CONNECTED LIBRARIES

Ignite your imagination

AGENDA

Board Meeting
Thursday 13 July 2023
4.00pm

Online Teams Meeting

1. **Present**

2. **Apologies**

3. **Acknowledgement of the Traditional Owners**

4. **Board Membership and Appointment of Independent Board Members**

5. **Appointment of Board Chairperson**

6. **Declaration of Conflicts of Interest**

7. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Board Meeting held on Wednesday 26 April 2023.**

STRATEGIES/PLANS

CC17/2023   LIBRARY PLAN 2021-2025 (UPDATED – APRIL 2023)

Report prepared by Beth Luppino

Purpose
To provide the Board with Connected Libraries (Casey Cardinia Library Corporation) Library Plan 2021–2025 (updated April 2023) for adoption.

CCL Library Plan reference – 4.5, 4.6

Discussion
The Library Plan is the primary planning document that informs our strategic direction. Under the Local Government Act 1989, Section 125 and the Regional Library Agreement, Connected Libraries (Casey Cardinia Library Corporation) are required to produce a 4-year Library Plan.

The Library Plan is aligned with the Strategic Resource Plan. The final draft Library Plan 2021-2025 (updated April 2023) including revised Key Measure Output projections was presented at the April Board meeting, it was resolved:

   1.   *That the Board endorses the Library Plan 2021-2025 (Updated April 2023)*

City of Casey considered and approved CL Library Plan 2021-2025 (updated April 2023) at its Council meeting on 16 May.

The CL Library Plan 2021–2025 (updated April 2022) will be reviewed on an annual basis to ensure that we continue to deliver the library services needed by the community.

RECOMMENDATIONS
   1.   **That the Board adopts the CL Library Plan 2021–2025 (updated April 2023).**
   2.   **That CL forward a copy of the adopted Library Plan 2021–2025 (updated April 2023) to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.**

Casey Cardinia Libraries

Library Plan 2021–2025

'Inspiring spaces where everyone is free to discover possibilities'

Casey
Cardinia
Libraries

1 Foreword

Our organisation has undergone significant change over the past 12 months, with the withdrawal of Cardinia Shire from the Regional Library Agreement in November 2022.

This has presented an opportunity to review how our services meet the needs of our growing communities across the City of Casey. It has been an exciting opportunity to understand the current and future profile of people who live and work here, and to test our existing knowledge and perceptions.

The CCLC team are deeply committed to providing safe spaces for our communities to gather, learn and grow. While life appears for many to be returning to a post-pandemic sense of normality (at a somewhat hectic pace), we are seeing increasing levels of vulnerability and crisis for some who rely on our services. Our libraries play an important role in bridging the gap between other over-stretched support services – we are one of the only free places of shelter, information and wellbeing left for those doing it tough to lean on.

Over the remaining life of this plan our focus will be on the provision of targeted lifelong learning opportunities, beautiful spaces, opportunities for people to connect with each other and taking our services beyond the four walls of our existing branches to the fast-growing residential areas in Casey's southern regions.

We will soon operate under a new trading name that will reflect our transition to Casey-focused services. The process of landing on a new name was fun and involved lots of suggestions and great ideas straight from our community and library team. Along with the new name will come a brand new visual identity – we look forward to sharing this from June 2023.

While our journey through change and innovation has sharpened our focus in some areas of service delivery, our library's Vision, Mission and Values remain steady and are central to everything that we do. They are a clear reflection of our culture and the way we do things. We look forward to the implementation of this Library Plan across the next two years and hope you are as inspired as we are. Libraries really do change lives.

Regards

Angie Peresso
Board Chairperson
(April 2023)

Beth Luppino
CEO
(April 2023)

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

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

2 Introduction

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

We contribute to building strong, healthy and resilient communities by providing:
- programs and resources that support education, lifelong learning, and literacy development
- free and equitable access for all
- a safe space where everyone is welcome

The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) shows that for every dollar invested in CCL the community receives a return of $5.00. CCL are funded principally by the City of Casey and the Victorian State Government. We support a rapidly growing and diverse community of more than 392,000 people.

The role of libraries.

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

United Nations Sustainable Development Goals

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

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

Goal 1: No poverty.

Goal 3: Good health and well-being.

Goal 4: Quality education.

Goal 5: Gender equality.

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Goal 10: Reduced inequalities.

Goal 11: Sustainable cities and communities.

Goal 13: Climate action.

Goal 16: Peace, justice and strong institutions.

Goal 17: Partnerships for the goals.

Library Plan

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

The Plan brings together insights and feedback from:

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

We are growing

The City of Casey is forecast to grow by 40% between 2023 – 2041 (from 392,236 to 551,362). The largest growth will be in new residential areas particularly those around Clyde and Cranbourne.

We are young

Growth in our communities will come mainly from working age population groups and young people. Almost 30% of residents in the City of Casey are under 19 years old compared to 24% of the Greater Melbourne population. The City of Casey's median age is 34 years and 57% of household are with children.

We are diverse

The communities served by CCLC speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China, Afghanistan and Philippines. A high proportion of our communities are recent arrivals – 14% of residents in the City of Casey arrived in Australia in the last 5 years.

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

4   Our changing context

COVID-19

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

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

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

Diverse, growing community

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

Digital engagement – Bridging the Divide

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

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

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

Member Council & Local Government Act 2020

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

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

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

The Local Government Act 2020 has called time on the Regional Library Corporation model. CCLC Board resolved to allow Cardinia Shire to withdraw from the Regional Library Agreement on 30 November 2022. City of Casey remains as the sole member of the Regional Library Agreement, with the view to supporting CCLC to transition to a compliment entity in the years to come.

Health and Wellbeing

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

Council recognises that health and wellbeing is a key priority and CCLC actively supports their Municipal Public Health and Wellbeing strategies.

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

Climate change and sustainability

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

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

CCLC are committed to the State Government's TAKE2 sustainability program and will continue to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

5   Our libraries

5.1   Vision

Inspiring spaces where everyone is free to discover possibilities.

5.2   Mission

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

5.3   Values and guiding behaviours

Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

5.4   Services we deliver

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

We have libraries located at Bunjil Place, Cranbourne, Doveton, Endeavour Hills and Hampton Park.

In 2021–2022, we delivered:

- Libraries collections direct to people's doors.
- Events and programs across a range of areas including: to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, digital literacy and mental health and wellbeing.
- A range of services in response to COVID-19 restrictions including click and collect, home delivery, expanded access to digital collections, digital storytelling, online conversation classes and special interest groups as well as opportunities for social connection through outbound customer care calls.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.
- Refreshed library spaces in Doveton and Endeavour Hills with better lounge and study options
- Outdoor events and programs, taking the library 'beyond our four walls'

Victoria's public libraries deliver place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service. We have a mixture of new and older physical infrastructure in our established service areas and a demand for our services in growth areas throughout Casey's southern pockets.

City of Casey is now the sole member of the Regional Library Agreement, and operates within a constrained financial environment. We are focused on providing the right services to our community (the ones they really need and want) without waste so we can keep pace with our region's population growth.

5   Our libraries

5.5   Our partners

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

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

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

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

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

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

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

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

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

6.1   The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information.

Our libraries also:

- Provides communities with welcoming and safe places. 87% members agree that the libraries are welcoming, 79% say they feel safe.

- Enhances community connections. One third agreed that CCLC has enabled them to participate more in their local community (e.g. events, services, activities) since visiting the library. Over 50% agreed that the library helps them feel connected to 'my local community'. 58% said that libraries help them feel included in the community.

- Inspires learning. 86% agree that the libraries foster learning. 66.5% agree that there are relevant programs and services (e.g. Wi-Fi, digital collections, library staff) available to help their learning. 38.5% agree that they participate more in learning after visiting their local library.

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

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

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

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

Strategic Area 1:
A Place to Gather and Learn

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

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

Objectives	Actions	Outcomes and measures
Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information	• Strengthen the accessibility of library branches • Strengthen accessibility of digital platforms • Offer a broad range of opening hours that meet community needs • Implement the Customer Experience Framework • Implement the Social Inclusion Strategy	• People feel safe and welcome • People can easily access library services how and when they need them (location, opening hours, physical spaces) • People who visit our branches feel happier • People can easily access our digital platforms
Core services that are free and accessible	• Provide free access to Wi-Fi and ICT within library branches • Provide free access to a popular and well used collection • We do not charge overdue fines	• Communities have free access reading materials, information, physical and digital resources

Objectives	Actions	Outcomes and measures
Bridging the Digital Divide	• Provide digital resources that encourage safe adoption of technology in our community • Increase digital literacy in our community with through programming, services, and digital resources • Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi • CCLC work with key partners to help bridge the digital divide in our community	• Increase in the range of Information Communication Technology (ICT) resources available for community use • More community members are able to safely and freely access digital information and collections • Levels of digital literacy and inclusion increase in our community
Resources and skills to support access to knowledge and information	• Lift staff capacity to support community to access information and programming • Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	• Staff feel confident in their ability so support communities to access resources • Digital improvements are reviewed regularly and funded appropriately

Strategic Area 1:
A Place to Gather and Learn

Objectives	Actions	Outcomes and measures
Deliver accessible programs and services that support reading, writing and lifelong learning	• Deliver events and programs that support reading, writing and lifelong learning • Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats • Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning • Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) • Facilitate accessible programs and activities that promote physical, mental and social health	• More people are reached through events and programming • More joint programs and services are delivered to enhance reading, writing and lifelong learning • Increase in the number programs and activities that promote STEAM • Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM
A new digital library to enhance access to knowledge and information	• Establish a new digital library branch	• Communities can access an integrated digital library collections and services. • Library users agree that the new digital library enhances access to knowledge and information.

7   How we will get there

Strategic Area 2: Partnership and innovation to achieve shared goals

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

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

Objectives	Actions	Outcomes and measures
Support council to make evidence-based decisions about investment in library services	• Strengthen data collection, management and reporting • Support council in their strategic decision making with relevant quantitative and qualitative evidence	• Enhanced data collection and reporting • Council make evidence-based decisions in relation to library infrastructure that meet our community needs
Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design	• Explore and invest in joint planning and programming across council • Explore new service delivery models that utilise shared digital and physical assets	• Increase in the number of joint programs and services • Joint service delivery models are regularly considered • Council teams are supported to consider, develop and deliver new library infrastructure

Objectives	Actions	Outcomes and measures
Develop partnerships that enhance learning, knowledge and wellbeing in our communities	• Strengthen partnerships with community organisations to increase access to information and knowledge • Work with partners to deliver library services and programming to a wider audience • Partnerships are reviewed annually to ensure the community benefits • Deepen engagement with education providers to facilitate clear learning pathways for our communities	• Increase in the number of joint programs and services provided to our community • Working relationships are established and fostered with partners across the breadth of the Education sector in the region
Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	• Continue to actively engage with PLV and Libraries Victoria Consortium	• CCLC is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria • CCLC is an active member of the Libraries Victoria Consortium

Casey Cardinia Libraries

Library Plan 2021–2025 (update April 2023)

22   23   Library Plan 2021–2025 (update April 2023)

Libraries Change Lives

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

Casey
Cardinia
Libraries

Library Plan 2021-2025 (update April 2023)   24   25   Library Plan 2021-2025 (update April 2023)

Libraries
Change Lives

Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

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

Objectives	Actions	Outcomes and measures
Community connections strengthened through our programming and partnerships	• Deliver programs and services across the region that strengthen social connection • Partner with council teams and community organisations to engage our community through programs and outreach activities • Support the Friends of CCLC to engage with and promote CCLC to the wider community	• Communities are connected through the library to council and community programs and services • CCLC, Council and community organisations are able to reach a larger, more diverse community • Communities are actively engaged and consulted in CCL's development • Community connections are strengthened

Objectives	Actions	Outcomes and measures
Actively encourage health and wellbeing in our community	• Work with council teams and community partners to enhance health and wellbeing • Deliver programs and services that support communities to strengthen their health and wellbeing • Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection • Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living • Align CCLC services with Member Councils' municipal public health and wellbeing plans	• Increase in the number of programs and services that support health and wellbeing • Communities are connected through the library to council and community health and wellbeing services • Communities access information and programs that support health and wellbeing • Working relationships with partners across the breadth of the Health and Wellbeing sector in the region. • Library users are healthier and more knowledgeable about their own wellbeing

Strategic Area 3:
Facilitate community connection and wellbeing

Objectives	Actions	Outcomes and measures
Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services	• Work with council teams and community partners to support CALD communities to engage with council and library services and programs • Deliver programs and services that empower CALD communities to access social and wellbeing supports and services • CCLC continues its journey to reconciliation • Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	• Increase in the number of joint services, resources and programs for CALD communities • CALD communities feel that they are supported to access services and resources • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities • CCLC 'Innovate' Reconciliation Action Plan is completed
Inform and engage community about our library services	• Increase awareness of CCLC's services and resources through strategic marketing, public relations and outreach activities • Inform communities about the library's impact	• Community members are aware of, and appreciate the libraries' services and resources • Community members are aware of, and appreciate the impact of libraries • CCLC delivers year on year growth in visits, loans, membership and program attendance
Social inclusion strategy that guides inclusive community engagement	• Maintain and refine the strategy that will inform CCLC's approach to inclusive community engagement	• CCLC adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities

Strategic Area 4: Organisational excellence

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

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

Objectives	Actions	Outcomes and measures
Integrate CCLC values throughout the organisation	• Recognise and celebrate staff who live CCLC's values • Work with all library team members to reinforce CCLC's values	• Staff embrace CCLC's values and incorporate them into their day to day work
Partner with community to design and strengthen positive impact of library services	• Involve community in making key decisions about CCLC's infrastructure, services and programming • Engage regularly with Friends of CCLC to review and develop library initiatives	• Community have the opportunity to contribute to library planning
Strengthen staff capacity to innovate and respond effectively to community needs	• Encourage staff to work to their strengths • Provide staff with opportunities to co-design services and programs • Provide staff with regular updates on CCL's performance, including community feedback • Strengthen capacity of staff to engage and support the community • CCLC is an inclusive employer	• Staff have the opportunity to contribute to library planning • Staff are informed about CCLC's planning and priorities • Staff feel confident in their ability to engage and support customers • CCLC has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve

Objectives	Actions	Outcomes and measures
Know and understand our impact	• Explore opportunities to strengthen data collection within CCLC • Work with partners to track and understand CCL's impact across council goals • Report on CCLC's impact annually	• CCLC regular collects and reports on its impact • CCLC's board, council staff and community organisations are aware of CCL's impact
Seek funding opportunities that enhance our capacity to support the community	• Apply for funding and grant opportunities • Raise funds through donations and sponsorships from our community	• Additional services and programs are delivered as a result of funds raised

Strategic Area 4:
Organisational excellence

Objectives	Actions	Outcomes and measures
Good Governance and compliance with legislative requirements	• Robust oversight of CCLC by the Board • Board performance evaluation conducted annually • Compliance with relevant legislation	• An informed and engaged Board • A reputation for good governance practices • Unqualified Audit Opinion from Victorian Auditor General's Office
Provision of strategic guidance and support to Member Council	• Strong connections across the public library sector at a national and state level. • Provide guidance and support to Member Council on the future development and delivery of library services • Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	• Our community has access to high quality library services • Our communities are stronger, healthier and better connected

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

8 Key performance indicators

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

9 Measurement methods

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

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

Notes:
Targets for 2023/23 onwards are based on 5 existing branches. With additional investment from City of Casey in new facilities, growth will align more closely with population growth.

Revised projections for 2022/23 include Cardinia Shire branches (Emerald, Pakenham and the mobile library service) for 5 months.

For more detail:

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

9.1 Our key measure outputs

Measure	CCL Actual 2021/22	CCL Revised Projections 2022/23	CCL Casey Target 2023/24	CCL Casey Target 2024/25	CCL Casey Target 2025/26
Engagement					
Utilisation of Technology (Wi-Fi, Public PC user in branch)	100,188	266,050	259,260	272,670	278,630
Net Promoter Score (Community Survey)	75.5	65	65	65	65
Memberships*	99,264	89,400	93,870	98,340	102,065
Visits					
Visits – physical	507,704	983,450	958,070	1,005,750	1,030,335
Visits – virtual	939,118	793,050	695,085	695,085	753,940
Total visits	1,446,822	1,776,500	2,219,000	2,283,000	2,395,000
Program and events attendance (In Branch)	33,279	58,650	70,775	70,775	70,775
Collection					
Loans (total physical and digital)	2,216,273	2,125,000	1,971,270	2,070,355	2,119,525
Turnover rate – physical items	4.6	7.0	7.0	7.0	7.0
Turnover rate – digital items	32.6	20.0	20.0	20.0	20.0
Physical quality of library collection (age of collection - less than 5 years)	69.7%	68.0%	68.0%	68.0%	68.0%
Cost of Delivery					
Cost of library service per capita	$23.82	$23.99	$23.08	$23.15	$23.22
Cost of library service per physical visit (total expenditure)	$9.79	$10.89	$9.79	$9.52	$9.48

Listening and learning

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

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

This plan is informed by:

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

For more information about
Casey Cardinia Libraries visit

🌐 connectedlibraries.org.au

✉ information@connectedlibraries.org.au

📞 1800 577 548

CC18/2023   BUDGET 2023-2024

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Connected Libraries (Casey Cardinia Library Corporation) Budget 2023-2024 for adoption.

CCL Library Plan reference – 4.5, 4.6

Background

The 2023–2024 Budget has been developed in consultation with key staff from CL and Casey, as well as the Board.

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

Following the withdrawal of Cardinia Shire Council in November 2022, Connected Libraries (CL) is funded by the City of Casey and the State Government.

The 2023-2024 budget considers key decisions made by the CL Board made throughout the course of the 2022–2023 financial year.

An initial draft version was presented to the Board at the November 2022 meeting and endorsed at the April 2023 meeting.

Discussion

The final Draft Budget 2023-2024 was presented at the April Board meeting. It was resolved:

1. *That the Board endorses CCL Draft Budget 2023-2024.*
2. *That CCL forward the endorsed CCL Budget 2023-2024 to the City of Casey for adoption.*
3. *That CCL advertise the CCL Budget 2023–2024 prior to adoption.*
4. *That the Board notes CCL will adopt the CCL Budget 2023–2024 after the City of Casey advise formal approval of the Budget.*

City of Casey considered and approved CL Budget 2023-2024 at its Council meeting on 16 May 2023.

