

**Casey
Cardinia
Libraries**

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

AGENDA

**Board Meeting
Wednesday 26 October 2022
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 Board Meeting held on Thursday 29 September 2022.
6. CCL Board Membership – Acknowledgement – Cr Jeff Springfield
Casey Cardinia Libraries would like to thank Cr Jeff Springfield – Cardinia Shire, for his service on the Library Board. It is clear that Cr Jeff Springfield has a passion for libraries and the community, and we value his contribution as an active Board member, Chair and advocate for libraries for many years.

Welcome to Cr Jack Kowarzik, Cardinia's alternate member.
7. In-Camera

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IN-CAMERA

CC48/2022	CCL TRANSITION
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CC49/2022

EMPLOYMENT MATTER

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OFFICERS REPORTS

CC50/2022 FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on CCL's financial performance as at 30 September 2022.

CCL Library Plan reference – 4.5, 4.6

Income Statement					
Month Ended 30 September 2022					
	Total Budget 2021-22	Budget YTD September 2022	Actual YTD September 2022	Variance	% Actual Vs Budget
Income					
Council Contributions	8,926,017	2,231,505	2,231,423	(82)	(0.0%)
Government Grants	2,965,433	1,509,585	903	(1,508,682)	(99.9%)
CfC Funding	185,497	0	(97)	(97)	
Interest on Investments	15,750	2,482	7,716	5,234	210.9%
Other Income	233,325	54,490	27,453	(27,037)	(49.6%)
Total Income	12,326,022	3,798,062	2,267,397	(1,530,664)	(40.3%)
Expenditure					
Employee Costs	9,263,795	2,208,320	2,159,060	49,260	2.2%
IT & Communications	765,500	192,091	159,670	32,421	16.9%
Library Materials	386,692	186,780	205,782	(19,002)	(10.2%)
Promotions & Marketing	145,215	22,170	36,454	(14,284)	(64.4%)
Administration	529,865	158,837	116,646	42,191	26.6%
Depreciation	1,332,813	283,248	283,345	(97)	(0.0%)
Total Expenditure	12,423,881	3,051,446	2,960,957	90,489	3.0%
Net Gain(loss) disposal of plant & equipment	0	0	519	519	
Net result for the reporting period	(97,859)	746,616	(693,041)	(1,439,656)	(192.8%)

Discussion

Income

Government Grants

50% PLFP Funding that would normally have been received by end of September due to the grants is now being received directly by Member Councils and funds being forwarded onto CCL. 5/12 of the grants will be received from the Member Councils in October, to represent the 5 months of funding from 1 July to 30 November 2022.

Other Income

Other income is underbudget YTD, this is expected to pick up after the withdrawal of Cardinia and re-brand of CCL where more grants will be able to be applied for and donations sought.

Expenditure

Employee Costs

YTD variance in Employee Costs, largely due to the late receipt of the Workcover Premium and reduced travel between the branches.

IT & Communications

YTD variance in IT & Communications is entirely timing related. It is expected that IT & Communication will be overspent during the year, due to a requirement to engage external consultants to perform the withdrawal of Cardinia from CCL in a timely manner.

Administration

YTD variance in Administration is considered to be largely timing related. The FY2022 Audit invoice as not yet been received

Capital Expenditure					
Month Ended 30 September 2022	Total Budget	Budget YTD	Actual YTD		% Actual
	2021-22	September	September	Variance	Vs
		2022	2022		Budget
Library Materials	1,246,123	385,086	329,930	55,156	14.3%
Motor Vehicles	0	0	97	(97)	0.0%
Furniture & Equipment	196,324	49,080	147,273	(98,193)	(200.1%)
Capital Exp. for the reporting period	1,442,446	434,166	477,300	(43,134)	(9.9%)

Capital Expenditure

Library Materials

Library materials is underspent due to the timing of deliveries, but orders have been placed for the value of the budget.

Furniture & Equipment

Digital equipment has been ordered in advance to combat the delivery delays currently being experienced in the global market due to silicone shortages.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
General Manager, Digital Operations			
August Statement	29/07/2022	Freelancer.com - Software Development - User Interface Design	\$252.78
	3/08/2022	Amazon Web Services - Website Hosting	\$1,191.99
	4/08/2022	Amazon Web Services - Currency Conversion Fee	\$0.82
	5/08/2022	Adobe Creative Cloud - Creative Cloud Licences	\$492.48
	11/08/2022	Crown Melbourne Ltd - Attending EduTech Conference parking cost	\$18.00
	15/08/2022	Zoom US - Video Conferencing	\$317.12
Total August 2022			\$2,273.19
September Statement	5/09/2022	Website Hosting - IT Department	
	5/09/2022	Amazon Web Services - Currency Conversion Fee	\$0.81
	5/09/2022	Adobe Creative Cloud - Creative Cloud Licences	\$492.48
	13/09/2022	Bunnings - IT Equipment	\$97.05
	14/09/2022	Zoom US - Video Conferencing	\$317.12
Total September 2022			\$907.46
TOTAL			\$3,180.65

