's monthly performance.

CCL Library Plan reference - 1.1, 1.2, 3.1, 4.1 and 5.3

Discussion

Library Usage (*Library Plan reference 1.1, 1.2, 3.1 and 4.1*)

Physical visits are up year on year. In February visits were over 108,000 compared with 99,000 visits in January.

Our virtual visits were down at the end of 2019, but ramped back up in January reaching their highest levels in over 12 months with over 95,000 visits to our website, Enterprise, Bookmyne and the CCL App.

We reduced our opening hours for a 2-week period over the Christmas/ New Year break (23/12/2019 to 3/1/2020). Traditionally, CCL only closes early on Christmas and New Year's Eve. This year all branches closed early at 4pm in-place of the late-night opening for weekdays, normal operations remained on the weekends and closed for the public holidays. The impact of reduced trading hours were mixed across the network with growth in visitation at Bunjil Place, Hampton Park and Pakenham.

Loans followed the same trend as visits dropping off late in the year bouncing back in January. Year on year, November and December we were up over 3 percent. Loans in January were up marginally.

eLoans continue to be a popular choice amongst our library users, increasing monthly and yearly. Freegal continues to be popular especially the streaming service. Press Reader usage has grown strongly with the number of articles read more than doubling from November to January.

Internet use and Wi-Fi use is up on the same period last year. Community engagement with our social media and newsletter is steady.

Membership continues to grow strongly, increasing month on month and year on year. In 2019, 8,500 people became members, a terrific result. The larger branches Bunjil Place (3,481), Cranbourne (2,320) and Pakenham (1,100) are leading the growth. We ended February with over 133,000 members.

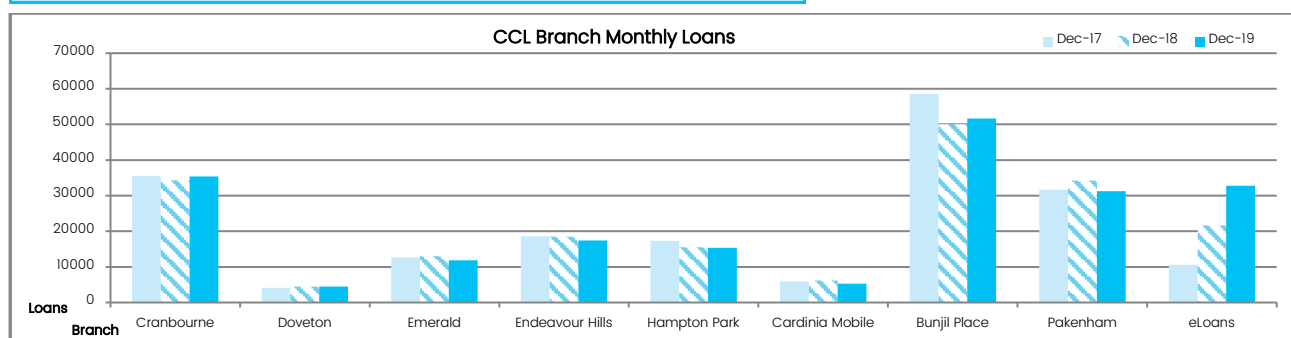


Programs continue to be popular both with adults and young people. Over 57,000 people have attended our programs since July 1, 2019.

