

Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 26 August
5.00pm

Online Meeting via Teams

1.	Present	
2.	Apologies	
3.	Acknowledgement of the Traditional Owners	
4.	Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Special Board Meeting held on 7 July 2020.	
5.	Declaration of Conflicts of Interest	
6.	Correspondence	
7.	Strategies/Plans	<i>Page No.</i>
	CC39/2020 Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020 – 2024	3
	CC40/2020 Draft Annual Report 2019 – 2020 including Year End Financial Report	4
	CC41/2020 Library Plan 2021 – 2025	7
8.	Officers' Reports	
	CC42/2020 Finance	8
	CC43/2020 Buildings and Facilities	13
	CC44/2020 Information, Digital Services and Technology	14
	CC45/2020 People and Culture	16
	CC46/2020 Operational Performance	19
	CC47/2020 Customer Experience	22
9.	General Business	
	CC48/2020 COVID-19 Business Continuity Plan	26
10.	In-Camera	
	CC49/2020 CEO's Performance Review	27
11.	Acknowledgement of outgoing Board Member Cr Jodie Owen	
12.	Next Meeting	28

STRATEGIES/PLANS

CC39/2020 ANNUAL BUDGET 2020 – 2021, LIBRARY PLAN and STRATEGIC RESOURCE PLAN
2020 – 2024

Report prepared by Chris Buckingham

Purpose

To provide the Board with an update on Casey Cardinia Libraries Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020 – 2024.

CCL Library Plan reference – 5.3

Discussion

CCL Library Plan is the primary planning document for the delivery of our library service. It is a requirement to have a Library Plan under Section 125 of the Local Government Act 1989.

The CCL Strategic Resource Plan 2020 – 2024 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the CCL Library Plan 2020 – 2024.

All Regional Library Corporations must adopt their Budgets and Strategic Resource Plans by 31 August 2020.

Cardinia Shire Council considered and approved CCL Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020–2024 at its Council meeting on 15 June 2020.

City of Casey considered and approved CCL Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020–2024 at its Council meeting on 23 June 2020.

RECOMMENDATIONS

1. That the Board adopt CCL Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020 – 2024.
2. That CCL forward a copy of the adopted Annual Budget 2020 – 2021, Library Plan and Strategic Resource Plan 2020–2024 to the Minister for Local Government in accordance with provisions of the Local Government Act 1989 by 31 August 2020.

CC40/2020

DRAFT ANNUAL REPORT 2019 – 2020 INCLUDING YEAR FINANCIAL REPORT

Report prepared by – Chris Buckingham and Emily Ramaswamy

Purpose

To present the Board with Casey Cardinia Libraries Draft Annual Report 2019 – 2020 for consideration.

CCL Library Plan reference – 5.3

Discussion

CCL is required under Sections 125, 126 & 196(7) of the Local Government Act 1989, to prepare and submit an Annual Report to the Minister for Local Government within three months of the end of the financial year. Due to COVID-19, the Minister for Local Government extended the deadline to 31 October 2020.

Clause 11.1 of the 2012 CCL Regional Library Agreement requires that the CEO provide each member Council with a copy of the Annual Report within three months of the end of the financial year.

Discussion

While COVID-19 completely disrupted our world in the first half of 2020, the accomplishments of 2019 – 2020 include:

- Launch of The Faces of the Library campaign – Discover the Possibilities
- The new Cardinia Mobile vehicle was launched at Bunyip Primary School just in time for Christmas
- In January, the Pakenham Library was flooded, drained, dried out and re-opened within 10 days
- Accessibility Keys were developed for all our City of Casey Branches
- Started a home delivery service that delivered more than 7,000 parcels of books during the response and recovery phase
- Successfully ran our first community fundraiser, which raised more than \$11,000 for the home delivery service
- Established a Customer Care Team during the COVID-19 Crisis that were able to make outbound calls to vulnerable customers and receive inbound calls for people who needed help accessing our services
- Despite all the uncertainty, CCL delivered a strong operational surplus.

These achievements are testament to the entire staff as we tightened our belts and worked harder than ever before to ensure we delivered on our promises and strengthened the long-term viability of the library service.

Summary Financial Year End results

The Financial Report has been prepared in accordance with the Australian Accounting Standards, ensuring that CCL has met all its legislative and regulative requirements. RSM Australia Pty Ltd are completing their report and will submit the libraries financial accounts to VAGO once complete.

	Budget 2020 \$	Actual 2,020 \$	Variance 2020 \$	Variance 2020 %
Income				
Council grants & contributions	8,363,505	8,363,505	-	0.0%
Government grants & contributions	2,682,570	2,704,962	22,392	0.8%
CfC funding	165,240	178,282	13,042	7.9%
Interest on investments	88,000	65,463	(22,537)	-25.6%
Other income	302,401	187,364	(115,037)	-38.0%
Total income	11,601,716	11,499,576	(102,140)	-0.9%
Expenses				
Employee costs	8,554,066	8,157,382	396,684	4.6%
CfC Expenditure	15,680	32,744	(17,064)	-108.8%
IT & communications	736,700	764,312	(27,612)	-3.7%
Library materials	311,000	379,814	(68,814)	-22.1%
Programs Promotions	91,500	114,904	(23,404)	-25.6%
Administration	614,371	433,099	181,272	29.5%
Depreciation and amortisation	1,518,584	1,436,994	81,590	5.4%
Total expenses	11,841,901	11,319,249	522,652	4.4%
Surplus/(deficit) for the year	(240,185)	180,327	420,512	-175.1%

Income

Interest on Investments

The steady decline in interest rates throughout the year resulted in lower than expected revenue.

Other Income

Due to the closure of branches to the public during the COVID-19 Pandemic, regular revenue such as Printing & Photocopying fees was not received and the Corporation was forced to defer contracted funding of programs until the following year.

Expenditure

Employee Costs

Due to the closure of branches to the public during the COVID-19 Pandemic, there have been significant savings in employee costs. Larger amounts of leave were taken during the period and any absences or vacant positions were not required to be backfilled.

CfC Expenditure

Additional funding to provide more programs additional to the service delivery agreement which has resulted in additional expenditure.

Library Materials

In April 2020, the Board approved a decision to redirect funds towards operational expenditure on library materials to meet increase community demand for digital resources during the COVID-19 Pandemic.

Promotions & Marketing

Increased investment was made into the delivery of online programming and promoting the existing and new services the libraries could offer the community.

Administration

A refund of costs was received that had been disclosed as a contingent asset in the prior year.

Due to the closure of branches to the public during the COVID-19 Pandemic, Administrative costs such as printing, stationary and freight were reduced. CCL were able to defer the purchase of an additional vehicle, which in turn saved operational costs.

Depreciation

Depreciation was lower than budget due to decreased and delayed Capital expenditure during the year.

Conclusion

The Draft Annual Report 2019-2020 including the Draft Financial Report demonstrates CCL's key achievements in a very challenging year.

RECOMMENDATIONS

1. That the Board approve the CCL Draft Annual Report 2019 – 2020 and associated Draft Financial Report 'in principle.'
2. That the Board authorise the Chairperson, a Board member and the CEO to sign the Financial Report included in the Annual Report once it has been ratified by the Auditors.
3. That the CEO sign the Management Representation Letter once the Audit has been finalised.
4. That CCL forward the approved Annual Report including the Financial Report to the member Councils before 30 September 2020.
5. That CCL forward the approved Annual Report to the Minister for Local Government before 31 October 2020.

CC41/2020

LIBRARY PLAN 2021 – 2025

Report prepared by – Chris Buckingham

Purpose

To inform the Board about the proposed approach for the development of CCL Library Plan 2021 – 25

CCL Library Plan reference – 5.3

Discussion

CCL are required under the Local Government Act (1989) and the Regional Library Agreement to produce a four-year Library Plan.

The current Library Plan has served the organisation well and is due for renewal by June 2021.

The development of the CCL Library Plan 2021 – 2025 will occur during a period of unprecedented disruption. This presents an opportunity for a thorough review, discovery and engagement process.

