CONNECTED LIBRARIES

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AGENDA

Board Meeting
Tuesday 28 November 2023
4.00pm

Online Teams

1.   **Present**

2.   **Apologies**

3.   **Acknowledgement of the Traditional Owners**

4.   **Declaration of Conflicts of Interest**

5.   **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CL) Board Meeting held on Wednesday 25 October 2023.**

STRATEGIES/PLANS

CC40/2023	DRAFT BUDGET 2024-2025

Report prepared by Emily Ramaswamy

Purpose

To provide the draft estimates for the operating budget for the 2024 – 2025 financial year.

CL Library Plan reference – 4.5, 4.6

Background

A draft budget for the 2024 - 2025 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Budget considers key decisions made by the CL Board made throughout the course of the 2023 – 2024 financial year. This budget is based on a principle of "business-as-usual" for the five existing CL branches and assumes full planned operation of the three innovation projects currently in progress (Cranbourne West Library Lounge, Library Lockers and Outreach Van).

The final version of the Budget will be presented to the Board for adoption in June 2024 after it has been advertised to the community in May.

Discussion

This budget has been based on many key assumptions that will be known amounts when the draft budget is next presented to the Board in February 2024. Explanatory notes have been included for all line items to show their treatment compared with the 2024 Budget.

Key Assumptions that have been used in calculating the budget are as below:
- Rate Cap: 3.5%
- PLFP & PRC Funding Increase: 0%
- EA Salary Increase 2.5% (replicates 2023-2024 budget as EA negotiations currently in-process)

Comprehensive Income Statement For the Years ending June 30	Note	Budget 2023-24	Budget 2024-25	Actuals 2022-23	2024-25 Variance to 2023-24
Revenue					
Council Contributions	1	7,198,580	7,085,175	8,772,499	-1.6%
State Government Grants	2	2,207,392	2,207,392	2,867,664	0.0%
Interest on Investments	3	87,500	109,375	21,398	25.0%
Other income	4	110,015	110,015	122,771	0.0%
Total Income		9,603,487	9,511,957	11,976,426	-1.0%
Expenditure					
Employee Costs	5	6,607,846	6,877,781	8,832,200	4.1%
IT & Communications	6	645,000	645,000	796,467	0.0%
Library Materials	7	358,640	364,916	385,677	1.7%
Promotions & Marketing	8	102,960	111,102	137,774	7.9%
Administration	9	433,303	435,132	462,098	0.4%
Depreciation	10	1,085,721	1,070,521	1,428,471	-1.4%
Total Expenditure		9,233,471	9,504,452	12,042,687	2.9%
Net Gain(loss) disposal of plant & Equipment		0	0	(2,536)	
Total comprehensive result		370,017	7,505	(68,797)	

Income Statement

Revenue

1. **Council Contributions** – 3.5% increase (current year Rate Cap) on Casey FY24 Contributions (Excluding Innovation Projects Funding of $353k budgeted in FY24 only).

2. **State Government**
   - PLFP assumed 0% increase on Casey FY24 Budget (CL have not yet been informed of the funding amount for FY24).
   - PRC assumed 0% increase on Casey FY24 Budget (CL have not yet been informed of the funding amount for FY24).

3. **Interest on Investments** - $2.5million investment balance at 4.3% assumed rate.

4. **Other Income** – Printing, library programs & meeting room hire 0% increase as printing revenue has not returned to pre-COVID levels due to the shift towards paperless in the community.

Expenses

5. **Employee Costs**
   - Salaries, Super, Workcover etc have been based on the staffing levels as at 1 July 2023 (with a 2% vacancy rate). CL management is currently in negotiations with the ASU and Union Delegates for a new Enterprise Agreement. As such, future salary increase rates are unknown, so the budget has been based on the same 2.5% increase paid in FY23.
   - Staff training and development budget - increased by 10%.

6. **IT & Communications** – Savings that have been achieved through FY23 and FY24 have allowed for a 0% increase in costs for the following year, whilst maintaining the same level of service and an increased focus on cyber security and data privacy.

7. **Library Materials** – Databases (e.g. Studiosity), eBooks, Periodicals and Subscriptions - + Increased by 50% Rate Cap (1.75%) to account for CPI.

8. **Programs & Marketing**
   - Marketing Budget - savings that have been achieved through FY24 have allowed for a 0% increase in costs for the following year, whilst maintaining the same level of service.
   - Library Programs Increased by 15% to allow for further programming for the community.