Year on Year Performance Comparison for December

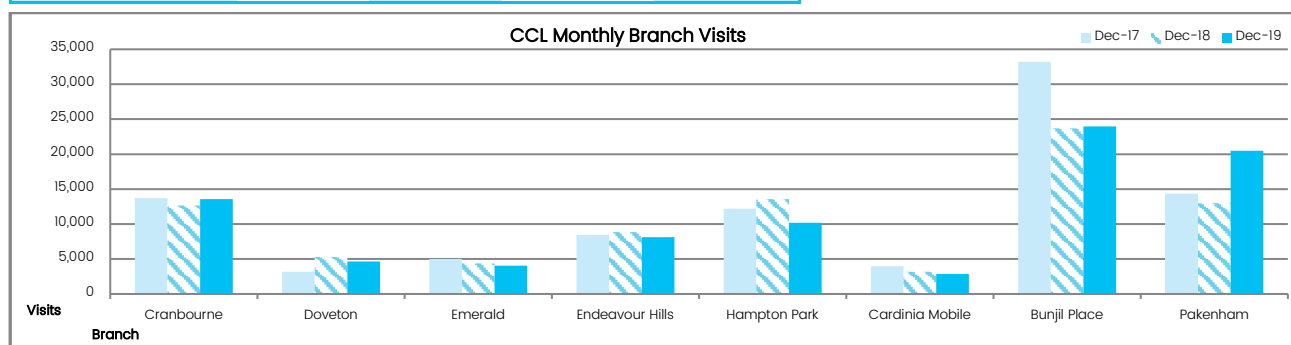
Loans

Branch	Dec-17	Dec-18	Dec-19	% Variation 2018 - 19
Regional Support	1,973	1,193	1,102	-7.6%
Cranbourne	35,494	34,330	35,360	3.0%
Doveton	4,123	4,453	4,518	1.4%
Emerald	12,668	13,016	11,823	-9.2%
Endeavour Hills	18,561	18,481	17,384	-5.9%
Hampton Park	17,289	15,487	15,382	-0.7%
Cardinia Mobile	5,898	6,185	5,242	-15.3%
Bunjil Place	58,568	50,076	51,696	3.2%
Pakenham	31,652	34,214	31,227	-8.7%
Region	186,226	177,435	173,733	-2.1%
eLoans	10,589	21,602	32,766	51.7%
Total Loans	196,815	199,037	206,499	3.7%



Visits

Branch	Dec-17	Dec-18	Dec-19	% Variation 2018 - 19
Cranbourne	13,712	12,667	13,585	7.2%
Doveton	3,195	5,279	4,624	-12.4%
Emerald	5,032	4,364	4,045	-7.3%
Endeavour Hills	8,462	8,875	8,115	-8.6%
Hampton Park	12,198	13,588	10,205	-24.9%
Cardinia Mobile	3,980	3,193	2,865	-10.3%
Bunjil Place	33,239	23,709	23,981	1.1%
Pakenham	14,357	12,964	20,466	57.9%
Region	94,175	84,639	87,886	3.8%
Website	40,890	32,654	33,626	3.0%
Enterprise	32,426	29,869	27,855	-6.7%
Bookmyne	2,606	71	552	677.5%
CCL App	0	6,240	15,182	143.3%
Total Virtual	75,922	68,834	77,215	12.2%
Total Visits	170,097	153,473	165,101	7.6%



Digital Services – December

Internet Use by Branch – Bookings

Branch	Dec-18	Dec-19	% Variation 2018 - 19
Cranbourne	1,563	2,026	29.6%
Doveton	993	993	0.0%
Emerald	402	380	-5.5%
Endeavour Hills	1141	1,401	22.8%
Hampton Park	1,638	2,140	30.6%
Cardinia Mobile	1	0	-100.0%
Bunjil Place	2,649	2,705	2.1%
Pakenham	1,827	1,762	-3.6%
Total	10,214	11,407	11.7%
Total year to date	70,532	83,124	17.9%

Wi-Fi Use by Branch – Connections

Branch	Dec-18	Dec-19	% Variation 2018 - 19
Cranbourne	3,007	3,255	8.2%
Doveton	1054	1,643	55.9%
Emerald	775	806	4.0%
Endeavour Hills	1550	1,550	0.0%
Hampton Park	1,705	2,046	20.0%
Cardinia Mobile	62	124	100.0%
Bunjil Place	1,510	1,730	14.6%
Pakenham	3,813	2,232	-41.5%
Total	13,476	13,386	-0.7%
Total year to date	100,023	106,182	6.2%

Electronic Resources

	Dec-18	Dec-19	% Variation 2018 - 19
Age Library Edition	0	282	
Bolinda eAudiobooks	6,514	8,914	36.8%
Bolinda eBooks	5,710	6,950	21.7%
Choice	71	75	5.6%
Cloud Library	90	486	440.0%
Freegal Music	6,525	8,209	25.8%
Kanopy	370	603	63.0%
Press Reader	0	4,606	
RB Digital eAudiobook	139	314	125.9%
RB Digital eMagazines	2,024	2,185	8.0%
Tumblebooks	159	142	-10.7%
Total	21,602	32,766	51.7%

