

**Casey  
Cardinia  
Libraries**

*'Inspiring spaces where everyone is free to discover possibilities'*

## **AGENDA**

**Board Meeting  
Wednesday 28 April 2021  
4.00pm**

Online Meeting via Teams

1. Present
2. Apologies
3. Acknowledgement of the Traditional Owners
4. Declaration of Conflicts of Interest
5. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Board Meeting held on 24 February 2021.

*Page No.*

6. Strategies/Plans
  - CC11/2021 Draft Library Plan 2021 – 25 3
  - CC12/2021 Draft Budget 2021 – 22 4
7. Officers' Reports
  - CC13/2021 Finance 6
  - CC14/2021 Building and Facilities
  - CC15/2021 Information, Digital Services and Technology 12
  - CC16/2021 People and Culture 14
  - CC17/2021 Operational Performance 16
  - CC18/2021 Customer Experience 20
8. General Business
  - CC19/2021 Correspondence 25
  - CC20/2021 COVID-19 Business Continuity Plan 26
  - CC21/2021 CCL 25<sup>th</sup> Birthday Celebrations 27
  - CC22/2021 CCL Service Review 28
9. In-Camera
  - CC23/2021 Employment Matter 29
10. Next Meeting 30

## STRATEGIES/PLANS

CC11/2021      DRAFT LIBRARY PLAN 2021 – 25

*Report prepared by – Chris Buckingham*

### Purpose

To present the Board with CCL draft Library Plan 2021 – 25 for endorsement.

*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 – 25 Framework was noted at the February Board meeting.

The final draft of the CCL 2021 – 25 Library Plan incorporates the strategies articulated in the Framework and has been tested through further consultation with staff, community and stakeholders.

The CCL Library Plan 2021 – 25 will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs.

---

## RECOMMENDATIONS

1. That the Board endorses the CCL Draft Library Plan 2021 – 25.
2. That CCL forward the endorsed Library Plan 2021 – 25 to the Member Councils for adoption.

Casey  
Cardinia  
Libraries

## Library Plan 2021–2025



'Inspiring spaces where  
everyone is free to  
discover possibilities'



Casey  
Cardinia  
Libraries

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

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

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

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

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

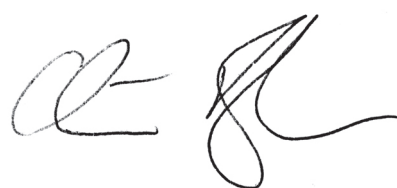
We look forward to the next four years and the implementation of this new Library Plan with optimism and confidence.

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

Regards



Cr Jeff Springfield  
Chairperson



Chris Buckingham  
CEO

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

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

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

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

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

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



# The role of libraries.

---

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



### United Nations Sustainable Development Goals

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

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

Goal 1: No poverty.

Goal 3: Good health and well-being.

Goal 4: Quality education.

Goal 5: Gender equality.

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Goal 10: Reduced inequalities.

Goal 11: Sustainable cities and communities.

Goal 13: Climate action.

Goal 16: Peace, justice and strong institutions.

Goal 17: Partnerships for the goals.

### SUSTAINABLE DEVELOPMENT GOALS



### Strategic Plan

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

The Strategic Plan brings together insights and feedback from:

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



## We are growing

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

## We are young

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



## We are diverse

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

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



## COVID-19

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

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

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

## Diverse, growing community

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

## Member Councils & Local Government Act 2020

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

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

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

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

## Digital engagement – Bridging the Divide

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

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

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

## Health and Wellbeing

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

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

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

## Climate change and sustainability

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

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

CCL are committed to the State Government's Take 2 sustainability program and will continue to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

## 5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

## 5.2 Mission

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

## 5.3 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

## 5.4

## Services we deliver

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

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

In 2020 – 2021, we delivered:

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

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

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

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

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



## Our partners

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

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

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

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

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

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

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

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

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







## 6

## Where we are now

### 6.1

### The difference we make

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

Our libraries also:

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

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

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

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

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



# Strategic Area 1: A Place to Gather and Learn

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

Objectives	Actions	Outcomes and measures
<b>Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information</b>	<ul style="list-style-type: none"><li>Strengthen the accessibility of library branches</li><li>Strengthen accessibility of digital platforms</li><li>Offer a broad range of opening hours that meet community needs</li><li>Implement the Customer Experience Framework</li><li>Implement the Social Inclusion Strategy</li></ul>	<ul style="list-style-type: none"><li>People feel safe and welcome</li><li>People can easily access library services how and when they need them (location, opening hours, physical spaces)</li><li>People who visit our branches feel happier</li><li>People can easily access our digital platforms</li></ul>
	<ul style="list-style-type: none"><li>Provide free access to Wi-Fi and ICT within library branches</li><li>Provide free access to a popular and well used collection</li><li>We do not charge overdue fines</li></ul>	<ul style="list-style-type: none"><li>Communities have free access reading materials, information, physical and digital resources</li></ul>

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

Objectives	Actions	Outcomes and measures
<b>Bridging the Digital Divide</b>	<ul style="list-style-type: none"><li>Provide digital resources that encourage safe adoption of technology in our community</li><li>Increase digital literacy in our community with through programming, services, and digital resources</li><li>Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi</li><li>CCL work with key partners to help bridge the digital divide in our community</li></ul>	<ul style="list-style-type: none"><li>Increase in the range of Information Communication Technology (ICT) resources available for community use</li><li>More community members are able to safely and freely access digital information and collections</li><li>Levels of digital literacy and inclusion increase in our community</li></ul>
	<ul style="list-style-type: none"><li>Lift staff capacity to support community to access information and programming</li><li>Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information</li></ul>	<ul style="list-style-type: none"><li>Staff feel confident in their ability so support communities to access resources</li><li>Digital improvements are reviewed regularly and funded appropriately</li></ul>



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

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





Strategic Area 2:

Partnership and innovation

to achieve shared goals

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

Objectives	Actions	Outcomes and measures
<b>Support councils to make evidence-based decisions about investment in library services</b>	<ul style="list-style-type: none"><li>Strengthen data collection, management and reporting</li><li>Support councils in their strategic decision making with relevant quantitative and qualitative evidence</li></ul>	<ul style="list-style-type: none"><li>Enhanced data collection and reporting</li><li>Councils make evidence-based decisions in relation to library infrastructure that meet our community needs</li></ul>
<b>Strengthen partnerships with Member Councils to support shared goals including program delivery and infrastructure design</b>	<ul style="list-style-type: none"><li>Explore and invest in joint planning and programming across councils</li><li>Explore new service delivery models that utilise shared digital and physical assets</li></ul>	<ul style="list-style-type: none"><li>Increase in the number of joint programs and services</li><li>Joint service delivery models are regularly considered</li><li>Council teams are supported to consider, develop and deliver new library infrastructure</li></ul>

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

Objectives	Actions	Outcomes and measures
<b>Develop partnerships that enhance learning, knowledge and wellbeing in our communities</b>	<ul style="list-style-type: none"><li>Strengthen partnerships with community organisations to increase access to information and knowledge</li><li>Work with partners to deliver library services and programming to a wider audience</li><li>Partnerships are reviewed annually to ensure the community benefits</li><li>Deepen engagement with education providers to facilitate clear learning pathways for our communities</li></ul>	<ul style="list-style-type: none"><li>Increase in the number of joint programs and services provided to our community</li><li>Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li></ul>
<b>Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium</b>	<ul style="list-style-type: none"><li>Continue to actively engage with PLV and Libraries Victoria Consortium</li></ul>	<ul style="list-style-type: none"><li>CCL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria</li><li>CCL is an active member of the Libraries Victoria Consortium</li></ul>

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

# Strategic Area 3:

## Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

Objectives	Actions	Outcomes and measures
<b>Community connections strengthened through our programming and partnerships</b>	<ul style="list-style-type: none"><li>• Deliver programs and services across the region that strengthen social connection</li><li>• Partner with council teams and community organisations to engage our community through programs and outreach activities</li><li>• Support the Friends of CCL to engage with and promote CCL to the wider community</li></ul>	<ul style="list-style-type: none"><li>• Communities are connected through the library to council and community programs and services</li><li>• CCL, Councils and community organisations are able to reach a larger, more diverse community</li><li>• Communities are actively engaged and consulted in CCL’s development.</li><li>• Community connections are strengthened</li></ul>

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

Objectives	Actions	Outcomes and measures
<b>Actively encourage health and wellbeing in our community</b>	<ul style="list-style-type: none"><li>• Work with council teams and community partners to enhance health and wellbeing</li><li>• Deliver programs and services that support communities to strengthen their health and wellbeing</li><li>• Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection</li><li>• Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living</li><li>• Align CCL services with Member Councils’ municipal public health and wellbeing plans</li></ul>	<ul style="list-style-type: none"><li>• Increase in the number of programs and services that support health and wellbeing</li><li>• Communities are connected through the library to council and community health and wellbeing services</li><li>• Communities access information and programs that support health and wellbeing</li><li>• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region.</li><li>• Library users are healthier and more knowledgeable about their own wellbeing</li></ul>



## Strategic Area 3: Facilitate community connection and wellbeing

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





# Strategic Area 4: Organisational excellence

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

Objectives	Actions	Outcomes and measures
<b>Integrate CCL values throughout the organisation</b>	<ul style="list-style-type: none"><li>Recognise and celebrate staff who live CCL’s values</li><li>Work with all library team members to reinforce CCL’s values</li></ul>	<ul style="list-style-type: none"><li>Staff embrace CCL’s values and incorporate them into their day to day work</li></ul>
<b>Partner with community to design and strengthen positive impact of library services</b>	<ul style="list-style-type: none"><li>Involve community in making key decisions about CCL’s infrastructure, services and programming</li><li>Engage regularly with Friends of CCL to review and develop library initiatives</li></ul>	<ul style="list-style-type: none"><li>Community have the opportunity to contribute to library planning</li></ul>
<b>Strengthen staff capacity to innovate and respond effectively to community needs</b>	<ul style="list-style-type: none"><li>Encourage staff to work to their strengths</li><li>Provide staff with opportunities to co-design services and programs</li><li>Provide staff with regular updates on CCL’s performance, including community feedback</li><li>Strengthen capacity of staff to engage and support the community</li><li>CCL is an inclusive employer</li></ul>	<ul style="list-style-type: none"><li>Staff have the opportunity to contribute to library planning</li><li>Staff are informed about CCL’s planning and priorities</li><li>Staff feel confident in their ability to engage and support customers</li><li>CCL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve</li></ul>

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

Objectives	Actions	Outcomes and measures
<b>Know and understand our impact</b>	<ul style="list-style-type: none"><li>Explore opportunities to strengthen data collection within CCL</li><li>Work with partners to track and understand CCL’s impact across council goals</li><li>Report on CCL’s impact annually</li></ul>	<ul style="list-style-type: none"><li>CCL regular collects and reports on its impact</li><li>CCL’s board, council staff and community organisations are aware of CCL’s impact</li></ul>
<b>Seek funding opportunities that enhance our capacity to support the community</b>	<ul style="list-style-type: none"><li>Apply for funding and grant opportunities</li><li>Raise funds through donations and sponsorships from our community</li></ul>	<ul style="list-style-type: none"><li>Additional services and programs are delivered as a result of funds raised</li></ul>

## Strategic Area 4: Organisational excellence

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



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

**”**



## 8 Key performance indicators

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

## 9 Measurement methods

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

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

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

*For more detail:*

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

## 9.1 Our key measure outputs

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

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

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

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

This plan is informed by:

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





For more information about  
Casey Cardinia Libraries visit



[ccl.vic.gov.au](http://ccl.vic.gov.au)



[information@cclc.vic.gov.au](mailto:information@cclc.vic.gov.au)



1800 577 548



[@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)



[@CasCarLibraries](https://twitter.com/CasCarLibraries)



[@CaseyCardiniaLibraries](https://www.instagram.com/CaseyCardiniaLibraries)



Casey  
Cardinia  
Libraries

CC12/2021 DRAFT BUDGET 2021 – 22

*Report prepared by Emily Ramaswamy*

**Purpose**

To present the Board with Casey Cardinia Libraries Draft Budget 2021 – 22 for adoption.

*CCL Library Plan reference – 5.3*

**Discussion**

The Library Budget for the 2021 – 22 financial year was prepared following input from Member Council Officers, 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 – 21 financial year. It was developed in line with the request from Member Councils to tie the increase in total Council Contributions to the Rate Cap (1.5%).

CCL presented the draft Budget 2021 – 22 to the Board at the meeting on February 24, it was resolved that:

- 1. That the Board endorse the Draft CCL Budget 2021 – 22.*
- 2. That CCL forward the Draft Library Budget 2021 – 22 to member councils for approval prior to final adoption by the Board.*

Member Councils were provided the Budget with the updated funding split based on the Regional Library Agreement Funding Formula.

- 2.2 Councils will share the combined total general operating costs of all service points across the region according to an average percentage of regional loans and population (as per Australian Bureau of Statistics) for each municipality. General operations include lending services, branch administration, reference, outreach, local history, youth and adult services.