9. **Other Expenses** –
   - Audit Fees- no change
   - Freight – updated in line with quotes & advised increases
   - Bank Charges – CPI increase
   - Consultants & Legal Fees – additional $30k allowed for advice relating to the transition to Beneficial Enterprise.
   - Finance Outsourcing - Increased by 50% of Rate Cap (1.75%) to account for CPI
   - Equipment – updated in line with prior year actual requirements.
   - Printing and Stationary – 0% increase on prior year budget in line with reduced revenue.
   - OH&S - Increased by Rate Cap (3.5%) to account for CPI & extended Fire Warden requirements.

10. **Depreciation**– Based on assets owned 1 July 2023 + depreciation on planned purchases in FY24.

Statement of Capital Works For the Years ending June 30	Note	Budget 2023-24	Budget 2024-25	Actuals 2022-23	2024-25 Variance to 2023-24
Capital Expenditure					
Library Materials	11	1,146,373	1,107,750	1,246,123	-3.4%
Motor Vehicles	12	152,000	60,800	0	-60.0%
Furniture & Equipment	13	276,362	161,835	196,324	-41.4%
		1,574,735	1,330,385	1,442,447	-15.5%

Capital Expenditure

11. **Motor Vehicle –** Executive vehicle budgeted for FY24 purchase delayed to FY25 due to stock availability. FY24 Innovation project (Outreach Van) delivered in FY23.

12. **Library Materials -** Increased by Rate Cap (3.5%) to account for CPI, after removal of FY23 Cranbourne West Library Lounge collection budget.

13. **Digital Equipment & Furniture –** Digital Equipment increased by Rate Cap (3.5%) to account for CPI, after removal of FY23 Innovation Projects budget.

    Furniture - $0 Budget as all furniture purchases to be funded by Council per the RLA.

Conclusion

This initial draft Budget is based on a principle of "business-as-usual" for the five existing CL branches and assumes full planned operation of the three innovation projects currently in progress (Cranbourne West Library Lounge, Library Lockers and Outreach Van).

While there are several key unknowns at this point, including State Government funding levels, rate cap and salary increases, the 2024-2025 draft budget will be updated for the next version presented to the Board in February 2024.

RECOMMENDATIONS

1. **That the Draft Budget 2024-2025 Report be noted.**

OFFICERS REPORTS

CC41/2023	FINANCE
Report prepared by Emily Ramaswamy	

Purpose

To provide the Board an update on Connected Libraries' financial performance as at 31 October 2023.

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 October 2023	Total Budget 2023-24	Budget YTD October 2023	Actual YTD October 2023	Variance	% Actual Vs Budget
Income					
Council Contributions	7,198,580	2,381,860	2,328,847	(53,013)	(2.2%)
Government Grants	2,207,392	1,125,127	0	(1,125,127)	(100.0%)
Interest on Investments	87,500	29,168	38,025	8,857	30.4%
Other Income	110,015	29,245	51,973	22,728	77.7%
Total Income	9,603,487	3,565,400	2,418,845	(1,146,555)	(32.2%)
Expenditure					
Employee Costs	6,607,846	2,145,579	2,072,250	73,329	3.4%
IT & Communications	645,000	247,918	189,526	58,392	23.6%
Library Materials	358,640	177,504	159,906	17,598	9.9%
Promotions & Marketing	102,960	29,011	30,373	(1,362)	(4.7%)
Administration	433,303	161,763	161,960	(197)	(0.1%)
Depreciation	1,085,721	307,648	316,881	(9,233)	(3.0%)
Total Expenditure	9,233,471	3,069,423	2,930,895	138,528	4.5%
Net Gain(loss) disposal of plant & equipr	0	0	150	150	
Net result for the reporting period	370,017	495,977	(511,900)	(1,007,877)	(203.2%)

Income

Council Contributions – delayed invoicing to council for Innovation Projects, YTD will return to schedule after completed delivery of all projects by February 2024.

Government Grants – State Government Funding (PLFP) is currently behind schedule. CL have as yet not been informed when/how much funding has been allocated for this financial year. It is not expected to vary materially to the budget and considered to be a timing variance largely.

Interest on Investments –So far, CL has maintained tight planning on required cash flows and as such has been able to retain higher than expected funds within term deposits. The RBA holding firm on cash rates has ensured that investments rates offered by banks are remaining high for the short term. However, the continued delay in PLFP funding being received means that CL will start to dip into cash reserves to continue the day-to-day operations of the libraries.