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 October 2022

Card Holder	Transaction Date	Detail	\$
General Manager, Finance			
August Statement	3/08/2022	Spotlight Pty Ltd - Sewing items for Adult Program	\$112.95
	9/08/2022	Fairfax Newspapers - Renewal of Australian Financial Review Subscription	\$1,188.04
	9/08/2022	Fairfax Newspapers - Renewal of Australian Financial Review Subscription	\$1,188.04
	11/08/2022	Ikea - Qty 6 Seed Drawers for Cranbourne, Emerald, Endeavour Hills, Cardinia Mobile, Doveton Libraries	\$249.00
	22/08/2022	ABC 2000 - Qty 3 bags of badge components	\$106.29
	24/08/2022	Dshop.com.au - 20 Pedometers for staff wellbeing event	\$111.07
	24/08/2022	Riot Art - Seed Drawer for Seed Library at Bunjil Place Library	\$50.98
	24/08/2022	Melbourne Writers Festival - Training booked for 3 staff to attend Melb Writers Festival Events	\$78.85
Total August 2022			\$3,085.22
September Statement	31/08/2022	Apple Online - Apple Developer Program Renewal	\$149.00
	31/08/2022	Melbourne Writers Festival - Training booked for Carol Ely to attend Melb Writers Festival Events	\$53.85
	1/09/2022	DShop.com.au - Qty 15 more Pedometers for staff wellbeing event	\$86.32
	23/09/2022	Wish Gift Card - Qty 4 x \$50 Woolworths Vouchers for Branches Petty Cash	\$200.00
	23/09/2022	Coles Group - Qty 2 x \$50.00 Coles Vouchers for Branches Petty Cash	\$100.00
Total September 2022			\$589.17
TOTAL			\$3,674.39

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
August Statement	27/07/2022	Campaign Monitor - August EDM Credits	\$716.14
	3/08/2022	Hobby, Toy and Game Shops - Voucher for Sid the Sloth Campaign winner	\$250.00
	4/08/2022	Fairfax Newspapers - Renewal of Australian Financial Review Subscription for Endeavour Hills	\$1,188.04
	24/08/2022	Buzzsprout - Podcasting	\$18.02
Total August 2022			\$2,172.20
September Statement	1/09/2022	Campaign Monitor - Email Credits	\$829.40
	14/09/2022	Ezi Movie Tickets - Sid the Sloth Competition Price	\$100.00
	26/09/2022	Buzzsport - Podcasting	\$18.91
Total September 2022			\$948.31
TOTAL			\$3,120.51

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
August Statement		NIL Transactions	
Total August 2022			\$0.00
September Statement		NIL Transactions	
Total September 2022			\$0.00
TOTAL			\$0.00

Bank Reconciliation

A Bank Reconciliation is available on request.

Audit in Progress

The FY2022 Audit is currently in progress with VAGO. As soon as the Audit of the Financial Statements has been completed, they will be circulated to the Board for adoption prior to being forwarded to the Minister for Local Government.

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.

CC51/2022

BUILDINGS AND FACILITIES

Report prepared by Bec Mitchem

Purpose

To provide the Board with an update on library facilities across the Casey and Cardinia region, current and future.

CCL Library Plan reference – 1.1, 2.1, 2.2, 4.5, 4.7

Discussion

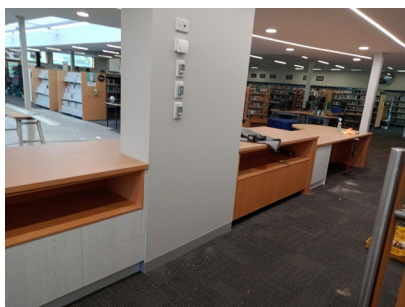
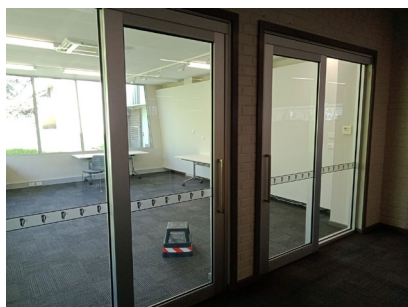
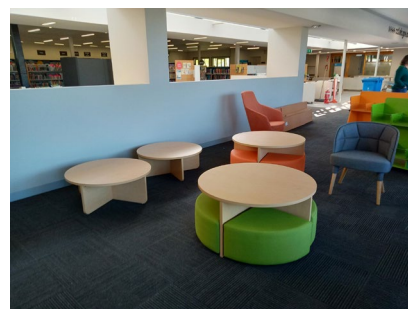
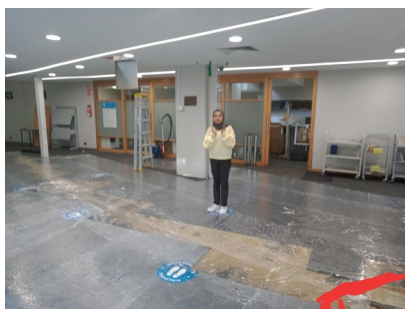
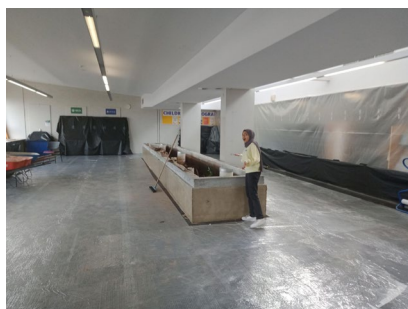
Living Libraries Infrastructure Program update (Library Plan reference 4.5)

Endeavour Hills Library

The Endeavour Hills team have returned from the pop-up library in the YMCA with work on the upgrades to the Endeavour Hills Library complete. The branch officially reopened to community on Thursday 20 October. The collaboration between the YMCA and the Library has been extremely successful, to be able to continue to deliver almost all services to community during the 4-week closure is something both services are proud to have been part of.

