Casey Cardinia Libraries

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

AGENDA

Board Meeting
Wednesday 27 October 2021
4.00pm

Online Meeting via Teams

1.   Present

2.   Apologies

3.   Acknowledgement of the Traditional Owners

4.   Board Membership

Cardinia Shire advised Casey Cardinia Libraries that Lili Rosic, General Manager, Liveable Communities has been nominated Officer to the Library Board from Wednesday 20th October.

Casey Cardinia Libraries would like to thank Jenny Scicluna, General Manager Customer, People and Performance for being on the Library Board since June 2021.

5.   Declaration of Conflicts of Interest

6.   Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Special 'In Camera" Board Meeting held on 7 October 2021.

OFFICERS' REPORTS

CC58/2021	FINANCE
Report prepared by Avi Singh	

Purpose

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

CCL Library Plan reference – 4.5, 4.6

Discussion

Income Statement **Month Ended 30 September 2021**	Total Budget 2020-21	Budget YTD September 2021	Actual YTD September 2021	Variance	% Actual Vs Budget
Income					
Council Contributions	8,772,499	2,193,125	2,193,125	0	0.0%
Government Grants	2,839,505	2,779,545	2,806,017	26,472	1.0%
CfC Funding	179,520	45,475	67,403	21,927	48.2%
Interest on Investments	33,750	8,438	3,372	(5,066)	(60.0%)
Other Income	303,156	75,789	23,056	(52,733)	(69.6%)
Total Income	**12,128,430**	**5,102,372**	**5,092,972**	**(9,400)**	**(0.2%)**
Expenditure					
Employee Costs	9,110,268	2,102,370	1,837,851	264,519	12.6%
IT & Communications	752,345	188,086	207,928	(19,842)	(10.5%)
Library Materials	382,051	273,467	264,612	8,855	3.2%
Promotions & Marketing	139,766	34,942	28,168	6,773	19.4%
Administration	606,218	151,555	137,059	14,496	9.6%
Depreciation	1,456,459	364,115	350,261	13,854	3.8%
Total Expenditure	**12,447,108**	**3,114,534**	**2,825,879**	**288,655**	**9.3%**
Net Gain (loss) disposal of plant & equipment	0	0	300	300	
Net result for the reporting period	**(318,678)**	**1,987,838**	**2,267,393**	**279,555**	**14.1%**

Income

Government Grants – CCL's State Government funding for 2021-2022 came out 1% better than the budgeted funding i.e. an actual increase of 3.5% over 2020-2021 funding compared to 2.5% budgeted increase. We are still to receive around $60K of PRC funding which will be coming in January/February 2022.

CFC Funding – is currently $22K ahead of the budget, which is solely due to the timing of contracted funds being processed early.

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. Some of this loss of revenue is 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.

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) incurred in July. Expenditure is coming back in line with the budget.

Promotions & Marketing – YTD underspend in Promotions and Marketing relate to savings in programs due to lockdowns. It is expected to realign with the budget later in the year.

Administration – cost 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 Month Ended 30 September 2021	Total Budget 2020-21	Budget YTD September 2021	Actual YTD September 2021	Variance	% Actual Vs Budget
Library Materials	1,209,828	535,993	384,326	151,667	28.3%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	217,474	10,000	6,056	3,944	39.4%
Capital Exp. for the reporting period	**1,427,302**	**545,993**	**390,382**	**155,611**	**28.5%**

Capital Expenditure

Library Materials – the YTD underspend of $152K is partly due to the tight cash flow in July and August with the surplus cash tied in term deposits, and partly due to delay caused by errors in a supplier's invoices, as well as delays in international stock due to COVID. Around $72K was meant to be invoiced for eAudio book products in July/August but the supplier issued incorrect invoices resulting in the delays. It has now been resolved in October.

Furniture & Equipment – CCL is working in line with its normal Furniture and Equipment procurement cycle which usually starts in September. The underspend will gradually catch up with the budget, with the aim to utilise CAPEX budget by May.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
August Statement		NIL Transactions	
Total August 2021			**$0.00**
September Statement	18/09/2021	Alibaba.com – Commercial Laser Plywood – Consumables for our new devices	$123.72
Total September 2021			**$123.72**
TOTAL			**$123.72**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
August Statement	2/08/2021	Bunnings – Tools – Drill Driver, Heat Gun, Screws	$509.37
	4/08/2021	Amazon Web Services – Currency Conversion Fee	$0.78
	4/08/2021	Amazon Web Services – Website Hosting	$327.01
	4/08/2021	Bunnings – Tools – Drill Bit, Washers, Wings Screws and Hexagon Nuts	$31.54
	4/08/2021	Insync – Media Display Sync Tool	$133.88
	5/08/2021	Adobe Systems Pty Ltd – Creative Cloud	$441.89
	6/08/2021	Microsoft Azure – Microsoft Azure Servers	$16.35
	9/08/2021	Amazon Prime Australia – Delivery Fee	$6.99
	16/08/2021	Zoom – Zoom Monthly Video Conferencing	$317.12
	16/08/2021	Microsoft – Cancel Subscription	-$97.54
	23/08/2021	PayPal Street Pty Ltd – Language Translation	$9.90
Total August 2021			**$1,697.29**
September Statement	2/09/2021	Amazon Web Services – Currency Conversion Fee	$0.79
	3/09/2021	Amazon Web Services – Website Hosting	$326.53
	4/09/2021	Kickstarter.com – Web Cameras	$1,970.32
	5/09/2021	Adobe Systems Pty Ltd – Creative Cloud	$441.89
	6/09/2021	Amazon Prime Membership – Delivery Fee	$6.99
	13/09/2021	Zoom – Zoom Monthly Video Conferencing	$317.12
	20/09/2021	PayPal – Steam Programs Subscription	$9.90
Total September 2021			**$3,073.54**
TOTAL			**$4,770.83**

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
August Statement	27/08/2021	Public Libraries Victoria – Event – Can Stories Save Us? – Staff attendance	$10.00
Total August 2021			**$10.00**
September Statement	9/09/2021	Kindness Toolkits for Staff Care Packages	$2,038.30
	22/09/2021	2 Day Training Course – Staff attendance	$315.00
Total September 2021			**$2,353.30**
TOTAL			**$2,363.30**