Other Income - $20k of the Connected Libraries rebrand project revenue (received from City of Casey), was held over from last financial year (Revenue Received in Advance) as there were a number of invoices still to come in at the time the accounts were closed off. Those invoices have now been paid (in Other Expenses – Administration), and as such, the $20k favourable variance in Other Income (and a corresponding $20k unfavourable variance in Administration expenditure) will remain at the end of FY24.

Expenditure

Employee Costs

Planned position vacancies in selected areas in the first three months of the financial year have allowed for significant savings in employment costs. CL is planning to utilise these savings throughout the second half of the financial year to further support the Innovations projects, programming and outreach services.

IT & Communications

Planned projects and anticipated costs have been slightly delayed in the Digital Operations area but have now commenced. It is expected that whilst these costs are being incurred slightly later than originally planned, the actual costs will closely align with budget towards the start of February when the Innovations Projects have been launched.

Promotions & Marketing

Spending is on track YTD, with only slight timing variances.

Capital Expenditure Month Ended 31 October 2023	Total Budget 2023-24	Budget YTD October 2023	Actual YTD October 2023	Variance	% Actual Vs Budget
Library Materials	1,146,373	418,281	367,924	50,357	12.0%
Motor Vehicles	152,000	75,000	47,796	27,204	36.3%
Furniture & Equipment	276,362	87,590	54,353	33,237	37.9%
Capital Exp. for the reporting period	1,574,735	580,871	470,074	110,797	19.1%

Capital Expenditure

Library Materials

Underspend in Library Materials to considered to be entirely timing related variances and will realign in the second half of the financial year.

Motor Vehicles

The organisation went with a slightly smaller more cost-efficient vehicle for the Library Outreach Van, and as such will come in under budget in this area. The CEO vehicle originally planned to be purchased in the first half of 2024, is now not expected to be purchased until FY25 due to lengthy delays in new cars arriving in the country. This will result in further savings in this financial year.

Furniture & Equipment

Timing of invoices for the delivery of the Innovation Projects is slightly delayed but expected to realign after the delivery of the projects in early February 2024.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
October Statement	2/10/2023	365 Assistance PL - Roadside Assist membership renewal for Beth Luppino's company vehicle	$94.00
	9/10/2023	Coles Narre Warren - Voucher for Community Survey prize winner	$100.00
	9/10/2023	Officeworks Narre Warren - Supplies for board workshop	$23.94
	10/10/2023	Amazon Marketplace - Coloured scarves for storytime supplies	$101.88
	18/10/2023	Ikea Pty Ltd - Qty 2 x small wooden drawers for Seed Library storage at Bunjil Place Library	$90.00
	23/10/2023	Toymate Fountain Gate - Sid the Sloth campaign prizes - Nov-Dec 2023	$200.00
	23/10/2023	AliExpress.com - Qty 50 x Santa USB 4GB for the Sensitive Santa program	$173.09
	24/10/2023	Buzzsprout - Podcasting - Adult Programs	$19.66
	24/10/2023	Campaign Monitor - October EDM Credits	$1,001.00
Total October 2023			**$1,803.57**
TOTAL			**$1,803.57**

Card Holder	Transaction Date	Detail	$
General Manager, Finance and Digital Operations			
October Statement	27/09/2023	SP Costume Box - Santa costume purchased for Sensitive Santa events	$269.99
	3/10/2023	Amazon Web Services - Website hosting September 2023	$1,318.66
	5/10/2023	Apple Online - Yearly renewal of Apple Developer Program	$149.00
	7/10/2023	Adobe Creative Cloud - Adobe Creative Cloud Licences	$420.29
	7/10/2023	Adobe Creative Cloud - Audition Software	$39.98
	8/10/2023	Canva - Canva software subscription - 30-day trial and then yearly subscription	$400.00
	19/10/2023	Amazon Prime AU - Prime Membership Fee for October	$9.99
	20/10/2023	Survey Monkey - Standard Annual Plan renewal subscription for Online Survey Access	$321.36
	23/10/2023	Paypal Blueprints - Vector drawings for Hyundai Staria Van	$39.63
Total October 2023			**$2,968.90**
TOTAL			**$2,968.90**

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

Connected Libraries is managing the current environment with measured financial decisions.

Connected Libraries is in a sound financial position.

RECOMMENDATIONS

1. **That the Finance Report be noted.**

CC42/2023   ORGANISATIONAL RISK

Report prepared by Beth Luppino and Janine Galvin

Purpose
To provide the Board with a progress report on matters that impact Connected Libraries' operations or strategic goals.

