'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 25 November
5.30pm

Online Meeting via Teams

1.   **Present**
     <u>Guests:</u> Sue Hamilton & Angie Peresso (City of Casey), Melanie Yap (Ellis Jones), Ian Phillips (I&J Phillips)

2.   **Apologies**

3.   **Confirmation of CCL Board Membership for 2020**

4.   **Election of Chairperson**

5.   **Acknowledgement of the Traditional Owners**

6.   **Declaration of Conflicts of Interest**

7.   **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Board Meeting held on 26 August 2020.**

CC50/2019   BOARD MEMBERS CODE OF CONDUCT 2021

Report prepared by Chris Buckingham

Purpose

To present to the Board Casey Cardinia Libraries Code of Conduct for all Board members.

CCL Library Plan reference – 3.1, 5.1 and 5.3

Discussion

A draft Code of Conduct 2021 for CCL Board Members is tabled for consideration and review including updates to CCL Values and Guiding Behaviours.

The previous Chairperson, Noelene Duff reviewed the draft Code of Conduct before it was included in the Board Papers.

Board Members are invited to reflect on the draft Code of Conduct 2021 and provide feedback. Once adopted, the Code of Conduct is to be signed by all members of CCL Library Board.

RECOMMENDATIONS

1. That Board Members adopts CCL Code of Conduct 2021.
2. That Board Members sign and provide a copy to the CEO of CCL before the next Board meeting scheduled in February 2021.

CCL Board Members Code of Conduct - 2021

Introduction

Casey-Cardinia Library Corporation (CCL) is required by the Local Government Act 1989* ('The Act') to have a Code of Conduct.

This CCL Board Member Code of Conduct draws on sources including Council Codes of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services.

It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

Membership of the Board includes and is limited to councillor delegates and senior officers from Casey and Cardinia Councils.

Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to all members of the CCL Board.

Primary Principles

Section 76B of the Act sets out the Primary Principle of Councillor Conduct being that, in performing the role of a Councillor, a Councillor must:

- Act with integrity,
- Impartially exercise their responsibilities in the interests of the local community, and
- Not improperly seek to confer an advantage or disadvantage on any person.

General Principles

Section 76BA of the Act requires that, in performing the role of a Councillor, a Councillor must also:

- Avoid conflicts between his or her public duties as a Councillor and their personal interests and obligations

- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person

- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons

- Exercise reasonable care and diligence and submit themselves to the lawful scrutiny that is appropriate to their office

- Endeavour to ensure that public resources are used prudently and solely in the public interest
- Act lawfully and in accordance with the trust placed in them as an elected representative
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

*While a new Local Government Act was adopted in 2020, Regional Library Corporations remained governed by the Local Government Act 1989 under a Grandfather Clause which has a 10-year life span (Local Government Act 2020 – Section 330)

Our Vision

Inspiring spaces where everyone is free to discover possibilities

Our Mission

To encourage life-long 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

Review Process

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the first meeting of the calendar year.

The annual review should be led by the Chairperson with input and advice from Board Members.

CCL Code of Conduct for Board Members

As a Board Member I:

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989

2. Will support the organisation's vision and values.

3. Will act honestly, in good faith and in the best interests of CCL as a whole.

4. Will use due care and diligence in fulfilling the functions of my office.

5. Recognise that my primary responsibility is to CCL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CCL.

6. Will not take advantage of being in the position of a CCL Board Member.

7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CCL.

8. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CCL Board.

9. Will not make improper use of information acquired as a CCL Board Member.

10. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.

11. Will not engage in conduct likely to bring discredit to CCL.

12. Will comply at all times with the spirit, as well as the letter, of the law.

13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.

14. Will engage with CCL staff in a professional and courteous manner and avoid any involvement in the day to day operations of CCL

15. Understand that Board Members will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CCL.

16. Will communicate well by making statements and requests in a clear and direct manner and listening generously to others.

17. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.

18. Respect and acknowledge fellow Board Members and appreciate individual contributions and the voluntary nature of their commitment.

Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate

2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.

3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

Acknowledgement and Acceptance of the Code of Conduct

I ………………………………………………………………………… acknowledge that I have received and read the CCL Board Members Code of Conduct – 2021.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature…………………………………………………………………………………………..................

Name (printed)………………………………………………………………………….............

Date………………………..........

This signed Code of Conduct is available for inspection by members of the public.

STRATEGIES/PLANS

CC51/2020   PUBLIC LIBRARIES VICTORIA – LIBRARY PERFORMANCE AND LIBRARY TRENDS
                 PRESENTATION IAN PHILLIPS

Report prepared by Chris Buckingham

Purpose

To provide the Board a Report on CCL Performance relative to Victorian Public Libraries for 2019 – 2020.

CCL Library Plan reference – 5.1, 5.2, and 5.3

Discussion

Each year CCL participates in Public Library Victoria's Statistical Survey.

The Survey Report is compiled by Ian Phillips on behalf of Public Libraries Victoria.

The Survey benchmarks the performance of every library service in Victoria.

The 2019 -2020 Library Performance Benchmarking Summary and the 2019 - 2020 PLVN Annual Statistical Survey – Summary Report are attached.

Ian Phillip's Presentation will be circulated to the Board after the meeting

RECOMMENDATIONS

1. That the Board note the performance of Victoria's Public Libraries and Casey Cardinia Libraries.
2. That the Board note the presentation made by Ian Phillips.

Public Libraries Victoria

Casey Cardinia Libraries

(from PLV's Annual Survey of Victorian Public Libraries, 2017-18 to 2019-20)

Indicator	Casey Cardinia 2019-20	Ranking (no. of libraries)		
		2019-20 of 47	2018-19 of 47	2017-18 of 46
1. Service setting				
Population	466,031	1	1	2
Area serviced (sq. km)	1,691	22	22	22
Static branches (mobiles)	7 (1)	12	12	12
2. Opening hours				
Opening hours per week (branch/mobile)	450	5	5	6
Average opening hours per branch	56	4	4	20
3. Library membership				
Total members	132,757	2	4	4
Total members as % of population	28%	33	34	36
Active borrowers	37,327	9	7	5
Active borrowers as % of population	8%	45	46	44
4. Library visits				
Library visits (branch and mobile)	947,238	5	5	5
Mobile library visits	33,951	1	1	1
Library visits per capita	2.0	45	45	44
Library visits per staff EFT	10,327	32	31	20
Library visits per opening hour per week	55	16	16	8
Website visits	446,319	10		
Website visits per capita	1.0	33		
Website visitors	204,601	17	9	5
Website visitors per capita	0.4	35	24	13
5. Collections				
Total number of collection items	341,776	6	6	6
Total collection items per capita	0.73	46	46	45
Total number of physical items	322,753	6	5	5
Physical items per capita	0.69	45	46	44
% of physical items purchased in last 5 years	67%	20	22	18
Total number of digital items	19,023	16	16	19
Digital items per capita	0.04	46	46	45
6. Loans				
Total number of loans and downloads	2,285,319	3	4	4
Total loans and downloads per capita	4.9	33	31	29
Total loans of physical items	1,838,791	4	4	4
Loans (physical items) per capita	3.9	35	32	28
Total downloads of digital items	446,528	2	3	4
Downloads (digital items) per capita	1.0	17	21	29
Turnover rate (physical items)	5.7	5	5	4
Turnover rate (digital items)	23.5	1	2	3
Loans (physical items) per active borrower	49	2	2	3
Loans (physical items) per staff EFT	20,048	9	7	5

Public Libraries Victoria

Indicator	Casey Cardinia 2019-20	Ranking (no. of libraries)		
		2019-20 of 47	2018-19 of 47	2017-18 of 46
7. Library programs				
Number of program attendees	69,573	6	6	5
Program attendees per '000 population	149	36	44	44
8. Computers				
Number of public access devices	102	12	10	5
Devices per '000 population	0.22	47	44	41
Total hours of technology use per '000 population	208	29		
Hours of computer use per '000 population	208	19		
Wifi hours per '000 population				
GB downloads per '000 population	51	21		
9. Income				
Income from Council	$11.08	7	7	6
Total income	$8.15	7	8	7
Council income as % of total income	74%	41	44	43
Income from Council per capita	$17.48	46	46	45
Income from State Government per capita	$5.80	45	45	44
User fees and charges per capita	$0.24	41		
Library service funding per capita *	$23.78	1	2	2
10. Library expenditure				
Total operating expenditure	$9.65	7	7	7
Operating expenditure per capita *	$20.72	1	1	1
Collections expenditure	$1.48	7	8	6
Collections expenditure per capita	$3.17	47	47	46
Collections expenditure as % of total expenditure	15%	27	26	17
Staff expenditure	$8.14	6	5	5
Staff expenditure per capita #	$17.46	43	43	43
Staff expenditure as % of total expenditure	84%	1	1	1
Cost per visit (Total income) *	$11.70	24	18	18
Cost per opening hour (Total income) *	$474	31	30	33
Cost per physical loan (Total income) *	$6.03	3	3	2
11. Staffing				
Total staff EFT	92	3	4	5
Staff EFT per '000 population #	0.20	44	45	46
12. Customer satisfaction				
Customer satisfaction rating	8.63	14	15	

* In the table above, all indicators are ranked from the highest value to the lowest value, except for two cost and three efficiency indicators where the lowest value is ranked No. 1 (marked *).

Ranking of some other indicators is contestable. For example, very high or very low levels of staff expenditure per capita and staff EFT per capita may represent over- or under-servicing of the municipal/regional population. In these cases an average or mid-range figure might be seen as a desirable outcome. For presentation purposes, the rankings for these indicators have the highest value ranked as No. 1 (marked #).

2019-20 PLV Annual Statistical Survey

Summary Report

October 2020

I & J Management Services

2019-20 PLV Annual Statistical Survey

October 2020

Contents

INTRODUCTION

For more than 60 years Victoria's public libraries have reported aggregate statistics on library membership, usage, staffing and expenditure. Data from the Annual Statistical Survey of Victorian public libraries is published on the Public Libraries Victoria (PLV) website (https://www.plv.org.au/resources/).

The 2019-20 surveys were completed in September 2020, with all 48 Victorian public library services providing statistical data.

Victorian Public Library Services*		
Bayside	Goldfields [C]	Moreland
Boroondara	Goulburn Valley [C]	Mornington Peninsula
Brimbank	Greater Dandenong	Murrindindi
Buloke	High Country [N]	Port Phillip
Campaspe	Hobsons Bay	Stonnington
Casey-Cardinia [C]	Hume	Swan Hill
Central Highlands [N]	Indigo	Towong
Corangamite [C]	Kingston	Vision Australia
Darebin	Latrobe	Wellington
East Gippsland	Maribyrnong	West Gippsland [C]
Eastern [C]	Melbourne	Whitehorse Manningham [C]
Frankston	Melton	Wimmera [C]
Gannawarra	Mildura	Wodonga
Geelong [C]	Mitchell	Wyndham
Glen Eira	Monash	Yarra
Glenelg	Moonee Valley	Yarra Plenty [C]

* Victoria's 48 public library services include 35 municipal services, 10 Regional Library Corporations (marked C), two Library Networks (marked N) and Vision Australia. See also Appendix 1.

The 2019-20 survey was broadly consistent with the collections in previous years. Prior to launch of the survey in July 2020 a PLV working group reviewed the survey and made some minor changes to refine definitions and improve data consistency, notably in the area of technology access and use. In total there were 34 data items (see Appendix 2).

As far as possible, the data collected is consistent with data provided by Victorian public libraries through the Local Government Performance Reporting Framework (LGPRF – see *Know Your Council*)[1] and as part of the national compilation of library statistics (National State Libraries Association)[2].

This report includes definitions, methodology, analysis and commentary on library outcomes that can be used by PLV and individual library services for advocacy and benchmarking purposes.

COVID-19

In response to the COVID-19 pandemic a state of emergency was declared in Victoria on 16 March 2020. Lockdown provisions were implemented and three LGAs (Ballarat, Melbourne, Moonee Valley) immediately closed their library doors to the public. Library services continued to close over the following week, with all Victorian public libraries closed to the public by 25 March. Although there was some limited opening up of libraries in June with attendee limits and physical distancing, the state of emergency was still in place on 30 June 2020.

---

[1] https://knowyourcouncil.vic.gov.au/
[2] https://www.nsla.org.au/index.php/resources/annual-australian-public-library-statistics

The COVID shutdowns did not mean that public library services ceased to be delivered. Library members were encouraged to access online collections and new online programs and content (e.g. pre-recorded or livestreamed Story Time videos, online book clubs and author talks). Some libraries established home delivery services so that homebound members and others who could not access the physical collection could still get books to read and DVDs to watch.

However, in the 14 weeks from late March to 30 June 2020 there were significant reductions in service capacity and options, and consequently significant reductions in public access to and use of library services. For example:

- some libraries had a small number of staff onsite, most instituted work from home arrangements, some Councils stood down their library staff (including permanent employees)
- there were no visits to libraries, no use of library computers and wifi, no onsite programs to attend
- loans of physical items could only be made through home delivery or click and collect services if these were on offer.

As a result, the 2019-20 statistical data is not directly comparable to that reported in previous years, with the period from 1 July 2019 to late March 2020 representing only 70-75% of a full year.

While the number of branches and the facilities were largely unchanged, and average weekly opening hours can be taken from 'normal' pre-COVID figures, Councils reduced expenditure on library staff and operations, and there were interruptions to normal purchasing cycles for physical and digital collection items (influencing total collection size). Most usage data is expected to be 25-30% below 2018-19 levels (e.g. branch visits, program attendance), although the different ways in which library customers accessed library services during the shutdown will also show increases in service use (e.g. downloads of ebooks) and new ways of engagement (e.g. views of Story time sessions on Facebook, YouTube and other social media platforms).

This report recognises the challenges library services and library customers experienced during the COVID shutdowns. Where possible and appropriate, commentary has been included to 'normalise' interpretation of trend figures. However, realistically it will not be possible to draw meaningful conclusions about trends in provision and use of public library services based on the 2019-20 data. Nor will this be possible in 2020-21, as shutdowns in metropolitan Melbourne and restrictions in other parts of the state continued into October 2020. Given the impact of COVID, the resulting adaptation of libraries, and the likelihood of long-lasting changes in social distancing and access for many community-based services, library data from 2021 and beyond is likely to reflect a 'new service normal', not a return to historical benchmarks.

Public Libraries Victoria

2019-20 PUBLIC LIBRARY STATISTICAL SUMMARY

Key statistics – Income, expenditure and staffing

$258.5M	→	Total **operational funding** (vs $260.9M in 2018-19, -0.9%) - $208.4M from local government ($209.6M, -0.5%) - $43.3M from Victorian government ($42.3M, +2.5%) - $3.8M from user fees and charges - $3.0M from other sources ($9.0M, incl. user fees and charges)
81%	→	% of operational funding from local government (80%)
17%	→	% of operational funding from Victorian government (16%)
$0.7M	-	Grant funding from Commonwealth government ($0.4M)
$13.1M	↘	Total **capital funding** ($21.9M, -40%) - $11.6M from local government ($19.6M, -41%) - $1.5M from Victorian government ($2.3M, -37%)
$39.19	↘	Total **per capita library service funding** ($40.39, -3.0%)
$31.60	↘	Per capita funding from local government ($32.44, -2.6%)
$6.57	→	Per capita funding from Victorian government ($6.55, +0.3%)
$5.98	↗	Per capita **expenditure on library collections** ($5.72, +4.6%)
70%	→	% of total expenditure on staff costs (70%)
16%	→	% of total expenditure on library collections (15%)
1,864	→	Library staff EFT (1,870, -0.3%)
0.28	→	**Library staff EFT per 1,000 population** (0.29, -1.4%)

Note: Financial statistics exclude income and expenditure for Vision Australia (approx. $4.2M).

- Total public library funding in 2019-20 is similar to 2018-19 levels, especially when annual inflation of -0.3% is taken into account.
- Income from user fees and charges and other sources was down by $2.2M. During COVID shutdown overdue fees were not applied and no income was generated from printing, copying, etc. To remove barriers to community access of collections some libraries have, with Council approval, taken a policy decision to do away with fees for overdue items.
- Very small increases in the share of total funding from local government (81%) and the Victorian government (17%) offset the drop in income from other sources.
- A significant drop in capital funding linked to timing of investment and delays in library upgrades.
- Total per capita funding of library services continues to fall, with a 3.0% drop from $40.39 in 2018-19 to $39.19 in 2019-20. Static library funding is not keeping up with annual population growth in Victoria of around 2% (6.46M at June 2018 to 6.60M at June 2019).
- The drop in per capita funding from local government influenced by some Councils standing down staff during COVID shutdowns.
- Per capita expenditure on library collections increased by 4.6%.
- The distribution of library expenditure on staff (70%) and collection materials (16%) is unchanged.
- Static staff numbers (-0.3%) added to statewide population growth, leading to a small drop in staffing per capita. Staffing per capita has a long-term downward trend due to small annual incremental falls.

Public Libraries Victoria

Key statistics – Library facilities

277	→	Number of **library branches** (277, no change)
29 / 310	→	Number of **mobile library vehicles** (30) and **mobile stops** (317)
12,383	→	Total number of **opening hours per week** at branches and mobiles (12,232, +1.2%)
64	�’	Number of other library outlets (72, -11%)
779	↗	Total number of opening hours per week at other library outlets (668, +17%)

- The total number of Victorian public library branches did not change during 2019-20 (277). There were, however, changes to library facilities during the year with replacement of a small number of libraries and significant upgrades/refurbishments at others.
- There are 29 mobile library vehicles across the state that make 310 stops on their regular schedules (weekly or fortnightly). Most mobiles operate in rural areas and stop at small townships where it is not economic to have a staffed library branch.
- One mobile library service in Mildura ceased in 2019-20.
- Library branches and mobiles have a total of 12,383 published opening hours per week, an extra 151 hours on 2018-19.
- Some libraries also operate a number of other library outlets. These include permanent or semi-permanent physical service points where customers can access collections or other library services. For example: self-serve library kiosks (in separate locations from library branches); library depots; collection vending machines; library pop-up locations; and outreach vehicles.
- 2019-20 saw the opening of Victoria's first 'open library' which can be accessed by library members when staff are not present by using their membership card. Members use automated self-check units for borrowing items.

Key statistics – Collections

7.58M	↘	Total number of **physical collection items** (7.76M, -2.2%)
7.37M	↘	Number of physical collection items available for loan (7.62M, -3.3%)
67%	→	% of the physical collection **purchased in the last 5 years** (68%)
823K	↗	Total number of **ebooks** and digital resources (736K, +12%)
8.41M	→	Total number of **collection items** (8.49M, -1.0%)
9.8%	↗	% of total collection that is digital items (8.7%)
1.27	↘	Total number of **collection items per capita** (1.31, -3.1%)

- Victorian public libraries have a total of 8,406,527 collection items, of which 7.58M are physical items (e.g. books, audiobooks, magazines, CDs/DVDs) and 823,000 are ebooks and other digital resources. The total size of the collection dropped by 87,000 (1.0%) in 2019-20.
- The profile of the collection continues to change in response to user demand for digital resources, more efficient collection management and competition for space in public library buildings. In 2019-20 the number of physical collection items decreased by 3.3% (approx. 250,000) while the number of digital items increased by 12% (approx. 87,000 items). Digital items now comprise 9.8% of the total collection.
- Overall, there are 1.27 collection items (physical or digital) per Victorian.
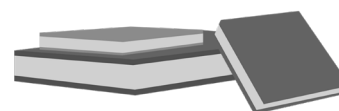
- Of the 7.58M physical collection items, only 7.37M are available for loan. The remaining items include family history, genealogy, reference and local studies materials (e.g. maps, manuscripts, photographs) which are available for use only at the library.
- Of the 7.37M physical collection items that are available for loan, 67% have been purchased within the past 5 years (vs 67% in 2018-19). This indicates a good quality collection, with unused and damaged items regularly weeded out of the collection.
- The overall size and make-up of the library collection was not significantly influenced by COVID shutdowns, other than that it interrupted the cycle of normal stock management processes.

Key statistics – Membership and customer satisfaction

6.60M	-	Total Victorian population at June 2019 (6.46M, +2.1%).
2.24M	→	Total number of **library members** (2.22M, +1.1%)
34.0%	→	**% of Victorian population** who are library members (34.3%, -1.0%)
933K	↘	Total number of **active borrowers** (1.002M, -6.9%)
14.1%	↘	% of Victorian population who are active library borrowers (15.5%, -8.9%)
8.46	→	Average customer satisfaction rating (8.55, -1.1%)

- The total number of library members increased by 24,000 to 2.24M in 2019-20. Membership growth during the COVID shutdown period was significantly lower than usual.
- 34% of all Victorians are library members. This understates the actual level of community engagement with libraries as it does not include:
  - people who borrow through someone else (e.g. children whose parents borrow for them, couples where one borrows for both)
  - people who visit the library to use collections, computers, wifi or library spaces, or attend events but are not library members.
- The total number of active borrowers fell in 2019-20, both in absolute terms (down 6.9%) and as a proportion of the Victorian population (down 8.9%). Restricted access to libraries and fewer new library members contributed to this outcome.
- Overall customer satisfaction with the services available at the local library was 8.46 out of 10 (based on the most recent results from customer satisfaction surveys in 34 library services in the past two years). This is slightly lower than the 2018-19 result.

Key statistics – Visits

|		
21.7M	↘	Total number of **visits to library branches** (30.5M, -29%)
157K	↘	Total number of **visits to mobile libraries** (231K, -32%)
18.8M	-	Total number of **website visits** (new item)
10.2M	↘	Total number of website visitors (12.9M, -21%)
252K	↘	Total number of outreach program visits (345K, -27%)
83,801	↗	Total number of collection delivery visits (80,710, +3.8%)
1.2M	↗	Total number of launches of a library app (0.64M, +89%)
3.3	↘	Total number of **branch and mobile visits per capita** (4.8, -30%)

Public Libraries Victoria

- The COVID shutdown of library services had a significant impact on the number of library visits in 2018-19. As expected, given that libraries were closed for at least 27% of the year, total visits to library branches, mobile libraries, library websites and outreach activities were all down around 20-30% on 2018-19 figures.
- The number of library visits per capita (branch and mobile) in 2019-20 was 3.3, 30% down on the previous year.
- It is interesting to note that:
  - the drop in visitors to library websites was less than that for physical service points as people were still able to use the website to access digital resources during library closures
  - there was a 3.8% increase in collection delivery visits as some libraries established home delivery and click and collect services during the shutdowns
  - the number of user launches of library apps nearly doubled as additional libraries released apps and these were also used to search for and access ebooks and other digital resources.

Key statistics – Loans and downloads

31.3M	↘	Total number of **loans of physical collection items** (41.1M, -24%)
6.85M	↗	Total number of **downloads of ebooks** and digital resources (4.95M, +38%)
38.1M	↘	Total number of library loans (46.1M, -17%)
5.8	↘	Number of **loans per capita** (7.1, -19%)
4.2	↘	**Turnover of physical items** (loans per item) (5.4, -22%)
8.3	↗	**Turnover of digital items** (loans per item) (6.7, +24%)

- In 2019-20 there were 31,280,410 loans of physical collection items. Although this was down 24% on 2018-19, the drop was not as large as it might have been due to COVID as some libraries continued to make their physical collections available through home delivery and click and collect services.
- Not surprisingly, the number of downloads of ebooks and digital resources was well up on previous years. Downloads of ebooks have been gradually increasing as more people become familiar and comfortable with this as a way of reading. However, on top of this incremental growth the COVID shutdown saw a 50% increase in the number of monthly downloads from April to June 2020 as options for accessing physical library collections were removed. During COVID libraries actively encouraged and facilitated use of digital resources, providing telephone and online support for people trying this for the first time.
- Despite public libraries being closed for 27% of the year, the total number of loans declined by only 17%, and the number of library loans per capita was down by only 19%.
- Turnover – the number of loans per item – is the best measure of collection efficiency. High turnover indicates a collection that reflects the reading interests and information needs of the local community and is well used by library members.
- In 2019-20 turnover of physical items was 4.2 (i.e. an average of 4.2 loans of every book, magazine and DVD during the year). While this was down on 2018-19 due to the drop in loans during the COVID shutdowns, this figure is still close to the current national standard of 4.4 loans per item.
- Turnover of digital items increased 24% from 6.7 in 2018-19 to 8.3 in 2019-20.

Public Libraries Victoria
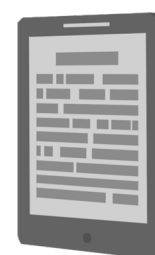
Key statistics – Program participation and technology use

1.62M	↘	Total number of **participants** in library programs (2.26M, -28%)
246	↘	Number of **program participants per 1,000 population** (350, -30%)
3,649	↘	Number of public access **computers, laptops and tablets** (3,967, -8.0%)
0.55	↘	Number of public access **devices per 1,000 population** (0.61, -10%)
532	→	Number of OPAC devices (online public access catalogue) (533, -0.2%)
1.55M	-	**Hours of use of library computers**, laptops and tablets (new item)
2.48M	↘	**Hours of wifi use** (2.76M, -10%)
612	-	Hours of computer and wifi use per 1,000 population (new item)
0.67M	-	GB of download (new item)

- Participation in library programs dropped by 30% compared with 2018-19, reflecting the impact of COVID shutdowns, notably early years literacy programs and school holiday programs in the Term 1 and Term 2 school holidays.

- Most libraries quickly transitioned to delivery of online programs with Story Time sessions pre-recorded and posted on library websites, Facebook and YouTube. These sessions were viewed hundreds of thousands of times and shown over and over again by families thankful for continuation of a favourite weekly activity. Similarly, libraries hosted live online author talks and book clubs, ran online information sessions and English Conversation Classes, and hosted cultural and craft activities. These engagements have NOT been included in the annual statistics.

- The number of public access computers in libraries peaked in 2016-17 and has been decreasing over the past three years (both in absolute and per capita terms). As more people come to the library with their own devices there is less demand for library computers and workstations and more demand for charging outlets and comfortable spaces for recreational and study use of devices.

- The library sector is trialling new metrics to gauge technology access and use in public libraries. In 2019-20 only half of the library services representing approximately half of the Victorian population were able to report against these new measures. Therefore, the figures reported here understate actual use of library computers and wifi in the period up to the COVID shutdowns by about 50%.

- Library users spent a total of 4.03M hours on library computers and wifi, at an average of 612 hours per 1,000 population. Extrapolating for underreporting and the COVID period this suggests an annualised estimate of approximately 10M hours of computer and wifi use, or 1.6 hours per Victorian per annum. There was 0.67M GB of downloads reported in 2019-20.

Public Libraries Victoria

Library outcomes

The 2016 *Guidelines, Standards and Outcome Measures for Australian Public Libraries*, developed by the Australian Public Library Alliance (APLA) and the Australian Library and Information Association (ALIA), described six key outcomes from the provision of public library services. They are:

- Literacy and lifelong learning
- Digital inclusion
- Economic and workforce development
- Personal development and wellbeing
- Stronger and more creative communities
- Informed and connected citizens.