The works improve the footprint of the library, provide better access to quiet study and more opportunities to lounge and engage have been further enhanced by the addition of new furniture for the children's space, foyer entry and reading nook. To compliment this, Federation University will fit out the quiet study space, helping to make a fit for purpose zone.

Last minute changes to the desk height may impact on the Casey furniture renewal budget for 2022-2023. We are waiting for confirmation of where the additional costs will be allocated from.





Emerald Library

External upgrades have begun at Emerald Library thanks to a grant secured by Cardinia Shire Council to improve the access and use of the reading garden. A large shade umbrella will be provided to offer shade on the reading garden steps, as well as strategically placed fixed tables that offer a space for having lunch or working on a laptop. The space will also receive two chess tables for people to enjoy as well as a new bench seat. Large moveable cushions have also been purchased, allowing for more flexibility to deliver outdoor programs and events for children and families.



Doveton Library

Investment has been made into the promotion and accessibility of our junior bilingual collection through the purchase of purpose fit shelving. The decision to reshelve the collection will make it a feature, encouraging increased browsing, borrowing, and help the CALD community to see themselves represented in their library spaces.

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.

CC52/2022

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 – 4.5

Discussion

Azure Passwordless (*Library Plan reference 4.5*)

With security breaches front of mind, it is worth noting our additional security measure Azure Passwordless, currently being implemented further enhances secure access to CCL data – whilst not compromising on the customer experience.

Azure Passwordless has every staff member being assigned a multi-factor authentication (MFA) USB device that enables secure and instant access to the CCL network. The roll out of devices is ongoing. Myli have indicated that their current systems will not support this technology. With this in mind, we will be rolling back Cardinia assigned staff security devices.

Myli Transition (*Library Plan reference 4.5*)

Casey Cardinia Libraries and the Myli teams continue to work closely together to identify and prepare systems, processes and contracts for transition.

RECOMMENDATIONS

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

CC53/2022

PEOPLE AND CULTURE

Report prepared by Janine Galvin

Purpose

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

CCL Library Plan reference – 1.1, 1.4, 2.4, 3.5, 4.1, 4.3, 4.6, 4.7

Discussion

Training and Development (*Library Plan reference 1.1, 1.4, 3.5, 4.1, 4.3*)

Band 5 Leadership training concluded with now on the job training in progress to ensure skills learnt are implemented into their daily roles. CCL are about to launch a Leadership Training Session around managing staff with autism to upskill our management team. Elumina training in incident reporting and child safe reporting is currently being designed with rollout planned shortly to all staff.

Staffing (*Library Plan reference 4.1, 4.3*)

Recruitment and Rostering

Now the Pandemic has ended and the number of staff on leave with positive covid or cold/flu symptoms has drastically reduced, the pressure has eased for the rostering team. We are back to full operating branch hours.

We are entering a period of leave requests throughout October/November as staff are keen to make the most of the warmer months and take a well-deserved break. Our rosters are doing well to cover these shifts and continue regular branch hours.

We have put a freeze on all permanent recruitment and are doing our best to backfill vacancies with current staff. We are confident our rosters will be well supported throughout the coming months and throughout the transfer of Cardinia Branches and relevant staff to Myli.

Talent Attraction & Retention

A few staff have left the organisation recently. Hampton Park Branch Manager, Sandra Cleave has retired after 32 years with CCL. Her career which included leadership roles at Emerald, Pakenham and Hampton Park as well as the CFC Library Has Legs program, was marked with a farewell event on Friday 17 October. We are grateful for the enormous contribution Sandra has made to the organisation over the past three decades and our team will definitely miss her.

Two Band 5 Children and Youth Services Librarians have also moved on to other service providers. Children and Youth specialists are a growing concern for CCL and something that will need to be addressed in the coming months to ensure we continue to provide the best children and youth programs for our libraries. We are currently looking to encourage suitable staff to upskill in this wonderful specialisation.

Health and Wellbeing (*Library Plan reference 4.1, 4.6*)

With ongoing concerns for staff wellbeing and the transfer of business, we have seen a strong increase in staff calling upon the services of EAP. This is really great to see. A number of staff utilised Money Assist throughout the consultation process to get the best advice around redundancies and money management.

"The Walk"

"The walk" CCLs spring walking challenge is going great with over 60 staff part of the CCL Walking team. We have made it to Darwin (now over 12 million steps) and still have the remainder of October and November to walk us back home to Bunjil Place.

