

Casey
Cardinia
Libraries

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

AGENDA

Board Meeting

Wednesday 25 August 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) Special 'In Camera' Board Meeting held on 11 August 2021.	
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6.	Strategies/Plans	
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STRATEGIES/PLANS

CC42/2021 DRAFT ANNUAL REPORT 2020–2021 INCLUDING YEAR END FINANCIAL REPORT

Report prepared by – Chris Buckingham and Avtar Singh

Purpose

To present the Board with Casey Cardinia Libraries Draft Annual Report 2020–2021 including the Year End Financial Report for consideration.

CCL Library Plan reference – 4.4, 4.6

Discussion

CCL is required under Sections 125, 126 & 196(7) of the Local Government Act 1989, to prepare and submit an Annual Report to the Minister for Local Government within three months of the end of the financial year.

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

Summary of Performance

Despite the challenges we have all faced in 2020–2021, CCL has had a lot to celebrate!

Lockdowns and restrictions have seen our staff resilience and creativity come to the fore. We have been able to change up our services and offerings in response to the needs of our community. Our staff are feeling more connected with each other and can see the value of the work they do with our community. The positive feedback from people who rely on our service has been amazing.

We responded to the lockdowns by putting our best foot forward and finding ways to provide people with access to our collection through click and collect and home delivery services. Our Children and Youth Teams sang, danced, read stories and entertained our younger community through our 'digital branch' online, and our adult community celebrated access to author events, information evenings and online resources.

Our Annual Report illustrates our success stories and accomplishments of 2020–2021, that would not have been possible without the support of our funding partners, our community and the CCL Team.

Libraries really do change lives!

Summary of Financial Year End Results

The Financial Report has been prepared in accordance with the Australian Accounting Standards, ensuring that CCL has met all its legislative and regulative requirements. RSM Australia Pty Ltd (on behalf of VAGO) commenced EOFY Audit on 9 August, 2021. They are completing their report and will submit CCL's financial accounts to VAGO once complete.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
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	Budget 2021 \$	Actual 2021 \$	Variance 2021 \$	Variance 2021 %
Income				
Council grants & contributions	8,642,856	8,642,856	(0)	0.0%
Government grants & contributions	2,771,127	2,771,087	(40)	0.0%
Communities for Children' funding	176,000	182,877	6,877	3.9%
Interest on investments	37,500	16,626	(20,874)	-55.7%
Other income	298,543	189,260	(109,283)	-36.6%
Total income	11,926,026	11,802,706	(123,320)	-1.0%
Expenses				
Employee costs	8,842,315	8,385,772	456,543	5.2%
IT & communications	737,593	794,920	(57,327)	-7.8%
Library materials	317,220	342,959	(25,739)	-8.1%
Programs Promotions	95,160	127,397	(32,237)	-33.9%
Administration	612,967	517,948	95,019	15.5%
Depreciation and amortisation	1,430,760	1,358,812	71,948	5.0%
Total expenses	12,036,015	11,527,807	508,208	4.2%
Surplus/(deficit) for the year	(109,989)	274,898	384,887	349.9%

Financial Performance 2020-2021

CCL recorded a strong Surplus of \$275k for the FY 2021 compared to a budgeted deficit of \$110K. CCL is in a strong and stable financial position.

Income

Interest on investments is \$21k below budget, due to consistent decline in interest rates and lower than anticipated interest rates available on term deposits.

Other Income is \$109k below budget for the year. This is mainly due to the branches being closed to the public during the first five months of the year and having restricted opening hours until 31 January. This loss of revenue is largely offset by an underspend in administration expenses (printing, photocopying, stationery etc).

During the year CCL also received Vic Health partnership grants, community donations and grants from range of other sources.

Expenditure

Employee Costs are \$456k below budget for the year, mainly due to savings achieved during the first half of the year and the subsequent lockdowns whilst CCL was closed to the public and the significant reduction of staff leave balances.

Savings have also been due to staff taking leave, reduction in staff additional hours, reduced overtime, postponement of recruitment activity and cancellation of training events.

IT & Communications is \$57k above budget for the year. Three factors contributed to this variance:

1. Telephony diversion and migration was predicted to exceed our annual budget, with the Board being made aware of this in Q1.
2. Telstra billing and corporate network migration, pre-emptive works as part of our planned migration in 21/22 FY. and
3. Business Innovation Project, streamlining the back-end staff forms and administration. This project had its own budget but caused minor additional Digital Operations costs in having two staff on this project alongside external contractors for two months.

Library Materials – in line with the budget, with the Board approved decision to reallocate budgeted resources of \$43K from capital expenditure to operational expenditure, to boost CCL's digital resources in response to increased usage through pandemic restrictions, eBooks and Studiosity (student tutoring service).

Promotions & Marketing is \$32k over budget. The variance is mainly due to the additional graphic design expenditure incurred during the year which was not originally budgeted. Graphic design moved to an external service due to staffing changes in the Marketing Team.

Administration is \$95k under budget for the year, which is mainly 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 four months. The savings achieved have helped offset the reduced Other Income (revenue from printing and meeting room hire etc).

Depreciation – there has been movement in the depreciation expense due to reduced and/or delayed capital expenditure caused by COVID-19 pandemic.

	Budget	Actual	Variance	Variance
	2021	2021	2021	2021
	\$	\$	\$	%

Capital Expenditure

Library materials	1,213,433	1,178,226	35,207	2.9%
Motor Vehicles	38,500	34,544	3,956	10.3%
Furniture and equipment	188,700	197,874	(9,174)	-4.9%
Total Capital Expenditure	1,440,633	1,410,644	29,989	2.1%

Capital Expenditure

Library Materials – CCL faced supply shortages and consistent delays in acquiring stock during the year due to COVID-19. The Board approved a decision to reallocate budgeted resources of \$43K from capital expenditure to operational expenditure in November 2020.

Motor Vehicles is \$4k below budget for the year. CCL purchased a new Toyota RAV4 Hybrid with the trade-in of the old motor vehicle in April 2021 at a better deal than the \$38k allowed for in the 2020-2021 budget. Disposal/Trade-in of previous motor vehicle resulted in the net book gain of around \$9k.

Furniture & Equipment – due to COVID-19 pandemic and a global silicon chip shortage, our regular procurement cycle had delays and slightly extended costs – to ensure equipment was procured and received in the defined financial year.

Conclusion

The Draft Annual Report 2020–2021 including the Draft Financial Report demonstrates CCL key achievements in a dynamic and challenging environment.

RECOMMENDATIONS

1. That the Board approve the CCL Draft Annual Report 2020–2021 and associated Draft Financial Report 'in principle.'
2. That the Board authorise the Chairperson, a Board member and the CEO to sign the Financial Report included in the Annual Report once it has been ratified by the Auditors.
3. That the CEO sign the Management Representation Letter once the Audit has been finalised.
4. That CCL forward the approved Annual Report including the Financial Report to the member Councils before 30 September 2021.
5. That CCL forward the approved Annual Report to the Minister for Local Government before 30 September 2021.

OFFICERS' REPORTS

CC43/2021 FINANCE

Report prepared by Avi Singh

Purpose

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

CCL Library Plan reference – 4.5, 4.6

Discussion

Income

Income Statement Month Ended 31 July 2021	Total Budget 2020-21	Budget YTD July 2021	Actual YTD July 2021	Variance	% Actual Vs Budget
Income					
Council Contributions	8,772,499	731,042	731,042	0	0.0%
Government Grants	2,839,505	0	0	0	
CfC Funding	179,520	0	0	0	
Interest on Investments	33,750	2,813	1,130	(1,683)	(59.8%)
Other Income	303,156	25,263	8,635	(16,628)	(65.8%)
Total Income	12,128,430	759,117	740,806	(18,311)	(2.4%)
Expenditure					
Employee Costs	9,110,268	597,998	564,782	33,216	5.6%
IT & Communications	752,345	62,695	87,958	(25,263)	(40.3%)
Library Materials	382,051	233,170	235,163	(1,993)	(0.9%)
Promotions & Marketing	139,766	11,647	9,889	1,758	15.1%
Administration	606,218	81,173	65,530	15,643	19.3%
Depreciation	1,456,459	121,372	112,352	9,020	7.4%
Total Expenditure	12,447,108	1,108,055	1,075,675	32,380	2.9%
Net Gain(loss) disposal of plant & equipment	0	0	0	0	
Net result for the reporting period	(318,678)	(348,938)	(334,869)	14,069	4.0%

Income

Government Grants – we recently received advise from the State Government that CCL will be receiving \$2,806,017 as part of the Public Libraries Funding Program for 2021-2022. This is 1.18% below the budgeted funding of \$2,839,505. Chris Buckingham is following up with the State Government regarding this matter.