During 2019-20 Victorian public libraries continued to deliver a diverse array of individual and community benefits. Most importantly, during the COVID period the public library sector has again demonstrated its deep knowledge and understanding of the community by seamlessly pivoting what it offers and the way services are delivered to give connections, hope and inspiration to people isolated in their homes. These anecdotes from library staff and quotes from library users in 2019-20 illustrate the many different ways in which 'Libraries Change Lives' (see also https://librarieschangelives.org.au/).

Literacy and lifelong learning

Through collections, programs and facilities public libraries provide many opportunities for people of all ages and interests to pursue formal and informal study and lifelong learning.

A grandmother at Fawkner passed on her appreciation for our Word Play, Rhyme Time and pre-school Story Time sessions. They are not only useful for her granddaughter, but they help her to improve her confidence level and English ability. (Moreland)

"I attended your library for the first time last Tuesday. I brought in my toddler for the Greek Story Time session and was so very impressed!! Thank you for putting on such a great program. (Whitehorse Manningham)

The library supported students who had to study from home during COVID. Use of our online tutoring program increased by so much from March to June that we had to increase our access level. (Swan Hill)

A grandmother is home-schooling her grandchildren from Hong Kong until they're allowed back home. The school has given them lots of homework and the library has provided the resources. They loved Britannica online! (Kingston)

"The library is a journey of knowledge. As I meander through the aisle I explore foreign lands, engage in discussions with philosophers and feel enchanted by the skills of artists. When I return to my senses I realise that I have spent another couple of hours reading." (Central Highlands)

"Thank you so much for sending me the Half-Blood Prince. I had to spend a week in bed with a back problem and it was worth every minute. Electric blanket on and Stephen Fry reading to me. Just wonderful! (Eastern)

Our Home Maintenance Group helps women to learn practical DIY skills. Many of the women are widowed and/or live alone, and the connections made through the grief process was a highlight. There were lots of stories shared and heard, and the group became empowered as they learned new skills. (Moonee Valley)

"With the fines and not being to able to return books on time I stopped taking my kids to the library. Now I can take them again." (Hume)

The library runs workshops that provide community members access to industry professionals. A writing workshop run with Writers Victoria allowed emerging local writers access to an author and opportunities to learn and develop their skills. Many of our programs bring generations together. (Wodonga)

Digital inclusion

Public libraries play an important role in supporting digital inclusion and providing a safety net for those caught in the digital divide.

"Thank you for helping me on the Chat service to get started with ebooks and magazines online. I hadn't used them before and didn't know where to start. Your videos showed me step by step how to do it and now my friends ask me how." (Glen Eira)

Judy visits the library for tech help in a digital world where more applications, correspondence and services can only be accessed online. To best care for her two boys Judy has had to adapt quickly. With the help of the library's one-to-one sessions Judy is now confidently texting, emailing, and downloading documents on to her new device. She lives with financial stress and is grateful for the free services the library provides. (Eastern)

Moonee Valley Libraries are a partner in the delivery of The Lab – a technology club for young people on the autism spectrum aged 10 to 25 years which provides mentoring in programming, digital design and gaming. The library provides the facility and some of the technology used. (Moonee Valley)

During COVID-19 restrictions library services assisted the public with getting Border Permits for NSW and SA. Many people in the community did not have an email address or access to a computer or a printer or the knowledge to be able to obtain the vital permits. The libraries were there to help them out. (Mildura, Campaspe)

Economic and workforce development

Use of library services and programs by different people and groups within the community can support improved employment and productivity outcomes.

A middle-aged Chinese man, recently arrived in Australia with limited English, asked me which newspapers he could look up jobs in. I explained to him that most jobs are now online, and he should look at a site like Seek. He was unfamiliar with job websites so I booked him on a PC, helped him to register on Seek, we tidied up his rough resume and I showed him how to search and apply for jobs. He was highly experienced in using specific equipment used in the sheet metal industry.
Over the next half hour he put in 5 or 6 applications online. Then his phone rang. It was one of those companies who wanted him to come for an interview following day! Which he did and got the job!
He came back to thank me. But a month later he returned and asked for help in submitting more applications online. He liked his new job, but he thought he'd try again for a job that paid more! (Kingston)

The library has participated in the Social Procurement program that looks to place people from the Flemington Estate into jobs with Council. Three Library Officers have been employed and have learnt about library services while improving their customer service skills. (Moonee Valley)

A customer who offers child play therapy across Gippsland uses the library as a mobile office when she is in the area. By accessing the wifi, library computers and photocopiers she is able to manage her business and support her clients. (East Gippsland)

Personal development and wellbeing

Through provision of library resources, staff and facilities, public libraries have the capacity to support personal development and wellbeing in a universally accessible safe non-judgmental environment.

Thank you so much for delivering a box of books to my front door a few weeks ago! The selection of auto/biographies gave me a wonderful opportunity to 'meet' some people in my home while I was in isolation. (Eastern)

Linda is deaf and was brave enough to come to our Monday Crafternoon when she saw it promoted at the library. "When I saw knitting and crochet displayed I came along. The craft group makes me happy and I look forward to coming. I find it difficult to follow written instructions. I cannot lip read but can sign and write on notepaper. With the help of the ladies I have made baby booties and a hat." (Casey-Cardinia)

Matt has been diagnosed with an incurable blood disease. He comes to the Ballarat Library every week to play the piano for two hours. Customers love it and stop and listen to the wonderful tunes. "Coming to the library helps me to forget my problems. At the same time, I can give to others by sharing my music." (Central Highlands)

The library provided a safe and comforting place for residents evacuating their homes during the bushfires. It also enabled those in Evacuation Centres to escape the environment for a while. (East Gippsland)

A lady living on her own phones the library regularly, often in tears, to chat and get help with her ebooks. The books are 'a happy release' from the loneliness and worries of the pandemic. She says they are her 'lifesavers' and the staff are her 'angels'. (Glen Eira)

"My daughter is disabled. For years the library was the only place I felt safe to take her. It is like a second home to us. Outstanding programs, information, special guests, etc. – they are number one. (Murrindindi)

A customer was obviously in distress when she asked for help, though she wasn't sure what she really needed. She declined an offer of a cuppa and a chat, saying that she was too restless, but talking had been helpful and she seemed calmer. An offer of connection to services such as Orange Door (family violence support) was given. She said she'd think about it and agreed to leave her contact details. We rang her a couple of weeks later – to good news. She had taken strength from our chat and approached Centrelink for help with the elder abuse and financial abuse she was experiencing. She had had several meetings and strategies were in place to assist her. She wanted us to know that she'll be back in the library when we're open – because she knows we'll be there for her. (Kingston)

Stronger and more creative communities

Public libraries help to strengthen communities and build social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They preserve the past, celebrate the present and embrace the future.

In 2019-20 Yarra Libraries ran 67 programs specifically catering to the creative and cultural identity of our community, attracting more than 4,000 participants. These included Collage Club, partnerships with theatre groups, live music events and film screenings. Our NAIDOC Week event was a celebration of Aboriginal culture in partnership with Aboriginal Housing Victoria and the Collingwood Children's Farm. (Yarra)

The Geelong Library & Heritage Centre provides areas to hire for public exhibitions. These support independent artists, and the arts and culture sector more broadly, as well as promoting the GLHC's important role as a cultural institution. (Geelong)

"The library gives a local artist somewhere to display their art in a public space'. (Glenelg)

The Human Book Club is a discussion group where people from different cultures and life experiences can share their stories. (Goulburn Valley)

Many who attended a NAIDOC Week event with Tony Birch thanked the library for hosting the event. "I'd like to hear from more Indigenous writers." "Thank you for the opportunity to hear amazing and inspirational people." "An hour passed too quickly." (Moreland)

Junurri workshops were run during NAIDOC Week at Footscray, Braybrook and Yarraville libraries. The interactive art and storytelling workshops were developed as a learning tool for kinder and primary aged students, facilitated by actress and cultural educator Nathalia McLean. (Maribyrnong)

Informed and connected citizens

Public libraries are places where people can come together to connect with one another and with what is happening in their community.

"My family does not own an apartment. As renters we have been forced to change where we live several times in the past few years. Libraries are our anchors to the community – more permanent than our own homes." (Port Phillip)

Members of our community come together monthly to watch a movie at the library. This enables older people who may not have a lot of social contact to watch the movie together, discuss it in the interval and discuss it afterwards – providing much needed social interaction. It's a free outing. (East Gippsland)

Sabrina and Samara have been visiting Dandenong library since they were children. They now give back as volunteers, "so we can provide the same welcome that we received. Dandenong Library is not just a building, it's a place for discovery, somewhere to meet people and make friends." (Greater Dandenong)

YPRL developed a Caring Calls program during the pandemic for our senior library members. Thousands of calls ensured that every senior member was aware of the services offered to them by their Councils during the pandemic and provided tech help to connect them to the library's digital resources. A 93 year old set up her iPad over the phone and downloaded her first ever ebook. (Yarra Plenty)

"I thought you would like to know that I read each of your emails (about the Queer Book Club), and they fill me with hope and happiness. Just the thought of a lovely group of queer people discussing literature and queerness is beautiful, and the snapshots of discussions from your book clubs often inspire me to buy the book to read at a later date. Thank you for what you are doing for our community." (Melbourne)

'TOP 10' LIBRARY INDICATORS

The performance of public libraries cannot be defined by a single measure. The following ten indicators represent a mix of input, output and performance information.[3] The indicators recognise use of different library services including physical and digital collections, programs, technology access and places and spaces. All ten indicators are 'per capita' or ratio measures which normalise measurement of service provision and use across library services of different size (in terms of population).

'Top 10' Library Operating and Performance Indicators		
1. Total library funding per capita*	Service provision	Cost
2. Collections spend per capita	Service provision	Collections
3. % physical collection purchased in last 5 years*	Quality	Collections
4. Total library members as % of population	Reach	Members
5. Library visits (branch/mobile) per capita	Use	Visits
6. Loans (physical items) per capita	Use	Collections
7. Loans (digital items) per capita	Use	Collections
8. Program attendance per capita*	Use	Programs
9. Total hours of technology use per capita (wifi, PCs)	Use	Technology
10. Collection turnover (physical items)*	Efficiency	Collections

* This new set of 'top' indicators replaces the previous list which was in place from 2013-14. Marked indicators have been retained from the original list.

Current and historical data on each of the ten indicators is presented in the following pages. It clearly shows that the three months of COVID shutdowns had only minor impacts on the provision and quality of public library services, but resulted in approximately 30% less use of the library in 2019-20.

'Top 10' Library Indicators	2017-18	2018-19	2019-20	Annual change	
1. Total library funding per capita	$39.90	$40.39	**$39.19**	- 3%	↘
2. Collections spend per capita	$5.48	$5.72	**$5.98**	+ 5%	↗
3. % physical collection purchased in last 5 years	65%	67%	**67%**	- 1%	→
4. Total library members as % of population	34.7%	34.3%	**34.0%**	- 1%	→
5. Library visits (branch/mobile) per capita	4.9	4.8	**3.3**	- 30%	↘
6. Loans (physical items) per capita	6.7	6.4	**4.7**	- 26%	↘
7. Loans (digital items) per capita	0.49	0.77	**1.04**	+ 36%	↗
8. Program attendance per '000 persons	331	350	**246**	- 30%	↘
9. Total hours of technology use per '000 persons			**612**		
10. Collection turnover (physical items)	5.5	5.4	**4.2**	- 22%	↘

---

[3] This list of 'Top 10' indicators replaces the list used by PLV for the past six years. The new list was agreed by a PLV working group in 2020 and reflects more contemporary use of public libraries.

Public Libraries Victoria

1. Total library funding per capita

Definition	Total direct cost of provision of library services per capita
Measure type	Service provision – Cost
Computation	Total operating funding provided by local and state government (including funding for library materials) plus user fees and charges and other income divided by the municipal population

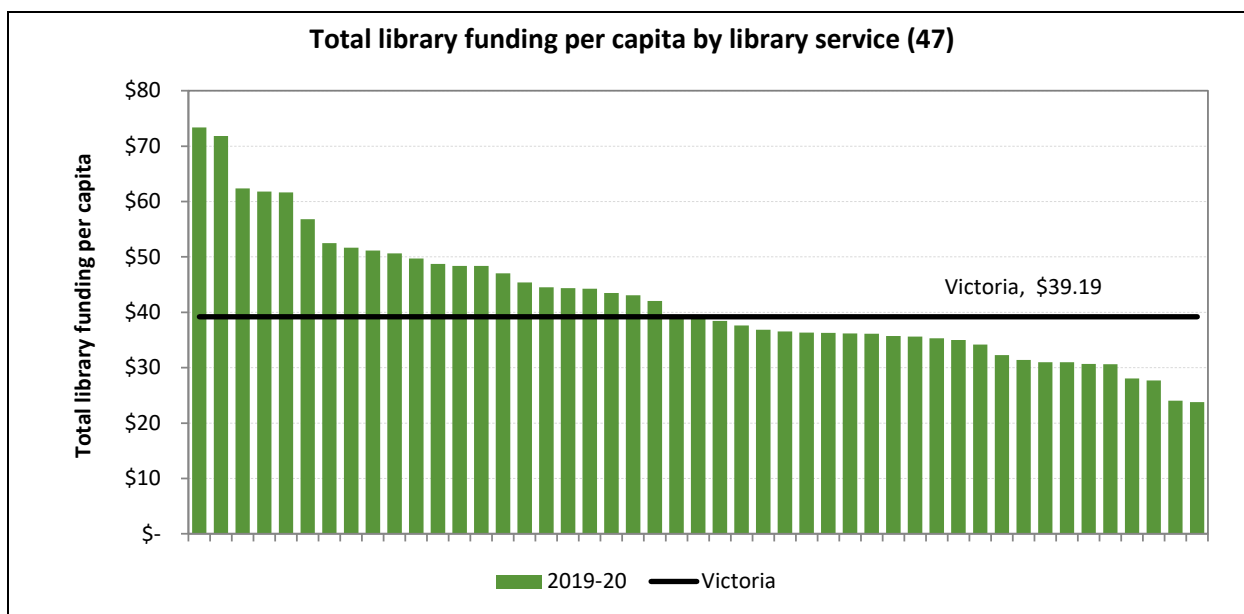| Item	2017-18	2018-19	2019-20
Total library income ($M)*	$252.25	$260.88	$258.47
Total population (million)	6.323	6.460	6.596
Cost of library services per capita*	$39.90	$40.39	$39.19

* Financial figures in this table have not been adjusted for inflation.

The total direct cost of providing public library services in Victoria in 2019-20 was $258 million. This represents library operating and collections costs as funded by local government ($208 million), state government ($43 million), user fees and charges ($4M) and other income ($3M). This does not include capital funding from any source for library buildings, mobile libraries, plant and equipment. The local government share of public library funding is 81%, and the Victorian government contributes 17%.

The average cost of providing public library services in Victoria in 2019-20 was $39.19 per person. This was, in absolute terms, $1.20 lower than in 2018-19, and is the lowest figure since 2013-14. This was influenced by some Councils standing down staff during COVID shutdowns from March to June 2020. Discounting 2019-20 as an atypical year, it remains that up until 2018-19 funding of library services per capita had seen average annualised growth of 0.8% per annum, well below the average inflation rate over the same period (2.0%). This means that funding for library service provision per capita has decreased in real terms.

Total library funding per capita – 2011-12 to 2019-20
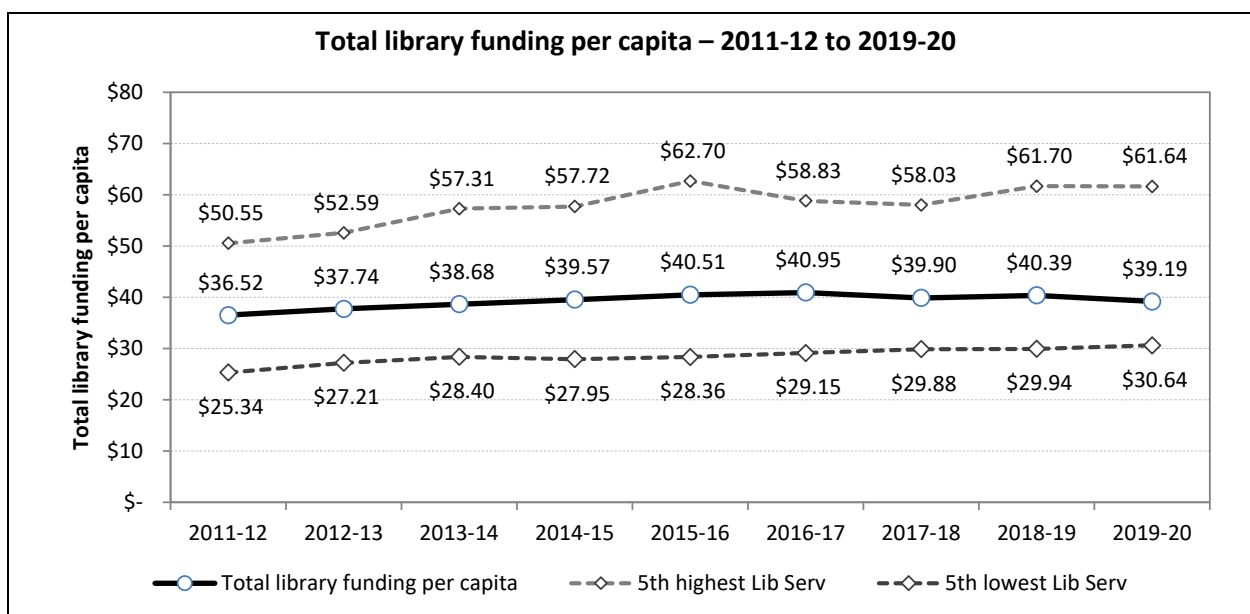
Due to its unique circumstances, Melbourne Library Service has a disproportionately high cost per capita figure of $73.38. Melbourne has a very high level out 'out of area' usage as many users of the library do not live in the CBD. Interstate and international tourists also visit the city's libraries to access information, the internet and safe, comfortable places to read and relax.

Public Libraries Victoria

Total library funding per capita by library service (47)

Victoria, $39.19

Legend: ■ 2019-20 ━ Victoria

To highlight the different factors that influence funding levels, the ten libraries with funding per capita ratios above $50 per person include five inner city library services (most of which have high levels of readership – Melbourne, Yarra, Boroondara, Hobsons Bay, Maribyrnong) and five rural library services (e.g. Gannawarra, Swan Hill, Wimmera, Campaspe, East Gippsland). The inner city library services tend to operate more library branches per population, primarily for historical reasons. Small library services in more remote areas are less able to achieve efficiencies in staffing and collection size that are available to larger regional and metropolitan libraries.

Four of the six library services with the lowest funding per capita ratios in 2019-20 cover five of the most highly populated and fast growing interface Councils (i.e. Wyndham, Melton, Hume, Casey and Cardinia).

On average, the ten library corporations and two library networks have lower funding ratios than single LGA library services.

Library funding per capita	Metropolitan Melbourne	Regional Victoria
Single LGA	$43.90	$43.63
Library corporation / network	$31.81	$40.30

This indicator can be interpreted in two different but equally valid ways. From a 'quality' perspective it might be argued that a higher cost per capita figure represents better relative performance. From an 'efficiency' perspective a lower cost figure is preferable. The LGPRF favours the 'efficiency' perspective. Each local government area has to balance these two competing priorities in their decisions on library funding.

For presentation purposes, the data against this indicator has been shown in the above chart from a 'quality' perspective (i.e. higher cost per capita ranks above lower cost).
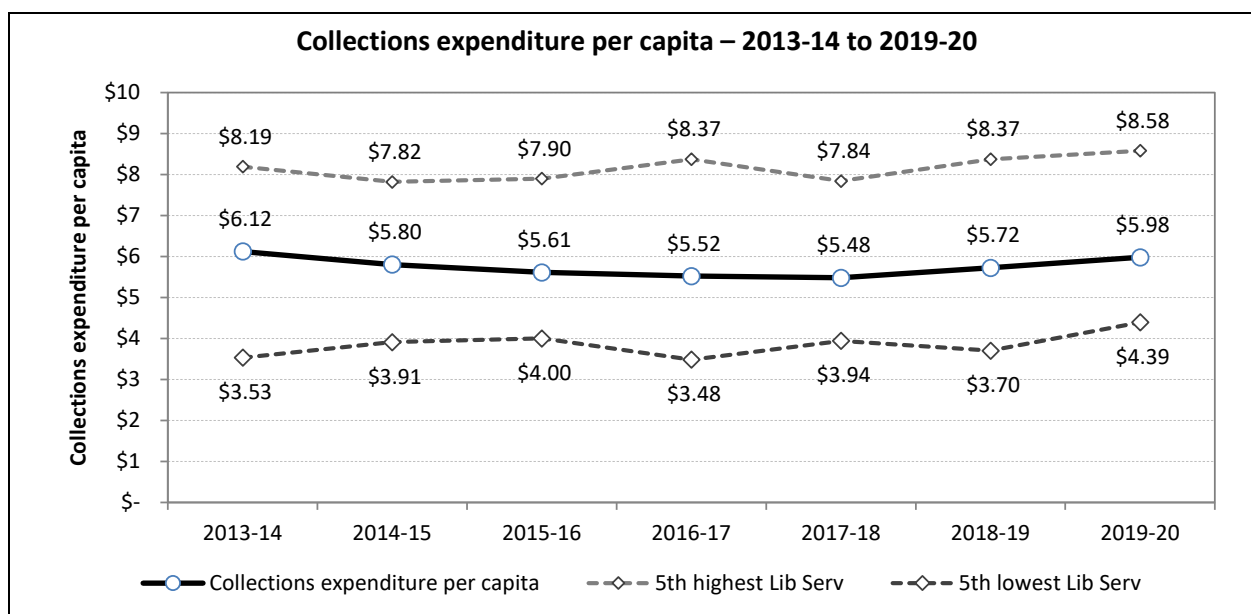
2. Collections expenditure per capita

Definition	Expenditure on library collections per capita
Measure type	Service provision – Collections
Computation	Total expenditure on library collections (including purchase/licensing of both physical and digital library materials and processing of physical items) divided by the municipal population

| Item	2017-18	2018-19	2019-20
Expenditure on library materials ($M)*	$34.66	$36.92	$39.41
Total population (million)	6.323	6.460	6.596
Collections expenditure per capita*	$5.48	$5.72	$5.98

* Financial figures in this table have not been adjusted for inflation.

The total amount spent on library collections in Victorian public libraries in 2019-20 was $39.41M. This included both purchase and processing of new physical collection items (e.g. books, audiobooks, magazines, CDs/DVDs) and purchase and licensing of digital resources (e.g. ebooks, eaudiobooks, emagazines, evideo). This amount has increased over recent years as libraries re-balance their collections to provide an evolving mix of physical and digital items in response to user demand. In 2019-20 collections expenditure represented 16% of total expenditure, up 7.1% from 15% in 2018-19.

The average cost of providing collections in 2019-20 was $5.98 per person. Up until 2018-19, per capita expenditure on library collections had been on a downward trend, dropping more than 10% from $6.12 in 2013-14 to a low of $5.48 in 2017-18. Over the past two years this amount has been increasing by about 4-5% per annum, which in real terms (accounting for a 2% inflation rate) is an annual increase of 2-3%. This recent growth in investment in collections has occurred while overall funding for library services has declined in real terms.

Collections expenditure per capita – 2013-14 to 2019-20

Melbourne Library Service has disproportionately high collection expenditure of $12.31 per capita. Melbourne has a very high level out 'out of area' usage as many people who work in the CBD and borrow books from the city's libraries do not live in the City of Melbourne. Melbourne City Council and its library service carry the cost of this excess demand.

Public Libraries Victoria

Collections expenditure per capita by library service (47)
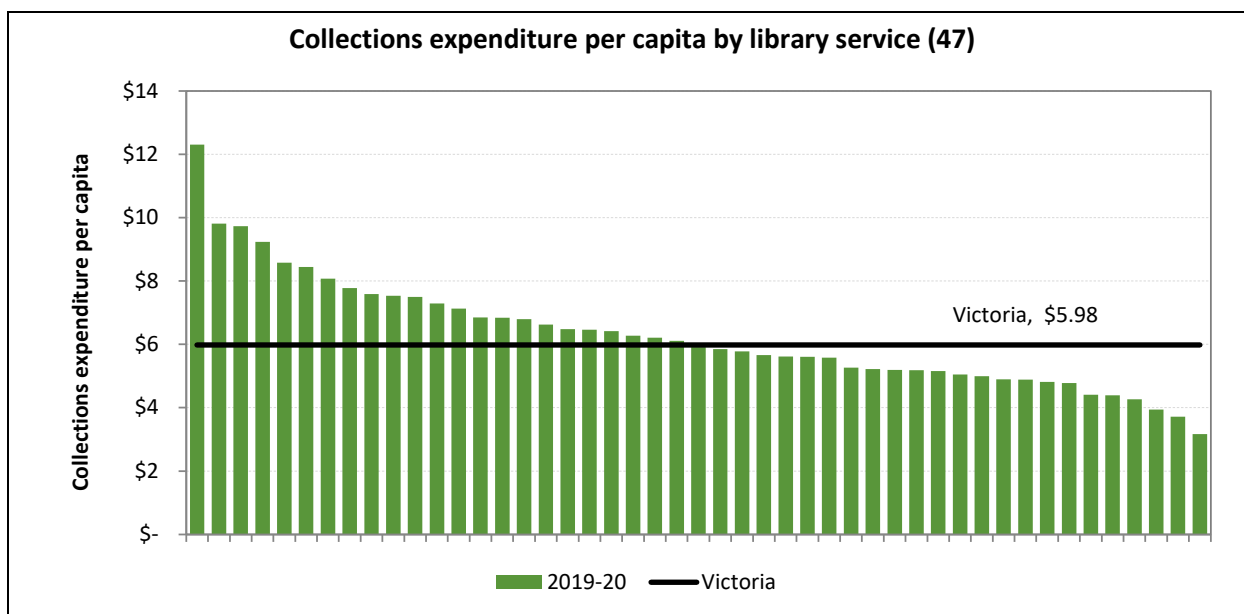
Three other library services have collections expenditure of $9-10 per capita, and all are inner urban libraries with high levels of recreational readership (i.e. Yarra, Port Phillip, Boroondara).

Other libraries with relatively high collections expenditure (above $7 per capita) include Buloke, Swan Hill, Gannawarra, Wimmera and Mildura. Smaller populations typically require a greater number of collection items per capita to provide a sufficiently diverse collection and choice to their community. A larger per capita collection necessitates a greater level of collection expenditure per capita.

As with total expenditure, some fast-growing interface Councils are at the low end of this chart with relatively low collections expenditure per capita (i.e. Casey-Cardinia, Melton, Hume, Mitchell).