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
August Statement	29/07/2021	Campaign Monitor - July EDM Credits	$760.76
	2/08/2021	Kmart Online - Small Serving Trolley - Pakenham Library	$572.00
	5/08/2021	In Any Event Hire & Sales - Mega 4 Yard Game - Libraries After Dark	$275.72
	6/08/2021	Echo Cartons - Home Delivery Boxes - CFC Pakenham	$37.80
	6/08/2021	Echo Cartons - Home Delivery Boxes - Cranbourne Library	$126.00
	6/08/2021	Echo Cartons - Home Delivery Boxes - Hampton Park Library	$63.00
	6/08/2021	Echo Cartons - Home Delivery Boxes - Endeavour Hills Library	$63.00
	6/08/2021	Echo Cartons - Home Delivery Boxes - Emerald Library	$18.90
	6/08/2021	Echo Cartons - Home Delivery Boxes - Bunjil Place Library	$37.80
	6/08/2021	Echo Cartons - Home Delivery Boxes - Pakenham Library	$37.80
	6/08/2021	Echo Cartons - Home Delivery Boxes - Cardinia Mobile Library	$6.30
	25/08/2021	Buzzsport - Audio/Podcast Hosting	$17.38
	26/08/2021	Campaign Monitor - August EDM Credits	$772.20
	26/08/2021	News Pty Ltd - The Australian - Annual Subscription - Endeavour Hills Library	$572.00
Total August 2021			**$3,360.66**
September Statement	31/08/2021	News Pty Ltd - The Australian - Annual Subscription - Emerald Library	$572.00
	7/09/2021	Echo Cartons - Home Delivery Boxes - Cranbourne Library	$270.00
	7/09/2021	Echo Cartons - Home Delivery Boxes - Bunjil Place Library	$270.00
	7/09/2021	Echo Cartons - Home Delivery Boxes - Hampton Park Library	$159.00
	7/09/2021	Echo Cartons - Home Delivery Boxes - Endeavour Hills Library	$159.00
	7/09/2021	Echo Cartons - Home Delivery Boxes - Emerald Library	$79.50
	7/09/2021	Echo Cartons - Home Delivery Boxes - Doveton Library	$79.50
	17/09/2021	Reconciliation Australia - RAP Development Fee	$1,650.00
	20/09/2021	Kmart Online - Lego Sets - Purchase from Lego Fundraiser	$1,068.00
Total September 2021			**$4,307.00**
TOTAL			**$7,667.66**

<u>Bank Reconciliation</u>

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.

RECOMMENDATIONS

1. That the Finance Report be noted.

CC59/2021	BUILDINGS AND FACILITIES

Report prepared by Bec Mitchem

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

Living Libraries Infrastructure Program (*Library Plan reference 1.1, 4.5*)

CCL continues to work closely with both member councils to advocate, plan and deliver on much needed upgrades to our facilities through the Living Libraries Infrastructure program. The projects are in line with CCL Facilities Development Plan 2021-2025.

Emerald Library

Collaboration is strong between Cardinia Shire and CCL on the delivery of the upgrades to Emerald Library. Despite some disruptions due to COVID, the project remains on track for completion by May 30, 2022, in line with original dates. Consultation with Cardinia Project Manager and appointed architect is underway to plan the circulation desk - the new desk will be smaller to increase the footprint for community lounge space.

Endeavour Hills Library

City of Casey has applied for a grant to improve Endeavour Hills Library. The project will complement planned works to improve the library's public toilets, and the internal/external painting recently completed. The Living Libraries project will include improvements to the circulation desk; the removal of the fixed indoor garden to create more lounge space; and glass partitioning for the 'sun room' that will provide access to quiet study space.

Council has also applied for State Government Community Shade funding for the Endeavour Hills Town Square precinct. If successful, the funding will be used to provide both natural, planted shade and permanent shade structure, to support outdoor programming and activities, and community members who use the Endeavour Hills Town Square.

Furniture renewal (*Library Plan reference 1.1, 4.5*)

Investment is being made across the service to help upgrade furniture and provide accessible and comfortable spaces for our community. Pakenham Library has new foldable study tables for their study area, which will allow us to host larger numbers for COVID safe programs.

Soft-seating and children's study furniture will be purchased for Bunjil Place and Hampton Park branches in the coming months.

Conclusion

CCL in partnership with the member councils, continues to invest in creating safe, inviting, and welcoming places that encourage engagement and a sense of civic pride.

RECOMMENDATIONS

1. That the Buildings and Facilities Report be noted.

CC60/2021	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, 1.4, 4.6

Background

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

Discussion

<u>Corporate Network Restructure</u> *(Library Plan reference 1.3, 1.4)*

The Corporate Network Restructure will provide increased network connectivity and bandwidth across all sites. All sites now have their primary connection except for Pakenham Library - where a new service connection is in process. Doveton Library has their secondary (NBN) connection with all sites to follow suit in October and November.

Further to this, our operational model was mentioned as a case study by Telstra and NBN at the national Telstra Vantage conference alongside Woolworths.

<u>Azure Passwordless</u> *(Library Plan reference 1.3)*

Digital security is an ongoing focus for CCL. 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. To date, this project has migrated all services into our Azure tenancy, with the existing cloud server provided by Telstra to be shut down as part of the Corporate Network Restructure.

<u>Business Intelligence</u> *(Library Plan reference 4.6)*

CCL currently allocate staff resources to collating and reporting on a wide variety of metrics - these feed into KPI/Government reporting and help us to allocate resources to fit the needs of community. Metrics include visits, collection usage, Wi-Fi utilisation, use of digital resources and more.

We have been working on a data warehouse and automation service that will both reduce the staff requirement for collation and provide greater granularity of the data. This project is the first of its kind in Victoria and leans heavily on some advances made by a similar Tasmanian project. We have finished the creation of our first dashboard which will be tested with our Leadership Team in the coming weeks.

<u>Digital HR and Payroll</u> *(Library Plan reference 4.6)*

With a dynamic workforce of full time and part time employees, the completion of forms, approvals and administration is challenging and exposes risk in physical forms being lost or delayed. With the creation of digital Payroll forms through our in-house PowerApps and Power Automate application staff are now able to quickly lodge and track their forms, Managers and Executive are easily able to approve, and administration can action the request more readily.

Digital change boarding and performance *(Library Plan reference 4.6)*

Building on the success of the Digital HR and Payroll project, we commenced work on the digital performance application and change boarding (onboarding, changes, off-boarding) to streamline the manual processes required in ensuring the correct information is always available within our systems. We are in the final stages of development and testing, roll out is scheduled for October.