E-Learning

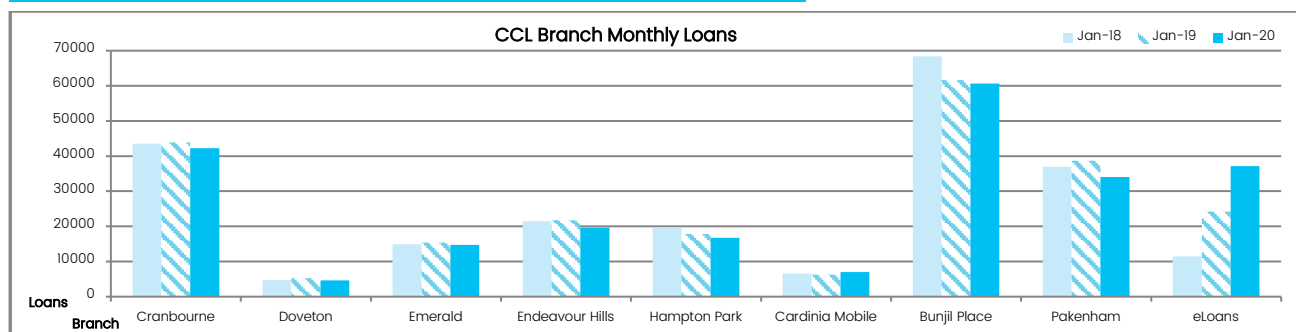
	Dec-18	Dec-19	% Variation 2018 - 19
Busy Things	5,253	9,398	78.9%
Literacy Planet	0	145	
Lynda.com (*sessions)	662	774	16.9%
Road to IELTS	19	7	-63.2%
Studiosity (Your Tutor)	1	40	3900.0%
uTalk	0	47	
Total	5,935	10,411	75.4%



Year on Year Performance Comparison for January

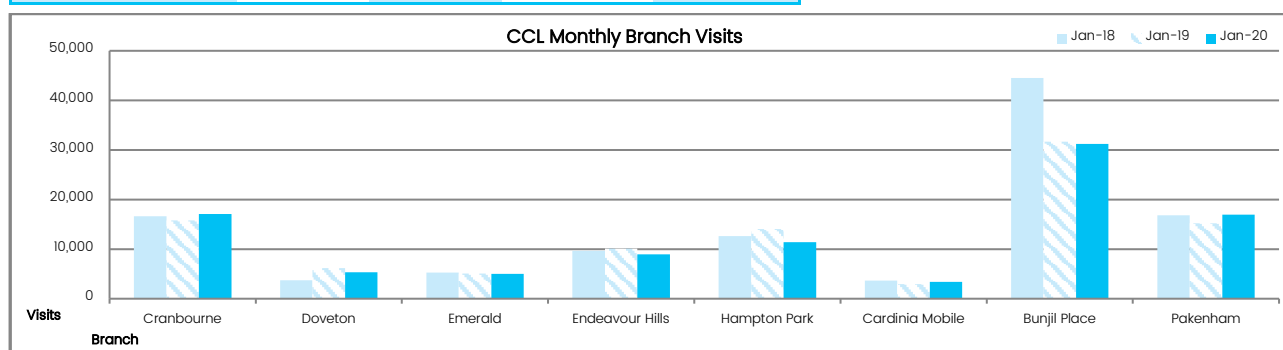
Loans

Branch	Jan-18	Jan-19	Jan-20	% Variation 2019 - 20
Regional Support	1,266	1,011	767	-24.1%
Cranbourne	43,492	43,873	42,227	-3.8%
Doveton	4,693	5,233	4,675	-10.7%
Emerald	14,879	15,370	14,698	-4.4%
Endeavour Hills	21,463	21,767	19,629	-9.8%
Hampton Park	19,608	17,850	16,765	-6.1%
Cardinia Mobile	6,560	6,245	6,991	11.9%
Bunjil Place	68,369	61,604	60,660	-1.5%
Pakenham	36,925	38,735	34,014	-12.2%
Region	217,255	211,688	200,427	-5.3%
eLoans	11,421	24,251	37,176	53.3%
Total Loans	228,676	235,939	237,603	0.7%



Visits

Branch	Jan-18	Jan-19	Jan-20	% Variation 2019 - 20
Cranbourne	16,662	15,794	17,109	8.3%
Doveton	3,746	6,178	5,343	-13.5%
Emerald	5,252	5,049	5,002	-0.9%
Endeavour Hills	9,651	10,134	8,938	-11.8%
Hampton Park	12,629	14,067	11,404	-18.9%
Cardinia Mobile	3,671	2,932	3,377	15.2%
Bunjil Place	44,490	31,665	31,201	-1.5%
Pakenham	16,800	15,215	16,936	11.3%
Region	112,901	101,034	99,310	-1.7%
Website	52,119	35,898	40,377	12.5%
Enterprise	36,039	34,972	35,898	2.6%
Bookmyne	2,989	1,042	834	-20.0%
CCL App	0	7,569	18,305	141.8%
Total Virtual	91,147	79,481	95,414	20.0%
Total Visits	204,048	180,515	194,724	7.9%