Please see tables below:

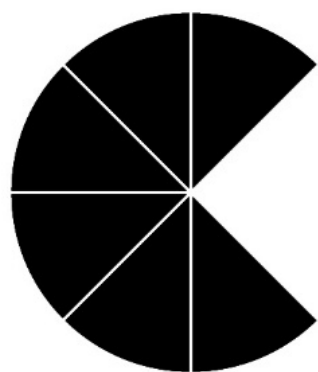
Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 28 April 2021

	2020-21			2021-22		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.230%</b>	<b>25.770%</b>		<b>74.049%</b>	<b>25.951%</b>
<b>Income</b>						
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018
<b>State Government Funding</b>						
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880
<b>Expenditure</b>						
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271
Administration	572,967	425,313	147,654	606,218	448,898	157,320
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183
<b>Capital Expenditure</b>						
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962
Motor Vehicles	38,500	28,579	9,921	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,037	56,437
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582
Population	416,064	316,233	99,831	506,715	380,531	126,184
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264
<b>Council Cont</b>	<b>8,642,856</b>	<b>6,415,592</b>	<b>2,227,264</b>	<b>8,772,499</b>	<b>6,495,948</b>	<b>2,276,551</b>
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%

## RECOMMENDATIONS

1. That the Board notes the Member Council funding split for CCL Budget 2021 – 22.
2. That the Board notes CCL will adopt the CCL Budget 2021 – 22 after the Member Councils advise formal approval of the Budget.



**Casey  
Cardinia  
Libraries**

*'Inspiring spaces where everyone is free to discover possibilities'*

# **Budget 2021 – 2022**

Endorsed: 24 February, 2021

Updated: 21 April 2021

## Contents

Our Vision .....	3
Our Mission .....	3
Our Values and Guiding Behaviours.....	3
Our Approach .....	4
1.0 Executive Summary .....	5
Income.....	6
Expenditure.....	7
2.0 Budgeted Financial Statements 2021–2022 .....	8
3.0 Notes to the Budgeted Financial Statements 2021–2022.....	12
1 – Council Contributions.....	12
2 – State Government Grants .....	13
3 – Staff Resources .....	13
4 – Information & Communications Technology (ICT) .....	14
5 – Library Resources and Materials.....	15
4.0 Member Council Contributions 2021–2022 .....	16
5.0 Non–Financial Resources .....	17
6.0 Schedule of Fees and Charges: 2021–2022.....	18



## 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

## 1.0 Executive Summary

The 2021 – 22 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board at the November 2020 Board meeting.

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

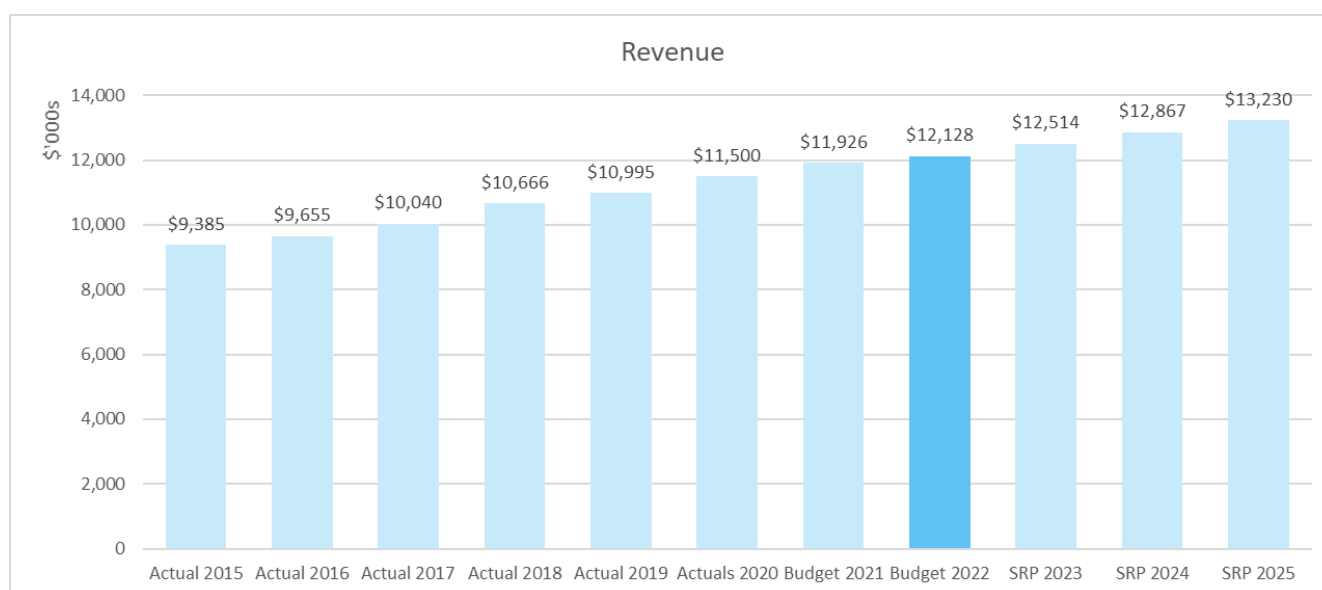
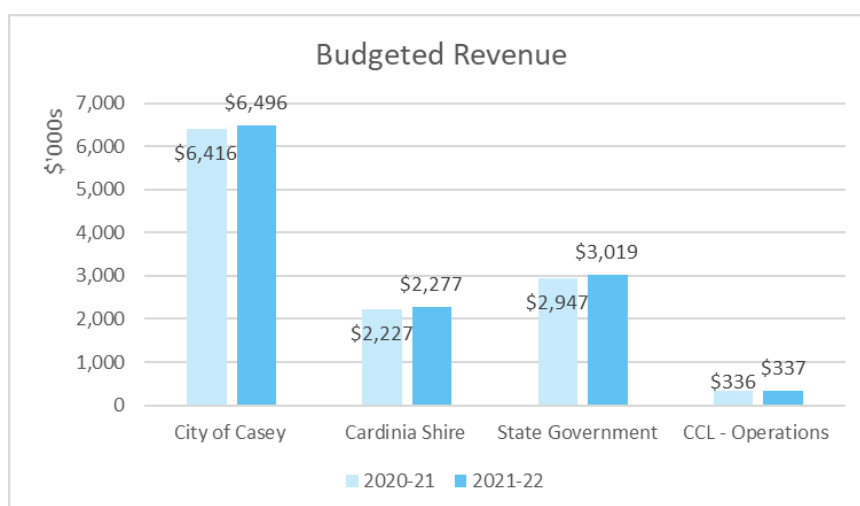
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

The 2021-22 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2021. Further lockdowns due to the COVID-19 pandemic will have an effect on the budgeted figures, but any savings obtained due to branch closures would offset and expected loss of income.

The City of Casey and Cardinia Shire Council acknowledge that the budgeted deficit of \$318,678 for FY2022 will result in a draw down on reserves, to be partially offset by savings achieved throughout the 2020 and 2021 financial years.

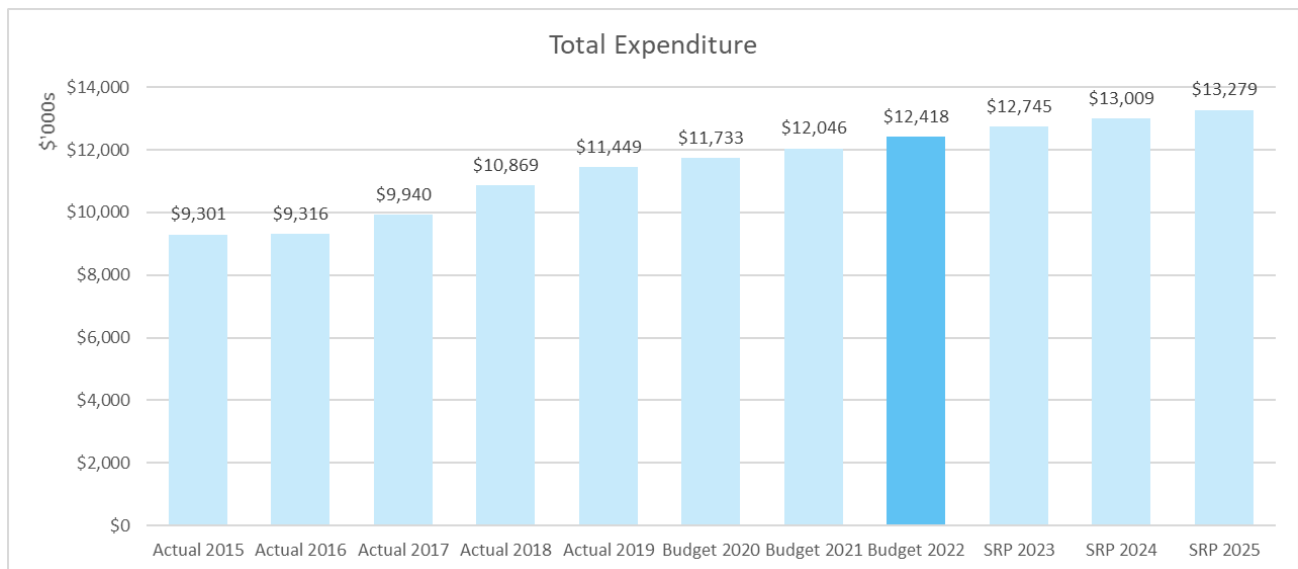
## Income

	Actuals	Budget	Budget
	2019-20	2020-21	2021-22
City of Casey	6,198,639	6,415,592	6,495,948
	54.11%	53.79%	53.56%
Cardinia Shire	2,164,866	2,227,264	2,276,551
	18.90%	18.68%	18.77%
State Government	2,883,244	2,947,127	3,019,025
	25.17%	24.71%	24.89%
CCL - Operations	209,830	336,043	336,906
	1.83%	2.82%	2.78%
<b>Total Income</b>	<b>11,456,579</b>	<b>11,926,026</b>	<b>12,128,430</b>



## Expenditure

	2019-20	2020-21	2021-22
Employee Costs	8,149,726	8,842,315	9,110,268
IT & Communications	767,693	737,593	752,345
Promotions & Marketing	125,651	135,160	139,766
Administration	432,385	572,967	606,218
Library Materials	1,476,471	1,530,653	1,591,879
Furniture & Equipment	216,672	227,200	217,474
Total Expenditure	11,168,598	12,045,888	12,417,951



## 2.0 Budgeted Financial Statements 2021–2022

Comprehensive Income Statement For the Years ending June 30			
	Note	Budget 2020–21	Budget 2021–22
<b>Revenue</b>			
Council Contributions	1	8,642,856	8,772,499
State Government Grants	2	2,771,127	2,839,505
CFC Grant Funding		176,000	179,520
Interest on Investments		37,500	33,750
Other income	3	298,543	303,156
Total Income		11,926,026	12,128,430
<b>Expenditure</b>			
Employee Costs	4	8,842,315	9,110,268
CFC Expenditure		25,320	18,800
IT & Communications	5	737,593	752,345
Library Materials	6	317,220	382,051
Promotions & Marketing		135,160	139,766
Administration		572,967	606,218
Depreciation		1,430,760	1,456,459
Total Expenditure		12,036,015	12,447,108
Net Gain(loss) disposal of plant & Equipment		0	0
Total comprehensive result		(109,989)	(318,678)





Balance Sheet		
As at June 30		
	Budget	Budget
	2020-21	2021-22
	\$	\$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash Asset	70,000	70,000
Financial Assets	3,247,058	2,930,387
Receivables	66,482	50,000
Inventories		
	3,383,540	3,050,387
<b>Non-Current Assets</b>		
Fixed Assets	4,207,555	4,178,398
Right-of-use assets	131,755	107,783
<b>TOTAL ASSETS</b>	<b>7,722,849</b>	<b>7,336,567</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	526,226	430,495
Lease Liabilities	26,661	26,661
Employee Entitlements	1,590,912	1,638,640
	2,143,800	2,095,796
<b>Non-Current Liabilities</b>		
Employee Entitlements	110,563	113,880
Lease Liabilities	109,477	86,560
<b>TOTAL LIABILITIES</b>	<b>2,363,840</b>	<b>2,296,236</b>
<b>NET ASSETS</b>	<b>5,359,009</b>	<b>5,040,331</b>
<b>EQUITY</b>		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,307,770	2,989,092
<b>TOTAL EQUITY</b>	<b>5,359,009</b>	<b>5,040,331</b>

**Statement of Change in Equity**  
**As at June 30**

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2021</b>			
Bal at the beginning of the financial year	5,468,998	3,417,759	2,051,239
Comprehensive result	(109,989)	(109,989)	
<b>Balance at end of financial year</b>	<b>5,359,009</b>	<b>3,307,770</b>	<b>2,051,239</b>
<b>2022</b>			
Bal at the beginning of the financial year	5,359,009	3,307,770	2,051,239
Comprehensive result	(318,678)	(318,678)	
<b>Balance at end of financial year</b>	<b>5,040,331</b>	<b>2,989,092</b>	<b>2,051,239</b>