There have been no changes to the 2023-2024 Budget endorsed by the board in April, other than formatting and references to the new trading name Connected Libraries.

RECOMMENDATIONS

1. **That the Board adopts CL Budget 2023-2024.**

CONNECTED LIBRARIES

Ignite your imagination

Budget
2023-2024

Endorsed: 26 April 2023
Updated: 29 June 2023

Contents

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Inspiring spaces where everyone is free to discover possibilities.

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- 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
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- Pay it forward
- Follow up and reciprocate good deeds
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- Encourage authentic and courageous conversations
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- Acknowledge our partners
- Celebrate success

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The 2023–2024 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board at the November 2022 Board meeting.

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The 2023-2024 budget takes into account key decisions made by the CL Board made throughout the course of the 2022–2023 financial year. This Budget is based on the restructure of the CL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023-2024 financial year and all ongoing costs of these projects have been included.

Revenue

	Revised Budget 2022-23	Budget 2023-24
City of Casey	6,614,090	7,198,580
	64.48%	*74.96%*
Cardinia Shire	963,303	0
	9.39%	*0.00%*
State Government	2,440,589	2,207,392
	23.79%	*22.99%*
CCL - Operations	239,166	197,515
	2.33%	*2.06%*
Total Income	**10,257,148**	**9,603,487**
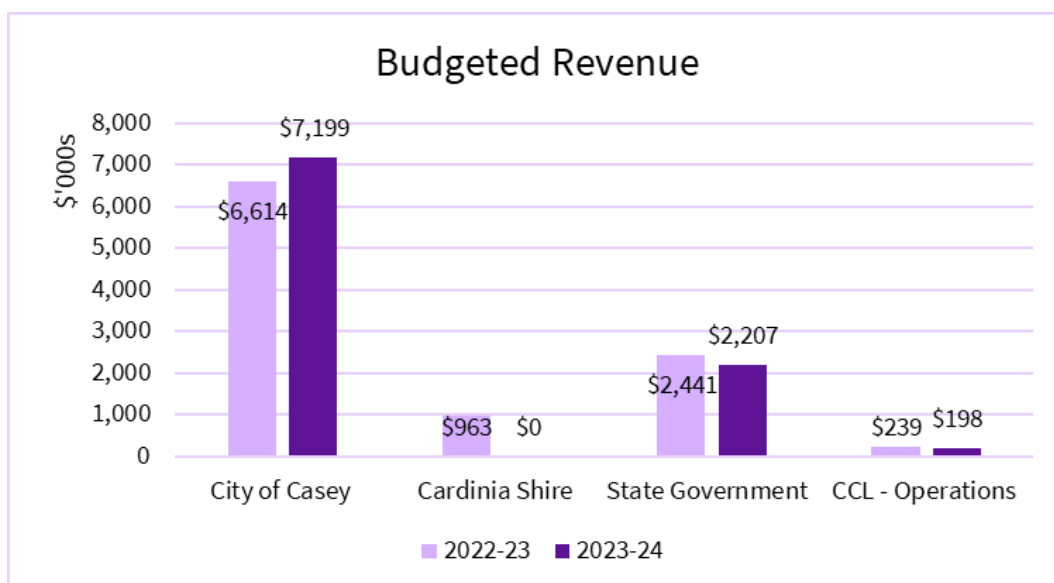
Expenditure

	Revised Budget 2022-23	Budget 2023-24
Employee Costs	7,887,663	6,607,846
IT & Communications	645,294	645,000
Promotions & Marketing	99,097	102,960
Administration	519,200	433,303
Library Materials	1,412,074	1,505,013
Library Materials - Expense	351,299	358,640
Library Materials - Capital	1,060,775	1,146,373
Furniture & Equipment	166,213	428,362
Total Expenditure	10,729,541	9,722,484

Expenditure chart ($'000s) — comparing 2022-23 and 2023-24:
- Employee Costs: $7,888 / $6,608
- IT & Communications: $645 / $645
- Promotions & Marketing: $99 / $103
- Administration: $519 / $433
- Library Materials: $504 / $417
- Furniture & Equipment: $15 / $16
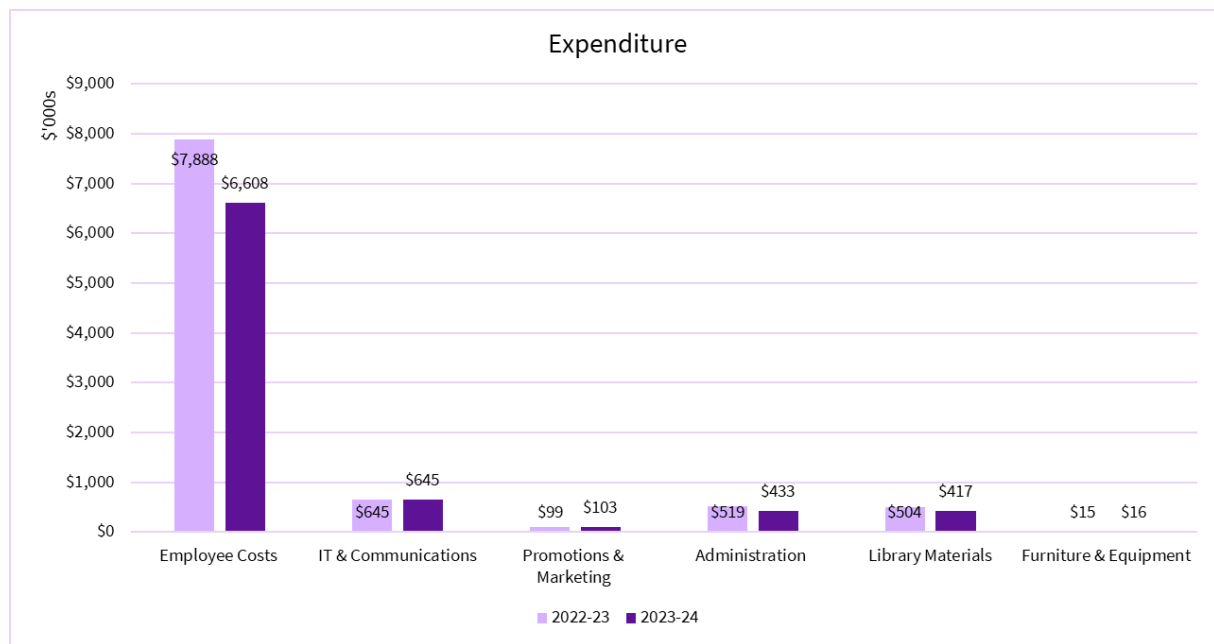
2.0 Budgeted Financial Statements 2023–2024

Comprehensive Income Statement For the Years ending June 30		
	Revised Budget 2022-23	Budget 2023-24
Revenue		
Council Contributions	7,577,393	7,198,580
State Government Grants	2,440,589	2,207,392
Interest on Investments	78,767	87,500
Other income	162,250	110,015
Total Income	10,258,999	9,603,487
Expenditure		
Employee Costs	7,887,663	6,607,846
IT & Communications	645,294	645,000
Library Materials	351,299	358,640
Promotions & Marketing	99,097	102,960
Administration	519,200	433,303
Depreciation	1,204,712	1,085,721
Total Expenditure	10,707,265	9,233,471
Net Gain(loss) disposal of plant & Equipment	(1,851)	0
Total comprehensive result	(450,118)	370,017

Balance Sheet As at June 30		
	Revised Budget	**Budget**
	2022-23	**2023-24**
ASSETS	$	$
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	2,593,991	2,447,844
Receivables	50,000	60,000
Inventories		
	2,713,991	2,577,844
Non-Current Assets		
Fixed Assets	3,238,449	3,727,462
Right-of-use assets	0	0
TOTAL ASSETS	**5,952,440**	**6,305,307**
LIABILITIES		
Current Liabilities		
Payables	610,044	462,712
Lease Liabilities	0	0
Employee Entitlements	1,485,752	1,537,754
	2,095,796	2,000,465
Non-Current Liabilities		
Employee Entitlements	100,728	178,909
Lease Liabilities	0	0
TOTAL LIABILITIES	**2,196,524**	**2,179,374**
NET ASSETS	3,755,916	4,125,932
EQUITY		
Members Contribution on Formation	1,528,173	1,528,173
Accumulated Surplus	2,227,743	2,597,759
TOTAL EQUITY	3,755,916	4,125,932

Statement of Change in Equity As at June 30			
2023			
Bal at the beginning of the financial year	5,675,098	3,623,859	2,051,239
Comprehensive result	(450,118)	(450,118)	
Withdrawal of Cardinia Shire Council Equity	(1,469,065)	(945,999)	(523,066)
Balance at end of financial year	3,755,916	2,227,743	1,528,173
2024			
Bal at the beginning of the financial year	3,755,916	2,227,743	1,528,173
Comprehensive result	370,017	370,017	
Balance at end of financial year	4,125,932	2,597,759	1,528,173

Statement of Capital Works For the Years ending June 30		
	Revised Budget	Budget
	2022-23	2023-24
Capital Expenditure		
Library Materials	1,060,775	1,146,373
Motor Vehicles	0	152,000
Furniture & Equipment	166,213	276,362
	1,226,988	1,574,735

Statement of Human Resources For the years ending June 30		
	Revised Budget	Budget
	2022-23	2023-24
Staff Expenditure		
Employee costs - Operating	7,887,663	6,607,846
Total Staff Expenditure	**7,887,663**	**6,607,846**
	EFT	EFT
Staff Numbers	96	66
Permanent full time	34	27
Permanent part time	128	78

Statement of Cash Flows Year ended June 30	Revised Budget 2022-23 $	Budget 2023-24 $
Cash Flow from Operating Activities		
Income from:		
Council Contributions	7,577,393	7,198,580
Government Grants	2,440,589	2,207,392
Interest Income	78,767	87,500
Overdue Fines	0	0
Other Income	162,250	110,015
	10,258,999	9,603,487
Payments for:		
Employee Costs	8,656,433	6,607,846
Library Materials	351,299	358,640
Computer Services	645,294	645,000
Other Costs	645,447	563,413
	10,298,473	8,174,899
Net Cash Inflow from Operating Activities	(39,475)	1,428,588
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,226,988)	(1,574,735)
Net Cash (Outflow) from Investing Activities	(1,226,988)	(1,574,735)
Cash Flow from Financing Activities		
Payments for:		
Withdrawal of Cardinia Shire Council from RLC	(207,658)	0
Net Cash (Outflow) from Financing Activities	0	0
Net Increase/Decrease in Cash	(1,266,463)	(146,147)
Cash at the beginning of the year	3,930,454	2,663,991
Cash Held at End of Year	2,663,991	2,517,844

3.0   Notes to the Budgeted Financial Statements 2023-2024

1 - Council Contributions

During the 2022-2023 financial year, the Cardinia Shire Council withdrew from the CCLC Regional Library Agreement. This withdrawal was effective 1 December 2022 and has been reflected in the below figures.

Councils Contribution	Revised Budget 2022-23	Budget 2023-24
Population*	446,359	403,869
Councils Contribution	7,577,393	7,198,580
Average Contrib per Capita	$16.98	$17.82
2020 Victorian RLCs Average Contribution per capita**		$ 32.23

*Forecast population estimate source https://forecast.id.com.au for the 2022-2023 Revised Budget – 42% of Cardinia Shire Council's Estimated Population was applied, representing the 5 months of service provision within CL.
**Regional Library Corporations include - West Gippsland Regional Library, Easern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2 - State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2023. The state funding is primarily calculated on population and in FY2023 there was a 1.5% increase in the amount received. For the purposes of this Budget, it is assumed that 1.5% increase on Government Grants will be received each year.

State Funding	Revised Budget 2022-23	Budget 2023-24
Population	446,359	403,869
State Funding	2,440,589	2,207,392
Average Contrib per Capita	$5.47	$5.47

3 - Staff Resources

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

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

Employee costs in the 2024 budget have been based on the new staffing structure being implemented in the 2022-2023 financial year.

Not included in the 2024 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.2% as at 28 February 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Revised Budget 2022-23	Budget 2023-24
Employee Costs	7,887,663	6,607,846
Total Staffing EFT	96	66
% of total expenditure	73.51%	67.96%
Population	446,359	403,869
Expenditure per capita	$17.67	$16.36
2020 State Average Expenditure per capita		$25.09

4 - Information & Communications Technology (ICT)

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

Information & Communications Technology (ICT)	Revised Budget 2022-23	Budget 2023-24
Telecommunications	42,091	55,000
Data Communications	89,191	125,000
ILMS	48,204	50,000
Computer Software & Support	465,808	415,000
Total ICT	**645,294**	**645,000**
% of total expenditure	6.27%	7.89%
Population	446,359	403,869
Expenditure per capita	$1.45	$1.60

5 - Library Resources and Materials

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

Library Resources	Revised Budget 2022-23	Budget 2023-24
Non-Capital	351,299	358,640
Capital	1,060,775	1,146,373
Total Library Resources	**1,412,074**	**1,505,013**
% of total expenditure	13.71%	18.41%
Population	446,359	403,869
Expenditure per capita	$3.16	$3.73
2020 State Average Expenditure per Capita		$5.78
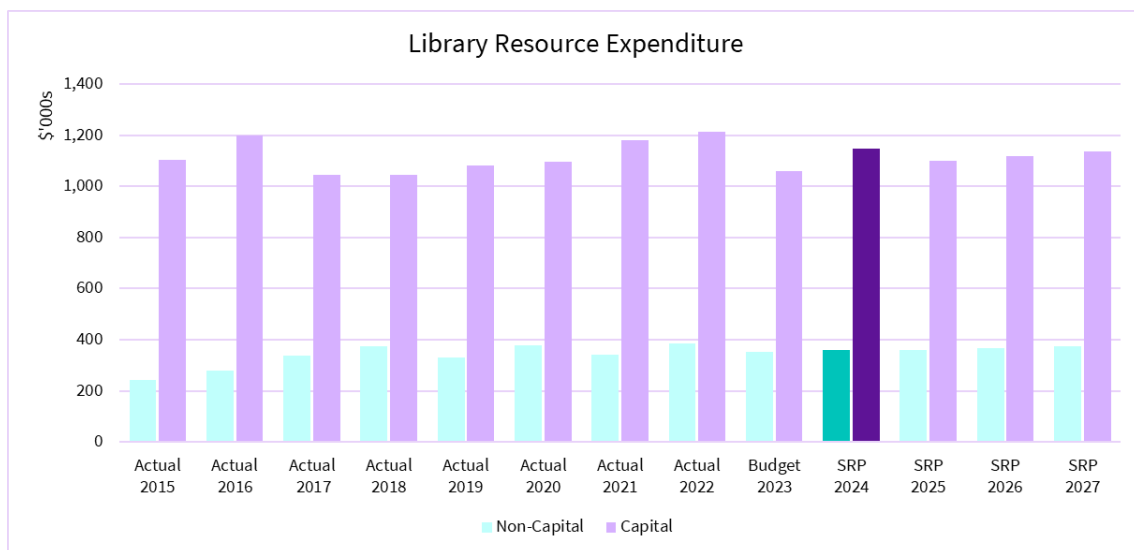
Library Resource Expenditure

4.0   Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are five service points in the City of Casey:

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

CL | CONNECTED LIBRARIES

5.0   Schedule of Fees and Charges: 2023-2024

1. **Replacement membership cards: $3.30** to replace a lost card.

2. **Replacement single disks (from sets):** A standard **$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.

3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than $10.00 must be accompanied by the receipt. Minor damage incurs a charge of $3.30.

4. **Libraries Victoria Lost or damaged processing: $5.50** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.

5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

6. **Photocopying and printing:**

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

7. **Inter Library Loans:**
    Tertiary/ Special and other charging libraries **$32.40**
    Victorian Public Libraries and other non-charging public libraries **$5.00**
    Libraries Victoria Items are free

8. **Other Charges:**
    Library Bags (New member Free), Replacement Bags
       $2.00
    Ear Buds   **$2.00**
    USB Sticks   **$10.00**
    Book clubs (per annum)   **$100.00**

9. **Library Meeting Room Hire:**
    General Rate: **$30.00 per hour**
    Community Rate: **$15.00 per hour**
    (Conditions apply – refer to the Bookings Policy)

    Creative Rate: **$15.00 per hour**
    Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. **Local History Reproduction Fees:**
    Contact: Local History Officer
    At Cranbourne Library (03) 5990 0150

    Local History Schedule of Reproduction Fees

    As the custodian of the Casey & Cardinia Local History Archive, CL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee**. CL

does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner.

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

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**Hi Resolution $11.00**
A3 30¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Low Resolution $5.50**

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au

CC19/2023   STRATEGIC RESOURCE PLAN 2023-2027

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Connected Libraries (Casey Cardinia Library Corporation) Strategic Resource Plan 2023-2027 for adoption

CCL Library Plan reference – 4.5, 4.6

Background

CL Strategic Resource Plan aligns with CL Library Plan requirements under the Local Government Act 1989, Section 125 and the Reginal Library Agreement. The Strategic Resource Plan identifies the resources required to meet the strategic objectives outlined in the Library Plan.

Discussion

The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

The 2023-2027 Strategic Resource Plan (SRP) considers key decisions made by the CL Board made throughout the course of the 2022–2023 financial year.

The final Draft Strategic Resource Plan 2023-2027 was presented at the April Board meeting. It was resolved:

1. *That the Board endorses CCL Draft Strategic Resource Plan 2023–2027.*
2. *That CCL forward the endorsed CCL Strategic Resource Plan 2023-2027 to the City of Casey for adoption.*
3. *That the Board notes CCL will adopt the CL Strategic Resource Plan 2023-2027 after the City of Casey advise formal approval.*

City of Casey considered and approved CL Strategic Resource Plan 2023-2027 at its Council meeting on 16 May 2023.

There have been no changes to the Strategic Resource Plan endorsed by the board in April, other than formatting and references to the new trading name Connected Libraries.