Digital Services – January

Internet Use by Branch – Bookings

Branch	Jan-19	Jan-20	% Variation 2019 – 20
Cranbourne	2,106	2,629	24.8%
Doveton	1279	1,290	0.9%
Emerald	435	513	17.9%
Endeavour Hills	1450	1,622	11.9%
Hampton Park	2,056	2,734	33.0%
Cardinia Mobile	0	11	-
Bunjil Place	3,367	3,177	-5.6%
Pakenham	2,073	1,971	-4.9%
Total	12,766	13,947	9.3%
Total year to date	83,298	97,071	16.5%

Wi-Fi Use by Branch – Connections

Branch	Jan-19	Jan-20	% Variation 2019 – 20
Cranbourne	3,410	3,999	17.3%
Doveton	868	1,488	71.4%
Emerald	868	870	0.2%
Endeavour Hills	1767	1,769	0.1%
Hampton Park	1,767	2,108	19.3%
Cardinia Mobile	93	155	66.7%
Bunjil Place	2,448	2,220	-9.3%
Pakenham	2,573	2,480	-3.6%
Total	13,794	15,089	9.4%
Total year to date	113,817	121,271	6.5%

Electronic Resources

	Jan-19	Jan-20	% Variation 2019 – 20
Age Library Edition	0	282	-
Bolinda eAudiobooks	7,052	9,676	37.2%
Bolinda eBooks	6,433	7,461	16.0%
Choice	183	35	-80.9%
Cloud Library	254	448	76.4%
Freegal Music	7,106	9,108	28.2%
Haynes Manuals	0	34	-
Kanopy	482	735	52.5%
Press Reader	0	6,468	-
RB Digital eAudiobook	214	366	71.0%
RB Digital eMagazines	2,241	2,171	-3.1%
Tumblebooks	286	392	37.1%
Total	24,251	37,176	53.3%

E-Learning

	Jan-19	Jan-20	% Variation 2019 – 20
Busy Things	9,494	11,937	25.7%
Literacy Planet	0	242	-
Lynda.com (*sessions)	660	919	39.2%
Road to IELTS	68	26	-61.8%
Studiosity (Your Tutor)	16	2	-87.5%
uTalk	0	72	-
Total	10,238	13,198	28.9%



Program Attendances for CCL – December 2019 – January 2020 (*Library Plan reference 3.1*)

December 2019 Program Attendances

Attendances at Youth Activities		
Branch	Dec-18	Dec-19
Cranbourne	448	446
Doveton	194	180
Emerald	204	135
Endeavour Hills	166	171
Hampton Park	379	306
Cardinia Mobile	156	280
Bunjil Place	506	561
Pakenham	232	419
Total	2,285	2,498

Attendances at Adult Activities		
Branch	Dec-18	Dec-19
Cranbourne	62	87
Doveton	73	151
Emerald	32	28
Endeavour Hills	920	1
Hampton Park	1	92
Cardinia Mobile	0	0
Bunjil Place	76	84
Pakenham	67	16
Total	1,231	459



January 2020 Program Attendances

Attendances at Youth Activities		
Branch	Jan-19	Jan-20
Cranbourne	427	468
Doveton	271	321
Emerald	127	265
Endeavour Hills	259	228
Hampton Park	292	180
Cardinia Mobile	52	110
Bunjil Place	461	150
Pakenham	414	340
Total	2,303	2,062

Attendances at Adult Activities		
Branch	Jan-19	Jan-20
Cranbourne	54	4
Doveton	13	4
Emerald	38	71
Endeavour Hills	54	15
Hampton Park	31	52
Cardinia Mobile	0	0
Bunjil Place	279	62
Pakenham	0	68
Total	469	276

Note: Regular weekly Youth programs finished for the year in December and re-commenced the first week of February.

Social Media performance for CCL – November 2019 – January 2020

Platform		Nov-19	Dec-19	Jan-20
Facebook	Followers	3,885	3,986	4,113
	Reach	44,462	61,951	59,194
	Engagement	1,990	3,069	7,188
Instagram	Followers	651	703	717
Twitter	Profile Visits	100	68	239
	Tweet impressions	8,411	6,041	7,660

Note: Engagement was high in January 2020 due to interest in news about the Pakenham Library Flood

eDM's

	Nov-19	Dec-19	Jan-20
Recipients	40,906	42,857	40,197
Open Rate	40%	33%	59%

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC08/2020

CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on community engagement, collections and services, including programs, events and partnerships.

CCL Library Plan reference – 1.2, 2.1, 2.2, 2.3, 3.1, 3.3, 4.1 and 5.2

Programs and events at CCL provide opportunities to promote the library as a community space where people of all ages gather for a range of activities including early literacy programs for young children; literacy and creative programs for school aged children and teens, school holiday programs; lifelong learning, digital literacy, and reader development programs for adults.