Library corporations and networks are able to achieve realise collection efficiencies by having smaller collections per capita and moving stock around in response to user demand. Therefore, they need to carry less book stock and typically have lower per capita expenditure. On average, collection expenditure per capita is as follows.

| Collection expenditure per capita	Metropolitan Melbourne	Regional Victoria
Single LGA	$6.93	$6.04
Library corporation / network	$5.08	$5.61

3.   % of physical collection purchased in last 5 years

Definition	The proportion of the physical library collection that has been purchased in the last 5 years
Measure type	Quality – Collections
Computation	Number of physical library collection items purchased in the last 5 years and available for loan divided by the number of physical items in the collection available for loan (shown as percentage)

Item	2017-18	2018-19	2019-20
Number of physical library collection items purchased in the last 5 years and available for loan (million)	5.16	5.19	4.97
Total number of physical library collection items available for loan (million)	7.74	7.62	7.37
% of physical collection items purchased in the last 5 years	66%	68%	67%

Libraries continually invest in the physical quality of their collections, with around 5 million new physical collection items purchased every five years. The overall size of the physical collection across Victoria's public libraries has been falling in recent years, and is currently around 7.37 million items available for loan (from a total physical collection of 7.58M items). This is partially offset by an increase in the number of ebooks and digital items available for loan.

In 2019-20, 67% of public libraries' current physical collection had been purchased in the last five years, up from 60% in 2011-12, but very consistent over the past six years. The refreshing of the collection occurs in response to user demand for new items and replenishment of the collection as old and damaged stock is removed. While the three months of COVID shutdowns in 2019-20 had a minor impact on the collection management cycle, it had negligible effect on this indicator, which covers collection purchases over a five year period.
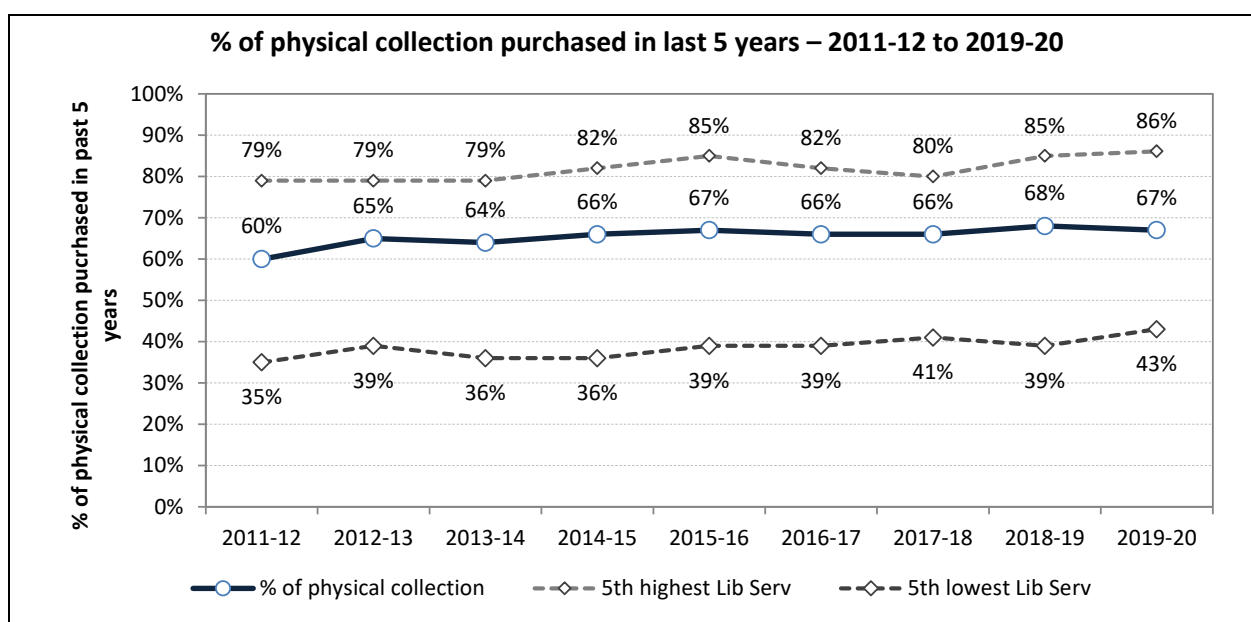

Despite having a five year base, performance against this indicator at a local level can vary from year to year where library services make a significant investment in their collection, have a year with relatively low collection expenditure, and/or have a major cull of their collection.

In 2019-20, 28 of the 48 library services (including VAILS) reduced the size of their physical collection, while 20 library services increased their physical stock. Buloke, which established its stand-alone collection in 2018-19, experienced further growth in the size of its collection (+21%) and has the highest proportion of physical stock purchased in the last 5 years. Swan Hill, Melton, Monash and Hume were the only other library services to increase their physical stock in 2019-20 by more than 5%.

Vision Australia is moving to a predominantly digital collection and saw its total physical stock numbers fall by 31% in 2019-20. Stonnington, Melbourne, Maribyrnong and Darebin all saw the number of physical items drop by at least 10% compared with 2018-19.

Aside from Buloke, the library services with the highest physical quality library collections (in 2019-20) were Maribyrnong, Bayside, Kingston, Greater Dandenong and Yarra Plenty (all above 80%).
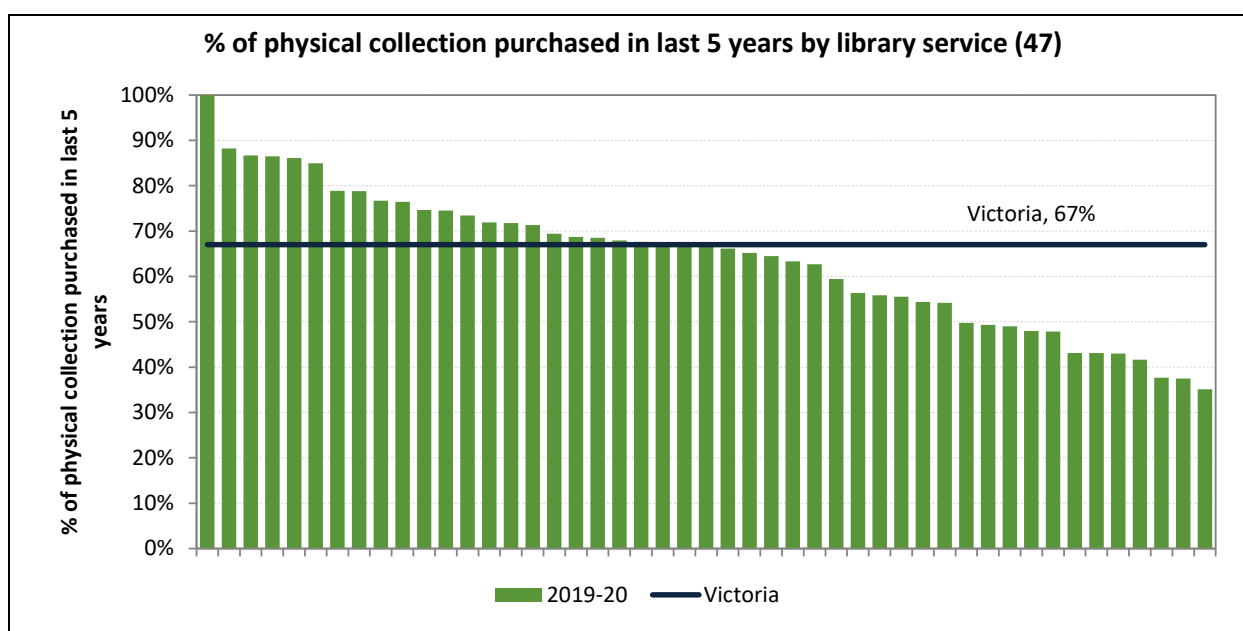
% of physical collection purchased in last 5 years by library service (47)

Library corporations and networks are able to achieve realise collection efficiencies by having smaller collections per capita and moving stock around in response to user demand. Consequently, they tend to turn over their collection more frequently. On average, the proportion of the physical collection purchased in the last five years is as follows.

% purchased in last 5 years	Metropolitan Melbourne	Regional Victoria
Single LGA	70%	53%
Library corporation / network	75%	60%

Smaller library services typically have a larger stock per capita and carry items for longer to maintain a spread of collection. Of the 14 stand-alone library services in regional and rural Victoria only two (Buloke and Wodonga) had 2019-20 collections of above average physical quality. Of the 12 library services with 50% or less of their borrowable collection purchased in the last 5 years, eight are single LGA libraries in rural areas, two are library corporations in regional Victoria and only two are metropolitan libraries (Port Phillip and Boroondara).

4.   Total library members as % of the population

Definition	The percentage of the municipal population who are library members
Measure type	Reach – Members
Computation	Number of library members divided by the municipal population (shown as a percentage)

Item	2017-18	2018-19	2019-20
Number of library members	2,193,932	2,218,660	2,242,665
Total population (million)	6.323	6.460	6.596
% library members	34.7%	34.3%	34.0%

More than 2.2 million Victorians were library members in 2019-20. This represents 34.0% or more than one third of the state's population. Over the past three years the number of library members as been increasing by about 25,000 per year. However, as this is not keeping up with wider population growth in Victoria of around 135,000 per year, the proportion of the population who are library members has decreased slightly. In 2019-20 membership growth was affected over the last three months of the financial year as the increase in online memberships did not match the usual increase in membership numbers that occurs when library branches are open.
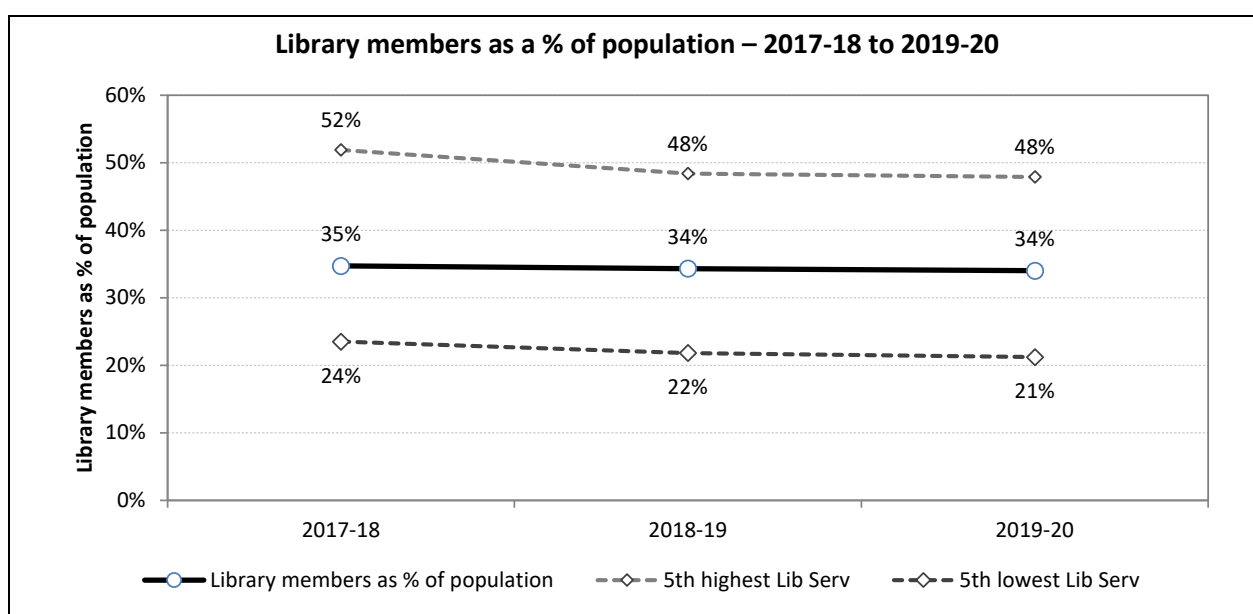

Up until 2016-17, the PLV Annual Statistical Survey only captured information on the number of 'active borrowers' – that is, persons who borrowed a collection item in the reporting period. This was consistent with the LGPRF definition of 'active' public library usage. However, Australia's national public library standards recognise total library membership as a more accurate indicator of community engagement with public libraries. This is because, although the collection is the core of a library's service offering, membership may be needed for access to other library services (e.g. accessing computers and wifi services in some libraries, booking attendance at some programs). In 2019-20 'active borrowers' represented 14% of the Victorian population.

It should also be noted that membership figures understate the true level of library engagement as there are other services offered by libraries and used by customers that do not require the person to be a library member. This includes onsite access to library materials and reference information, participating in most library programs, accessing computer and wifi services (some libraries do not require

membership for authentication), and using library facilities for study, work, meeting or recreational purposes.

Most libraries have membership rates that range from 50% down to 20%. Yarra Libraries has a very high membership of 66% of the population, influenced by being a high traffic municipality for commuters in the north and east travelling to the CBD, discouraging 'guest' passes in favour of membership sign up, and having an easy to use digital membership. The newly stand-alone Buloke Library has membership of 14% of the population.

Library members as % of population by library service (47)
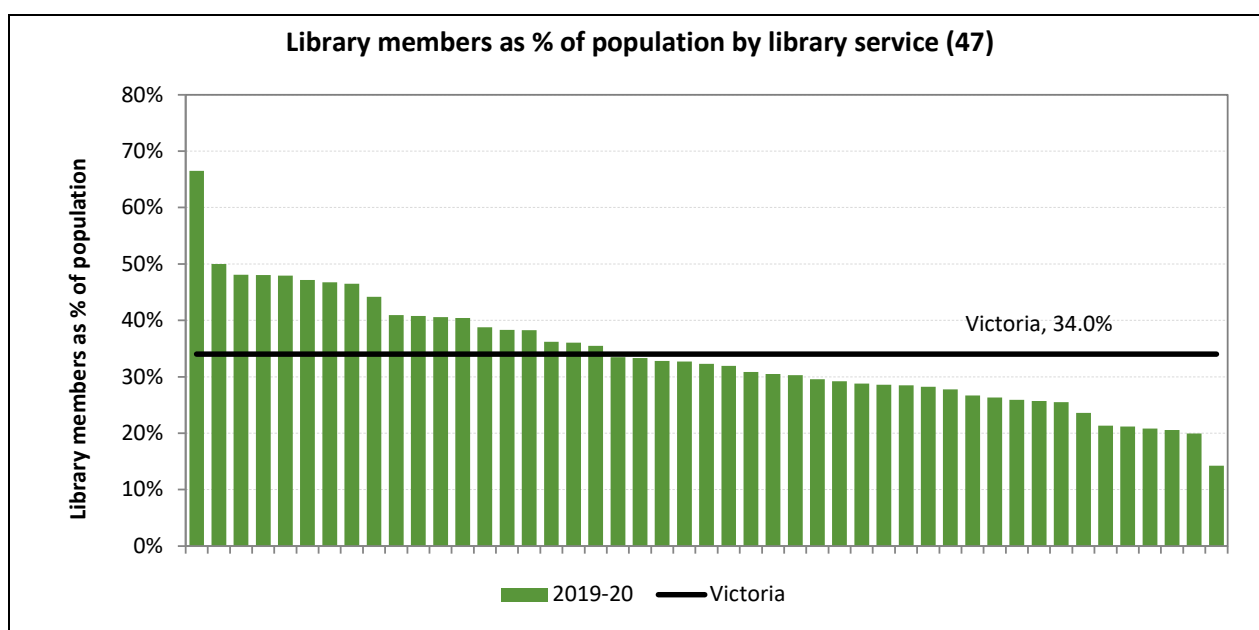
Membership levels can be influenced by a range of factors that include the profile of the community and the services they demand, the library's mix of services and the way in which the library engages with the community. For example, 'out of area' usage occurs where people are members of multiple libraries. This is most common in the geographically small inner urban municipalities (e.g. Melbourne, Yarra, Port Phillip) and can be up to 20% of library membership. In addition:

- Port Phillip, Stonnington, Boroondara, Yarra and Moonee Valley have high borrowing rates and consequently high membership rates
- metropolitan libraries with relatively older populations and fewer young families have lower membership levels (e.g. Darebin, Moreland, Kingston).

Membership levels do not differentiate between single LGA library services and library corporations and networks, other than the level of 'out of area' membership being lower in regional areas and in library corporations and networks (e.g. Eastern, Casey-Cardinia, Whitehorse Manningham) where cross-LGA borrowing occurs within the single corporation. The breakdown of library membership is as follows.

Library membership	Metropolitan Melbourne	Regional Victoria
Single LGA	37%	31%
Library corporation / network	31%	33%

5. Library visits per capita (branch/mobile)

Definition	Number of visits to library branches and mobiles per capita
Measure type	Use – Visits
Computation	Total number of visits to library branches and mobile library stops divided by the municipal population

Item	2017-18	2018-19	2019-20
Total number of visits to library branches/mobiles	30,810,037	30,775,821	21,865,525
Total population (million)	6.323	6.460	6.596
Library visits per capita	4.9	4.8	3.3

In a typical year there are around 30 million visits to Victorian public libraries. Most of these are to the one of the 277 library branches across the state, with approximately 200,000 visits per year to mobile library services There are 29 mobile library services with 320 stops, mostly in very small rural towns. This equates to an average of 5 visits to the library per year for every Victorian – although some people never or seldom visit a public library while some come several times a week. There has been a slight downward trend in onsite visitation in recent years, which has been offset to some degree by increased use of digital resources which can be downloaded directly from library websites.
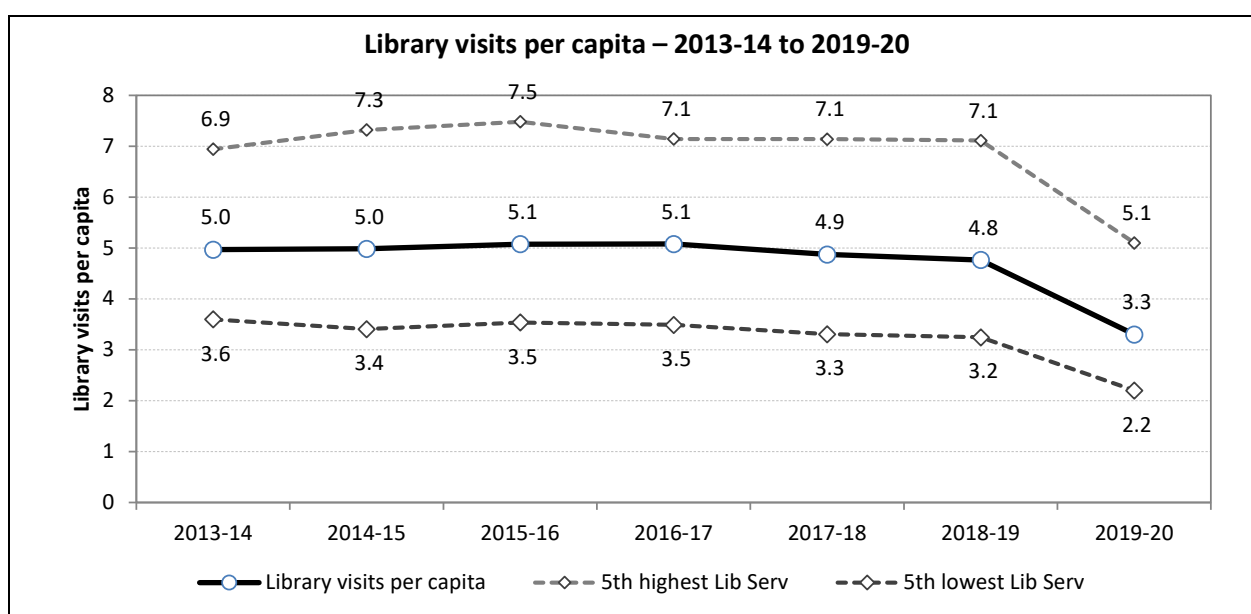
Due to the COVID pandemic and the closure of library branches in March 2020, the number of library visits dropped 29% from 30.8M in 2018-19 to 21.9M in 2019-20. The number of library visits per capita fell from 4.8 to 3.3.

Libraries were closed to the public for at least 14 weeks of the year, representing 27% of a full year. These 14 weeks included two and half weeks of normal school holiday times. Therefore, a 29% drop in average visitation is in line with expectations, and suggests that prior to the COVID shutdowns visits per capita were consistent with the levels seen in previous years. These overall figures are consistent with the experience of individual library services up until March 2020.

As at October 2020, three months into the year, public library doors are still closed, with click and collect services operating at most branches. This means that the number of library visits per capita in 2020-21 is also going to be well below the historical trend level

While library services did not all close on the same day, the fact that all closures occurred within a period of about 10 days means that average visitation rates at each library for the period from June 2019 to March 2020 will be representative of overall levels.

Melbourne Library Service is one of the two libraries with the highest rate of visits per capita (6.3). As noted against all per capita indicators, Melbourne's high level of 'out of area' usage contributes to this outcome. Three of the other four libraries with visitation rates of 5.0 or more in 2019-20 are in rural areas – Gannawarra, East Gippsland and Indigo. These LGAs have relatively small populations and typically have above average visitation driven by an active local user base. At the same time, high readership libraries like Boroondara and Hobsons Bay have high average visits per capita.

Libraries with the lowest visitation rates in 2019-20 included both metropolitan and regional libraries, both single LGA services and library corporations (e.g. Casey-Cardinia, Frankston, Wodonga, Buloke).
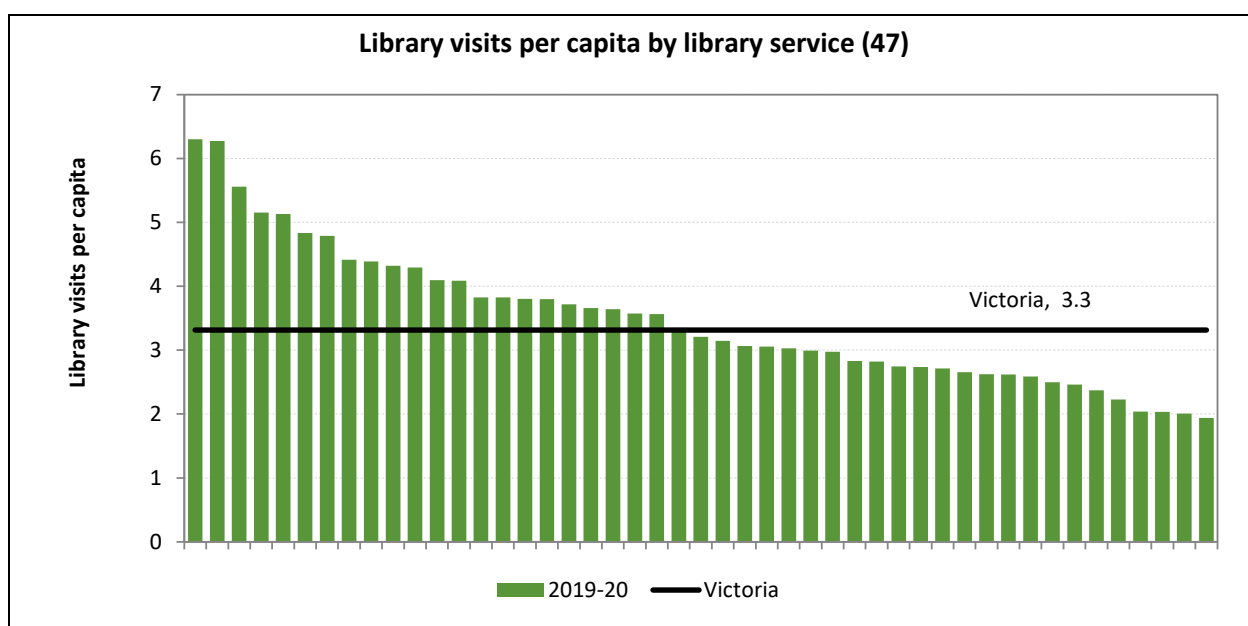
The breakdown of library visits per capita is as follows.

Library visits per capita	Metropolitan Melbourne	Regional Victoria
Single LGA	3.6	3.6
Library corporation / network	2.7	3.3

However, as with many indicators of library use (as opposed to indicators related to service provision), the differences between high and low use are more often explained by local demographics and service approaches than they are by locational or structural differences between libraries.

6. Loans per capita (physical items)

Definition	Number of loans of physical collection items per capita
Measure type	Use – Collections
Computation	Total number of loans of books, audiobooks, magazines, CDs/DVDs and other physical items divided by the municipal population

| Item	2017-18	2018-19	2019-20
Total number of loans of physical items (million)	42.42	41.13	31.28
Total population (million)	6.323	6.460	6.596
Loans per capita (physical items)	6.7	6.4	4.7

The total number of public library loans of physical items has been decreasing over the past six years. From an annual average rate of 8.4 loans per capita in 2013-14, loans have dropped around 5% per year to 6.4 loans per capita in 2018-19. In part this change is due to a shift in format from physical to digital items, as well as being reflective of generally lower frequency of recreational reading in the community.

It is likely that this trend was continuing in public libraries prior to the COVID shutdowns from March 2020. The final 2019-20 result was a 26% drop on 2018-19, with an average of 4.7 loans of books and other physical collection items per capita. This fall was consistent with the loss of 27% of the library sector's opening hours in 2019-20, and would have been greater without some libraries establishing extended home delivery and click and collect services.

Loans per capita – 2013-14 to 2019-20
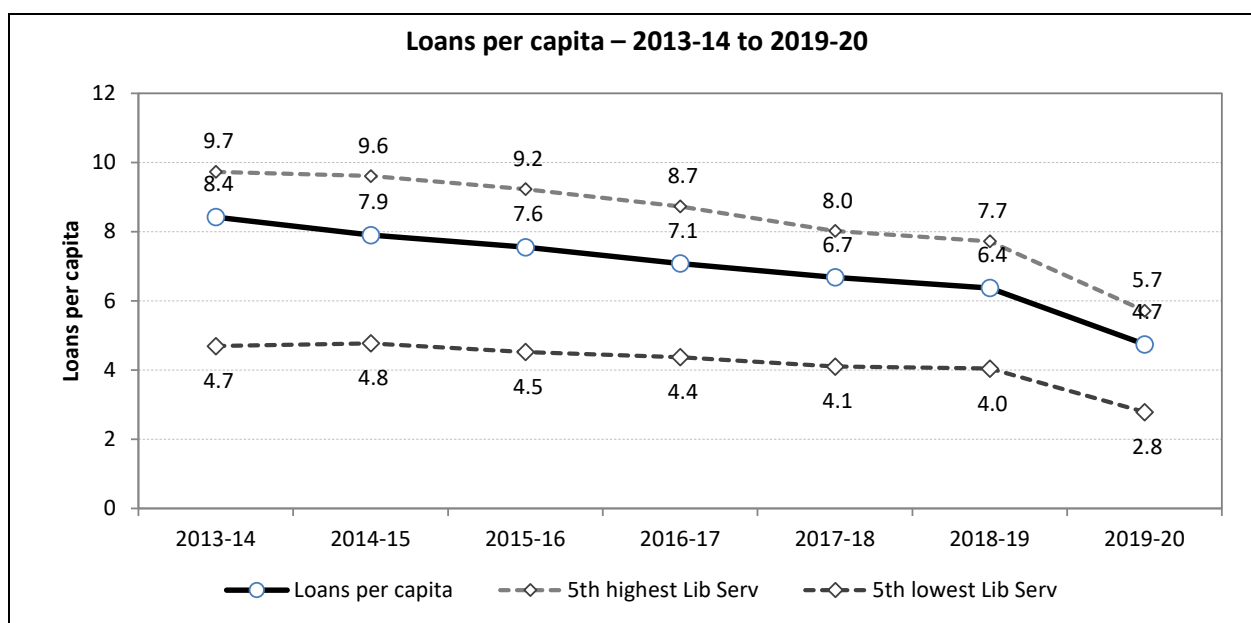
Boroondara Library Service has by far the highest number of loans per capita (8.7), a position it has held for many years and one reflective of the local community's continuing demand for reading material. Most of the other libraries with high rates of loans per capita are in inner Melbourne and the eastern suburbs. That is, Whitehorse Manningham (6.5), Port Phillip (6.3), Eastern (5.8), Monash (5.7) and Glen Eira (5.7). Yarra and Bayside also have loans per capita well above average.