RECOMMENDATIONS
1. **That the Board adopts CL Strategic Resource Plan 2023-2027.**
2. **That CL forward a copy of the adopted Strategic Resource Plan 2023-2027 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.**

Strategic Resource Plan 2023-2027

Endorsed: 26 April 2023
Updated: 29 June 2023

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CL | CONNECTED LIBRARIES

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The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
City of Casey	6,614,090	7,198,580	7,085,180	7,333,160	7,589,820
	64.48%	74.96%	74.38%	74.76%	75.14%
Cardinia Shire	963,303	0	0	0	0
	9.39%	0.00%	0.00%	0.00%	0.00%
State Government	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
	23.79%	22.99%	23.52%	23.18%	22.84%
CCL - Operations	239,166	197,515	199,686	201,899	204,178
	2.33%	2.06%	2.10%	2.06%	2.02%
Total Income	10,257,148	9,603,487	9,525,155	9,808,729	10,101,558
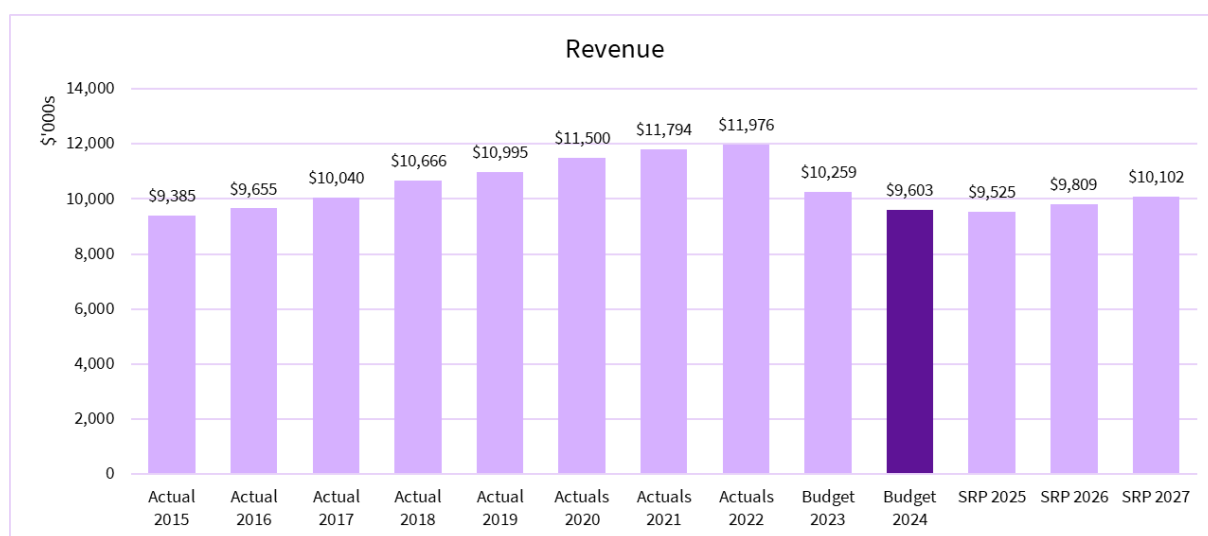
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	645,294	645,000	641,100	652,350	663,770
Promotions & Marketing	99,097	102,960	104,760	106,600	108,460
Administration	519,200	433,303	418,530	425,490	432,928
Library Materials	1,412,074	1,505,013	1,459,530	1,484,740	1,510,390
Library Materials - Expense	351,299	358,640	361,377	367,700	374,130
Library Materials - Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Furniture & Equipment	166,213	428,362	159,098	161,880	209,710
Total Expenditure	10,729,541	9,722,484	9,620,940	9,907,090	10,247,711

Total Expenditure

Actual 2015: $9,301
Actual 2016: $9,316
Actual 2017: $9,940
Actual 2018: $10,869
Actual 2019: $11,449
Actuals 2020: $11,184
Actuals 2021: $11,580
Actuals 2022: $12,050
Budget 2023: $10,730
Budget 2024: $9,722
SRP 2025: $9,621
SRP 2026: $9,907
SRP 2027: $10,248
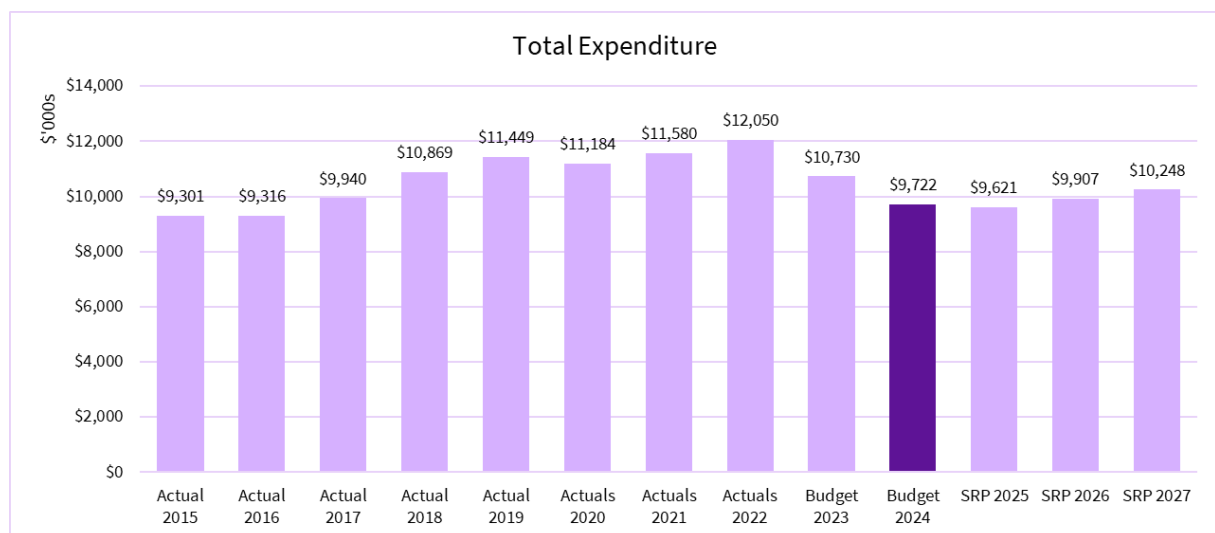
2.0   Financial Statements 2023–2027

Comprehensive Income Statement For the Years ending June 30						
	Note	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Revenue						
Council Contributions	1	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
State Government Grants	2	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest on Investments	3	78,767	87,500	87,500	87,500	87,500
Other income	4	162,250	110,015	112,186	114,399	116,678
Total Income		10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
Expenditure						
Employee Costs	5	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	6	645,294	645,000	641,100	652,350	663,770
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Administration	9	519,200	433,303	418,530	425,490	432,928
Depreciation	10	1,204,712	1,085,721	1,123,700	1,163,030	1,203,700
Total Expenditure		10,707,265	9,233,471	9,487,389	9,791,200	10,105,441
Net Gain(loss) disposal of plant & Equipment		(1,851)	0	0	0	0
Total comprehensive result		(450,118)	370,017	37,766	17,529	(3,883)

CONNECTED LIBRARIES

Balance Sheet As at June 30					
	Revised Budget 2022-23 $	Budget 2023-24 $	Forecast Est 2024-25 $	Forecast Est 2025-26 $	Forecast Est 2026-27 $
ASSETS					
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,593,991	2,447,844	2,324,909	2,199,398	2,026,095
Receivables	50,000	60,000	60,000	70,000	80,000
Inventories					
	2,713,991	2,577,844	2,454,909	2,339,398	2,176,095
Non-Current Assets					
Fixed Assets	3,238,449	3,727,462	3,861,013	3,976,903	4,119,173
Right-of-use assets	0	0	0	0	0
TOTAL ASSETS	**5,952,440**	**6,305,307**	**6,315,923**	**6,316,301**	**6,295,269**
LIABILITIES					
Current Liabilities					
Payables	610,044	462,712	355,079	282,224	207,419
Lease Liabilities	0	0	26,661	26,661	26,661
Employee Entitlements	1,485,752	1,537,754	1,591,575	1,647,280	1,704,935
	2,095,796	2,000,465	1,973,315	1,956,165	1,939,015
Non-Current Liabilities					
Employee Entitlements	100,728	178,909	178,909	178,909	178,909
Lease Liabilities	0	0	0	0	0
TOTAL LIABILITIES	**2,196,524**	**2,179,374**	**2,152,224**	**2,135,074**	**2,117,924**
NET ASSETS	3,755,916	4,125,932	4,163,698	4,181,227	4,177,344
EQUITY					
Members Contribution on Formation	1,528,173	1,528,173	1,528,173	1,528,173	1,528,173
Accumulated Surplus	2,227,743	2,597,759	2,635,525	2,653,054	2,649,171
TOTAL EQUITY	**3,755,916**	**4,125,932**	**4,163,698**	**4,181,227**	**4,177,344**

Statement of Change in Equity As at June 30			
2023			
Bal at the beginning of the financial year	5,675,098	3,623,859	2,051,239
Comprehensive result	(450,118)	(450,118)	
Withdrawal of Cardinia Shire Council Equity	(1,469,065)	(945,999)	(523,066)
Balance at end of financial year	3,755,916	2,227,743	1,528,173
2024			
Bal at the beginning of the financial year	3,755,916	2,227,743	1,528,173
Comprehensive result	370,017	370,017	
Balance at end of financial year	4,125,932	2,597,759	1,528,173
2025			
Bal at the beginning of the financial year	4,125,932	2,597,759	1,528,173
Comprehensive result	37,766	37,766	
Balance at end of financial year	4,163,698	2,635,525	1,528,173
2026			
Bal at the beginning of the financial year	4,163,698	2,635,525	1,528,173
Comprehensive result	17,529	17,529	
Balance at end of financial year	4,181,227	2,653,054	1,528,173
2027			
Bal at the beginning of the financial year	4,181,227	2,653,054	1,528,173
Comprehensive result	(3,883)	(3,883)	
Balance at end of financial year	4,177,344	2,649,171	1,528,173

Statement of Capital Works For the Years ending June 30					
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Capital Expenditure					
Library Materials	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Motor Vehicles	0	152,000	0	0	45,000
Furniture & Equipment	166,213	276,362	159,098	161,880	164,710
	1,226,988	1,574,735	1,257,251	1,278,920	1,345,970

Statement of Human Resources For the years ending June 30					
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Staff Expenditure					
Employee costs - Operating	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
Total Staff Expenditure	**7,887,663**	**6,607,846**	**6,837,922**	**7,076,030**	**7,322,453**
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	96	66	66	66	66
Permanent full time	34	27	27	27	27
Permanent part time	128	78	78	78	78

CL | CONNECTED LIBRARIES

Statement of Cash Flows Year ended June 30					
	Revised Budget 2022-23 $	Budget 2023-24 $	Forecast Est 2024-25 $	Forecast Est 2025-26 $	Forecast Est 2026-27 $
Cash Flow from Operating Activities					
Income from:					
Council Contributions	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Government Grants	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest Income	78,767	87,500	87,500	87,500	87,500
Overdue Fines	0	0	0	0	0
Other Income	162,250	110,015	112,186	114,399	116,678
	10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
Payments for:					
Employee Costs	8,656,433	6,607,846	6,837,922	7,076,030	7,322,453
Library Materials	351,299	358,640	361,377	367,700	374,130
Computer Services	645,294	645,000	641,100	652,350	663,770
Other Costs	645,447	563,413	550,440	559,240	568,538
	10,298,473	8,174,899	8,390,839	8,655,320	8,928,891
Net Cash Inflow from Operating Activities	(39,475)	1,428,588	1,134,316	1,153,409	1,172,667
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipmer	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
Net Cash (Outflow) from Investing Activities	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
Cash Flow from Financing Activities					
Payments for:					
Withdrawal of Cardinia Shire Council from RLC	(207,658)	0	0	0	0
Net Cash (Outflow) from Financing Activities	0	0	0	0	0
Net Increase/Decrease in Cash	(1,266,463)	(146,147)	(122,935)	(125,511)	(173,303)
Cash at the beginning of the year	3,930,454	2,663,991	2,517,844	2,394,909	2,269,398
Cash Held at End of Year	2,663,991	2,517,844	2,394,909	2,269,398	2,096,095

3.0   Notes to the Strategic Resource Plan Financial Report
2023-2027
1   Council Contributions

During the 2022-2023 financial year, the Cardinia Shire Council withdrew from the CCL Regional Library Agreement. This withdrawal was effective 1 December 2022 and has been reflected in the below figures.

Councils Contribution	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Population*	446,359	403,869	415,621	427,390	438,658
Councils Contribution	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Average Contrib per Capita	$16.98	$17.82	$17.05	$17.16	$17.30
2020 Victorian RLCs Average Contribution per capita**	$ 32.23				$ 32.23

*Forecast population estimate source https://forecast.id.com.au for the 2022-2023 Revised Budget – 42% of Cardinia Shire Council's Estimated Population was applied, representing the 5 months of service provision within CL.
**Regional Library Corporations include - West Gippsland Regional Library, Easern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2   State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2023. The state funding is primarily calculated on population and in FY2023 there was a 1.5% increase in the amount received. For the purposes of this SRP, it is assumed that 1.5% increase on Government Grants will be received each year.

State Funding	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Population	446,359	403,869	415,621	427,390	438,658
State Funding	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Average Contrib per Capita	$5.47	$5.47	$5.39	$5.32	$5.26

3 Staff Resources

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

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

Employee costs in the 2024 budget have been based on the new staffing structure being implemented in the 2022-2023 financial year.

Not included in the 2024 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.2% as at 28 February 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
Total Staffing EFT	96	66	66	66	66
% of total expenditure	73.51%	67.96%	71.07%	71.42%	71.45%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	$17.67	$16.36	$16.45	$16.56	$16.69
2020 State Average Expenditure per capita					$25.09

## 4 Information & Communications Technology (ICT)

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

Information & Communications Technology (ICT)	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Telecommunications	42,091	55,000	56,000	57,000	58,000
Data Communications	89,191	125,000	127,200	129,430	131,700
ILMS	48,204	50,000	50,900	51,890	52,800
Computer Software & Support	465,808	415,000	406,900	414,030	421,270
Total ICT	**645,294**	**645,000**	**641,000**	**652,350**	**663,770**
% of total expenditure	6.27%	7.89%	7.64%	7.54%	7.43%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	$1.45	$1.60	$1.54	$1.53	$1.51

5 Library Resources and Materials

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

Library Resources	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Non-Capital	351,299	358,640	361,377	367,700	374,130
Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Total Library Resources	**1,412,074**	**1,505,013**	**1,459,530**	**1,484,740**	**1,510,390**
% of total expenditure	13.71%	18.41%	17.39%	17.15%	16.92%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	$3.16	$3.73	$3.51	$3.47	$3.44
2020 State Average Expenditure per Capita		$5.78			
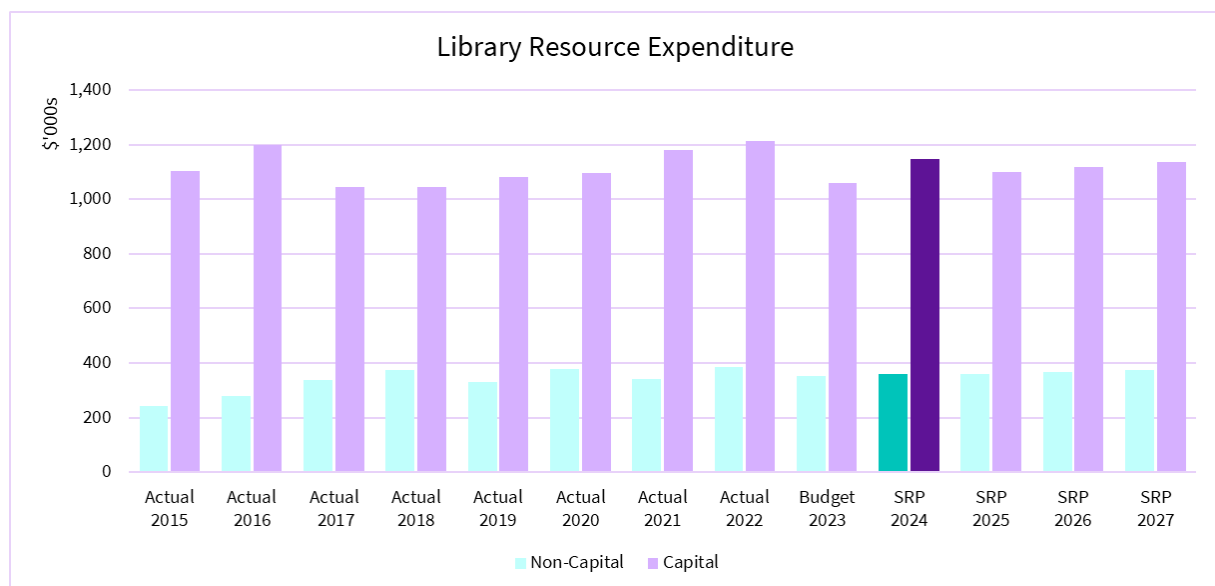
Library Resource Expenditure

4.0   Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are five service points in the City of Casey:

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

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au

CC20/2023   ANNUAL ACTION PLAN 2023-2024

Report prepared by Beth Luppino

Purpose

To present the Board with Connected Libraries (Casey Cardinia Library Corporation) Annual Action Plan for 2023-2024.

CCL Library Plan reference – 4.6

Discussion

In line with the CL Library Plan 2021-2025 (Updated April 2023), an Action Plan has been prepared for 2023-2024. The Library Plan is the primary planning document that informs our strategic direction, and the Action Plan articulates the activities, timelines and outcomes that bring the Plan to life.

Through this Action Plan we seek to strengthen key partnerships with aligned community organisations, including Council. The roll out of additional outreach services to Casey South, along with a renewed focus on Digital literacy support, lifelong learning opportunities and programs for diverse communities are priorities this year.

We seek to drive an increase in membership that addresses our population growth and aligns with Council aspirations for Casey.