Interest on investments – unfavourable variance in interest income will continue for the rest of the financial year. Given the trend with interest rates being at historic low levels, it is expected that there will be shortfall in this revenue stream throughout the year.

Other Income – due to the closure of branches to the public and restricted opening hours, regular revenue such as printing and photocopying fees, meeting room hire was not received. This loss of revenue is largely offset by corresponding savings in administration costs (printing, photocopying, stationery etc). CCL currently have \$39,780 of "Income Received in Advance" held over from the

2021 financial year that is expected to be recognised once the current lockdown restrictions are eased, and programming and planning resumes.

Expenditure

Employee Costs – the trend in savings is continuing due to COVID-19 lockdowns and branch closures, staff taking leave, reduction in leave balances, reduction in staff additional hours, reduced overtime, postponing of recruiting to pick up vacant shifts etc. This is expected to continue in the coming months.

IT & Communications is above YTD budget due to timing of the expenditure on priority projects like Corporate Network Migration, Azure Passwordless and some additional costs on the Business Innovation project (due to additional requirements and scope). The expenditure will come in line with the budget in the coming months.

Library Materials – is in line with the expected spend for this time of the year.

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

Administration – costs savings due to the branches being closed to public and reduced opening hours, including savings in photocopying, stationery etc., offsetting loss of Other Income (revenue from printing and meeting room hire).

Capital Expenditure					% Actual
Month Ended 31 July 2021	Total Budget	Budget YTD	Actual YTD		Vs
	2020-21	July 2021	July 2021	Variance	Budget
Library Materials	1,209,828	382,153	283,674	98,478	25.8%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	217,474	0	0	0	0.0%
Capital Exp. for the reporting period	1,427,302	382,153	283,674	98,478	25.8%

Capital Expenditure

Library Materials – the underspend in library materials in July was mainly due to the tight cash flow as surplus cash has been invested in the term deposits. CCL will be receiving 50% of its State Government Funding in the coming months, so capital expenditure will start to align with the budget.

Furniture & Equipment – CCL usually starts capital expenditure in furniture & equipment from September or October.

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Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
June Statement	27/05/2021	Campaign Monitor - EDM May 2021	\$749.32
	31/05/2021	Slimline Warehouse - Wall Mounted Signage Holders - Doveton Library	\$93.10
	7/06/2021	Fairfax Newspapers - Yearly Subscription for Australian Financial Review - Pakenham Library	\$1,069.38
Total June 2021			\$1,911.80
July Statement	12/07/2021	Kmart - Sandwich Toaster - Endeavour Hills Library	\$29.00
Total July 2021			\$29.00
TOTAL			\$1,940.80

Card Holder	Transaction Date	Detail	\$
General Manager, Customer Experience			
June Statement	9/06/2021	Campaign Monitor - July EDM	\$749.32
	18/06/2021	Kmart Online - Small Serving Trolley - Pakenham Library	\$21.00
	21/06/2021	PayPal - Hot Water Dispenser for library program - Pakenham Library	\$47.90
	23/06/2021	Campaign Monitor - EDM June 2021	\$737.88
	25/06/2021	Buzzsprout - Audio/Podcast Hosting	\$16.41
Total June 2021			\$1,572.51
July Statement	25/06/2021	Campaign Monitor - July EDM	\$749.32
	9/07/2021	Robinsons Book Shop - Voucher for Fed Uni Open Day Competition	\$101.33
	14/07/2021	Vanille Bistro - Cake - 10 Year Anniversary - Pakenham Library	\$55.00
	24/06/2021	Buzzsprout - Audio/Podcast Hosting	\$16.80
Total July 2021			\$922.45
TOTAL			\$2,494.96

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Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
June Statement		NIL Transactions	
Total June 2021			\$0.00
July Statement	1/07/2021	Librarian's Guide to Homelessness Training - Annual Subscription	\$1,923.59
	5/07/2021	Kogan - Face Masks - Qty 400	\$134.00
	5/07/2021	Kogan - Face Masks - Qty 200	\$42.50
	15/07/2021	Kogan - Face Masks - Qty 400	\$95.80
	26/07/2021	Kogan - Face Masks - Qty 2,000	\$470.99
Total July 2021			\$2,666.88
TOTAL			\$2,666.88

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
June Statement	3/06/2021	Amazon Web Services - Website Hosting	\$255.68
	4/06/2021	Amazon Web Services - Conversion Fee	\$0.72
	7/06/2021	Adobe - Adobe Creative Cloud	\$441.89
	7/06/2021	Microsoft - Microsoft Azure Servers	\$24.05
	14/06/2021	Zoom - Zoom Monthly Video Subscription	\$317.12
Total June 2021			\$1,039.46
July Statement	3/07/2021	Amazon Web Services - Cloud Servers	\$357.01
	3/07/2021	Amazon Web Services - Conversion Fee	\$0.77
	4/07/2021	Adobe Systems Pty Ltd - Creative Cloud	\$441.89
	6/07/2021	Microsoft - Cloud Servers	\$25.32
	13/07/2021	Zoom - Zoom Monthly Video Subscription	\$317.12
	13/07/2021	JB Hi-Fi - Wireless Charger	\$129.95
	14/07/2021	JB Hi-Fi - Cable Adapters	\$76.00
	15/07/2021	Microsoft - Microsoft Office 365	\$310.20
	23/07/2021	Apple Online AUD - Apple Developers Licence	\$149.00
Total July 2021			\$1,807.26
TOTAL			\$2,846.72

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

CCL is managing the current environment with measured financial decisions.

CCL is in a sound financial position as it starts the new financial year.

RECOMMENDATIONS

1. That the Finance Report be noted.

CC44/2021

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, 4.5

Discussion

Branch Building and Facilities (*Library Plan reference 1.1*)

City of Casey have confirmed the allocation of \$20K for library equipment maintenance and improvement for 2021-2022. A plan for priority renewal has been prepared by the General Manager Customer Experience and City of Casey Library Partnerships Coordinator.

Cardinia Shire have committed \$40K to library renewal and facilities improvements for 2021-2022. It is anticipated that these funds will support the Emerald Library Upgrade Project, due for completion this financial year.

Grants and Additional Funding (*Library Plan reference 4.5*)

Cardinia Shire has engaged an architect to commence detailed design for the Emerald Library Upgrade Project. We are looking forward to seeing this exciting development come to life over the coming year.

RECOMMENDATIONS

1. That the Buildings and Facilities Report be noted.

CC45/2021

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

Background

I3 (Identity, Infrastructure, Insights) and Agile are two main driving forces behind the Digital Operations strategy.

Discussion

Corporate Network Restructure (*Library Plan reference 1.3*)

The Corporate Network Restructure will provide increased network connectivity and bandwidth across all sites. We undertook an internal service review and went out to market. The procurement panel unanimously endorsed the proposal brought forward by Telstra Purple. CCL have officially engaged Telstra Purple. The project design and scoping has been completed, with work underway and on target for a migration in September, 2021 – with further services to be added in October, 2021.

Azure Passwordless (*Library Plan reference 1.3*)

Azure Passwordless streamlines the staff authentication process for all CCL devices, verifying the user once and then securely providing this authentication to our internal systems – preventing the need for further logins. We have engaged AV Technologies to undertake the project. Project design and scoping has been undertaken and implementation has commenced. The first major milestone is due for completion in late August, 2021, with the migration of our local cloud instances hosted on Telstra CSX servers being migrated to Azure Cloud.