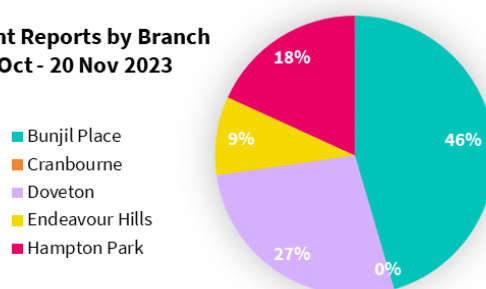*CL Library Plan reference –4.3, 4.6, 4.7*

Discussion
In this report we provide the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.
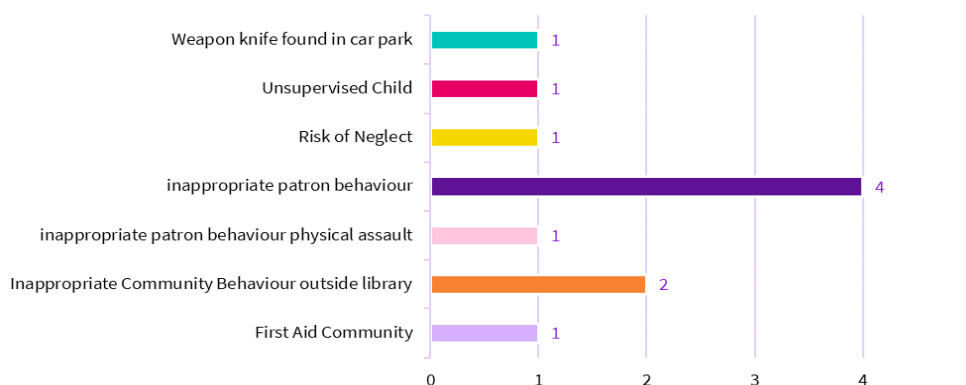
Occupational Health and Safety *(Library Plan reference 4.6)*
The below graphs provide an overarching view of OHS incidents across our libraries. Incidents to note in Bunjil include inappropriate patron behaviour but we continue to work with Visitor Liaison to provide support for the Library Team.

**Incident Reports by Branch
19 Oct - 20 Nov 2023**

■ Bunjil Place
■ Cranbourne
■ Doveton
■ Endeavour Hills
■ Hampton Park

46%
0%
27%
9%
18%

Incident Reports by Type -19 Oct - 20 Nov 2023

Type	Count
Weapon knife found in car park	1
Unsupervised Child	1
Risk of Neglect	1
inappropriate patron behaviour	4
inappropriate patron behaviour physical assault	1
Inappropriate Community Behaviour outside library	2
First Aid Community	1

Child Safety *(Library Plan reference 4.6)*
Child Safe Incident reported at Doveton Library, where children showed signs of neglect, authorities have been contacted.

CL's Child Safe Committee meets regularly to review work practices in accordance with the Child Safe Standards.

Enterprise Agreement *(Library Plan reference 4.3)*
A starting document merging Part A and Part B (the Award) has been agreed upon. ASU union organiser, union delegates and management have entered into negotiations and logs of claims have been presented.

Risk Management *(Library Plan reference 4.6)*
Cyber risk – Telco disruptions

The recent Optus service outage did not affect library operations as our provider is Telstra. In terms of managing future disruptions should a similar failure occur with Telstra, CL has back up procedures that enable us to continue core services offline, e.g. our Library Management System (LMS).

We don't currently have 'link redundancy' at our library branches however all new equipment (e.g. the library van, lounge and lockers) are being purchased with the capacity to add 'high availability' features in the future.

'High availability' refers to the process where service availability is improved. For example, In AWS (where our website is now hosted) this means they have multiple data centres in each zone. Each data centre has multiple links with different providers so if one link fails, the others immediately pick up the workload ensuring there is no downtime for customers using our Wi-Fi or public internet PCs.

Public Libraries Funding Program
State Government funding continues to be delayed. Local Government Victoria (LGV) have apologised for the continued delays and are cognisant of the effect this has on cash flow for Regional Libraries. CL is not currently at risk, however supports the advocacy work of Public Libraries Victoria in requesting the timely resolution of this matter by the Minister for Local Government.

Conclusion
The Connected Libraries Executive Team continues to manage organisational risks through appropriate mitigation measures.

RECOMMENDATIONS

1. **That the Organisational Risk Report be noted.**

CC43/2023   OPERATIONAL PERFORMANCE

Report prepared by Janine Galvin and Melinda Rogers

Purpose

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

CL Library Plan reference – 4.3, 4.4

Discussion

Connected Libraries reports to the Board on areas of performance including collections, visitation, digital engagement, memberships, marketing and social media engagement and events/programs.