**Statement of Capital Works**  
**For the Years ending June 30**

	Budget 2020-21	Budget 2021-22
<b>Capital Expenditure</b>		
Library Materials	1,213,433	1,209,828
Motor Vehicles	38,500	0
Furniture & Equipment **	188,700	217,474
	<b>1,440,633</b>	<b>1,427,302</b>

**Statement of Human Resources**  
**For the years ending June 30**

	Budget 2020-21	Budget 2021-22
<b>Staff Expenditure</b>		
Employee costs - Operating	8,842,315	9,110,268
<b>Total Staff Expenditure</b>	<b>8,842,315</b>	<b>9,110,268</b>
	EFT	EFT
Staff Numbers	98	96
Permanent full time	29	34
Permanent part time	123	128

Statement of Cash Flows		
Year ended June 30, 2021-2025		
	Budget 2020-21 \$	Budget 2021-22 \$
<b>Cash Flow from Operating Activities</b>		
<b>Income from:</b>		
Council Contributions	8,642,856	8,772,499
Government Grants	2,947,127	3,019,025
Interest Income	37,500	33,750
Overdue Fines	0	0
Other Income	298,543	303,156
	11,926,026	12,128,430
<b>Payments for:</b>		
Employee Costs	8,842,315	9,110,268
Library Materials	317,220	382,051
Computer Services	737,593	752,345
Other Costs	735,277	773,134
	10,632,405	11,017,799
Net Cash Inflow from Operating Activities	1,293,621	1,110,631
<b>Cash Flow from Investing Activities</b>		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,440,633)	(1,427,302)
<b>Net Cash (Outflow) from Investing Activities</b>	<b>(1,440,633)</b>	<b>(1,427,302)</b>
Net Increase/Decrease in Cash	(147,011)	(316,671)
Cash at the beginning of the year	3,464,069	3,317,058
<b>Cash Held at End of Year</b>	<b>3,317,058</b>	<b>3,000,387</b>

## 3.0 Notes to the Budgeted Financial Statements 2021-2022

### 1 – Council Contributions

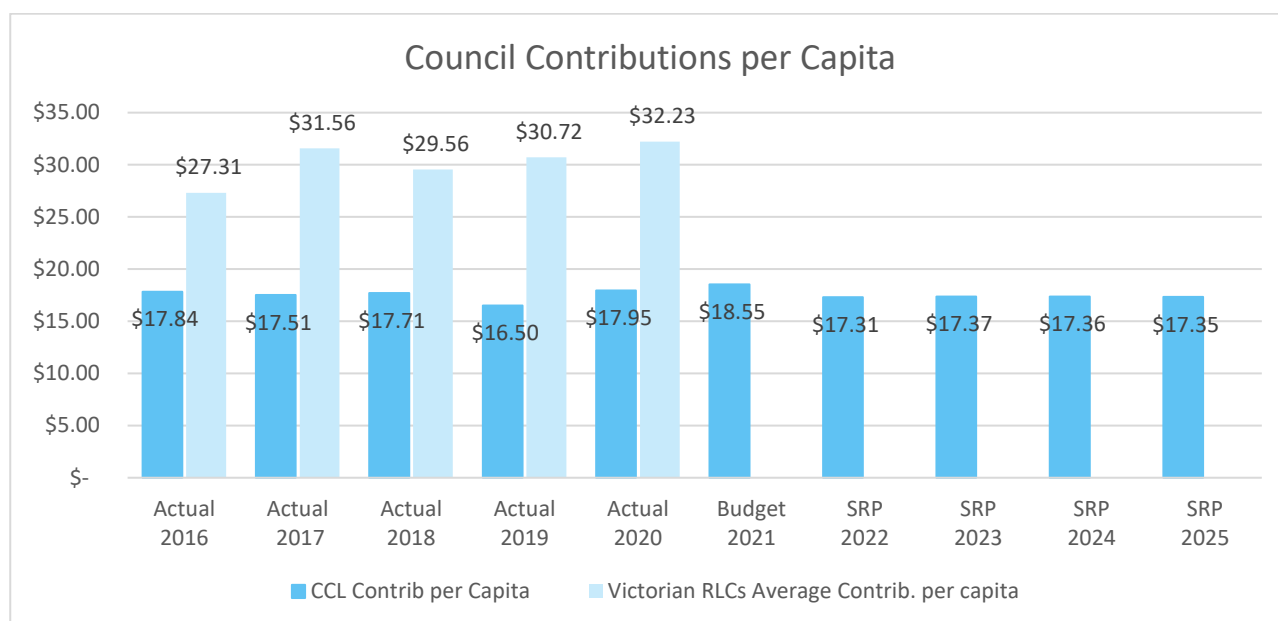
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2020. (ABS figures released 25 March 2021).

Contribution Allocation	Casey	Cardinia
Population	75.833%	24.167%
Usage	72.265%	27.735%
Average	74.049%	25.951%

Councils Contribution	Budget 2020-21	Budget 2021-22
Population	466,031	506,715
Councils Contribution	8,642,856	8,772,499
Average Contrib per Capita	\$18.55	\$17.31
2020 Victorian RLCs Average Contribution per capita	\$ 32.23	

\*\*Forecast population estimate source <https://forecast.id.com.au>

\*Regional Library Corporations include – West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.



## 2 – State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2021. The state funding is primarily calculated on population and in FY2020 & FY2021 received a 2.5% increase.

State Funding	Budget 2020-21	Budget 2021-22
Population	466,031	506,715
State Funding	2,947,127	3,019,025
Average Contrib per Capita	\$6.32	\$5.96

## 3 – Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement is in effect until 24th November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2022 budget have been based on CCL being able to operate business as usual from 1 July 2021.

Not included in the 2022 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 104.5% as at 30 September 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020 and was due to be completed by 31 December 2020. It has not been distributed at this point.

Human Resources	Budget 2020-21	Budget 2021-22
Employee Costs	8,842,315	9,110,268
Total Staffing EFT	98	96
% of total expenditure	73.41%	73.36%
Population	466,031	506,715
Expenditure per capita	\$18.97	\$17.98
2020 State Average Expenditure per capita		\$26.37



#### 4 – Information & Communications Technology (ICT)

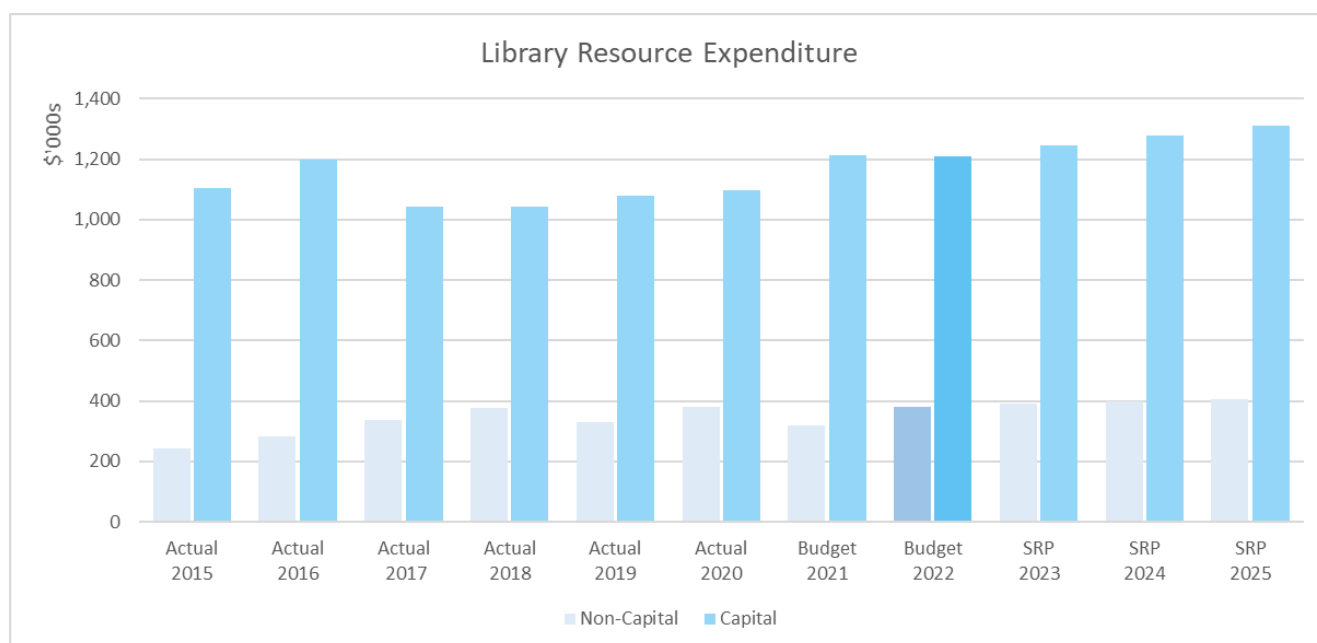
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2020-21	Budget 2021-22
Telecommunications	36,225	36,950
Data Communications	265,200	270,504
ILMS	187,680	191,434
Computer Software & Support	248,488	253,458
<b>Total ICT</b>	<b>737,593</b>	<b>752,345</b>
 % of total expenditure	 6.94%	 6.83%
Population	466,031	506,715
Expenditure per capita	\$1.58	\$1.48

## 5 – Library Resources and Materials

CCL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Budget 2020-21	Budget 2021-22
Non-Capital	317,220	382,051
Capital	1,213,433	1,209,828
<b>Total Library Resources</b>	<b>1,530,653</b>	<b>1,591,879</b>
% of total expenditure	14.40%	14.45%
Population	466,031	506,715
Expenditure per capita	\$3.28	\$3.14
2020 State Average Expenditure per Capita		\$6.06



## 4.0 Member Council Contributions 2021-2022

Contribution Allocation	2020-21			2021-22		
	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.230%</b>	<b>25.770%</b>		<b>74.049%</b>	<b>25.951%</b>
<b>Income</b>						
Operations Income	298,543	221,609	76,935	303,156	224,484	78,672
Interest on Investments	37,500	27,836	9,664	33,750	24,992	8,758
CFC funding	176,000	130,645	45,355	179,520	132,933	46,587
Sub Total	512,043	380,090	131,954	516,426	382,408	134,018
<b>State Government Funding</b>						
Premiers Reading Challenge	60,000	44,538	15,462	60,600	44,874	15,726
State Subsidy	2,575,571	1,911,846	663,725	2,639,960	1,954,864	685,096
Local Priorities	135,556	100,623	34,933	138,945	102,888	36,058
Total State Funding	2,771,127	2,057,008	714,119	2,839,505	2,102,625	736,880
<b>Expenditure</b>						
Employee Costs	8,842,315	6,563,650	2,278,665	9,110,268	6,746,063	2,364,206
IT & Communications	737,593	547,515	190,078	752,345	557,104	195,241
Library Materials	317,220	235,472	81,748	382,051	282,905	99,146
Programs & Marketing	135,160	100,329	34,831	139,766	103,496	36,271
Administration	572,967	425,313	147,654	606,218	448,898	157,320
	10,605,255	7,872,281	2,732,974	10,990,649	8,138,465	2,852,183
<b>Capital Expenditure</b>						
Library Material	1,213,433	900,731	312,702	1,209,828	895,866	313,962
Motor Vehicles	38,500	28,579	9,921	0	0	0
Furniture & Equipment	188,700	140,072	48,628	217,474	161,037	56,437
	1,440,633	1,069,382	371,251	1,427,302	1,056,903	370,399
Total Expenses Core Library Service	12,045,888	8,941,662	3,104,225	12,417,951	9,195,368	3,222,582
Population	416,064	316,233	99,831	506,715	380,531	126,184
Council Cont Prev Yr	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264
<b>Council Cont</b>	<b>8,642,856</b>	<b>6,415,592</b>	<b>2,227,264</b>	<b>8,772,499</b>	<b>6,495,948</b>	<b>2,276,551</b>
Council Contrib. increase on prior year	3.34%	3.50%	2.88%	1.50%	1.25%	2.21%



## 5.0 Non-Financial Resources

Library buildings and the mobile library are owned and maintained by individual Councils.

There are five service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

## 6.0 Schedule of Fees and Charges: 2021-2022

1. Replacement membership cards: \$3.30 to replace a lost card.
2. Replacement single disks (from sets): A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. Lost or damaged items: A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
4. Libraries Victoria Lost or damaged processing: \$5.00 processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
5. Computers and Electronic Resources: Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
6. Photocopying and printing:

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ ( <i>per single sided page</i> )	A4 \$1.00 ( <i>per single sided page</i> )	All sizes and colours
A3 30¢ ( <i>per single sided page</i> )	A3 \$1.50 ( <i>per single sided page</i> )	Free per page

7. Inter Library Loans:  
Tertiary/ Special and other charging libraries **\$16.50**  
Victorian Public Libraries and other non-charging public libraries **\$5.00**  
Libraries Victoria Items are free
8. Other Charges:  
Library Bags (New member Free), Replacement Bags **\$2.00**  
Ear Buds **\$2.00**  
USB Sticks **\$10.00**  
Book clubs (per annum) **\$100.00**
9. Library Meeting Room Hire:  
General Rate: **\$30.00 per hour**  
Community Rate: **\$5.00 booking fee**  
(Conditions apply – refer to the Bookings Policy)  
  
Creative Rate: **\$15.00 per hour**  
Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

**Local History Schedule of Reproduction Fees**

As the custodian of the Casey-Cardinia Local History Archive, CCL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee.** CCL does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner.