RECOMMENDATIONS

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

CC61/2021	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)*

Two new Health and Safety Representatives joined the OHS team and completed their required training. Several of the Mobile Library drivers attended Heavy Driver training with final two drivers booked to attend later this year (postponed due to Lockdown). One staff member attended the online Casey Cardinia Housing and Homelessness summit.

Social Inclusion training was again the most popular with almost 4,5000 views of the Niche Academy Homelessness training. Staff competed over 160 Digital Services and Technology sessions and 110 sessions of Governance and Compliance including Emergency Management, Child Safety and Introduction to the Enterprise Agreement. Throughout lockdowns our investment in online learning platforms have paid off with high usage from staff working from home, keeping staff engaged and with ready access to a variety of training available.

Staff Training by Type for August 2021
Total – 3,633
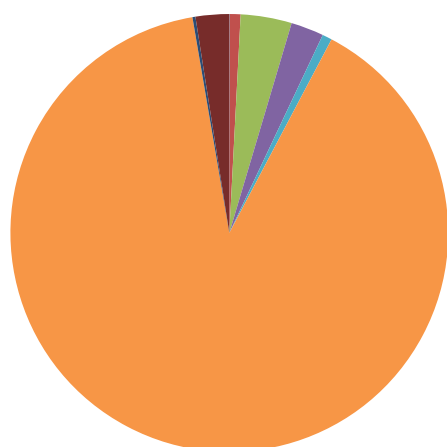
Legend:
- Children and Youth Engagement
- Customer Experience
- Digital Services and Technology
- Governance and Compliance
- OHS
- Social Inclusion
- Staff Inductions
- Other

Staff Training by Type for September 2021
Total – 1,311
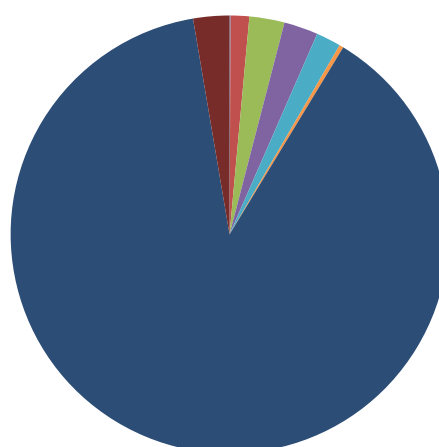
Legend:
- Adult Engagement
- Customer Experience
- Digital Services and Technology
- Governance and Compliance
- Leadership and Management
- OHS
- Social Inclusion
- Other
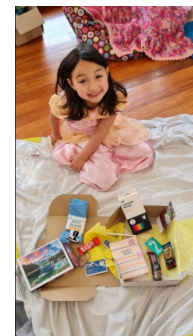
Staffing *(Library Plan reference 4.1, 4.3)*

Several staff vacancies due to parental leave, backfill or resignation have opened up. There is some apprehension over future recruitment of skilled staff, with the pending dissolution and transition of CCL. We are anticipating a period of increased absenteeism given planned leave over the

Christmas/summer period, unplanned leave related to the pandemic and we are also under pressure to assign additional staff to shifts to cover COVID marshalling requirements. In order to continue to provide the expected quality of customer engagement CCL will look at recruiting additional staff externally to maintain staffing levels on short term contracts. This will not impact staff budget with continued staff savings due to reduced weekly opening hours.

Health and Wellbeing (*Library Plan reference 4.1*)

170 staff received a "Lockdown Care Kit" late September/early October.

A small team of staff secretly created and posted out kits to all staff members as a surprise gift. The Care Kits were absolutely appreciated by the team.

Risk Management (*Library Plan reference 4.6*)

CCL have updated the Risk Management Plan including changes to risks in line with the dissolution of CCL. This was held over from the last meeting until the announcement was public. Noting that the inability to recruit suitably qualified staff has now moved to second top Operational Risk. A copy has been attached.

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Inability to recruit suitably qualified staff
3	6	Data Security Breach or Cyber Attack
	6	Staff mental health in response to COVID-19 and changes in work place/practices/Dissolution of CCL
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Disruption of the partnership between Cardinia Shire Council and the City of Casey
2	8	Decline in funding from Councils for Library Services
	8	Changes to government policy
3	7	Global warming - climate change
4	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

RECOMMENDATIONS

1.   That the People and Culture Report be noted.

'Inspiring spaces where everyone is free to discover possibilities'

Risk Management Plan

20 October 2021

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Disruption of the partnership between Cardinia Shire Council and the City of Casey	CEO	The two Councils have a strong track record of collaboration. CCL partnership has been in place for nearly 25 years Current Regional Library Agreement was reviewed and signed off in 2017 The Member Councils are conducting a service review in early 2021 which will inform the ongoing relationship	A breakdown in the partnership would lead to the deconstruction of CCL and potentially a less effective and efficient community service.	5	4	9	Support the Service Review being undertaken by the Member Councils	5	4	9
Decline in funding from Councils for Library Services	CEO	CCL revenue from funding partners has been relatively stable albeit very low on a cost per capita basis. Factors that will impact on future revenue are: rapidly growing population, the need to build new libraries, rate capping, the willingness of COuncils to sustainably fund library services in their LGAs and CCL's capacity to generate revenue from alternate sources	Short fall in revenue will lead to decline in services and or visitor experience.	5	4	9	Advocate for increased funding from State Government Generate revenue from private sector including corporate partnerships, sponsorships and donations Encourage Member Councils to fund initiatives that enhance service delivery particularly to new communities.	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act.	CCL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Engagement of Member Councils in strategic conversation about preferred governance model	5	3	8
Global warming - climate change	CEO	Insurability of assets due to building/locations – flooding/bushfire/extreme weather risks. Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources.	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Adoption of more sustainable business practices Education of community about ways to live more sustainably Work in partnership with Member Councils to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Poor enterprise risk management	CEO GMOD	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis every August Table the Top Ten Risk Register with the Board on a quarterly basis	3	3	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Legal claim or proceedings against CCL	CEO	CCL has workforce of approx 170pax and receives in excess of 1.2 million physical visits per annum.	CCL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values	2	3	5
Impact on cash flow if significant debtors delay payments	GMF	CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
Unanticipated calls on materials or finances	GMF	CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined Super Benefits further calls are unlikely	CCL has a reasonable capital reserve, however a multimillion-dollar call, would severely impact the organisation	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the implications COVID - 19 will have on the economy	1	4	5