Legislative updates (Library Plan reference 4.6, 4.7)

Workcover Psychosocial Legislation

The Workcover psychosocial legislation was delayed from July 2022 and is still yet to be rolled out officially, although they do anticipate it will be sometime in 2022. We are currently working through our psychosocial risk action plan to ensure we are compliant when the new legislation is effective.

Child Safe Standards

We are meeting the July 2022 requirements for the child safe standards and are well on our way to meeting all the requirements by 31 December 2022.

Transfer of Business (Library Plan reference 4.6, 4.7)

There was a genuine interest from staff to engage in individual consultation for both Casey Identified and Cardinia Identified staff. Now that consultation has closed and staff pathways are confirmed, the focus has shifted to getting back to ordinary business and ensuring the smoothest and most positive transition. Staff morale will be the main priority throughout the coming months.

Staff Party

We have a staff working group ready to start prepping the upcoming staff party to ensure we recognise the valuable contribution of all staff through the past year and honour those leaving CCL to Myli or taking redundancy packages.

December/January Leave

All leave has been approved for Casey identified staff within minimal disruption to the branch hours through the Christmas period. Cardinia identified staff leave requests will be reviewed by Myli.

Staff Workplans/Performance Management

We will be redesigning our staff workplans and the Leadership Team will be trained in this area in December. When the transition to Myli has been completed, new workplans will be put in place for all Casey staff to ensure Casey staff remaining with CCL have individual goals set with their managers and all work performance issues flagged and rectified.

Risk Management (Library Plan reference 4.6)

CCL has reviewed the Risk Management Plan (attached) and identified the top Strategic and Operations risks for this quarter (October 2022) as:

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Decline in funding from Councils for Library Services
	8	Changes to government policy
2	7	Global warming - climate change
3	6	Data Security Breach or Cyber Attack
	6	Poor enterprise risk management

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Pandemic - acute
	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 recovery, and changes in work place/practices/Transition of CCL
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

RECOMMENDATIONS

1. That the People and Culture Report be noted.



'Inspiring spaces where everyone is free to discover possibilities'

Risk Management Plan

20 October 2022

Risk Ratings

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

Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Decline in funding from Councils for Library Services	CEO	The rate cap environment has now impacted on Councils ability to fund library services. Both Councils seek efficiencies to address the funding issue – this results in a continual shortfall in the required investment per capita (according to state-wide standards). The Dissolution of the Regional Library Agreement at the end of 2022 has impacted on CCLs ability to seek alternate revenue streams to address the shortfall.	Short fall in revenue will lead to decline in services and or visitor experience.	5	4	9	Advocate for increased funding from State Government 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.	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	Education of community about ways to live more sustainably Work in partnership with Member Councils to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
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 Table the Top Ten Risk Register with the Board on a quarterly basis	3	3	6

Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Legal claim or proceedings against CCL	CEO	CCL has workforce of approx 170pax and receives in excess of 1.2 million physical visits per annum.	CCL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values. Modest annual budget allocated for consultancy fees to enable CCL to seek advice if required.	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. Should the Transition costs exceed reserves, member Councils have agreed to fund the shortfall as per the Transition Agreement (Oct 2021)	CCL has a reasonable capital reserve to support ordinary business, however a multimillion-dollar call would impact this	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the 'longtail' implications COVID - 19 on the economy	1	4	5
Fraud	CEO GMF	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4

Risk Ratings – Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who responsible	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Increase in Workcover Premiums	GMOD	CCL has an aging workforce that has exposure to manual handling risks, and mental health risks due to the pandemic and the current workforce transition.	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	The transition of the service (and potential disruption to continuity), and ongoing COVID restrictions have impacted on how the community views the library service.	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 brand Update community regularly on any changes to service as Transition progresses	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 Promote vaccination strategy as per Government Health orders Employ relevant Government pandemic Framework	4	4	8
Pandemic – fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine– unable to work Members of the community ill and come to library spreading disease 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 Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	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. The COVID-19 pandemic has also contributed to widespread workforce shortages and staff making alternate life choices. With more workforce change planned in early 2023, there are many roles filled by fixed-term contracts until mid 2023. Attracting skilled /qualified staff on short term contracts is problematic	CCL has experienced significant vacancies over the last 12 months This impacts customer experience and staff moral CCL Transition continues to affect CCL's ability to recruit quality staff due to short contracts and employment security concerns	5	4	9	Focus on recruiting staff with transferrable skills Secondments considered for all roles Continue to upskill existing staff and offer Acting opportunities Training for managers offered in recruitment skills Workforce change plan to be implemented efficiently to enable recruitment of permanent positions as soon as possible.	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 recovery, and changes in work place/practices/Transition of CCL	GMOD	Return to work in libraries has been a challenge for many CCL staff with many staff identifying a struggle with working in community in a COVID-19 environment Transition 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 Health and Wellbeing site created and regularly updated with new content Staff Wellbeing surveys are undertaken CEO Live sessions to provide regular updates to staff on Transition ET have strong in-branch presence to enable staff to voice concerns	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	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey and Cardinia communities are time-poor, and the library competes with many other activities in peoples daily lives.	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	Ensure clear messaging on patrons being able to access the same services across both LGA's Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online services. Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West, Officer, Nar Nar Goon) and identify new service delivery models - e.g	3	3	6
Domestic violence incident staff	GMOD	CCL staff 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 Emergency Leave provision are included in CCL EA	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 libraries are safe places.	Mightened 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 child is approached by a stranger- hurt or removed from the space	4	3	7	Child safe policy is reviewed and updated. All indicators are applied 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 All Child Safe incidents are discussed at Executive fortnightly meetings with changes Management staff trained in emergency response management	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	Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and monitored at Hampton Park and Doveton libraries Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	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. Libraries Victoria interlibrary loans have been temporarily suspended while new courier is put in place – this will impact loans for at least two months late 2022 and potentially beyond due to cost increases.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage. CCL provides a bulk of the loans for LibVic – particularly Myli	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 Provide ad hoc inter-library loan service with neighbouring library(Myli) while Libs Vic is suspended.	1	3	4