The fees stated below are for the publication of ONE item for ONE specified purpose. If another use is required, a new application must be made. A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
<b>A4 20¢</b> <i>(per single sided page)</i>	<b>A4 \$1.00</b> <i>(per single sided page)</i>	<b>Hi Resolution \$11.00</b>
<b>A3 30¢</b> <i>(per single sided page)</i>	<b>A3 \$1.50</b> <i>(per single sided page)</i>	<b>Low Resolution \$5.50</b>

Casey Cardinia Libraries  
Locked Bag 2400, Cranbourne, 3977

Telephone: 5990 0100

[ccl.vic.gov.au](http://ccl.vic.gov.au)

 [@CaseyCardiniaLibraries](https://www.facebook.com/CaseyCardiniaLibraries)

 [@CasCarLibraries](https://twitter.com/CasCarLibraries)



## OFFICERS' REPORTS

### CC13/2021 FINANCE

*Report prepared by Emily Ramaswamy*

#### Purpose

To provide the Board an update on CCL's financial performance as at 31 March 2021.

*CCL Library Plan reference - 5.3*

#### Discussion

Income Statement Month Ended 31 March 2021	Total				% Actual
	Budget	Budget YTD	Actual YTD		Vs
	2020-21	March 2021	March 2021	Variance	Budget
<b>Income</b>					
Council Contributions	8,642,856	6,482,142	6,482,142	0	0.0%
Government Grants	2,771,127	2,771,127	2,771,087	(40)	(0.0%)
CfC Funding	176,000	109,155	159,693	50,538	46.3%
Interest on Investments	37,500	28,125	12,589	(15,536)	(55.2%)
Other Income	298,543	223,908	112,487	(111,420)	(49.8%)
<b>Total Income</b>	<b>11,926,026</b>	<b>9,614,457</b>	<b>9,537,998</b>	<b>(76,458)</b>	<b>(0.8%)</b>
<b>Expenditure</b>					
Employee Costs	8,842,315	6,179,553	5,913,170	266,383	4.3%
IT & Communications	737,593	457,532	494,258	(36,725)	(8.0%)
Library Materials	317,220	294,889	337,592	(42,703)	(14.5%)
Promotions & Marketing	95,160	71,370	84,592	(13,222)	(18.5%)
Administration	612,967	455,482	306,626	148,856	32.7%
Depreciation	1,430,760	944,307	1,034,448	(90,141)	(9.5%)
<b>Total Expenditure</b>	<b>12,036,015</b>	<b>8,403,133</b>	<b>8,170,686</b>	<b>232,447</b>	<b>2.8%</b>
Net Gain(loss) disposal of plant & equipment	0	0	2,045	2,045	
<b>Net result for the reporting period</b>	<b>(109,989)</b>	<b>1,211,324</b>	<b>1,369,358</b>	<b>158,034</b>	<b>13.0%</b>

#### Income

CFC Funding is currently \$50k ahead of budget, but this is solely due to the timing of contracted funds being processed early. CFC contracts for FY2021 confirmed as \$179k total (3k more than budgeted).

Interest on investments is currently \$15k under budget, due to the lower than anticipated interest rates available on term deposits. Interest for the year expected to reach \$18,000 (\$19k short of budget).

Other Income is currently \$110k less than budget, due to the branches being closed to the public during the first five months of the year and having restricted opening hours until 31<sup>st</sup> January. This loss of revenue is largely offset by an underspend in administration expenses. Other income is expected to reach \$140k by end of financial year based on monthly photocopying revenue returning to pre-covid levels. CCL are currently still applying for several grants that will increase this number if successful.

### **Expenditure**

Employee Costs is currently \$260k under budget. \$60k of this is related to the timing of Parental Leave payments and will be incurred by end of financial year. Employee costs are expected to land at least \$150k better than budget, due to the savings achieved during the first half of the year whilst CCL was closed to the public and the significant reduction of staff leave balances.

IT & Communications is currently \$36k over budget, of which \$25k is purely timing. As part of our COVID response, we have chosen to accelerate projects and service delivery options into the 2020 calendar year that has increased the year-to-date actuals, over our estimated budget timeline. There were unbudgeted costs incurred in relation to the diversion of the telephone system during the branch closure period earlier in the year, most of which has been offset with savings in other areas, but it is expected that ICT costs will reach \$745k for the financial year.

Library Materials is currently \$43k over budget, in line with the Board approved shift of \$43k from Capital Expenditure to Operational Expenditure at the November 2020 meeting.

Administration is currently \$150k under budget due the branches being closed to public and reduced opening hours in the first half of the financial year. A slower return to branches from the public has resulted in further savings in areas such as photocopying and stationary in the past 2 months. It is expected that Administration Costs will finish the year close to \$100k better than budget, helping to offset the reduced revenue from printing and meeting room hire.

<b>Capital Expenditure</b>	<b>Total</b>			<b>% Actual</b>	
<b>Month Ended 31 March 2021</b>	<b>Budget</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Vs</b>	
	<b>2020-21</b>	<b>March 2021</b>	<b>March 2021</b>	<b>Variance</b>	<b>Budget</b>
Library Materials	1,213,433	978,220	842,182	136,039	13.9%
Motor Vehicles	38,500	0	0	0	0.0%
Furniture & Equipment	188,700	141,525	51,437	90,088	63.7%
<b>Capital Exp. for the reporting period</b>	<b>1,440,633</b>	<b>1,119,745</b>	<b>893,619</b>	<b>226,127</b>	<b>20.2%</b>

### **Capital Expenditure**

Library Materials is currently \$136k under budget, \$93k of this relating to timing. The impact of COVID-19 has meant that purchasing of physical stock has been delayed further than was previously anticipated. The Premiers Reading Challenge purchasing was delayed by 2 months due to the PRC Titles list only being released in April. The YTD underspend has been committed is awaiting delivery at this point.

Furniture & Equipment is currently \$90k under budget due to difficulty acquiring IT equipment during the COVID-19 pandemic and items currently being placed on back-order. It is expected that the required equipment will be purchased in the coming months and will fall in line with budget by the end of the financial year.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Digital Operations</b>			
February Statement	29/01/2021	Kmart - Fountain Gate - Video Lighting	\$104.00
	3/02/2021	Banggood - Patron Kiosk Equipment	\$489.12
	4/02/2021	Amazon - Amazon Web Services	\$426.58
	5/02/2021	Adobe - Adobe Creative Cloud	\$429.39
	5/02/2021	Microsoft - Microsoft Azure	\$24.93
	8/02/2021	Amazon Marketplace - Patron Kiosk Equipment	\$27.85
	10/02/2021	Amazon Marketplace - Patron Kiosk Equipment	\$22.88
	10/02/2021	Amazon Marketplace - Patron Kiosk Equipment	\$29.68
	10/02/2021	Amazon Marketplace - Patron Kiosk Equipment	\$36.22
	12/02/2021	Amazon - Amazon Web Services	\$22.04
	13/02/2021	Zoom - Zoom Monthly Subscription	\$317.12
	21/02/2021	Elementor - Website Elementor Plugin for Dev Site	\$65.16
	24/02/2021	Buzzsprout - Audio/Podcast Hosting	\$15.65
<b>Total February 2021</b>			<b>\$2,010.62</b>
March Statement		Amazon - Amazon Web Services	\$276.84
		Bunnings - Wheel Cut Off Flexovit	\$1.45
		Bunnings - Equipment for eWaste Removal	\$210.71
		Adobe - Adobe Creative Cloud	\$429.39
		Bunnings - Equipment for eWaste Removal	\$44.06
		Microsoft - Microsoft Azure	\$24.89
		Zoom - Zoom Monthly Subscription	\$317.12
		Thrifty - eWaste Truck Rental - Bond	\$200.00
		Thrifty - eWaste Truck Rental - Rental	\$463.09
		Future Recycling - eWaste Removal Recycling	\$231.11
		Bunnings - Equipment for eWaste Removal	\$54.90
		Shell - Petrol	\$53.98
		Thrifty - eWaste Truck Rental - Bond return	-\$200.00
		Outlook Hampton Park Gatehouse - eWaste Removal	\$92.00
		Outlook Hampton Park Gatehouse - eWaste Removal	\$26.00
		Buzzsprout - Audio/Podcast Hosting	\$16.13
		Myki - Myki Card Expiry Change	\$2.30
		Myki - Myki Top-up	\$50.00
<b>Total March 2021</b>			<b>\$2,293.97</b>



CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 28 April 2021

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Customer Experience</b>			
February Statement	27/01/2021	Campaign Monitor - EDM February	\$715.00
	29/01/2021	Rebel Sport - Fountain Gate - 2 x vouchers for Summer Reading Club prizes	\$350.00
	2/02/2021	Woolworths - Pakenham - Catering for PLV Libraries for Health and Wellbeing workshop	\$12.18
	2/02/2021	Woolworths - Pakenham - Catering for PLV Libraries for Health and Wellbeing workshop	\$8.77
	2/02/2021	Bakers Delight - Pakenham - Catering for PLV Libraries for Health and Wellbeing workshop	\$41.50
	19/02/2021	News Pty Ltd - Herald Sun Subscription - Cranbourne Library	\$494.00
	24/02/2021	Campaign Monitor - Credits for March eNewsletter	\$886.60
	24/02/2021	Team Systems Vic Pty Ltd - Safety Step for Cardinia Mobile Library	\$194.88
<b>Total February 2021</b>			<b>\$2,702.93</b>
March Statement	25/03/2021	Elizabeth Richards - Begin-to-Read Boxes	\$214.46
<b>Total March 2021</b>			<b>\$214.46</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Organisational Development</b>			
February Statement		NIL Transactions	
<b>Total February 2021</b>			<b>\$0.00</b>
March Statement	11/03/2021	Humanitix - Acknowledgement of Country Training	\$52.99
	11/03/2021	Humanitix - Acknowledgement of Country Training	\$52.99
	11/03/2021	Humanitix - Acknowledgement of Country Training	\$52.99
	11/03/2021	Humanitix - Acknowledgement of Country Training	\$52.99
	21/03/2021	Humanitix - Acknowledgement of Country Training	\$52.99
	23/02/2021	VicRoads - Vehicle Registration - Beth's Rav4	\$784.01
<b>Total March 2021</b>			<b>\$1,048.96</b>

Card Holder	Transaction Date	Detail	\$
<b>Chief Executive Officer</b>			
February Statement		NIL Transactions	
<b>Total February 2021</b>			<b>\$0.00</b>
March Statement	14/03/2021	Wyndhamere Motel - Accommodation - PLV General Meeting in Shepparton	\$305.59
<b>Total March 2021</b>			<b>\$305.59</b>

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
February Statement	29/01/2021	Alibaba - Pixel Art Painting Set for Lego Program	\$46.14
Total February 2021			<b>\$46.14</b>
March Statement	18/03/2021	VistaPrint – “Withdrawn from Stock” Stamps	\$68.97
Total March 2021			<b>\$68.97</b>

#### **Bank Reconciliation**

A Bank Reconciliation is available on request.

#### **Audit Strategy**

CCL has received the Audit Strategy from VAGO, and interim audit requirements have been completed. The FY2021 Audit is currently planned to be performed the week commencing August 9, 2021.

#### **Conclusion**

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position and expects to finish the financial year, with a small surplus.

---

#### ***RECOMMENDATIONS***

---

1. That the Board note the Audit Strategy.
2. That the Finance Report be noted.



# Casey-Cardinia Regional Library Corporation (‘Library’)

Audit Strategy Memorandum

For the financial year ending 30 June 2021

## Background

30 June 2021 Financial Report of Casey-Cardinia Regional Library Corporation (Library).

This strategy outlines our plan for conducting the annual audit of the financial report. The audit strategy will be discussed at the Board meeting on 28 April 2021.

## Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us when planning our audit.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'K Dundon', with a long, sweeping horizontal stroke extending to the left.

Kristie Dundon  
Partner, RSM  
*VAGO Audit Service Provider*

Melbourne  
29 March 2021



# Contents

Contents .....	3	Appendix A. Planned audit approach .....	16
Introduction .....	4		
Key changes impacting your audit .....	5		
Our audit approach .....	6		
Key risks and areas of audit focus .....	7		
Materiality .....	9		
Other audit considerations .....	10		
Other responsibilities .....	11		
Audit timetable .....	12		
Audit fee and key contacts .....	13		
Other information .....	14		

# Introduction

## Purpose of the audit strategy memorandum

- This audit strategy outlines our plan for conducting the audit of the Library's financial report for the financial year ending 30 June 2021.
- Please read this document in conjunction with our engagement letter to be issued shortly.