CCL need to think carefully on how best to approach planning at a time when people are not able to engage with their library service in traditional settings. The Member Councils, Board Members, the community and our staff are key stakeholders in the development of the plan. As such CCL will need to make sure that they are informed, educated and engaged through the planning process.

CCL are developing a framework for the Library Plan that will include the following pillars:

- Vision and Values
- Health and Wellbeing
- Creativity
- Community
- Infrastructure Planning
- Key Performance Measures

Key considerations include:

- How do we keep the community at the centre of everything we do, particularly during a time when people across the region are experiencing severe disruption?
- How can CCL support the Member Councils and address emerging vulnerabilities in our community?
- How do CCL and the Member Councils deliver an accessible and equitable service on a sustainable financial basis?

RECOMMENDATIONS

1. That the Board note progress with the planning process and consider how they would like to be involved in the development of the Library Plan.

OFFICERS' REPORTS

CC42/2020 FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on CCL's financial performance as at 31 July, 2020.

CCL Library Plan reference - 5.3

Discussion

Income Statement	Total				% Actual
Month Ended 31 July 2020	Budget	Budget YTD	Actual YTD	Variance	Vs
	2020-21	July 2020	July 2020		Budget
Income					
Council Contributions	8,642,856	720,238	696,959	(23,279)	(3.2%)
Government Grants	2,771,127	0	0	0	
CfC Funding	176,000	0	0	0	
Interest on Investments	37,500	3,125	1,429	(1,696)	(54.3%)
Other Income	298,543	24,879	6,524	(18,355)	(73.8%)
Total Income	11,926,026	748,242	704,911	(43,330)	(5.8%)
Expenditure					
Employee Costs	8,842,315	580,394	530,047	50,347	8.7%
IT & Communications	737,593	52,382	60,780	(8,398)	(16.0%)
Library Materials	317,220	194,528	201,991	(7,463)	(3.8%)
Promotions & Marketing	95,160	7,930	225	7,705	97.2%
Administration	612,967	82,074	81,602	471	0.6%
Depreciation	1,430,760	104,923	104,923	0	0.0%
Total Expenditure	12,036,015	1,022,231	979,568	42,663	4.2%
Net Gain (loss) disposal of plant & equipment	0	0	1,591	1,591	
Net result for the reporting period	(109,989)	(273,989)	(273,066)	924	0.3%

Income

Council Contributions

Variance in Council Contributions is considered to be timing, due to the delay in adoption of 2021 Budget, CCL is required (per item 10.4 of the Regional Library Agreement) to invoice contributions at the rate of the previous year until after the Budget has been officially adopted. The shortfall will be made up in September 2020 contribution invoices.

Interest on Investments

Variance in interest earned on investments is considered to be permanent and it is expected that given the current interest rates and CCL's level of investment, there will be further shortfall in this area throughout the year. CCL will seek to offset these shortfalls where possible with Other Income, once the Libraries are able to open to the public again.

Other Income

Due to the closure of branches to the public during the COVID-19 Pandemic, regular revenue such as Printing & Photocopying fees was not received. Some of these shortfalls are offset by a corresponding saving in administration costs. CCL currently have \$42,500 of "Income received in Advance" held over from the 2020 financial year that is expected to be recognised once the current Stage 3 restrictions are reduced and programming and planning can resume.

Expenditure

Employee Costs

During the month of July, the closure of branches to the public has resulted in a saving in employment costs. This is largely due to several vacant hours not required to be backfilled to maintain adequate level of staffing on the branch floor during opening hours. It is expected that current underspend will be fully expended later in the year as the branches are able to open to the public and return to regular operation hours, with additional staffing required to ensure public safety and compliance with COVID-19 restrictions.

IT & Communications

Overspend in IT & Communications is timing related and is expected to realign with budget later in the year.

Library Materials

Library Materials is currently overspent due to heavy demand for CCL's digital resources such as Studiosity and other education tools during the month. Dependent on the length of time Casey and Cardinia regions are subject to lockdown, there may be a need to realign the organisations resources to best service the public whilst they are unable to visit our branches.

Promotions & Marketing

Underspend in Promotions and Marketing is timing related and is expected to realign with budget later in the year.

Administration

Administration is on track at the end of July, with the savings in areas such as Freight, Printing and Stationery, being used to help offset the cost of the Home Delivery Service.

Capital Expenditure	Total				% Actual
Month Ended 31 July 2020	Budget	Budget YTD	Actual YTD		Vs
	2020-21	July 2020	July 2020	Variance	Budget
Library Materials	0	350,498	326,121	24,378	7.0%
Motor Vehicles	38,500	0	0	0	0.0%
Furniture & Equipment	188,700	15,725	13,490	2,235	14.2%
<i>Furniture & Equipment - IT</i>	<i>188,700</i>	<i>15,725</i>	<i>13,490</i>	<i>2,235</i>	
<i>Furniture & Equipment - Libraries</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
Capital Exp. for the reporting period	227,200	366,223	339,611	26,613	7.3%

Capital Expenditure

Library Materials

Library Materials is currently underspent due to the current restrictions in place delaying the ability of the collections team to receive and process items. CCL may consider reducing the level of

investment in the physical collection later in the year to allow for more resources in digital collections, meeting the evolving requirements of the patrons.

IT & Communications

Underspend in IT & Communications is timing related and is expected to realign with budget later in the year.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
June Statement	31/05/2020	Sejda.com - PDF splitting	\$7.78
	3/06/2020	Amazon Web Services - Amazon Web Services	\$265.26
	3/05/2020	Apple Online AU - Apple Developer Account	\$149.00
	4/06/2020	Jaycar Electronics - Jaycar Trade	\$44.20
	4/06/2020	Microsoft - Microsoft Azure	\$24.05
	5/06/2020	Adobe - AcroPro Subscription	\$180.18
	5/06/2020	Adobe - Creative Cloud	\$249.20
	5/06/2020	Bunnings Pakenham - Pakenham - bolts and screws to mount technology	\$10.29
	10/06/2020	Bunnings Pakenham - Cardinia Mobile - bolts and screws to mount technology	\$98.41
	11/06/2020	CPL Online Pty Ltd - Web Camera	\$406.70
	13/06/2020	Zoom - Zoom	\$317.12
	19/06/2020	Mitre 10 Emerald - Bolts and screws to mount technology	\$3.50
	24/06/2020	Buzzsprout Podcast - Buzzsprout	\$18.00
Total June 2020			\$1,773.69
July Statement	30/06/2020	Kogan - Laser Etcher - Test Device	\$749.04
	26/06/2020	Freelancer.com - Freelancer contractors	\$1,515.15
	3/07/2020	Amazon Web Services - Amazon Web Services	\$251.75
	5/07/2020	Adobe Creative Cloud - Adobe Creative Cloud	\$429.39
	6/07/2020	Paypal - DHX - International Shipping for Regional Supp	\$50.00
	6/07/2020	Microsoft - Microsoft Azure	\$24.96
	13/07/2020	Microsoft - Office 365	\$310.20
	14/07/2020	Zoom - Events Video Conferencing	\$317.12
	21/07/2020	Fed Ex - International Tax	\$145.57
	23/07/2020	DYN - DNS Stabiliser	\$266.19
Total July 2020			\$4,059.37
TOTAL			\$5,833.06