CC54/2022 ORGANISATIONAL 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

Discussion

Library Usage (*Library Plan reference 4.3*)

Besides Endeavour Hills Library, all our branches have been operating to full (pre-COVID) opening hours. Endeavour Hills Library reopened to the community on 20 October after a closed period from 17 September for renovations. A temporary service point was run at the adjacent YMCA throughout the redevelopment period. Despite Cardinia Mobile being off the road a couple of times in recent months, their visitation has not been impacted greatly. In September, overall, we did see a drop in visitation from August in both physical and virtual visits. However, taking Endeavour Hills out of the equation, physical visitation was steady in September from August. We are hopeful now with Spring, the warmer weather and community confidence that our visitation will continue trending up.

Early data from the Statewide (PLV) annual survey 2021-22 indicates that libraries across the state were operating at around 30% of pre-COVID visitation levels – recovery still has a long way to go.

VISITS	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Cranbourne	10,730	11,026	11,426	12,207	11,875	-2.72%
Doveton	3,506	3,624	3,446	3,638	4,444	22.16%
Emerald	4,088	4,380	3,862	3,928	3,512	-10.59%
Endeavour Hills	5,352	5,581	5,825	6,137	3,336	-45.64%
Hampton Park	5,770	6,900	6,606	7,607	7,691	1.10%
Cardinia Mobile	2,133	1,857	2,157	2,470	2,002	-18.95%
Bunjil Place	22,662	24,318	24,685	26,117	30,478	16.70%
Pakenham	16,216	13,639	14,788	16,209	12,962	-20.03%
<i>Regional Total</i>	70,457	71,325	72,795	78,313	76,300	-2.57%
<i>Virtual Visits</i>	<i>81,917</i>	<i>88,031</i>	87,683	87,123	83,789	-3.83%
TOTAL	152,374	159,356	160,478	165,436	160,089	-3.23%

Our virtual visits remain strong with all the platforms – our Website, Enterprise and the CCL App seeing a slight drop month on month from August to September.

VIRTUAL VISITS	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Website	44,803	49,777	46,184	47,193	46,183	-2.14%
Enterprise	19,221	20,360	22,040	20,306	18,945	-6.70%
CCL App	17,893	17,894	19,459	19,624	18,661	-4.91%
TOTAL	81,917	88,031	87,683	87,123	83,789	-3.83%

Loans, like our visits saw a decline month on month in September across all branches with the exception of Hampton Park Library, where loans in the past four months have been constant. eLoans performance remains steady.

LOANS	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Regional Support	726	831	860	1,592	764	-52.01%
Cranbourne	30,564	34,940	35,316	35,060	33,804	-3.58%
Doveton	3,333	3,382	3,161	3,325	3,228	-2.92%
Emerald	9,050	11,532	11,361	13,414	11,343	-15.44%
Endeavour Hills	13,074	14,005	14,871	14,733	11,472	-22.13%
Hampton Park	10,909	12,504	12,532	12,567	12,615	0.38%
Cardinia Mobile	6,147	6,081	6,241	6,646	5,523	-16.90%
Bunjil Place	42,963	47,976	53,002	48,188	46,347	-3.82%
Pakenham	25,249	25,879	27,779	28,549	26,225	-8.14%
<i>Regional Total</i>	142,014	157,129	165,123	164,074	151,321	-7.77%
<i>eLoans</i>	81,878	80,387	84,664	76,327	74,355	-2.58%
TOTAL	223,892	237,516	249,787	240,401	225,676	-6.13%

The number of holds community are placing has declined in recent months, and significantly down year on year due to the high number of holds placed during the pandemic and branch closures (September 21,534 down from 36,648 in 2021, August 24,357, down from 33,382 in 2021).

Membership remains steady, with small growth in recent months with 100,775 as at 30 September 2022, a gain from 100,066 reported for 31 July 2022. All branches continue to sign up new members; Bunjil, Cranbourne and Pakenham have had the biggest growth.

Community continues to access our resources in person and online. Public PC Internet usage and Wi-Fi usage remained steady. Almost 7 percent increase month on month, for Internet PC usage. and around 9 percent decline for Wi-Fi usage. Bunjil Place experienced growth month on month for both Public Internet usage and Wi-Fi.

During Endeavour Hills branch closure and collaboration with YMCA, the community still had access to Wi-Fi and small number of public PC's for internet bookings.