## Scope of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 2020* and Australian Accounting Standards and provide a copy of the audit report to you
- provide a copy of the audit report to the minister responsible for the entity and where we provide a modified audit opinion, we must provide a copy to the Assistant Treasurer.

## Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction by either Parliament or the government.



# Key changes impacting your audit

## Significant Events – Areas of audit focus:

### COVID-19 Pandemic

The Victorian Government announced its Coronavirus roadmap for reopening with its steps towards COVID normal.

We expect that the operations of many entities will evolve with hybrids of remote operations and return to offices when entities re-open after prolonged closure of operations. In response, we will monitor developments and liaise with management to understand:

- the challenges impacting your operations, systems and processes
- impacts on your control environment.

VAGO and our audit service providers will continue to operate under our remote audit protocol for the foreseeable future. Working together, we will deliver our audit services remotely while minimising our impact on your operations.

## Sector specific changes:

### Local Government Act 2020

The *Local Government Act 2020* (The new Act) is implemented in four transitional stages and applies to all 79 local councils in Victoria. During these four stages, the new Act will co-exist with the provisions in the previous Act until 1 July 2021. The new Act follows a principles-based approach and introduces overarching governance principles to improve accountability. There is no significant impact to the financial reporting, performance statement reporting and audit process from implementation of the new Act.

# Our audit approach



## Assess Risks

We understand your entity and its environment to:

- determine materiality
- identify material transactions, balances, disclosures, and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing, and direction of the audit—refer to **Appendix A** for details.



## Respond to risks

We choose and execute procedures to obtain audit evidence, this may include:

- testing key manual and application controls
- performance of substantive testing of transactions and balances
- substantive analytical procedures
- reliance on the work of others and specialist experts
- use of data analytics.



## Report

We report:

- in our interim and final management letters, observations and our recommendations to improve your internal controls and other deficiencies identified
- in our closing report, any other financial reporting matters that are not related to internal controls
- in our audit report, the audit opinion.



# Key risks and areas of audit focus

## Financial report

We will focus audit attention on the following areas, which pose a higher risk of material misstatement to your financial report. We will also perform procedures to obtain sufficient and appropriate audit evidence on other material classes of transactions, balances, and disclosures in your financial report.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response
1	Impact of COVID-19 on financial report	Yes	<p>All levels of Government including local government are taking significant measures in response to the global pandemic caused by COVID-19. There is ongoing uncertainty with rapid and evolving responses to this pandemic including changing the way entities operate and, in some cases, closing operations, facilities and services to prioritise the health and safety of communities.</p> <p>During times of significant uncertainty:</p> <ul style="list-style-type: none"> <li>• staff morale, wellbeing and decision making may be affected</li> <li>• key resources may be limited or redeployed to areas of critical need, and</li> <li>• internal controls may not operate as intended.</li> </ul> <p>Expected financial report impacts include:</p> <ul style="list-style-type: none"> <li>• COVID 19 impact on account balances that involve significant management accounting estimates, judgements and assumptions</li> <li>• any additional provisioning requirements</li> <li>• specific financial report disclosures and presentation highlighting the impact of COVID 19</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• review the impact of COVID 19 on your financial reporting (e.g. changes to revenue streams, demand on specific services, impacts on your workforce and associated cost implications, valuation of assets, additional provisioning requirements and cash flows)</li> <li>• assess the impact of COVID 19 on your control environment (due to work from home arrangements, changes to financial delegations' limits etc.,)</li> <li>• audit the specific disclosures highlighting the impact of COVID 19 and ensure compliance with model LG financial report template for 2020-21.</li> <li>• schedule the best timing for audit work to accommodate any additional pressure your organisation may be under in response to the pandemic.</li> </ul>

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response
2	Outsourced accounting function (payroll and purchasing)	No	<p>Outsourced purchasing and payroll functions require that there be appropriate management oversight and monitoring of the third-party provider's activities.</p> <p>There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate.</p> <p>Material errors may occur due to ineffective of insufficient monitoring or preventative controls at the Library.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>review the effectiveness of monitoring over the accuracy and completeness of the purchasing and payroll processing undertaken by City of Casey (Council); and</li> <li>perform an analytical review of payroll costs and substantiate any variances.</li> </ul>

# Materiality

We decide materiality by considering qualitative and quantitative factors and using our professional judgement.

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We start with an **overall materiality** for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

We use amounts less than overall materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. We call this **performance materiality**. You will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are **clearly trivial**—an amount below which we judge that misstatements are of no quantitative consequence. If we find such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion and where we update it, we will communicate this to you through our closing report.

Our planning materiality levels are shown in the table.

Description	Benchmark	Amount (\$)
Overall materiality	5% of total revenue	\$574,000
Performance materiality	75% of overall materiality	\$430,000
Clearly trivial threshold	5% of overall materiality	\$28,000

# Other audit considerations

Our audit approach includes the following considerations:

<b>Your use of service providers</b>	We note that you have outsourced payroll and purchasing functions to the City of Casey. You are responsible for creating clear service agreements and monitoring their effectiveness. Refer to the risk section above for details of our audit approach to these areas.
--------------------------------------	---



# Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

## Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to our assessment of how effective they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will promptly write to those charged with governance about significant internal control deficiencies that come to our attention during the audit.

## Fraud

During our audit, we ask those charged with governance, management, and others to identify any known instances of fraud. We seek to understand where you consider fraud risks exist, and if you have any knowledge of actual or suspected fraud, including the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

## Suspected corrupt conduct

If, during the course of our audit, we become aware of any matter that we reasonably suspect may involve corrupt conduct, either current or past, we must notify the Independent Broad-based Anti-Corruption Commission (IBAC) (under our obligations of the *Audit Act 1994*). Notifications to IBAC override the existing confidentiality provisions in the Act.

## Waste, probity and financial prudence

If we become aware of any waste of public resources, or lack of probity and financial prudence in how public resources are managed or applied, we will report it to management and / or parliament via our reports.

# Audit timetable

Milestone	Date	Responsibility
We start our engagement with you to plan the audit	29 March 2021	Management / VAGO
The Board meeting discusses the draft audit strategy	28 April 2021	VAGO
We issue the audit strategy memorandum	28 April 2021	VAGO
We start the interim audit	March/April 2021	Management / VAGO
We issue the interim management letter	By May 2021	VAGO
Management provides the shell financial report to audit	June 2021	Management
We review the shell financial report and provide feedback	June 2021	VAGO
After being subjected to internal quality assurance, management submit the draft financial report to audit	9 August 2021	Management
We start the final audit engagement with you	9 August 2021	Management / VAGO
We hold the closing meeting with the auditors	17 August 2021	Management / VAGO
The Board meeting discusses the closing report	25 August 2021	VAGO
The governing body adopts and signs the financial report	September 2021 <sup>^</sup>	Management
The independent auditor signs the audit report	September 2021 <sup>*</sup>	VAGO
Management provide the printers proof of the annual report to audit for review	September 2021 <sup>^</sup>	Management
We issue the final management letter	September 2021 <sup>~</sup>	VAGO

*Note: ^ date to be confirmed*

*Note: \* date subject to VAGO receipt of signed financial report and management representation letter*

*Note: ~ to be issued no later than four weeks from date of audit report*

# Audit fee and key contacts

## Fees

- We will advise you of the estimated audit fee in a separate letter.
- Fees are based on our planned audit approach. We will bill progressively based on the work completed.
- Fees are subject to change if the scope, volume, or complexity of the audit changes.
- Fees may change if agreed milestones are not met, for example in cases where there is limited availability of key staff to assist the audit process.

## Key contacts

### Signing officer

Sanchu Chummar  
Acting Sector Director, Local Government  
sanchu.chummar@audit.vic.gov.au  
(03) 8601 1636 | 0472 838 905

### Engagement leader

Kristie Dundon  
Partner, RSM  
kristie.dundon@rsm.com.au  
(03) 9286 8187 | 0407 258 833

### Team Leader

Robyn Eade  
Senior Manager, RSM  
robyn.eade@rsm.com.au  
(03) 9286 8282 | 0411 637 541

# Other information

## Reports to Parliament



### Results of Financial Audits

#### 2020–21 financial year

VAGO will table two reports summarising the results of the 2020–21 financial audits: Auditor-General's Report on the Annual Financial Report of the State of Victoria, 2020–21 (covering all sectors other than local government), and Local Government: Results of the 2020–21 Audits.

#### 2020 financial year

VAGO will table two reports summarising the results of the 2020 financial audits: Technical and Further Education Institutes: Results of the 2020 Audits, and Universities: Results of the 2020 Audits. We expect to table these reports in May 2021.

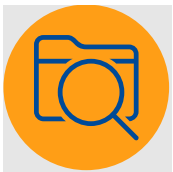
#### 2019–20 financial year

- Local Government: Results of the 2019–20 Audits

VAGO will table a report on the outcomes from our 2019–20 audits of the local government sector as the financial reporting timelines for councils were extended because of the coronavirus pandemic. We expect to table the report in Parliament during March 2021.

- Auditor-General's Report on the Outcomes from our audits of the Victorian Public Sector: 2019–20

VAGO will table an omnibus report on the outcomes from our 2019–20 audits of the Victorian public sector as the financial reporting timelines for agencies was extended because of the coronavirus pandemic. This report will include a list of all Victorian government sector entities we audited, the type of audit opinion we issued, and the date it was issued. We expect to table the report in Parliament during March 2021.



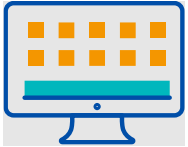
### Performance Audits

A list of performance audits in progress is on our [website](#).

Details of planned performance audits are in our [annual plan](#).



## Key VAGO links and resources



[Annual Plan](#)

[Reports and Publications](#)

[Audits in Progress](#)

[Corporate Information](#)

[Information privacy](#)

[Complaints about VAGO](#)

# Appendix A. Planned audit approach

Material component (\$ million)	Inherent risk assessment (Unlikely/possible/likely)	Reliance on Controls (Yes/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement	Planned reliance on substantive audit procedures (H/M/L)
<b>Income</b>					
Contributions – Monetary Member Councils (\$8.4m)	Unlikely	No	No	Low	Low
Contributions – Monetary Government (\$2.9m)	Unlikely	No	No	Low	Low
<b>Expenditure</b>					
Employee costs (\$8.2m)	Possible	No	No	Medium	Medium
Material and services (\$1.3m)	Unlikely	No	No	Low	Low
Depreciation and amortisation (\$1.4m)	Unlikely	No	No	Low	Low
Other expenses (\$0.4m)	Unlikely	No	No	Low	Low
<b>Assets</b>					
Cash and cash equivalents (\$0.6m)	Unlikely	No	No	Low	Low
Other financial assets (\$2.9m)	Unlikely	No	No	Low	Low
Plant and Equipment (\$4.2m)	Unlikely	No	No	Low	Low
<b>Liabilities</b>					
Trade and other payables (\$0.5m)	Unlikely	No	No	Low	Low

## OFFICIAL

Material component (\$ million)	Inherent risk assessment (Unlikely/possible/likely)	Reliance on Controls (Yes/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement	Planned reliance on substantive audit procedures (H/M/L)
Employee provisions (\$1.5m)	Possible	No	No	Medium	Medium
<b>Equity</b>					
Member contributions on formation (\$2.1m)	Unlikely	No	No	Low	Low
Accumulated surplus (\$3.4m)	Unlikely	No	No	Low	Low
<b>Notes to the accounts</b>					
Related parties	Possible	No	No	Medium	Medium
Commitments and contingencies	Unlikely	No	No	Low	Low
Financial instruments	Unlikely	No	No	Low	Low

Note: Inherent risk is assessed as either unlikely, possible, or likely by considering whether risk escalation factors are present. A risk assessed as likely is a significant risk. Planned reliance is high, medium, or low.

## OFFICIAL

CC14/2021 BUILDINGS AND FACILITIES

*Report prepared by Chris Buckingham and Beth Luppino*

**Purpose**

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

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

**Discussion**

Facilities Development Plan 2021 – 25 (*Library Plan reference 3.3 and 4.2*)

The Facilities Development Plan 2021 – 25 was endorsed at the February 24 Board meeting. It provided Member Councils with a clear description of CCL's needs and a document to guide investment in the library network.

Branch Building and Facilities (*Library Plan reference 3.3 and 4.2*)

**Cardinia Community Safety Grant**

Cardinia Shire has been successful with obtaining funding in the Community Safety grant program. This includes the changeover to the SALTO electronic access system (both Pakenham and Emerald Libraries) and upgrade in CCTV system at Pakenham.

**Endeavour Hills**

External signage improvements (providing wayfinding to the library from the adjacent shopping centre) and external painting have been completed, along with the purchase of bollards to support in-branch event management.

**Hampton Park**

Internal and external painting have been completed, refreshing the foyer and entrance to the building.

**Emerald Library**

Cardinia Shire has been successful in securing \$97,500 through the Living Libraries Infrastructure Grants to upgrade Emerald Library. The project will be carried out next financial year and will deliver:

- Refreshed and well-lit entry and foyer which welcome visitors into the space
- Fit for purpose, designated study and lounge spaces for students
- More spacious places for play and learning for children and their families.
- More flexible space within the library footprint for community use
- Shade for the Reading Garden.