With loans per capita of 5.5 in 2019-20, Geelong has the highest rate of borrowing among library services in regional and rural Victoria.

Loans per capita by library service (47)
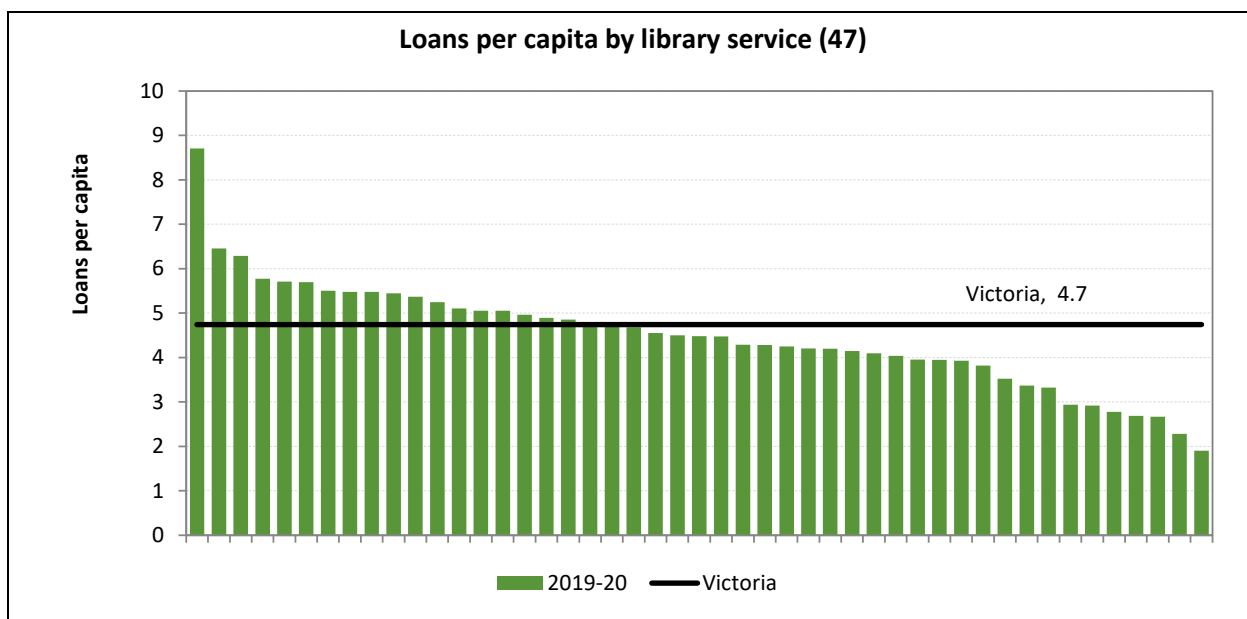
Library services with lower loan rates typically fall into one of two categories. There are outer Melbourne LGAs, especially the fast growing north-west including Mitchell (2.3 loans per capita), Melton (2.7) and Hume (2.9). The second group is rural LGAs such as Buloke (1.9), Wodonga (2.7) and Towong 2.8.

The breakdown of loans per capita (physical items) is as follows.

Loans per capita (physical) items	Metropolitan Melbourne	Regional Victoria
Single LGA	4.7	3.9
Library corporation / network	5.4	4.3

7.   Loans per capita (digital items)

| Definition	Number of downloads of digital items per capita
Measure type	Use – Collections
Computation	Total number of loans of ebooks, eaudiobooks and other digital resources divided by the municipal population

Item	2017-18	2018-19	2019-20
Total number of loans of digital items (million)	3.08	4.95	6.85
Total population (million)	6.323	6.460	6.596
Downloads per capita (digital items)	0.49	0.77	1.04

The use of ebooks and other digital resources has been steadily increasing over the past ten years. The number of digital downloads increased from around 800,000 in 2013-14 to nearly 5 million in 2018-19. In that time the number of downloads per capita increased 450% from 0.14 in 2013-14 to 0.77 in 2018-19. This growth occurred as more content became available in digital format, as reading devices became more mainstream (e.g. accessible via tablet or mobile phone), and as more people became comfortable with this as a way of accessing material and reading for pleasure.

Vision Australia, for example, is moving to a predominantly online collection and has nearly 700,000 downloads of its collection items every year. This represents about 10% of the total number of digital resources downloads in Victorian public libraries.

This upward trend was continuing in 2019-20, but was supercharged by the COVID shutdowns. With library members unable to borrow books from the library, or having limited borrowing options, many library users were compelled to explore digital options to feed their reading habit. Libraries actively facilitate this by aggressively promoting their online resources and supporting people to download relevant apps and access digital content.

Victorian public libraries experienced a 53% increase in the number of downloads of eresources in April and May 2020 compared with pre-COVID-19 figures. This included downloads of ebooks, eaudiobooks, emagazines from a range of content aggregators and downloads of films.

Downloads per capita – 2013-14 to 2019-20
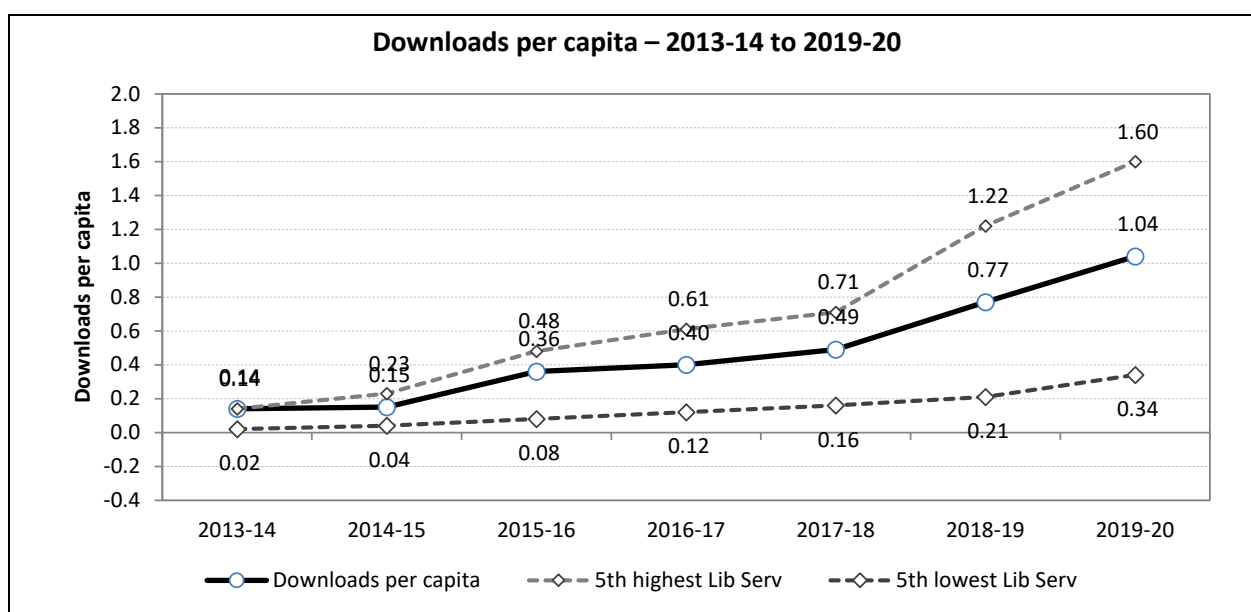
More than half of the library services experienced increases in downloads of digital resources during the COVID period of between 45% and 60%, with some having increases in downloads of nearly 100%. The dramatic increase in downloads was seen across all resource types, with a 62% increase in downloads of ebooks during the COVID shutdowns and a 115% increase in film downloads (from a fairly low base).

Overall, 2019-20 saw a 36% increase in downloads per capita, with an average annual figure of 1.04 downloads per person.

Within library services, Towong has the highest rate of 3.3 downloads per capita (from a very small population base). Goldfields, Melbourne, Brimbank and Eastern also reported more than 1.5 downloads per capita. At the other end of the scale, a mix of quite different library services have download rates below 0.3 (i.e. Buloke, Melton, Mitchell, Greater Dandenong, Gannawarra).
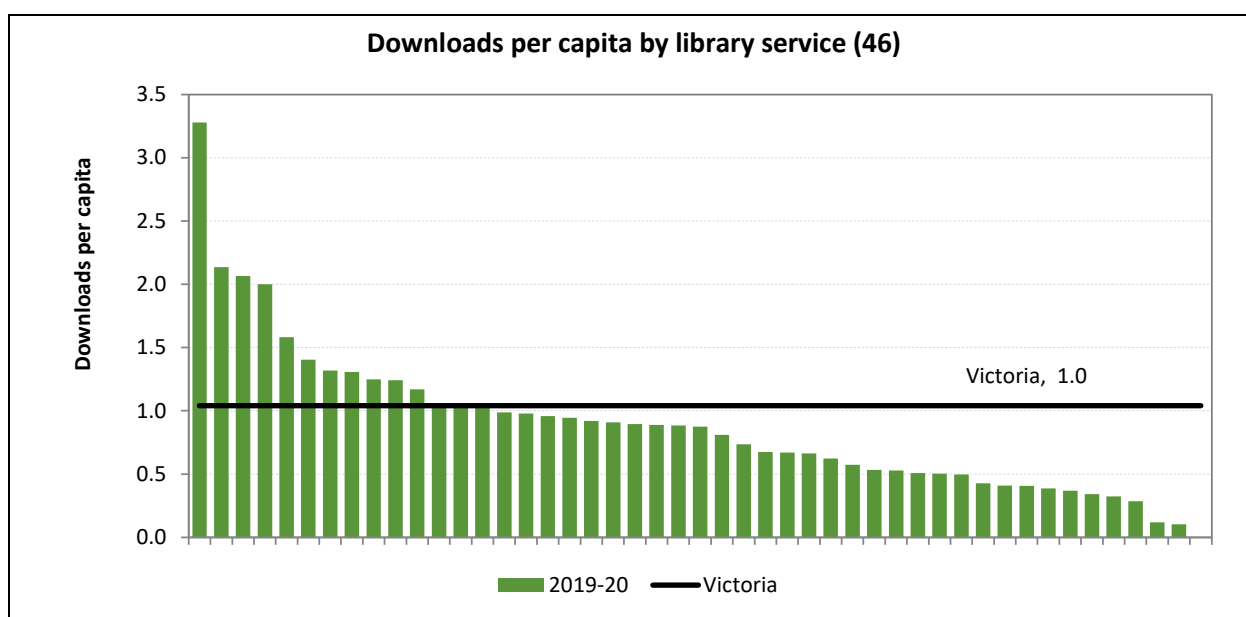
The breakdown of average number of downloads per capita is as follows.

Downloads per capita	Metropolitan Melbourne	Regional Victoria
Single LGA	0.97	0.77
Library corporation / network	0.84	0.99

Public Libraries
Victoria

8. Program attendance per capita

|	
Definition	The attendance at programs and events held inside and outside the library per 1,000 persons within the specified period.
Measure type	Use – Programs
Computation	Total number of attendances at library programs divided by the number of people in the library service's municipal area (in thousands).

Item	2017-18	2018-19	2019-20
Attendance at library programs (million)	2.09	2.26	1.57
Population ('000)	6.323	6.460	6.596
Attendance at library programs per '000 persons	331	350	246

Up until 2019-20 the last eight years had seen a steady increase in attendance at cultural, literacy and skill development programs run by Victoria's public libraries. In 2018-19, on average 350 people out of every thousand attended a library program, up 42% from 247 per thousand in 2011-12.

While there is overlap in attendance with individual library users attending multiple programs, the diversity of programs on offer means that Victoria's public libraries are able to engage many different user groups through their program activity. These programs, run at library branches or offsite in community locations, include (among many others):

- Story Time, Rhyme Time, Baby Time programs for young children and their parents/carers
- English language and adult literacy programs
- school holiday programs
- digital literacy training programs for all ages, including seniors
- author talks, book clubs and literary launches
- craft and chat sessions that combine socialisation with other activities
- youth-focused activities related to graphic art and novels, youth literature and photography
- cultural activities and festivals.

In 2019-20, the program attendance rate dropped by 30% due to library closures when all onsite and partner-linked programs ceased from mid-March 2020.

Program attendance per '000 population – 2011-12 to 2019-20
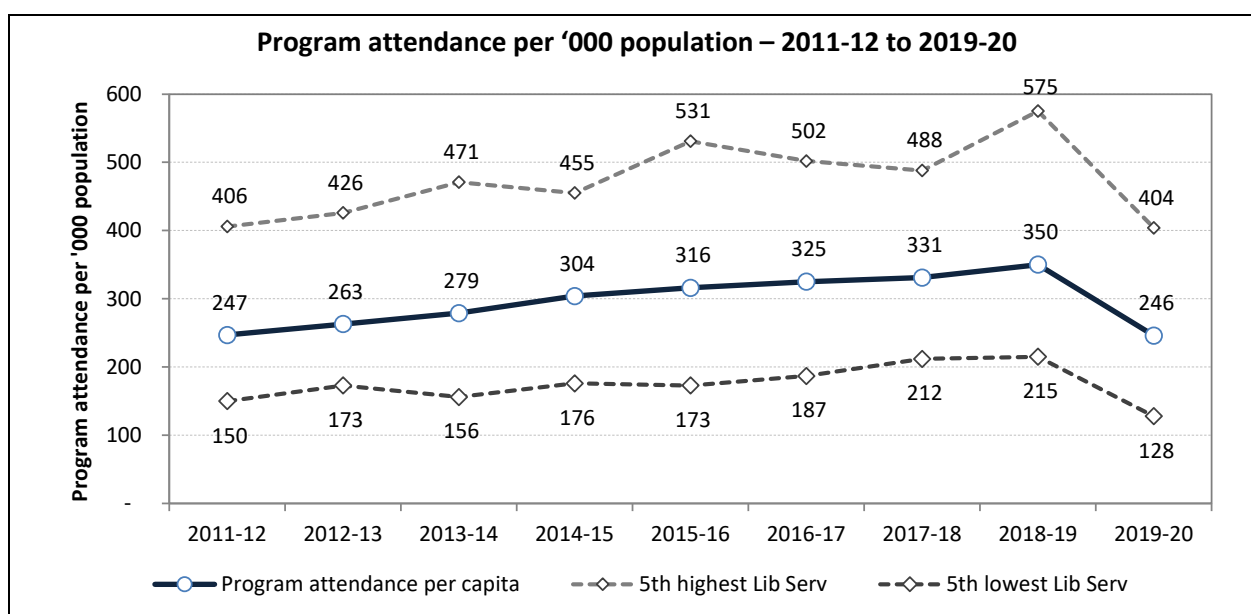
As noted previously, with the libraries closed most library services quickly transitioned to delivery of online programs. The most common approach was to pre-record Story Time sessions with regular or guest presenters (e.g. authors, Councillors, local celebrities) and post these on library websites, Facebook and YouTube. These sessions were viewed hundreds of thousands of times and shown repeatedly by families thankful that a favourite weekly activity for their children was still accessible – albeit in a slightly different form and without the direct interaction with other children and carers. Some library services hosted live online author talks and book clubs, ran online information sessions and English Conversation Classes, and hosted cultural and craft activities.

Views of these online engagements have NOT been included in the annual program statistics due to inconsistencies in the way this data is captured and interpreted. The 30% drop in program attendance is consistent with reductions in other library services due to COVID. However, this understates the actual level of program engagement that libraries were able to maintain during the closures.

As with other indicators of library use, there are no consistent trends in program participation by location or library size. The highs and lows against this measure are likely to be due to local factors such as the staffing resources committed to programming, the range of programs on offer, population demographics and the way in which the library service engages with the community and promotes its programs. Yarra Libraries, for example, was part of an extensive outreach program with local Neighbourhood Houses and not for profit organisations supporting residents in local public housing towers during the COVID period (contributing to their very high participation rate). On this measure Yarra, Moonee Valley, Hume and Indigo were relatively high, while LGAs with some similar characteristics (e.g. Port Phillip, Boroondara, Frankston and Towong) were relatively low. The only notable feature was that none of the 12 library corporations or networks appeared in the top 9 or bottom 10 ranked library services.

Program attendance per '000 population by library service (46)
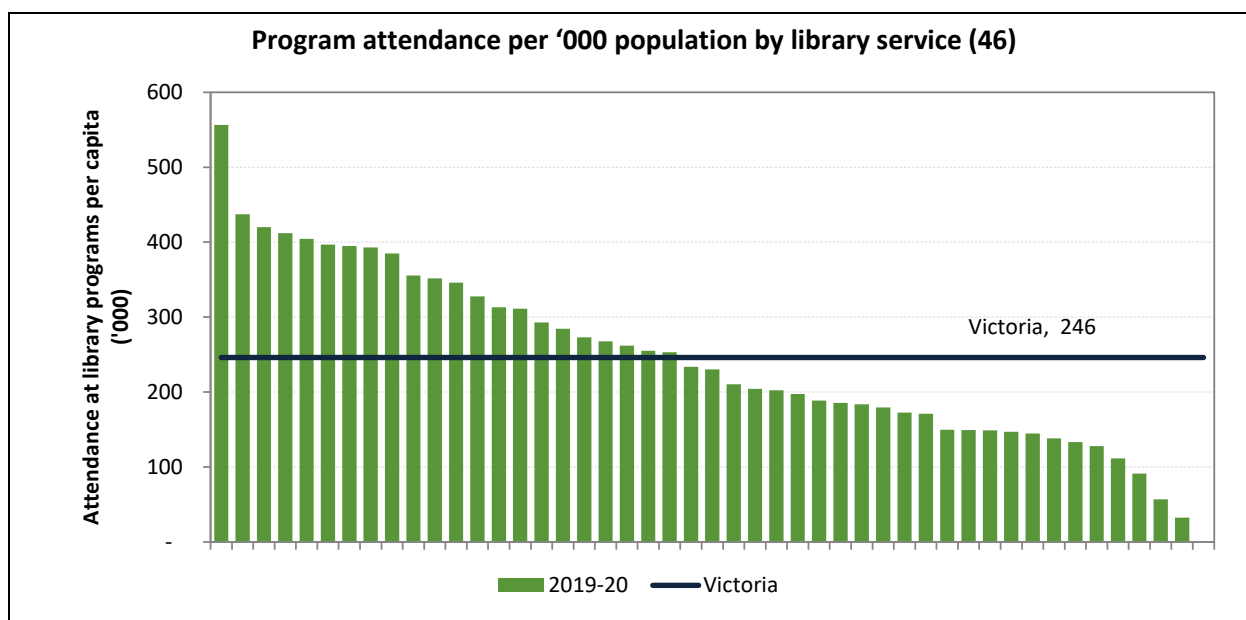
The breakdown of program participation per capita is as follows.

Program attendance per capita	Metropolitan Melbourne	Regional Victoria
Single LGA	262	238
Library corporation / network	225	252

9. Total hours of technology use per capita

Definition	Number of downloads of digital items per capita
Measure type	Use – Collections
Computation	Total number of loans of ebooks, eaudiobooks and other digital resources divided by the municipal population

Item	2017-18	2018-19	2019-20
Total hours of computer use (million)	Not asked	Not asked	1.55
Total hours of wifi use (million)	Not asked	2.76	2.48
Total population (million)	6.323	6.460	6.596
Hours of technology use per '000 persons	-	-	612

As noted previously, the Victorian library sector is trialling new metrics to gauge technology access and use in public libraries.

The PLV Annual Statistical Survey has not in the past asked libraries to report on the number of hours of computer use. Data was only collected on the number of computer sessions. Therefore, there is no historical or trend information for this measure.

Furthermore, in 2019-20 only half of the 48 library services (which coincidentally represented approximately half of the Victorian population) were able to report against these new measures – both hours of computer use AND hours of wifi use. Therefore, the figures reported here understate actual use of library computers and wifi in the period up to the COVID shutdowns by about 50%. Given the limited amount of data available and reservations about consistency between reporting methods, comparison of results by library service has not been presented.

Finally, due to the COVID shutdowns, the figures reported do not represent a full year's data.

Based on the available data, library users spent a total of 4.03M hours on library computers and wifi, at an average of 612 hours per 1,000 population. Extrapolating for underreporting and the COVID period this suggests an annualised estimate of approximately 10M hours of computer and wifi use, or 1.6 hours per Victorian per annum.

Public Libraries Victoria

10.   Collection turnover (physical items)

Definition	(Turnover or circulation rate is) The number of loans per physical collection item
Measure type	Use – Collections
Computation	Number of loans of physical items divided by the number of physical collection items available for loan

Item	2017-18	2018-19	2019-20
Number of loans of physical items (million)	42.42	41.13	31.28
Number of physical items available for loan (million)	7.74	7.62	7.47
Turnover rate of physical items	5.5	5.4	4.2

The physical library collection across Victoria's public libraries is around 7.58 million items (down from 7.76 million in 2018-19), with 7.47 million items available for loan (excluding reference material, historical manuscripts, maps and other records that are only available for use in the library). With annual borrowing of these items in 2019-20 at 31 million, this averages out to every available physical collection item in Victoria's public libraries being borrowed 4.2 times during 2019-20. In reality, some items are borrowed much more often than this, while others are seldom borrowed.

The 2019-20 result is down 22% on previous years due to the COVID shutdowns. The drop in turnover (collection efficiency) would have been even greater if many library services had not moved to quickly implement COVID-safe home delivery and click and collect options from April 2020.
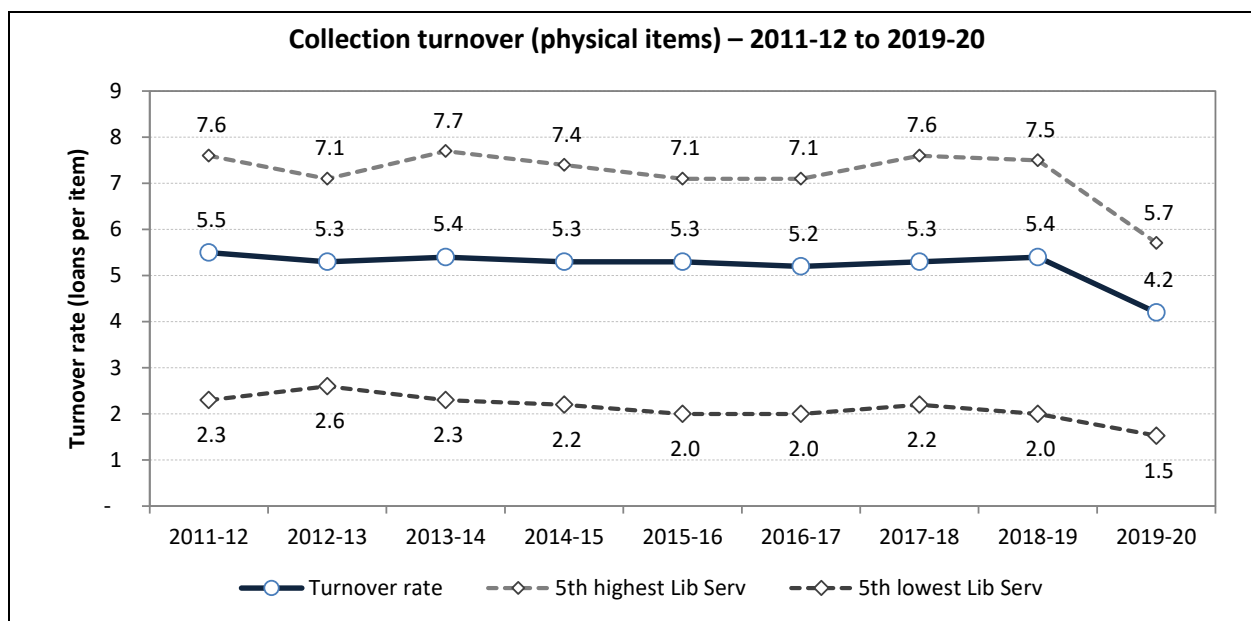
The turnover rate for physical items is influenced by the size of the library service, its capacity to carry and rotate its collection, the number of branches and having a sufficiently large and active membership to borrow across the collection. Consequently, there is considerable variation between libraries in their collection turnover. In 2019-20, six library services had turnover rates above 5.0, while seven had turnover rates below 2.0.

The libraries with the highest turnover rates are typically large metropolitan library corporations or municipal libraries with high readership levels. Four of the top six ranked library services on this measure are the four metropolitan library corporations (Eastern 7.7, Yarra Plenty 6.3, Casey-Cardinia 5.7 and

Whitehorse-Manningham 5.3). The other two library services in the top six, as has been the case in recent years, are Glen Eira (6.2) and Mornington Peninsula (5.8).

Historically, there is very little change in library service rankings against this indicator over time as this requires either a significant change in collection size and/or a significant change in borrowing levels. For example, Darebin has ranked between 9th and 11th of 47 library services for each of the past seven years. Melton jumped from 25th in 2015-16 and 2016-17 to 7th in 2018-19 and 2019-20 after a major review of its collection in 2017-18.

Even with the disruption of COVID, the ranking of library services against this measure shows an almost perfect split between metropolitan and regional libraries.