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 August 2020

Card Holder	Transaction Date	Detail	\$
General Manager, Customer Experience			
June Statement	27/05/2020	The Educational Experts - REfund for Literacty Materials for Pakenham Library charged in previous month	-\$76.46
	27/05/2020	Campaign Monitor - EDM credits for 3 June	\$643.50
	2/06/2020	Campaign Monitor - EDM credits	\$643.50
	5/06/2020	Coles Berwick - Gift cards for writers comp prizes	\$274.75
	5/06/2020	Bunnings Narre Warren - Folding table for CMO entrance	\$44.98
	4/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$8.05
	4/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$30.68
	10/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$11.76
	10/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$11.30
	11/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$10.49
	11/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$17.70
	10/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$14.48
	11/06/2020	Amazon - Bags For Less - CFC CRA Literacy Kit Clear Storage Bags	\$51.69
	17/06/2020	Campaign Monitor - EDM Credits	\$643.50
	23/06/2020	Shutterstock - Imagery for Sid the Sloth Campaign	\$225.46
	24/06/2020	Campaign Monitor - EDM Credits	\$643.50
	24/06/2020	The Cupcake Desire Berwick - Cupcakes for CMO team - welcome back display comp	\$279.27
Total June 2020			\$3,478.15
July Statement	1/07/2020	Mrs Fields Bakery - Cupcakes for CMO team - welcome back display	\$17.50
	2/07/2020	Inspired EC Pty Ltd - Training - Ivy Tucker	\$214.50
	8/07/2020	Campaign Monitor - EDM Credits	\$643.50
	14/07/2020	News Pty Ltd - Herald Sun Subscription	\$439.40
Total July 2020			\$1,314.90
TOTAL			\$4,793.05

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 August 2020

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
June Statement		NIL Transactions	
Total June 2020			\$0.00
July Statement	8/07/2020	Homeless Library – Librarian's Guide to Homelessness Training	\$2,079.92
Total July 2020			\$2,079.92
TOTAL			\$2,079.92

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
June Statement		NIL Transactions	
Total June 2020			\$0.00
July Statement		NIL Transactions	
Total July 2020			\$0.00
TOTAL			\$0.00

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
June Statement	27/05/2020	Australia GSM World Cheltenham – protective case for CCL mobile	\$35.58
Total June 2020			\$35.58
July Statement	17/07/2020 22/07/2020	Kogan – Face masks for staff required in branch My Deal.com.au – Face masks for staff in branch	\$735.89 \$680.00
Total July 2020			\$1,415.89
TOTAL			\$1,451.47

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

CCL is managing the current environment with measured financial decisions and will continue to do so with the assistance of the Member Councils.

CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.

CC43/2020

BUILDINGS AND FACILITIES

Report prepared by 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

Facilities Development (*Library Plan Reference 3.2, and 4.2*)

The minor capital works budget contributions from Casey and Cardinia has been significantly reduced, so this planned activity is more modest than the previous year.

Emerald

Draft Worrell Reserve Parking plan has been circulated to CCL for feedback. The parking plan affects the area adjacent to the Emerald Library. CCL is working with Council to ensure that patrons and the courier can easily access the library while providing staff with safe all-day parking.

CCL and Cardinia Shire intend to submit an application for Living Libraries Infrastructure funding in the 2020 round. We have received notice that the funding round has been delayed to later in the year, so will await further notice of opening dates. The grant will be sought for internal improvements for the Emerald Library and draw on the \$24,500 donation from the Emerald Mechanics Institute.

Federation Uni have indicated a willingness to create a dedicated study space in either Emerald, or Pakenham Libraries this calendar year.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.

CC44/2020

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.

Azure Active Directory Domain Services and Azure Passwordless (*Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3*)

COVID-19 has provided a unique opportunity for bring forward the Azure Passwordless project. It has been a long-term goal for CCL to have staff set up with their own online security without barriers that would slow their access.

The focus is on removing group user access to staff devices on the library floor. Our move to Azure Passwordless (and progress SSO connection of all authentication) has allowed group access devices on the floor to be logged into Windows 10 by general staff using their own credentials in a matter of seconds – and thanks to the work we have undertaken in the SSO authentication process, they will not need to log into any other CCL authorised service/software.

Infrastructure

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

Cloud Migration (*Library Plan Reference 1.2 and 1.3*)

With our Active Directory servers moving off our local cloud, we have begun exploring options available to move the remaining local cloud hosted servers to the cloud. We will see cost savings and efficiency gains – as cloud operations can be elastic hosted (scale to meet demand) where our current local cloud is fixed capacity hosted blades. We are currently exploring the options and comparing prices.

Loanable Devices (*Library Plan Reference 1.2 and 1.3*)

Our old devices that were scheduled for disposal have been re-purposed and made into 'loanable devices' for the community; a new offering. We have 49 devices that have been repurposed from our scheduled replacement program, and thanks to the Cardinia team at Emerald Hills Hub we were able to add an additional 20 devices from their recent replacement schedule.

We are exploring the opportunity with Telstar and Optus to also provide dongles/4G data access that could also be loaned with the devices to extend the opportunities for our community.

We are continuing to explore opportunities in this space with our vendors and main device provider (HP, but also other manufacturers) to expand this offering to assist more in our community.

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.

Digital Asset Management (Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)

The Digital Operations and Finance Teams are working together to bring the remaining (non-IT) assets and contracts into our FreshService. This will provide CCL with advanced functionality like automatic depreciation, issue association, staff assignment and more.

This system has already provided the Digital Operations Team with many advantages in the past months with many staff working from home. It has helped with tracking software versions, installations and updates.

Member Relationship Management (Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)

With more digital communication, CCL are exploring new opportunities to track communications with our members. Using experience and functionality from business standard software (Client Relationship Management) we are designing new functions on our website (Digital Branch) for members to manage their own account more effectively. We are also using internal applications (Power Automate and PowerApps) to combine information we have collected about each member into one, easy to use, interface for staff.

Cyber Security (Library Plan Reference 1.,3, 5.2 and 5.3)

At the June meeting, CCL Board requested a report on CCL policies and procedures covering cyber security. CCL are actively working to enhance existing cyber security protections in today's ever-changing digital environment.

RECOMMENDATIONS

1. That the Information, Digital Services and Technology Report be noted.
2. That the Board note, Casey Cardinia Libraries report on Cyber Security.

Casey Cardinia Libraries – Cyber Security

Executive Summary

Why is cyber security important to CCL?

CCL provides unique services to our community that usually translate in digital storage of data and/or information and – most notably during this unstable period of COVID lockdowns – digital service provision.

With much of our service provision taking place remotely, from staff working at home to delivery requests being made by the public from our digital branch (website) it is imperative that our cyber security practices and posturing is maintained.

Who does our cyber security cover?

The application of our security applies to any stakeholder making use of our systems. From the general public making a delivery request (accessing their data and placing a request for CCL assets to be delivered to their address) to staff and vendors/partners accessing information required in the undertaking of their roles.

Our security policies and posturing ensure that all activities undertaken within a digital capacity are secure and not breaking the trust given to us by our community and staff.

Where does our cyber security cover/effect?

With much of the CCL infrastructure housed within Software as a Service (SaaS), Framework as a Service (FaaS) and various other cloud technologies, our staff and community have seen very little impact into their capacity to undertake tasks.

COVID-19 has presented new considerations/issues for CCL around secure access to systems outside of our network and bandwidth allocations (non CCL internet connections) with the vast majority of staff working from home. The security of traffic across networks has been paramount to providing digital access/service.

Why do we undertake cyber security in this manner/posture?

Cyber security is a unique field of study/work that is constantly growing and ever changing. This provides many opportunities and blind spots that cannot always be resolved, mitigated or identified. This open-ended 'journey' into cyber security can see vast improvements in security but often at a great cost.

CCL have always adopted a protection over perfection model, to bring risk into manageable levels, whilst not expending or exposing the organisation, its staff or our community to undue costs and/or impact.

How do we ensure CCL enact a strong cyber security stance/posture?

CCL uses a cyber security model that breaks our efforts into five main categories – two proactive veins pre-breach and three reactive veins post-breach. It is important to note, that regardless of any work or implementation put in place, breaches and incidents will occur. Some of the work undertaken by CCL within cyber security is around preventing these, but most of the work is in preventative mitigation – in which we control the spread and/or propagation to minimise the impact a breach or incident would have.