We recognise that our libraries are a place of refuge for vulnerable members of the community, and we continue to seek opportunities to meet their needs through:

- Provision of safe, supportive spaces
- A workforce trained to understand and support social inclusion in our community
- Providing free access reading materials, information, physical and digital resources
- Increasing the range of Information Communication Technology (ICT) resources, lendable devices and digital collections available for community use
- Innovative outreach planning to enable people to access our services beyond our four walls

CL is committed to enhancing learning, knowledge and wellbeing in our Casey communities.

RECOMMENDATIONS

1. **That the Board notes the Annual Action Plan 2023-2024.**

1 A Place to Gather and Learn
Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information					• **People feel safe and welcome** • **People can easily access library services how and when they need them (location, opening hours, physical spaces)** • **People who visit our branches feel happier** • **People can easily access our digital platforms**
		1.1.1	Strengthen the accessibility of library branches	GMCE GMFDO	Ongoing	• CL branches are accessible to all - community can easily access our libraries buildings and services
		1.1.2	Strengthen accessibility of digital platforms	GMCE GMFDO	Ongoing	• Increased engagement with our digital platforms including website, social media, online content, CL app as well as in branch technology • Draw on community feedback to inform and enhance our digital platforms
		1.1.3	Offer a broad range of opening hours that meet community needs	GMCE	Ongoing	• Community feedback and advice is used as evidence to support branch opening hours
		1.1.4	Implement the Customer Experience Framework	GMCE	Jun-2024	• People who visit our libraries feel happier
		1.1.5	Implement the Social Inclusion Strategy	GMCE GMOD	Ongoing	• Our diverse community feel safe, supported and included when they engage with CL • Our staff are trained, understand and support social inclusion in our community
1.2	Core services that are free and accessible					• **Communities have free access reading materials, information, physical and digital resources**
		1.2.1	Provide free access to Wi-Fi and ICT within library branches	GMCE	Ongoing	
		1.2.2	Provide free access to a popular and well used collection	GMCE	Ongoing	• Our collection meets key statewide benchmarks for currency and usage • Our collection (physical and digital) is well used - loans and turnover
		1.2.3	We do not charge overdue fines	GMFDO	Ongoing	• Remove barriers to participation

1   A Place to Gather and Learn
Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
1.3	Bridging the Digital Divide					• **Increase in the range of Information Communication Technology (ICT) resources available for community use** • **More community members are able to safely and freely access digital information and collections** • **Levels of digital literacy and inclusion increase in our community**
		1.3.1	Provide digital resources that encourage safe adoption of technology in our community	GMCE GMFDO	Ongoing	• Community access library lendable devices and in-branch technology services
		1.3.2	Increase digital literacy in our community through programming, services, and digital resources	GMCE GMFDO	Ongoing	
		1.3.3	Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	GMCE GMFDO	Ongoing	
		1.3.4	CL work with key partners to help bridge the digital divide in our community	GMCE GMFDO	Ongoing	
1.4	Resources and skills to support access to knowledge and information					• **Staff feel confident in their ability so support communities to access resources** • **Digital improvements are reviewed regularly and funded appropriately**
		1.4.1	Lift staff capacity to support community to access information and programming	GMOD Digital Literacy	Ongoing	• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology • Our staff are continually upskilled to support community needs in accessing information
		1.4.2	Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	GMFDO	Ongoing	• Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastrcuture to our community

1 A Place to Gather and Learn
Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
1.5	Deliver accessible programs and services that support reading, writing and lifelong learning					• **More people are reached through events and programming** • **More joint programs and services are delivered to enhance reading, writing and lifelong learning** • **Increase in the number programs and activities that promote STEAM** • **Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM**
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	GMCE	Ongoing	• Our communities reading, writing and lifelong learning skills are enhanced • The community recognise CCL as an active contributor to literacy
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing library services and programs	GMCE	Apr-2024	
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	GMCE	May-2024	• Demonstrated connection and engagement with partners • Our communities reading, writing, lifelong learning skills and wellbeing are enhanced • Positive community feedback • Increased library visitation, membership and engagement (physical and digital) as a result of partnerships
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	GMCE	Ongoing	• STEAM programs run in our branches throughout the region are well attended
		1.5.5	Facilitate accessible programs and activities that promote physical, mental and social health	GMCE	Ongoing	Programs and activties contribute to better health and weelbeing outcomes for our community
1.6	A new digital library to enhance access to knowledge and information					• **Communities can access an integrated digital library collections and services.** • **Library users agree that the digital library enhances access to knowledge and information.**
		1.6.1	Review and update digital library branch content	GMCE	May-2024	

2 Partnership and innovation

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
2.1	Support councils to make evidence-based decisions about investment in library services					• **Enhanced data collection and reporting** • **Council make evidence-based decisions in relation to library infrastructure that meet our community needs**
		2.1.1	Strengthen data collection, management and reporting	Exec Team	Ongoing	• Community consultation and feedback is used as evidence to support service improvements Data provided for Council reporting, and PLV Annual Statistical review • Council is engaged in service innovation, improvement and overall investment in libraries in the Casey region
		2.1.2	Support council in their strategic decision making with relevant quantitative and qualitative evidence	Exec Team	Sep-2023	• CL engagement with relevant council departments and working parties on community library service and facilities needs • State-wide library census data provided to council
2.2	Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design					• **Increase in the number of joint programs and services** • **Joint service delivery models are regularly considered** • **Council teams are supported to consider, develop and deliver new library infrastructure** • **Our partnerships deliver enhanced learning and wellbeing outcomes for the community**
		2.2.1	Explore and invest in joint planning and programming across council	GMCE	Ongoing	• Joint programming and events with Council
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	CEO GMCE	Ongoing	• Increased library visitation, membership and engagement (physical and digital) as a result of improved infrastructure and services
2.3	Develop partnerships that enhance learning, knowledge and wellbeing in our communities					• **Increase in the number of joint programs and services provided to our community** • **Working relationships are established and fostered with partners across the breadth of the Education sector in the region**
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	GMCE	Ongoing	• Working partnerships provide the community with greater information and knowledge that enhance their wellbeing
		2.3.2	Work with partners to deliver library services and programming to a wider audience	GMCE	Ongoing	• Cross promotion of and participation in local festivals and events with partners

2 Partnership and innovation

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	GMCE	Ongoing	
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	GMCE	Ongoing	• Working relationships are established and fostered with partners across the breadth of the Education sector in the region
2.4	**Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium**					• **CL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria** • **CL is an active member of the Libraries Victoria Consortium**
		2.4.1	Continue to actively engage with PLV and Libraries Victoria Consortium	Leadership Team	Ongoing	• Active ongoing participation in the Libraries Change Lives Campaign • The role of public libraries is embraced and understood by the community • Awareness and appreciation of the leadership role lbraries plays in a regional and State-wide context

3 Facilitate community connection and wellbeing
Contribute to thriving, healthy and inclusive communities

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
3.1	Community connections strengthened through our programming and partnerships					• **Communities are connected through the library to council and community programs and services** • **CL, Council and community organisations are able to reach a larger, more diverse community** • **Communities are actively engaged and consulted in CL's development.** • **Community connections are strengthened**
		3.1.1	Deliver programs and services across the region that strengthen social connection	GMCE	Ongoing	• Programs delivered related to strengthening social connection • Community members are more connected with each other • Community feedback demonstrates library programs improve participants social connection
		3.1.2	Partner with council teams and community organisations to engage our community through programs and outreach activities	GMCE	Ongoing	• Working precinct and community partnerships enrich programs and activties for our community
		3.1.3	Support the Friends of CCLC to engage with and promote CCLC to the wider community	CEO	Ongoing	• Friends of CCLC group engaged with our libraries and act as advocates for our service
3.2	Actively encourage health and wellbeing in our community					• **Deliver programs and services that support health and wellbeing** • **Communities are connected through the library to council and community health and wellbeing services** • **Communities access information and programs that support health and wellbeing** • **Working relationships with partners across the breadth of the Health and Wellbeing sector in the region** • **Library users are healthier and more knowledgeable about their own wellbeing**
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	GMCE	Ongoing	
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	GMCE	Ongoing	• Collections, programs and information services empower communities to improve their own Health and Wellbeing
		3.2.3	Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	GMCE	Ongoing	
		3.2.4	Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living	GMCE	Ongoing	• Library teams are connected to local health providers, and community members are connected to up to date information and opportunities to improve their health and wellbeing

3 Facilitate community connection and wellbeing
Contribute to thriving, healthy and inclusive communities

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
		3.2.5	Align CL services with Member Councils' municipal public health and wellbeing plans	GMCE	Mar-2024	• Library health and wellbeing programs align with Council Health and Wellbeing strategy
3.3	**Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services**					• **Increase in the number of joint services, resources and programs for CALD communities** • **CALD communities feel that they are supported to access services and resources** • **CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities** • **CL 'Innovate' Reconciliation Action Plan is completed**
		3.3.1	Work with council teams and community partners to support CALD communities to engage with council and library services and programs	GMCE	Apr-2024	• Provision of information in appropriate community languages
		3.3.2	Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	GMCE	Ongoing	• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities
		3.3.3	CL continues its journey to reconciliation	CEO	Jun-2024	• CL 'Reflect' Reconciliation Action Plan is reviewed and reported to Reconciliation Australia
		3.3.4	Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	CEO	Ongoing	
3.4	**Inform and engage community about our library services**					• **Community members are aware of, and appreciate the libraries' services and resources** • **Community members are aware of, and appreciate the impact of libraries** • **CL delivers year on year growth in visits, loans, membership and program attendance**
		3.4.1	Increase awareness of CL's impact, services and resources through strategic marketing, public relations and outreach activities	GMCE CEO	Ongoing	
		3.4.2	Inform communities about the library's impact	GMCE	Ongoing	• Media and social media events reported through the Library Board

3   Facilitate community connection and wellbeing
Contribute to thriving, healthy and inclusive communities

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
3.5	Social inclusion strategy that guides inclusive community engagement					• CL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities
		3.5.1	Maintain and refine the strategy that will inform CL's approach to inclusive community engagement	GMOD	Ongoing	• Diverse communities are celebrated, and considered in the planning and delivery of services and programs

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
4.1	**Integrate CL values throughout the organisation**					**• Staff embrace CL's values and incorporate them into their day to day work**
		4.1.1	Recognise and celebrate staff who live CL's values	GMOD	Ongoing	• Staff engagement survey(s) show increased understanding and support of CL values • CL staff engagement with the Workforce Development Plan, and working to their strengths inline with CL values
		4.1.2	Work with all library team members to reinforce CL's values	GMOD	Ongoing	• CL staff share belief in the value of the services we provide and the communities we support • CL staff take calculated risks and embrace opportunities for growth • Staff engagement survey(s) show understanding and support of CL values
4.2	**Partner with community to design and strengthen positive impact of library services**					**• Community have the opportunity to contribute to library planning**
		4.2.1	Involve community in making key decisions about CL's infrastructure, services and programming	GMCE	May-2024	• Customer surveys • Community leaders consulted regarding services for CALD communities Council community engagement programs supported (eg Casey Conversations surveys)
		4.2.2	Engage with Friends of CCLC to review and develop library initiatives	GMCE	Ongoing	
4.3	**Strengthen staff capacity to innovate and respond effectively to community needs**					**• Staff have the opportunity to contribute to library planning** **• Staff are informed about CL's planning and priorities** **• Staff feel confident in their ability to engage and support customers** **• CL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve**
		4.3.1	Encourage staff to work to their strengths	GMOD	Ongoing	• Strengths conversations through Increment reviews and performance planning
		4.3.2	Provide staff with opportunities to co-design services and programs	GMCE	Ongoing	• Staff conversations that encourage creativity and innovation in service delivery and program planning
		4.3.3	Provide staff with regular updates on CL's performance, including community feedback	CEO	Ongoing	• CL staff share belief in the value of the services we provide and the communities we support • Community feedback is communicated to staff regularly and positive stories pulled together in the annual report • Monthly performance statistics are available for staff

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

Strategy		Key Action and Activity		Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
		4.3.5	CL is an inclusive employer	GMOD	Ongoing	• CL workforce is diverse and represents the community we serve
4.4	**Know and understand our impact**					**• CL regular collects and reports on its impact** **• CL's board, council staff and community organisations are aware of CL's impact**
		4.4.1	Explore opportunities to strengthen data collection within CL	CEO GMFDO GMCE	Dec-2023	• Plan for data collection developed to begin in July 2024
		4.4.2	Work with partners to track and understand CL's impact across council goals	GMCE	Dec-2023	• Community engagement with the library - visits (physical and virtual), membership
		4.4.3	Report on CL's impact annually	Exec Team	Sep-2023	• Annual Report
4.5	**Seek funding opportunities that enhance our capacity to support the community**					**• Additional services and programs are delivered as a result of funds raised**
		4.5.1	Apply for funding and grant opportunities	CEO GMFDO GMCE	Ongoing	• Applications for funding and grants completed • Success in receiving funding and grant opportunities
		4.5.2	Raise funds through donations and sponsorships from our community	CEO GMFDO GMCE	Ongoing	• Targeted donation cmpaigns as appropriate
4.6	**Good Governance and compliance with legislative requirements**					**• An informed and engaged Board** **• A reputation for good governance practices** **• Unqualified Audit Opinion from Victorian Auditor General's Office**
		4.6.1	Robust oversight of CL by the Board	Exec Team	Ongoing	
		4.6.2	Board performance evaluation conducted annually	Chairperson CEO (admin only)	Dec-2023	

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

Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
	4.6.3	Compliance with relevant legislation	GMFDO Exec Team	• Annual Financial Report – July 2023 • VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep • Fringe Tax Benefit (Annual – May 23) • BAS - Quarterly • CCL Insurance Declarations (Jun) • Workcover Remuneration Declaration (Aug/Sep) • Annual Report Forwarded to the Minister Sep 30	• Compliance with Local Government Act (1989) • Compliance with Industrial Relations and Human Resource practices. • Meeting financial legislative and reporting requirements • Service and license agreements with member councils maintained • Delivery and completion of the Annual Report
		Annual Budget	GMFDO Exec Team	• June 2023 Budget Approval by CL Board. • Forwarded to Minister by Aug 31 • Quarterly Budget report to Board - Apr, July, Oct & Jan • Draft Budget presented to the Board (Nov2023) • Budget endorsement by the Board. (Feb/Mar) • Public notice – request submissions. (May) • June 2024 Budget Approval by CL Board.	• All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Maintain working capital ratio above 1.3 • The Board provides good governance and advice.
		Library Plan	CEO	• Forwarded to Minister by Aug 31	• Review of our Library Plan on an annual basis • Lodged on time and in accordance with Local Government Act (1989)
		Strategic Resource Plan (SRP)	GMFDO Exec Team	• Adopted by CL Board June 2024 • Copy to Minister before Aug 31.	• Lodged on time and in accordance with Local Government Act (1989)

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 -(endorsed Apr 2023). Additional Aims and Outcomes listed next to each Key Action and Activity.*
4.7	Provision of strategic guidance and support to Member Councils					• **Our community has access to high quality library services** • **Our communities are stronger, healthier and better connected**
		4.7.1	Strong connections across the public library sector at a national and state level.	Exec Team	Ongoing	• Active participation and engagement with PLV
		4.7.2	Provide guidance and support to Member Council on the future development and delivery of library services	Exec Team	Ongoing	• The role of public libraries is embraced and understood by Member Councils • Recognition of CL as an active contributor to community life and wellbeing
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Exec Team	Ongoing	• Community feedback and advice is used as evidence during planning • Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • Communicating positive stories about CL - local media coverage

OFFICERS REPORTS

CC21/2023   FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on CCL's financial performance as at 31 May 2023.

CCL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 May 2023	Total Revised Budget 2022-23	Revised Budget YTD May 2023	Actual YTD May 2023	Variance	% Actual Vs Revised Budget
Income					
Council Contributions	7,577,393	7,026,219	7,026,655	436	0.0%
Government Grants	2,445,589	2,444,928	2,443,524	(1,404)	(0.1%)
Interest on Investments	78,767	72,203	109,393	37,191	51.5%
Other Income	136,022	114,805	110,275	(4,530)	(3.9%)
Total Income	10,237,770	9,658,154	9,688,273	30,119	0.3%
Expenditure					
Employee Costs	7,887,663	7,184,861	7,047,227	137,634	1.9%
IT & Communications	645,294	593,408	449,928	143,480	24.2%
Library Materials	348,752	341,075	328,054	13,021	3.8%
Promotions & Marketing	101,644	95,062	92,314	2,748	2.9%
Administration	519,200	431,792	348,775	83,017	19.2%
Depreciation	1,204,712	1,116,233	1,116,233	0	0.0%
Total Expenditure	10,707,265	9,762,432	9,382,532	379,900	3.9%
Net Gain(loss) disposal of plant & equipment	(1,851)	(1,851)	(1,851)	0	0.0%
Net Gain(loss) Revaluation of Vehicle	21,229	21,229	21,229	0	0.0%
Net result for the reporting period	(450,118)	(84,900)	325,119	410,019	482.9%

<u>Income</u>

<u>Interest on investments</u>

Cash term deposits are currently performing well with the RBA cash rate increases continuing.

<u>Expenditure</u>

<u>Employee Costs</u>

Staffing level cost reductions have been achieved through tighter rostering and delayed backfill of vacant positions until after the Service Review was completed, these saving should continue into June as several positions were still in recruitment at the end of the month.

IT & Communications

Outsourced digital costs are underbudget due to a variety of factors. The recruitment of the Digital Operations Manager was slightly delayed and this has resulted in a push back on the commencement of some projects. The Digital Operations team are in the process of reprioritising larger projects to take in increased focus on security & data privacy at Connected Libraries. With the delayed start of this project, it is not expected that CL will fully expend the IT & Communications budget this Financial Year.

Library Materials

Is on track to be fully expended in this financial year.

Administration

Administration costs are lower than expected in this financial year.

Capital Expenditure Month Ended 31 May 2023	Total Revised Budget 2022-23	Budget YTD May 2023	Actual YTD May 2023	Variance	% Actual Vs Budget
Library Materials	1,060,775	968,858	932,311	36,547	3.8%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	166,213	164,213	174,213	(10,000)	(6.1%)
Capital Exp. for the reporting period	1,226,988	1,133,071	1,106,524	26,547	2.3%

Capital Expenditure

Library Materials

Library Materials spending is on track to align with budget at the end of the year.