RECOMMENDATIONS

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

CC46/2021

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 – 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 3.5, 4.1, 4.3, 4.4, 4.6, 4.7

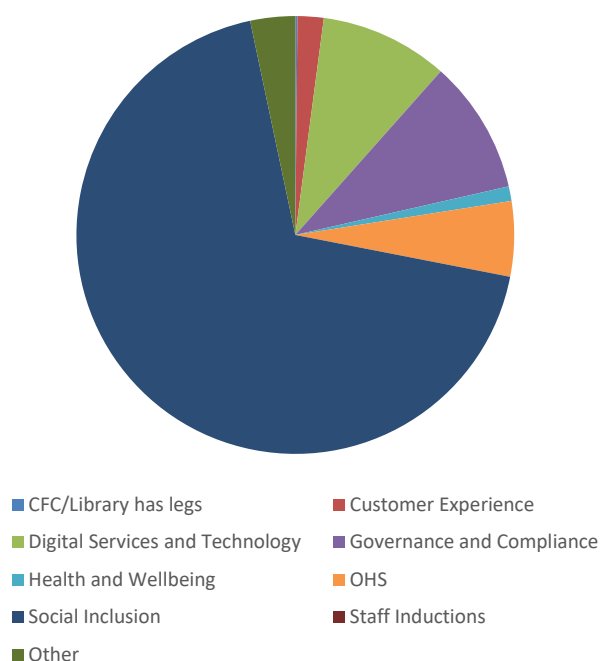
Discussion

Training and Development (Library Plan reference 1.2, 4.1, 3.5, 4.3)

Staff completed a variety of training over June and July with 3447 training sessions/modules completed in total. Almost 99% of these were completed through online learning platforms. Social Inclusion training was again the most popular covering Homelessness training, CCL's inhouse LGBTQI+ inclusion module and the Autism and other hidden disabilities training. Fire Warden refresher training was held at Bunjil Place. Due to lockdowns several planned training sessions were postponed and will now be run in this financial year.

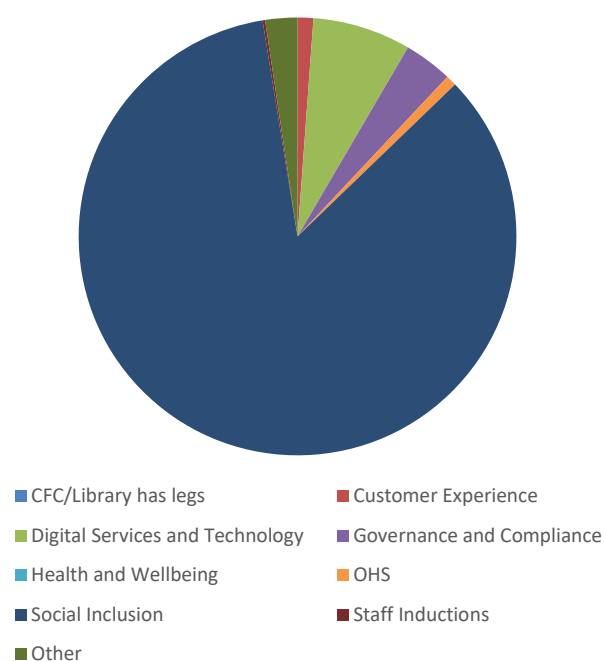
Staff Training by Type for June 2021

Total – 1,297



Staff Training by Type for July 2021

Total – 2,150



Staffing (Library Plan reference 4.1, 4.3)

At the beginning of August, we welcomed eight new CCL staff members. The first day of training was held at Bunjil Place before they moved to a hybrid model of training with online component from home each day and branch training in the afternoon.

Our new Bunjil Place Library Branch Manager role has been filled with Kate Robertson, who comes to CCL from Yarra Plenty Regional Library. Kate has also worked at academic libraries including Federation University, Berwick.

Health and Wellbeing (*Library Plan reference 4.1*)

During the recent lockdown CCL staff were asked to complete a staff health and well-being survey to gauge how they were travelling. Over 50 staff responded.

Many staff have expressed that they are finding lockdown #6 hard going. There was strong appreciation expressed for the way the Leadership Team have supported staff during the last 18 months. Open communication and transparency were also valued.

The Health and Wellbeing Team have continued to send out takeFIVE newsletters with tips on self-care. Staff continue to have free and confidential access to EAP through Converge.

Risk Management (*Library Plan reference 4.6*)

CCL have updated the Risk Management Plan and a copy will be provided at the next scheduled Board meeting.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

CC47/2021 OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers

Purpose

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

CCL Library Plan reference – 4.3, 4.4

Library Usage (*Library Plan reference 4.3*)

Visitation has been constant in recent months. May was our largest physical visitation month to date since pre-COVID. Our numbers have dropped in past months due to lockdowns. When our branches were open between lockdowns, our visitation was likely also impacted by capacity restrictions. Capacity limits in some cases at our branches has impacted on how our community use our spaces.

Our physical visits may have declined in June and July however our virtual visits have increased compared to May, with 84,323 and 85,169 visits respectively across our Website, Enterprise, Bookmyne and CCL App.

PHYSICAL VISITS	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Cranbourne	10,910	11,198	11,040	7,352	7,938	7.97%
Doveton	4,175	4,669	4,428	2,636	3,070	16.46%
Emerald	3,560	4,138	3,928	2,897	2,726	-5.90%
Endeavour Hills	5,575	5,526	5,587	3,485	3,973	14.00%
Hampton Park	6,576	5,884	6,725	4,012	4,279	6.66%
Cardinia Mobile	2,397	1,999	2,443	1,847	1,753	-5.09%
Bunjil Place	21,920	23,189	21,584	14,893	16,256	9.15%
Pakenham	15,080	13,219	16,858	8,646	8,405	-2.79%
TOTAL	70,193	69,822	72,593	45,768	48,400	5.75%

Our loans across the region have dropped slightly since May but remain stable. At the end of July, about a third of our collection (34 percent) was out on loan. Like previous months, junior collections loans are sitting higher, including board books with 64 percent out on loan, begin to reads at 57 percent, picture books at 49 percent and junior fiction at 48 percent. Our top titles collection is also strong with 61 percent out on loan at the end of July.

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LOANS	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Regional Support	881	687	2,955	1,075	736	-31.53%
Cranbourne	35,330	35,796	34,173	31,840	32,337	1.56%
Doveton	3,937	4,071	4,338	4,234	4,175	-1.39%
Emerald	11,748	12,107	12,227	11,011	10,987	-0.22%
Endeavour Hills	14,275	13,871	14,814	13,878	14,904	7.39%
Hampton Park	13,605	12,905	12,620	12,222	12,443	1.81%
Cardinia Mobile	6,979	5,966	6,033	6,194	5,572	-10.04%
Bunjil Place	44,624	46,748	44,121	46,098	46,634	1.16%
Pakenham	29,247	28,077	26,908	26,131	26,282	0.58%
<i>Regional Total</i>	160,625	160,229	158,189	152,684	154,069	0.91%
eLoans	50,854	51,428	50,239	43,463	56,858	30.82%
TOTAL	211,479	211,657	208,428	196,147	210,927	7.54%

Our members are making use of our Home Delivery Service with recent lockdowns, with the number of requests and parcels increasing since Lockdown 5.0 and 6.0 in June/ July. Between 12th June and 17th August, we have posted 639 parcels to 529 members, weighing 2,200 kilograms. We continue to offer a 'click and collect' service for holds and binge bags at our branches for our members.

Circulation deliveries– physical loans 1 April to 17 August (inclusive) 2021.

Date Range	Members Posted To	Requests Filled	Boxes Posted*	Weight Posted (kg)
1 April – 30 June 2020	4,368	6,952	7,001	22,022
1 July – 10 November 2020	5,868	9,641	9,714	33,525
11 November 2020– 16 February 2021	750	1,225	1,234	3,467
17 February – 23 April 2021	137	346	347	1,089
24 April –11 June 2021	218	233	235	945
12 June – 17 August 2021	529	631	639	2,200
TOTAL	11,870	19,028	19,170	63,248

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

Our total membership has remained stable in net terms over recent months. At the end of July, we had 105,351 members. We continue to have new members join; however ongoing database maintenance continues for residual memberships for three years ago that does impact on our monthly membership. In June and July, Bunjil Place, Cranbourne and Pakenham Libraries experienced the greatest increase in new members. Over 1,600 new members joined across the region in July.

Our online programming offering increased again as branches closed with lockdown, the offering includes programs, both youth and adult. Experience and confident with online programs over the pandemic lockdown has enabled staff to nimbly shift our focus back to online programming.

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Strong electronic resources performers in July included eAudiobooks, eBooks. eMagazines, Freegal. and Press reader. Interestingly.