Risk Ratings - Strategic

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

		Risk Identification					Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Fraud	CEO GMF	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4
Increase in Workcover Premiums	GMOD	CCL has an aging workforce that has exposure to manual handling risks.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	3	3	6	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work	2	2	4
Poor procurement practices	GMF	Staff with purchasing delegations have a clear understanding of CCL's procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal & external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CCL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CCL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4
Loss of reputation/ brand	CEO	CCL has recently refreshed its brand and is engaging community in conversations about what they expect from the library	Community disengages with CCL, visitation decreases	2	3	5	Continued engagement with community about the services it needs from CCL Promotion of CCL services and values	1	3	4

Risk Ratings - Operational

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

Risk Identification								Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating		Mitigation	Likelihood	Consequence	Risk Rating
Pandemic - acute	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	5	4	9		Follow the advice of Victoria's Chief Health Officer (CHO) Develop and maintain a Business Continuity Plan - outlining Response and Recovery strategies in place for COVID-19 Staff and community encouraged to maintain good hygiene and wear facemasks where directed by CHO Community are encouraged to get vaccinated Staff encouraged not to come to work if they are unwell Staff in Regional Support/Specialist roles encouraged to continue to work from home where possible Employ COVID Safe Framework	4	4	8
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine- unable to work Members of the communty ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	5	4	9		Follow the advice of Victoria's Chief Health Officer Business Continuity Plan - outlines strategies in place for COVID-19 Staff encouraged not to come to work if they are unwell Staff in Regional Support/Specialist roles encouraged to continue to work from home where possible Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Library Staff identified as Authorised workers requiring mandated vaccination CCL Leadrdship are actively encouraging staff to get vaccinated - over 90% staff first dose vaccinated and 65% double dosed	4	4	8

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Inability to recruit suitably qualified staff	GMOD	CCL continues to undergo significant change, it is vital that we recruit suitably qualified staff to enable best outcomes. Additional concern with dissolution of CCL that staff may choose to leave organisation leaving a skills shortage. Attracting skilled /qualified staff on short term contracts could be problematic	CCL has successfully recruited new employees over the last 12 months There is an identified need for additional mobile library operators	5	4	9	Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL and gaining experience in the Public Library Sector Focus on recruiting new graduates as first step in their career Continue to actively recruit for mobile library operators	4	3	7
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
Staff mental health in response to COVID-19 and changes in work place/practices/Dissolution of CCL	GMOD	Return to work in libraries has been a challenge for many CCL staff with many staff identifyng a struggle with working in community in a COVID-19 environment Dissolution of CCL has caused anxiety in staff with staff identifying concerns for job security, ongoing employment and having to reapply for their roles	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted frequently to staff including live sessions, intranet posts and at each branch meeting Health and Wellbeing site created - links to variety of resources and ideas on how to work form home takeFIVE health and wellbeing newsletter sent to staff with one suggested topic to focus on to help with health and wellbeing Wellbeing surveys are undertaken to check in on team - including names so that discrete follow up with staff can be undertaken if concerns/health issues raised	4	2	6
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6

Risk Ratings - Operational

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

Risk Identification								Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating		Mitigation	Likelihood	Consequence	Risk Rating
Staff assaulted in library or on outreach visits (fatal)	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits Staff in Outreach roles are permanently allocated mobile phones	Staff fatally injured	2	5	7		Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park and Doveton	1	5	6
Decline in visitation	GMCE	Visitation has tended to recover post lockdown, but due to lack of access to libraries in new housing areas, vistation is not keeping pace with population growth.	Declining visitation may impact on CCL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7		Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online Programs Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Develop online programs platform to attract Virtual Visits (Library at Home) and establish tools to measure engagement. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West, Officer, Nar Nar Goon)	3	3	6
Domestic violence incident staff working from home	GMOD	CCL staff working from home are at increased risk of having a domestic violence incident with partner	Staff injury -physcially or mental and unable to work. Unsafe in own home	3	4	7		GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff - including live sessions, intranet posts and within branch meetings Staff offered/reminded ability to work "in branch" in line with State Government directives	2	3	5

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Unattended children in the library	GMCE	There is a perception public library are safe places	Frightened child – staff need to follow approved guidelines Language barriers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child	4	3	7	All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices	4	1	5
Accident in the library causing harm to patron/staff	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and montitored at Hampton Park and Doveton libraries Emergency contact lists are up to date and readily available for staff	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	2	4	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5

Risk Ratings - Operational

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

Risk Identification								Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating		Mitigation	Likelihood	Consequence	Risk Rating
Staff assaulted in library or on outreach visits	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff injured	2	4	6		Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress buttons installed at Hampton Park and Doveton	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6		Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Personal use of own vehicle	GMCE	CCL staff at times use their own car to drive to and from Outreach and other library activities	CCL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5		CCL Vehicle Policy is kept up to date and CCL employees who drive their own vehicles understand the policy.	1	3	4
Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CCL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5		Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Develop options for collection use when libraries are closed (Home Deliveries) Understand the reason for decline (short, medium, long term)	1	3	4

CC62/2021	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

<u>Library Usage</u> *(Library Plan reference 4.3)*

Lockdowns and the closure of our libraries to the community have resulted in a dramatic drop in visitation numbers, however our members are extremely happy with the Click and Collect service. Our physical visits may have been minimal in August and September, but our virtual visits have been steady across our Website, Enterprise and the CCL App.

Our loans across the region have dropped considerably with the lockdown and branch closures. Despite this, at the end of September, more than one third of our collection (35 percent) was out on loan. Junior collections loans are relatively high, including 62 percent of Board books out on loan, Premiers Reading Challenge collections at 62 percent, Begin to Read books at 55 percent, Picture books at 49 percent and Junior Fiction at 53 percent. Our Top Titles collection is also strong with 67 percent out on loan at the end of September.