Furniture & Equipment

Capital expenditure of IT equipment overspent for the year due to the unexpected breakdown of equipment that resulted in an earlier replacement schedule than anticipated. The savings in operational expenditure offset this cost. There is further spending in Furniture in Equipment to be completed in June that relates to the Rebranding project the total of which will be less than $10,000.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
April Statement	3/04/2023	Amazon Web Services - Currency Conversion Fee	$0.85
	3/04/2023	Amazon Web Services - Website Hosting	$1,302.47
Total April 2023			**$1,303.32**
May Statement		NIL Transactions	
Total May 2023			**$0.00**
TOTAL			**$1,303.32**

Card Holder	Transaction Date	Detail	$
General Manager, Finance & Digital Operations			
April Statement	29/03/2023	Adobe - Adobe Audition Pro Software	$5.04
	29/03/2023	Adobe - Adobe Acrobat Pro Software	$5.72
	30/03/2023	Amazon Marketplace - Qty 4 x VENO clear bags for loanable Literacy Kits	$151.40
	30/03/2023	Adobe Audition Pro Software	$4.32
	31/03/2023	Lindy Australia - 1 x 12V DC 1.5A power adapter	$36.90
	4/04/2023	Zazzle - Qty 6 - Personalised Notebooks purchased for the retiring Friends of Doveton Library	$136.50
	5/04/2023	Adobe Creative Cloud - Creative Cloud Licences	$460.27
	12/04/2023	Petals Network Pty Ltd - Purchase of flowers to send sympathies for staff bereavement	$89.95
	14/04/2023	Amazon AU - Qty 1 x Fire TV stick to run advertising image carousel at Endeavour Hills Library	$49.00
	19/04/2023	Amazon Digital Services - Qty 1 x SkyFolio - digital marketing photo carousel for TV's/firesticks	$5.99
	24/04/2023	Amazon AU - Qty 2 x Amazon Fire Sticks to run advertising image carousel	$98.00
Total April 2023			**$1,043.09**
May Statement	5/05/2023	Adobe Creative Cloud - Creative Cloud Licences	$460.27
	9/05/2023	Kmart - Qty 60 soup spoons and bowls for Adult Cooking Programs at Cranbourne, Endeavour Hills and Hampton Park Libraries - 60 soup spoons and bowls	$142.50
	11/05/2023	Amazon Marketplace - Qty 100 mini canvas and easels for the Tiny Art Show 2023	$183.93
	12/05/2023	Amazon Marketplace - Qty 100 mini canvas and easels for the Tiny Art Show 2023	$183.93
	15/05/2023	Wilson Parking - PLV Conference parking	$15.19
	16/05/2023	ChatGPT Masterclass attendance for Erin Commerford	$300.00
	16/05/2023	ChatGPT Masterclass attendance for Emily Ramaswamy	$300.00
	18/05/2023	Amazon Web Services - Website Hosting	$1,273.38
	22/05/2023	Amazon Prime Membership for deliveries	$6.99
	22/05/2023	Aliexpress - Aliexpress - Qty 5 Cross body bags to hold branch radios as per OHS request	$49.07
	22/05/2023	Vistaprint Australia - Qty 2 Connected Libraries T-shirts express printed for local media photos	$57.51
	25/05/2023	T2 APAC Australia - Qty 1 teapot for Li-tea-ary Monthly Adult Program at Doveton Library	$85.00
	25/05/2023	Redbubble - Qty 8 Book Mugs for Li-tea-ary Monthly Adult Program at Doveton Library	$136.64
	26/05/2023	Amazon Marketplace - Qty 1 VIVO dual monitor desk mount for Erin Commerford	$59.99
Total May 2023			**$3,254.40**
TOTAL			**$4,297.49**

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
April Statement	27/03/2023	Buzzsprout - Podcasting	$18.52
	5/04/2023	Fountain Gate - Toymate - Voucher for Sid the Sloth Competition Prize	$100.00
	19/04/2023	QV Carpark Melbourne - Parking at State Library Victoria for PLV Executive Planning Day	$20.00
	24/04/2023	News Pty Ltd - Renewal of Herald Sun Subscription for Cranbourne Library	$494.00
	26/04/2023	ASIC - Registration of Connected Libraries business name	$92.00
	26/04/2023	Buzzsprout - Podcasting	$18.51
Total April 2023			**$743.03**
May Statement	27/04/2023	Seek AU - Advertisement of the non-executive independent board member position	$225.50
	1/05/2023	Campaign Monitor - May EDM Credits	$978.12
	2/05/2023	Fountain Gate - Toymate - Voucher for Sid the Sloth Competition Prize	$100.00
	9/05/2023	Pub Libraries Vic - Shared PLV conference tickets purchase - conversion cost of moving tickets from single to shared entry	$40.72
	15/05/2023	Wilson Parking - PLV Conference - Beth Luppino	$15.19
	19/05/2023	Fairfax Newspapers - Renewal of The Age Newspaper subscription for Cranbourne Library	$754.00
	25/05/2023	Buzzsprout - Podcasting	$18.70
Total May 2023			**$2,132.23**
TOTAL			**$2,875.26**

Bank Reconciliation

A Bank Reconciliation is available on request.

Procurement Policy

The Procurement Policy has been updated to reflect changes in Connected Libraries Leadership Team including position.

FY2023 Audit

VAGO have confirmed that the Interim FY2023 Audit Visit will occur 11-13 July, with the final visit to occur 20 -22 September 2023.

Conclusion

CL is managing the current environment with measured financial decisions.

CL is in a sound financial position.

RECOMMENDATIONS

1. **That the Finance Report be noted.**
2. **That the Board note the updates to the Procurement Policy.**

PROCUREMENT POLICY

CONTENTS

1 PURPOSE

1.1 The purpose of this Policy is to:
- ensure consistency and control over Connected Libraries (CL) procurement activities;
- demonstrate accountability to stakeholders;
- provide guidance on ethical behaviour in public sector purchasing;
- support best practice in purchasing; and
- increase the probability of obtaining the best outcome for CL when purchasing goods and services.

Values

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

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

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

Love of Learning
- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

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

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

2 SCOPE

2.1 This Procurement Policy is made under Section 186a of the Local Government Act 1989.

2.2 The Policy applies to all contracting and procurement activities at CL and is binding upon Board Members, Library employees, temporary employees, contractors and consultants while engaged by CL.

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2.3   All CL's procurement activity is subject to the applicable:
- Legislative and regulatory provisions
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).

2.4   The key legislative requirements include:
- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
- Section 186A of the LGA (Procurement Policy)
- Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
- Competition and Consumer Act 2010.

2.5   This Policy ensures that CL contracting and purchasing activities:
- Support the strategies, aims and objectives of CL
- Achieve value for money and quality in acquiring goods
- Are shown to be undertaken fairly and in an ethical manner
- Seek continuous improvement, value for money and quality
- Support local business, encourage sustainable business practices and social procurement principles where possible.

3   POLICY STATEMENT

The following principles apply to all aspects of CL's procurement.

3.1   Value for Money

All persons engaged in purchasing decisions must aim to obtain best value-for-money for CL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CL will seek to minimise the cost of procurement by:
- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition
- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

3.2   Ethics and Probity

CL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CL procurement must exercise the highest standards of probity and will:
- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

3.3   Conflict of Interest

Board Members and members of staff (and all persons engaged in procurement on CL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 77 – 80, 95 LGA).

Board Members and members of staff shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict or have potential to conflict with their CL duties.

3.4   Fair and Honest Dealing

All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times. Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

3.5   Accountability and Transparency

All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

3.6   Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. *(Refer to other policies that interact with procurement).*

Staff must not authorise the expenditure of funds in excess of their financial delegation.

3.7   Gifts and Hospitality

No Board Member or member of staff shall, either directly or indirectly solicit gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CL is interested.

Staff are referred to the CL's Gifts and Hospitality Policy for details. Gifts and Hospitality Policy

Board Members and member of staff (and all persons engaged in procurement on CL's behalf) must adhere to relevant CL Policies and Procedures on Gifts and Hospitality.

3.8   Procurement Thresholds and Competition

Purchase of all goods and services with an estimated expenditure exceeding $150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.

The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term and are to be inclusive of GST.

As an alternative however, purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CL to act on its behalf and CL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the CL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

3.9   Quotations, Specification and Tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchases with value between $500 and $5,000
  - Purchase order must be raised.
  - Only one quotation required.
- Purchases with value between $5,001 and $10,000
  - Purchase order must be raised.
  - Two written quotations required to be recorded.
- Purchases with value between $10,001 and $150,000
  - Purchase order must be raised.
  - Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CL or through a Government approved agent under ministerial order.

The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded, or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

3.10 Use of Corporate Credit Cards

Connected Libraries has four Westpac Bank Credit Cards to be used in circumstances outside of normal purchasing routines, these cards are allocated to the members of the Executive Team.

The cards are intended to facilitate the purchase of goods or payment for services when the normal invoice/accounts payable routines are not possible or inappropriate. Examples of such circumstances are:

- Booking of airline tickets for conference travel
- Booking accommodation for conferences
- Purchase of software or other items over the Internet
- Where a supplier is not able to provide a credit account or does not support the payment of goods/services via EFT.

Purchases made using the Corporate Credit cards are to be within the approved budget lines or the source of funds needs to be established prior to the commencement of purchase for any goods, services or works.

Under no circumstance may a Corporate Credit Card be used for private or personal purchases.

Unauthorised staff or personnel must not use or divulge a Corporate Credit Card number, and the Card PIN must only be used by the Credit Card Holder and may not be divulged to any other staff member or person.

After using the Credit Cards to undertake a transaction, a New Item transaction record must be completed within SharePoint and a valid receipt/tax invoice attached.

Withdrawal of cash using the Corporate Cards is strictly prohibited.

Any unauthorised transactions on the Credit Card Statement (eg. fraudulent or unidentified transactions) are to be reported to the Accounts Department as soon as they detected.

A lost or stolen card must be reported to the Accounts Department immediately.

3.11 Internal Controls

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CL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CL employee is involved in each transaction
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

3.12 Risk Management

CL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

3.13 Sustainability

CL is committed to achieving environmental sustainability and supporting initiatives that have an impact on or contribute to the environment.

CL supports sustainable procurement practices including:

- Buying locally produced products and services
- Buying products that have recycled content eg paper
- Engaging suppliers who support sustainable business practices
- Buying durable products that have guarantees

Value-for-money purchasing decisions made by CL are made on the basis of whole-of-life cost and non-price factors impact of CL procurement on environment.

3.14 Support of Local Business

CL is committed to buying from local business where such purchases may be justified on value-for-money grounds.

3.15 Social Procurement

CL is committed to employing Social Procurement principles where practicable to help create positive social change. For example, encouraging the procurement of goods and services from Aboriginal and Torres Strait Islander businesses when appropriate.

4 RESPONSIBILITIES

Compliance, monitoring and review

4.1 The next annual review of this document is scheduled to be presented to the Board at the June 2024 Board meeting.

Reporting

4.2 No additional reporting is required.

Records management

4.3 Staff must maintain all records relevant to administering this policy in a recognised recordkeeping system.

5 DEFINITIONS

Board Members   individuals holding office on the CL Board, including Councillors and Officers.

CL	Casey-Cardinia Library Corporation trading as Connected Libraries being a legal entity under Local Government Act 1989.
Staff	Employees of CL
Probity	refers to a good process, one that has clear procedures consistent with organisations policies and legislation understood and followed from the onset.
Procurement	the entire process of acquisition of goods, services and works, including initial concept through to end of the useful life of an asset or service agreement or contract
Quotation	a formal process whereby suppliers or different parties are invited to submit a statement setting out the estimated cost for a particular good, service or work.
Social Procurement	when organisations use their own buying power to generate positive social value and outcomes above and beyond the value of the goods or services being procured.
Supplier/s	any organisation that supplies goods or services, includes but not limited to contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.

5.1   Terms not defined in this document may be in the CL glossary.

6   RELATED LEGISLATION AND DOCUMENTS

Our Governance Documentation
Gifts and Hospitality Policy

Our Forms and Templates
Corporate Gift Register

Other Related Documentation
Competition and Consumer Act 2010.
Legislative and regulatory provisions
Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).
Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
Section 186A of the LGA (Procurement Policy)
Sections 208C of the LGA (Best Value Principles)
Sections 77-80, and 95 (Conflict of Interest)
Victorian State Government definition of Social Procurement

7   FEEDBACK

7.1   CL staff and members may provide feedback about this document by emailing governance@connectedlibraries.org.au.

8   APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance & Digital Operations
Advisory Committee to Approval Authority	General Manager, Finance & Digital Operations
Administrator	Executive Assistant
Next Review Date	June 2024

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance & Digital Operations
Amendment Authority and Date	July 2023
Notes	This document is updated annually and adopted by the Library Board

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9   APPENDICES

Attachment 1 - Delegations of Authority

Chief Executive Officer
- Purchase orders to the value of $149,999
- Contracts to the value of $149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

General Manager Finance & Digital Operations
- Purchase orders to the value of $75,000
- Contracts to the value of $10,000 per year with a life up to 5 years
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

General Manager Customer Experience
- Purchase orders to the value of $50,000 (Library materials and equipment)
- Purchase orders to the value of $10,000 (Promotions/Marketing)
- Contracts to the value of $10,000 per year with a life up to 2 years
- Credit Card access ($5,000)

General Manager Organisational Development
- Purchase orders to the value of $20,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

Digital Operations Manager
- Purchase orders to the value of $20,000 (IT hardware and software)
- Contracts to the value of $10,000 per year with a life up to 2 years

Collections Manager
- Purchase orders to the value of $20,000 (Library materials & Databases)
- Contracts to the value of $10,000 per year with a life up to 2 years

Children, Youth and Outreach Manager
- Purchase orders to the value of $10,000 (Library materials & Program Costs)
- Contracts to the value of $3,000 per year with a life up to 2 years

Marketing Manager
- Purchase orders to the value of $5,000 (Marketing Costs)
- Contracts to the value of $2,000 per year with a life up to 2 years

Endeavour Hills and Adult Programs Manager
- Purchase orders to the value of $2,000 (Library materials & Program Costs)
- Contracts to the value of $1,000 per year with a life up to 2 years

Cranbourne, Digital Literacy and Local History Manager
- Purchase orders to the value of $2,000 (Databases, Hardware and Software)

- Contracts to the value of $1,000 per year with a life up to 2 years

Hampton Park and CALD Manager
- Purchase orders to the value of $2,000 (Library materials & Program Costs)
- Contracts to the value of $1,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.

Attachment 2 – Connected Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Connected Libraries.:

Chief Executive Officer, Connected Libraries
- Elspeth Luppino

General Manager Finance & Digital Operations, Connected Libraries
- Emily Rachel Louise Ramaswamy

Chief Financial Officer, City of Casey
- Simone Wickes

Council Officer, City of Casey
- Glenn Andrew Patterson, Chief Executive Officer

Note: Westpac advise that any two signatories are able to sign jointly.

Authorised Officers to issue instructions only, regarding term deposits:
- General Manager Finance & Digital Operations, Connected Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

CC22/2023	BUILDING AND FACILITIES

Report prepared by Beth Luppino

Purpose
To provide the Board an update on library buildings and facilities development in Casey.

CCL Library Plan reference – 1.1, 2.1, 2.2

Discussion
Endeavour Hills Library upgrade - launch
The $114,000 Endeavour Hills Library project was launched on 7 June, with Connected Libraries staff, Council, community and local Narre Warren North MP Belinda Wilson in attendance. Funding for the project included $60,000 provided by Council and the remaining $54,000 from the State Government 'Living Libraries' Infrastructure fund. The upgrade delivered more lounge space, fit-for-purpose children's area for regular programming and a glassed-in study space which has been long-requested by library users.

Library Lounge project – Cranbourne West Community Hub
Works will soon begin to set up a library lounge at the Cranbourne West Community Hub. With seed funding for the project provided by Council, Hub users will enjoy free internet access, a selection of library items for loan, and comfortable lounge spaces to study and meet. Further report included in the Customer Experience report. It is envisaged that planning and roll out will result in the space being established and open for use from December 2023.

Cranbourne Hub – Library feedback
Connected Libraries team have provided Council with feedback on the proposed Cranbourne Hub development. The plans include the development of a library, youth services and council services facility located at 1-3 Lyall Street, Cranbourne. No decisions have been made yet about other tenants that might be included in the hub, but it is proposed they will include Community Service Organisations. The site area is 2970 sqm over 3-levels totalling 4000 sqm. It has been proposed Cranbourne Library would be the core tenant operating on one and half levels.

The CL team have practical experience in making multi-story library spaces operate effectively (Bunjil Place) and can provide great incite. We will continue to engage with the Casey planning teams at each phase of the project exploration as required.

Cranbourne Community Hospital development – Cranbourne Library
Works continue adjacent to the Cranbourne Library to construct the new Cranbourne Community Hospital. Construction has resulted in some noise disruption in the library (expected), and damage to sewage pipes by heavy vehicles (unexpected). Library team continues to liaise with Council to minimise service disruptions wherever possible.

Conclusion

Connected Libraries continues to support Council in the development, renewal and maintenance of library facilities in Casey.

RECOMMENDATIONS

1. **That the Building and Facilities report be noted.**

CC23/2023   PEOPLE AND CULTURE

Report prepared by Janine Galvin

Purpose
To provide the Board with an update on workforce development, staffing changes and legislative requirements.

CCL Library Plan reference – 1.1, 1.4, 2.2, 3.5, 4.1, 4.3,4.6, 4.7

Discussion
CL Internal Service Review *(Library Plan reference 4.6, 4.7)*
The service review and workforce structure changes are complete. The majority of the vacant leadership positions have been filled. The new structure was effective from 1 July 2023, with some staff beginning in their roles prior for handover. There are no industrial relations matters to note. The Service Review People and Culture Consultation has officially closed.

We are navigating the cultural change management process through workplans and staff training/development. Individual work planning sessions will commence in July 2023. We are also launching a leadership workshop and training program to support the leaders later in 2023.