Discussion

Partnerships (*Library Plan reference 2.2*)

CCL is working with Member Councils to manage a range of complex community issues in our libraries. It is an ongoing challenge to meet the requirements of all our visitors so that they have a great experience every time.

For some visitors, enabling access means broad communication across our team, and linking to resources beyond our scope and expertise to create a tailored and individual service.

Some of the key projects we are working on with Councils include:

- Access and services for community members with disabilities and related behavioural issues. With the roll out of the NDIS, there has been a growing number of people spending time in the libraries with little or no support from trained carers. Member Councils are helping us to link people to support services, and source training and support for library staff. We are also working across the Bunjil Place precinct to advocate for these visitors, and model successful support plans for other teams.
- CCL worked collaboratively on a youth suicide and online bullying project, along with an external provider. The City of Casey Youth team were able to provide specialist advice.
- City of Casey's Child Safe Coordinator has provided advice and support with adherence to Child Safe standards. In our public spaces, we do encounter unaccompanied children – and in some cases the library is the safest place for these kids to be. This is particularly evident at Hampton Park Library. We have identified a range of issues related to these young people overtime, including neglect, potential for grooming and behavioural issues amongst their peers. We have had success in working as a team with Council officers to manage behavioural issues.
- Strengthening communities: We are working with Cardinia Shire to help marginalised communities to flourish. We contribute to Council's LGBTIQ committee, sharing our own programming and gaining insights from this team to improve our services. We also supported Council's South Sudanese Community Day, working to build tolerance, understanding and harmony in the region.

We look forward to more opportunities to work together with Councils as we support the growth of strong, resilient and harmonious communities.

The 2019 Shared Leadership report [Social Issues in Public Libraries: Supporting Our Staff](#) identifies the following considerations when managing complex social issues:

Professional skills

- Collaboration with social services or employment of social workers
- Fit-for-purpose, regular and applied staff training
- A culture of support and debriefing

Partnerships

- Communication and collaboration with experts
- Working with our councils and community organisations
- Listening to staff and learning from our sector's successes

Programs

- Courage and means to undertake bespoke trials of social support workers
- Supporting staff by engaging communities
- A culture of empathy through inclusivity and engagement

Due to resource constraints, CCL is not able to directly employ a social worker, however by linking with available expertise through Council enables us to get the best possible outcome for our community and our library team.

Reference: [Social Issues in Public Libraries: Supporting Our Staff](#). Note, CCL staff, Cenza Fulco and Leanne Hornibrook co-authored this report along with their Shared Leadership working group.

Federation University

Sue Owen, Director Library and learning Spaces, Federation University, and Beth Luppino had an article published in ALIA's Incite Magazine (May edition). Incite is a leading industry publication for libraries in Australia. The article, titled Leadership Partners– Knowing no Bounds, describes our partnership journey so far. It outlines the benefits for both organisations and points to future activities. Beth and Sue are also looking forward to presenting on this at the ALIA national Conference in Sydney later this year.

U3A at Bunjil Place Library

U3A Casey are looking to increase their membership. They have approached the Bunjil Place Library team, and hatched a plan to showcase their programs, free to library members, to encourage longer term participation. This is a win for CCL, as we are able to offer more targeted programs for seniors, that complements our digital literacy education. The first round of programming appears in the Autumn Events and Programs booklet and includes armchair travel chats, brain-training techniques and scrabble.

Grants and fundraising (Library Plan reference 5.2)

Michelle Mclean has secured over \$50,000 worth of grants through Be Connected so far this year. The grants will enable CCL to provide greater support to seniors in learning technology and digital literacy skills. The funding also enables additional CCL outreach activities including:

- The Berwick and Pakenham shows, promoting and demonstrating digital education
- Community engagement (Harmony Week events across the region); and

- Building community capacity (training volunteers to deliver digital content training in other settings).

CCL Giving Tree – it's a Wrap

The 2019 Giving Tree campaign generated over \$12,000 for local charities, helping community with practical support of food and gifts over Christmas. City of Casey Mayor, Cr Serey, announced her support for the campaign – pointing community to us as a great option for their donations during the festive season. CCL partnered with eight local charities during the six-week campaign, including WAYSS, Cranbourne and Casey North CISS, Transit Outreach Service, Hampton Park Community House, Barry Plant Emerald Charity Drive and the Salvation Army Open Doors Program in Pakenham.



Cardinia Mobile Library – the new truck has hit the road

The new Cardinia Mobile library was launched on December 16th. The Bunyip community were the first to explore the lovely new space. One of the key improvements is a large, flat floor which improves accessibility and gives us the capacity to run programs. We are also able to offer more attractive collections and manage reservation requests. Since the launch in December, we have identified a few teething issues with performance and functionality. We will continue to work with the manufacturer Brimarco to make improvements.