Key Measure Outputs

Measure	Target 2023/24	Quarter 1 (Jul – Sep)	Oct 2024	2023-2024 YTD
Engagement				
Utilisation of Technology (Wi-Fi, Public PC user in branch)	259,260	32,238	14,243	46,481
Net Promoter Score (Community Survey)	65	65	65	65
Memberships*	93,870	82,394	83,941	83,941
Visits				
Visits – physical	958,070	193,788	74,130	267,918
Visits – virtual	695,085	207,550	71,273	278,823
Total visits – *physical and virtual*	**1,653,155**	**401,338**	**145,403**	**546,741**
Program and events attendance (in Branch)**	70,775	16,107	5,922	22,394
Collection				
Loans – physical	-	330,052	103,336	433,388
Loans – digital	-	197,734	73,646	271,380
Total loans - *physical and digital*	**1,971,270**	**527,786**	**176,982**	**704,768**
Physical quality of library collection (age of collection - less than 5 years)	68.0%	68.2%	-	68.2%

*Membership on last day of the quarter
**Program and event attendance less online attendance

- Use of public PCs and Wi-Fi has not bounced back after covid with same trajectory as visitation. This target should be amended for future years if there is no change in 2023-2024.
- Memberships – achieved 88 percent of target for 2023-2024.
- Visitation – physical achieved 28 percent of target and virtual visits, we have achieved 40 percent of target.
- Digital loans – Bolinda and Linkedin learning comparison data will not be relevant between this financial year and previous years due to a change in data measured, amendments have been made for previous months reporting for current financial year 2023-2024.
- Loans – physical and digital – achieved 35.8 percent of target for 2023-2024.

Library Usage *(Library Plan reference 4.3)*

Community usage across our libraries continues to be strong. Physical visitation in October was up by more than 11% since September. Our branches have been busier with students preparing for upcoming exams. Bunjil Place and Hampton Park libraries had the largest visitation increase.

Year on year for the same period, visits at Connected Libraries are up, with 258,914 from July to October in 2023, compared to 228,068 for the same period in 2022.

VISITS	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	% Variation Sep/Oct
Cranbourne	13,704	12,973	13,445	13,510	13,725	1.59%
Doveton	3,518	3,642	4,197	3,893	3,813	-2.05%
Endeavour Hills	6,633	6,950	7,437	7,475	8,031	7.44%
Hampton Park	8,250	7,547	9,091	7,919	9,004	13.70%
Bunjil Place	30,456	30,489	31,723	33,497	39,557	18.09%
Regional Total	**62,561**	**61,601**	**65,893**	**66,294**	**74,130**	**11.82%**
Virtual Visits	60,372	72,635	68,246	66,669	71,273	6.91%
TOTAL	**122,933**	**134,236**	**134,139**	**132,963**	**145,403**	**9.36%**

Virtual visits bounced back up in October after dropping in August and September. The increase was largely due to usage of the Connected Libraries App.

VIRTUAL VISITS	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	% Variation Sep/Oct
Website	26,000	39,000	36,000	36,550	37,827	3.49%
Enterprise	14,865	15,349	14,226	12,831	12,708	-0.96%
CL App	19,507	18,286	18,020	17,288	20,738	19.96%
TOTAL	**60,372**	**72,635**	**68,246**	**66,669**	**71,273**	**6.91%**

Physical loans have not followed the same trend as visitation, slightly dropping again in October but overall remain stable. eLoans have seen a steady increase in recent months, exceeding 73,000 in October. Despite the decline in physical loans, the increase in eLoans in September and October has resulted in an increase in totals overall.

LOANS	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	% Variation Sep/Oct
Regional Support	1,245	1,145	1,386	1,237	1,611	30.23%
Cranbourne	35,043	35,525	32,248	32,396	30,646	-5.40%
Doveton	3,220	3,018	3,244	2,886	2,764	-4.23%
Endeavour Hills	13,279	13,775	14,263	14,192	14,256	0.45%
Hampton Park	11,124	10,567	11,630	10,087	9,978	-1.08%
Bunjil Place	48,075	50,526	46,169	45,758	44,081	-3.66%
Regional Total	**111,986**	**114,556**	**108,940**	**106,556**	**103,336**	**-3.02%**
eLoans	62,653	58,304	59,187	65,532	73,646	12.38%
TOTAL	**174,639**	**172,860**	**168,127**	**172,088**	**176,982**	**2.84%**

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader. Choice usage in October increased considerably and eMagazines also saw a strong increase.