INTERNET	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Cranbourne	926	841	902	977	1,110	13.61%
Doveton	474	502	459	443	488	10.16%
Emerald	125	218	266	304	291	-4.28%
Endeavour Hills	549	573	621	515	443	-13.98%
Hampton Park	628	886	850	827	998	20.68%
Cardinia Mobile	8	8	10	10	10	0.00%
Bunjil Place	1,243	1,248	1,443	1,351	1,493	10.51%
Pakenham	861	821	878	879	836	-4.89%
TOTAL	4,814	5,097	5,429	5,306	5,669	6.84%

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 October 2022

Wi-Fi	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Cranbourne	1,984	1,620	1,736	1,891	1,590	-15.92%
Doveton	465	510	465	527	450	-14.61%
Emerald	279	360	372	465	420	-9.68%
Endeavour Hills	837	750	806	899	690	-23.25%
Hampton Park	930	870	806	930	750	-19.35%
Cardinia Mobile	124	90	93	93	120	29.03%
Bunjil Place	2,764	2,434	2,231	3,115	3,280	5.30%
Pakenham	1,147	1,080	961	1,178	960	-18.51%
TOTAL	8,530	7,714	7,470	9,098	8,260	-9.21%

Electronic resources usage remains steady but has seen a decline in August and September from a jump in July. Consistent performers continue to be eAudiobooks, eBooks, eMagazines and Press Reader.

ELECTRONIC RESOURCES	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	% Variation Aug/Sep
Age Library Edition	796	758	781	795	802	0.88%
Bolinda eAudiobooks	13,494	13,618	14,835	14,573	14,144	-2.94%
Bolinda eBooks	7,892	7,970	8,846	8,991	8,433	-6.21%
Choice	60	73	71	49	49	0.00%
Freegal Music	8,989	8,544	0	0	0	0.00%
Kanopy	769	898	1,195	1,076	850	-21.00%
Libby eAudiobooks	1,017	1,056	1,119	1,320	1,236	-6.36%
Libby eBooks	798	830	951	953	896	-5.98%
Libby eMagazines*	1,748	1,723	1,736	1,845	1,457	-21.03%
Press Reader	45,474	44,318	54,307	45,884	45,391	-1.07%
Storybox Library	133	172	174	179	103	-42.46%
Tumblebooks	708	427	649	662	994	50.15%
TOTAL	81,878	80,387	84,664	76,327	74,355	-2.58%

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

Attendance at library programs has been increasing month on month as community confidence increases. August was a bumper month for program attendance with groups visits, Baby Time, Storytime and Tinies Time being the most attended programs during the month. September feature school holiday programs across the region including STEAM and fun.

Program Type	Jun 2022		Jul 2022		Aug 2022		Sep 2022	
	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance	Youth attendance	Adult attendance
Baby Time	721	0	604	0	1,035	0	488	0
Book Ninjas	23	0	25	0	49	0	20	0
Group visits	1,955	0	1,233	0	2,122	35	1,042	100
Art and Craft	119	107	194	115	9	180	338	128

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 26 October 2022

STEAM Activities	717	0	534	0	668	0	548	0
Storytime	1,015	0	1,008	0	1,315	0	1,185	0
Tinies Time	887	0	862	0	1,590	0	648	0
Entertainment	5	0	353	76	10	0	194	468
Author Talks/Bookgroups	45	23	0	34	0	46	0	76
Creative writing	0	24	17	15	5	9	0	25
Cooking Home and Garden	18	16	0	18	0	15	0	86
Health and Wellness	10	55	0	27	12	24	0	42
History	0	4	0	3	0	0	0	0
IT and Technology	29	78	101	85	168	115	42	39
Jobs and Employment	0	0	0	6	0	10	0	7
Citizenship and Government	0	7	0	15	0	26	0	5
Learning English	0	125	0	126	0	199	0	76
Libraries After Dark	0	0	0	0	0	0	0	35
MCHC/New Parent Groups	17	0	0	4	32	0	0	0
Social Connection	0	24	0	63	0	35	0	28
Cultural and Identity	0	0	0	0	0	12	0	0
Homework Help	0	0	0	0	0	0	0	0
TOTAL	5,561	463	4,931	587	7,015	706	4,505	1,115

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC55/2022

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, 1.2, 1.3, 1.4, 1.5, 1.6, 2.2, 2.3, 3.1, 3.4 and 3.5

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

Engaging with Community (*Library Plan reference 1.1, 1.2, 1.3, 1.4, 1.6, 3.4, 3.5*)

Children's Book Week

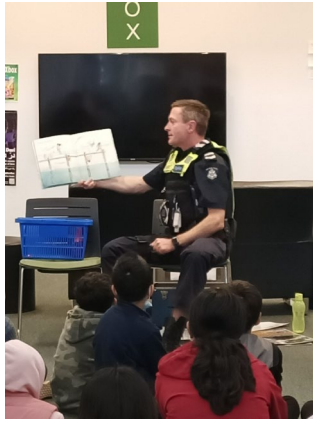
Library staff across the service brought the magic of reading to life during children's Book Week. This year's theme, 'dreaming with eyes open' provided a wonderful opportunity to encourage children from birth (see baby shark below aka Rory, with his favourite dinosaur book) to get lost in the wonder of storytelling and let their imaginations soar.