ELECTRONIC RESOURCES	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Age Library Edition	657	661	661	731	803	9.85%
Bolinda eAudiobooks	11,715	11,602	12,059	12,575	13,323	5.95%
Bolinda eBooks	8,679	8,376	8,758	9,186	9,358	1.87%
Choice	89	104	71	121	99	-18.18%
Freegal Music	8,688	8075	7358	7360	8,938	21.44%
Kanopy	1,071	1,063	1,052	1,403	1,483	5.70%
Libby eAudio and eBooks	2,192	1,366	1430	1408	1,476	4.83%
Press Reader	12,625	14,081	16,973	17,559	19,215	9.43%
RB Digital eMagazines/ Libby eMagazines*	4,513	1,551	1,651	1,642	1,959	19.31%
Storybox Library	134	170	74	117	66	-43.59%
Tumblebooks	247	373	260	227	234	3.08%
TOTAL	50,854	47,422	50,239	52,329	56,954	8.84%

*Was RB Digital until end of April, then changed to Libby eMagazines.

Branches closures and restrictions has impacted on our community using our Wi-Fi, sessions after a bumper month in May. The same pattern can be seen with our public internet PC's.

WI-FI USAGE	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Cranbourne	1953	2070	2325	1,410	1,333	-5.46%
Doveton	744	690	744	660	713	8.03%
Emerald	620	570	589	540	465	-13.89%
Endeavour Hills	1271	1200	1240	840	806	-4.05%
Hampton Park	899	690	868	450	589	30.89%
Cardinia Mobile	248	180	186	180	186	3.33%
Bunjil Place	2802	2577	2674	1,055	1,359	28.82%
Pakenham	1488	1260	1333	990	961	-2.93%
TOTAL	10,025	9,237	9,959	6,125	6,412	4.69%

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 25 August 2021

INTERNET USAGE	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Cranbourne	1,079	1,104	1,065	551	763	38.48%
Doveton	645	733	572	308	405	31.49%
Emerald	320	327	296	233	212	-9.01%
Endeavour Hills	643	750	759	403	477	18.36%
Hampton Park	886	944	915	607	696	14.66%
Cardinia Mobile	10	8	10	4	2	-50.00%
Bunjil Place	1,383	1,500	1,314	798	929	16.42%
Pakenham	927	1,095	1,219	598	728	21.74%
TOTAL	5,893	6,461	6,150	3,502	4,212	20.27%

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.

Our Marketing and Communications Team continue their fantastic work on our website, ensuring it is simple and easy for our community to navigate around and get to the information they seek as efficiently as possible. Our online resources page is now more user friendly for library users who choose to access it on their mobile devices.

VIRTUAL VISITS	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	% Variation Jun/Jul
Website	49,464	42,545	46,164	47,117	44,955	-4.59%
Enterprise	19,663	18,738	19,527	20,717	2,1713	4.81%
Bookmyne	335	357	229	152	250	64.47%
CCL App	15,160	15,144	16,097	17,183	17,405	1.29%
TOTAL	84,622	76,784	82,017	85,169	84,323	-0.99%

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC48/2021

CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

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

CCL Library Plan reference – 1.1, 1.5, 2.3, 3.3, 4.5

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

'The library is hands down my favourite part of this community, and I've loved it since I was 10. I'm 17 now, and I've read over 500 books from there (I keep count.) And even during this pandemic, with the home deliveries, you are incredible and I'm so thankful to everyone who's helping me get through lockdown. I'm doing VCE this year, and everything's stressful, and I've been craving some books to read, and you guys came into the rescue. My Binge Bag is already on its way. I'm still pretty young, and I don't work, so I'm broke. But when I do start working, next year, I've resolved to donate to the library. Please keep up the amazing work. You are unsung heroes and you are so, so incredibly appreciated. Love from my entire family xx'

Natasha

Social Inclusion (Library Plan reference 1.1)

Hampton Park Library is a great support for our diverse community and is currently hosting a student from Catalyst Training and Disability Service. Christian is nonverbal and was accompanied by Catalyst team member, Karen, who described the lasting the impact this will have for him:

"What a beautiful hour you and your staff gave Christian today Ann. To see him so instantly engaged, happy and relaxed is a real treat for those of us that know and care for him. He clearly felt so comfortable with you and a useful part of the team, a priceless personal growth experience, thank you. "

CCL continues to support students from many backgrounds, with different abilities and at various points in their educational journey. These include Secondary School work experience, Library tertiary placements, and work experience for students and job seekers with disabilities.

NAIDOC 2021 – Heal Country! (Library Plan reference 1.1)

This year's NAIDOC celebrations were challenged, but not overcome by COVID restrictions. Our key partner Royal Botanical Gardens Victoria Cranbourne was unable to host a large-scale public event in the gardens. However, our team was undeterred and put together a fun and informative series of in-person and online events, heavily supported by our community partners and First Nations Elders:

- First Nations Bushfoods and Plant Uses, a conversation-based walk through the gardens with RBGV Aboriginal Learning Facilitators Steve Parker and Sam May, was streamed live on Youtube
- Storytimes with Boon Wurrung and Wemba Wemba Elder Aunty Fay Muir & author Thomas Mayor. Aunty Fay is also a writer who is passionate about sharing her culture and language with community through her books 'Respect and Family'. Thomas Mayor shared his book for younger readers, Finding Our Heart, about the Uluru Statement. We had 60 people attend this event online.
- Cultural programs held by Sam Roberts - a Wurundjeri & Dja Dja Wurrung woman who runs a cultural education business called Connecting Two Worlds. Children and families were able to learn from Sam and join in dancing, show and tell and an art session. These ran at Cranbourne Library, funded through Library has Legs Cranbourne (via an Australian Government grant). These programs were booked out.
- Pakenham library screened Crocodile Dreaming, followed by a Q & A session with Aunty Anni Cockburn. This event also reached capacity.

We are grateful to all community members who contributed to this year's NAIDOC events, and value their support immensely.

On behalf of RBGV I just wanted to send a thank you for all of your support and guidance in once again delivering the Bushfood/Plant Use Tour yesterday. It is always a privilege and joy to work with great people, such as yourselves, and we really appreciate your willingness to jump in and support the various partnership ideas - particularly as they wouldn't be possible otherwise!
(Ben - Creative Producer, Learning and Participation RBGV Cranbourne)

School Holiday Programs (Library Plan reference 1.5)

Lockdown lifted in time for the school holidays, and our programs were embraced by local families looking for activities away from iPad screens. They booked in to attend Storytimes, Craft and STEAM activities, as well as Manga and cartooning workshops which gave them the chance to be hands on and socialise with other children. Bilingual programs have become a regular feature of our holiday programs - this time we featured a program in Bengali at Cranbourne Library, and Sinhalese at Hampton Park.

Pakenham Library was booked out for all Tinies Times and Sensory Baby Time sessions. The face-to-face experience for young families was in demand, and these programs provided a welcome opportunity for parents and carers to connect with each other.

At Emerald Library cartoonist Adam Wallace entertained children over two sessions. Parents peered in the meeting room windows, as the sound of children's laughter could easily be heard through the closed door. Each child was presented with a copy of Adam's book.

Lego Challenges were popular right across the network. At Emerald Library children were given the task of constructing a Lego maze, and although it initially appeared to be an easy task, the children soon discovered it was complicated. How would the marble fit through the Lego blocks easily? Could two marbles navigate the maze and other problems? One child even created an upside-down maze! At the end of the sessions each child had a chance to see if they

could solve each other's mazes. One parent who had attended was inspired to replicate the activities at home with her autistic child, confident it would be a winner. As always, LEGO attracts kids of all ages – one of the challenges was won by a 4-year-old, and another by an 11-year-old!
(Cenza Fulco, Coordinator Community Engagement)

Partnerships and collaboration (Library Plan reference 1.5 and 2.3)

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

Recently we partnered with Mount Burnett Observatory to plan an astronomy event at Emerald Library to mark National Science Week.

Mount Burnett Observatory Inc. is a not-for-profit astronomical society in the Dandenong Ranges. This event was impacted by COVID, but will be rescheduled when restrictions ease. The event will feature telescopes on the oval outside the library, and the Observatory President speaking about the history of the observatory, telescopes and what's happening in the night sky.

We continue to work closely with Reclink to provide physical recreation opportunities for members. Programs in Cardinia have been popular and include Seniors Strengths training and Family Fun games events. The Reclink team are keen to do more and can offer sessions in many sports – Lawn bowls, Spike ball, Tennis, Badminton, Dodgeball, Mini golf, Frizbee, Skipping ropes....we just have to figure out how to run these in the library! Humour aside, our library teams are always working on opportunities to take our services 'beyond the four walls' and use nearby community facilities, including outdoor spaces. More programs with Reclink will be offered in Spring.