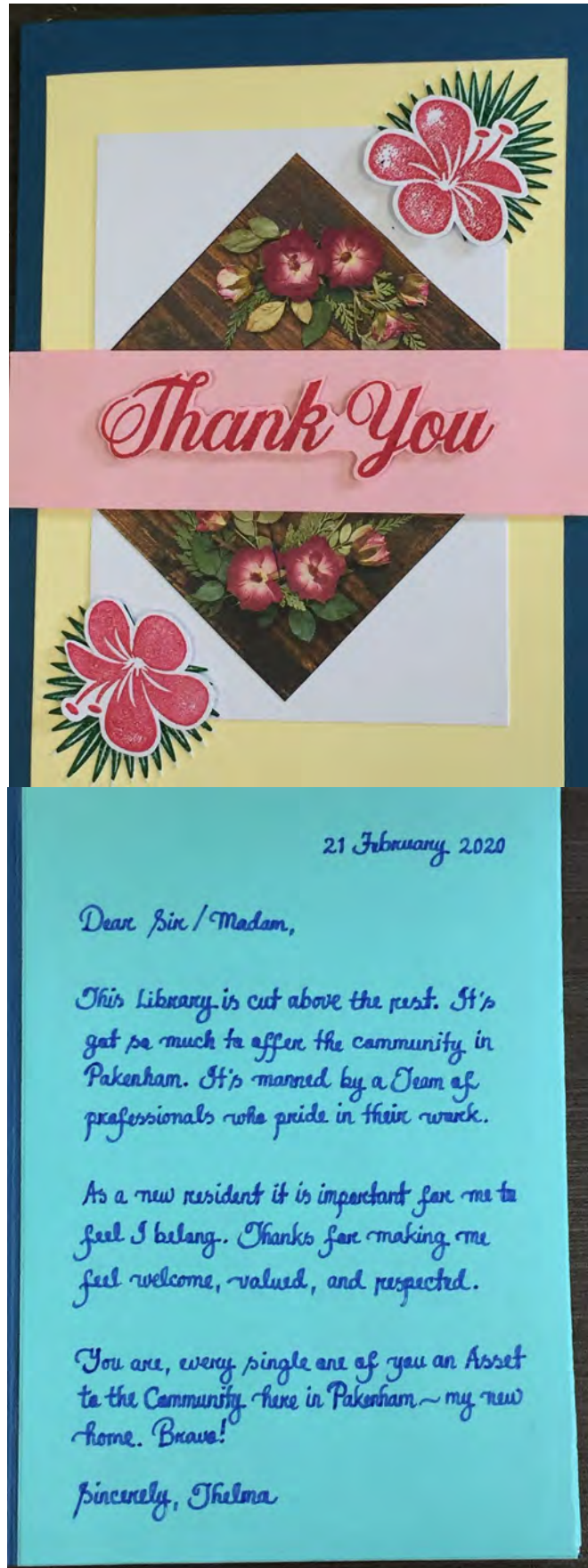
The new prime mover (which tows the trailer and is incorporated into the external wrap design) took a little longer to arrive, but the rig is now complete. It is an eye-catching sight.



Brimarco have used single piece roofing and walling to reduce weight with the advantage of reducing potential water ingress overtime. We are looking forward to hosting Lego and holiday programs being introduced in the coming months to make the most of the additional space!



One Happy Customer



Collections (*Library Plan reference 1.2*)

VOX Books for Kids

CCL recently purchased children's books in a combined audio and print format which we hope will be a hit with our younger library members and their parents. A permanently embedded VOX Reader transforms an ordinary print book into an all-in-one read-along story. There's no need for computers, tablets or CDs. Children simply push a button to listen and read. This is a great way to help children consolidate learning and build confidence in literacy skills.



The VoxBooks feature:

- Hardcover book with full audio recording. Simply push a button to listen and read
- Speaker for parent + child or group listening plus earphone jack for individual use
- Fully portable read-along with rechargeable battery provides 100+ listens before recharge. No data or Wi-Fi required.

Marketing and Promotions (*Library Plan reference 3.1*)

Key marketing activities for the months of November 2019 – January 2020 were:

- Summer events booklet
- Dinovember
- Summer Reading Club (SuRFA)
- Kitty Flanagan Rules for Life Competition
- Faces of the Library – Launch at Bunjil Place in December
- Design and Launch of the new Cardinia Mobile Library
- Christmas Charity Campaign
- Sensitive Santa
- Gippsland Emergency Relief fund (Jan 6 – Feb 28 2020)
- School holiday program
- Daily promotion of branch events/programs/activities
- Our regular events began back at the start of the school term.