Our two main preventative actions revolve around the identification and prevention of digital environment. Where prevention is both about identifying potential risks but also identifying the 'treasure' which attracts malicious activity. With these activities identified – combined with industry knowledge, cyber security best

practice and even government recommendations/legislation (ACSC – [The Essential Eight](#)) – CCL can undertake preventative actions to ensure our digital environment is inoculated from the majority of threats and risk known to date.

The remaining three reactive veins focus on detecting and qualifying potential breaches/incidents, responding effectively to these events and recovering from them to instil trust and reliability in our brand and reputation. With so much data and information generated every second across our digital environment, many events arise that need to be qualified/identified to ascertain the true nature of the event. This process, if identified as a breach/incident, can then trigger automated responses (from shutting down the process to moving the traffic) or create specialised response groups that can run through the issue to resolution.

Reflections and Summary

Security Operations Centre

CCL have been reviewing Security Operations Centre's with the view of obtaining a suitable vendor to parse the large sum of data our systems and network generates, in near real time.

This will provide more capacity to filter through large amounts of data to find positive threat, and then filter the false positives from true breaches – focussing our internal team and on-demand experts attention.

Seamless Multi-Factor Authentication

Most cyber security breaches since 2015 have come from internal staff accounts – usually not malicious in nature, but accidental leakage of credentials or traffic hijacking.

Standard multi-factor authentication can (in some cases) compound this issue as it adds more barriers for staff access – inadvertently creating shadow IT practices that introduce further security concerns.

To shore up secure staff credentials, but maintain a simple (and quick) access to systems and information, CCL are moving towards Azure Passwordless by connecting all vendors to our Azure SSO Authentication – providing users with a single set of credentials that would give them instant access to any CCL devices, systems and/or services without requiring them to login. This would save staff time (preventing multiple logins across the period of a day) and ensure security of the user's credentials are maintained.

Protection over Perfection

CCL has always adopted a proactive stance towards security. Recent (and ongoing) advances in technology have provided more capacity and options, but this usually comes at an additional cost (either from the vendor or in staff time/capacity).

This means that CCL often adopts a security stance of providing the best protection we can over the perfect level of protection – a decision that weighs the cost of additional work/enhancements against the risk factors of a potential breach/incident.

CC45/2020

PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose

To provide the Board with an update on team development and staffing opportunities.

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*)

Staff morale remains high. Regular staff surveys continue to yield positive feedback and gratitude.

The annual organisation health check survey will be held in September to capture staff wellbeing and feedback. It will enable CCL to compare trends in our organisations health with previous year's. This year CCL will also be including questions to establish the "emotional culture" of the CCL Team.

Staff continue to work from home answering Customer Care calls and creating a variety of programs. The Home Delivery Service has been deemed "permitted work", so some staff are also now rostered in branch to fulfil the home delivery service and satisfy holds.

All libraries prepared COVID safe work plans to ensure staff performing "permitted work" had safe workplaces and were re-educated in safe COVID-19 practices. Staff working onsite are required to sign a daily checklist. Robust risk assessments have been created for all work practices. Individual support and advice continues for staff who have been identified as "at risk".

Three part-time trainees commenced during the reopening of our libraries in July working from Bunjil Place, Endeavour Hills and Hampton Park.

Health and Wellbeing

CCL value the health and wellbeing of our staff. During the disruption caused by COVID – 19 we have increased our focus on supporting the team.

Two live mental health information sessions have been held in partnership with Converge International with over 30 staff attending each session.

The Health and Wellbeing Team have been busy working on a new staff Health and Wellbeing site. Fortnightly newsletters encouraging staff to "takeFIVE" are distributed along with links to information on improving physical and mental health, staff social Yammer site, how to access the EAP and their resources, along with jokes, recipes and memes!

We have recently created a Mental Health First Aid policy and are currently establishing a team of Mental Health First Aid Officers to support the CCL team. With over 55 staff now accredited Mental Health First Aiders, CCL has just applied for a "Gold" Skilled Workplace status.

Health and Wellbeing - launch of new all staff site

The Health and Wellbeing committee started as a small tea...

Melissa Martin July 24


takeFIVE Newsletter No 9 MUSIC

PROVIDING TIPS, IDEAS AND INFORMATION TO SUPPORT...

Melissa Martin July 22

takeFIVE LIVE!

Welcome to takeFIVE LIVE... your new Yammer channel where you can takeFIVE on...

 Melissa Martin August 7


Newsletters

[See all](#)

When it Rains, look for
Rainbows
When it's dark, look for


Health and Wellbeing

takeFIVE Newsletter No 10 STATE OF MIND

 Melissa Martin
Edited Jul 28, 2020


Health and Wellbeing

takeFIVE Newsletter No 09 MUSIC

 Cass Reeves
Edited Jul 21, 2020


Health and Wellbeing

takeFIVE Newsletter No 08 SLEEP

 Cass Reeves
Edited Jul 8, 2020

Health and Wellbeing

takeFIVE Newsletter No 07 Grounding

 Cass Reeves
Edited Jun 23, 2020

50 Ways

Health and Wellbeing

takeFIVE Newsletter No 06 Self Care

TOGETHER AS ONE TEAM

Health and Wellbeing

takeFIVE Newsletter No 05 Vision Board

MUSIC DARTS AND DAMES WITH FRIENDS

Health and Wellbeing

takeFIVE Newsletter No 04 Mug Cake Nights

Gratitude

Health and Wellbeing

takeFIVE Newsletter No 03 gratitude wall

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

Staff continue to complete training from home and attend a range of online sessions via Litmos.

Compliance training and roll out of further social inclusion training such as autism and hidden disabilities, and homelessness training have proven popular with staff. Reflections from staff who have completed the homelessness training included:

"There was lots of information to take in but the way it was presented made it really easy to understand, lots of great ideas and I loved the way he kept referring to the tool belt, I am looking forward to doing more modules from them in the future."

We are eagerly awaiting the completion of Emergency Management training which has been created for each of our libraries. All staff will be allocated this training to complete for each library that they work at. For Bunjil Place Library staff this will allow an efficient 6 monthly renewal of their Fire Warden certification with a shorter inhouse session conducted by a City of Casey trainer. All staff will then have consistent emergency management training across the network.

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

CCL has reviewed its Risk Management Plan, as a result of more staff working from home due to COVID-19 restrictions our risks have changed from the previous review in February (a full version of the Risk Management Plan is available on request). We continue to review, develop and implement mitigation strategies to help manage identified risks. CCL has identified the top Strategic and Operational risks for the quarter as:

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Changes to government policy
	7	Decline in revenue from funding partners
	7	Global warming - climate change
2	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	7	Domestic violence incident staff working from home
4	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Staff mental health in response to COVID-19 and changes in work place/practices

RECOMMENDATIONS

1. That the People and Culture Report be noted.



Casey
Cardinia
Libraries

MENTAL HEALTH FIRST AID POLICY



MENTAL HEALTH FIRST AID POLICY



CONTENTS

1	PURPOSE	1
	Values	2
2	SCOPE	2
3	POLICY STATEMENT	3
	3.1 Mental Health First Aid	3
	3.2 Role of the Mental Health First Aid Officer	3
4	RESPONSIBILITIES	3
	4.1 Responsibilities of the Employer	3
	4.2 Expectations of all Employees	4
	4.3 Confidentiality	4
5	Reporting	4
	Records management	5
6	DEFINITIONS	5
7	RELATED LEGISLATION AND DOCUMENTS	5
8	FEEDBACK	6
9	APPROVAL AND REVIEW DETAILS	6

NOTE: This document has been prepared to provide guidance about implementing a Mental Health First Aid Officer policy in a workplace (*basis provided by Mental Health First Aid Australia*). The document should not be read as a conclusive document. Independent legal advice should be obtained before finalising and implementing a mental health first aid policy.

1 PURPOSE

- 1.1 The purpose of this Policy is to:
- inform Casey Cardinia Library employees on the role of Mental Health First Aid Officers in the workplace

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 policy is applicable to all Casey Cardinia Libraries employees.