---

**RECOMMENDATIONS**

---

1. That the Buildings and Facilities report be noted.

CC15/2021 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.

*CCL Library Plan reference 1.3, 5.2 and 5.3*

## Discussion

Business Intelligence (*Library Plan reference 1.3 and 5.2*)

Over the past 12 months, we identified all data sources and collection methods across the organisation. We are now consolidating the first set of source data and creating reporting dashboards, utilising Azure and AWS platforms. We plan to refine the dashboards in consultation with the Leadership Team over the course of the next six months.

Request for Proposal (RFP), Corporate Network Restructure (*Library Plan reference 1.3 and 5.2*)

The internal service review is now complete. We have gone out to market with an RFP resulting in four proposals from vendor partners (VP) and Internet Service Provider's (ISP's).

Presentations from the selected vendors will be made in May, 2021. A VP and ISP pair will be selected as preferred suppliers. We will work with the chosen VP and ISP to fully scope, plan and migrate away from our existing corporate networking/carriage solution by December 2021.

Azure Passwordless Sign on (*Library Plan reference 1.3 and 5.2*)

We have created the required server infrastructure and developed a functional Proof of Concept (POC).

The migration plan to move existing services to the Azure cloud is being reviewed. Once all risks have been addressed and any variables mitigated, staff training will be provided to ensure a smooth transition for both staff and digital administrators.

Mobile/Web Printing (*Library Plan Reference 1.3*)

We have migrated all systems, customised the user interface to match our brand, and provided staff with the required training to deliver this service to our community.

This has been soft launched to the community and we are working with the marketing team to create an education campaign.

HR and Payroll Systems Upgrade (*Library Plan reference 1.3, 5.2 and 5.3*)

We have created and implemented a POC around the Additional Hours form - which streamlines the submission of staff requests, automated the approvals process and refined the backend administration process. This work will save approximately 15 hours administration time per fortnight.

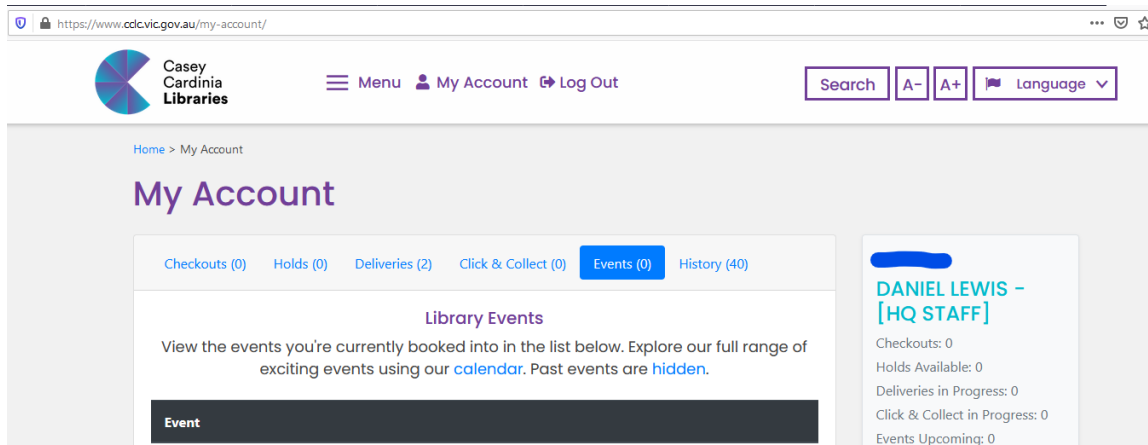
Work identifying HR forms and administrative processes that will benefit from similar attention has been undertaken with contracts to utilise specialists on a short-term basis to develop new processes and forms by July.

Membership Dashboard (*Library Plan references 1.3 and 5.2*)

Throughout the past 12 months, we have developed our single pane of glass experience for members to interact with our digital library services from one view. We have been adding to this



membership dashboard, with the latest addition being our events module, allowing members to find, book and manage their events with CCL. To access this dashboard, simply use the login button on the CCL website.



---

## RECOMMENDATIONS

---

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

CC16/2021 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

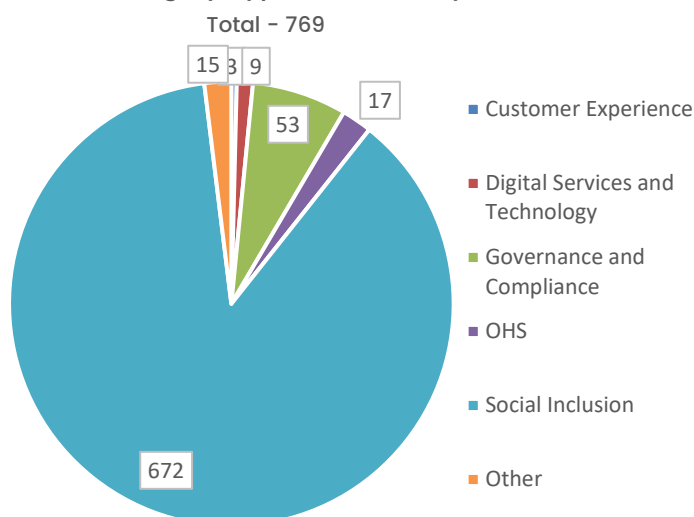
### Training and Development (Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2)

Staff completed a variety of training over February and March with nearly 1250 modules completed in total with more than 210 of these being through our online learning platform – LITMOS.

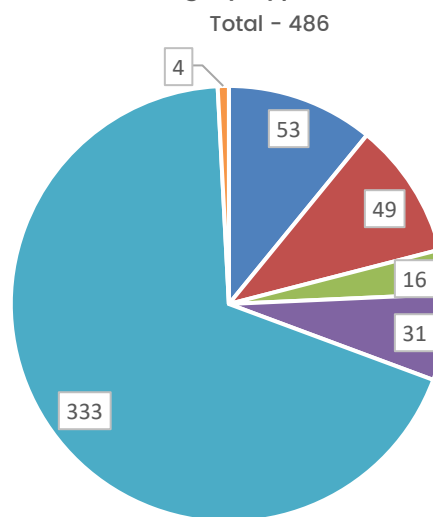
Social Inclusion training was the most attended with 970 modules from the Homelessness training platform accessed, as well as Acknowledgement of Country and Online Gambling Harm training.

Governance and Compliance modules including the new CCL Emergency Management training were completed.

Staff Training by Type for February 2021



Staff Training by Type for March 2021



Staff Development day has been scheduled for Wednesday June 23<sup>rd</sup> and will be held at Pakenham Hall. Our theme “Connect, Engage and Celebrate” staff resilience over the past 12 months with sessions for staff to cover Team building, connecting and engaging with our community and Mental health and Wellbeing.

Refresher training for our mobile library drivers is currently being sourced and will be undertaken this financial year.

## Recruitment

Avtar Singh has been appointed as Acting General Manager, Finance, to cover Emily Ramaswamy's role while on parental leave. Avtar brings an abundance of finance and accounting experience and is familiar with Local Government due to his work for Procurement Australia.

Recruitment to fill vacant shifts has commenced after a review of branch staffing levels. Interviews are currently underway with some positions filled including a new part time mobile library driver. Short term contract positions have been implemented to assist with covering staff unable to work in the ongoing COVID environment.

### **Health and Wellbeing**

CCL recently completed a staff health survey to gauge how staff were travelling with the return to normal opening hours and increase in visitation at the libraries. Feedback was again overwhelmingly positive with staff appreciation over support, compliance and future planning in a COVID environment.

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

CCL has reviewed the Risk Management Policy (April 2021, available on request) and the Risk Management Plan (attached). We continue to review, develop and implement mitigation strategies to help manage identified risks. CCL has identified the top Strategic and Operational risks for the quarter as:

#### **Top 5 Risks - Strategic**

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Decline in revenue from funding partners
	8	Disruption of the partnership between Cardinia Shire Council and the City of Casey
2	7	Changes to government policy
	7	Global warming - climate change
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
2	6	Pandemic - fatal
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation
	6	Data Security Breach or Cyber Attack
	6	Staff mental health in response to COVID-19 and changes in work place/practices

---

### ***RECOMMENDATIONS***

---

1. That the People and Culture Report be noted.



Casey  
Cardinia  
**Libraries**

*'Inspiring spaces where everyone is free to discover possibilities'*

# **Risk Management Plan**

**20 April 2021**

## Risk Ratings

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



## Risk Ratings Matrix

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

## Risk Consequences Descriptors

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

## Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
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
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 nearly 25 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.	4	4	8	Support the Service Review being undertaken by the Member Councils	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 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
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

## 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 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
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

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
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
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 (CHO) 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 where directed by CHO Staff encouraged not to come to work if they are unwell Staff in Regional Support/Specialist roles encouraged to continue 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. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine- unable to work Members of the community ill and come to library spreading disease Widespread fatalities Closure of the Library Service	2	5	7	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 in Regional Support/Specialist roles encouraged to continue to work from home where possible Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. PLV are advocating on behalf of the sector to seek vaccination for Library Staff in a timely way	2	4	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 Branches are designated an "Outreach" mobile phone for staff to use on external visits Staff in Outreach roles are permanently allocated mobile phones	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health 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 and Doveton	1	5	6
Decline in visitation	GMCE	Visitation is recovering post lockdown 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, Cranbourne West, Officer, Nar Nar Goon)	3	3	6
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

## 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 mental health in response to COVID-19 and changes in work place/practices	GMOD	Return to work in libraries has been a challenge for many CCL staff with many staff identifying a struggle with working in community in a COVID-19 environment	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 from home takeFIVE health and wellbeing newsletter sent to staff with one suggested topic to focus on to help with health and wellbeing Wellbeing surveys are undertaken to check in on team – including names so that discrete follow up with staff can be undertaken if concerns/health issues raised	4	2	6
Accident in the library causing harm to patron/staff	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and monitored at Hampton Park and Doveton libraries 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
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 Mental Health 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 and Doveton	2	3	5

## Risk Ratings – Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
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	3	4	7	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	2	3	5
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
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

Risk Ratings – Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Inability to recruit suitably qualified staff	GMOD	CCL continues to undergo significant change, it is vital that we recruit suitably qualified staff to enable best outcomes	CCL has successfully recruited new employees over the last 12 months There is an identified need for additional mobile library operators	1	3	4	Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL Continue to actively recruit for mobile library operators	1	2	3

CC17/2021 OPERATIONAL PERFORMANCE

*Report prepared by Melinda Rogers*

**Purpose**

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

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

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

Branches have returned to normal opening hours including evenings and weekends. Our visits through the doors have seen a steady increase from February to March with over 70,000 community members coming through our front doors. This is our largest physical visitation month to date since pre COVID.

Although we remain notably down on key performance measures for 2020 – 21 including physical visitations, loans, programs, Internet and Wi-Fi usage we have achieved steady improvement over the past month.

PHYSICAL VISITS	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Ma
Cranbourne	5,190	6,850	8,481	8,007	10,910	36.3%
Doveton	1,705	2,354	2,302	2,507	4,175	66.5%
Emerald	1,454	2,325	2,671	2,745	3,560	29.7%
Endeavour Hills	2,263	3,496	4,373	4,274	5,575	30.4%
Hampton Park	2,109	3,389	4,385	4,806	6,576	36.8%
Cardinia Mobile	1,797	1,729	1,610	1,782	2,397	34.5%
Bunjil Place	4,706	8,760	12,273	12,338	21,920	77.7%
Pakenham	5,985	6,297	7,731	9,146	15,080	64.9%
<b>TOTAL</b>	<b>25,209</b>	<b>35,200</b>	<b>43,826</b>	<b>45,605</b>	<b>70,193</b>	<b>53.9%</b>

We had 106,577 members at the end of March 2021. Branches continue to join up more new members each month, with figures increasing from February (439 new members).

Bunjil Place Library experienced the biggest growth in visitation in March and also joined up the most new members. Bunjil Place Library may not have had the biggest growth in physical loans, but it is clear the community are utilising the space for other activities, such as Wi-Fi usage that more than doubled from February to March, as well as Internet use and attendance at pre-school programs both seeing steady increases.

Our physical loans for March are up on same time last year for the first time in a long time, it is expected in coming months that this trend will continue if the current COVID 'open' environment remains. At the end of March, 30 percent of our collection was out on loan. Many of our junior collections for the region are sitting higher, including Board Books with 59 percent out on loan and Begin to Read's at 53 percent.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 28 April 2021

LOANS	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Mar
Regional Support	1,761	1,113	564	768	881	14.7%
Cranbourne	32,909	28,622	32,833	29,885	35,330	18.2%
Doveton	5,634	3,876	3,492	3,043	3,937	29.4%
Emerald	12,493	10,577	10,964	10,431	11,748	12.6%
Endeavour Hills	16,099	14,144	15,248	12,828	14,275	11.3%
Hampton Park	17,204	12,984	12,948	11,420	13,605	19.1%
Cardinia Mobile	7,021	5,819	5,475	5,597	6,979	24.7%
Bunjil Place	42,812	35,572	42,032	38,708	44,624	15.3%
Pakenham	26,794	23,626	25,791	25,042	29,247	16.8%
<i>Regional Total</i>	162,727	136,332	149,346	137,722	160,626	16.60%
eLoans	41,462	43,240	48,495	45,466	50,854	11.90%
<b>TOTAL</b>	<b>204,189</b>	<b>179,572</b>	<b>197,841</b>	<b>183,188</b>	<b>211,480</b>	<b>15.40%</b>

Home Delivery Service is still ticking over, but demand has dropped considerably in recent months. Since the delivery service began in April 2020. we have posted out 18,296 parcels to 8,215 members, weighing in at over 60,000 kilograms or 15 hippos!