The 31 libraries with turnover of physical items of 3.0 or above in 2019-20 were made up almost entirely of library corporations/networks (four metropolitan, five regional) and municipal metropolitan libraries (21). The only regional municipal library service in this group is Wodonga with a turnover of 3.5. Wodonga only has one library branch and so it does not have to carry multiple copies of items in the way that multi-branch libraries do. The 16 libraries with turnover of less than 3.0 loans per physical item three library corporations/networks in regional Victoria and 13 of the 14 stand-alone municipal library services in regional and rural areas. These libraries strive to maintain a diverse collection across multiple locations, even though many have small dispersed municipal populations.
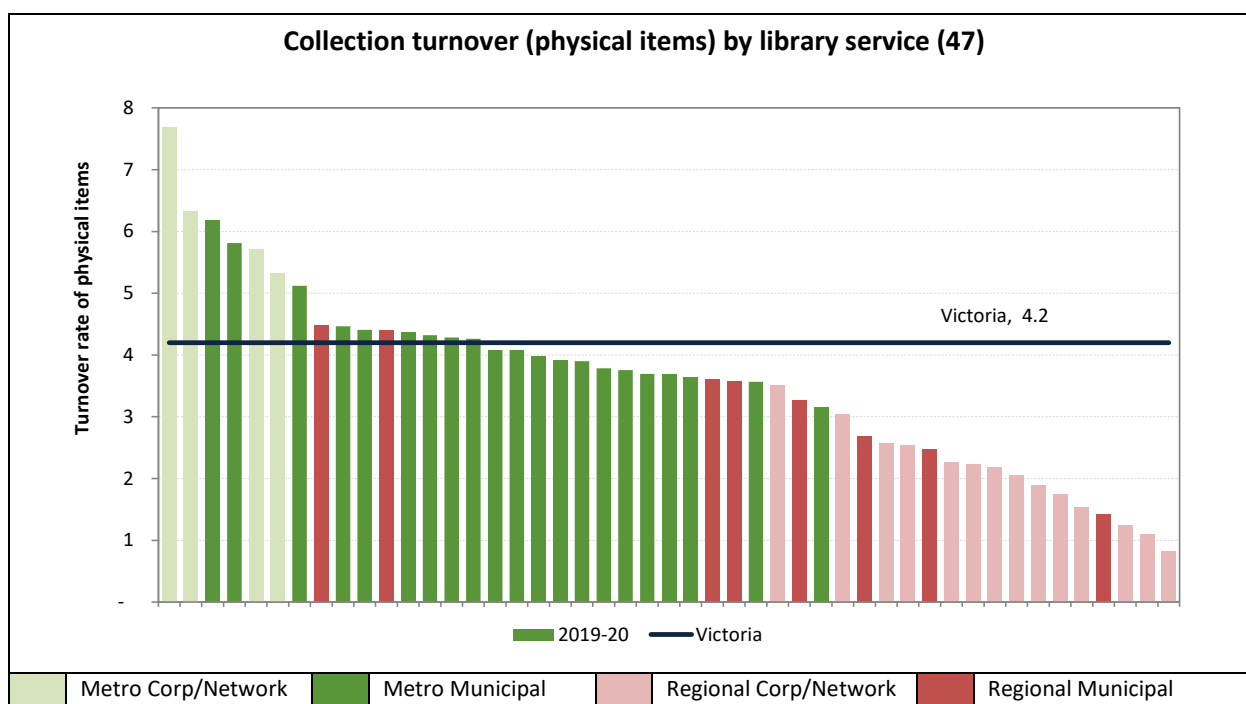
The breakdown of collections turnover (physical items) is as follows.

Turnover (physical items)	Metropolitan Melbourne	Regional Victoria
Single LGA	4.2	2.0
Library corporation / network	6.3	3.2

APPENDIX 1. VICTORIAN PUBLIC LIBRARY SERVICES

Library Service	Population (Jun-19)	Area (sq km)	Library branches	Mobiles (stops)	
Bayside	106,862	37	4	-	-
Boroondara	183,199	60	6	-	-
Brimbank	209,523	123	5	-	-
Buloke	6,124	8,000	5	1	6
Campaspe	37,622	4,519	5	-	-
Casey-Cardinia	466,031	1,692	7	1	11
Central Highlands	209,132	20,155	15	6	32
Corangamite	89,718	13,448	11	1	12
Darebin	164,184	54	4	-	-
East Gippsland	47,316	20,940	6	3	31
Eastern	442,558	2,644	13	2	38
Frankston	142,643	130	3	-	-
Gannawarra	10,472	3,735	3	-	-
Geelong	319,052	5,513	17	2	17
Glen Eira	156,511	39	4	-	-
Glenelg	19,674	6,219	3	1	3
Goldfields	195,582	12,974	9	-	-
Goulburn Valley	107,204	9,772	10	1	24
Greater Dandenong	168,201	130	2	-	-
High Country	65,214	14,630	6	1	1
Hobsons Bay	97,751	64	5	-	-
Hume	233,471	504	5	1	7
Indigo	16,701	2,040	4	1	2
Kingston	165,782	91	9	-	-
Latrobe	75,561	1,426	4	-	-
Maribyrnong	93,448	31	5	-	-
Melbourne	178,955	37	6	-	-
Melton	164,895	528	2	-	-
Mildura	55,777	22,083	4	1	1
Mitchell	46,082	2,862	4	-	-
Monash	202,847	82	6	-	-
Moonee Valley	130,294	43	5	-	-
Moreland	185,767	51	5	-	-
Mornington Peninsula	167,636	724	4	1	16
Murrindindi	14,570	3,880	3	1	8
Port Phillip	115,601	21	5	-	-
Stonnington	117,768	26	4	-	-
Swan Hill	20,649	6,115	1	1	19
Towong	6,040	6,675	2	-	-
Vision Australia	-	-	1	-	-
Wellington	44,380	10,817	6	-	-
West Gippsland	119,630	8,190	11	2	14
Whitehorse Manningham	306,312	178	8	-	-
Wimmera	47,391	33,955	10	1	15
Wodonga	42,083	433	1	-	-
Wyndham	270,487	542	5	-	-
Yarra	101,495	20	5	-	-
Yarra Plenty	426,963	985	9	1	53
Victoria	**6,596,039**	**227,496**	**277**	**29**	**310**

APPENDIX 2. DATA SPECIFICATIONS

The following data (34 items) was collected in the 2019-20 PLV Annual Statistical Survey.

Data to be collected	Notes
Population	
1. Municipal population	Derived from ABS Estimated Resident Population data at 30 June 2019 – sourced in March 2020 (ABS 3218.0).

Financial – Income	*Use standard statements for year end*
2. Operational funding from federal government	Include project grants.
3. Operational funding from state government	Includes Premiers Reading Challenge, local priorities funding, core funding.
4. Operational funding from local government	Include collection funding in this item – even if is treated as a capital allocation.
5. Capital funding from federal government	Include grants for library buildings.
6. Capital funding from state government	Include grants for buildings, mobile libraries, Living Libraries funding.
7. Capital funding from local government	Include library buildings, plant and equipment. Do not use this item for collection funding, which goes in Item 4.
8. Income from user fees and charges	-
9. Other income not included above	If applicable, use this item to report other income or to reconcile your income as per your signed off financial report (for Regional Library Corporations - RLCs) or actuals in your approved budget at 30 June (for single municipalities).

Financial – Expenditure	*Use standard statements for year end*
10. Employee costs	Include salaries and on costs, agency and contract staff, training and development, conferences and seminars.
11. Operating and corporate expenses	Include materials, maintenance, utilities, travel and vehicle/plant hire costs, phones, accommodation (rent, lease), computer costs (where they are specific to the library) and other incidental expenses. Do NOT include library collection or collection processing costs (see Items 12 and 13). Do NOT include capital purchases such as vehicles or equipment (see Item 14). Indirect costs such as depreciation (see Item 15) and council management/corporate overheads are specifically excluded. Note: The LGPRF includes expenditure on ebooks and magazines as part of operating and corporate expenses. For PLV purposes, this expenditure is reported separately in Item 13.
Note	*Please make a note here if you are unable to exclude management costs from Item 11.*

Public Libraries Victoria

Financial – Expenditure		*Use standard statements for year end*
12a.	Total expenditure on library materials (physical)	MATERIALS. Include print material (such as books, magazines, serials, maps, plans, manuscripts), audiovisual and physical digital materials (such as audio books, CDs, DVDs, computer games) and toys and games. If possible, exclude processing costs and report them in Item 12b.
12b.	Total expenditure on library materials (physical)	PROCESSING. Include library collection item processing costs here.
Note		*Please make a note here if you are unable to exclude processing costs from Item 12a.*
13.	Total expenditure on library materials (digital)	Include ebooks, emagazines, eaudio, evideo, etc.
14.	Capital expenditure	Report all capital expenditure. Include: plant, machinery and equipment; motor vehicles and other transport equipment; industrial machinery and equipment; computer software capitalized; dwellings, buildings and other structures; computers and computer peripherals; and artistic originals. Exclude all library materials (see Items 12 and 13).
15.	Depreciation	Depreciation (if this can be reported separately).
16.	Other expenditure not included above	If applicable, use this item to reconcile your expenditure as per your signed off financial report (for RLCs) or actuals in your approved budget at 30 June (for single municipalities).

Human resources		
17.	Number of equivalent full time (EFT) employees	Include all paid full time, part time and casual staff. Calculate number of EFT positions based on 35/38 hour week as appropriate. Do NOT include volunteers.

Library collection		
18a.	Total number of collection items (physical)	Include print material (such as books, magazines, serials, maps, plans, manuscripts), audiovisual and physical digital materials (such as audio books, CDs, CD-ROMs, videos, computer games) and toys and games ON HAND at the end of the reporting period. Do NOT include lost/missing items. For magazines and serials count titles, not issues.
18b.	Total number of collection items (digital)	Only count ebooks (including eaudio books) and emagazines purchased through aggregators such as Borrowbox, Overdrive and RBDigital. Count titles, not issues. Do NOT count music and video streaming services and other digital services where the use of the service by active library members cannot be quantified. Do NOT count separately individual resources on Press Reader and Kanopy. Do NOT include eresources on online databases.
Note		*Please list the digital aggregators/service providers your library uses, as well as the main online databases your members can access.*
19a.	Total number of items for loan (physical)	Items for loan as per Item 18a, EXCLUDING physical items (e.g. historical records, maps, manuscripts) that are not available for loan.
19b.	Total number of items for loan (digital)	Items for loan as per Item 18b, EXCLUDING any items that are not available for loan.

Public Libraries Victoria

Library collection		
20a.	Number of items purchased in the last 5 years (physical)	Only include physical items available for loan, as per Item 18a.
20b.	Number of items purchased in the last 5 years (digital)	For eresources purchased under a licence arrangement, the date of the licence (or renewal) should be used for the purposes of determining the five-year period.

Usage		
21a.	Total number of loans (physical items)	Includes loans of a collection item owned or licenced by the Council/Corporation including loans (and renewals) to other libraries or collections (e.g. Libraries Victoria). It does not include loans sourced from other libraries or collections.
21b.	Total number of loans (digital items)	Physical items as per Item 19a. Digital items as per Item 19b.
22.	Total number of library members	Is a person who has registered to use the library service (including residents and non-residents) with any form of activity against that registration in the past three years.
23.	Total number of active borrowers	Is a person who has registered to use the library service (including residents and non-residents) who has borrowed a physical or digital collection item from the library within the 12 month reporting period.
24a.	Total number of library 'visits' (branch)	Is visits in person to a branch library.
24b.	Total number of library 'visits' (mobile)	Is visits in person to a mobile library service.
24c.	Total number of library 'visits' (delivery)	Is visits made as part of collection delivery services (e.g. Home Library).
24d.	Total number of library 'visits' (website)	Is the number of participants in outreach programs and events.
24e.	Total number of library 'visits' (website visitors)	Is total visits to the library website for the reporting period (taken from web analytics).
24f.	Total number of library 'visits' (library app)	Is unique website visitors for the reporting period, calculated as the number of unique daily users summed over 12 months. Google Analytics or similar software can be used to determine this figure.
Note		*Please make a note here if your library has access to software that records total or average time spent in the library.*
25.	Program/event attendance	Include attendance at library programs and events held inside and outside the library.
26a.	Wifi use (hours)	Total number of wifi hours (across all users) during the reporting period.
26b.	Wifi use (downloads)	Total GB downloads during the reporting period.
Note		*Please briefly describe what conditions, if any, are placed on wifi access (e.g. maximum time, library membership), and how you calculated this figure.*
27.	Number of hours on bookable devices	Total number of hours spent on bookable devices (e.g. library computers, laptops, tablets). See also Item 33a.

Library operations

28.	Number of library branches	Include central libraries and all branches that are staffed at all times during opening hours. Exclude: mobile library vans; collection vending machines; and self-serve library kiosks (in separate locations from library branches).
29a.	Size of branches – PAFS m²	Public Access Floor Space (PAFSm2) is the area of the STATIC LIBRARY ONLY to which the public have DIRECT access during opening hours. Include collections and computer areas; reading, seating and study areas; customer service; children's, youth and specialist areas. Exclude areas with restricted or partial access such as externally used meeting rooms, staff areas, mobile vehicles, toilets, foyers areas used by other organisations/groups.
29b.	Size of branches – GFA m²	Gross Floor Area (GFAm2) includes all PAFS plus staff, services, amenities and ancillary spaces (e.g. foyer, entry corridors, staff work spaces, toilets, plant, storage, loading).
30a.	Number of mobile library vehicles	Only include vehicles with a timetabled schedule of visits/stops.
30b.	Number of mobile library stops	Number of mobile stops.
31.	Number of other service points	Include permanent or semi-permanent physical service points where customers can access collections or other library services. For example: self-serve library kiosks (in separate locations from library branches); library depots; collection vending machines; library pop-up locations; outreach vehicles and any other outlets not elsewhere reported.
Note		*Please briefly describe number and type of other service points mentioned in Item 31.*
32a.	Total opening hours (library branches and mobiles)	The average total number of hours that all library branches and mobile library vehicles are open per week.
32b.	Total opening hours (other service points)	The average total number of hours that other library service points (i.e. agencies, kiosks) are open per week.
33a.	Number of public access devices	Include devices available for public use (e.g. desktops, laptops, tablets). Do NOT include devices for in-house or program use only.
33b.	Number of OPACs	OPAC and catalogue only devices.

Customer satisfaction

34.	Satisfaction rating from customer survey	Moderate your result on a scale of 1 to 10 so that 10 = excellent and 1 = very poor (e.g. 75% satisfaction = 7.5). Use Nexus, Council or other survey results. If not available enter NA. Also provide the source of the satisfaction rating (e.g. Nexus survey, Council survey) and the wording of the actual satisfaction question asked.
Note		*Describe the source of satisfaction rating (e.g. Nexus survey, Council survey) and wording of actual customer satisfaction question asked.*

Library outcomes

Outcome statements	Library services are encouraged to provide quotes or short anecdotes from 2019-20 that illustrate the ways in which libraries change lives. These could be examples that focus on an individual, a group of people or the whole community. One or two responses could be provided against each of the following six outcome categories (which are taken from the APLA/ALIA 2016 National Guidelines, Standards and Outcome Measures). ▪ Literacy and lifelong learning ▪ Digital inclusion ▪ Personal development and wellbeing ▪ Economic and workforce development ▪ Stronger and more creative communities ▪ - Informed and connected citizens

The annual survey also collects data from public library services on their Early Years (EY) Literacy programs and the collections in Languages Other Than English (LOTE).

Public Libraries Victoria

APPENDIX 3. 2019-20 STATISTICAL SUMMARY

Indicator	2018-19	2019-20	% change
Victorian population			
Population	6,459,786	**6,596,039**	+ 2.1%
*Library income ***			
Operating funding from state government	$42,301,447	**$43,350,214**	+ 2.5%
Operating funding from local government	$209,554,409	**$208,403,915**	- 0.5%
User fees and charges	Not asked	**$3,767,741**	-
Other income	$9,023,797	**$2,950,408**	- 67%
Total operating funding	$260,879,653	**$258,472,279**	- 0.9%
% of operating funding from local government	80%	**81%**	+ 0.4%
% of operating funding from state government	16%	**17%**	+ 3.4%
Program funding from federal government	$412,621	**$708,656**	+ 72%
Capital funding from federal government	-	**-**	-
Capital funding from state government	$2,301,159	**$1,445,258**	- 37%
Capital funding from local government	$19,648,668	**$11,630,556**	- 41%
Total capital funding	$21,949,827	**$13,075,814**	- 40%
Library service funding per capita	$40.39	**$39.19**	- 2.6%
Library service funding from local government	$32.44	**$31.60**	- 3.0%
Library service funding from state government	$6.55	**$6.57**	+ 0.3%
*Library expenditure ***			
Employee costs	$172,700,250	**$173,092,578**	+ 0.2%
Operating expenditure	$41,147,176	**$34,193,797**	- 17%
Collections expenditure (physical and digital)	$36,918,289	**$39,412,694**	+ 6.8%
Other expenditure	-$2,957,120	**$412,285**	- 114%
Total expenditure	$247,808,595	**$247,111,353**	- 0.3%
Capital expenditure	$14,442,995	**$12,370,384**	- 14%
Collections expenditure per capita	$5.72	**$5.98**	+ 4.6%
% of total expenditure on staff	70%	**70%**	+ 0.5%
% of total expenditure on collections	15%	**16%**	+ 7.1%
Staffing			
Number of library staff (EFT)	1,870	**1,864**	- 0.3%
Library staff EFT per 1,000 population	0.29	**0.28**	- 1.4%
Facilities			
Number of library branches	277	**277**	-
Number of mobile libraries	30	**29**	- 3.3%
Number of mobile library stops	317	**310**	- 2.3%
Number of opening hours per week (branches and mobiles)	12,232	**12,383**	+ 1.2%
Number of other library outlets	72	**64**	- 11%
Number of opening hours per week (other outlets)	668	**779**	+ 17%
Collections			
Number of physical items	7,757,206	**7,583,035**	- 2.2%
Number of physical items available for loan	7,621,692	**7,472263**	- 2.0%
% of physical items purchased in last 5 years	68%	**67%**	- 1.5%
Number of ebooks and digital resources	736,462	**823,492**	+ 12%
Total number of collection items	8,493,668	**8,406,527**	- 1.0%
% of total collection that is digital items	8.7%	**9.8%**	+ 13%
Collection items per capita	1.31	**1.27**	- 3.1%
Membership			
Number of library members	2,218,660	**2,242,665**	+ 1.1%
% of Victorian population who are library members	34.3%	**34.0%**	- 1.0%
Number of active borrowers	1,002,437	**932,978**	- 6.9%
% of Victorian population who are active borrowers	15.5%	**14.1%**	- 8.9%

Public Libraries Victoria

Indicator	2018-19	2019-20	% change
Customer satisfaction			
Average customer satisfaction rating (out of 10)	8.55	8.46	- 1.1%
Visits			
Number of visits to library branches	30,544,358	21,708,304	- 29%
Number of visits to mobile libraries	231,463	157,221	- 32%
Total number of visits to branches and mobile libraries	30,775,821	21,865,525	- 29%
Visits per capita (branches and mobile libraries)	4.8	3.3	- 30%
Number of collection delivery visits	80,710	83,801	+ 3.8%
Number of outreach visits	344,608	252,478	- 27%
Number of website visits	Not asked	18,835,455	-
Number of website visitors	12,905,117	10,215,866	- 21%
Number of launches of library app	635,773	1,201,946	+ 89%
Loans and downloads			
Number of loans of physical items	41,126,495	31,280,410	- 24%
Number of downloads of ebooks and digital items	4,949,668	6,853,239	+ 38%
Total number of loans and downloads	46,076,163	38,133,649	- 17%
Total number of loans per capita	7.1	5.8	- 19%
Turnover of physical items	5.4	4.2	- 22%
Turnover of digital items	6.7	8.3	+ 24%
Library programs			
Number of participants in library programs	2,262,925	1,623,615	- 28%
Program participants per 1,000 population	350	246	- 30%
Technology access and use			
Number of public access computers, laptops and tablets	3,967	3,649	- 8.0%
Number of devices per 1,000 population	0.61	0.55	- 10%
Number of OPAC devices	533	532	- 0.2%
Number of hours of use of library computers	Not asked	1,554,409	-
Number of hours of wifi use	2,762,318	2,484,626	- 10%
Hours of computer and wifi use per 1,000 population	Not asked	612	-
Number of GB of downloads	Not asked	674,780	-

* Financial and staffing statistics exclude income and expenditure for Vision Australia (approx. $4.2M and 10 staff).

Public Libraries Victoria

APPENDIX 4. COMPARATIVE PERFORMANCE REPORT

Each year a Comparative Performance Report is produced as a complementary output from the PLV Annual Statistical survey. The report lists and ranks library service data for approximately 60 indicators for each library service for each of the last three years. For example:

Library Service	Total members			Rank		
	2017-18	2018-19	2019-20	2017-18	2018-19	2019-20
Eastern	130,786	131,752	148,249	2	2	1
Casey-Cardinia	120,615	127,642	132,757	4	4	2
Geelong	123,520	130,003	128,998	3	3	3
Yarra Plenty	137,983	141,641	118,443	1	1	4
Whitehorse Manningham	101,820	93,452	100,136	5	5	5
Wyndham	74,554	78,897	86,429	8	10	6
Melbourne	83,089	82,302	86,058	7	7	7
Brimbank	72,005	79,548	81,210	9	9	8
Greater Dandenong	85,509	87,399	78,153	6	6	9
Boroondara	69,730	81,350	74,983	10	8	10
…	…	…	…	…	…	…
…	…	…	…	…	…	…

The 2019-20 report shows comparative data for 2017-18, 2018-19 and 2019-20.

The indicators listed in the 2019-20 Comparative Performance Report are shown below. The 'Top 10' indicators are highlighted.

Indicator group	Library indicator
1. Service setting	- Population - Area serviced (sq. km) - Number of static branches and mobiles
2. Opening hours	- Total opening hours per week (branch/mobile) - Average opening hours per branch
3. Membership	- Total members - Total members as % of population * - Active borrowers - Active borrowers as % of population
4. Visits	- Library visits (branch + mobile) - Library visits (mobile only) - Library visits per capita * - Library visits per staff EFT - Library visits per opening hour per week - Website visits - Website visits per capita - Website visitors - Website visitors per capita
5. Collections	- Total number of collection items - Total collection items per capita - Total number of physical items - Physical items per capita % of physical items purchased in last 5 years * - Total number of digital items - Digital items per capita

Indicator group	Library indicator
6. Loans	▪ Total number of loans and downloads ▪ Total loans/downloads per capita ▪ Total loans of physical items ▪ Loans (physical items) per capita * ▪ Total downloads of digital items ▪ Downloads (digital items) per capita * ▪ Turnover rate (physical items) * ▪ Turnover rate (digital items) ▪ Loans (physical items) per active borrower ▪ Loans (physical items) per staff EFT
7. Programs	▪ Number of program attendees ▪ Program attendees per '000 population *
8. Computers and wifi	▪ Number of public access devices ▪ Devices per '000 population ▪ Total hours of technology use per capita * ▪ Hours of computer use per capita ▪ Wifi hours per capita ▪ GB downloads per capita
9. Library income	▪ Income from Council ▪ Total income ▪ Council income as % of total income ▪ Income from Council per capita ▪ Income from State Government per capita ▪ User fees and charges per capita ▪ Library service funding per capita *
10. Library expenditure	▪ Total operating expenditure ▪ Operating expenditure per capita ▪ Collections expenditure ▪ Collections expenditure per capita * ▪ Collections expenditure as % of total expenditure ▪ Staff expenditure ▪ Staff expenditure per capita ▪ Staff expenditure as % of total expenditure ▪ Cost per visit (Total income) ▪ Cost per opening hour (Total income) ▪ Cost per loan (Total income)
11. Staff	▪ Total staff EFT ▪ Staff EFT per '000 population
12. Customer satisfaction	▪ Customer satisfaction rating

CC52/2020   LIBRARY PLAN 2021 – 2025

Report prepared by – Chris Buckingham

Purpose

To inform the Board about the progress for the development of CCL Library Plan 2021 – 2025.

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 development of the CCL Library Plan 2021 – 2025 is underway with support from Ellis Jones P/L.

The Member Councils, Board Members, the community and our staff are key stakeholders in the development of the plan. As such CCL are ensuring that they are informed, educated and engaged through the planning process.

Board Member interviews have commenced and staff consultation and engagement will begin shortly.

The framework for the Library Plan 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?

Melanie Yap from Ellis Jones will provide an overview of next steps in the consultation and engagement process.

RECOMMENDATIONS

1. That the Board note progress with the planning process.

CC53/2019   DRAFT BUDGET 2021 - 2022

Report prepared by Emily Ramaswamy

Purpose

To provide the draft estimates for the operating budget for the 2021 – 2022 financial year.

CCL Library Plan reference – 5.3

Background

A draft budget for the 2021 - 2022 financial year has been prepared following the endorsement of the 2020 - 2024 Library Plan, input from the CCL Executive and Leadership Teams. This Budget takes into account key decisions made by the CCL Board made throughout the course of the 2020 – 2021 financial year.

The final version of the Budget will be presented to the Board for adoption in April 2021.

Discussion

This budget has allowed for:

Income

- An increase in Member Council contributions reflective of the increased costs to maintain current levels of service – matching the Member Council contribution estimated for 2021 - 2022 in the adopted 2020 - 2024 Strategic Resource Plan (SRP).
- An increase in State Government contributions of 2.5% above those budgeted for 2020 - 2021.
- Lower income from investments due to low interest rates and the drawn down on reserves to fund operations.

Expenditure

- An increase in Employee costs expected with the annual salary increase in October 2021 and change to minimum super contribution of 10.00% from 1st July 2021.
- There has been no increase to staff EFT and an assumption that branches will not be required to fund concierge positions as part of COVID-normal operations by this time.
- A realignment of Library Materials expenditure to meet community demand, increasing the allocation to non-capital expenditure. *(See attached report Proposal for increase to Operational Expenditure/Non-Capital Budge)*
- Total expenditure on Library Materials has been allocated a 4% increase due to increased use of the existing collection.
- IT & Communications expenditure has been allocated a 2% increase to allow for annual increases in service provider costs and software subscriptions.
- Increase to Administration budget to allow for postage and packaging of 5,000 home deliveries per year at a cost of approximately $50,000.

Comprehensive Income Statement For the Years ending June 30		
	Budget 2020-21	Budget 2021-22
Revenue		
Council Contributions	8,642,856	8,988,570
State Government Grants	2,771,127	2,839,505
CFC Grant Funding	176,000	179,520
Interest on Investments	37,500	33,750
Other income	298,543	303,156
Total Income	11,926,026	12,344,501
Expenditure		
Employee Costs	8,842,315	9,110,268
IT & Communications	737,593	752,345
Library Materials	317,220	382,051
Promotions & Marketing	135,160	139,766
Administration	572,967	606,218
Depreciation	1,430,760	1,445,068
Total Expenditure	12,036,015	12,435,717
Net Gain(loss) disposal of plant & Equipment	0	0
Total comprehensive result	(109,989)	(91,215)

Statement of Capital Works For the Years ending June 30		
	Budget 2020-21	Budget 2021-22
Capital Expenditure		
Library Materials	1,213,433	1,209,828
Motor Vehicles	38,500	0
Furniture & Equipment	188,700	217,474
	1,440,633	1,427,302

Balance Sheet As at June 30			
	Budget 2020-21 $	Budget 2021-22 **$	Actuals 2019 -20 $
ASSETS			
Current Assets			
Cash Asset	70,000	70,000	564,069
Financial Assets	2,674,743	3,404,929	2,900,000
Receivables	50,000	50,000	66,482
Inventories	0	0	3,440
	2,794,743	3,524,929	3,533,991
Non-Current Assets			
Fixed Assets	4,353,844	4,321,543	4,329,437
TOTAL ASSETS	7,148,587	7,846,472	7,863,428
LIABILITIES			
Current Liabilities			
Payables	470,879	625,183	572,230
Lease Liabilities	0	26,661	38,556
Employee Entitlements	1,490,600	1,735,274	1,544,575
	1,961,479	2,387,118	2,155,451
Non-Current Liabilities			
Employee Entitlements	25,800	105,000	107,343
Lease Liabilities	0	86,560	131,636
TOTAL LIABILITIES	1,987,279	2,578,678	238,979
NET ASSETS	5,161,308	5,267,793	5,468,998
EQUITY			
Members Contribution on Formation	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,216,554	3,417,759
TOTAL EQUITY	5,161,308	5,267,793	5,468,998

**2022 Budget figures take into account the results of the 2020 Financial Year, which were more favourable than budgeted.