Recruitment *(Library Plan reference 4.1, 4.3)*
We have successfully recruited six new external people to the organisation now that CL's recruitment freeze has been lifted. Existing staff with few shifts and staff employed on fixed term contracts have been fortunate to gain additional hours or permanent roles as part of the new workforce structure and related internal staff movements.

Occupational Health and Safety *(Library Plan reference 4.6)*
Majority of incidents in recent months across the branches to note are Verbal Abuse and Patron Behaviour. CL has conducted training with key affected branches to further train staff with de-escalating behaviour. A safe space for staff to talk through their feelings has also been created through an online Teams platform. City of Casey has conducted a branch audit to ensure branches are accommodating safe exits and safe spaces for staff to work.
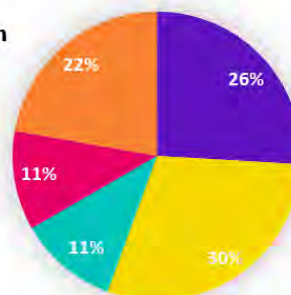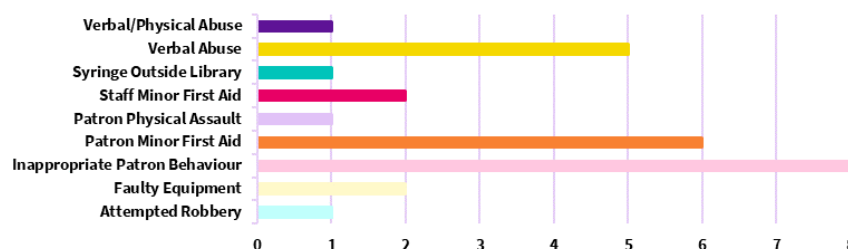
<u>**Child Safety**</u> *(Library Plan reference 2.2, 4.6, 4.7)*
Connected Libraries is compliant with all legislative requirements. Attached is our Child Safe Standards Action Plan Checklist. Connected Libraries has formed a Child Safe Committee to regularly review our action plan to further improve and promote child safety within our libraries.

<u>**Risk Management Plan**</u> *(Library Plan reference 4.1, 4.3)*
As noted at the April Board meeting, CL completed the annual review of the Risk Management Policy, with minor updates to reflect the withdrawal of Cardinia Shire.

The Risk Management Plan has been further reviewed and updated accordingly. A change to note is the Cyber Security Risk Rating, and the inclusion of Psychosocial Risks to coincide with the proposed Workcover Psychosocial Legislation in Victoria.

The top quarterly strategic, operational and psychosocial risks for June are outlined below.

Top Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Data Security Breach or Cyber Attack
2	7	Staff assaulted in library or on outreach visits
	7	Staff mental health in response to COVID-19 recovery, and changes in work place/practices/Transition of CCL
3	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation
4	6	Unattended children in the library

Top Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Data Security Breach or Cyber Attack
2	8	Decline in funding from Council for Library Services
	8	Changes to government policy
3	7	Global warming - climate change
	7	Loss of reputation/ brand
4	6	Poor enterprise risk management

Top Risks - Psychosocial

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Civility and Respect
	8	Protection of Physical Safety
2	7	Organisational Culture
	7	Workload Management
3	6	Balance
	6	Clear Leadership and expectations

RECOMMENDATIONS

    1.   **That the People and Culture Report be noted.**

Connected Libraries – Action Plan 2023 - 2024
Child Safe Standards Changes 2022

Overview of the new Child Safe Standards

The Child Safe Standards (the Standards) commenced in Victoria in January 2016. (CCL Child Safe Policy and Procedures, and Child Safe Code of Conduct Policy). The Standards improve safety for children and young people.

Changes are being made to make the Child Safe Standards even stronger, the new Standards come into effect on **1 July 2022**. Until then, staff are to follow the current Standards.

The new Standards set out minimum requirements and outline the actions organisations must take to keep children and young people safe. They provide more clarity for organisations and are more consistent with Standards in the rest of Australia.

The things organisations already do to keep children and young people safe will help them be compliant with the new Standards. In some areas, organisations will need to change or develop their current child safety policy, practices and organisational culture to meet the new Standards.

This guide, (developed by the Commission for Children and Young People) will be helpful to organisations as they get to know the new Standards and start to review their child safety policies, procedures and practices to identify new actions they need to take to comply with the new Standards. The guide *What's changing? Compare current and new Child Safe Standards* and the Commission's *Frequently Asked Questions* may also be helpful.

The table below provides a summary of new requirements in the new Standards, and CCL developed actions to ensure we are and will be compliant with the changes to the Child Safe Standards that come into effect on 1 July 2022.

New Child Safe Standards (commencing 1 July 2022)	What's new or changing?	CL Actions	*Compliant*	*Useful resources*
Child Safe Standard 1 – Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued In complying with Child Safe Standard 1, an organisation must, at a minimum, ensure: 1.1 A child's ability to express their culture and enjoy their cultural rights is encouraged and actively supported. 1.2 Strategies are embedded within the organisation which equip all members to acknowledge and appreciate the strengths of Aboriginal culture and understand its importance to the wellbeing and safety of Aboriginal children and young people. 1.3 Measures are adopted by the organisation to ensure racism within the organisation is identified, confronted and not tolerated. Any instances of racism are addressed with appropriate consequences. 1.4 The organisation actively supports and facilitates participation and inclusion within it by Aboriginal children, young people and their families. 1.5 All of the organisation's policies, procedures, systems and processes together create a culturally safe and inclusive environment and meet the needs of Aboriginal children, young people and their families.	The new Child Safe Standard 1 requires organisations to take new steps to create a culturally safe environment for Aboriginal children and young people. Organisations must meet this requirement regardless of whether they know that there are Aboriginal children and young people currently using their services or facilities. This new Child Safe Standard 1 means that most organisations will need to improve their current approach to creating a safe environment for Aboriginal children and young people and their families. Implementing this Standard will require ongoing effort, not just a once-off change. This Standard links to new Standard 5 which requires that equity is upheld, and diverse needs are respected in organisations.	Reconciliation Action Plan Document. Code of conduct updated to include reference to child safe and cultural rights Aboriginal Flags welcome on doors. Training on indigenous core cultural competency training. – began roll out March 2023 Celebrate culturally significant weeks. Catalogue – Aboriginal collection. Check if stickered/tagged. Coordinate indigenous consultation – aim by Dec 2023. Sticker needs to be chosen, review Merribecks approach Added onto agenda for Leadership Team meetings		*The Commission is developing new dedicated resources to assist organisations to comply with the new Child Safe Standard 1.* *Secretariat of National Aboriginal and Islander Child Care (SNAICC) has developed resources to support organisations working with Aboriginal and Torres Strait Islander children, young people and communities to create child safe environments.* *The Commission's Guide for Creating a Child Safe Organisation also has some relevant guidance in the 'Child safety through respect for diversity and cultural difference' section.*

Child Safe Standard 2 – Child safety and wellbeing is embedded in organisational leadership, governance and culture In complying with Child Safe Standard 2, an organisation must, at a minimum, ensure: 2.1 The organisation makes a public commitment to child safety. 2. 2 A child safe culture is championed and modelled at all levels of the organisation from the top down and bottom up. 2.3 Governance arrangements facilitate implementation of the child safety and wellbeing policy at all levels. 2.4 Code of Conduct provides guidelines for staff and volunteers on expected behavioural standards and responsibilities. 2.5 Risk management strategies focus on preventing, identifying and mitigating risks to children and young people. 2.6 Staff and volunteers understand their obligations on information sharing and record keeping.	Many aspects of the new Child Safe Standard 2 are consistent with what organisations are currently required to do under existing Standards 1, 2 and 3. The new Child Safe Standard 2 has a greater emphasis on information sharing, record keeping and governance arrangements to create a child safe culture at all levels in an organisation. The management of risks to children is required to be embedded in organisational leadership, governance and culture.	Online training child safe training Risk management plan updated to ensure CSP is addressed from board level down Child safety on agenda as standing item. Staff code of conduct update WWCC and police checks in place Child Safe committee set up Look at PC and Wi-Fi conditions of use on website for public understanding and knowledge. Elumina Child Safe Reporting and record reporting management		*The Commission's Guide for Creating a Child Safe Organisation has some relevant guidance in the sections on current Standards 1, 2 and 3.* *The New South Wales Office of the Children's Guardian's Codes of Conduct: a guide to developing child safe Codes of Conduct provides extensive advice on developing a child safe Code of Conduct.* *The Australian Human Rights Commission's e-learning module on National Principle 1 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal.*

Child Safe Standard 3 – Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously In complying with Child Safe Standard 3, an organisation must, at a minimum, ensure: 3.1 Children and young people are informed about all of their rights, including to safety, information and participation. 3.2 The importance of friendships is recognised and support from peers is encouraged, to help children and young people feel safe and be less isolated. 3.3 Where relevant to the setting or context, children and young people are offered access to sexual abuse prevention programs and to relevant related information in an age appropriate way. 3.4 Staff and volunteers are attuned to signs of harm and facilitate child-friendly ways for children and young people to express their views, participate in decision-making and raise their concerns. 3.5 Organisations have strategies in place to develop a culture that facilitates participation and is responsive to the input of children and young people. 3.6 Organisations provide opportunities for children and young people to participate and are responsive to their contributions, thereby strengthening confidence and engagement.	The Child Safe Standards have always required organisations to have strategies in place to empower children and young people and promote their participation. These obligations remain. Additional requirements for organisations under the new Child Safe Standard 3 include: • informing children and young people about their rights • recognising the importance of friendships and encouraging support from peers, to help children and young people feel safe and connected • offering children and young people sexual abuse prevention programs where relevant • equipping staff and volunteers to identify the signs of harm to children.	Staff running programs address inappropriate behaviour. Staff who identify unattended children behaving poorly address- as in child safe training Programs – introduction piece in all programs around child safety and their rights Create welcoming, safe friendly space, strategic action plan. Training on identify signs of harm and how to report. - LITMOS training		*The Commission's [Empowerment and participation: a guide for organisations working with children and young people](#) provides practical, accessible guidance for organisations about empowerment and participation and how to put it into practice.* *Many children's rights are established under the United Nations Convention on the Rights of the Child. The United Nations has published a [simplified version](#).* *The Department of Education and Training's [guidance for schools](#) has useful information about the signs of different abuse types.* *The Commission's [Guide for Creating a Child Safe Organisation](#) also has some relevant guidance in the section on current Standard 7.* *The Australian Human Rights Commission's e-learning module on National Principle 2 provides useful advice and can be accessed via the [Child Safe Organisations e-learning portal](#).*

| **Child Safe Standard 4 – Families and communities are informed, and involved in promoting child safety and wellbeing**

In complying with Child Safe Standard 4, an organisation must, at a minimum, ensure:

4.1 Families participate in decisions affecting their child.

4.2 The organisation engages and openly communicates with families and the community about its child safe approach and relevant information is accessible.

4.3 Families and communities have a say in the development and review of the organisation's policies and practices.

4.4 Families, carers and the community are informed about the organisation's operations and governance. | Many organisations already inform and involve families and communities as part of complying with the current Child Safe Standards.

The new Child Safe Standard 4 creates specific obligations on organisations to involve families and communities in promoting child safety.

New obligations mean organisations must ensure they:

• seek the input of families and communities in decisions impacting children and young people
• involve families and communities in the development and review of their child safe policies and practices
• communicate effectively with families and communities about how to raise child safety concerns and how the organisation operates
• take into account the diversity of families and act to reduce barriers to inclusion. | Work with Community partners targeting diverse families

Work in partnership with other expert organisations

Work with Council youth services

Annual Community Survey – ask appropriate questions around how safe people feel their children are in the library.

Social Inclusion Strategy.

Child safe policy on website. - linked to feedback page with paragraph rights to raise concerns/feedback | | *Involving families and communities is already recommended as good practice in the Guide for Creating a Child Safe Organisation.*

The Australian Human Rights Commission's e-learning module on National Principle 3 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal. |

Child Safe Standard 5 – Equity is upheld and diverse needs respected in policy and practice	The Child Safe Standards have always required organisations to recognise and respond to diversity and understand that some children are more vulnerable to abuse than others. To date this has been expressed through three principles relating to the cultural safety of Aboriginal children, culturally and/or linguistically diverse children and the safety of children with disability.	LITMOS training on various topics and youth staff attend specialist training to identify diverse needs.		The Commission's *Guide for Creating a Child Safe Organisation* provides some useful guidance on supporting the needs of diverse groups of young people, especially Aboriginal children, culturally and/or linguistically diverse children and children with disability.

Child Safe Standard 5 – Equity is upheld and diverse needs respected in policy and practice

In complying with Child Safe Standard 5, an organisation must, at a minimum, ensure:

5.1 The organisation, including staff and volunteers, understands children and young people's diverse circumstances, and provides support and responds to those who are vulnerable.

5.2 Children and young people have access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.

5.3 The organisation pays particular attention to the needs of children and young people with disability, children and young people from culturally and linguistically diverse backgrounds, those who are unable to live at home, and lesbian, gay, bisexual, transgender and intersex children and young people.

5.4 The organisation pays particular attention to the needs of Aboriginal children and young people and provides/promotes a culturally safe environment for them.

The Child Safe Standards have always required organisations to recognise and respond to diversity and understand that some children are more vulnerable to abuse than others. To date this has been expressed through three principles relating to the cultural safety of Aboriginal children, culturally and/or linguistically diverse children and the safety of children with disability.

These obligations continue, but the new Child Safe Standard 5 makes some additional obligations explicit, requiring organisations to:

- understand children and young people's diverse backgrounds, circumstances and needs
- make any necessary adjustments and provide equal protection to all children and young people
- consider the needs of children and young people who are unable to live at home as well as lesbian, gay, bisexual, transgender and intersex children and young people.

Given the new Standard's focus on understanding children's diverse circumstances, organisations will also need to give attention to the needs of non-binary and gender diverse children.

This Standard links to new Standard 1, which requires organisations to establish a culturally safe environment in which the diverse and unique

LITMOS training on various topics and youth staff attend specialist training to identify diverse needs.

Child safe/critical incident reporting and investigations activated on Elumina.

When reviewing Child Safe Incidents, reach out to police for advice.

Staff training on supporting refugees from foundation house communities of practice

Work closely with community groups

Simple English and translated welcome brochures

Collections identifiable in our libraries

Staff Working Groups to cover diverse community members

Work closely with youth networks in Casey develop relationships with social workers and youth workers

The Commission's *Guide for Creating a Child Safe Organisation* provides some useful guidance on supporting the needs of diverse groups of young people, especially Aboriginal children, culturally and/or linguistically diverse children and children with disability.

The Australian Human Rights Commission's e-learning module on National Principle 4 provides useful advice and can be accessed via the *Child Safe Organisations e-learning portal*.

	identities and experiences of Aboriginal children and young people are respected and valued.	Staff attend community events to continue to grow relationships with youth that seek refuge in library. Branches provide access to information brochures for support services available to young people Opening late nights.		
Child Safe Standard 6 – People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice In complying with Child Safe Standard 6, an organisation must, at a minimum, ensure: 6.1 Recruitment, including advertising, referee checks and staff and volunteer pre-employment screening, emphasise child safety and wellbeing. 6.2 Relevant staff and volunteers have current working with children checks or equivalent background checks. 6.3 All staff and volunteers receive an appropriate induction and are aware of their responsibilities to children and young people, including record keeping, information sharing and reporting obligations. 6.4 Ongoing supervision and people management is focused on child safety and wellbeing.	The current Child Safe Standards already require organisations to have child safety policies and procedures for recruitment and selection processes, screening, supervision, training, development and performance monitoring of staff and volunteers. They are also required to make staff and volunteers aware of the organisation's reporting procedures for child safety issues. Under the new Child Safe Standard 6, organisations will have new obligations to inform staff and volunteers about: • the organisation's record keeping processes in relation to child safety and wellbeing • information sharing and reporting obligations.	Incident reporting system – Elumina Training staff in Youth services Established interview question around child safety and reference check question around child safety Volunteers are provided the CSP to review before starting Reporting takes place in OHS, BMTL and ET meetings		*The Commission's Guide for Creating a Child Safe Organisation has extensive guidance on recruitment and selection processes, screening, supervision, training, development and performance monitoring of staff and volunteers that support child safety.* *The Australian Human Rights Commission's e-learning module on National Principle 5 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal.*

Child Safe Standard 7 – Processes for complaints and concerns are child focused In complying with Child Safe Standard 7, an organisation must, at a minimum, ensure: 7.1 The organisation has an accessible, child focused complaint handling policy which clearly outlines the roles and responsibilities of leadership, staff and volunteers, approaches to dealing with different types of complaints, breaches of relevant policies or the Code of Conduct and obligations to act and report. 7.2 Effective complaint handling processes are understood by children and young people, families, staff and volunteers, and are culturally safe. 7.3 Complaints are taken seriously, and responded to promptly and thoroughly. 7.4 The organisation has policies and procedures in place that address reporting of complaints and concerns to relevant authorities, whether or not the law requires reporting, and co-operates with law enforcement. 7.5 Reporting, privacy and employment law obligations are met.	The current Child Safe Standards require organisations to have effective processes that support children and young people to raise complaints and ensure that the organisation can appropriately respond to and report suspected child abuse. The new Child Safe Standard 7 emphasises the importance of complaints processes being child focused and understood by children and young people and their families, in addition to staff and volunteers. The new Child Safe Standard 7 also makes explicit the obligations for organisations to: • take complaints seriously, and respond to them promptly and thoroughly • co-operate with law enforcement • meet reporting, privacy and employment law obligations.	Child safe policy with training processes updated Internal system – procedure for complaints – Elumina. Child Safe Elumina reporting training Resources available on intranet to support staff		*The Commission's Guide for Creating a Child Safe Organisation provides relevant advice on reporting policies and procedures. The Commission's website contains guidance on the Reportable Conduct Scheme for organisations that are subject to this scheme.* *The National Office for Child Safety has published resources on creating child-focused and accessible complaints processes.* *The Australian Human Rights Commission's e-learning module on National Principle 6 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal.*

Child Safe Standard 8 – Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

In complying with Child Safe Standard 8, an organisation must, at a minimum, ensure:

8.1 Staff and volunteers are trained and supported to effectively implement the organisation's child safety and wellbeing policy.