ELECTRONIC RESOURCES	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	% Variation Sep/Oct
Age Library Edition	825	737	770	734	749	2.04%
Bolinda eAudiobooks	9,009	6,468	7,094	6,574	6,659	1.29%
Bolinda eBooks	6,150	4,468	4,414	4,262	4,176	-2.02%
Choice	95	227	241	78	298	282.05%
Kanopy	1,047	1,009	754	876	921	5.14%
Libby eAudiobooks	1,684	1,933	2,139	2,130	2,209	3.71%
Libby eBooks	1,214	1,388	1,329	1,304	1,243	-4.68%
Libby eMagazines	1,708	1,817	1,657	1,911	4,608	141.13%
Press Reader	40,518	39,821	40,465	47,407	52,511	10.77%
Storybox Library	91	91	85	65	33	-49.23%
Tumblebooks	312	345	239	191	239	25.13%
TOTAL	**62,653**	**58,304**	**59,187**	**65,532**	**73,646**	**12.38%**

Memberships continue to increase month on month – 83,941 at the end of October, a 2.2 percent increase from 82,115 at the end of September, up from 80,394 at end of August. All membership changes include new members signing up, as well as ongoing regular database maintenance (where expired memberships are removed).

Public internet PC bookings remain stable across the region. Wi-Fi usage increased significantly at Bunjil Place Library, aligning with strong visitation increase and students utilising our spaces for exam preparation. Looking at Wi-Fi usage patterns for years prior with the exception of those impacted by the pandemic, sees September and October as the most popular period, with usage at its highest.

INTERNET	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	*% Variation Sep/Oct*
Cranbourne	937	1,085	1,051	923	1,055	14.30%
Doveton	413	486	473	485	495	2.06%
Endeavour Hills	507	545	589	597	553	-7.37%
Hampton Park	937	836	828	925	830	-10.27%
Bunjil Place	1,610	1,672	1,751	1,543	1,442	-6.55%
TOTAL	**4,404**	**4,624**	**4,692**	**4,473**	**4,375**	**-2.19%**

Wi-Fi	Jun 2023	Jul 2023	Aug2023	Sep 2023	Oct 2023	*% Variation Sep/Oct*
Cranbourne	1,774	1,681	1,920	1,862	2,061	10.69%
Doveton	587	553	668	597	655	9.72%
Endeavour Hills	877	821	908	1,021	1,227	20.18%
Hampton Park	870	963	1,113	936	1,093	16.77%
Bunjil Place	3,233	2,954	1,175	1,277	4,832	278.39%
TOTAL	**7,341**	**6,972**	**5,784**	**5,693**	**9,868**	**73.34%**

Engagement Statistics

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website.

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jun 2023	72,387	35,626	2.39%
Jul 2023	72,787	26,583	1.48%
Aug 2023	72,487	32,124	1.52%
Sep 2023	72,609	30,573	1.65%
Oct 2023	72,533	27,341	0.89%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jun 2023	828	416	5.52%
Jul 2023	831	372	4.00%
Aug 2023	829	351	3.14%
Sep 2023	831	393	4.09%
Oct 2023	826	328	1.21%

Local History Newsletter (EDM) - Quarterly

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jul 2023	221	158	17.05%
Sep 2023	214	152	14.95%

Social Media

	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023
Facebook	Followers: 9,287 Reach: 1,137 Engagement:1,028	Followers: 9,290 Reach: 9,650 Engagement: 540	Followers: 9,300 Reach: 9,610 Engagement: 529	Followers: 9,347 Reach: 12,757 Engagement: -	Followers: 9,343 Reach: 4,924 Engagement: -
Instagram	Followers: 1,758	Followers: 1,784	Followers: 1,824	Followers: 1,853	Followers: 1,877

Programs and Events

Our regular weekly programs plus targeted programs continue to attract community across our libraries. After our bumper month in August 7,953 attended 354 sessions, we saw a drop in September largely due to school holidays and a change in program offerings. Picking back up in October, with 5,922 attending 302 sessions ranging from our regular weekly programs targeting early childhood and children to art and craft sessions for all, social connection and learning English sessions.

Group sessions, toddler time and storytime were the most popular attended youth programs and learning English, author talks/bookgroups and art and craft sessions the most popular adult programs. Outcomes for our programs are largely focused on Literacy and Lifelong Learning.