3 POLICY STATEMENT

3.1 Mental Health First Aid

Mental health first aid is the help offered to someone developing a mental health problem, experiencing a worsening of an existing mental illness or a mental health crisis. The first aid is given until appropriate professional help is received or the crisis resolves.

A mental health first aid officer is a person who has been formally accredited to administer mental health first aid in their workplace, by attending and passing an assessment in a Mental Health First Aid Course that has been delivered by an Accredited Mental Health First Aid Instructor.

3.2 Role of the Mental Health First Aid Officer

The Mental Health First Aid Officer must:

- Hold a current Mental Health First Aid certificate endorsed by Mental Health First Aid Australia and be available for any additional training as required;
- Be able to be called away from their normal duties at short notice if required;
- Be able to maintain confidentiality as appropriate;
- Demonstrate an ability to relate well to other employees.

It is the responsibility of the Mental Health First Aid Officer to:

- Maintain their Mental Health First Aider accreditation with Mental Health First Aid Australia;
- Provide mental health first aid within their worksite as needed, at their level of competence and training;
- Escalate and document any matters if required in a prompt and appropriate fashion;
- Complete available refresher training as directed/required.

4 RESPONSIBILITIES

4.1 Responsibilities of the Employer

It is the responsibility of the employer to:

- Allow the Mental Health First Aid Officers to undertake appropriate training as required;
- Advise the Mental Health First Aid Officer if there are any psychological hazards in the workplace;
- Clearly communicate to employees how they can access the help of a Mental Health First Aid Officer in staff areas;
- Provide an appropriate space within the workplace/offsite that is accessible and suitable for private conversations;
- Ensure employees have access to accredited Mental Health First Aid Officers at all times, where possible;

- Instruct Mental Health First Aid Officers not to exceed providing help, which is outside the scope of the mental health first aid;
- Ensure employees know what to do in a mental health crisis situation;
- Provide the funding and time for the Mental Health First Aid Officer to maintain their Mental Health First Aid accreditation.

4.2 Expectations of all Employees

- It is expected that all employees will take reasonable care for their own health, safety and wellbeing whilst at work and also take reasonable care to ensure their acts or omissions do not adversely impact and affect the health, safety and wellbeing of other employees.
- All employees are encouraged to speak to a Mental Health First Aid Officer at any time should they feel they may be developing a mental health problem, experiencing a worsening of an existing mental illness or experiencing a mental health crisis.
- If at any time an employee forms a belief that another worker may be developing a mental health problem, suffering from a mental illness or experiencing a mental health crisis they should contact a Mental Health First Aid Officer, member of the Leadership Team or the General Manager, Organisational Development.

4.3 Confidentiality

- The Organisation recognises that respecting the privacy of information relating to individuals who have received mental health first aid or may be experiencing a mental health problem or a mental health crisis at work is of high importance.
- All mental health first aid officers and Leadership Team are obligated to treat all matters sensitively and privately in accordance with the Organisation's confidentiality protocols.
- If at any time the Mental Health First Aid Officer assesses there is a risk of harm to another individual, they must escalate the matter to the General Manager, Organisational Development or another member of the Executive Team.
- If there is an urgent risk identified, emergency services should be contacted immediately.
- All Mental Health First Aid Officers hold a current Mental Health First Aid certificate endorsed by Mental Health First Aid Australia

5 Reporting

- 5.1 No additional reporting is required.

Records management

- 5.2 Mental Health First Aid Officers must securely dispose of any confidential documentation created in dealing with a staff member.
- 5.3 Mental Health First Aid Officers must send digital copies of any confidential documentation relevant to escalated matters to General Manager, Organisational Development for secure record keeping.

6 DEFINITIONS

Enterprise Agreement	is a Certified Agreement has been made between the Australian Municipal, Administrative, Clerical and Services Union and Casey Cardinia Libraries.
Mental Health	mental health is "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" – World Health Organization (WHO)

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

7 RELATED LEGISLATION AND DOCUMENTS

Employees are encouraged to access this information at any time.

Our Governance Documentation

[Casey Cardinia Libraries Enterprise Agreement](#)

Employees Handbook

5.23 Code of Conduct for Employees Policy

5.25 Out of Hours Work Conduct for Employees

5.26 Employee Assistance Program

Digital Usage and Social Media Policy

Equal Opportunity Policy

Internal Communication Guidelines

Our Forms and Templates

CCL Mental Health and Wellbeing site (Sharepoint)

CCL Mental Health Action Plan

CCL Mental Health First Aid Officer Position Description

Other Related Documentation

Mental Health First Aid (MHFA) <https://mhfa.com.au/>

Worksafe <https://www.worksafe.vic.gov.au/>

Phone numbers and contact information <https://www.worksafe.vic.gov.au/contact>

EAP – Converge International <https://www.convergeinternational.com.au/>

Phone: 1300 687 327

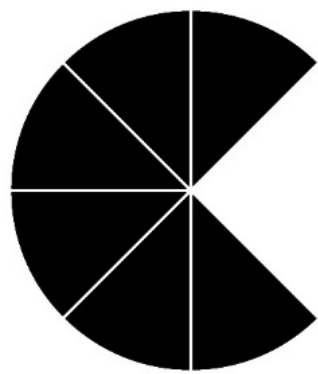
8 FEEDBACK

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

9 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Organisational Development
Advisory Committee to Approval Authority	General Manager, Organisational Development
Administrator	Executive Assistant
Next Review Date	August 2021

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Organisational Development
Amendment Authority and Date	August 2020
Notes	This is a new policy document.



Casey
Cardinia
Libraries

Mental Health Action Plan 2020 – 2021

'Inspiring spaces where everyone is free to discover possibilities'

July 2020

Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 470,000 people in Melbourne's South East.

CCL is committed to the principles of mental health first aid in the workforce and supporting the positive mental well-being of our employees. We have a significant role to play in educating and empowering staff to maintain good mental health.

We understand that a mentally fit and healthy workforce will be able to support better outcomes for our community.

Mental Health First Aid

Mental health problems can affect anyone in the community. Inaccurate and stigmatizing attitudes towards people with mental illness is common.

Many people lack the knowledge, skills, and confidence to support a friend, family member or co-worker experiencing a mental health problem, including how to approach someone and start a safe conversation.

This year, Casey Cardinia Libraries trained over 50 staff in Mental Health First Aid. We plan to extend the availability of this program to our entire workforce each year.

An outcome from that training was the development of this Mental Health First Aid Action Plan to ensure the ongoing commitment of the whole organization to the importance of good mental health

The action plan was developed by using the skilled workplace program from Mental Health First Aid Australia and adapting it to suit Casey Cardinia Libraries workforce.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

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

Action Plan

Strategies	Aim and Outcomes	Actions	Timeline	Library Plan ref
Mental Health First Aid is to be incorporated into the broader library framework and strategies.	<p>Development of a Mental Health First Aid Action Plan</p> <p>To encourage and support good mental health outcomes for staff and community</p>	<p>Staff have access to EAP</p> <p>Health and Wellbeing committee to cover Mental Health First Aid</p> <p>Organisation Health Check – Annual survey</p> <p>MHFA training biannually</p> <p>Refresher MHFA training – offered as needed</p>	<p>Ongoing</p> <p>Ongoing</p> <p>November</p> <p>March and September</p> <p>3 years</p>	3.1, 3.3, 5.1, 5.2
Existing Health and Wellbeing committee – expand to include Mental Health First Aid.	<p>The committee will liaise with General Manager</p> <p>Organisational Development to assist with implementation and running of MHFA within the workplace.</p>	<p>Quarterly meetings</p> <p>Health and Wellbeing Meetings expanded to include MHFA on the agenda</p>	<p>Ongoing</p> <p>Ongoing</p>	3.3, 5.1, 5.2
Leadership in the organisation are Champions for Good Mental Health.	<p>To have all senior managers, branch managers and team leaders undertake the Mental Health First Aid training.</p>	<p>Executive Team, Department managers, Branch managers and Team Leaders to undertake the Mental Health First Aid training.</p> <p>Any new employees in managerial positions to undertake the MHFA training</p>	<p>Done</p> <p>Ongoing</p>	5.1, 5.2
Mental Health First Aid is incorporated into the workplace's communications strategy.	<p>For Staff and Community to have access to current information about good mental health strategies and where to seek help if necessary.</p>	<p>Staff access to EA</p> <p>Posters / information to be displayed in accessible areas.</p> <p>This information to also be accessible to community where applicable.</p> <p>Staff take FIVE newsletter – fortnightly</p>	<p>Ongoing</p> <p>September 2020</p> <p>September 2020</p> <p>Ongoing</p>	2.1, 3.1, 3.3, 5.1, 5.2