LOANS	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	% Variation Aug/Sep
Regional Support	2,955	1,075	736	1,045	583	-44.2%
Cranbourne	34,173	31,840	32,337	14,483	12,132	-16.2%
Doveton	4,338	4,234	4,175	3,863	3,135	-18.8%
Emerald	12,227	11,011	10,987	4,807	4,404	-8.4%
Endeavour Hills	14,814	13,878	14,904	6,819	5,552	-18.6%
Hampton Park	12,620	12,222	12,443	5,825	6,375	9.4%
Cardinia Mobile	6,033	6,194	5,572	4,330	5,037	16.3%
Bunjil Place	44,121	46,098	46,634	19,107	14,337	-25.0%
Pakenham	26,908	26,131	26,282	12,294	10,203	-17.0%
Regional Total	**158,189**	**152,684**	**154,069**	**72,572**	**61,757**	**-14.9%**
eLoans	50,239	43,463	56,858	59,282	58,085	-2.0%
TOTAL	**208,428**	**196,147**	**210,927**	**131,854**	**119,842**	**-9.1%**

Year on year comparison for September shows that our loans over the past two years of lockdowns have been largely impacted. Lockdowns have impacted greatly on the ability for our community to physically browse and borrow library items.

These stats also showcase how hard CCL has worked to engage borrowers. Providing access to our returns chutes, offering home delivery, click and collect of holds and binge bags alongside ongoing and clever promotion of our available services.

LOANS	Sep 2018	Sep 2019	Sep 2020	Sep 2021	% Variance 2020 –2021
Physical	185,635	202,984	32,988	61,757	87.2%
eLoans	21,010	30,326	55,793	58,085	4.1%
TOTAL	206,645	233,310	88,791	119,842	35.0%

Our members are making use of our Home Delivery service with recent lockdowns, with the number of requests and parcels increasing in the past couple of the months. Between 18th August and 18th October, we have posted 1,677 parcels to 1,296 members, weighing 6,504 kilograms. We continue to offer a click and collect service for holds and binge bags at our branches for members.

Circulation deliveries– physical loans 1 April to 18 October (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
18 August – 18 October 2021	1,296	1,656	1,677	6,504
TOTAL	13,166	20,684	20,847	63,248

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

There is no surprise that the number of holds has increased over August and September with our provision of click and collect or Home Delivery services, with 33,382 and 36,648 respectively. The last time CCL had over 30,000 holds in a month was back in July in 2020, the average in 2020-2021 was 23,780 per month.

Our total membership has remained stable over recent months. At the end of September, we had 104,351 members. We continue to have new members join however lockdown has understandably impacted growth. Ongoing database maintenance continues for residual memberships.

Branch closures and restrictions have impacted Wi-Fi and public internet PC usage.

Experience and confidence with online programming over the past 18 months has grown and staff nimbly shift programming now as required.

Creativebug offers online video arts and crafts workshops and techniques. Learn how to paint, knit, crochet, sew, screen print, and more. Members can access it all for free with their library card. There are videos produced by renowned artists and creative experts. New classes from top artists are released every day. Users can also access downloadable patterns, templates, and recipes. CCL started the e-Learning Creativebug subscription for its members in August 2021.

Electronic resources performed strongly, particularly eAudiobooks, eBooks. eMagazines, Freegal. and Press reader.

ELECTRONIC RESOURCES	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	% Variation Aug/Sep
Age Library Edition	661	731	803	813	917	12.8%
Bolinda eAudiobooks	12,059	12,575	13,323	13,915	13,286	-4.5%
Bolinda eBooks	8,758	9,186	9,358	10,736	11,285	5.1%
Choice	71	121	99	137	86	-37.2%
Freegal Music	7358	7360	8,938	10,541	12,472	18.3%
Kanopy	1,052	1,403	1,432	1,686	1,281	-24.0%
Libby eAudiobooks	1,427	650	817	878	916	4.3%
Libby eBooks	3	758	659	792	829	4.7%
Libby eMagazines*	1,651	1,642	1,959	2,265	2,223	-1.9%
Press Reader	16,973	17,559	19,170	16,949	14,175	-16.4%
Storybox Library	74	117	66	340	320	-5.9%
Tumblebooks	260	227	234	230	295	28.3%
TOTAL	50,239	52,329	56,858	59,282	58,085	-2.0%

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

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

VIRTUAL VISITS	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	% Variation Aug/Sep
Website	46,164	47,117	44,955	42,713	38,959	-8.8%
Enterprise	19,527	20,717	2,1713	21,224	18,723	-11.8%
Bookmyne	229	152	250	188	0	-100.0%
CCL App	16,097	17,183	17,405	16,863	17,350	2.9%
TOTAL	82,017	85,169	84,323	80,988	75,032	-7.4%

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC63/2021	CUSTOMER EXPERIENCE

Report prepared by Bec Mitchem

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, 3.1, 3.3, 3.4, 3.5, 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

Social Inclusion *(Library Plan reference 3.1, 3.4, 3.5)*

CCL staff have been working hard to connect with community at home. Book and craft clubs, conversation groups and art therapy programs have all successfully transitioned online and are being well attended. Feedback we've received highlights that meaningful relationships can be developed regardless of geographical barriers.

> *"My experience with libraries spans 70 years but I still recall my first real library book – Anne of Green Gables at age 6. I can honestly say I don't know what life would be like without libraries and in particular CCL. The Book Club I belong to has weathered the storms of the past 18 months, evolving as the need arose from an onsite to an online group. The glue that binds us together is the care and attention of the positive and welcoming staff members (Kelly and Moira) who make sure we all keep connected. Recently the serious illness of one of my grandchildren prompted kind words and flowers from the group. Yes, Libraries Change Lives."*

To encourage reading and social connection, CCL will continue the reduced rates for our 700 plus book group members for 2022.

Books on Wings! *(Library Plan reference 1.1, 2.3, 3.1, 3.3)*

Communities for Children has done some exceptional work reframing their project outcomes to meet community need during recent lockdowns.

The Books on Wings program is designed to

- help families support the development of literacy skills in their children through books, rhymes, and songs
- lessen social isolation, and
- increase community engagement

Library has Legs (Funded by the Australian Government Department of Social Services through Communities for Children) and Pakenham Library approached Cardinia Shire's supported playgroup facilitator to refer families into this program. This program has the support of the Cardinia Enhanced and Groups Team Leader MCH.

Each month the family receives a free home delivery with library books selected to meet the needs and interests of their child or children.

In addition to library materials each family also receives a free book, support materials and a craft activity. Some of the themes covered include alphabet, animals, feelings, shapes, Indigenous, colours, numbers and counting, and days of the week.

In their first home delivery we gave each child a pencil case with coloured pencils, glue stick, scissors, and pencil sharpener and Reading tips poster from Sid the Sloth – CCL's early years outreach mascot

To compliment the delivery each month the families are invited to join a storytime zoom session that focuses on the free book they received that month, with plans to have an in-person event for the families at the end of each term.