CCL – on the path to Reconciliation (Library Plan reference 3.3, 1.1)

CCL has completed our draft Reconciliation Action Plan and this has been shared with the Bunurong Land Council and Wurundjeri Land Council, and broader CCL team. The draft will now be submitted to Reconciliation Australia for formal ratification. (see attachment.).

Collections (Library Plan reference 1.5)

Our most popular Adult fiction and non-fiction titles this month (print):

Fiction

The Sanatorium – Sarah Pearse
The Survivors – Jane Harper
The President's daughter – Bill Clinton
Welcome to Nowhere River – Meg Ashton Bignell
How to mend a broken heart – Rachel Johns

Non-Fiction

The Resilience Project – Hugh Van Cuylenburg
Turns out, I'm fine – Judith Lucy
Becoming – Michelle Obama
Greenlights – Matthew McConaughey
Vegetarian Slow cooker – Libby Silbermann

Marketing and Promotions (Library Plan reference 3.1)

Key marketing activities for the months of June and July 2021 were:

- Monthly newsletters

- Winter What's On Booklet
- Development and printing of improved Welcome Guide
- Autumn School Holidays program – these events were booked out
- Special marketing campaigns: Lego and Science programs fundraiser, Winter Authors, Reconciliation Week
- Local Media (5 stories) – 2 x Staff feature pieces, Lego fundraiser, Home Delivery and Click and Collect, National Simultaneous StoryTime
- CCL 25 years Celebration – brand development and special edition library card design created
- Lockdown 5.0 and 6.0 (communications into and out of lockdown)
- Daily promotion of branch events/programs/activities

Engagement statistics

SOCIAL MEDIA	May 2021	June 2021	July 2021
Facebook	Followers: 8,151 Reach: 49,397 Engagement: 2,386	Followers: 8,241 Reach: 66,886 Engagement: 2,250	Followers: 8,344 Reach: 68,412 Engagement: 2,772
Instagram	Followers: 1,415	Followers: 1,432	Followers: 1,430
Twitter	Profile visits: 131 Tweet Impressions: 4,511	Profile visits: 112 Tweet Impressions: 2,842	Profile visits: 250 Tweet Impressions: 3,131

Best performing Facebook posts:

- June
 - Good News – We Can Welcome you back in the library (9 June) 7,131 people reached, 129 reactions, 195 post clicks
- July:
 - Lockdown 5.0 continues but we have good news – Home delivery/Click and Collect (20 July) 10,750 people reached, 253 reactions, 413 post clicks

eDM/eNewsletters

May 2021	June 2021	July 2021
Recipients: 51,282 Opens: 20,560 (40%) Click: 569 (2.8%)	Recipients: 52,424 Opens: 36.74% Click: 4.04%	Recipients: 52,723 Opens: 41.7% Click: 6.39%

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
June	47,117	19,365	41%	197,578	2.39	10.96%
July	44,955	17,699	39%	188,261	2.44	10.58%

Website Reflections

June was one of our best performing months of 2021, especially in terms of new visits, we are averaging 44,000 visits a month, which is a 78% increase on 2020. Our bounce rate has decreased

considerably over the last 12-15 months, visitors are finding the content they're coming to the site for, easily.

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.

INNOVATE

Reconciliation Action Plan (RAP) template

Innovate RAP:

An Innovate RAP is used to develop, test and establish the best approach for advancing reconciliation in your workplace. An Innovate RAP is a public commitment published on [Reconciliation Australia's website](#). It should take approximately 3 - 6 months to develop an Innovate RAP and 2 years to implement.

Before you start:

Before you commit to developing a RAP, it is important that you read and understand the [RAP framework](#), consisting of the three core pillars (Relationships, Respect and Opportunities), four RAP types (Reflect, Innovate, Stretch and Elevate) and mandatory actions and deliverables that guide the development of RAPs. It is also important to read and understand the [RAP development, review and endorsement process](#), starting with assessing whether a RAP is right for your organisation.

How to use this RAP template:

The Innovate RAP template is designed to encourage workplaces to think strategically about the actions and deliverables that will achieve their unique [vision for reconciliation](#) within their [sphere of influence](#). It is also designed to guide the RAP development process through the establishment of a [RAP Working Group](#).

The Innovate RAP template outlines the mandatory actions and deliverables that your workplace needs to develop commitments in line with in order to receive Reconciliation Australia's endorsement. In addition, your workplace is expected to demonstrate strategic thinking by including additional actions and deliverables tailored to your core business and sphere of influence. Please complete the template by addressing the questions outlined in the 'Our Vision', 'Our Business' and 'Our RAP' sections, outlining your workplace's unique additional actions and deliverables, and assigning a responsibility and timeline to deliverables

Throughout this template, all *italicised font is instructional only, whilst regular font indicates fixed text you need to include in your RAP*. Please review the following resources for good practice guidance on completing RAP templates.

- [Developing a S.M.A.R.T. RAP](#).
- [Demonstrating inclusive and respectful language](#).

RAP review and endorsement process:

Once you have completed your first draft RAP, please [submit for review](#) to Reconciliation Australia's website. A RAP team member will be in touch to provide feedback and tailored assistance within three weeks. Once Reconciliation Australia is satisfied your RAP meets requirements for endorsement, you will be provided endorsement in two stages.

1. **Conditional Endorsement** – Reconciliation Australia will provide in-principle endorsement of your RAP (content only) allowing you to seek internal sign-off from your senior leadership with confidence. Reconciliation Australia will also provide you with the RAP logo and branding to include in final design of your RAP.

NB: RAP logos are trademarked through IP Australia, and must not be used publicly until you have received Reconciliation Australia's final endorsement.

2. **Final Endorsement** – Reconciliation Australia will check your final designed document includes the conditionally endorsed content and the RAP logo and branding before providing final endorsement.

Casey Cardinia Libraries

Innovate Reconciliation Action Plan

October, 2020 – October, 2023

Our vision for reconciliation

Casey Cardinia Libraries

Reconciliation

Casey Cardinia Libraries acknowledge the Bunurong and Wurundjeri Peoples of the Greater Kulin Nation upon whose ancestral lands the libraries are based.

Reconciliation Statement

Casey Cardinia Libraries recognise Aboriginal and Torres Strait Islander peoples as the first people of this continent. We understand that the culture and knowledge developed over many thousands of years by Indigenous Australian people was severely disrupted by colonisation.

Colonisation has contributed to: the dispossession of Indigenous peoples from their lands; the dispersal and relocation of Aboriginal and Torres Strait Islander communities; the disruption and destruction of culture, spirituality, lore, custom and languages; the removals of children from families; and sustained impact on the prosperity and well-being of Aboriginal and Torres Strait Islander people.

As part of the process to redress these impacts, Casey Cardinia Libraries recognises our shared responsibility to acknowledge and recognise the enduring value of Aboriginal and Torres Strait Islander cultures in our community.

Casey Cardinia Libraries respect the Aboriginal people's special relationship to the land and waters across Australia and recognises Aboriginal and Torres Strait Islander sacred sites and significant places.

Casey Cardinia Libraries acknowledges the valuable contribution made by Aboriginal and Torres Strait Islander people and organisations in our community and will work co-operatively to encourage mutual respect and harmony.

By learning from each other, sharing knowledge and moving towards reconciliation, through practical steps we will grow stronger together.

Casey Cardinia Libraries are committed to implementing initiatives through a Reconciliation Action Plan which we will develop and deliver in partnership with local Aboriginal and Torres Strait Islander people.

Casey Cardinia Libraries has recently adopted a new four-year Library Plan. These strategic areas and associated activities underpin our Reconciliation Action Plan, and pathway to Reconciliation:

1. A place to gather and learn – create safe and welcoming places where everyone can gather, learn, share and grow

2. Partnership and innovation to achieve shared goals – strengthen partnerships and encourage innovation to broaden and deepen our impact
3. Facilitate Community Connection and Wellbeing – contribute to thriving, healthy and inclusive communities
4. Organisational Excellence – Strengthen our capacity to lead adapt and innovate to meet changing community needs

Within CCL's Strategic focus to: 'Facilitate Community Connection and Wellbeing', there are specific references made to our journey toward Reconciliation, and commitment to provide high quality library and information services for Aboriginal and Torres Strait Islander people:

- 3.3 Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services.
- 3.3.1 CCL continues its journey to reconciliation – 'Innovate' Reconciliation Action Plan is complete by October 2021.