In line with the Regional Library Agreement, the split of cost between Member Councils is not able to be finalised until after the April 2020-March 2021 usage figures are calculated. For reference the Member Council contributions were split on the following basis in 2020 – 2021

- City of Casey 74.23%
- Cardinia Shire Council 25.77%

Conclusion

The Draft Budget allows for the continuation of service with the normal spread of opening hours across the existing branch network and draws down on some of the savings retained from 2019-20.

RECOMMENDATIONS

1. That the Board note the 2021 -2022 Draft CCL Budget.

Proposal for increase to Operational Expenditure/Non-Capital budget

Traditionally CCL has received a modest increase in the Library materials budget year on year. This increase has been split between the capital and non-capital components of the budget, keeping in line with the Regional Library agreement.

The 2019/2020 financial year saw a portion of the capital budget moved to non-capital to boost our digital resources during the COVID-19 pandemic.

We are requesting for this to occur for 2020-2021 and for further adjustment to the split between Capital & Non-Capital spending for the 2021-2022 financial year onward.

The table below has been taken from PLV's Annual Survey of Victorian Public Libraries. It shows that CCL is ranked 6th highest out of 47 Victorian Public Libraries in terms of physical collection size, yet CCL is 16th when it comes to the size of our digital collections.

Indicator	Casey Cardinia 2019-2020	Ranking (no. of libraries)		
		2019-2020 of 47	2018-2019 of 47	2017-2018 of 46
5. Collections				
Total number of physical items	322,753	6	5	5
Total number of digital items	19,023	16	16	19
6. Loans				
Turnover rate (physical items)	5.7	5	5	4
Turnover rate (digital items)	23.5	1	2	3

The digital items have a turnover rate of 23.5, which means each digital resource owned is borrowed on average 23.5 times per year. This is the highest turnover rate of digital items in any Victorian public library. One of the reasons this is higher than other libraries is due to CCL having fewer digital resources available to our members.

For the 2020-2021 financial year, CCL offers 16 platforms of varying digital resources. Other, comparable, library services are offering between 19 and 24.

The uptake on CCLs digital resources is growing year on year. In 2017-2018 there were nearly 280,000 "uses" of our digital resources; in 2019/20 that increased to over 620,000. The community demand for this type of content is higher than ever before.

Digital resources are not owned by the library like physical items. It is necessary to re-subscribe, or re-purchase items annually.

Unlike physical books that can be kept for years, due to licensing restrictions, eBooks are only able to be kept for a period of 12 to 24 months, meaning it is necessary to repurchase all the e-books in the collection every 12 to 24 months, as well as purchasing any new content that has been released. Currently approximately 20% of the eBook budget is available to repurchase popular older content, as the focus must be on new releases. It will only be possible for this collection to grow by

maintaining the current spend on new releases and having similar funds available for re-purchasing older material.

If we are able to increase the amount of the annual library materials budget allocated to non-capital spending, we will be able to increase the digital resources offered by CCL and meet the community demand for this type of content.

Currently 21% of the Library materials budget is allocated to non-capital.

We recommend that 24% of the Library materials budget be allocated to non-capital purchases. This will enable our digital collections to grow in line with the demand from our members.

	Budget 2019-20	Actual 2019-20	Budget 2020-21	Forecast 2020-21	Budget 2022
Operating Expenditure	$311,000	$379,791	$317,220	$360,000	$382,051
Capital Expenditure	$1,189,640	$1,096,680	$1,213,433	$1,170,653	$1,209,828
TOTAL Expenditure	$1,500,640	$1,476,471	$1,530,653	$1,530,653	$1,591,879
Operating %	20.7%	25.7%	20.7%	23.5%	24.0%
Capital %	79.3%	74.3%	79.3%	76.5%	76.0%

Leanne Hornibrook
Collections Manager
Nov 4th 2020

OFFICERS' REPORTS

CC54/2020	FINANCE
Report prepared by Emily Ramaswamy	

Purpose

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

CCL Library Plan reference - 5.3

Discussion

Income Statement Month Ended 31 October 2020	Total Budget 2020-21	Budget YTD October 2020	Actual YTD October 2020	Variance	% Actual Vs Budget
Income					
Council Contributions	8,642,856	2,880,952	2,880,952	0	0.0%
Government Grants	2,771,127	2,771,127	0	(2,771,127)	(100.0%)
CfC Funding	176,000	63,342	66,392	3,049	4.8%
Interest on Investments	37,500	12,500	6,594	(5,906)	(47.2%)
Other Income	298,543	99,515	38,528	(60,986)	(61.3%)
Total Income	**11,926,026**	**5,827,436**	**2,992,466**	**(2,834,970)**	**(48.6%)**
Expenditure					
Employee Costs	8,842,315	2,904,562	2,700,211	204,351	7.0%
IT & Communications	737,593	166,280	229,463	(63,183)	(38.0%)
Library Materials	317,220	243,455	263,887	(20,432)	(8.4%)
Promotions & Marketing	95,160	31,720	27,930	3,790	11.9%
Administration	612,967	203,351	158,720	44,631	21.9%
Depreciation	1,430,760	419,692	419,692	0	0.0%
Total Expenditure	**12,036,015**	**3,969,060**	**3,799,903**	**169,158**	**4.3%**
Net Gain (loss) disposal of plant & equipment	0	0	2,045	2,045	
Net result for the reporting period	(109,989)	1,858,376	(805,391)	(2,663,767)	(143.3%)

Income

Government Grants

Variance in Government Grants is timing related. In prior years, CCL has received notice of the State Government funding for the year in July, to be received in full by September of that year. This year, the State Government has held funding, until the full state budget is announced on 24th November 2020.

Interest on Investments

Variance in interest earned on investments is considered to be permanent. The delay in the expected funding from State Government, has meant that CCL has not received interest revenue for the months of August to October, but has also been required to withdraw some term deposits to fund ongoing expenses.

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 $12,500 of "Income received in Advance" held over from the 2020 financial year that is expected to be recognised in the coming months, now that restrictions are easing.

Expenditure

Employee Costs

Savings in Employee costs are timing related and CCL expect the full budget to be expended by the end of the financial year. During the first 4 months of the year, the closure of branches to the public has resulted in a saving in employment costs. This is largely due to several vacant shifts not required to be backfilled to maintain adequate level of staffing on the branch floor during opening hours and the branches not operating on a Sunday. Now that the branches are able to open to the public and will gradually return to regular operation hours, additional staffing required to ensure community safety and compliance with COVID-19 restrictions, this is expected to fully expend any YTD savings.

IT & Communications

Overspend in IT & Communications is timing related and is expected to realign with budget later in the year. Development of the website was brought forward to enable the membership dashboard and improvements to the user experience.

Library Materials

Library Materials is currently overspent due to heavy demand for CCL's digital resources such as Studiosity and other education tools YTD. CCL requests an amendment to the current budget that would shift $43k from Capital to Operational Expenditure. *(See report attached to CC52/2020 Draft Budget 2021 – 2022 - Proposal for increase to Operational Expenditure/Non-Capital Budget').*

Administration

Administration is underspent at the end of October, with the savings in areas such as Freight and Postage, being used to help offset the cost of the Home Delivery Service. Printing and Stationery are currently $20k underspent, which partially offsets the $33k Photocopying revenue shortfall in Other Income.

Capital Expenditure Month Ended 31 October 2020	Total Budget 2020-21	Budget YTD October 2020	Actual YTD October 2020	Variance	% Actual Vs Budget
Library Materials	1,213,433	593,644	538,538	55,106	9.3%
Motor Vehicles	38,500	0	0	0	0.0%
Furniture & Equipment	188,700	62,900	24,632	38,268	60.8%
Capital Exp. for the reporting period	1,440,633	656,544	563,170	93,374	14.2%

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 requests an amendment to the current budget that would shift $43k from Capital to Operational Expenditure to allow for more resources in digital collections, meeting the evolving requirements of our members.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
August Statement		NIL Transactions	
Total August 2020			$0.00
September Statement		NIL Transactions	
Total September 2020			$0.00
October Statement		NIL Transactions	
Total October 2020			$0.00
November Statement		NIL Transactions	
Total November 2020			$0.00
TOTAL			$0.00

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
August Statement	29/07/2020	AusPost - Working With Children Check Renewal for Emily Ramaswamy	$126.50
	29/07/2020	Paypal - Transaction in dispute	$71.04
Total August 2020			$197.54
September Statement	24/09/2020	Bunnings - Doorbells for branches	$120.46
Total September 2020			$120.46
October Statement		NIL Transactions	
Total October 2020			$0.00
TOTAL			$318.00

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
August Statement	24/07/2020	Buzzsprout – Podcasting	$17.49
	3/08/2020	Amazon Web Services – AWS Cloud Services	$241.23
	5/08/2020	Microsoft – Azure Cloud Servers	$24.16
	5/08/2020	Adobe Creative Cloud – Adobe Suite	$429.39
	13/08/2020	Zoom – Zoom meeting access	$317.12
	24/08/2020	Buzzsprout – Podcasting	$17.31
Total August 2020			**$1,046.70**
September Statement	3/09/2020	Amazon Web Services – AWS Cloud Services	$234.18
	5/09/2020	Adobe Creative Cloud – Adobe Suite	$429.39
	6/09/2020	Microsoft – Azure Cloud Servers	$24.93
	13/09/2020	Zoom – Zoom meeting access	$317.12
	15/09/2020	Microsoft – Microsoft Suite package	$1,227.60
	24/09/2020	Buzzsprout – Podcasting	$17.43
Total September 2020			**$2,250.65**
October Statement	1/10/2020	GoDaddy.com – Go Daddy charges	$54.95
	3/10/2020	Amazon Web Services – AWS Cloud Services	$232.57
	5/10/2020	Adobe Creative Cloud – Adobe Suite	$429.39
	6/10/2020	Microsoft – Azure Cloud Servers	$24.62
	13/10/2020	Zoom – Zoom meeting access	$317.12
	15/10/2020	Microsoft – Microsoft Suite package	$2,359.50
	24/10/2020	Buzzsprout – Podcasting	$17.40
Total October 2020			**$3,435.55**
TOTAL			**$6,732.90**

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
August Statement		NIL Transactions	
Total August 2020			**$0.00**
September Statement	26/08/2020	EventBrite – Binary Shift 2020 Conference	$198.00
	24/09/2020	Woolworths – Gift cards, comp prizes	$150.00
	23/09/2020	MAV – Libmark in Lockdown registrations	$220.00
Total September 2020			**$568.00**
October Statement		NIL Transactions	
Total October 2020			**$0.00**
November Statement		NIL Transactions	
Total November 2020			**$0.00**
TOTAL			**$568.00**

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
August Statement	27/07/2020	Campaign Monitor – 1 July EDM	$643.50
	28/07/2020	Fairfax Newspapers – Age Newspaper Subscription	$760.78
	5/08/2020	Campaign Monitor – 2 July EDM	$643.50
	20/08/2020	Royal Melbourne Hospital Charity – Donation in lieu of performer fee – Rachael Casella	$150.00
	20/08/2020	Red Nose – Donation in lieu of performer fee – Rachael Casella	$150.00
Total August 2020			$2,347.78
September Statement	31/08/2020	Campaign Monitor – Credits for September initial EDM	$657.80
	8/09/2020	The Education Experts – Refund for literacy materials – CFC Pakenham	–$40.00
	17/09/2020	Coles Berwick – Gift card for community survey prize winner	$100.00
	23/09/2020	Campaign Monitor – Credits for September second EDM	$715.00
Total September 2020			$1,432.80
October Statement	12/10/2020	HalloweenCostumes.com – Santa suit and beard – programs	$176.61
	16/10/2020	Our Community Pty Ltd – Communities in Control Conference for Jo-Anne Hansford	$250.00
Total October 2020			$426.61
TOTAL			$4,207.19

Bank Reconciliation

A Bank Reconciliation is available on request.

Auditors Year End 2019 – 2020 Update

The 2020 Year End Audit is now complete, with the Report from VAGO attached. The Audited Financial Statements are now published on the CCL website together with the Annual Report.

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.
2. That the Board approve the adjustment to 2020 - 2021 Library Materials spending.
3. That the Board note, the completion of Casey Cardinia Libraries Financial Report 2019 – 2020.

Independent Auditor's Report

To the Board Members of Casey-Cardinia Library Corporation

Opinion	I have audited the financial report of Casey-Cardinia Library Corporation (the corporation) which comprises the:
	• balance sheet as at 30 June 2020
	• comprehensive income statement for the year then ended
	• statement of changes in equity for the year then ended
	• statement of cash flows for the year then ended
	• statement of capital works for the year then ended
	• notes to the financial statements, including significant accounting policies
	• certification of the financial statements.
	In my opinion the financial report presents fairly, in all material respects, the financial position of the corporation as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the *Local Government Act 1989* and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.
	My independence is established by the *Constitution Act 1975.* My staff and I are independent of the corporation in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.
	I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board Members' responsibilities for the financial report	The Board Members of the corporation are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Board Members determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.
	In preparing the financial report, the Board Members are responsible for assessing the corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994,* my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the corporation's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board Members
- conclude on the appropriateness of the Board Members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the corporation to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE

10 November 2020

Sanchu Chummar

as delegate for the Auditor-General of Victoria

CC55/2020	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.

<u>Azure Active Directory Domain Services and Azure Passwordless</u> *(Library Plan reference 1.2, 1.3 1.4, 4.3 and 5.3)*

Our move towards 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.

The project was delayed by the late delivery of hardware required for user authentication testing. We have the primary proof of concept (POC) created. Now that branches are reopening to the community, we are moving into the functional testing phase prior to staggered rollout.

<u>Member Dashboard</u> *(Library Plan reference 1.2, 1.3 1.4, 4.3 and 5.3)*

To date, members ability to view and manage their digital interaction with the library services was limited to their checkouts and holds on physical items. We have customised our website WordPress theme to create a member dashboard capable of logging users in and securely displaying information relevant to their account.

This new dashboard is designed to provide members with easy access to all relevant information from one screen. It will enable members to self-monitor their service utilisation and reduce the pressure on staff to provide the information for them. This will mean more staff time can be directed to supporting the quality of the visitor experience.

Presently, the dashboard displays information for their checkouts, holds and circulation history as well as new features like the ability to checkout delivery and/or make a 'click'n'collect' request.

Further development is underway extending functionality including, members being able to view events they have booked into or attended, print services functions (submit print requests, add credit, etc.) and even track their bookings (eg. staff or equipment, like public PC's, and game consoles),

Infrastructure

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

Print Service Upgrade *(Library Plan reference 1.2 and 1.3)*

We released a Print Management system upgrade in November. This upgrade provides members the ability to print remotely (using Wi-Fi or even from home) and add credit to their account online.

The main drivers behind this upgrade were.

- Enable mobile/web print functionality
  - Submit print jobs
  - Check and add credit
- Unified user credentials (removal of library credentials and print credentials)
- Simplified administration of accounts (with PC booking)

Infrastructure and Cloud Framework *(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.

We have been developing the functional requirements framework and request for proposal documentation to provide vendors with the current framework design and key objectives around this project. Once completed, this document will be provided to vendors for a submission window that would close at the end of January 2021 –with a 2021 rollout cycle.

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.

Business Intelligence *(Library Plan reference 1.2, 1.3 3.1, 4.1, 4.3 and 5.2)*

We have been working on a fully automated business intelligence framework that will allow staff to change their focus on collecting/collating data to diving into the meanings that data contains.

We have been designing a data warehouse framework that will bring the data from all of our peripheral systems into one (cloud hosted) environment that we control. This data would then undergo any required cleaning and ingestion to create live reporting dashboards in our PowerBI systems.

With our key partner, AVTechnologies, we created a hybrid solution of services from Amazon Web Service and Microsoft (Azure and Power Platform) to create automation functions that pull data from our disparate providers into our own data warehouse. This data is then contextualised automatically for reporting purposes and the first generation of reports and dashboards have been created in PowerBI (Microsoft) and QuickSight (AWS) for distribution to staff.

The next step for this project is to make use of preview functionality from Microsoft's Power Automate RPA (desktop automation software) that will enable us to pull reports from our core library management system that – to date – have only been able to be obtained manually by staff. This

will prove a significant step forward for the project as it will draw on the biggest (and most crucial) data source used across all reporting frameworks.

<u>Visitor Log and Contact Tracing COVID Response</u> *(Library Plan reference 1.3 and 5.2)*
With the initial restrictions easing in June, we identified efficiency gains in the visitor/contact tracing requirements in line with the State Government regulations. We constructed a basic flow to make this process as simple as possible.

During the second lockdown, we continued to refine this flow and brought in additional features that improve staff and community experience. The main objectives of this project were to facilitate the collection of contact information from our community visiting branch - without long queues, utilising a complex system (that staff would need to navigate) or acquiring new software.

RECOMMENDATIONS

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

CC56/2020	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

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

CCL has embraced the opportunity provided by both State and Federal governments to employee funded trainee positions, successfully attracting both VARP (Victorian Apprenticeship Recovery Package) and BAC (Boosting Apprenticeship Commencements) funding for four traineeships. These roles are a mix of part-time and a full-time position – with all four trainees enrolled in their Certificate IV in Library and Information Services through Chisholm TAFE. In line with our Social Inclusion Policy and Workforce Development Plan (currently being updated) the trainee positions have allowed CCL to embrace diversity and be inclusive of disadvantaged young people in our community.

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

New Staff

Over the past six months recruitment of new staff has been complicated by to COVID restrictions. A recruitment freeze was put in place during lockdowns, but as restrictions eased it was clear that CCL would require extra staffing upon reopening.

Vacant hours in several of our libraries were advertised in October, with four successful applicants recruited, commencing training in November.

In July, three new part-time trainees were employed, however the second lockdown meant that training in branch ceased.

With eleven new staff on board since July, CCL has taken the opportunity to combine training and induct (re-induct) the new team members together.

Employment of Young People

CCL has employed local high school students as Shelvers for over 20 years. These are contract positions that employ students from the age of 15 until they turn 18 and has provided hundreds of local residents with an introduction to the workforce.

This has been a great experience for students and also assisted CCL with many of the Shelver' transitioning into Library Officer roles after they finish school. CCL has numerous ex-Shelvers still working at CCL in a variety of roles. Some have taken the opportunity to complete tertiary Library Studies, Teaching and Arts degrees etc.

The need to update the Shelver position and future proof the role was identified. CCL is committed to employing local young people. We wanted to provide them a broader set of clearly defined work skills including the opportunity to gain some basic customer experience skills and higher engagement with the students. A thorough consultation process was undertaken with all staff and

a new position "Library Assistant" has been created. Recruitment for the newly defined role will commence shortly.

Operating in COVID environment

CCL has continued to update our COVIDSafe plan regularly in line with changing Government recommendations, ensuring that the six COVIDSafe principles are adhered to. The Business Contingency Plan is up to date and CCL has now established a comprehensive checklist to ensure a swift and thorough response if a staff or community member advises of a positive COVID-19 test.

CCL is currently working with seven of our team members who have identified as "at risk" and are concerned about returning to work with options in place for taking extended leave, and where possible working from home to ensure that they feel safe and supported.

Opening Hours

With easing of COVID-19 restrictions CCL is focused on a staged strategy of reopening slowly including partial reopening. CCL has regularly checked in with staff to monitor how they are travelling and make sure staff feel safe and supported as we work through each transition.

Christmas and New Year opening hours will mean that all staff can take a well-earned break, if they wish. Despite the uncertainty over COVID workplace restrictions in the medium term, the organisation is working as swiftly as it can to resume a normal spread of hours. At this stage it is likely that we will be able to open on Saturdays before Christmas and on Sundays by the end of January.

More than half of CCL staff work across multiple branches each week. Weekend rosters have an added complexity, due to the EA/Award requiring all 35-hour per week employed staff to work "1 in 4 Saturdays and 1 in 8 Sundays" our weekend teams are all created pooling staff from across all branches. There is no ability for branches to open weekends whilst any "staff bubble" restrictions are in place.

Health and Wellbeing

60 staff responded to the all staff Health and Wellbeing check in survey held last week. The team feel supported by CCL and are appreciative of the Values driven approach, open communication and flexibility to ensure staff could remain working throughout the disruptions caused by COVID-19.

There are some residual concerns about future changes in staffing rosters and the risks associated with removing staff bubbles. The anxiety about welcoming community back into branch is counterbalanced by a desire to see people back in our branches.

Understandably there is widespread fatigue as our patterns of work change in response to community need.

CCL Organisational Health Check

The annual staff survey was conducted in September this year.

The results demonstrate a strong ownership and commitment to CCL's Values and Guiding Behaviours. The survey has been completed for the last 4 years and it is important to note, during such challenging times, that every one of CCL's Values has achieved the highest score the whole organisation has reached and tells a lovely story of CCL journey.

<u>Risk Management</u> *(Library Plan reference 5.1 and 5.3)*

CCL have updated the Risk Management Plan (attached). 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	8	Decline in revenue from funding partners
2	7	Changes to government policy
	7	Global warming - climate change
	7	Disruption of the partnership between Cardinia Shire Council and the City of Casey
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Domestic violence incident staff working from home
3	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
	6	Decline in visitation

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That the Risk Management Assessment Quarterly Report be noted.

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
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 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.	4	4	8
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
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 climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
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 23 years Current Regional Library Agreement was reviewed and signed off in 2017 The Member Councils are conducting a service review in early 2021 which will inform the ongoing relationship	A breakdown in the partnership would lead to the deconstruction of CCL and potentially a less efficient service.	3	4	7	Support the Service Review being undertaken by the Member Councils	3	4	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
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
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
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.	CCL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values	2	3	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. Ensure sufficient Cash and Investments are held to cover delayed funding	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, would severely impact the organisation	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the implications COVID - 19 will have on the economy	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 delegations 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 invested inefficiently	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. Public Liability Insurance in unable to cover against events arising from a Pandemic	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 Develop and maintain a Business Continuity Plan - outlining Response and Recovery strategies in place for COVID-19 Staff and community encouraged to maintain good hygiene and wear facemasks Staff encouraged not to come to work if they are unwell Staff encouraged to work from home where possible Employ COVID Safe Framework	4	4	8
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. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff/family member illness or quarantine- unable to work Members of the communty 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 Business Continuity Plan - outlines strategies in place for COVID-19 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
Domestic violence incident staff working from home	GMOD	CCL staff working from home are at increased risk of having a domestic violence incident with partner	Staff injury -physcially or mental and unable to work. Unsafe in own home	4	4	8	GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff - including live sessions, intranet posts and within branch meetings Staff offered/reminded ability to work "in branch" in line with State Government directives	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
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

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
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
Staff mental health in response to COVID-19 and changes in work place/practices	GMOD	CCL staff working from home have identified personal struggle with social isolation, lock down, home schooling commitments	Staff illness - unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted frequently to staff including live sessions, intranet posts and at each branch meeting Health and Wellbeing site created - links to variety of resources and ideas on how to work form home Weekly "Working from home" post sent to all staff with updates for week, suggestions for training, reflection on how CCL travelling Workplans developed fortnightly with managers giving opportunity to check in with each staff member individually Fortnightly takeFIVE health and wellbeing newsletter sent to staff with one suggested topic to focus on to help with health and wellbeing Teams have frequest meetings and "coffee catch ups" to keep staff engaged Regular wellbeing surveys undertaken to check in on team - including names so that discrete follow up with staff can be undertaken if concerns/health issues raised Weekly Yammer competition underway to encourage social connections across all staff	4	2	6

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
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.	4	3	7	Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online Programs Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Develop online programs platform to attract Virtual Visits (Library at Home) and establish tools to measure engagement. Advocate for new libraries in growth areas to enable community access (Clyde,	3	3	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
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
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 montitored at Hampton Park and Doveton libraries Emergency contact lists are up to date and readily available for staff	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	2	4	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

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
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
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 Develop options for collection use when libraries are closed (Home Deliveries) Understand the reason for decline (short, medium, long term)	1	3	4
Inability to recruit suitably qualified staff	GMOD	CCL coninues 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

CC57/2020	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

<u>Library Usage</u> *(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. It is highly likely that CCL will not reach targets for these key measures in 2020, or 2021

The Executive Team have considered additional key measures that can help demonstrate CCL's performance despite COVID-19, including:

- Attendance at online programs.
- Home Deliveries
- Staff training and professional development (attendance versus the number of courses offered); and
- Community use of online resources including the CCL App and our website.

We had 134,623 members at the end of October. This represents a steady but slow growth in recent months.

Our physical loans are down on same time last year.

The Home Delivery Service continues to be popular, but demand has dropped with the introduction of contactless click and collect and the branches reopening.

Since July, CCL have posted out over 9,700 parcels to nearly 5,800 members, weighing in at over 33,500 kilograms. Since the service began, over 7,800 members have reaped the rewards of home delivery, receiving over 16,700 parcels weighing in at 55,547 kg or 13 hippos!

Circulation – physical loans 1st April to 10th November (inclusive) 2020.

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1st April – 30th June 2020	4,368	6,952	7,001	22,022
1st July – 10th November 2020	5,868	9,641	9,714	33,525
TOTAL	7,805	16,593	16,715	55,547

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

During the COVID-19 lockdowns CCL extended due dates on physical items multiple times. At the peak of lockdown in September, 51% of our physical collection, that is over 170,000 CCL items were out on loan; quite different compared with the normal (pre-COVID) in March 2019 where 34% or 110,500 items were out on loan.

The local community deeply appreciated our home delivery service, the smiles of joy and the words of thanks tell the story as members welcome their deliveries. Members also enjoyed being able to go to their local branch for a contactless click and collect service when this resumed on 28 September 2020.

Our junior collections were the most popular genre during lockdown. Our Top Title collection was also very popular with over 80 percent out on loan across the region.