Intended short term outcomes

- Parent:
  - Increased opportunities for reading with their child or children
  - Increased confidence and knowledge of how to support their child's literacy skills
- Child:
  - Increased exposure to books in their home
  - Increased opportunities for reading with their parent
  - Increased enjoyment of books & reading
  - increase knowledge of nursey rhymes and children's songs
  - Expanding vocabulary e.g. names more objects, talks more,

Participant feedback

"We're absolutely loving books with wings 😊 especially all the extra effort you go to with the activities. Thank you so much "

"My daughters are really enjoying the books and animal activities. Thanks for your efforts. Kind regards"

"I think what you guys are doing is completely amazing! Being given us this opportunity to be part of books on wings and the constant check in calls. Thank-you, I look forward to each box and what comes with it"

Partnerships and collaboration (Library Plan reference 1.1, 2.1, 2.2, 2.5, 3.1)
CCL has worked with a range of partners in this latest lockdown. Together with the Cardinia Covid Recovery Community group, Follow Blessed Collective, Share the Dignity, Escabags and Officer Sikh Temple 'Siri Guru Nanak Darbar' we have expanded our offering of care packages for community.

Vulnerable community members can now access basic food and hygiene products as well as basic items for women fleeing domestic violence. To date we have given away 100's of care packs to people who need a helping hand.

Feedback from staff:

> *A Patron was telling me that her two adult children have both lost their jobs due to the Covid lockdown. They are both struggling but were too embarrassed to seek assistance or support. This particular patron is a regular and she knew that we were supplying grocery/care packs, so she came down to the library on their behalf to collect the packs. She was highly emotional and said that she never thought that either she or her family would be in this position, but she was so thankful that she could come down to a familiar place and not feel judged.*

> *I had a similar conversation with a young lady who had been studying but lost her part time job and now had found herself in a position where she was genuinely struggling to make ends meet. She said by getting some groceries it at least alleviated some of the stress that she was under. She also said to me that she never thought that she would be in this position but was so thankful to be able to come to the library and get assistance.*

One of many challenges throughout 2021 has been the delivery of face-to-face children's programs, something that community and staff have missed greatly. A Partnership with the Wilson Botanical Gardens will allow us to deliver storytimes in November and December in a safe and inviting outdoor setting.

CCL continues to work behind the scenes during lockdown to deliver inclusive programs for our rainbow community. Partnerships with the Casey Rainbow community allowed us to host our first ever Midsumma Festival picnic, and the delivery of training of staff to help deliver inclusive service to our LGBTQ community. We have also partnered with local author Jessica Walton to launch her new graphic novel, "Stars in their eyes" the first graphic novel released in Australia to include a gender diverse character living with a disability.

CCL will work with Parentzone in 2022 to deliver a range of exciting wellbeing initiatives for families from our Pakenham branch. Works are still underway to identify programming that will best support our community but will include a much needed "drop in dads" support program which will provide support to local fathers in a friendly and welcoming space.

Community Language support

The Hampton Park community benefit from the expertise of our library staff. Library Officer Chamani is multilingual, and she uses her skills working with parents of the Victorian School of Languages (VSL). VSL is a government school providing language programs for students in Years 1 to 12 who do not have access to the study of those languages in their mainstream schools. She encourages parents and children to join the library in her Mother Language, Sinhalese and her third language, Hindi. She also promotes our diverse Bilingual library collections.

Hampton Park Branch Manager, Sandra has recently been spending lunchtimes helping a young woman who came to the library looking for help with her English. To get her Indian teaching qualifications recognised in Australia, Navneet needed to pass an oral English test. They worked together over a few months, and she has passed with flying colours. Sandra is now working on a Conversation Buddy program to match volunteers with people looking to improve their English.

<u>Grants and Additional Funding</u> *(Library Plan reference 4.5)*

Through funding from the State Library of Victoria, CCL and Greater Dandenong Libraries are working with Monash Health, Councils and local Maternal Child Health services to deliver the Parent/Carer - Child Health and Wellbeing project.

Topical health information will be communication to children and carers through weekly programs – Babytime, Tinies Time and Storytime.

Planning for the program is developing well, timelines have been created, with literacy kits finalised in February.

Our first pilot session will be hosted in March, and full evaluation of the first topic to be completed in April. We are looking forward to providing ongoing access to vital health and wellbeing information to families.

In May 2021, HEAL Foods was launched at Pakenham Library with funding from Vic Health and support from Enliven. Created as an exciting initiative to support the Cardinia Liveability Plan; HEAL Foods improves awareness and knowledge of eating fresh, healthy and local foods. The program pivoted several times due to ongoing lockdowns and restrictions due to COVID-19. Many sessions were moved online, and CCL collaborated with the Cardinia Shire Waste and Resource Recovery team to help reach a broader audience.

Over the six months hundreds of patrons accessed take away information related to recipes, seasonal foods, and local access points and more than 200 packets of seeds were distributed.

The Girls in the Kitchen sessions, hosted on a Friday evening and designed to support cooking foods with no wastage proved to be a bit hit. All sessions were fully booked, and the feedback below showcases the way people engage with our programs to support social inclusion.

> *"Very happy with the event! Made is a mother and daughter night out. Yum food and very informative, It gave me more confidence. Thanks"*

Moving into 2022, HEAL Foods will continue as core programming at Pakenham Library.

> *"Since the launch of the HEAL program this year myself and my teammates have lovingly put together an amazing amount of effort and enthusiasm to bring to life a comprehensive array of online programs, resources and a beautiful discovery garden to engage and inspire our community. We are very excited to continue to share these learning experiences in 2022 to enhance education and access around growing,*

*cooking, and eating healthy food. We are proud to be part of such a rewarding program-
Moira Eveleens, staff member – Pakenham Library*

Marketing and Promotions *(Library Plan reference 3.1)*

Key marketing activities for the months of August and September were:

- August 2021 – September 2021 eNewsletters
- Spring What's On Booklet – 130 downloads for August, 102 for September
- Local Media – 6 stories printed, including Community Member in Home (Maggie) using our services in lockdown, Book Week, 3 x staff Q&A pieces (Courtney, Sarah and Beth), 25 years Celebration (multiple stories across all STAR papers + FRONT PAGE of Gazette), Sid the Sloth in 'Lenscape'.
- CCL 25 Celebration – rolled out comms, socials, web, media
- Lockdown 6.0 communication to our community and member councils
- Daily promotion of branch events/programs/activities