More than 1,000 children and their families across Casey and Cardinia were taken on flights of fantasy through story, song and costume, with our always inspiring youth team stepping up the game with some inspirational costumes and displays.

With changes in Covid restrictions, for the first time in three years, our team was able to take Children's Book Week beyond the library walls, making 22 external visits to childcare centres and schools.

A special thanks to Councillor Brett Owen who visited Hampton Park library and shared a storytelling of the CBA winning title, 'Jetty Jumping' by Andrea Rowe. Brett has been supporting Children's Book Week for many years and his contribution is greatly appreciated.





Annual Teen Photo Competition 2022

'Winter' was the theme for this year's annual Teen Photo Competition and 44 students entered with stunning results. Hosted online, the competition is an excellent example of community engagement, and provides an opportunity for creative young people to showcase their skills outside of social media forums. A vast array of subjects were photographed, including snowscapes, oceans, trees and animals.

Choosing the winners was difficult, but Judges were careful and thoughtful, making observations regarding the creativity of the compositions, handling of light, shadow and colour in the photos, sharpness of details, and the ability to draw the observer in to the photo using these techniques.

The winning entries below, showcase the talent that was on display by the entrants involved.

Thenuka Senanayake- Title "End of Life" Winner 13 to 15 years



Charli Mihalek - Title "Sandy Paws" Winner 16 to 18 years



Emily Raukola - Title "Apricity" Winner 19 to 21 years



Loud at the Library

Funded through the SLV Libraries Change Lives and PLV vaccination ambassador program, CCL hosted “Loud at the Library” a week of loud, unexpected events across the service. Running from September 26 to October 2, the program was created to connect with people of all ages to enhance mental wellbeing, promote social connectedness and offer a subtle reminder of the important role of vaccinations.

Attendees enjoyed a broad range of activities across the week including - Laughing Yoga, a toddler disco, drumming circles, an Open Mic Night with Frock Hudson, an in -branch choir, Bollywood dance demonstrations and workshops, live acoustic music from Rogerson, circus workshops and Hooperclass class.



Partnerships and collaboration (Library Plan reference 2.2, 2.3, 3.1, 3.5)

The Archibald Prize at Bunjil Place

Australia's oldest and most prestigious art award, The Archibald Prize was shown exclusively in Victoria at Bunjil Place providing the library team with a unique opportunity to work with the broader precinct partners to deliver a range of tie in activities and events.

Led by passionate branch manager Kate Robertson, the event provided the opportunity for CCL to showcase the library, its spaces and services to visitors and encouraged a new cohort of library members.

Programming on offer was broad and diverse. Our Children and Youth team hosted Art Storytime and Rhyme Time sessions that included a tour of the Young Archies, and award-winning artist Neloo Kreltszheim delivered a 3-week Acrylic Portraiture workshop for beginners and advanced students. Visitors were also encouraged to think outside of the box with a hands-on digital workshop demonstrating our free online resource Creativebug, which offer Arts and Crafts workshops and techniques.

CCL were proud to use our strong relationships with publishing bodies across Australia to secure our most popular program, an author talk with author Anne-Louise Willoughby official biographer of Nora Heysen the first woman to win the Archibald Prize in 1938 for portraiture and the first Australian woman appointed as an official war artist.

The event culminated in a private tour of the Archies with the exhibition curator. The collaboration with the Bunjil Place Functions and Events team offered an exclusive night of culture and history which was enjoyed by all who attended, including the guest speaker highlighted in the feedback below.

Anne-Louise Willoughby sent this feedback to the library after her author event; "I'd like to thank you and the team at Bunjil Place for a truly wonderful experience. I have done many talks around the country at major institutions and would like to say that the beautiful organisation and elegant evening that resulted was such a pleasure to be a part of, one of the best I have participated in. Everything was so well organised and the facilities are absolutely outstanding – a real gift for any guest speaker. The visitors that I spoke to after the event were so impressed with the auditorium and with the extraordinary creative hub that is Bunjil Place."



Celebrate Doveton

Once again, CCL partnered with the City of Casey and Autumn Place to participate in Celebrate Doveton. 950 people visited the library, and the atmosphere was alive with fun and laughter. 250 children and their parents/carers enjoyed a performance by a magician, face painting and art classes. Library staff ran a hands-on robot demonstration for children utilising sferos and beebots which was very popular and helped to breakdown some of the barriers experienced with connecting to technology. We also provided a free book giveaway, helping to encourage reading at home. Outside the library was a petting zoo and police car for children to sit in and experience. It is estimated between 500-600 people attended the day and we handed out over 250 library bags to new visitors. Surveys were completed with a random winner receiving a refurbished laptop. The winner and her family were very happy when they collected the prize from Doveton Library.