Marketing and Communications Strategic Directions, Activities & Planning

- Faces of the Library / Brand update – new guidelines rolling out across all marketing collateral
- Website, eDM and Event Booking platforms – review and redevelopment
- Children's outreach programs – collateral kit and instructions underway
- Autumn Special campaigns – eg: Library Lovers Week, National Simultaneous Storytime, Library Week, IDAHOBIT.

Conclusion

CCL continues to engage our community through a variety programs for people of all ages, and improve community awareness of services, spaces and collections.

RECOMMENDATIONS

1. That the Customer Experience Report be noted

GENERAL BUSINESS

CC09/2020	DEED OF VARIATION – LICENCE AGREEMENT CARDINIA SHIRE COUNCIL OFFICE SPACE
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Report prepared by Chris Buckingham

Purpose

To inform the Board of a Deed of Variation to the Licence Agreement for office space at Cardinia Shire Council.

Discussion

CCL has signed a deed of variation for the licence agreement for office space with Cardinia Shire.

CCL now has licenses for five desks and five lockers at Officer at a cost of \$22,500 per annum.

This represents a significant saving on the previous agreement.

CCL appreciate Cardinia Shire's willingness to enter into a deed of variation.

RECOMMENDATIONS

1. That the Board note the Deed of Variation to the Licence Agreement for office space with Cardinia Shire Council.

CC10/2020 CEO'S QUARTERLY REPORT AGAINST KPIS

Report prepared by Chris Buckingham

Purpose

To inform the Board of progress against CEO KPIs.

Discussion

The CEO provides quarterly reports to the Board against agreed Key Performance Indicators (KPIs) for review.

RECOMMENDATIONS

1. That the Board note the CEO's Performance Review – KPI quarterly report.



Casey
Cardinia
Libraries

Chief Executive Officer
2019 – 20 Key Performance Indicators
December 31 Quarterly Progress Report

	KPI	Measure	Performance Demonstration	Performance Rating
Strategy and Innovation	Develop and deliver the CCL 2019 – 2023 Strategic Plan	Development and delivery of 2019 – 20 Action Plan	Action Plan finalised and shared with Board at June Meeting	Exceeds expectations
		Successful advocacy for renewal and refurbishment of existing libraries eg Emerald	Living Libraries Infrastructure Fund Application lodged for Emerald Library proved unsuccessful	Satisfactory
		Successful advocacy for new libraries in Officer and southern end of Casey ie Establishment of firm timeframes for new libraries with Member Councils	New Mobile Library service for Cardinia launched at Bunyip Primary School	Needs some improvement
		Exploration of new service delivery models that leverage and contribute to the viability of Council assets eg Selandra Community Centres	Cardinia Creek South Library being discussed for 2023	Highly unsatisfactory
			CCL participated in the planning process for the Casey Complex Urban Design Framework	
			Officer Library project in limbo, pursuing possibility of creating a library on the Ground Floor of the Council Building	
			Selandra Community Centre Library has been shelved, but model now being discussed for Cranbourne West and Toomah Community Centre	
		Deliver a paper that describes the potential impacts of a new Local Government Act on Public Libraries and articulates the challenges and opportunities for CCL (December 2019 pending successful passage of the LG Act)	Colin Morrison Director, Local Government Victoria briefed Board on proposed legislative changes and the implications for RLCs at November Board Meeting	

	KPI	Measure	Performance Demonstration	Performance Rating
People and Culture	Develop high performing workforce with positive culture	Cultivation of CCL values that are owned by staff	Annual Staff Workshop with strong focus on values held October 9	Exceeds expectations
		Further improvements in annual Staff Engagement Survey results (September 2019)	Annual Staff Survey complete. A year on year comparison report tabled at November Board Meeting	Satisfactory
		Implementation of Workforce Development Plan	Workforce Development Plan being implemented. Highlights include employment of two workers from Outlook in the ICT Team	Needs some improvement
				Highly unsatisfactory