Engagement statistics

SOCIAL MEDIA	July 2021	August 2021	September 2021
Facebook	Followers: 8,344 Reach: 68,412 Engagement: 2,772	Followers: 8,454 Reach: 89,009 Engagement: 4,531	Followers: 8,523 Reach: 75,006 Engagement: 3,463
Instagram	Followers:1,430	Followers: 1,443	Followers: 1,474
Twitter	Profile visits: 250 Tweet Impressions: 3,131	Profile visits: 233 Tweet Impressions: 10,917	Profile visits: 167 Tweet Impressions: 3,212

Best performing Facebook posts:

- August
  - Book Week Competition, 17 August
    - 15,098 people reached, 444 reactions,1,314 post clicks
  - Food Care Packs, 25 August
    - 10,769 people reached, 268 reactions, 454 post clicks
- September
  - Our Doors are closed but services still running, 1 September
    - 10,232 people reached, 138 reactions, 461 post clicks
  - Little People, Big Feelings Event, 15 September
    - 6,658 people reached, 105 reactions, 305 post clicks

eDM/eNewsletters

July 2021	August 2021	September 2021
Recipients: 52,723 Opens: 22,358 Click: 6.39%	Recipients: 53,906 Opens: 22,179 Click: 6.5%	Recipients: 54,405 Opens: 36,770 Click:8%

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
July	44,955	17,699	39%	188,261	2.44	10.58%

August	42,713	17,168	40.26%	197,984	02:39	7.95%
September	38,959	14,250	36.58%	197,879	02:56	8.68%

Website Reflections

Website visits have been down the last two months but nothing to panic about, our average weekly visit figure of approx. 13,000 is still being maintained and we are outperforming last year in this respect – by the end of October, we will have had more visits this year than the entirety of 2020. Page views have increased considerably over the last two months indicating that visitors are engaging with our content, this can be further cemented by the decrease in bounce rate compared to June/July and the average session duration for September which is at its highest for the year so far.

Conclusion

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

RECOMMENDATIONS

1. That the Customer Experience Report be noted.

GENERAL BUSINESS

CC64/2021	OPENING HOURS

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on anticipated library opening hours as restrictions ease.

CCL Library Plan reference –1.1, 4.6, 4.7

Discussion

Libraries will be allowed to reopen for visitors when the state hits the 80% double vaccination rate.

LGV presented to the state-wide library managers group on 19 October to brief us on what reopening looks like for our sector. The Victorian Government Roadmap provides for a progressive reopening with increased capacity limits across various settings when all attendees are fully vaccinated. This includes workers.

Community facilities must adhere to COVID Vaccine check-in procedures. Although we are not required to have a designated COVID-Marshal on duty, we are required to know the vaccination status of every visitor. Visitors need to be double-vaccinated and will be required to show their vaccination certificate on entry. This requirement, in effect will mean our base level of staffing for operations increases – we will need 1-2 staff members on the entry of our libraries to check certificates and offer the 'click and collect' option for visitors who need it.

Check-in requirements, potential staff absences and impending Christmas and January leave influence CCL's opening hours. As per 2020, a conservative approach to opening hours is proposed to support continuity of service (I.e., we don't have to revert to closures when staff absences increase).

From November 3 (date TBA depending on Victoria's Roadmap) to 9 January 2022:

- Library Branches will be open 10am-4pm Monday to Friday
- In addition, branches may open one evening per week to either 8pm or 6pm – this is currently being finalised
- Cardinia Mobile Library will continue to run adjusted timetable, with the addition of Saturdays at Bunyip
- Library Branches will open 10-2pm on Saturdays (slight variation to these hours at Doveton and Emerald), with an option to continue Click and Collect service to 4pm
- Libraries remain closed on Sundays until restrictions and requirement for additional staff checking vaccination status are relaxed

Conclusion

CCL has planned for reduced opening hours until 9 January 2022, with the aim of increasing hours.

RECOMMENDATIONS

1. That the Board notes the adjusted reopening hours for Casey Cardinia Libraries.

CC65/2021   COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Beth Luppino

Purpose

To provide the Board an updated Business Continuity Plan with reference to the latest Chief Health Officer directions.

CCL Library Plan reference – 4.6

Discussion

Mandatory Vaccinations

The Chief Health Officer (CHO) has issued a [COVID-19 Mandatory Vaccination (Workers) Direction](#) confirming that all workers who are, or may be, scheduled to work outside their home will need to be vaccinated against COVID-19 in order to work at authorised workplaces. These sectors are detailed in the CHO direction in clause 9 and include "care workers" and "volunteers".

Under this direction, from Friday 15 October 2021, CCL is required to collect, record and hold vaccination information about workers who are, or may be, scheduled to work outside a worker's ordinary place of residence. We are also required to ensure unvaccinated workers do not work outside the worker's place of residence unless an exception applies under the CHO direction.

By the 15 October employees were required to provide evidence they have:

• received at least their first dose of a COVID-19 vaccine, or

• a booking to receive their first dose by 22 October, or a medical exemption

CCL notified all staff of the requirement on 1 October and has now received evidence of vaccination from almost all staff.

CCL staff vaccination status as at 20 October:

CCL = 159 staff	1st Vaccination Dose	2nd Vaccination Dose	Exemption	No Vaccination
Total number	152	106	0	3
% of staff	96%	67%		

Transition to opening

Refer to *CC64/2021 Opening Hours* report. Staff training is being provided to support the reopening and requirements for Vaccination Status check-in (this will be a requirement of entry for visitors). Customers will be informed of the requirement through our website and social media, however we anticipate community will need to be supported for some time and may require staff help to access their Vaccination certificates. Libraries are well-placed to support community with these needs, however CCL recognises this will require an adjusted staffing model in the branches for some time. Opening hours will be limited to accommodate.

Outbreak response procedure

CCL expects that the staffing model required for reopening will include a COVID marshal/s (Concierge) role that will check vaccinations certificates for all visitors to our libraries.

There may be increased levels of sick leave and carers leave as COVID-19 cases increase in community and consequently our staff.

One or more of our libraries may become Tier 1 exposure sites.