8.2 Staff and volunteers receive training and information to recognise indicators of child harm including harm caused by other children and young people.

8.3 Staff and volunteers receive training and information to respond effectively to issues of child safety and wellbeing and support colleagues who disclose harm.

8.4 Staff and volunteers receive training and information on how to build culturally safe environments for children and young people. | The current Child Safe Standards already require organisations to provide information and training to staff and volunteers so that they can create child safe environments and respond to allegations of abuse.

The new Child Safe Standard 8 spells out obligations for organisations to train and support staff and volunteers, and provide ongoing education and training to:

• implement the organisation's child safety and wellbeing policy
• recognise indicators of harm (including harm caused by other children and young people)
• respond effectively to child safety issues and concerns and support colleagues who disclose harm.

This Standard links to new Standards 1 and 5, with all three Standards placing obligations on organisations to provide training and information for staff and volunteers on building safe environments for children and young people. | Child Safe policy and procedures reviewed and updated, training provided on LITMOS

Volunteers are asked to review the child safe policy prior to commencing

Professional development opportunities for staff

EAP for staff

Mental Health and Wellbeing Champions

Orange Door Support when required

Leadership Team peer to peer support and supporting teams | | *The Commission's Guide for Creating a Child Safe Organisation contains some information on the knowledge, skills and awareness staff and volunteers need to keep children and young people safe. The Commission's website contains guidance on the Reportable Conduct Scheme for organisations that are subject to this scheme.*

The Department of Education and Training's guidance for schools has useful information about the signs of abuse.

The Australian Human Rights Commission's e-learning module on National Principle 7 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal. |

Child Safe Standard 9 – Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed In complying with Child Safe Standard 9, an organisation must, at a minimum, ensure: 9.1 Staff and volunteers identify and mitigate risks in the online and physical environments without compromising a child's right to privacy, access to information, social connections and learning opportunities. 9.2 The online environment is used in accordance with the organisation's Code of Conduct and child safety and wellbeing policy and practices. 9.3 Risk management plans consider risks posed by organisational settings, activities, and the physical environment. 9.4 Organisations that contract facilities and services from third parties have procurement policies that ensure the safety of children and young people.	The current Child Safe Standards already require organisations to be mindful of the risks associated with both physical and online environments and to adopt measures to remove risks of child abuse. The new Child Safe Standard 9 contains specific obligations for organisations to: • consider online environments in addition to physical environments • identify and mitigate risks in these environments without compromising a child or young person's right to privacy, access to information, social connections and learning opportunities • promote child safety and wellbeing as well as minimising the opportunity for children and young people to be harmed • have procurement policies that ensure the safety of children and young people if the organisation contracts facilities and services from third parties.	Parental acceptance when allowing children to access the internet on the public PC's. Computers located in visible areas. Vigilant engagement from staff around computers and monitoring screens. Library member for access Wi-Fi Cyber Safety for kids policy on website. Offer programs for parents to upskill themselves around cyber safety –Programming offered in Autumn 2023 Remote shut down of PC available for staff if breach of library computer use. To get access to public PCs and Wi-Fi, users have to accept conditions of use		The Commission's *Guide for Creating a Child Safe Organisation* provides advice on identifying and mitigating risks of abuse. The Commission's *Keeping Children and Young People Safe Online during the COVID-19 pandemic* provides useful tips and links. The *eSafety Commissioner* provides extensive practical advice on keeping children safe online. The Australian Human Rights Commission's *Checklist for online safety* and e-learning module on National Principle 8 provide useful advice and can be accessed via the *Child Safe Organisations e-learning portal*.

Child Safe Standard 10 – Implementation of the Child Safe Standards is regularly reviewed and improved	Review and continuous improvement	Implementation		Resources
Child Safe Standard 10 – Implementation of the Child Safe Standards is regularly reviewed and improved In complying with Child Safe Standard 10, an organisation must, at a minimum, ensure: 10.1 The organisation regularly reviews, evaluates and improves child safe practices. 10.2 Complaints, concerns and safety incidents are analysed to identify causes and systemic failures to inform continuous improvement. 10.3 The organisation reports on the findings of relevant reviews to staff and volunteers, community and families and children and young people.	Review and continuous improvement are already part of the current Child Safe Standards. The new Child Safe Standard 10 contains new obligations for organisations to: • analyse complaints, concerns and safety incidents to identify causes and systemic failures to inform continuous improvement • report on the findings of relevant reviews of child safe practices to staff and volunteers, community and families and children and young people.	OHS committee meetings include Child Safety risks and discussion All Leadership and Executive meetings have Agenda – Child Safe component Set up Child Safe Committee Regular Report on Child Safety to the Board and shared with staff and volunteers. Elumina Monthly Reporting on Child Safe incidents and investigations		*The Commission's Guide for Creating a Child Safe Organisation provides a self-assessment tool (available as a Word file) to help organisations review their child safety framework against the current Child Safe Standards. A new tool will be published to support reviews against the new Child Safe Standards.* *The Australian Human Rights Commission's e-learning module on National Principle 9 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal.*

Child Safe Standard 11 – Policies and procedures document how the organisation is safe for children and young people In complying with Child Safe Standard 11, an organisation must, at a minimum, ensure: 11.1 Policies and procedures address all Child Safe Standards. 11.2 Policies and procedures are documented and easy to understand. 11.3 Best practice models and stakeholder consultation informs the development of policies and procedures. 11.4 Leaders champion and model compliance with policies and procedures. 11.5 Staff and volunteers understand and implement policies and procedures.	Preparing comprehensive policies and procedures to support implementation of child safe practices is already required by the current Child Safe Standards. The new Child Safe Standard 11 contains new obligations for organisations to: • make policies and procedures easy to understand • use stakeholder consultation and best practice models to inform the development of policies and procedures • ensure organisational leaders champion and model compliance with policies and procedures.	Compliance training annually Managers follow up with staff to ensure that they understand child safety incidents and outcomes Leadership team to discuss any incidents with their teams (how they approached it and results of investigations) Conversations in Leadership and Executive meetings Senior On Duty Training update Resources for staff available on intranet		*The Commission's Guide for Creating a Child Safe Organisation provides sample policies and useful guidance in the section on current Standard 2.* *The Australian Human Rights Commission's e-learning module on National Principle 10 provides useful advice and can be accessed via the Child Safe Organisations e-learning portal.*

Risk Management Plan

7 June 2023

Risk Ratings Matrix

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

Risk 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 - 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
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL 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	5	5	**10**	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	4	5	**9**
Staff mental health in response to COVID-19 recovery, and changes in work place/practices/Transition of CL	GMOD	Mental health in the post-pandemic work enviroment, CL transition over past 2 years, followed by current service review and workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	**8**	EAP promoted to staff Staff Wellbeing surveys are undertaken CEO Live sessions to provide regular updates ET have strong in-branch presence to enable staff to voice concerns Bridge trust gap after service review through strong executive leadership and broader Leadership team Strong policies and procedures in place Value driven culture Actively support Consultative Committee	4	3	**7**
Staff assaulted in library or on outreach visits	GMOD	CL 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 other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured	4	4	**8**	Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Maintain and utilize Employee Assistance Program (EAP) Duress buttons installed at Hampton Park and Doveton; investigating for Endeavour Hills	4	3	**7**
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	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	CL 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 fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park and Doveton City of Casey conducting Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits	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 communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL'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 library users 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) and identify new service delivery models - e.g 24/7 - click and collect stations- reading lounges- mobile library etc	3	3	6
Unattended children in the library	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers 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 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 Casey implementing minimum age requirements for unattended children at Bunjil Place and will assist with implementation All Child Safe incidents are discussed at Executive fortnightly meetings with changes made to policies as required	4	2	6

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
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	3	4	7	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 Goverment pandemic Framework	1	4	5
Inability to recruit suitably qualified staff	GMOD	CL 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	CL has experienced significant vacancies over the last 12 months This impacts customer experience and staff moral CL Transition continues to affect CL's abilty to recruit quality staff due to short contracts and employment secuity concerns	3	4	7	Focus on recruiting staff with transferrable skills Secondments considered for all roles Continue to upskill existing staff and offer Acting opportunities Training for managers offerred in recruitment skills Workforce change plan to be implemented efficiently to enable recruitment of permanent positions as soon as possible.	2	3	5
Domestic violence incident staff	GMOD	CL 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 CL EA	2	3	5
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5

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 - 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	2	4	6	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	1	4	5
Accident in the library causing harm to patron/staff	GMCE	CL 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 - more First Aiders to be trained for Bunjil Place and Cranbourne branches Defib for Cranbourne currently being purchased; defibs for other branches to be rolled out throughout 2023 Duress buttons installed and montitored 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
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CL 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

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
Personal use of own vehicle	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	CL 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	CL Vehicle Policy is kept up to date and CL 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 CL. 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. CL provides a bulk of the loans for LibVIc - particualry 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

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?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL 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	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	4	5	9
Decline in funding from Council for Library Services	CEO	The rate cap environment has now impacted on Council's ability to fund library services. CL has conducted a service review in 2023 to address the funding gap resulting from the withdrawal of Cardinia Shire from the Regional Library Agreement in November 2022.	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 Council to fund project initiatives that enhance service delivery and drive new membership.	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act	CL 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 Council 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
Loss of reputation/ brand	CEO	The transition of the service and associated name change will impact the way community engage with us	Community disengages with CL, visitation decreases	5	3	8	External consutltants supporting the development of name, and brand architecture Marketing, promotion and communications roll out plan developed Staff engagement plan developed and implemented	5	2	7
Poor enterprise risk management	CEO GMOD	CL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis Table the Top 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?	Analysis	Impact	Likelihood	Consequence	Risk Rating		Mitigation	Likelihood	Consequence	Risk Rating
Failure to adhere to legal and regulatory compliance issues e.g. OH&S, Psychosocial legislation & 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
Increase in Workcover Premiums	GMOD	CL 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 CL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	5	3	8		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	3	2	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to library users CL 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 CL	CEO	CL has workforce of approx 105 staff and receives in excess of 1.2 million physical visits per annum.	CL 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 CL to seek advice if required.	2	3	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?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Impact on cash flow if significant debtors delay payments	GMFDO	CL has two 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 CL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
Unanticipated calls on materials or finances	GMFDO	CL operates under a rigorous compliance framework. CL will work with Council on the cost of right-sizing the Corporation following the withdrawal of Cardinia Shire. CL will need to transition to a compliant entity under the new Local Government Act 2020 by 2030.	CL 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 GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CL 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 CL participate in VAGO Audit on an Annual basis	1	3	4
Poor procurement practices	GMFDO	Staff with purchasing delegations have a clear understanding of CL'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 and 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 CL 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	CL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Civility and Respect	GMOD GMCE	In the workplace employees are respectful and considerate in their interactions with one another, as well as with community members and anyone else they may interact with. Civil and respect in the workplace relates to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor staff relationships and reduction in sick leave and turnover	If the workplace is lacking in civility and respect it can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal. A workplace without civility and respect exposes the organisation to the threat of more grievances and legal risks. An example of disrespectful behaviour is bullying, which can be associated with psychological complaints, depression, burnout, anxiety, aggression, psychomatic complaints and musculoskeletal health complaints. It can effect not only those involved but those around. Leads to exposure to high traumatic events or content. Organisations with civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This civility allows people to enjoy the environment, whether they are staff, community members or the like.	5	5	10	Code of Conduct for patron behaviour in place Staff Training re managing conflict and de-escalating behaviour OHS Safety regulations met in branches for staff Hire Security in serious situations Intranet resources available for staff to access re procedures with agressive patron behaviour Code of Conduct (Staff) in place Mental Health Training available and branch Mental Health Champions in place Create meeting environment fostering constructive conversations amongst staff where views listened to Actively promote the 3 r's - Respect, Restraint and Refinement across the organisation IT policies and procedures regarding accessible content.	3	5	8
Protection of Physical Safety	GMOD GMCE	It is important that staff physical safety is demonstated in the workplace through policies, training, appropriate response to incidents or situations identified as risks and a dedication to ensure staff safety. Staff working in a environment that is perceived as physically safe will feel more secure and engaged. Higher levels of staff confidence of the safety protection in the workplace results in lower rates of psychological distress and mental health issues.	An organisation that fails to physical protect its staff in the workplace can be dangerous and runs the risk of staff being injured or becoming ill, and staff who do not see the workplace as a safe physical environment will feel less secure and less engaged.	4	5	9	OHS Reps OHS Committee Elumina Reporting and Culture of reporting City of Casey Workplace Assessment Study completed for exit risks and safety Headsets for larger branches Citywatch panic button installed at HAM, DOV Resources on Intranet and training in case of emergency Evacuation policies and procedures Manual Handling training	3	5	8

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Organisational Culture	GMOD GMCE	Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.	Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being. A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.	5	4	8	Bridge trust gap after service review through strong executive leadership Bridge trust through strong leadership team and leadership of staff Strong policies and procedures in place Value driven culture EAP - Converge Consultative Committee - where staff are heard	3	4	7
Workload Management	GMOD GMCE	A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support. Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.	Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy. Excessive workload is on the main reasons employees are negative about their jobs and their employers.	4	4	8	Change Management processes to aid in service review recovery Review new roles to ensure demands of roles are realistic and meet timeframes set Strong succession planning and training of junior staff to take on new duties and added responsibilities	3	4	7
Clear Leadership and Expectations	GMOD GMCE	Effective leadership and support helps staff know what they need to do, how their work contributes to the organisation and whether there are impending changes.It increases staff morale, resilience, and trust; and decreases staff frustration and conflict. Good leadership results in higher job well-being, reduced sick leave, and reduced early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees	Leaders who are more instrumental in their approach (ie. focusing on producing outcomes with little attention to the big picture, the psychosocial dynamics within the organisation, and the individual staff) are more likely to get staff health complaints including general feelings of malaise, irritability, and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for staff and can undermine the legitimacy of program, policy and/or service intended to support staff. Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.	4	4	8	Leadership Mentor and Training Program Leadership Team Meetings Leadership individualised workplans and training plans Band 5 Mentor and Training Program Band 5 Team Meetings Band 5 individuallised workplans and training plans Band 4 Mentor and Training Programs Band 4 Champions Band 4 Individualised workplans and training plans	2	4	6

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Balance	GMOD GMCE	The recognition of the need for balance between the demands of work, family and personnel life. Everyone has multiple roles and are not only an employee, (eg. parent, partner). Multiple roles can be enriching and allow for individual strengths and responsibilities but conflicting responsibilities can lead to role conflict or overload. Work-life balance is a state of well-being allowing a person to effectively manage multiple responsibilities at work, at home and in their community. Work-life balance is different for everyone and it supports physical, emotional, family and community health and does so without grief, stress, or negative impact.	When conflict between roles occurs, the person's health and well-being are undermined. The imbalance can lead to: constant tiredness, bad temper, inability to progress, high job stress resulting in dissatisfaction with work and being absent either physically or mentally. The effects can lead to additional stress-related illness, and the impact on the organisation can include increased costs due to benefit payouts, absenteeism, disability and turnover.	3	4	7	Accommodate work life balance where possible and acknowledge contributing factors including age, cultural, gender, family, marital status, care giver demands, socio economic status and many others. Working From Home 60/40 Hybrid Model available for non Customer Facing Staff	2	4	6

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Engagement	GMOD GMCE	Staff engagement in their jobs where they enjoy and feel connected to the team and organisartion feel motivated to do their job well. Engaged staff feel connected when they can relate to, are committed to the overall success of the organisation - its values, approach and strategies. Engagement is important for staff individual satisfaction and psychological health and leaders to great community outcomes and satisfaction, enhanced productivity, greater morale and motivation, and increase organisation behaviours that benefit the individual and the organisation.	Lack of engagement can lead to negative economic impact and productivity losses, psychological and medical consequences, risk of greater staff turnover, workplace deviance, counterproductive behaviour and withdrawal behaviours.	3	4	7	Align Connected Libraries Strategic Plan with individual staff goals/action plans/performance appraisals/training plans. Connected Libraries Core Values promoted. Leadership adearing to Core Values and promoting throughout the organisation. Communicate individual staff wins/team wins and their value across the organisation. Role Definition - ensure staff fully understand their PD, role requirements and where it fits in the organisation. Regular catchups with management and their staff to ensure roles expectations are clearly defined and reviewed. Strong recruitment hiring process and onboarding to measure success of new hires. Learning & Development - a strong training program to grow individual staff capability. Performance Feedback - Leadership training to ensure confidence in performance feedback to staff. Regular opportunities for staff to obtain performance feedback for growth. Resources - do staff have the right tools to complete their roles.	1	4	5
Psychological competencies and Demands	GMOD GMCE	A workplace good fit between employees' interpersonal and emotional competencies, their job skills, and the position they hold. A good fit means that staff have the technical skills and knowledge for a position as well as the psychological skills and emotional intelligence (self-awareness, impulse control, persistence, self-motivation, empathy, and social deftness) to do the job. A good fit is associated with fewer health complaints, lower levels of depression, greater self-esteem, a more positive self-concept, enhanced performance, job satisfaction and employee retention. High and Low Job Demands also puts greater risk on staff to manage through.	If there is a poor job fit, staff may experience job strain, which can present as emotional distress and provocation, excessive dwelling on thoughts, defensiveness, energy depletion and lower mood levels. For the organisation job misfit is linked to fewer applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover. High job demands adds stress and pressure and can result in burnout. Low job deman can result in boredom and dis-engagement	3	3	6	Performance Reviews, Wellbeing Surveys Strong Recruitment Model Strong reference Checking Model. Review skill sets with staff against PD. Performance Management Process in place. Opportunities to move into other areas of the organisation. Strong management of rosters and coverage for staff Leadership training to ensure staff are engaged in new things and growth for the library.	2	3	5

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological and Social Support	GMOD GMCE	A workplace where employees and supervisors are supportive of one another's psychological and mental concerns and respond appropriately as needed. Staff who feel they have psychological support have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, desire to remain with the organisation and positive behaviour and job performance.	Where staff feel there is a lack of support from the organisation there is the risk of increased absenteeism, withdrawal behaviours, , conflict, strain (can lead to fatigue, headaches, burnout and anxiety), turnover, loss of productivity, increased cases and great risk of accidents, incidents and injuries.	3	3	6	EAP Mental Health First Aiders Mental Health Champions Self Help Groups Leadership Training to support staff	2	3	5
Growth and Development	GMOD GMCE	The organisation encourages and supports staff in the development of their interpersonal, emotional and job skills. The organisation provides a range of internal and external opportunities for staff to build their skills and competencies. It helps with their current role as well as preparing them for future opportunities. Staff development increases goal commitment, workplace commitment and job satisfaction. Gaining new skills and career development enhance employees well-being. It is important to ensure that opportunities go beyond learning specific technical skills, and also include opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.	Staff who are not challenged by their work get bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement, and distress.	3	3	7	Succession Planning and career opportunities. Strong Training Platform. Individual Staff Workplan and Training Plan aligned with Organisational Training Plan. Opportunity to take on backfill and higher duties to grow experience.	1	3	4

Risk Ratings - Psychosocial

Risks that may impact organisational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs.