"Celebrate Doveton is one of the most important events that the library participates in each year. It helps the community recognise that they are valued; and for many, it is one of the only opportunities they have to visit an animal farm, enjoy the experience of having their face painted or see a magician live. To be able to connect this sort of experience back into the library and have people see it as an extension of their learning environment is just wonderful" *Staff member*



Collections (*Library Plan reference 1.2*)

Seed Library

The Seed Library officially launched across all CCL branches on Monday 10 October after a very well received pilot program at Hampton Park and Pakenham Libraries. Borrowers can take up to 3 different types of seeds each season and can return and donate other seeds to help build a sustainable collection. The seed library currently has 470+ members and the numbers are growing daily. As the program is a new initiative, a cap has been placed on the number of people who can register, but as seeds are returned and donated this will increase our capacity to allow more people to join.

Our challenge will be to maintain the packing and distribution of seeds as the collection expands; we foresee this as a wonderful opportunity to build a volunteer base to help manage this, providing community a chance to engage and build on their social inclusion.

Collection Division

The collection division is almost complete with works to take place on audio visual (AV) materials in the coming weeks and a final re-allocation of stock in late November to ensure an accurate asset split.

The AV split has proven to be testing, with the 75% 25% split meaning that 1,200 items would need to move from Cardinia to Casey, decimating the collections on shelf at Emerald and Pakenham. Upon review, it has been identified that due to a variety of factors, including lack of internet access in some pockets and age demographics, AV has a much higher turnover in the Cardinia region. To ensure the collection remains browsable where it is most likely to be accessed, the new split is 70% 30%. This has been balanced across the collections through the higher number of CALD items remaining with the City of Casey.

Changes to Interlibrary Loans

The Victorian State Government's courier service contract that is used by more than 500 other organisations including the Libraries Victoria network has ended and is currently under a tender process that is expected to take place over the next few months.

Toll, who is currently managing the service has placed a 143% increase on the cost of delivery, making it unattainable for many library services.

Unfortunately, this means there is a state-wide service interruption to the Libraries Victoria network that will temporarily limit borrowing access from other library service providers, effective as of Monday 17 October.

Until a new contract is awarded our members will only be able to view and access materials local to their library service. System holds (holds from other library services) that have already been placed will still be processed and borrowers will still be able to return to other locations.

Given the upcoming transition of Cardinia to Myli, we do not want this disruption to impact service continuity for CCL and Myli members. Therefore, a special inter-library loan arrangement between the services has been implemented until the situation is resolved. An ad hoc courier service with costs shared between CCL and Myli will support this arrangement. PLV have indicated that all services should be reinstated in approximately 2 months.

Marketing and Promotions (*Library Plan reference 3.1*)

Our Marketing team has been working hard to coordinate key messaging for community around the transition of business, with a focus on ensuring clear and consistent messaging, shared by CCL and Myli.

The team continuously seeks opportunities to connect people back into our libraries with great results. During the months of August and September, stories were shared through the local media around the Living Libraries grant at Endeavour Hills, the CCL Local History Archive and a new generation of library members courtesy of our Sid the Sloth campaign. We even made it into a Sri Lankan newspaper, thanks to the enthusiasm of library staff who connected with the author on a visit to Melbourne and took the opportunity to share their passion for our CALD collections.



(*Heading- Marvellous Sinhalese collection at a Library in Kangaroo country*).

Our Sid the Sloth campaign continues to delight young children and families, with 1,295 new children joining across the region throughout the two months.

A primary focus for connecting community has been on providing creative outlets for young people, with two competitions running for entrants 13 years and up.

The teen photography competition ran Wednesday 1 June to Wednesday 31 August, receiving 44 entries and the young writers Poetry and Short Story Writing Competition ran from Monday 11 July to Saturday 1 October receiving 54 entries.

All online platforms continue to see growth month on month as outlined below.

Engagement statistics

SOCIAL MEDIA	Jul 2022	Aug 2022	Sep 2022
Facebook	Followers: 8,928 Reach: 66,608 Engagement: 5,910	Followers: 9,023 Reach: 54,594 Engagement: 4305	Followers: 9,124 Reach: 46,538 Engagement: 2,726
Instagram	Followers: 1,631	Followers: 1,649	Followers: 1,664

eDM/eNewsletters

Jun 2022	Jul 2022	Aug 2022	Sep 2022
Recipients: 58,787 Opens: 25,162 (42.8%) Click rate: 992 (3.94%)	Recipients: 62,010 Opens: 29,964 (43%) Click rate: 962 (1.5%)	Recipients: 62,635 Opens: 25,598 (45.3%) Click rate: 1,005 (1.61%)	Recipients: 64,387 Opens: 23,944 (37%) Click rate: 1,642 (2.55%)

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
February	42,977	16,554	68.9%	178,381	02:30	10.71%
March	46,923	18,014	69.2%	194,430	02:39	12.07%
April	40,274	15,630	39%	172,162	02:46	12.21%
May	44,803	17,868	40%	187,069	02:48	12.22%
June	40,274	20,810	41.8%	210,073	02:55	13.75%
July	46,184	18,379	39.79%	194,154	02:52	12.5%
August	47,193	19,451	41.2%	195,474	02:46	12.12%
September	46,183	19,922	43.1%	189,779	02:53	15.4%

Conclusion

The CCL team continues to find innovative ways to engage community and deliver services and resources.

RECOMMENDATIONS

1. That the Customer Experience Report be noted.

GENERAL BUSINESS

NEXT MEETING

Wednesday 23 November 2022 – Bunjil Place Library – to be confirmed