The State Library of NSW has reopened with the following conditions of entry:

All staff, readers and visitors (aged 16 or over) will need to be fully vaccinated before they can come into the Library. You will be asked to present your digital or printed vaccination certificate as part of the check-in process. Face masks must be worn at all times until further notice. [State Library now open | State Library of NSW](#)

CCL has planned for the following baseline operating models and will apply them at a regional or site level:

<u>Model 1: Site open for visitors</u>

- No onsite programs
- Limited Opening hours (either day shift 10am-4pm; or evening shift 2-8pm)
- 1-2 COVID Marshals in place
- Click and Collect option in place (1-2 staff members)
- Returns Chute open
- Branches have a required level of staffing to support this model. The number of staff is between 3-8 depending on the site.

If there are insufficient staff to support Model 1, the site will move to Model 2.

<u>Model 2: Site open for Click and Collect.</u>

- No onsite programs
- Limited Opening hours (either day shift 10am-4pm; or evening shift 2-8pm)
- Click and Collect option in place (2-4 staff members)
- Returns Chutes open
- This model is a temporary solution and sustainable for 3-5 days.

If the library is a Tier 1 site, or unsustainable move to Model 3 and implement the Staff/Community COVID Positive Case Check List.

<u>Model 3: Site closed</u>

- Site closed
- Returns Chutes closed
- If site is not identified as Tier 1 (or potentially Tier 2), remaining site staff can be reallocated across the region.

Conclusion

CCL has systems in place to manage mandatory vaccinations for staff and community, and potential interruptions to service.

RECOMMENDATIONS

1. That the Board note the CCL COVID-19 Business Continuity Plan including Outbreak Response Procedure and operating hours to 9 January 2022.
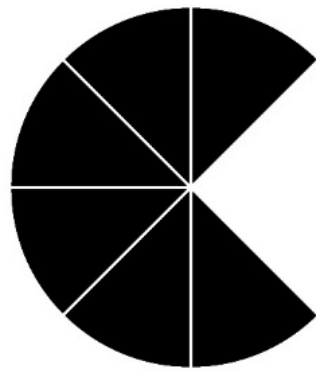
'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan

2021 - 2022

19 October, 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

Beth Luppino, CEO or nominated delegate is the key point of contact for all relevant CCL communications.

Risk Register

Updated 19 October 2021

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	8	Pandemic - fatal
2	7	Inability to recruit suitably qualified staff
3	6	Data Security Breach or Cyber Attack
	6	Staff mental health in response to COVID-19 and changes in work place/practices/Dissolution of CCL
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Disruption of the partnership between Cardinia Shire Council and the City of Casey
2	8	Decline in funding from Councils for Library Services
	8	Changes to government policy
3	7	Global warming - climate change
4	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

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 swiftly 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.

On 1 September the Premier announced that some lockdown restrictions would be eased in the coming weeks, when 70% of the population have had their first injection, but at this stage there does not appear to be any planned change in operating conditions for public libraries.

On or around the 5 November. When 80% of the population (16 years +) have had two doses is anticipated that libraries can reopen to up to 150 visitors (fully vaccinated). Indoor programming will be delayed until January 2022.

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
- Home Library Service via Australia Post or drop to door
- 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
- Online story-telling and program delivery continues
- Free Wi-Fi 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 and Exec Team will continue to support 'Live Briefings' on Teams on an as needs basis.
- Staff are being encouraged to get vaccinated, but no compulsory requirement at this stage
- Recruitment activity has been slowed and will occur on an as needs basis only.
- Permits to work in branch are being issued on an as needs basis on a fortnightly cycle.

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
- A COVID-19 Outbreak response procedure has been established to help CCL operate with differing levels of available staffing as impacted by the pandemic
- 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. Influencing factors include requirement for COVID marshals for all shifts at all sites, requirements to bubble/silo the workforce to discreet sites and levels of expected absenteeism.

Financial Viability

CCL recorded a surplus in the 2020-21 Financial year.

Equipment and Resources

CCL implemented a new telephone system (Ring Central) to enable a more flexible and resilient service – this system can operate remotely through period sof staff Working from Home.

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

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	GMOD (BMTLs)	
WFH set- ups – laptops, ring central and Teams	GMDO	
1800 queue adjustments	GMDO	
Branch phone diversions	GMDO	
Crisis Comms plan – internal, external, member councils (Comms, Facilities, Board)	GMCE (Marketing Manager, CEO)	
Cleaners	GMCE	
Security	GMCE	
Couriers – daily, TOLL Libs Vic, Aus Post	GMCE	
Newspaper/magazine deliveries	GMCE (Collections Manager)	
Armaguard	GMF (Accounts)	
Google/Bing opening hours	Coordinator Information Services	

Appendix 2

COVID-19 OUTBREAK RESPONSE PROCEDURE

CCL expects that the staffing model required for reopening will include a COVID marshal/s (Concierge) role that will check vaccinations certificates for all visitors to our libraries.

There may be increased levels of sick leave and carers leave as COVID-19 cases increase in community and consequently our staff.

One or more of our libraries may become Tier 1 exposure sites.

The State Library of NSW has reopened with the following conditions of entry:

All staff, readers and visitors (aged 16 or over) will need to be fully vaccinated before they can come into the Library. You will be asked to present your digital or printed vaccination certificate as part of the check-in process. Face masks must be worn at all times until further notice. *State Library now open | State Library of NSW*

CCL has planned for the following operating models and will apply them at a regional or site-based level:

Model 1: Site open for visitors

- Limited Opening hours (either day shift 10am-4pm; or evening shift 2-8pm)
- 1-2 COVID Marshals in place
- Click and Collect option in place (1-2 staff members)
- No onsite programs running
- Returns Chute open
- Branches have a required level of staffing to support this model. The number of staff is between 3-8 depending on the site

If there are insufficient staff to support Model 1, the site will move to Model 2.

Model 2: Site open for Click and Collect.

- Limited Opening hours (either day shift 10am-4pm; or evening shift 2-8pm)
- Click and Collect option in place (2-4 staff members)
- No onsite programs
- Returns Chutes open
- This model is a temporary solution and sustainable for 3-5 days

If the library is a Tier 1 site, or unsustainable beyond 3-5 days, move to Model 3 and implement the Staff/Community COVID Positive Case Check List.

Model 3: Site closed

- Site closed
- Returns Chutes closed
- If site is not identified as Tier 1 (or potentially Tier 2), remaining site staff can be reallocated across the region

IN-CAMERA

CC66/2021   CCL CEO KPI'S/PERFORMANCE PLAN

Report prepared by Beth Luppino

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CC67/2021   **CCL TRANSITION**   27

Report prepared by Beth Luppino

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NEXT MEETING

Wednesday 24 November 2021, City of Casey – Online Meeting