Target Audience	Aug 2023 - Attendance	Aug 2023 - Sessions	Sep 2023 – Attendance	Sep 2023 - Sessions	Oct 2023 – Attendance	Oct 2023 - Sessions
Early childhood	4,628	133	2,091	63	3,408	116
Children	2,334	103	982	55	1,230	70
Young Adult	135	5	14	2	80	5
Adults	632	94	367	58	796	97
Seniors	51	16	49	13	87	11
All ages (not specific)	173	3	128	6	321	3
TOTAL	**7,953**	**354**	**3,631**	**197**	**5,922**	**302**

Program Outcome	Aug 2023 - Attendance	Aug 2023 - Sessions	Sep 2023 – Attendance	Sep 2023 - Sessions	Oct 2023 – Attendance	Oct 2023 - Sessions
Literacy and lifelong learning	7,253	260	3,030	133	4,836	209
Digital inclusion	285	51	129	32	134	35
Personal development and wellbeing	382	37	394	24	848	45
Economic and workforce development	1	1	30	1	0	0
Stronger and more creative communities	7	1	37	4	22	4
Informed and connected citizens	25	4	11	3	82	9
TOTAL	**7,953**	**354**	**3,631**	**197**	**5,922**	**302**

Public Libraries Victoria – Library Performance

Each year CL participates in the Public Library Statistical Survey. The survey is compiled by Ian Phillips on behalf of Public Libraries Victoria. The survey benchmarks every Library Service in Victoria's performance.

The library benchmarking summary from the 2022-2023 PLV Annual Statistical Survey is attached. Due to the effects of the COVID pandemic, and the withdrawal of Cardinia Shire from the Regional Library Agreement, the opportunity to compare data to previous years is limited. However, this does provide a benchmark for tracking in future years. Performance indicators include four months of Cardinia Shire prior to withdrawal.

Points to note:

- Digital downloads (eResource items borrowed) are notably much less than previous years. This is due to changes in definition of reportable data. After some discussion with PLV the data for this measure will be re-released. CL's reportable data will be updated from 166,925 – which includes

items borrowed from Bolinda and Overdrive only - to 682,168 – which includes items borrowed through Press Reader, The Age and Kanopy. This will significantly improve our statewide ranking.

- Changes to ranking are expected following the withdrawal of Cardinia, noting that the service has reduced in size, while the regional population continues to increase.

RECOMMENDATIONS

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

Public Libraries Victoria

Connected Libraries (Casey)

(from PLV's Annual Survey of Victorian Public Libraries, 2018-19 to 2022-23)

Note: Use of public libraries from 2019-20 to 2021-22 was significantly affected by the COVID-19 pandemic. Impacts varied between metropolitan Melbourne and regional Victoria. Councils adopted different approaches to maintenance of library services and staffing. Different population cohorts responded to the challenges of COVID in different ways. Therefore, **caution must be taken in interpreting the data contained in this report**.

Indicator	Connected Libraries 2022-23	Ranking (no. of libraries)			
		22-23 of 50	21-22 of 50	20-21 of 49	18-19 of 47
1. Service setting					
Population	378,472	3	1	1	1
Area serviced (sq. km)	419	31	24	24	22
Static branches (mobiles)	5 (1)	18	11	11	12
2. Opening hours					
Opening hours per week (brnch+mob)	302	15	7	7	5
Staffed opening hours per week (brnch+mob)	302	14	5	6	5
Average staffed opening hours per branch	60	2	6	12	4
3. Library membership					
Members	77,341	8	6	3	4
Members as % of population	20%	41	42	40	34
Active borrowers	26,589	11	9	9	7
Active borrowers as % of population	7%	46	48	44	46
4. Library visits					
Library visits (brnch+mob)	759,721	8	5	4	5
Mobile library visits	11,232	4	1	2	1
Library visits per capita	2.0	41	49	41	45
Library visits per staff EFT	11,511	16	37	32	31
Library visits per staffed opening hour	50	7	16	11	16
Website visits	486,000	11	9	7	
Website visits per capita	1.3	29	32	29	
Website visitors	223,000	14	11	13	9
Website visitors per capita	0.6	28	33	36	24
Launches of library app	252,602	7			
5. Collections					
Number of collection items	268,213	9	6	6	6
Collection items per capita	0.71	48	49	48	46
Number of physical items	241,954	9	6	6	5
Physical items per capita	0.64	46	49	48	46
% of physical items purchased in last 5 years	76%	8	16	18	23
Number of digital items	26,259	25	22	13	16
Digital items per capita	0.07	47	49	49	46
6. Loans					
Number of loans and downloads	1,412,099	8	4	2	4
Loans and downloads per capita	3.7	42	28	23	31
Loans of physical items	1,245,174	8	5	3	4
Loans (physical items) per capita	3.3	37	37	25	32