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological Protection	GMOD GMCE	Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace promotes emotional well-being while minimising threats to employees mental health. When staff are psychologically protested, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness. and conflicts.	When staff do not feel psychologically safe, they experience demoralisation, sense of threat, disengagement and strain; perceiving their workplace conditions as ambiguous and unpredictable. This could in turn undermine, community confidence in the organisation.	2	3	5	Value Driven Culture Workplan and inidivudal goal setting Staff understanding of organisational objectives Meetings where individual ideas are heard Live with CEO	1	3	4
Recognition and Reward	GMOD GMCE	In a workplace acknowledgement and appreciation of employees efforts in a fair and timely manner is important, this could take the form of financial compensation as well as employee or team celebrations, recognition of years served, demonstrating/acting according to CL values and or milestones reached. Recognition and rewarding of staff is important as it motivates, fuels the desire to excel, builds self esteem, encourages employees to exceed expectations, enhances team success, and in turn are more likely to treat together with courtesy, respect and understanding.	Lack of recognition and reward undermines employee confidence in their work and trust in the organisation. Staff may feel demoralised or they quit. If there is an imbalance between effort and reward it can contribute to emotional distress leading to a range of psychological and physical disorders.	2	3	5	Rave Rewards Round of Values in Meetings Leadership recognising good behaviour and achievements	1	3	4
Involvement and Influence	GMOD GMCE	Employees are included in discussions about how their work is done and how important decisions are made. When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.	If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.	2	2	4	Consultative Committee OHS Committee Health & Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrd to get office re-engagement Leadership WorkShops.	1	2	3

CC24/2023   ORGANISATIONAL PERFORMANCE

Report prepared by Melinda Rogers

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

CCL Library Plan reference – 4.3, 4.4,

Discussion
Library Usage *(Library Plan reference 4.3)*
Our library spaces inspire our community – we offer a safe place to escape the elements of winter, programs to attend, community can read or borrow a book, relax, study and or catch up with friends.

Community visitation trends continue to be positive. Monthly physical visitation is strong where visits continue to increase. A slight drop in April with the Easter break, before we saw over 66,000 community members entering our branches in May. This is the first month since prior to the pandemic whereby physical visits for Casey branches has exceeded 62,000.

VISITS	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Cranbourne	10,082	10,486	12,303	11,367	13,675	20.30%
Doveton	3,033	3,346	3,835	2,939	3,749	27.56%
Endeavour Hills	5,774	5,662	6,718	5,544	7,098	28.03%
Hampton Park	5,662	7,695	8,539	6,461	9,048	40.04%
Bunjil Place	22,853	21,764	28,769	24,475	32,815	34.08%
Regional Total	**47,404**	**48,953**	**60,164**	**50,786**	**66,385**	**30.72%**
Virtual Visits	89,328	84,279	70,887	65,789	69,379	5.46%
TOTAL	**136,732**	**133,232**	**131,051**	**116,575**	**135,764**	**16.46%**

Virtual visits have remained relatively steady in recent months, after a decline at the beginning of year. The decline was largely related to the withdrawal of CL members who transferred across to Myli and not needing to access our website, Enterprise or the App.

VIRTUAL VISITS	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Website	37,043	35,980	39,960	36,816	39,236	6.57%
Enterprise	17,887	14,308	15,210	14,242	13,678	-3.96%
CCL App	34,398	33,991	15,717	14,731	16,465	11.77%
TOTAL	**89,328**	**84,279**	**70,887**	**65,789**	**69,379**	**5.46%**

Casey memberships remain steady, with small increases month on month, with 75,282 members at the end of May, up from 73,811 in April. Membership changes include new members signing up, and ongoing regular database maintenance (where expired memberships are removed).

In recent months we have seen a slight increase in physical loans. Although physical visits were down in April from March, loans did not follow the same trend, increasing month on month since February. eLoans have followed the same trend, increasing month on month since February.

System holds across LibsVic recommended on 1 May with a new service model after being on hold since October 2022 when the State Government was out of contract with the statewide courier.

LOANS	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Regional Support	1,509	1,572	1,559	1,221	1,261	3.28%
Cranbourne	30,867	27,763	30,179	30,950	33,621	8.63%
Doveton	2,697	2,301	2,678	2,874	2,813	-2.12%
Endeavour Hills	12,734	11,467	12,907	11,863	13,811	16.42%
Hampton Park	10,324	9,307	9,941	9,661	10,267	6.27%
Bunjil Place	47,267	38,923	41,660	44,273	43,387	-2.00%
Regional Total	**105,398**	**91,333**	**98,924**	**100,842**	**105,160**	**4.28%**
eLoans	49,016	55,075	61,324	63,778	65,454	2.63%
TOTAL	**154,414**	**146,408**	**160,248**	**164,620**	**170,614**	**3.64%**

Both public PC internet and Wi-Fi usage was up in all branches for May, following the same trend as branch visits dropping in April with Easter and picking back up again in May. Wi-Fi usage in May increased by almost 40 percent from April to May.

INTERNET	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Cranbourne	982	1,025	972	844	1,017	20.50%
Doveton	335	424	460	349	493	41.26%
Endeavour Hills	599	490	540	401	601	49.88%
Hampton Park	904	836	910	763	963	26.21%
Bunjil Place	1,535	1,363	1,550	1,253	1,674	33.60%
TOTAL	**4,355**	**4,138**	**4,432**	**3,610**	**4,748**	**31.52%**

Wi-Fi	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Cranbourne	1,457	1,680	1,953	1,410	1,953	38.51%
Doveton	465	476	558	480	630	31.25%
Endeavour Hills	744	784	868	720	1,023	42.08%
Hampton Park	558	868	992	810	1,054	30.12%
Bunjil Place	1,340	2,224	3,450	2,799	4,000	42.91%
TOTAL	**4,564**	**6,032**	**7,821**	**6,219**	**8,660**	**39.25%**

We have seen a steady increase in use of electronic resources in recent months. Consistent performers in our eResource collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader.

ELECTRONIC RESOURCES	Jan 2023*	Feb 2023*	Mar 2023*	Apr 2023*	May 2023*	% Variation Apr/May
Age Library Edition	793	718	726	762	813	6.69%
Bolinda eAudiobooks	9,360	7,774	8,656	8,662	9,053	4.51%
Bolinda eBooks	5,855	4,714	5,386	5,892	6,178	4.85%
Choice	29	59	64	75	66	-12.00%
Kanopy	873	745	845	754	853	13.13%
Libby eAudiobooks	1,350	1,298	1,446	1,507	1,416	-6.04%
Libby eBooks	1,109	838	1,000	1,097	1,002	-8.66%
Libby eMagazines	1,878	1,359	1,467	1,529	1,739	13.73%
Press Reader	27,190	37,232	41,183	42,795	43,769	2.28%
Storybox Library	39	44	131	23	23	0.00%
Tumblebooks	540	294	420	682	542	-20.53%
TOTAL	**49,016**	**55,075**	**61,324**	**63,778**	**65,454**	**2.63%**

Our digital engagement is strong across many platforms, including eNewsletters, social media, and the website. There were more than 70,000 subscribers for our eNewletter in May.

Our regular weekly programs plus targeted programs continue to perform strongly. Attendance and program offerings dropped in April with the Easter break and school holidays from March. However, it bounced back strong in May with 6,900 attending over 297 programs. Programs targeting early childhood and children continue to be the most popular. Our programs are offered largely in branch but also outreach programs where our staff take the library out into the community, including storytimes in the park or in a community facility. We also have groups come into the library.

Program Type	Feb 2023*		Mar 2023*		Apr 2023*		May 2023*	
	Youth attendance	*Adult attendance*	Youth attendance	*Adult attendance*	Youth attendance	*Adult attendance*	Youth attendance	*Adult attendance*
Baby Time	567	*0*	755	*0*	387	*0*	682	*0*
Book Ninjas	35	*0*	19	*0*	10	*0*	18	*0*
Group visits	459	*4*	787	*57*	118	*0*	1627	*0*
Art and Craft	41	*123*	23	*109*	205	*130*	63	*158*
STEAM Activities	320	*0*	385	*0*	284	*0*	465	*0*
Storytime	707	*0*	1101	*0*	518	*0*	1340	*0*
Tinies Time	770	*0*	1257	*0*	600	*0*	961	*0*
Entertainment	5	*46*	63	*0*	505	*85*	41	*9*
Author Talks/Book Groups	0	*28*	0	*36*	0	*45*	0	*53*
Creative writing	0	*17*	0	*0*	0	*0*	0	*9*
Cooking Home and Garden	0	*21*	0	*27*	0	*31*	0	*41*
Health and Wellness	0	*19*	13	*45*	10	*0*	3	*8*
History	0	*0*	0	*0*	15	*0*	88	*120*
IT and Technology	101	*86*	127	*65*	24	*29*	96	*46*
Jobs and Employment	0	*17*	0	*4*	0	*2*	0	*3*
Citizenship and Government	0	*54*	0	*35*	0	*83*	0	*75*
Learning English	0	*155*	0	*213*	0	*67*	0	*228*
Libraries After Dark	0	*0*	0	*0*	0	*0*	0	*0*
MCHC/New Parent Groups	0	*0*	0	*0*	0	*0*	0	*0*
Social Connection	0	*56*	8	*160*	5	*11*	6	*60*
Cultural and Identity	0	*4*	0	*0*	0	*0*	700	*0*
Homework Help	0	*0*	0	*0*	0	*0*	0	*0*
TOTAL	**3,005**	*630*	**4,538**	*751*	**2,681**	*483*	**6,090**	*810*

RECOMMENDATIONS

1. **That the Operational Performance Report be noted.**

CC25/2023	CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

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

CCL Library Plan reference – 1.1, 1.2, 1.3, 1.4, 1.5, 2.2, 2.3, 3.1, 3.4 and 3.5

Programs and events at Connected Libraries (CL) 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

Outreach, Partnerships and Collaboration *(Library Plan reference 2.2, 2.3, 3.1, 3.5)*

Innovation Projects – Outreach Expansion

The below projects have been supported with non-recurrent funding by City of Casey. Sue Brown finished her contract with CL in May, and with a vacancy on the Executive Team, Connected Libraries is currently recruiting for a Project Manager to roll out these special projects over the coming six months.

Outreach Van

Connected Libraries will soon get a new outreach van to help us deliver services across the municipality. Similar to the ERL 'Flexi-van' model, our Library Van will not require a special licence, and will be used for a range of activities to support our service - eg. visits to Aged Care, Childcare and other children's services, events, festivals and community centres. It will be well branded and a great advertisement for our services when it's out and about.

Library Lounge - Cranbourne West Community Hub

Connected Libraries has demonstrated a strong audience base at Cranbourne West over the years with the regular Storytime delivered by our Cranbourne Library Youth team. The Cranbourne West team have made one of their Halls available for us to permanently install a lounge, select collections, and programming space. Staffing has been allocated from within CL budget to support the service with library staff for a few hours each weekday, but Council's Hub team will be trained to help customers with basic needs at other times. The service will be capped off with an external Hold lockers, where customers can collect their holds 24/7.

Hold Lockers - Manna Gum and Orana Community Centres

There are two more sets of Hold lockers funded, which will be stationed at Manna Gum and Orana community centres in Casey South. The lockers will be branded and a great advertisement for our service, along with a convenient way for our current members to pick up their holds.

Council is not planning any new purpose-built library facilities in southern Casey in the short to medium term - Connected Libraries must look to alternate service innovations given the speed of residential development and population growth. Using existing Council facilities, and also getting our team mobile in the van, is a smart way to build our customer-base until larger facilities are developed in the future. We are grateful to be supported by Council to deliver these additional services.

Community Connections and Wellbeing *(Library Plan reference 3.1, 3.5)*

National Simultaneous Storytime

Over 300 children and their carers celebrated National Simultaneous Storytime (NSS) across our Connected Libraries and out into the community at 11 am on the 24 May. This annual event featured The Speedy Sloth by Rebecca Young and Heath McKenzie and promoted the value of reading and literacy across libraries, schools, preschools, childcare centres, bookshops and homes across Australia.

At Cranbourne Library children got the chance to show how "speedy" they were with jumps, runs, bean bag toss and footy handball, alongside our own library mascot Sid the Sloth.

At Hampton Park Library, Senior Constable Brett Owen read the story to students from Noble Park Language School giving children newly arrived to Australia the opportunity to meet a police officer and see a police car in a non-threatening environment. Brett also brought photos of police on horseback and in helicopters and working with police dogs to show students the variety of police work.

Naomi from Doveton Library took NSS to Myuna Farm and over 100 parents and children.

Pictured: Naomi at Myuna Farm with children at National Simultaneous Storytime

Thank a First Responder Day

Cranbourne Library hosted some very special talks with local first responders from the SES, Victoria Police and FRV (Fire Rescue Victoria), visiting during storytime, toddler time and after-school club.

As a thank you for their service and dedication to the local community, each first responder received a hamper, complete with goodies and good wishes from local children.

We thank all first responders for their amazing efforts supporting the Casey community and for giving us an excuse to read all the first-responder-related picture books in our collection.

In conversation with Lisa Ireland and Kerryn Mayne

This event was a part of the 'Authors In Conversation' series at Connected Libraries. This was our second event using the author-on-author interview format as opposed to a third-party moderated event. Authors Lisa and Kerryn had a prior relationship, and this rapport created a great atmosphere on the day. Participants were charged $10 per person for entry to the event. Robinsons bookshops sold copies of the books on the day, which could be signed on the spot by the authors.

Pictured: Janine with Lisa Ireland and Kerryn Mayne.

Marketing and Promotions *(Library Plan reference 3.1, 3.4)*
Rename and rebrand – Connected Libraries

The last six months has included a complete rename and then subsequent rebrand for Connected Libraries. This has been a massive effort led by our marketing team, supported by external consultancy team Fluid. The new brand was launched publicly on Thursday 1 June and included a rebranding our website and online services, catalogue, library cards, newsletters and branch signage. Our media release resulted in a feature story in the local Star news. We are working our way through refreshing all printed collateral and expect to have everything rebranded by the end of August.

Engagement Statistics

Social Media	March 2023	April 2023	May 2023
Facebook	Followers: 9,330 Reach: 16,677 Engagement: 2,381	Followers: 9248 Reach: 43,251 Engagement:1438	Followers:9257 Reach: 44,979 Engagement:2666
Instagram	Followers: 1,708	Followers: 1713	Followers: 1722

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
April 2023	69,805	22,284	1.5%
May 2023	70,595	28,960	0.86%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
April 2023	820	362	3.78%
May 2023	815	339	1.96%

Local History Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
April 2023	221	150	14.48%
May 2023	N/A	N/A	N/A

Website

Month	Visits	New Visits	Percentage of new visits	Page Views	Average Session Duration	Bounce Rate
February 2023	35,980	15,808	43.93%	136,466	2:34	12.96%
March 2023	39,960	18,253	45.67%	158,398	2:38	13.98%
April 2023	33,847	19,240	56.84%	133,234	2.25	15.53%
May 2023	39,236	17,202	43.84%	153,407	2.36	12.66%

Conclusion

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

RECOMMENDATIONS

1. **That the Customer Experience Report be noted.**

IN-CAMERA

CC26/2023	**INFORMATION, DIGITAL SERVICES AND TECHNOLOGY**
Report prepared by Emily Ramaswamy	

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IN-CAMERA

CC27/2023   **BENEFICIAL ENTERPRISE**

Report prepared by Beth Luppino

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GENERAL BUSINESS

CC28/2023   STRATEGIC WORKSHOP PROPOSAL

Report prepared by Beth Luppino

Purpose
To provide the Board with a proposal for a Strategic Workshop to support Connected Libraries governance and annual planning.

CL Library Plan reference – 4.7

Discussion
Following the updated Regional Library Agreement, gazetted in June by the Minister for Local Government, Connected Libraries has a new team of Board members to oversee the strategic direction of the organisation into the future.

At the conclusion of the significant change process that the organisation has undergone over the past two years, it is timely for the Board to meet for a deeper dive into the next steps in CL's strategic direction.

The Executive proposes that the Board meets for a full day workshop of facilitated discussion on the following matters:

- Transition to compliant entity under the Local Government Act 2020 – options, opportunities, risk and economic implications
- Strategic planning for Connected Libraries – review of library strategic plan with a future-focused lens

The workshop will also provide an opportunity for Board members to get to know one another better and identify how the Board can optimise skills and experience in the governance and development of CL.

Ordinary meetings of the Board are currently scheduled for:

- August (in person – opportunity for introductory reception with new Board members)
- October (online – optional meeting)
- November (in person at Bunjil Place, Narre Warren)

A workshop could be held in either September or October (in lieu of October Ordinary meeting) and is proposed to be held in-person at Bunjil Place, Narre Warren.

Should the Board support the proposed workshop, options for dates will be circulated to the Board and an agreeable date decided.

RECOMMENDATIONS
1. **That the Board agrees to hold a Strategic Planning Workshop in September or October 2023, and a date be scheduled by agreement of the members.**

NEXT MEETING

Wednesday 23 August 2023 – 4.00pm