Our business

Public libraries are expected to do much more than curate collections and lend books. In a time of rapid change, libraries have a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic and wellbeing outcomes across the community.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 470,000 people.

The population of City of Casey and Cardinia Shire council is forecast to exceed 700,000 people within twenty years.

Our libraries are located at Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park and Pakenham.

The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield.

CCL has more than 106,000 members. Our libraries work with local member Councils (Local Government), community organisations, local employment agencies, key educational partners including Universities and Health Organisations; we actively support Public Libraries Victoria the State's peak body for Public Libraries.

Casey Cardinia Libraries employs 170 staff, with two current staff members who identify as Aboriginal.

Our RAP

- *Why is your workplace developing a RAP?*

Aboriginal and Torres Strait Islander people are the traditional owners of the land on which we operate and have been here for over 60,000 years.

We want the libraries and spaces of Casey Cardinia Libraries to be places where Aboriginal and Torres Strait Islander peoples feel safe and welcome.

We want to support the Aboriginal and Torres Strait Islander communities by asking them what they want, need, would like from us through consultation and collaboration.

We believe that creating a pathway to reconciliation is important and creating a RAP will help highlight its importance to our community.

We want to ensure that our library collections and programs reflect the richness of Aboriginal and Torres Strait Islander histories and ongoing resilience of Aboriginal and Torres Strait Islander cultures in respectful ways. We refuse to contribute to a white-wash of Australian history.

We include contemporary works by Aboriginal and Torres Strait Islander authors, illustrators and poets in our evolving collections to reflect the ongoing dynamic cultures of First peoples.

Casey Cardinia Libraries supports and creates employment opportunities for Aboriginal and Torres Strait Islander peoples – by employing library staff, performers, artists, educators, elders and through responsible procurement practices.

In the development of this plan, we have engaged with the Bunurong Land Council. They have provided the following advice:

“We support you in creating and following through with the actions on your first RAP”

Our RAP is championed internally by team members from a broad range of specialities including senior leadership, customer experience, programming, organisational development, outreach, children’s and youth services & library collections:

Chris Buckingham – CEO

Beth Luppino – General Manager Customer Experience

Cenza Fulco – Community Engagement Co-ordinator

Leanne Hornibrook – Collections Manager

Makaila Giles – Home Library Service Co-ordinator

Ivy Tucker – Cranbourne Outreach Librarian

Jo-Anne Hansford – Cardinia Outreach Librarian

Shaniace Daymond – Customer Experience Officer

Naomi Woodward – Youth Services Librarian

Aboriginal and Torres Strait Islander team members, as well as those who regularly engage with local Aboriginal and Torres Strait Islander communities, and staff with appropriate leadership and decision-making capacity are all members of our RAP Working Group. We encourage inclusive thinking and the implementation of new ideas.

We have previously produced a draft RAP. While this plan was not officially ratified, there were learnings from the process and some positive actions that were completed as a result. These included:

- Employment of two Aboriginal and Torres Strait Islander trainees
- Development of an organisational Statement of Reconciliation

While work with our library collections continues, an outcome of the initial draft RAP draft was to mark all works by Aboriginal and Torres Strait Islander authors, telling Aboriginal and Torres Strait Islander stories, or about Aboriginal and Torres Strait Islander history or culture with spine labels to allow the collection to be easily discoverable and attractive to the whole community.

We made the decision to identify these works through clear labelling so they could be incorporated into the broader library collections, and not separately housed in the library and therefore excluded from discovery through browsing.

Casey Cardinia Libraries regularly plan and deliver programs and services that contribute to our journey towards Reconciliation and promote Aboriginal and Torres Strait Islander culture and stories. Some examples include:

- *Library has Legs Cranbourne partnership work with the Balee Koolin Bubup Bush Playgroup (co-facilitated with an Aboriginal educator at RBGV) and the VACCA Koorie Kids Playgroup at Cranbourne Community House School holiday and NAIDOC programs that showcase Aboriginal and Torres Strait Islander speakers and performers (such as the Aboriginal and Torres Strait Islander Science and Innovation program run in 2020 with TIPIAC)*
- *Art spaces and furniture purchasing*
- *Collections – tagging; purchasing from reputable suppliers, Aboriginal organisations or direct from authors*
- *Sharing Local Aboriginal and Torres Strait Islander stories and voices, where appropriate and respectful*
- *Library podcast featuring First Nations works and authors*

In 2017 CCL employed two trainees through an Indigenous Employment Program facilitated by Max Employment and MEGT. Shaniace started with CCL as a trainee in early 2017 and made an outstanding contribution from Day 1. Shaniace is now a permanent CCL staff member.



Relationships				
<p>Public Libraries exist to provide free and accessible services to the whole community. It is important to us that Aboriginal and Torres Strait Islander peoples in our community feel welcome and safe in our libraries and enjoy equitable access to our services.</p> <p>We support initiatives that contribute to Aboriginal and Torres Strait Islander peoples' health and well-being through early literacy, inclusion and supporting the broader community's understanding of the rich contribution Aboriginal and Torres Strait Islander peoples make to our community.</p>				
<p>Focus area: A place to gather and learn – create safe and welcoming places where everyone can gather, learn, share and grow</p>				
Action	Deliverable	Timeline	Responsibility	
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2021	CEO GMCE	
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	RWG	
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's National Reconciliation Week resources and materials to our staff.	Ongoing	RWG	
	• RAP Working Group members to participate in an external National Reconciliation Week event.	27 May-3 June, 2022	RWG	
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May-3 June, 2022	CEO ET LT	
	• Organise at least one National Reconciliation Week event each year.	27 May-3 June, 2022	CCE	
	• Work with local partners (eg. Royal Botanic Gardens Cranbourne) to deliver events as part of National Reconciliation Week and schedule events and programs throughout the year that promote knowledge of and participation in Aboriginal and Torres Strait Islander culture.	March 2022	RWG	
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	Ongoing	ET	
	• Communicate our commitment to reconciliation publicly. For example, through CCL's monthly Enewsletter, website, library plan.	October 2021	Manager Marketing	

	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by: <ul style="list-style-type: none"> Reporting on our activities and statements to member Councils and broader community through formal reporting (Annual), social media and on our website Inviting key partners and stakeholders to attend all CCL Reconciliation Programs Promoting and encouraging awareness of Reconciliation through the purchasing of materials for our library collections and the use of Aboriginal and Torres Strait Islander suppliers 	Ongoing	CEO
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. Eg. Partnership activities with RBGV Cranbourne, City of Casey, Cardinia Shire, Doveton Gathering Place 	Ongoing Ongoing	CCE Collections Manager; GMCE
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2021	GMOD
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. (Note: CCL has established and will maintain a Social Inclusion Policy that references anti-discrimination) 	December 2021	GMOD, GMCE
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	December 2021	GMOD
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	September 2022	GMOD

Respect

Aboriginal and Torres Strait Islander peoples have made a rich contribution to humanity over thousands of years. Libraries play a critical role sharing stories and helping communities grow stronger together.

People from all walks of life view libraries as a trusted source of information. Racist stereotypes are challenged by quality information and exposure to the voices and real stories of Aboriginal and Torres Strait Islander peoples. By helping to facilitate the sharing of quality information about Aboriginal and Torres Strait Islander peoples and Culture and providing diverse collections from Aboriginal voices, we can help address ignorance.

Focus area:

Leadership and Innovation: Lead positive change through partnerships and teamwork.