Strategies	Aim and Outcomes	Actions	Timeline	Library Plan ref
		<p>Staff who have completed training will have MHFA badge on their email signatures.</p> <p>Staff Health and Wellbeing SharePoint site to be developed</p>	<p>August 2020</p> <p>August 2020</p>	
The induction of new employees to include information about the importance of good mental health.	To encourage good mental health for staff and community	<p>Include in information for new staff:</p> <ul style="list-style-type: none"> • List of MHFA Officers and contact details • Access to training in MHFA for new staff • Staff access to EA • How to locate staff Health & Wellbeing site 	August 2020 – then ongoing	3.3, 5.1, 5.2
CCL will provide staff with opportunities to reflect on the importance of good mental health and MHFA.	To provide a variety of avenues for staff to reflect on and learn about good mental health and MHFA	<p>takeFIVE newsletter including tips on mental health.</p> <p>Staff Health & Wellbeing Sharepoint site to provide further links and resources on mental health</p> <p>Staff Health & Wellbeing Sharepoint site to encourage use of Yammer for staff connections and reflections</p> <p>Leadership Team to encourage MHFA check ins with staff are undertaken as required.</p> <p>Staff Development Days to include session on mental health</p>	<p>Ongoing</p> <p>August 2020</p> <p>August 2020</p> <p>Ongoing</p> <p>Ongoing</p>	5.1, 5.2, 3.1, 3.3, 4.3

Strategies	Aim and Outcomes	Actions	Timeline	Library Plan ref
The workplace establishes the role of Mental Health First Aid Officers	To establish accredited MHFA Officers to support CCL staff health and wellbeing	Develop position description for MHFA Officer MHFA Officers moderate Staff Health & Wellbeing SharePoint site & takeFIVE Yammer site	September 2020	
Promote the availability and access to Mental Health First Aid Officers within CCL	To have a list of all nominated MHFA officers with contact phone numbers and email addresses made available to all staff	To ensure this list is made available on the staff intranet as well as in all staff workrooms at each site/branch Ensure list is regularly updated as more staff gain accreditation and nominate to assist staff	August 2020	5.1, 5.2
CCL will provide MHFA officers with ongoing support and continuing professional development opportunities.	To provide an avenue for MHFA officers to network together and support each other as needed. To share professional development opportunities as they arise.	To set up a separate private Teams MHFA Officer group to the Health & Wellbeing Committee Accredited MHFA to nominate for further professional opportunities	Ongoing Ongoing - Guest speaker/further related training to be offered as applicable	5.1, 5.2
CCL will work to develop a Mental Health First Aid policy.	Engage with interested MHFA's to work with the Health & Wellbeing Committee on developing a MHFA policy. Discuss and take to Consultative Committee for feedback	To develop a MHFA policy: areas to be considered include, commitment to MHFA, role of MHFA officers, scope of the role and confidentiality needed	December 2020	5.1, 5.2
CCL will work to continuously evaluate, improve and promote the practice of good mental health within the workplace. These results will be communicated to the workforce.	To have in place methods to evaluate the mental health of the workplace.	Organizational health survey to include questions directly relating to mental health of employees. takeFIVE newsletters to promote good mental health in the workplace Staff Health & Wellbeing Sharepoint site to include up to date resources on Mental Health First Aid	Annual - November	3.1, 3.3, 5.1, 5.2

Strategies	Aim and Outcomes	Actions	Timeline	Library Plan ref
		Staff to be alerted to these resources in a variety of ways.		

CC46/2020 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

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

CCL's key performance measures including physical visitation, physical loans, programs and Internet and Wi-Fi usage continue to be significantly impacted by the COVID-19 Pandemic.

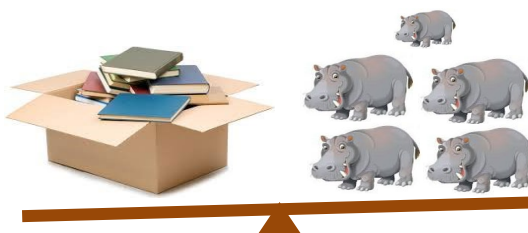
As anticipated our physical loans in July are down on last year. Home Delivery, even for the short period branches opened during the lifting of stage 3 restrictions continues to be popular. In July up to 15 August (inclusive) staff posted out over 5,100 parcels to nearly 3,900 members, weighing in at over 17,000 kilograms, or about 4.5 hippos.

The numbers, endless positive comments and new enquiries tells us the services we are offering to our local community during these challenging times are very much appreciated.

Circulation – physical loans 1st July to 15th August (inclusive) 2020.

Members Posted To	Requests Filled	Boxes Posted*	Weight Posted
3,894	5,096	5,138	17,451

*Some members have requested so many books that they have been sent more than one box.



Circulation – physical loans 1st April to 15th August (inclusive) 2020.

Members Posted To	Requests Filled	Boxes Posted*	Weight Posted
6,301	12,300	12,391	39,536

With 164,880 items on loan, the shelves at our branches are looking empty. Half of our collection is out on loan.

Our junior collections are the most popular with 'Begin to Reads' and 'Board Books' being the highest categories on loan with 78 percent from both collections being out on loan at mid-August. Our top title collection is also very popular with over 80 percent out on loan across the region.

Ninety percent of Bunjil Place's PRC collection is on loan, 88 percent of its 'Begin to Read' collection that is over 5,600 items and over 85 percent of their Board Books are out on loan.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 August 2020

Circulation – Branch Loans and Collection Sizes 19 August 2020

Branch	Loans	Collection size (items)	% on loan as of 19 Aug 2020
Bunjil Place	44,473	80,014	55.6%
Cardinia Mobile	4,579	9,311	49.2%
Cranbourne	31,447	62,250	50.5%
Doveton	8,489	15,990	53.1%
Emerald	13,647	26,291	51.9%
Endeavour Hills	17,854	38,245	46.7%
Hampton Park	17,658	38,507	45.9%
Pakenham	26,299	54,626	48.1%
TOTAL	164,880	325,721	50.6%



133,285
Members as at
31/07/2020

CCHQ not included in separate line, but is in totals

Membership increased slightly in July; we have 133,285 members.

Community take up of eResources continues to be strong with more people at home. Strong performers in July included the eAudiobooks and eBooks that continue to grow year on year and month on month, in particular RB Digital eMagazines and Bolinda eBooks.

Electronic Resources

	February 2019/20	March 2019/20	April 2019/2020	May 2019/2020	June 2019/2020	July 2019/2020	% Variation June/July
Age Library Edition	361	563	913	994	958	955	-0.31%
Bolinda eAudiobooks	9,353	9,951	10,395	11,568	11,425	12,893	11.39%
Bolinda eBooks	6,825	7,912	10,392	10,454	9,517	11,563	17.69%
Choice	74	84	133	61	117	121	3.31%
Freemal Music	7,576	8,920	11,140	10,173	9,620	9,694	0.76%
Kanopy	697	1,022	2,119	1,507	1,055	1,295	18.53%
Press Reader	5,567	8,090	15,685	9,553	6,772	8,701	22.17%
RB Digital eAudiobooks	342	632	1,406	1,136	1,009	1,046	3.54%
RB Digital eMagazines	2,479	2,720	3,245	3,150	3,184	4,460	28.61%
Storybox Library		301	661	680	266	403	34.00%
Tumblebooks	187	346	593	183	60	87	31.03%
TOTAL	33,461	40,541	56,682	49,459	43,983	51,218	14.1%

E-Learning

	February 2019/20	March 2019/20	April 2019/2020	May 2019/2020	June 2019/2020	July 2019/2020	% Variation June/July
Busy Things	5,780	4,471	4,181	2,123	2,104	2,827	25.57%
Literacy Planet	5,780	4,471	4,181	2,123	356	439	18.91%
Lynda.com	201	309	816	592	1,112	1,091	-1.92%
Road to IELTS	845	818	1,593	1,222	41	16	-156.25%
Studiosity	47	25	55	17	223	186	-19.89%
TOTAL	113	132	320	1,392	3,836	4,559	15.9%

Our digital presence and engagement with our community continues to grow across many platforms, our regular newsletters, social media, website and online programs.