Circulation – Branch Loans and Collection Sizes 31 October 2020

Branch	Loans	Collection size (items)	% on loan as of 31 Oct 2020
Bunjil Place	43,773	82,385	53%
Cardinia Mobile	4,776	10,122	47%
Cranbourne	29,858	64,361	46%
Doveton	7,606	16,525	46%
Emerald	11,290	27,609	41.%
Endeavour Hills	16,186	39,622	41%
Hampton Park	18,939	39,276	48%
Pakenham	24,403	56,765	43%
TOTAL	157,089	337,247	47%

CC Regional Support is not included in separate lines but is in total

Date *	Collection size (items)	Loans	% on loan	On shelf	% on shelf	Other (eg. holds, in transit)	% other
March 2019	324,449	110,515	34%	182,983	56%	30,951	10%
March 2020	323,502	111,166	34%	181,331	56%	31,005	10%
April 2020	319,554	122,804	38%	172,889	54%	23,861	7%
May 2020	321,738	154,737	48%	138,557	43%	28,444	9%
June 2020	323,200	147,753	46%	146,112	45%	29,335	9%
Mid Aug 2020	325,721	164,880	51%	135,134	41%	25,707	8%
Sept 30 2020	333,023	170,260	51%	131,374	39%	31,389	9%
Oct 31 2020	337,247	157,089	47%	147,941	44%	32,217	10%
Nov 10, 2020	338,736	130,441	39%	167,340	49%	40,955	12%

<u>*Closed due to COVID-19 – Key Dates - On loan statistics</u>

- March 2019 – normal operations pre- COVID-19
- March 19th 2020 - closed to public
- April 7th 2020- returns chutes closed
- April 14th 2020 - holds & binge bag postal service starts
- June 22nd 2020 - branches reopen to public
- July 8th 2020 – closed to public, home delivery continues

- August 5th 2020 - all staff to work off site, chutes close, home delivery ceases
- August 11th 2020 - home delivery resumes
- August 23rd 2020 - all staff to work off site, chutes close, home delivery ceases
- Sept 14th 2020 - chutes reopened, home delivery resumes
- Nov 6th 2020 - due date for all items

eResources take up continues to be strong, despite a slight decline in recent months. Strong performers in October included Kanopy that bounced back after dropping more than half in September – timing possibly related to easing of restrictions and school holidays, eAudiobooks and eBooks continue to be popular.

Electronic Resources

	May 2019/2020	June 2019/2020	July 2019/2020	August 2019/2020	September 2019/2020	October 2019/2020	% Variation Sept/Oct
Age Library Edition	994	958	955	873	859	848	-1.3%
Bolinda eAudiobooks	11,568	11,425	12,893	13,197	12,845	12,312	-4.1%
Bolinda eBooks	10,454	9,517	11,563	12,606	13,027	12,069	-7.4%
Choice	61	117	121	115	115	97	-15.7%
Freegal Music	10173	9,620	9,694	10,977	10,430	9695	-7.0%
Kanopy	1,507	1,055	1,295	1,493	638	1,280	100.6%
Press Reader	9,553	6,772	8,701	10,900	11175	9774	-12.5%
RB Digital eAudiobooks	1,136	1,009	1046	1,274	1174	1,106	-5.8%
RB Digital eMagazines	3,150	3,184	4460	4,960	4777	4,687	-1.9%
Storybox Library	680	266	403	538	670	352	-47.5%
Tumblebooks	183	60	87	109	83	45	-45.8%
TOTAL	49,459	43,983	51,218	57,042	55,793	52,265	-6.3%

Our digital presence and engagement with our community is strong across many platforms, like our regular newsletters, social media, website, CCL app and online programs. Our eNewsletters now go out to 45,200 subscribers. We now have over 7,700 Facebook followers. In September our reach was massive at over 684,000 impressions.

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC58/2020	CUSTOMER EXPERIENCE

Report prepared by Beth Luppino and Melinda Rogers

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, 1.2, 1.3, 2.2, 3.1, 3.3 4.1, 4.3, 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

Online Engagement *(Library Plan reference 1.1, 1.2, 3.1, 4.1, 4.3, 5.2)*

CCL has offered our community an exciting variety of online programs and events throughout Spring. Junior Code Clubs have transitioned particularly well to the online environment, are well-attended and continue to attract new regular members. Live Author talks have been a hit – including big names Monica McInerny, Sally Hepworth, and Anthony Sharwood. The Egypt Armchair travel event was particularly popular, with over 10,000 views and 700 comments.
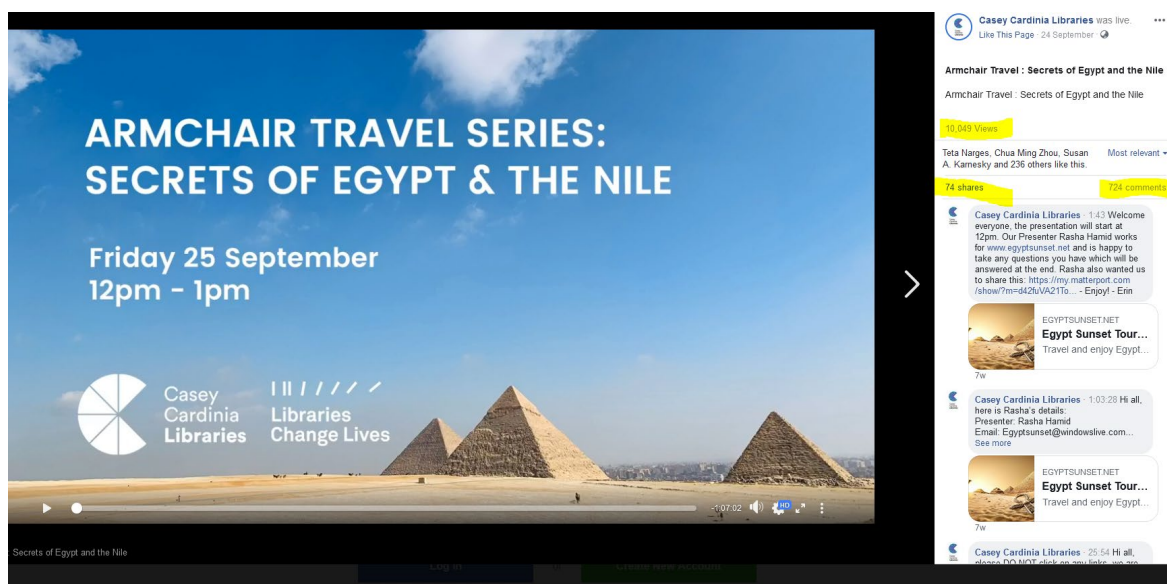
There have been the usual wide array of children and youth programs on offer, including Dinovember, although we are currently still restricted to online-only events (our community are keen to get back to attending in-person!). We recently advertised a special event with Sir Peter Cosgrove, hosted by our neighbours at Frankston Libraries – wonderful for our community to know about, and easy for them to access online. This gave us the inspiration to work in partnership with neighbouring library services to engage Claire Bowditch for an event celebrating International Women's Day in February, sharing both the costs and benefits.

In a Nook with a Book (CCL Facebook group) now has 507 members who are in constant conversation about books and reading.

CCL has over 7,700 Facebook followers, and 1,300 on Instagram. Facebook messenger is now a regular channel for customers to ask for help, enquire about events/programs and provide feedback. The monthly E-newsletter (EDM) continues to have a high open rate (70% in September and 58% in October) and excellent engagement.

NAIDOC 2020 – Always was, Always will be *(Library Plan reference 1.1, 2.2, 3.1, 3.3, 4.1, 5.2)*

Ivy Tucker, Cenza Fulco and the programs team developed a wonderful line up of NAIDOC events. We were grateful to our colleagues at Royal Botanic Gardens Cranbourne for helping us to promote and deliver the content for the events, in lieu of their own programming this year.

Headline events were 'Bush food for the Backyard' (RBG team delivered this online session); and a special Storytime from Aunty Fay Muir, with 100 Zoom attendees. We were also lucky to have one of our library members Aunty Anni Cockburn and Aunty Rita Fisher for a literary session of poetry and prose, and conversation.

Victoria Reads *(Library Plan reference 2.2, 4.1)*

Endeavour Hills Branch Manager, Courtney Rushton, was part of a Statewide Library team who launched Victoria Reads. An offshoot of the national ALIA 'Australia Reads' program, Victoria Reads features Australia's best authors to promote books and reading. This year, Rosalie Ham ('The Dressmaker') was interviewed by Angela Savage, PLV CEO, and chapters were read by personalities: Libby Gore, Jacinta Parsons and Brian Nankervis through a Zoom and Facebook live event on 12 November managed by Courtney. More than 500 participants tuned into the event.

Transition to Prep *(Library Plan reference 1.2, 2.2, 3.1, 4.1)*

Regular in-branch programming is still on hold for now. Our teams have recognised the need to change approach for some special events, including our transition to Prep programs. The Hampton Park, Community Engagement and Marketing teams have created online presentations that introduce families to the library, with complementary library bags and themed promotional materials to be incorporated into school and kinder transition programs, in lieu of our librarians delivering outreach visits. Transition years are important to engage as children and families, so they establish an ongoing relationship with the library.

Grants and Fundraising *(Library Plan reference 5.2)*

The Deliver Joy campaign has kicked off with $700 in monetary donations so far (for Home Deliveries) and non-perishable gifts and supplies are starting to roll in for vulnerable community members. We are ramping up the promotion of this campaign, and taking donations via our Home Deliveries web app, in-branch donation tap points and through our Give Easy platform. We are delighted to work with seven key charity partners on this worthwhile project.

CCL in the news *(Library Plan reference 2.1, 3.1)*

CCL has enjoyed significant media coverage in recent months. With particular thanks to Marketing Manager, Erin Commerford who tirelessly chases local and metro media to feature us in positive stories. A noticeable proportion of visitors to our branches since reopening have been new members – and this could well be linked to the positive stories appearing in the news. On top of the metro stories over the past few months featuring CCL, we have also enjoyed front cover and feature stories in local papers.
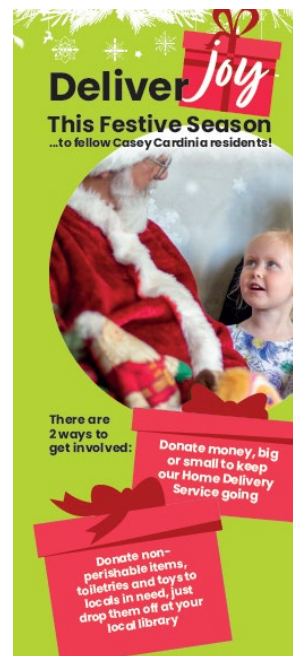
Recent stories include:
- Binge Bags at CCL (Star News)
- Mitch Wallis – Mental Health Event (Star News)
- Phone Transformation Project (IT Magazine)
- Cardinia Mobile Libray, books are back on the road (Gazette)
- NAIDOC Week Events (Star News)
- Emerald Hills Hub + CCL Lap top project (Gazette)

Berwick Star News, 29 October 2020

CORONAVIRUS CONTAGION

08 heraldsun.com.au

Tejinder Dhaliwal from Australia Post gives Annika Luppino, 8, her contactless book delivery. Picture: JASON EDWARDS

BINGEING ON BAGS OF JOY

LIBRARIES may be closed around the state but Casey Cardinia Libraries are still providing community access to its many resources.

CCL is offering deliveries of books and DVDs via contactless home delivery for people in the Casey community along with the option to borrow a PC or laptop — all for free.

"Libraries are a vital community service," CCL chief executive Chris Buckingham said. "The team at CCL are working hard to make sure people across the Casey Cardinia region feel supported."

Borrowers have the option of choosing their own items or requesting a "Binge Bag", which librarians select based on specialised interests.

Annika Luppino, 8 described the Binge Bag as a "Christmas present" by not knowing what would be inside the delivery.

CCL also have a 24/7 digital library available with plethora of resources for all ages.

For more information head to www.ccl.vic.gov.au or call them on 1800 577 548.

Herald Sun, 29 July 2020

Librarians Latifa, Debbie and Nevenka at Springvale Library with books ready to be sent out.
Photo: Penny Stephens

Library patrons surging. Now, read on

Jordyn Beazley

Once, the books were tightly packed, but now there are gaping holes on the shelves.

Five days a week, staff in Springvale Library stand socially distanced, wearing masks and gloves, bundling books for click-and-collect orders and postal packages.

The pandemic service offered by many of Victoria's 280 public libraries has proven so popular that, for the first time, many risk running out of adult fiction and children's books.

"Crime, biographies, children's books, those are the shelves that are mostly looking thinner and thinner," Greater Dandenong senior library services co-

ordinator Natalie Brown said.

Inspired by the Home Library Service – which in normal times delivered books to the elderly and people with disabilities – libraries have been finding new ways to support reading in their community, offering contactless home deliveries and click-and-collect services.

One of the unexpected challenges has been demand for books exceeding supply as the community embraces the service. Public libraries extended return dates so people did not feel rushed to return their books and take risks travelling around the community during lockdown.

"We are very glad return chutes across Victoria have been reopened," Public Libraries

Victoria president Chris Buckingham said.

"It was a close-run thing, but we have managed to keep people reading throughout the lockdown.

"The feedback from community has been overwhelming. People have literally described the home delivery service as a life-saver."

Not all libraries chose to remain operational during lockdown. Mr Buckingham said it came down to how each council interpreted the state government restrictions.

At Casey Cardinia Libraries, where Mr Buckingham is CEO, staff members have packaged more than 15,000 parcels containing 150,000 books – each with a handwritten note from the librarian who packed it – since doors closed in March.

Casey Cardinia Libraries still has more than half its collection out on loan.

'If you can read, you can travel anywhere.'

Chris Buckingham, Public Libraries Victoria president

With shelves starting to thin, many libraries have to think outside the box. Library "valet" loans allow staff to recommend new reads for members whose first choices are unavailable.

Jenny Pond, 74, of Dandenong North, said the pot luck of borrowing had broadened her and

her husband's tastes. The couple had visited a library every three weeks for 45 years until the pandemic left them shut out.

At first Ms Pond decided to re-read the collection on her bookcase, but she had a nice surprise when library staff called to ask if there were books she would like delivered. "My husband has managed to discover some favourite new authors through the delivery," she said.

Mr Buckingham believed deliveries had taken off because books had become a core part of supporting wellbeing during lockdown.

"If you can read, you can travel anywhere in the world," he said. "You can be in a murder mystery, on a train, at a beach."

The Age, 6 October 2020

Reopening *(Library Plan reference 1.3, 5.2)*

It is safe to say our community have embraced our reopening. What we lack in the capacity to allow big numbers through the door (current caps sit at 10 for some branches, and a maximum of 20, with Bunjil Place set to reopen on 23 November) we have made up in collection movement.

After extending the due dates over the past 6 months many times, we are extending them no more. In as little as 10 days (1-10 November) our branch teams processed 47,758 items. Only 26,648 of these made it back to the shelves with the remaining 21,000 items going straight back out on loan. The returns continue to flow in for now, but we anticipate this will steady over the coming fortnight. On a positive note, community members who come in to borrow have a nice selection of items to choose from!
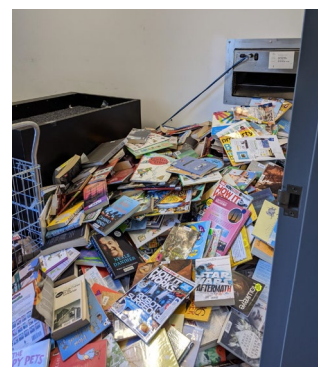
Our ICT team developed a more streamlined Visitor Manager app to enable teams to take details for contact tracing and manage numbers in and out. We have staff dedicated to 'concierge' roles at each entry point, which helps customers to know what to expect during their visit in terms of available services, Click and Collect options and time/capacity limits.

We are trying to be flexible, understanding that community are keen to resume study and internet/pc access as well as collection use. While capacity limits remain low, we anticipate this will not be for long and when numbers increase, we can accommodate the breadth of visitor needs more easily.

Collection Development Policy update *(Library Plan reference 1.1. 1.2, 4.2)*

The Collection Development Policy has been reviewed and updated and is attached to the Board Agenda. This policy is the guiding document for the acquisition and retention of all our collections.

Updates relate to the simplification of wording throughout, and updates to audio-visual materials section:

As technologies change, demand for new formats and access to digital downloads will be met. Collections in outdated audio-visual formats or items which become obsolete will be gradually discontinued. Adult music on compact discs are no longer purchased and will gradually be phased out.

A subscription option enabling members to access content and legally download and stream a wide range of music recordings is maintained.

It is worth noting that the music subscription (Freegal) mentioned will be reviewed annually as new options become available, and dependent on member uptake.

Libraries Change Lives *(Library Plan reference 2.1, 2.3)*

Kelly West, Customer Experience Officer, recorded this wonderful story from Pakenham library member 'Andrew':

"I was born in South Sudan a country that experiences much civil unrest. As a young boy I had to flee the country and spent time in a refugee camp in Ethiopia. When I was 17 years old war broke out and I found myself once again returning to South Sudan. Returning was very dangerous. I had to lead a group of over 1000 boys and the trek took more than 20 days. Each day was filled with the threat of violence, exhaustion, a scarcity of food and water and the

pain of walking great distances with no shoes. We were searching for peace and safety, something I finally found when I came to Australia.

One of my most significant relationships in the community is the one I have with my library. As a community leader I encourage the South Sudanese community to use the library for the extensive resources that are available. The library is a very important place where diversity is embraced, and everyone feels welcome. It's a place where you are greeted with a smile always and feel that you belong, which is very important. We are so lucky to come into a library and have computers to use, books to borrow, activities and programs to participate in. The staff are always helpful no matter what the query and it is a wonderful place of learning and growing. It is a place where we can strive for a better life"

Community Survey *(Library Plan reference 2.1)*

Our biannual community survey 'Tell Us What you Really Think" opened to the community 28th September closing on 13th September. It provides our community with the opportunity to have their say about their local public libraries.

We received a record 1,554 responses, with a 90 percent completion rate. We promoted the survey through the CCL website and social media, as well as a mail out to all our subscribers with responses peaking when this was sent out. The response was impressive particularly given the restrictions on service caused by COVID-19. The average completion time was 11 minutes and 56 seconds.

All age groups were covered including 75 years or older (7.8%), 20 responses (1.4%) from people under the age of 18, a growth from previous survey, and another 38 between 18-24 years. Like in the previous survey the majority, over 76% were aged between 35-74 years. The 35-44 (23.9%) and 65-74 (20%) years ago group were the two largest groups represented.

More than one third (34.5%) of respondents cited their main library as Bunjil Place, with Cranbourne (20.3%) and Pakenham (19.6%) the next largest branches represented. Doveton had the smallest representation with 1.15%, only 16 respondents citing Doveton as their main branch.

Most people get to their local library using a car with 84.7%, followed by walking with 8.5%, some respondents travel by multiple modes depending on their daily plans and the weather.

Our Net Promoter Score (NPS) came in at 76, a tremendous result for CCL, up significantly from 65 on previous survey. What does this mean in simple terms? People love us and what we do.

Individual NPS scores for branches were as follows: Bunjil Place = 76, Cardinia Mobile = 76, Cranbourne = 76, Doveton = 69, Emerald = 77, Endeavour Hills = 65, Hampton Park = 83, Pakenham = 79. Member council NPS score based on the respondents main branch were City of Casey = 75 and Cardinia Shire = 78.

We asked qualitative questions about how people felt when they entered our libraries, asked them to comment on the value libraries have played during COVID-19, most valued services, our home delivery service, the contribution the libraries make to the community and their health and wellbeing, frequency of visiting libraries, accessibility to the library and also if there were to be additional library services where they would like them.

Key observations from the survey include:
1. Overwhelming the feedback was incredibly positive – people in our community really do appreciate the work CCL do on a daily basis.

2. The most valuable services at the library are: - borrow library materials (85.1%), pick up holds (67.6%), relax and read (35.7%) and attend a program/event (32.6%). It is worth noting these numbers may have been influenced by branch closures and the huge success of the Home Delivery Service.

3. 58.8% of respondents have used the Home Delivery Service. We have a lot of happy members who loved receiving their holds and/or their mystery binge bag with their very own handwritten personalised notes, the personalised touch has been very much appreciated during these hard times. We helped people overcome the challenges many have faced during lockdown particularly those around their health and wellbeing.

    The one library service that I have valued the most through the disruption caused by COVID-19 is the delivery of library books. This is because it has brightened up our day every time we get a delivery and this has helped us get through the two lock downs we have endured because it brings a welcome escape into the books we have delivered. This service has been very helpful and my family greatly appreciate this service and the benefits it has brought to our family.
    (Bunjil Place Library user, aged under 18 years).

    Being able to have books be sent out. I have really appreciated they time and care that the lovely librarians took to not only ship the books, but also choosing ones they thought I would like (they were right I loved them) and sending me a small note. The note brought tears to my eyes, in a good way.
    (Pakenham Library user, aged 25 -34 years).

4. People expressed their appreciation for the access to eResources, the extended loan periods and the opportunities to further engage online with the library including online programs/events and competitions.

5. When we asked people how they would feel when the branches were open to the public the overwhelming response was 'happy' and 'excited'. That said many customers will be cautious and take their time coming back. The majority, over 63% said they anticipate visiting the library once a week or a few times a month.

    Relieved, happy. It is one of those things I have taken for granted - like taking my 2 year old to the park. I can't wait to return my books!! And have vowed to go more regularly and take part in programs when and if possible. I have always been a book worm and have been going to libraries since I was a child but this has made me really what an under-utilised and underappreciated service the library is.
    (Bunjil Place Library user, aged 25-34 years).

    I will feel nostalgic and happy at the same time. We don't see the value of the things until something happens and makes us to stop doing things we used to do. I really miss going to the library with my kids. I used to enjoy all the activities for them.
    (Endeavour Hills Library user, aged 35-44 years).

    Relieved. Grateful. Content. As a life-long public library member and user, there is nothing quite like that special feeling as you walk in the library door. I can't quite describe it, it's a mixture of anticipation, familiarity and excitement about what you are going to find. There's a feeling of privilege and gratitude as well. May be in a word, the feeling of possibility?
    (Cranbourne Library user, aged 45-54 years).

6. When asked about how they feel a library contributes to the community, it is quite apparent that libraries contribute significantly and in varying ways to many. Our libraries

and services contribute to people's health and wellbeing, they are an invaluable community service.

Libraries provide positivity, a sense of belonging and connection, a place of inclusion where everyone feels welcome and at peace, brings local community groups together. Libraries are a community hub providing locals with the pleasure and ability to read, relax, learn, interact, be creative and to be entertained. Libraries offer a calm environment without judgement and free to all.

The Bunjil Place Library contributes to our community by being a place for everyone. It is so inclusive of people of all walks of life and abilities. It offers so many services that look to draw people out of their homes and into the community so they feel like they belong somewhere. By going to the library, you meet other people who you might not have spoken to outside. I can't tell you how many times we have met people from our local community like school and the kids might never have spoken to them before, but they are wearing the same school uniform and they'd seen each other around the school before. Suddenly, they're engaged in conversation and looking through books together. This of course, gets us parents talking and connecting with each other. The library is a crucial part of the community. We adore going there!
(Bunjil Place Library user, aged 45-54 years).

The library provides a variety of programs and resources to assist in educating the youth. Reading is fundamental and should be encouraged. With newer spaces such as Bunjil Palace community theatre and programs can be continually supported while an updated space can appeal to a new demographic who once thought libraries were obsolete.
(Bunjil Place Library user, aged 18-24 years).

By being able to utilise space to participate in my online schooling with a fellow student is fantastic and so very good for my health and wellbeing. It gives a sense of motivation and accountability which not only helps schooling but mental well being. I have access to 'the world' at my finger tips with the ability to use internet and borrow books and use resources. This helps with wellbeing. The venue itself is a quiet, relaxing and calming place which gives a sense of peace and helps be mindful and present in the moment.
(Pakenham Library user, aged 45-54 years).

7. People love the variety of programs we offer and want more. Online content and how-to tutorials and DIY programs, cooking, health and wellbeing and more youth programs were mentioned.

8. The balance and use of space remain, key - people love our program and events and our technology but they also crave quiet spaces to read and study.

9. Respondents felt very strongly that all residents in the region should have easy access to a library (61.8% extremely important and a further 32.3% very important).

10. They considered that a reasonable distance to a library was under 20 minutes (11-20 minutes (43.6%) and 6-10 minutes (35.9%)), noting that people commented this is also dependant on the mode of transport used to access the library. Respondents noted that public transport, car parking and opening hours were key things that help make their local library more accessible.

There is some level of caution as libraries reopen with the ease of restrictions amongst the community. However, in general the community feel safe, happy and welcome in our libraries. In

many instances the pandemic has reconnected local community members to their local library and also helped others realise the value and contribution libraries make in our community.

People find our libraries calming and comfortable, a place to be inspired, an invaluable community service.

Community have missed the opportunity to come in, grab a book from the shelf and find a quiet place or nook in the library. Our delivery service, particularly our binge bag service has opened up the possibilities and inspired members to think outside their usual selection of genres and authors.

In the survey, we asked a question about where new library services should be located in the Casey Cardinia region. The top locations that respondents identified included Clyde/Clyde North, Officer, Berwick, Narre Warren South, Beaconsfield and Lynbrook.

People see CCL as a community place, that is safe. They are generally happy with the spaces and services we provide. Lending items remains a core part of our services, but the provision of a place that is open for the community to safely gather, learn and grow is at the heart of what we do.
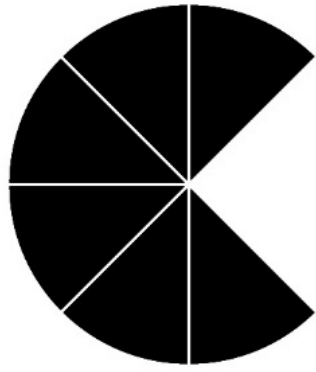
Conclusion

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.
2. That the Board adopts the Collection Development Policy 2020.

'Inspiring spaces where everyone is free to discover possibilities'

Collection Development Policy 2020

Contents

1.0   Vision

CCL's Vision is to create inspiring spaces where everyone is free to discover the possibilities.

Our Mission is to encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia region.

Public libraries provide safe, equitable spaces for every member of our community to learn through books, digital resources, audio-visual materials, attending programs and engaging with others.

CCL offers a broad range of fiction and non-fiction books, magazines and newspapers to support our community in reading for learning and development, information and pleasure. We encourage our community to help us build quality and relevant collections by making suggestions on what to purchase.

CCL's library collections are developed on principles of intellectual freedom:

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

CCL Library Plan 20120- 2024

In Australian Library and Information Association's *Future of the Library and Information Science profession: Public Libraries Report 2017*, community surveys revealed several key trends relevant to collections:

- E-books have become a popular format, alongside audio, large print and hard cover. They do not replace print material (which has in fact seen a resurgence in demand over the past 3 years) but rather offer an alternative for readers to complement other formats available
- Reading is a national pastime: People read, borrow and buy books; demand for reading materials will increase rather than decrease
- Support for the creative economy: Even greater support from libraries for Australian authors, illustrators and publishers
- Online learning: Public libraries will partner with tertiary education providers to support students
- Everyone can be a member: Our vision is of the gift of a library membership card for every child at birth

2.0   Collection Development Policy Aims

This policy describes the broad collection areas and provides guidance on the major tasks associated with collection development which include purchasing, maintenance, evaluation and deselection/disposal.