Resilience: Strengthen capacity in our growing community			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	November 2021	GMOD
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	December 2021	GMOD
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	May 2022	GMOD
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Ongoing	GMOD
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Eg. Create a learning unit in online learning platform 'Litmos' using protocol documents 	Sept 2022 Litmos unit May 2022	GMOD
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	October 2021	GMCE
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Ongoing	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public programs 	Ongoing	All staff
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2022	RWG
	<ul style="list-style-type: none"> Review Enterprise Agreement, HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Complete	GMOD
	<ul style="list-style-type: none"> Promote and encourage participation in NAIDOC events to all staff. 	First week in July, 2022	Leadership Team

Opportunities			
<p>Casey Cardinia Libraries acknowledges the valuable contribution made by Aboriginal and Torres Strait Islander peoples. By creating opportunities for First Peoples, Casey Cardinia Libraries advocates for the intrinsic value of culture and community and helps to strengthen the pathway towards Reconciliation.</p>			
<p>Focus area: Organisational Excellence – Strengthen our capacity to lead, adapt and innovate to meet changing community needs</p>			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Annually	GMOD
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	December 2021	GMOD
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	March 2022	GMOD
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Advertise job vacancies to community networks eg Doveton Gathering Place, DDACL 	Ongoing	GMOD
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	March 2022	GMOD
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. Eg. Continue to offer dedicated Aboriginal and Torres Strait Islander traineeships 	December 2022	GMOD
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	September 2022	CEO
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2021	GMF

	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2021	GMF
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	October 2021	GMF
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	February 2022	GMF
	<ul style="list-style-type: none"> Prioritise the purchase of Aboriginal and Torres Strait Islander collection items (Library Materials) through ATSI Publishers or suppliers 	October 2021	Collections Manager

Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	Ongoing	GMCE
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	October 2021	GMCE
	<ul style="list-style-type: none"> Meet at least four times per year to identify new ideas, drive and monitor RAP implementation. 	Ongoing	GMCE
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	December 2021	RWG
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	October 2021	RWG
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	October 2021	GMCE
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	October 2021	GMCE
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2022	GMCE
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Ongoing	GMCE
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	July 2022	CEO
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	December 2022	GMCE

13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	April 2023	GMCE
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Contact details *Include contact details (job title, phone and email) for public enquiries about your RAP*

Name: Chris Buckingham

Position: CEO, Casey Cardinia Libraries

Phone: 0405518057

Email: chris.buckingham@cclc.vic.gov.au

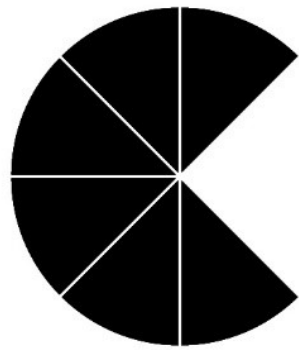
GENERAL BUSINESS

CC49/2021 COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

RECOMMENDATIONS

1. That the Board note the CCL COVID-19 Business Continuity Plan 17 August, 2021



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan

2021 – 2022

17 August, 2021

Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 480,000 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 other members of the CCL Team as required.

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
- Jenny Scicluna, Cardinia Shire Council

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

Risk Register

Top 5 Risks – Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Decline in revenue from funding partners
2	7	Changes to government policy
	7	Global warming – climate change
	7	Disruption of the partnership between Cardinia Shire Council and the City of Casey
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

Top 5 Risks – Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic – acute
	8	Pandemic – fatal
2	7	Domestic violence incident staff working from home
3	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Staff mental health in response to COVID-19 and changes in workplace practices
	6	Decline in visitation

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 Wi-Fi 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 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.

On 27 May, the Acting Premier James Merlino announced a 7-day Stage 4 Lockdown

On 2 June, the Acting Premier James Merlino announced an extension of the Stage 4 Lockdown for another week and signalled that the transition process back to COVID normal may take some time.

On 9 June, the Acting Premier, James Merlino announced an easing of restrictions from 11.59pm 10 June, which will mean that CCL can reopen to the community in the coming days with restrictions on people density (1 person per 4 square metres) and a cap on the number of visitors (50pax)

On 16 June, the State Government announced an easing of restrictions from 11.59pm 17 June, which will mean that CCL can increase the cap on the number of visitors indoors (75pax)

On 23 June, the State Government announced an easing of restrictions from 11.59pm 24 June, which meant that CCL were able to operate with a density quotient of 1 person per 4sqm and a maximum venue cap of 300 people.

On 15 July, the State Government announce a snap 5-day lockdown commencing at 11.59pm on the same day

On 20 July, the State Government announced a 7-day extension to the lockdown until 11.59pm on 27 July

On 27 July, the State Government announced easing of restrictions from 11.59pm which will mean that CCL can operate with a density quotient of 1 person per 4sqm and a maximum venue cap of 100 people as long as Covid Safe guidelines are followed.

On 5 August, the Premier announced a 7-day lockdown commencing on the same day. Library network has closed to the public. However, we are allowed to offer a click and collect service.

On 11 August, the Premier announced a 7-day extension of the current Lockdown with the same restrictions on library operations to continue.

On 16 August, the Premier announced a 14-day extension of the current Lockdown with the same restrictions on library operations, noting that CCL will issue permits authorising relevant staff to attend the branch to undertake permitted activities.

CCL will continue to develop and implement 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:

Services

- CCL Branches will continue to offer click and collect in line with Covid Safe conditions
- Expansion of eResources (<https://www.cclc.vic.gov.au/online-resources/>)
- CCL App promoted to the community
- The Home Delivery service in partnership with Australia Post will be expanded
- Home Library Service will continue leveraging Australia Post delivery service
- Return Chutes are open
- Programs continue to be delivered online where possible

Social and Economic Inclusion

- Ask a Librarian phone service recommenced
- Ask a Librarian web chat continues
- Outbound customer care calls to library members aged over 70 years old will recommence
- Online story-telling and program delivery continues
- Free WiFi access continues

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

- Rosters have been reconfigured to enable continuation of services where safe eg click and collect, online programming and phone services
- Microsoft Teams is being used as the preferred online tool for staff communications

- Regular engagement with ASU to ensure open lines of communication
- Provision of online training and development opportunities continues
- 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 will continue to support 'Live Briefings' on Teams on an as needs basis.

Working from Home

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

Response to COVID – 19 Infection

- A Business Contingency Plan has been established and maintained
- 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

CCL will return to normal opening hours when State Government directives allow.

Financial Viability

CCL has recorded a surplus in the 2020–21 Financial year.

Longer term financial viability is dependent on Member Council contributions.

Equipment and Resources

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.

Most staff now have access to CCL Laptops so they can more easily work from 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.

Appendix 1

COVID19 RESPONSE – LOCKDOWN OPERATIONS CHECK LIST

Use this to check off changes entering and exiting Lockdown

Task	Who – ET responsibility	Check
Roster adjustments – WFH, In branch skeletal crews, Customer Care, CMO bubble	Melissa (BMTLs)	
WFH set- ups – laptops, ring central and Teams	Daniel	
1800 queue adjustments	Daniel	
Branch phone diversions	Daniel	
Crisis Comms plan – internal, external, member councils (Comms, Facilities, Board)	Beth (Erin, Chris)	
Cleaners	Beth	
Security	Beth	
Couriers – daily, TOLL Libs Vic, Aus Post	Beth	
Newspaper deliveries	Beth (Leanne)	
Armaguard	Avtar (Accounts)	

CC50/2021

CEO'S PERFORMANCE REVIEW – KPI'S 2020–2021

Report prepared by Chris Buckingham

Purpose

To inform the Board of progress with Casey Cardinia Libraries CEO's Performance Review for 2020–2021.

Discussion

The CEO has provided the Board with a final draft report against key performance indicators for 2020–2021.

RECOMMENDATIONS

1. That the Board note the report and determine next steps given the CEO's tenure concludes on 2 October, 2021.
2. That the Board acknowledge the CEO's performance in 2020–2021



Casey
Cardinia
Libraries

Chief Executive Officer
2020 – 21 Key Performance Indicators
Final Report

	KPI	Measure	Performance Demonstration	Performance Rating
Strategy and Innovation	Adoption of the CCL 2021 – 2025 Library Plan	Successful engagement of key stakeholders in the development of the 2021 – 2025 Library Plan	Community, staff and key stakeholders extensively engaged in the development of the 2021–25 Library Plan which was adopted by the CCL Board in June	Exceeds expectations
		Development and delivery of 2020 – 21 Action Plan	20 – 21 Action Plan finalised and delivered	Satisfactory
		Positive advocacy for renewal and refurbishment of existing libraries	As President of PLV successfully advocated for \$10 million additional funding over two years from State Government Living Libraries Infrastructure Fund.	Needs some improvement
			Member Councils are now eligible for \$1million funding through Living Libraries, or more through Growing Suburbs for new library development.	Highly unsatisfactory
		Successful advocacy for new libraries in Officer and southern end of Casey ie Establishment of firm timeframes for new libraries with Member Councils	Cardinia lodged a successful Minor Capital Grant application through Living Libraries Infrastructure Fund for Emerald Library refurbishment (\$97,000) with support from CCL. The decision to invest in new libraries rests with Member Councils. No new libraries are planned. CCL will continue to provide guidance and advice when needed.	