We continue to keep the community informed of changes in our service delivery and online offers with our newsletters going to our 44,000 subscribers. The open rate of our newsletters in 2020 has increased significantly on last year, with an average of almost 55 percent, with the May newsletter open rate of nearly 75 percent.

Our YouTube Videos performed have targeted mainly youth with many Tinies and Storytimes, including those delivered in other languages and STEAM activities as well as instructional videos about accessing our services.

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC47/2020

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 – 1.1, 1.3, 2.2, 3.1, 3.3 4.2, 4.4 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

Community Engagement (*Library Plan reference 3.1, 4.4, 5.2*)

Online Content is a Success

Our programming teams have been busy creating exciting online content for community to enjoy. Given the closure of our branches and mobile library, our '9th branch' has become an important opportunity to connect to our community and maintain the strength of our relationship with members.

We have recently hosted Australian Authors and special interest speakers including:

- Rachael Cassella on her book Mackenzie's Mission – the journey and the joy of their daughter's short life with a genetic condition, the pain of losing a child, and their hopeful ongoing journey through IVF.
- Acclaimed Australian author Barbara Hannay on her new book The Sister's Gift – a poignant family saga.
- Evie MacDonald, role model and transgender teen, in conversation with Fiona discussing the importance of acceptance and support for the LGBTQ community.
- National Family History month – Finding Your Irish Roots; and They didn't Swim Here, Finding the Ship and other Immigration records, presented by our partner organisation the Narre Warren & District Family History Group.

Reader Development: Book Matters and In a Nook with a Book

Book Matters, is a monthly podcast and offers reading recommendations, interviews with Australian and International authors and provides helpful advice on finding good books. There are now five episodes available for fans, featuring guest authors Kelly Rimmer, Rachel Johns, Kimberley Belle, Peggy Frew, Ber Carroll and Cassie Hamer.

In a Nook with a Book is as much driven by community as it is CCL staff. This CCL Facebook (closed) group is a lively conversation between its members discussing our collection, emerging writers and upcoming publications, and general passion about literature. This group is a true success story for our digital programming.

School Holiday program

July School holiday program was a colourful mix of online events for kids of all ages. Zoom interactive workshops were a winner for primary school kids – we featured author Meredith Costain in an event for emerging young writers, and another for budding illustrators with Marc McBride, the artist responsible for the Deltora Quest books. A wealth of storytimes for early years were embraced gratefully by families.



National Science Week *(Library Plan reference 4.4,)*

Literacy development is fundamental to CCL's core strategies. In addition to fostering a love of reading, we encourage skills in science, technology, engineering and mathematics. Science Week (August 15 – 23) was celebrated this year with experiments that kids can do at home (without blowing anything up). Twisted Science are presenting Bubble Mania, and our team are helping Sharks to Float!



Social Seniors *(Library Plan reference 2.2,)*

City of Casey U3A are working with our Information Services team to deliver a new round of Social Seniors digital literacy classes. Thanks to the strong network of U3A members eager to learn new digital skills, the classes were booked out quickly and will run for the coming 6 weeks. This is a great partnership that enables CCL to engage new members and connect current U3A members to library content and services.

COVID Recovery Planning *(Library Plan reference 3.1, 3.3, 5.2)*

Pakenham Branch Manager Rebecca Mitchem is representing CCL on Cardinia's COVID Recovery working groups. Cardinia has developed several key themes to support strategic initiatives. Bec will work with the Family Violence and Mental Health and Wellbeing Working Groups to plan and deliver support programs for the local community.

CCL's Recovery team are shifting our focus towards supporting community recovery over the coming months. Libraries have a key role to play in recovery and re-engagement. We know that with the strong and trusted relationships we have with our members we can make a real difference.

No Contact Home Deliveries (*Library Plan reference 4.2*)

We are grateful to have received over \$14,000 in donations towards the Home Deliveries service. We continue to gather evidence that this service is needed and appreciated:

My dad relies on going to the library to read as he can't go online...now he can go back to reading again and keep busy!

Today is a very quiet and sad Mother's Day. But my books arrived! On a Sunday! I really appreciate this more than I can say.

Just wanted to let you know how truly grateful we are for the home delivery service...there were squeals of delight and dancing around the house from both my 7 & 4 yo's when we received our first precious package yesterday!! You have brought so much joy into our home. Stay safe & keep up the amazing work.

Just at the moment I don't know where I would be without books. Your job is vital for keeping us sane...

The library has been my saviour in lockdown...

What a wonderful idea and how it has been appreciated. Many, many thanks to you for giving me untold pleasure...

We escaped family domestic violence last December and my Shanai reads as one of her coping mechanisms, and she has been feeling very sad and is finding it hard without her books to cope... Love the library so much and all of the incredible free resources we are so lucky to have.

The State Government has acknowledged the value of the service by permitting it to continue during Stage 4 Restrictions for vulnerable community members. CCL continues to seek alternate revenue sources to keep this service free and we are seeking State Government funding through the 'Let's Stay Connected' program to support it over the coming months.

Customer Care- Outbound welfare calls (*Library Plan reference 3.1,*)

We have started to 'check in' on our most vulnerable community members – a list of 9,000 CCL members over the age of 70. The 'Outbound Care Calls' project allows us to connect community with more of our available services, check on their welfare and refer them back to member Councils for further support where required. We have connected with relevant teams from Cardinia Shire and the City of Casey who are managing the Community Activation and Social Isolation (CASI) initiative. We are referring customers to the CASI teams if they highlight the need for services CCL cannot provide. It has been wonderful to provide our vulnerable members with tech support, Home Deliveries and a point of social connection during current restrictions:

"Kevin, 92 years old and catches a cab to the library now knows we have Home Library Services and is a very happy camper"

"Gloria, on her way to Savers to buy some books – had a delivery posted out to her that same day"

"Joan, 85 was ecstatic to have someone to talk to about her recent experience reading 50 shades of grey and can't wait for her next call to happen"

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

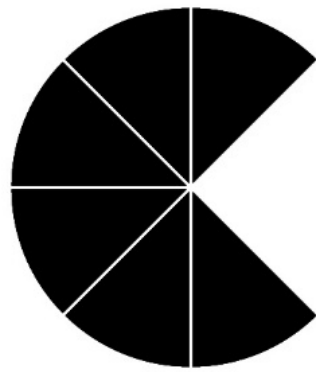
CC48/2020 COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

The CCL Business Continuity Plan has been regularly updated and provided to Member Councils to ensure open lines of communication.

RECOMMENDATIONS

1. That the Board note the CCL COVID-19 Business Continuity Plan.



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan 2020 – 2021

20 August, 2020

Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 470,000 people in Melbourne's South East.

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

We employ approximately 165 people, the majority of whom work part time.

Our Member Councils are Casey City and Cardinia Shire Council.

CCL provide a vital community service across the region and we know that, during difficult times, many people turn to their local library for support and a sense of community.

This Plan is an evolving document that is updated regularly to take into account changes in operating conditions.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

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

Aims and Objectives

This Business Continuity Plan (BCP) has been constructed in response to the COVID – 19 Pandemic and flow on impacts. It is the organisation's ready reckoner as we manage what is a continuously evolving situation.