Circulation deliveries– physical loans 1<sup>st</sup> April to 23<sup>rd</sup> April (inclusive) 2021.

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1 <sup>st</sup> April – 30 <sup>th</sup> June 2020	4,368	6,952	7,001	22,022
1 <sup>st</sup> July – 10 <sup>th</sup> November 2020	5,868	9,641	9,714	33,525
11 <sup>th</sup> November 2020– 16 <sup>th</sup> February 2021	750	1,225	1,234	3,467
17 <sup>th</sup> February 2021 – 23 <sup>rd</sup> April 2021	137	346	347	1,089
<b>TOTAL</b>	<b>11,123</b>	<b>18,164</b>	<b>18,296</b>	<b>60,103</b>

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

CCL continue to offer a small selection of online programs, both youth and adult, events include Code Club, Communities for Children targeted programs, employment skills and strengths training for seniors as well as some other seminars and special events.

Program attendance for both youth and adult programs increased in March. We are now offering more programs in branch. We are utilising our online bookings module to ensure we continue to meet COVID safety requirements. Our Autumn School Holiday program was the first holiday program offered in branch since pre-COVID.

Our pre-school programs including Storytime, Tinies Time and Baby Time are popular in branch. Hampton Park Library has seen class group visits return from Noble Park English Language School, with almost 200 visits in March. Pakenham Library held a popular Jobs and Skills expo in March.



CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 28 April 2021

YOUTH PROGRAM ATTENDANCE	Feb 2021	Mar 2021
Cranbourne	213	423
Doveton	53	224
Emerald	116	162
Endeavour Hills	131	216
Hampton Park	179	313
Cardinia Mobile	0	0
Bunjil Place	346	556
Pakenham	264	566
Online	92	247
<b>TOTAL</b>	<b>1,394</b>	<b>2,707</b>

ADULT PROGRAM ATTENDANCE	Feb 2021	Mar 2021
Cranbourne	4	12
Doveton	0	43
Emerald	0	10
Endeavour Hills	0	0
Hampton Park	68	118
Cardinia Mobile	0	0
Bunjil Place	7	19
Pakenham	46	317
Online	233	20
<b>TOTAL</b>	<b>358</b>	<b>539</b>

Statistics for RB Digital eAudiobooks are dropping as we transition to Overdrive (Libby). In April there will be no RB Digital eBooks and eAudio to report on. RB Digital Magazines will remain until the end of April. Library users have begun to adopt Libby as the alternative with 614 eAudio, 393 eBooks and 1,193 eMagazines loans in March.

Strong electronic resource performers in March included Press Reader, eAudiobooks and eMagazines and Tumblebooks.

ELECTRONIC RESOURCES	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Mar
Age Library Edition	614	636	659	574	657	14.5%
Bolinda eAudiobooks	11,176	11,093	11,949	10,726	11,715	9.2%
Bolinda eBooks	9,510	9,021	9,709	8,559	8,679	1.4%
Choice	154	117	55	77	89	15.6%
Freegal Music	7,643	8,698	7295	7,340	8,688	18.4%
Kanopy	456	1,113	1,161	1,077	1,071	-0.6%
Libby	-	-	-	-	2,192	-
Press Reader	6,197	7,521	11,269	11,267	12,625	12.1%
RB Digital eAudiobooks	706	724	948	688	244	-64.5%
RB Digital eMagazines	4,603	4,033	4,919	4,659	4,513	-3.1%
Storybox Library	390	178	182	301	134	-55.5%
Tumblebooks	13	106	349	198	247	24.7%
<b>TOTAL</b>	<b>41,462</b>	<b>43,240</b>	<b>48,495</b>	<b>45,466</b>	<b>50,854</b>	<b>11.9%</b>

With branches open as normal and our community returning our Wi-Fi sessions have substantially picked up again in March. Our members are also enjoying the benefit of being able to access and use our public internet PC's albeit on limited basis due to COVID19 restrictions.

WI-FI USAGE	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Mar
Cranbourne	1,050	1147	1333	1344	1953	45.3%
Doveton	690	651	620	644	744	15.5%
Emerald	510	527	527	504	620	23.0%
Endeavour Hills	660	775	837	840	1271	51.3%
Hampton Park	600	682	713	812	899	10.7%
Cardinia Mobile	330	279	248	224	248	10.7%
Bunjil Place	326	922	1218	1370	2802	104.5%
Pakenham	810	868	961	924	1488	61.0%
<b>TOTAL</b>	<b>4,976</b>	<b>5,851</b>	<b>6,457</b>	<b>6,662</b>	<b>10,025</b>	<b>50.5%</b>

INTERNET USAGE	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Mar
Cranbourne	286	674	931	846	1,079	27.5%
Doveton	206	371	319	431	645	49.7%
Emerald	152	236	219	219	320	46.1%
Endeavour Hills	187	388	657	548	643	17.3%
Hampton Park	275	482	764	634	886	39.7%
Cardinia Mobile	12	10	6	8	10	25.0%
Bunjil Place	202	658	933	899	1,383	53.8%
Pakenham	254	431	662	704	927	31.7%
<b>TOTAL</b>	<b>1574</b>	<b>3250</b>	<b>4491</b>	<b>4,289</b>	<b>5,893</b>	<b>37.4%</b>

Our digital presence and engagement with our community is strong across many platforms, including regular eNewsletters, social media, website, the CCL app and online programs.

VIRTUAL VISITS	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	% Variation Feb/Ma
Website	32,435	31,418	37,133	40,635	49,464	21.7%
Enterprise	15,609	16,334	20,568	17,766	19,663	10.7%
Bookmyne	328	332	337	232	335	44.4%
CCL App	13,072	13,585	16,297	14,392	15,160	5.3%
<b>TOTAL</b>	<b>61,444</b>	<b>61,669</b>	<b>74,335</b>	<b>73,025</b>	<b>84,622</b>	<b>15.9%</b>

---

## RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC18/2021 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 – 1.2, 2.1, 2.2, 3.1, 3.3, 4.1, 5.2*

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

### Discussion

#### Partnerships and collaboration (Library Plan reference 2.2, 4.1)

CCL continues to work with partner organisations to support literacy and lifelong learning.

#### **Play and Discover morning at Emerald Library and the Hills Hub**

Emerald Library and the Hills Hub put on a full morning of exciting community events on Wednesday 14 April. Due to restrictions on event numbers throughout 2020, this was the first opportunity for the Hills Hub to celebrate its opening with the locals, and a key part of the re-engagement strategy for our library. Visitation is yet to return to pre-COVID levels, but it was pleasing to see this event attract several hundred additional visitors to the library.

Families engaged in art-making, play and exploration of the range of activities and services on offer at the Hub and library. The free activities and entertainment included Puffing Billy Toy Library play sessions, a second-hand toy stall and book sale, scavenger hunt, musicians, Story-time sessions, face-painting and animal encounters in the reading garden (this included a delightful appearance by Chris Buckingham as our very own mascot 'The Very Hungry Caterpillar').



#### **Jobs Expo and Pakenham Library**

The Pakenham Jobs Expo on March 14 is a tangible example of the role libraries can play supporting community COVID-Recovery. Unemployment and under-employment is a significant issue in the region, and this expo brought together specialists in job-seeking, education and social supports to help people find their feet in a competitive market. There was also a great line-up of keynote

speakers and workshops, as well as library staff ready to link job seekers into our ongoing employment support programs.

The event attracted media coverage, featured on page 1 of the Pakenham Officer News. 71 people attended the keynote speaker presentations, and 120 visited stalls hosted by collaborating employment, education and support agencies. Our collaborating 15 services reported that they benefited from the opportunity to network with each other, as well as accessing local job seekers. This is a model we will replicate, and staff were fielding customer enquiries almost immediately, who were asking 'when is the next one?'. There is potential for this to be a twice-annual event.



### **Peninsula Community Legal Centre and Hampton Park Library**

Peninsula Community Legal Centre is an independent, not-for-profit organisation that has been providing free legal services to Melbourne's south-eastern communities since 1977. Through philanthropic funding they now have a community street law coffee van that dispenses free coffee and legal advice. The van stops regularly at Hampton Park Library to work with local community. When a longer conversation is required, the lawyer has access to the library meeting room for a private consultation.

### **Care Packages in collaboration with Follow Bless Collective**

Pakenham Library are handing out non-perishable food care packages to our community thanks to the Follow Bless Collective. There is no requirement for people to justify their need or meet set criteria, and the library team is happy to know that the packs are reaching people who are doing it tough while allowing them privacy and dignity.

The packs are available for collection by dropping into Pakenham Library during our Libraries After Dark extended Friday hours, but can also be collected from any Cardinia Library location if required.

We have included the *Cardinia Help is at Hand* wallet card in each pack and details of outreach services that include free financial counselling for people affected by gambling issues. CCL is considering a community fundraiser to support this further over winter.

### **Bunjil Place – Miffy Exhibition and The Gruffalo**



CCL is working with the gallery team to promote and provide complementary programming for the Miffy exhibition running free at the Bunjil Place gallery from March-June 2021. Leading up to the exhibition opening we were able to run themed storytimes in our libraries and distribute Miffy craft kits to families. The Gallery team has added (very welcome) Miffy decals to the children's reading area at Bunjil Place library. Our library team are running storytimes every Thursday at 11am in the gallery to compliment the

exhibition. The Gallery team are a key precinct partner and this has been a hugely successful collaboration, aligning with the City of Casey's 'one team' approach for service delivery.



CCL has also recently supported the Bunjil Place theatre team by promoting the upcoming Gruffalo show in all our libraries. Tim Cuthell, Bunjil Place Children's and Youth Services Librarian, donned the Gruffalo costume to delight our Storytime and younger members while creating some anticipation and visitation for the upcoming shows.



### **Harmony Day (March 20, during Cultural Diversity Week)**

#### Doveton

This is an annual event that continues to be popular with community. Driven by multiple service providers including the Doveton Library team, Doveton Neighbourhood Learning Centre, Autumn Place team and staff from Doveton College there was a strong focus on re-engagement for families who may not have ventured out to visit the services since early 2020. The event featured live performances, food, and fun activities with an important theme, promoting understanding, peace and the celebration of culture.

#### Hampton Park

Our Hampton Park team also delivered Harmony Day events, and along with the array of entertainment took the opportunity to introduce visitors to Be Connected digital literacy program – offering demonstrations and signing people up to the six-week program.

### **CCL – on the path to Reconciliation** (*Library Plan reference 3.3*)

CCL continues our journey towards Reconciliation. We have a regional team working on the draft Reconciliation Action Plan (RAP) which combines staff with different skills and experience including programming, Outreach, Collections, Customer Experience, senior leadership and administrative staff. We are grateful to have two members of the Working Group who identify as Aboriginal. The actions we develop will drive CCL's contribution to reconciliation both internally and in the communities in which we operate.

There are four RAP types (Reflect, Innovate, Stretch, Elevate) which address the minimum elements required to build strong relationships, respect and opportunities within our organisation and community. We are using the Innovate RAP template. We are developing actions related to events and programs, physical spaces, employment policies, collections and our work with partners.

The team is currently meeting every three weeks to work on the plan. When the initial draft is complete we will share it with our whole team, along with local communities, Elders, a range of external stakeholders and finally Reconciliation Australia (The RAP needs to be ultimately approved by this National body).

Reconciliation Week will run from May 27 to June 3. CCL will run a campaign to promote 'In My Blood it Runs.' The film is a brilliant documentary from the perspective of a 10-year-old Aboriginal boy in Alice Springs, struggling to balance his traditional Arrernte/Garrwa upbringing with a state education. This film is currently available free for all library members through our online resource 'Kanopy'. We will promote it throughout Reconciliation Week through our digital platforms. We will also show the film at Pakenham Library, in partnership with local Torres Strait Islander community member Annie Cockburn who will host a Q&A after each showing.

### **Grants and Additional Funding** *(Library Plan reference 5.2)*

We are thrilled that Cardinia Shire has been successful in securing Living Libraries Infrastructure funding to support renovations and improvements to Emerald Library. \$97,500 will be provided by the State Government to facilitate the expansion of our existing Children's library zone, upgrade study facilities, and renew foyer, toilets, internal painting and carpeting throughout the library.