3.0 Our Community

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 460,000 people. Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years.

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

CCL plays a leading role in the Libraries Victoria Consortium (LibsVic) who share library resources across 20 library services throughout Victoria. This gives our customers access to a collection of more than 2.7 million items.

We love books, and we want people to read them. We also place a high value on making quality information easily accessible to people.

We believe that our membership and visits will continue to grow. We are seeing our members adopting new ways of consuming information. The COVID-19 pandemic led to a resurgence in popularity of print materials, at the same time as an increase in the usage of digital items such as e-audiobooks and e-books.

While the library's collection supports all age groups in the community, there is a large proportion of families with young children in the region (55%), therefore an emphasis on providing a depth of resources to engage children and young people.

4.0   Access

Access to the collection is provided free of charge in accordance with Australian Library and Information Association policies and the Victorian State Government Public Library Funding Agreement. The physical collection is owned by CCL and is managed as a single regional collection. CCL members also have free access to over 2.4 million additional items through the LibsVic Consortium.

CCL-owned items may be transferred temporarily or permanently around the Casey Cardinia region, according to demand. Some categories of library materials, including audio-visual items and Languages Other Than English (LOTE), are floated among branches to provide as much variety as possible at each service point. Most digital content is managed by annual subscriptions.

The physical collection can be accessed at all branch libraries and the mobile library. The COVID-19 pandemic led to the short-term introduction of a postal home delivery service, this may be continued on a reduced scale into the future.

Provision of the LibsVic Consortium shared database, coupled with a daily delivery service running between libraries, allows members to access items from any service point or via the website (digital resources).

5.0   Responsibility for Managing Collection Development

The Board requires the Corporation to manage the library's collection in accordance with this Collection Development Policy. This policy must be representative of and responsive to the needs of the community served by the library and shall adhere to professional values and practices recognizing national policies, guidelines and standards.

Overall responsibility for the development and management of the library's collection and resources is delegated by the Board and the Chief Executive Officer to an experienced professional librarian. This person co-ordinates a specialist team of qualified staff implementing the principles and strategies outlined in this policy and within the annual Purchasing Plan. A Collection Management Strategy ensures the effective arrangement and maintenance of the collection.

The current priorities for selection and acquisition of library materials and electronic content is included in the annual **Strategic Resource Plan**. CCL's guidelines for processing library collections are detailed in **Processing Procedures.**

6.0   Budget and Purchasing Plan

While a minimum per capita expenditure is specified in the Regional Agreement, the Board approves the Library Materials Budget for each year as part of the Strategic Resource Plan to meet the needs of our community.

Annual expenditure on new materials and resources for the library's collection accounts for approx. 14.5 % of the library's budget. CCL currently allocates approximately $1.5 million per annum to the acquisition of new materials and resources, based on a commitment to a per capita expenditure.

The CCL Collections Team prepares an annual plan for purchasing new library materials with a focus on current community needs, projected trends, strategic initiatives in CCL's Library Plan and guidelines outlined in the Collection Development Policy.

The library Leadership Team is responsible for delivering best value on Library Materials expenditure. This is undertaken either through direct negotiation with preferred suppliers or by tendering the supply of library materials with specifications including, but not limited to: terms of supply, discounts and exchange rates, delivery/responsiveness, and supplier capacity to provide a wide range of materials relevant to specific needs. Casey Cardinia Libraries is a member of Procurement Australia (P.A.) and manages larger accounts via regulated P.A. contracts.

7.0   General Policies for Selection of New Materials

Librarians select items for purchase in the target areas of adult, children's and young adult fiction; adult and children's non-fiction; large print; magazines; and a range of audio-visual formats. A small range of books, periodicals, and newspapers are selected for reference only.

CCL ensures an appropriate balance between print or audio-visual items and access to online content, based on community demand.

7.1   Requests and Suggestions from Library Members

Members and staff are encouraged to make requests and recommendations for items that are not already in the library collection, and to comment generally on any aspect of the collection. Recommendations and requests will be fulfilled in most cases unless the cost is prohibitive, the content is unsuitable for the general community, or not in line with CCLs values. Requested items may also be obtained on inter-library loan.

Requests are received via:

- Feedback forms in branches
- Verbal requests made to library staff
- Website feedback forms
- Direct customer surveys ('Tell us what you really think' surveys are gathered every six months; surveys relating to specific collections are conducted as required)
- Purchase Request form on the website

7.2   Donations

The library accepts donations that meet the general selection criteria as outlined in this policy. Items must be in near-new (excellent) condition, contain current/relevant information, and meet community demand. Any donated materials must compliment the library's balanced collection of Fiction and Non-fiction titles. CCL reserves the right to allocate donated material to any collection or branch across the region; to dispose of donated material that it does not need; or to reject donations of unsuitable materials. In general, CCL will not accept donations of audio-visual material as content standard cannot be readily ascertained.

7.3   Controversial Materials and Access to Electronic Resources

CCL aims to keep in its collections a representative range of materials on all topics of interest to its users, including materials on controversial issues. It will not, however, keep in its collections material that is prohibited by law and abides by the decisions and classifications made by the Australian Classification Board across all formats.

There is always the possibility that some readers will be offended by opinions expressed in some materials. They have the right to their feelings and the right to express them, but not the right to force their standards on others by suppressing or demanding the suppression of what they

condemn. CCL will aim to include items in the collection that represent multiple aspects/views of debated issues.

The library is committed to the freedom to read and therefore incorporates as part of its policy the Australian Library and Information Association's Statement on free access to information. Also, in adopting the ALIA Statement on online content regulation access to CCLs electronic content is not restricted by the use of filters.

Parents or guardians are responsible for the suitability of materials used or resources accessed by their children.

7.4   General Selection Criteria

Library materials must support and be consistent with the general aims of this Collection Development Policy. In selecting suitable library materials several criteria should be considered:

- **User need and demands:** These are the primary determinant in allocating funds and selecting materials. Hence, an intimate knowledge of current demographic data, circulation figures and mechanisms to obtain user input is required. Where local demand is very high multiple copies of a title will be purchased.
- **Range and depth:** The collection must provide a balanced range of material across the entire service by developing branch collections that complement each other, but also respond to the needs of specific localities served. The extent and currency of existing material on a subject, or by an author already represented should be considered, while ensuring that a range of viewpoints on any subject are represented. The purchase of materials by Australian authors or about Australia is encouraged.
- **Quality of content and presentation**: a high standard is required. The authority and reputation of the creators and publishers of all materials are considered. The format, style and language should be suitable for the intended user group.
- **Purchase price:** should be fair and reasonable.
- **General availability of material:** elsewhere in the community or through networks, or commercial outlets should also be considered.
- **Australian availability:** material must be available through recognized Australian distributors.

8.0 Selection for Specific Areas of the Collection

In addition to general selection criteria the following guidelines to the purchase of materials in specific areas are applied:

8.1 Fiction

A wide range of fiction of all types, suitable for all ages including children, Young Adults (YA) and adults. The fiction collection should include works of literary merit as well as popular titles of current interest to library users. Australian authors should be well represented as well as a representative cross-section of material published overseas.

Where demand for titles is high (such as bestseller fiction) multiple copies are purchased to keep waiting lists to a minimum. Abridgments of classic titles and novelty books are not normally purchased, however a carefully selected range of graphic novels or 'Quick Read' titles to support adult literacy development will be selected.

CCL's 'Top Titles' collection is designed to ensure a range of popular fiction and non-fiction titles are available at each branch at all times. These items have a shorter loan period (2 weeks) and are not able to be reserved or renewed.

Paperback collections of popular genres including romance, westerns, and mysteries are available. This format is intended for high-turnover and is focused on popular genre authors.

8.2 Non-Fiction

An up-to-date collection in all subject areas likely to be of interest to library users, including biographies, is provided. Every effort is made to fill any obvious or reported gaps in the collection's coverage. Standard works on a broad range of subjects are included and replaced as necessary. Suitable material is provided for all age groups. Adult non-fiction is subdivided into a number of broad genres such as 'Food and Wine', 'Travel' and 'Biography', to encourage browsing in a "bookshop like" atmosphere.

The overall strength of the collection should be sufficient to meet the basic information needs and life-long learning requirements of library users and to provide supplementary support for students undertaking or seeking entry to basic or vocational courses. The library does not collect course text books unless these have some value to the wider community.

8.3 Audio Visual, Digital & e-resources

Lending collections in formats have been developed for both adults and children. Current collections include talking books in audio CD & MP3 and Playaway formats and DVDs. The aim is to maintain and develop up-to-date lending collections of these materials in response to user demand.

The CCL website is the gateway to our digital and electronic resources and a valuable tool for communicating with our members. It facilitates access to our library catalogue; downloading of apps for quick portable access to electronic resources; and provides help to find useful information or a great book to read. Online access to selected databases, electronic content such as e-books,

e-audiobooks, e-magazines and a range of age appropriate or specific e-learning resources are available. Library membership is required to access databases, downloadable content or electronic resources.

As technologies change, demand for new formats and access to digital downloads will be met. Collections in outdated audio-visual formats or items which become obsolete will be gradually discontinued.

8.3.1   Talking Books

Talking Book collections comprise CD, Playaway & MP3 formats for adults, children & young adults. Downloadable e-audiobooks with digital rights management for compatibility with devices will continue. Some children's talking books are packaged as kits containing read-along books and CDs, to encourage the development of literacy skills.

8.3.2   Music Content

Music compact disc collections contain material representing a range of musical styles. Popular children's compilations are maintained. Adult music on compact discs are no longer purchased and will gradually be phased out.

A subscription option enabling members to access content and legally download and stream a wide range of music recordings is maintained.

8.3.3   Visual Media

Visual collections for adults will include recent release feature films, documentary material, classic and award-winning films and television series. (Award winning or critically acclaimed R-rated material may be selectively included.) Collections for children contain feature films, television tie-ins and some non-fiction.

DVDs are the preferred format to Blu-ray as they offer great flexibility for playing, although some Blu-ray is purchased in line with user demand. Alternative formats will be considered as availability and popularity increases. An option for licensed access to video content via streaming will be trialed.

Paid streaming services, such as Netflix and Stan, often own exclusive content. Although this may be available overseas on DVD, CCL will not purchase copies until available through a reputable Australian supplier and rated by the Australian Classification Board.

World Cinema will be included, aimed at providing access to a range of foreign films, and representing the linguistic and cultural diversity of the CCL region. This collection will only include items classified by the Australian Classification Board. These items are located in the adult DVD collection. Any items which are in the current collection and unclassified will be labeled to ensure users are aware.

8.3.4   Console Games

Games are purchased and downloaded directly to units in CCL branches. These include a mix of current PlayStation, Wii and X Box consoles. The games accessible on the library consoles are rated

G, PG or M and are varied to suit community interests. The library does not purchase games that are rated MA 15 or above, as legislation prohibits such games being on public display.

8.3.5 Electronic resources

A range of e-content, e-experience and training resources, for example e-books and children's literacy materials, are made available online. Subscriptions are reviewed annually in accordance with license agreements and usage.

8.4 Reference and information

A small collection of not-for-loan print material is maintained. Digital reference resources are more current and accessible and are now the preferred format for many of our users.

The print collection may include atlases, current statistics, dictionaries, directories, encyclopedias, handbooks, yearbooks, government publications, and standard works that are the recognized authority on their subject. Most items in the reference collection are replaced as new editions are published.

The electronic collection includes specialized databases e.g. Ancestry database. Where possible subscriptions to electronic resources are selected which allow users to access the information from both within the libraries and from their own homes or workplaces.

8.5 Newspapers and Periodicals (magazines)

A carefully selected range of subscriptions to daily newspapers and periodicals of interest to library users, from popular weekly publications to less frequently published technical or special interest titles, is maintained. The print subscriptions are enhanced with electronic subscriptions. Subscriptions, both print and electronic, are reviewed on an annual basis. Popular titles are supplemented with duplicate electronic copies if available. The availability of print magazines is decreasing. CCL is maintaining a broad range of titles however it is possible that the emphasis on print magazines may shift gradually towards electronic format as a result of this.

As currency of information contained in periodicals is of primary importance, print magazines are retained in the collection for a limited period, generally no longer than two years. Latest copies of magazine titles are displayed for use in the library until the next edition arrives. Newspapers are for use in library only with back copies kept for a limited period.

Subscriptions/license to access selected electronic resources, such as newspapers and e-magazines are purchased annually, enabling members' access via our website to thousands of full-text articles.

8.6 Languages other than English (LOTE) and English Language Support

Statewide standards, current demographic data (taken from Australian Bureau of Statistics Census), availability of materials and user demand underpin the development of LOTE collections.

CCL currently holds collections in Persian, Singhalese, Chinese and Panjabi. Additional community languages are represented in the Bilingual Picture Book collection.

Bulk loans of LOTE materials are obtained as required from other LibsVic library services, through inter-library loan as required. Various models and opportunities for collaborative purchasing of LOTE collections with shared cataloguing are pursued.

Our community will continue to be consulted in the development of these and future language collections.

The **English Language Support** collection comprises materials suited to reader skill development needs for adult literacy as well as English as a Second Language; with varied reader levels and formats. The collection includes Quick Read titles and resources linked to vocational tests (e.g. IELTS books and online resource).

8.7   Local History

The aim is to provide easily accessible basic historical information about the City of Casey and Cardinia Shire and their predecessors. The resources introduce and define the history of the local area at a level to support basic or frequently asked inquiries and routine school inquiries, but not at research level. Representative resources, including relevant local publications will be selected and acquired as available, described and preserved as required to meet popular demand. The Library does not collect realia. Some digitised resources will be made available via the website and a blog maintained to promote and make content more readily available.

8.8   Children and Youth

Children and Youth collections are targeted at specific developmental stages, encompassing Early Years, Primary and Secondary levels.

Early Years collections include Board books and Picture books which are the building blocks for foundation literacy skills. Bilingual picture books are collected in diverse community languages to support children learning Languages Other than English, and to enable CALD parents and Carers to share the joy of books with their children.

Begin-To-Read books assist children in their reading in the early school years. The collection is made up of readers and simple books in four graded ability levels. This collection complements a child's school take-home readers.

Premiers Reading Challenge – comprising books selected from the Victorian Premiers' reading Challenge lists. These books include Picture Books, Junior Fiction, Young Adult Fiction, Audio Books and non-fiction material categorized in year levels.

Additional collections supporting our Primary School readers include Humour, Folktales, and Rhymes.

Graphic Novels provide reading material in a popular, contemporary format, which is graphic rather than text based. This collection encourages use of the library and provides a visual medium which also appeals to reluctant readers, children and young adults with low literacy skills. Separate Junior and Young Adult/Adult Graphic novel collections are maintained in all branches.

9.0 Evaluation and maintenance

CCL's collections are constantly being assessed to ensure that a high standard of up-to date, relevant and attractive materials is provided for our community. The collection is managed using the following criteria:

- physical condition
- currency of information
- 'classic' or standard works
- demand/availability of title/subject
- local, regional, historical or cultural relevance
- availability of replacement items

Other considerations include:

- Renewal of existing stock balanced with acquisition of new content
- Potential to transfer stock between branches to increase its use
- Maintaining the accuracy of the database: Missing and lost items are regularly identified and removed from the database

CCL's collection is measured against the Local Government Performance Reporting Framework indicators. The benchmark for the Age of Collection is for 70% of items to have been purchased within the past 5 years.

9.1 Weeding (deselection) and disposal

Weeding is the ongoing program through which material is removed from a library's collection for withdrawal.

Weeding, like a decision to purchase, requires a conscious intellectual decision taking into account existing collections, demand, and the value of an item to the collection. CCL supports this process with CollectionHQ management software, system reports and trained staff.

Withdrawn material may be disposed of by offering it for sale to the public, giving it to charity, or by recycling. Items will not be weeded as a response to direct requests for particular items.

9.2 Repairs and replacements

In most cases worn items are replaced rather than repaired.

Replacement fiction or non-fiction titles are acquired if a title is in print, still popular or regarded as a classic or standard work and information is not dated.

DVDs sets with missing discs will be discarded and a replacement obtained if possible.

Audiobooks will have missing or damaged discs replaced, depending on the age and popularity of the item.

10.0 Review of Collection Development Policy

The Collection Development Policy will be reviewed every two years. If sections require updating, it should be reviewed by the CCL Leadership team and presented to the Board for acceptance into this policy.

Bibliography

Australian Bureau of Statistics, 2016 *census of population and housing: basic community profiles for the City of Casey and Cardinia Shire*

Australian Library and Information Association, (ALIA) *Elending Landscape report 2014.* ALIA, 2014

Australian Library and Information Association, (ALIA) *Statement on Free access to information* and *Statement on online content regulation*

Clayton, P & Gorman, G E., *Managing information resources in libraries: collection management in theory and practice,* Library Association, 2001.

Content and Access in Victorian Public Libraries: a Strategic Blueprint 2006-2010 endorsed by the Library Board of Victoria Advisory Committee on Public Libraries 21/7/2006.

Dollars, Sense and Public Libraries: the landmark study of the social-economic value of Victorian public libraries – a report for SLV & PLVN. SLV: March 2011.

Guidelines, Standards and Outcome Measures for Australian Public Libraries report 2016.

ALIA's Future of the Library and Information Science profession: Public Libraries Report 2017.

Appendix

[Guidelines, Standards and Outcome Measures for Australian Public Libraries Report 2016](#)

According to this report key considerations for public libraries in collection development and management include:

- Depreciation of physical collections: Library collections are considered to be fully depreciated in terms of monetary value after 7 years. In collection management terms, this is a simplified approach as useful lifespan varies considerably with different categories of library materials. Some items are of value to a library collection well beyond this time, while others need to be replaced within 1-3 years because they are either worn or out of date.

- Issues of asset ownership and depreciation related to e-content: Using recurrent budgets to access an increasing range of electronic resources; the challenges of digital rights management and demonstrating the value of access to content in return for license fees:

  "ALIA has noted that it is essential for libraries to establish their role and position in this new digital environment, so that library users can continue to enjoy access to a wide range of content. ALIA is actively contributing to discussions surrounding ebooks and elending at both international and national levels with the aim of finding mutually beneficial ways of public libraries and book industry stakeholders working together. ALIA was represented on the Federal Government's Book Industry Collaborative Council (BICC) which sought "to maintain a dialogue between the industry and government and to encourage collaboration between the supply chain sectors."

  [Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 Page 34](#)

- Standards for collection management; measuring quality as well as quantity; measuring usage and ensuring ease of use to access catalogues and electronic resources.

GENERAL BUSINESS

CC59/2020   COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

Throughout the disruptions caused by COVID – 19 CCL has regularly updated and shared it's Business Continuity Plan with Board Members and key stakeholders within the Member Councils.
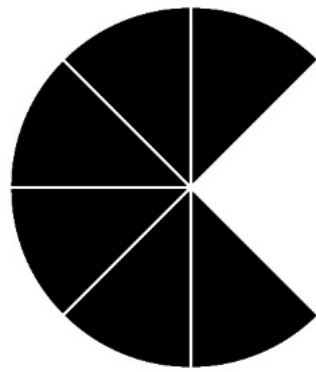
This practice will continue until services return to normal.

RECOMMENDATIONS

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

'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan 2020 – 2021

19 November, 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 170 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 and government directives

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 and Lucas Baker (Digital Ops Team).

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, Angie Peresso 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	8	Decline in revenue from funding partners
2	7	Changes to government policy
	7	Global warming - climate change
	7	Disruption of the partnership between Cardinia Shire Council and the City of Casey
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Domestic violence incident staff working from home
3	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
	6	Decline in visitation

Please see CCL's Risk Management Policy and Risk Management Plan for more information

Crisis Communications

Please see 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 2020. 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 Wi-Fi 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, 2020.

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 2020 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.

On 23 August, CCL made the difficult decision to suspend our Home Delivery Service in the absence of clear advice from DHHS. This news has been greeted with some dismay by library users.

On September 6, 2020, State Government released advice that public libraries in Metro Melbourne can resume Contactless Home Delivery, Click and Collect and Chute returns on September 14.

CCL re-established Contactless Home Delivery and reopened the return chutes on September 14. We launched Contactless Click and Collect on September 28.

The Premier's announcements on 27 September, 2020, do not have significant implications for public library services, however the continued downward trend in infections mean that further easing of restrictions in the coming weeks are highly likely.

On October 19, The Victoria Government eased restrictions on the movement of Melburnians (from 5km to 25Km radius of home) and outlined the plans for Step 3.

On October 26, 2020, The State Government announced easing of restrictions in Metro Melbourne, which mean that from November 9, CCL will be able to host up to 20 people in branches as well as facilitating click and collect and contactless home deliveries.

CCL opened 6 branches and the Cardinia Mobile to the community on November 9, in line with State Government directives. An updated COVIDSafe Plan adhering to the six COVIDSafe principles and Business Contingency Plan has been put in place.

Bunjil Place Library will open in line with the reset of the precinct from November 23, 2020.

There have been 0 new cases reported in Victoria for the last 20 days. It is highly likely that the cap on the number of people allowed in each of our buildings will be increased to 100 in line with the 3rd Step. There is still a lack of clarity about the maximum number of people allowed in each space and the maximum recommended dwell time for library visitors under directives for 3rd Step.

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

Collection

- More than 50,000 have been returned to the branches since November 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 16,500 packages of library items have been despatched). Suspended 23 August, resumed 14 September
- 'Click and Collect' ceased on 6 July and resumed 28 September as a contactless service. This service ceased being contactless from November 9 2020.
- Contactless Home Library Service will resume from November 9
- Return Chutes were closed on 31 July, reopened 14 September 2020

Social and Economic Inclusion

- Ask a Librarian phone service (launched 1 April)
- Ask a Librarian web chat (soft launch occurred after Anzac Day)
- Digital storytelling and program delivery – Library@Home will continue (launched 25 March)
- Continuation of home delivery services to Home Library Service Recipients via Australia Post
- Free Wi-Fi was switched back on across the library network on 1 June
- Social Media – writing competition (launched in April via social media and print media)
- Contactless print and collect service has been established.

Service Provision Innovation Projects

- Establishment of semi-automated Wi-Fi Log in for patrons, so that they can more easily access the branches while fulfilling COVIDSafe requirements.
- 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 22 June)
- CCL has ramped up outbound customer care calls to vulnerable eg aged customers.
- Upgraded printing system for library members

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.

Staffing

- CCL employees are working from home if they can, with the exception of those required

back in branch to facilitate frontline customer service, click and collect and home delivery services.

- Branches are operating under the Victorian Government's COVIDSafe principles
- Staff have been assigned to separate rosters and allocated to a 'Home' branch to reduce risk of cross infections
- Microsoft Teams is being used as the preferred online meeting tool and for online staff communications
- 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
- Currently 4 staff who have identified as high risk remain on long term leave
- Sunday Roster will not be reinstated until after restrictions are lifted and staff resources allow (likely end January 2021)
- CCL is providing staff access to Health and Wellbeing information, Mindfulness Apps and EAP
- Staff surveys are being conducted to keep a line of sight on staff wellbeing
- CEO is conducting 'Live Briefings' for all staff on a regular basis to keep people connected and informed.
- Recruitment of staff to fill existing vacancies has been undertaken with new staff commencing training and heavily subsidised traineeship places have been created.

Working from Home

- Staff working from home, work with their manager to maintain their fortnightly work plans
- 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
- 3 staff classified as high risk, with Medical Certificates, are working from home at this time

Response to COVID – 19 Infection

- A Business Contingency Plan has been established
- A COVID - 19 Positive Case Checklist (Staff or Community member) has been established for a rapid and thorough response to positive notification
- If a staff member is tested for COVID – 19 and upon confirmation of negative result (must be sighted) can return to work.
- If a staff member is confirmed as having COVID – 19 they will seek appropriate medical treatment and remain at home until cleared to return to work by DHHS
- Colleagues exposed to the infected staff member will be tested for COVID – 19 and upon confirmation of negative result (must be sighted) 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 fortnightly
- We continue to deliver services via digital platforms

- CMO has resumed operations each week from Monday – Friday plus a fortnightly Saturday service
- There continues to be a strong focus on good hygiene practices, physical distancing and cleaning regimes in line with COVIDSafe principles
- All branches will be open to the public from November 23 on a limited basis (Monday – Friday 10 – 4)

These elements are permissible under current State Government Directives.

Financial viability

CCL recorded a strong surplus in the 2019 – 20 Financial year.

The budget is on track with projections (October YTD)

The organisation is saving money through reduction in overtime (Sundays) and administration costs.

We are investing savings in systems and processes that will deliver longer term efficiency gains as well as valued community services such as Home Delivery.

We have also employed Trainees leveraging subsidies from State and Federal Government

Longer term financial viability is dependent on Member Council contributions.

Equipment and Resources

CCL has reprofiled program laptops for staff use to enable 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.

CC60/2019   MEETING SCHEDULE 2021

Report prepared by Chris Buckingham

Purpose

To provide the Board with the meeting schedule for Casey Cardinia Libraries (CCL) Board meetings in 2021.

Discussion

The Board is required to meet at least 'once every three months' under the terms of the Regional Library Agreement. Board meetings are generally held on the fourth Wednesday of the month commencing at 5.30pm. Before COVID-19 meetings locations alternated between City of Casey offices and Cardinia Shire offices.

The following dates are proposed:

Date	Host	Agenda Items
Wednesday 24 February 2021	Cardinia Shire	• Facilities Development Plan (draft) • Budget 2021 – 2022 (draft) • Annual Operating Budget 4-year Draft Estimate Budget (draft) • Library Plan 2021 – 2025 (draft)
Wednesday 28 April 2021	City of Casey	• Strategic Resources Plan (final draft) • Budget 2021 – 2022 (final draft) • 4-year Strategic Resource Plan (final draft)
Wednesday 23 June 2021	Cardinia Shire	• Procurement Policy • Library Plan 2021 - 2025 • Annual Action Plan 2021 - 2022
Wednesday 25 August 2021	City of Casey	• Year End Finance Report • Annual Report 2020 – 2021 (draft) - including Financial Reports • CEO's Performance Review – KPI's 2020 - 2021
Wednesday 27 October 2021 *	Cardinia Shire -	• *This is a placeholder for a meeting that is usually not required. **
Wednesday 24 November 2021	City of Casey	• Meeting Schedule 2021 • Budget 2022 – 2023(draft) • Risk Management Plan • Board Code of Conduct (draft)

* October Meeting will only proceed if deemed necessary by the Board.

Conclusion

Once adopted, this schedule of meetings for CCL will be forwarded to Member Councils for diary management purposes.

RECOMMENDATIONS

1. That the schedule of meeting dates and times for 2021 be agreed on and then forwarded to the Member Councils.

NEXT MEETING

Wednesday 24 February 2021, Cardinia Shire - TBC.