	KPI	Measure	Performance Demonstration	Performance Rating
Engagement	Community is consulted, engaged and enthused by CCL	Delivery of 2019 – 20 Marketing Program	2019 – 20 Marketing Program underway (including launch of Face of the Library and a refreshed consumer brand 'Endless Possibilities'.	Exceeds expectations
		Positive coverage in local media	CCL continues to gather positive local coverage in media	Satisfactory
		Increased engagement by community through social media	Social media metrics continue to increase	Needs some improvement
		Demonstrated connection with community leaders, Council stakeholders and relevant interest groups	CCL continue to work closely with key stakeholders across the community to encourage engagement in library services that support community resilience and wellbeing.	Highly unsatisfactory
		Recruitment of volunteers that support CCL service delivery	The number of volunteers supporting CCL service delivery remains stable	
		Net Promoter Score gathered through annual community survey remains above 55	September Community Survey results provided an NPS of 65	
		Library visitation, membership and usage as per KPIs set in Library Plan	Summary of performance as per end January 2020 provided in March Board Papers	

	KPI	Measure	Performance Demonstration	Performance Rating
Operations	Efficient and effective management of the operations of the library service	<p>Renewal and improvement of business systems</p> <p>Finalisation of Enterprise Agreement negotiations on terms that keep CCL on a sustainable financial footing</p> <p>Increased value derived from key vendors (reduction in costs and/ or increase in value of services)</p>	<p>Litmos and Elumina have been rolled out</p> <p>Review of Kronos and other rostering systems underway</p> <p>EA negotiations near concluded – Management and Delegates have now tabled log of claims (see attached)</p> <p>Significant savings delivered through the MAV Tender for the SirsiDynix ILMS – A PLV initiative led by Daniel Lewis.</p>	<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>

	KPI	Measure	Performance Demonstration	Performance Rating
Finance	Sound financial and business management of CCL	<p>Annual Budget comes within +/- 5% projections</p> <p>\$100,000 additional revenue, or equivalent value gained through partnerships, grants, donations and sponsorship</p>	<p>Annual Budget as of end of December is on track</p> <p>Be Connected Grants won now total \$54,500</p> <p>LinkedIn Learning Partnership with Casey Cardinia Economic Development \$12.5k</p> <p>Windermere have committed \$5k to sponsorship of Sensitive Santa and \$4k to CCL Staff attending ALIA Conference (note ALIA Conference has been cancelled due to COVID - 19)</p> <p>Libraries After Dark funding application lodged for \$28,000 to support Pakenham Library</p> <p>New MoU being negotiated with YMCA (in kind arrangements)</p> <p>10% management fee negotiated for delivery of CFC programs (2019 – 2020)</p> <p>Advertising proposal presented to Federation Uni (\$26k)</p>	<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>

	KPI	Measure	Performance Demonstration	Performance Rating
Governance and Compliance	CCL compliance with statutory and funding requirements	CCL Board is provided with timely, relevant and accurate information including briefings on issues and risks of strategic, financial and operational significance.	Content of Board Papers reviewed and agreed at August Meeting.	Exceeds expectations
		Board papers are provided 7 days before Board Meetings	August Board Papers provided 7 days prior to meeting	Satisfactory
		VAGO provide an unqualified audit for 2018 – 19	VAGO provided an unqualified audit for 2018 – 19	Needs some improvement
		Implementation of CCL's Risk Management Plan including quarterly reporting to the Board	Quarterly reporting of Risk Management Register and associated mitigation strategies continue.	Highly unsatisfactory
			Review of current Risk Management Plan and Policy near finalised	

	KPI	Measure	Performance Demonstration	Performance Rating
Additional Elements	Planned Personal Development Activity	Active participation in PLV and/or ALIA	Chair PLV, Member ALIA	Exceeds expectations
		Attend PLV Conference Melbourne September 2019	Attended PLV Conference in September 2019	Satisfactory
		Attend and present a paper at the ALIA National Conference in May 2020	Submission for presentation of Paper on Libraries Change Lives has been accepted for ALIA National (note this conference has just been cancelled due to COVID-19)	Needs some improvement
		Lodge an application for Scholarship to attend Stanford for Executive Program for Not for Profit Leaders through the Australian Scholarships Foundation	Application for Scholarship Lodged, but unsuccessful	Highly unsatisfactory
		Attend and potentially present a paper at <u>IFLA World Library and Information Congress (WLIC)</u> (August 15 – 21, 2020)	Registrations for IFLA open in October. Have nominated Libraries Change Lives Campaign for Marketing Award	

Report on progress against KPIs to be provided to the Board on a quarterly basis, with a final report tabled by the end of July 2020.

IN CAMERA

CC11/2020 LEGAL ACTION AGAINST CCL (WORKSAFE)

Report prepared by Chris Buckingham

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IN CAMERA

CC12/2020 VCAT DIRECTIONS HEARING

Report prepared by Chris Buckingham

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NEXT MEETING

Wednesday 22 April 2020, City of Casey, Bunjil Place Library Level 2, Meeting Rooms 3 and 4.