CCL have submitted other grant applications and are awaiting outcomes. Along with Dandenong Libraries, and Monash Health we are seeking over \$50,000 to deliver engaging and relevant information on mental health, wellbeing and nutrition to parents and young children through established library programs including Baby Time, Tinies Time and Storytime.

The objective is to deliver improved health outcomes for young children and their parents in the outer South East Metropolitan region.

We have also joined with a group of Victorian Libraries to seek funding for Bi-lingual storytimes through the Local Anti-Racism Initiatives Grants Program 2021 (Department of Families, Fairness and Housing (DFFH), Multicultural Affairs).

### **Marketing and Promotions** *(Library Plan reference 3.1)*

Key marketing activities for the months of February – March 2021 were:

- February 2021 – March 2021 e-newsletters
- Autumn What's On Booklet – Adults (printed in hard copy and 544 downloads from website)
- Autumn What's On Booklet – Kids + Teens (printed in hard copy and 518 downloads from website)
- Autumn School Holidays program – booked out, first programs back in branch since pre-pandemic
- Reviewed and redeveloped the What's On Booklets to create a reduced 20pp DL requiring less time, budget and aligns with Sustainability Goals
- Local Media –
  - Pakenham Jobs and Skills Expo feature on front page of the Pakenham and Officer Star News.
  - The Mandarin – feature story on our implementation of RingCentral
- Kaduna Park Officer South – targeted drop of library bags to 300 new residents
- Harmony Day, held at Doveton and Hampton Park Libraries
- Launch of Library after Dark extended hours at Pakenham Library
- Gruffalo partnership with Bunjil Place
- Clare Bowditch in conversation – partnership with Dandenong and West Gippsland. Sold out 200 tickets after 1 Facebook post, resulted in 160 attending – an outstanding result
- Lost Members targeted e-newsletter – sent to 10,200 members, 23% open rate
- Daily promotion of branch events/programs/activities



### Engagement statistics

SOCIAL MEDIA	January 2021	February 2021	March 2021
Facebook	Followers: 7,957	Followers: 8,023	Followers: 8,074
	Reach: 55,068	Reach: 53,696	Reach: 55,770
	Engagement: 2,698	Engagement: 3,219	Engagement: 2,248
Instagram	Followers: 1,346	Followers: 1,368	Followers: 1,389
Twitter	Profile visits: 72	Profile visits: 124	Profile visits: 186
	Tweet Impressions: 2,361	Tweet Impressions: 5,804	Tweet Impressions: 4,751

Best performing Facebook posts:

- February: Autumn Events launch post on Facebook (8,993 people reached, 71 reactions, 251 clicks through to website).
- March: Facebook post for Pakenham Jobs Expo (7,259 people reached, 85 reactions and 193 post clicks through to website).

### *eDM/eNewsletters*

January 2021	February 2021	March 2021
Recipients: 46,652	Recipients: 46,776	Recipients: 47,510
Opens: 26,857 (57.57%)	Opens: 26,145 (55%)	Opens: 19,761 (42%)
Click: 856 (3.19% CTR)	Click: 900 (3.44% CTR)	Click: 1,519 (7.69% CTR)

### **Conclusion**

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

---

### **RECOMMENDATIONS**

---

1. That the Customer Experience Report be noted.

GENERAL BUSINESS

---

CC19/2021      CORRESPONDENCE

*Report prepared by Chris Buckingham*

---

1. Local Government Victoria in their bulletin 16/2021 noted the extension to allow the governing bodies of Regional Library Corporations to participate in meetings remotely by electronic means of communication until 26 April 2022.
2. Letter of Condolence for Cr Ray Brown posted to his family. – April 2021.

---

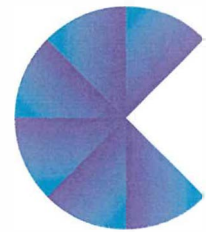
**RECOMMENDATIONS**

---

1. That the Board note the Correspondence

19 April 2021

Mrs Ellen Brown



**Casey  
Cardinia  
Libraries**

**Casey-Cardinia  
Library Corporation**  
Locked Bag 2400  
Cranbourne 3977

03 5990 0100  
[admin@cclc.vic.gov.au](mailto:admin@cclc.vic.gov.au)  
[www.cclc.vic.gov.au](http://www.cclc.vic.gov.au)

ABN 38 577 892 449

Dear Ellen and family

I am writing to convey heartfelt condolences on behalf of Casey Cardinia Libraries.

Ray served as an alternate Board Member at CCL for three years. His first meeting was a memorable one as he had just been appointed to the CCL Board and found himself acting as chairperson, with about 45 minutes notice. He managed the meeting with aplomb.

Ray was a local leader, whose positive influence was felt right across the region in the very best way. He was a strong advocate for the local history community and our library services. We deeply appreciate his contribution.

We wish you peace at this difficult time and hope that you are able to find some solace in the widespread appreciation of Ray's contribution to civic life.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jeff Springfield', with a stylized flourish at the end.

**Cr Jeff Springfield**  
Chairperson

CC20/2021      COVID-19 BUSINESS CONTINUITY PLAN

*Report prepared by Chris Buckingham*

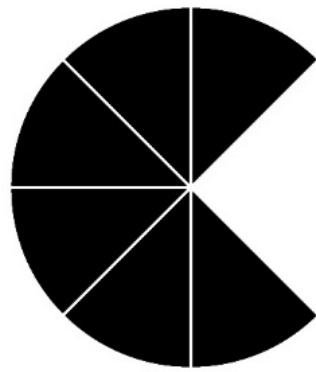
---

---

**RECOMMENDATIONS**

---

1. That the Board note the CCL COVID-19 Business Continuity Plan 20 April, 2021.



**Casey  
Cardinia  
Libraries**

*'Inspiring spaces where everyone is free to discover possibilities'*

# **Business Continuity Plan 2020 – 2021**

20 April, 2021

## 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 and Angie Peresso, Casey City Council
- Nigel Higgins 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
	8	Disruption of the partnership between Cardinia Shire Council and the City of Casey
2	7	Changes to government policy
	7	Global warming – climate change
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
2	6	Pandemic – fatal
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation
	6	Data Security Breach or Cyber Attack
	6	Staff mental health in response to COVID-19 and changes in work place/practices

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

## Crisis Communications

Advice on library operations are regularly provided to community via website and social media channels.

Posters are placed on library doors when required.

## Response and Recovery – The Journey so far

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

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

On 10 April, advice was received from DHHS and LGV that staff were 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 1 June in a limited capacity. The physical branch network commenced reopening on 22 June, with the exception of Bunjil Place Library (1 July).

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 6 July.

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

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

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

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

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

On 6 September, State Government released advice that public libraries in Metro Melbourne could 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 14 September. We launched Contactless Click and Collect on 28 September.

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

On 19 October, 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 26 October, The State Government announced easing of restrictions in Metro Melbourne, which meant that from 9 November, CCL was 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 9 November, in line with State Government directives. An updated COVIDSafe Plan adhering to the six COVIDSafe principles and Business Contingency Plan was put in place.

Bunjil Place Library opened in line with the rest of the precinct from 23 November.

The cap on the number of people allowed in each of our buildings was increased to 150 or 1 person per 4 sq Metres (whichever is the lesser).

On 6 December, the Premier announced a new set of [guidelines](#) that included advice for libraries. Key changes were:

- It is highly recommended that staff should wear a facemask at work, but it is not compulsory. It is not compulsory for customers to wear a mask (but we will ask them too).
- No patron caps with a density quotient of 1 per 2sqm, subject to use of electronic record keeping. If not using electronic record keeping a density quotient of 1 per 4sqm applies.

On 3 February, in response to a Hotel Quarantine worker getting infected, the Premier announced that facemasks were compulsory in all indoor public settings.

Density quotients remain unchanged.

CCL has moved away from the concierge service model for registering visitors to adoption of the Service Victoria QR Code, to reduce impacts on conventional service delivery.

On 12 February, the Premier announced the introduction of Stage 4 Restrictions for a 5-day period in response to an outbreak of UK Variant COVID19 from the Holiday Inn. Our libraries were closed from 11.59pm, 12 February.

On 17 February, the Premier announced a lifting of restrictions, which means that CCL branch network was able to open to the public from 9.00am on 18 February.

On 26 February, the Premier announced a further easing of restrictions that means people do not have to wear facemasks in libraries, unless they are unable to socially distance.

On 22 March, the Acting Premier James Merlino announced further changes to restrictions. While the relaxation of rules did not relate directly to library services, there has been a distinct easing in community mindset and confidence is growing.

CCL continue to develop and implement a number of services and initiatives to help mitigate impact of COVID19 on the community, while doing our best to discourage people from putting themselves at risk of infection:

### Collection

- 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. Over 19,000 packages of library items have been despatched). Suspended 23 August, resumed 14 September (note demand for this service dropped significantly when branches reopened)
- 'Click and Collect' ceased on 6 July and resumed 28 September as a contactless service. This service ceased being contactless from 9 November.
- Contactless Home Library Service resumed from 9 November
- Return Chutes were closed on 31 July, reopened 14 September

### Social and Economic Inclusion

- Ask a Librarian phone service (launched 1 April) now concluded

- Ask a Librarian web chat (soft launch occurred after Anzac Day)
- Digital story-telling and program delivery – Library@Home will continue (launched 25 March)
- Free WiFi 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
- Home Library Service volunteers have been restarted and program is returning to normal service levels.

### Service Provision Innovation Projects

- 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 ramped up outbound customer care calls to vulnerable eg aged customers during the first and second lockdowns.
- Upgraded printing system for library members enabling printing from remote locations

### Governance

- The BCP is provided as a working draft to Board Members on a regular basis
- State Government has passed further legislation which will mean that RLC Boards do not need to physically meet.

### Staffing

- Library Branches reopened on 18 February. Staff are required to attend work, or take leave
- Microsoft Teams is being used as the preferred online tool for 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
- Currently 1 staff member has identified as high risk and remains on long term leave
- CCL is providing staff regular access to Health and Well-being information, Mindfulness Apps & EAP
- Staff surveys are being conducted every 6 – 8 weeks to keep a line of sight on staff well-being
- CEO conducted 'Live Briefings' for all staff on a regular basis during and post lockdown. Frequency of briefings has eased with the resumption of normal operating hours.

### Working from Home

- All staff are required to maintain up to date Working from Home documentation during lock downs
- Staff must respect Government directives and be accountable for their behaviour

### 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 notifications
- If a staff member is tested for COVID – 19 they must self-isolate 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.

### Pathway to Full Operating Hours

#### 7 – 20 December

Monday – Friday: All Branches open 10–6pm, except Doveton 10–4pm.

Bunjil Place will open from 9.00am on weekdays from 10 December (soft launch) and 12 & 19 December from 10am–1pm. All other branches Click and Collect

#### 21 December – 3 January

Monday – Friday: All Branches open 9am–4pm including 4pm finish for CMO as per 2019 timetable

Bunjil Place opened Saturday 2 January from 10am–1pm. All other branches Click and Collect

#### 4 January – 30 January

Monday – Friday: All Branches open 9am–6pm except Dov 9am–4pm

Saturdays: All Branches normal opening hours

#### 31 January onwards

All branches returned to normal opening hours

#### 13 February

All branches were closed

#### 18 February

All branches reopened and resumed normal opening hours.

#### 20 April

Visitation is running at approximately 70% of pre COVID levels

### Financial viability

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

The budget is broadly on track with projections, though savings in staff costs earlier in the year will deliver a modest surplus at the end of the year (end March YTD)

The organisation has saved money through reduction in overtime (Sundays) in the first half of the financial year and administration costs.

We are investing savings in systems and processes that will deliver longer term efficiency gains as well as valued community services eg 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 reprofiled program laptops for staff use to enable work from home during the 5-day lockdown. These were returned to branch from 18 February.

CCL has implemented a new telephone system (Ring Central) to enable a more flexible and resilient service. This is being reconfigured to enable staff to answer customer calls at home.

## 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.

CC21/2021 CCL 25<sup>TH</sup> BIRTHDAY CELEBRATIONS

*Report prepared by Chris Buckingham*

---

On September 26<sup>th</sup> CCL will have been incorporated for 25 years. This is a significant milestone for the organisation and the community.

Board Member involvement in planning for the big day is most welcome.

---

**RECOMMENDATIONS**

---

1. That the Board consider how they would like to be involved in the celebrations.

CC22/2021 CASEY CARDINIA LIBRARIES SERVICE REVIEW

*Report prepared by Chris Buckingham*

---

**Purpose**

To provide the Board with an update on Casey Cardinia Libraries Service Review.

**Discussion**

The Member Councils have received the Service Review Report prepared by Capability Digital Pty Ltd.

They are now considering the recommendations provided by the consultants.

An abridged version of the Service Review Report will be provided to CCL in due course.

---

***RECOMMENDATIONS***

---

1. That the Board note the CCL Service Review is complete.

IN-CAMERA

---

CC23/2021	EMPLOYMENT MATTER
-----------	-------------------

---

This page has been left blank.

**NEXT MEETING**

Wednesday 23 June 2021, Cardinia Shire – Online Meeting