It describes how, when and why CCL services are changing in response to the COVID – 19 Pandemic.

Goals and Objectives

- Protect the safety, health and wellbeing of our staff, customers and volunteers
- Establish new ways of providing services to support our community while complying with Government directives
- Ensure the best possible service is available to the community through a highly disrupted period
- Protect and preserve the employment of our staff; and
- Ensure responsible financial management through this period

Roles and Responsibilities

Responsibility for the development, maintenance and implementation of this BCP is invested in the COVID – 19 Recovery Group.

The membership of the Recovery Group includes the CCL Leadership Team, Lucas Baker (Digital Ops Team) and Tim Cuthell (Bunjil Place Library).

While the Recovery Group is responsible for making recommendations around business continuity and operational changes, the CEO and Executive Team are ultimately responsible for decision-making.

CCL's Member Councils are key stakeholders and should be consulted before major changes to service delivery are implemented. Key Contacts:

- Steve Coldham and Callum Pattie, Casey City Council
- Tracey Parker and Kristen Jackson, Cardinia Shire Council

Chris Buckingham, CEO or his nominated delegate is the key point of contact for all relevant CCL communications.

Risk Register

Top 5 Risks – Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Changes to government policy
	7	Decline in revenue from funding partners
	7	Global warming – climate change
2	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	7	Domestic violence incident staff working from home
4	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Staff mental health in response to COVID-19 and changes in work place/practices

Please see CCL's Risk Management Policy and Risk Management Plan

Crisis Communications

Please see link to CCL's COVID – 19 Crisis Communications Plan

Response and Recovery – The Journey so far

CCL implemented the unprecedented decision to close the branch network Thursday, 19 March. We put in place a number of initiatives to enable the public's ongoing access to the physical collection including a 'click and collect' and 'home delivery' services.

On Sunday March 22, The Federal Government directed all libraries across Australia to close with no exclusions. CCL ceased its 'click and collect' service, switched off the free public WiFi service and closed its external returns chutes.

On Tuesday 7 April, advice was received from DHHS that no staff are to work in the library.

On Friday 10 April, advice was received from DHHS and LGV that staff are able to continue to work in libraries that are closed to the public in undertaking activities such as collection management where those activities are unable to be undertaken from home.

Libraries were nominated as part of Step 1 of the Recovery process by the Federal Government and the Premier announced that libraries could reopen as of June 1st in a limited capacity. The physical branch network commenced reopening on 22 June, with the exception of Bunjil Place Library (July 1).

Due to a growing number of infections across Melbourne the State Government decided to return the Metropolitan area (plus Mitchell Shire) to Stage 3 Restrictions on July 6.

CCL closed its physical branch network closed from 4pm Wednesday 8 July, for 6 weeks in line with government directives.

The organisation is reconciled to the likelihood that conventional service delivery will be disrupted for several months as the community adjusts to the implications of community transmission.

On 2 August the Premier announced Stage 4 restrictions for Metro Melbourne. On 3 August the State Government directed that no staff are to work on-site in Metro Public Libraries from 11.59pm 5 August.

On 11 August advice was provided by Local Government Victoria that Libraries could provide contactless Home Delivery Services to vulnerable people in the community under Stage 4 Restrictions.

This advice has been reconfirmed verbally on a number of occasions by a senior representative from LGV.

PLV and MAV are working together to advocate for formal written clarifications from DHHS.

CCL continue to develop and implement a number of services and initiatives to help mitigate impact of branch closures on the community, while doing our best to discourage people from putting themselves at risk of infection:

Collection

- Automatic renewals and extension of all loans to October 1
- Expansion of eResources (<https://www.cclc.vic.gov.au/online-resources/>)
- CCL App promoted to the community
- Development of a Home Delivery Service in partnership with Australia Post (Public Launch occurred 20 April. It has been very well received by community. More than 11,000 packages of library items have been despatched)
- The 'Click and Collect' service ceased on July 6
- Return Chutes were closed on July 31

Social and Economic Inclusion

- Ask a Librarian phone service (launched 1 April)
- Ask a Librarian web chat (soft launch occurred after Anzac Day)
- Digital story-telling and program delivery – Library@Home will continue (launched 25 March)
- Outbound phone calls to regular library users who may be feeling socially isolated (including Home Library Service customers) to be ramped up focussing on 9,000 members aged over 70
- Continuation of home delivery services to Home Library Service Recipients via Australia Post
- Free WiFi was switched back on across the library network on June 1st
- Social Media – writing competition (launched in April via social media and print media)

Service Provision Innovation Projects

- Restoration of Suspended/ Blocked borrowing rights for six months (delivered)
- Implementation of new phone system (now operational)
- CCL has now loaned 60 previously redundant PCs and Laptops available to the community on 3-month loans (from June 22)
- CCL now ramping up outbound customer care calls to vulnerable eg aged customers.

Governance

- The BCP is provided as a working draft to Board Members on a regular basis
- State Government has passed legislation which will mean that RLC Boards will no longer need to physically meet during the Emergency Period (May 1 – Nov 1).

Staffing

- All CCL employees are working from home, except skeleton crews working in branch facilitating home delivery service and Digital Ops Team Members required to undertake urgent maintenance.
- Branches are being operated under COVID Safe Guidelines
- Teams is being used the preferred online meeting tool
- FAQs provided to staff providing clarity on employment provisions and conditions

- Regular engagement with ASU to ensure open lines of communication
- Provision of online training and development opportunities including Mindfulness resources and Mental Health First Aid
- Staff that have not completed working from home documentation, or are not working in a branch, are required to take leave
- Staff with excessive leave balances have been asked to take leave
- Sunday Roster is will not be reinstated until after Stage 3 Restrictions are lifted
- Shelves (school students) have been asked to take leave
- No new appointments will be made while the branch network remains closed.
- CCL is providing staff access to Health and Well-being information, Mindfulness Apps and EAP.
- Staff surveys are being conducted to keep a line of sight on their well-being

Working from Home

- All staff are working with their manager to confirm their fortnightly work plan.
- All staff are required to complete the documentation in the updated Working from Home Policy during COVID-19.
- Staff must respect Government directives and be accountable for their behaviour
- Staff not classified as high risk, will be expected to return to work in the branches as operations scale up.

Response to COVID – 19 Infection

- If a staff member is confirmed as having COVID – 19 they will seek appropriate medical treatment
- Colleagues exposed to the infected staff member will be tested for COVID – 19 and confirm results before returning to work. They will be given the opportunity to work from home or take leave.

Phased Return to Operations

- CCL Recovery Working Group is meeting twice per week
- We will continue to deliver services via digital platforms
- CMO will resume operations once State 3 Restrictions are lifted
- There is a strong focus on good hygiene practices, physical distancing and cleaning regimes in line with DHHS Guidelines

These elements are permissible under current State Government Directives.

PLV will resume advocacy to State and Federal Government to include public libraries early in their planning for Recovery.

Financial viability

CCL has recorded a strong operating surplus for the 2019 – 20 Financial year.

The organisation is saving money through reduction in overtime (Sundays) and is investing in systems and processes that will deliver longer term efficiency gains as well as services such as Home Delivery.

Longer term financial viability is dependent on Member Council contributions.

Equipment and Resources

CCL has reprofiled program laptops for staff use so they can work from home.

CCL has implemented a new telephone system (Ring Central) to enable a more flexible and resilient service.

Review

This document is updated on a fortnightly basis (or as needed) to reflect the operating environment and shared with the CCL Board and Leadership Team.

The Recovery Group will review processes and outcomes delivered through the BCP on a weekly basis throughout the crisis and make point of debriefing post 'Response' and 'Recovery' phases.

IN-CAMERA

CC49/2020 CEO'S PERFORMANCE REVIEW

Report prepared by Steve Coldham and Chris Buckingham

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NEXT MEETING

Wednesday 25 November 2020, City of Casey – TBC.