		<p>Exploration of service delivery models and partnerships with Member Councils that support the Community Recovery Process</p> <p>Active support and engagement in the development and delivery of the CCL Service Review</p>	<p>CCL worked closely with City of Casey with the roll out of their Digital Activation Program during COVID.</p> <p>CCL actively participated on Cardinia Shire's COVID19 Community Recovery Group.</p> <p>CCL has actively supported the Member Council's Service Review of Library Services where requested. Review finalised in April 2021.</p> <p>CCL await receipt of the Service Review report from the Member Councils.</p>	
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	KPI	Measure	Performance Demonstration	Performance Rating
Engagement	Community is consulted, engaged and enthused by CCL	Delivery of 2020 – 21 Marketing Program	2020 – 21 Marketing Program complete	Exceeds expectations
		Positive coverage in local media	Excellent coverage in local media and articles in The Age on CCL/ public library Covid Response and in the Herald Sun on CCL Home Deliveries.	Satisfactory
		Increased engagement by community through social media	Social media engagement continues to increase eg 8,000+ followers on FB and over 1,400 followers on Instagram.	Needs some improvement
		Demonstrated connection with community leaders, Council stakeholders and relevant interest groups	Traditional networking opportunities have been limited by impact of COVID restrictions.	Highly unsatisfactory
			CCL continues to support Member Council activities including planning, consultation and engagement processes. Eg City of Casey's Smart City Launchpad, Cardinia Liveability Steering Group, Together We Can, and Bunjil Place Banding and Activation Review.	
			CCL has signed an MoU with Casey Connect & Learn to increase lifelong learning opportunities for Casey Residents.	
		Recruitment of volunteers that support CCL		

		<p>service delivery</p> <p>Net Promoter Score gathered through annual community survey remains above 55</p> <p>CCL performance against key performance measures as of June 30, 2021</p>	<p>Volunteer recruitment limited by COVID restrictions. HLS volunteer program recommenced.</p> <p>CCL continues to work with an incredibly broad range of groups in the delivery of programs and activities for the benefit of the community.</p> <p>September Community Survey NPS was 76 (1554 responses) – both record results</p> <p>Development of Customer Experience Framework</p> <p>CCL KPIs that relate to visitation, loans and attendance have been severely disrupted by COVID19</p> <p>Recovery underway visitation – running at 50% of Pre Covid levels</p> <p>See summary table at end of the document</p>	
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	KPI	Measure	Performance Demonstration	Performance Rating
Operations	Efficient and effective management of the operations of the library service	<p>Renewal and improvement of business systems</p> <p>Increased value derived from key vendors (reduction in costs and/ or increase in value of services)</p> <p>Delivery of services that meet community needs through the COVID – 19 Response and Recovery Process</p>	<p>Digitisation of Employee Records complete</p> <p>New phone system implemented (Ringcentral)</p> <p>Azure passwordless system access near finalisation</p> <p>Business innovation project incorporating payroll and creation of electronic forms complete</p> <p>Digital Onboarding process near complete</p> <p>CCL finalised an RFP for the Network Restructure, which will result in increased value and est savings of \$60,000 per annum which will be reinvested in improving digital security</p> <p>Collection vendors reviewed and Fiction standing order moved to Book House from DLS</p> <p>Customer Care Calls (outbound)</p> <p>Contactless Click and Collect</p> <p>Expansion of eResources</p> <p>Contactless Home Delivery</p> <p>Online programming</p> <p>80 PC and Laptop Loans to community (20 in partnership with the Hills Hub)</p> <p>Revamped CCL website with an accessibility score of 75%</p> <p>The CCL transition back to normal opening hours has been smooth</p>	<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>

	KPI	Measure	Performance Demonstration	Performance Rating
People and Culture	Develop high performing workforce with positive culture	Cultivation of CCL values that are owned by Board and staff	Workforce is in great shape, despite all the challenges provided by COVID19	Exceeds expectations
		Further improvements in annual Staff Engagement Survey results (September 2020)	Staff survey completed – results demonstrate further improvement in staff engagement with organisational values	Satisfactory
		Implementation of the Workforce Development Plan	Mental Health First Aid Skilled Workplace Gold Accreditation	Needs some improvement
			CCL recruited 4 Library Trainees from diverse backgrounds in 2020. 2 remain on staff.	Highly unsatisfactory
			'Shelvers' have been transitioned to Library Assistants in a considered process that sees young people getting more opportunity to develop their skills and attributes at work	
			CCL's investment in workforce development showcased as best practice in June 2021 ALIA Incite Magazine	

	KPI	Measure	Performance Demonstration	Performance Rating
Finance	Sound financial and business management of CCL	<p>Annual Budget comes within +/- 5% projections</p> <p>\$100,000 additional revenue, or equivalent value gained through partnerships, grants, donations and sponsorship</p>	<p>A surplus of \$273,000 was achieved at the end of the Financial Year (draft result).</p> <p>Reimagining Health: VicHealth Partnership Grants (\$19,140) Be Connected (\$5000) Digital Health Records Training (\$6,000) SLV Health and Well Being Grant (\$35,000) LinkedIn Learning Partnership with Casey Cardinia Economic Development (\$20,000) Subsidies from PLV via online Storytime and Ancestry.com (\$1050) + (\$10,000) Fresh service collaboration with PLV and CoM (\$20,000) Federation Uni advertising (\$1200) Community donations (\$16,000) Traineeships (final subsidies to be confirmed)</p> <p>Fed Uni will support a study space in Emerald and Doveton in early 2021-22</p> <p>CCL actively supported PLV State Budget Bids. Substantive results was additional \$10 million over 2 years for Living Libraries Infrastructure fund and 3.5% increase in recurrent funding for 2021 - 2</p>	<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>

	KPI	Measure	Performance Demonstration	Performance Rating
Governance and Compliance	CCL compliance with statutory and funding requirements	CCL Board is provided with timely, relevant and accurate information including briefings on issues and risks of strategic, financial and operational significance.	On track	Exceeds expectations
		Board papers are provided 5 days before Board Meetings	On track	Satisfactory
		VAGO provide an unqualified audit for 2019 – 20	Complete	Needs some improvement
		Implementation of CCL's Risk Management Plan including quarterly reporting to the Board	On track	Highly unsatisfactory

	KPI	Measure	Performance Demonstration	Performance Rating
Additional Elements	Planned Personal Development Activity	Active participation in PLV and/or ALIA	Currently President Public Libraries Victoria and member of the ALIA subcommittee for public libraries (APLA)	Exceeds expectations
		Outlook Vic Board Membership	Actively participating on Outlook Vic Board	Satisfactory
		Complete IPAA's Senior Executive Integrity and Ethical Leadership Program or similar.	Completed IPAA Senior Executive Integrity and Ethical Leadership Program	Needs some improvement
				Highly unsatisfactory

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

Casey Cardinia Libraries Key Measures

CCL used the following measures to track our performance in 2020 – 2021

Measure	CCL	CCL	CCL	CCL
	Actual 2018/2019	Actual 2019/2020	Projections 2020/2021*	Actual 2020/2021
Engagement				
Utilisation of Technology (Wi-Fi, Public PC user in branch)	348,666	283,652	94,000	107,171
Net Promoter Score (Community Survey)	68	64	70	76
Memberships**	127,642	132,757	109,000	105,930
Visits				
Visits – physical	1,286,633	949,876	460,000	435,263
Visits – virtual	941,661	935,390	805,000	847,362
Total visits	2,228,294	1,885,266	1,265,000	1,282,625
Program and events attendance	95,725	69,573	10,000	36,345
Number of program and events	3,671	2,819	3,600	1,550
Collection				
Loans (total physical and digital)	2,646,835	2,285,319	1,990,000	2,055,629
Turnover rate – physical items	7.4	5.7	6.0	4.5
Turnover rate – digital items	16.3	23.5	20.0	21.1
Physical quality of library collection (age of collection – less than 5 years)	67.2%	68.5%	68.0%	xx
Cost of Delivery				
Cost of library service per capita	\$27.68	\$24.89	\$24.35	xx
Cost of library service per visit (total income)	xx	\$11.70	\$25.93	xx

* Revised projections from those presented in the Library Plan 2020 – 2024.

** Unusual bulk membership database clean-up occurred in February 2021.

For more detail on 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](#) – July 2016

IN-CAMERA

CC51/2021	CONFIDENTIAL DISCUSSIONS
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NEXT MEETING

Wednesday 27 October 2021, Cardinia Shire – Online Meeting