Public Libraries Victoria

Indicator	Connected Libraries 2022-23	Ranking (no. of libraries)			
		22-23 of 50	21-22 of 50	20-21 of 49	18-19 of 47
Downloads of digital items	166,925	17	2	2	4
Downloads (digital items) per capita	0.4	40	10	17	21
Turnover rate (physical items)	5.2	11	7	3	5
Turnover rate (digital items)	6.4	16	1	1	2
Loans (physical items) per active borrower	53	13	2	3	4
Loans (physical items) per staff EFT	18,866	10	14	7	7
7. Library programs					
Number of program attendees	58,099	8	7	3	6
Program attendees per '000 population	154	43	46	23	44
8. Computers					
Number of public access devices	81	14	3	4	10
Devices per '000 population	0.2	46	30	27	44
Hours of technology use per '000 population	146	36	36	25	
Hours of computer use per '000 population	146	24	26	16	
Wifi hours per '000 population					
GB downloads per '000 population	102	17	14	26	
9. Income					
Total income $M	$10.07	8	5	5	7
Income from Council $M	$7.40	8	7	7	8
Council income as % of total income	74%	33	35	33	44
Income from Council per capita	$19.56	45	48	47	46
Income from State Govt per capita	$6.46	44	48	47	45
User fees and charges per capita	$0.19	40	37	38	
Library service funding per capita *	$26.61	1	1	2	2
10. Library expenditure					
Total operating expenditure $M	$8.68	8	7	7	7
Operating expenditure per capita *	$22.95	1	1	1	1
Collections expenditure $M	$1.45	9	7	8	8
Collections expenditure per capita	$3.84	47	50	47	47
Collections expenditure as % of total exp.	17%	21	24	29	26
Staff expenditure $M	$7.51	7	4	4	5
Staff expenditure per capita #	$19.84	42	48	42	43
Staff expenditure as % of total expenditure	86%	1	1	1	1
11. Staffing					
Total staff EFT	66.0	8	4	3	4
Staff EFT per '000 population #	0.17	47	49	45	45
12. Customer satisfaction					
Customer satisfaction rating (out of 10)	9.0	16	31	5	15

* All indicators are ranked from the highest value to the lowest value, except for two cost indicators where the lowest value is ranked No. 1 (marked *).

Ranking of other indicators is contestable. For example, very high or very low levels of staff EFT per capita may represent over- or under-servicing of the municipal/regional population. An average or mid-range figure might be seen as a desirable outcome. The rankings for these indicators have the highest value ranked as No. 1 (marked #).

CC44/2023   LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS

Report prepared by Beth Luppino

Purpose

To provide the Board with key achievements from the Library Plan 2021-2025. This report will provide a summary of achievements against the 2023-2024 Action Plan, including traffic-light tracking of Key Activities as at November 2023. Also, an update on the Outreach Innovation Projects.

CL Library Plan reference:

4.6 - Good governance and compliance with legislative requirements

Discussion

The Connected Libraries Plan 2021-2025 is reviewed annually, in line with changing community needs.

There are four strategic areas of focus:

1. **A Place to Gather and Learn** - Create safe, welcoming spaces that provide free access to information, knowledge and resources.
2. **Partnership and innovation to achieve shared goals** - Strengthen partnerships and encourage innovation to broaden and deepen our impact.
3. **Facilitate community connection and wellbeing** - Contribute to thriving, healthy and inclusive communities
4. **Organisational excellence -** Strengthen our capacity to lead adapt and innovate to meet changing community needs

In July, the Board requested that Key Activities against each of the actions in each strategic area be articulated for the 2023-2024 financial year.

Connected Libraries – Action Plan – progress report

Overall, the organisation is on track to achieve all key activities. The attached report provides information on how we are tracking against each key activity.

To note:

1.1.1   Lighting audit at Hampton Park delayed pending Council schedule.

2.1.1   Appointment of Business Insights officer – will be readvertised 2024.

2.1.2   Council has provided draft Service Level Agreements with data collection measures to the Executive. These have been reviewed and finalised, to be implemented January 2024.

2.2.2   Cranbourne West Community Hub Library is on track to open for community in January 2024, along with the launch of the new Connected Libraries Van and holds lockers at Manna Gum, Cranbourne West and Orana community centres. An official launch will be planned for the launch of all three projects on Saturday 10 February at Cranbourne West Community Hub.

3.2.5   Council's Health and Wellbeing Strategy (municipal public health plan) is reflected in the programs CL delivers under headings of Family Violence and gender equality; Healthy eating; and Mental wellbeing and social inclusion.

3.3.1   New partnership developed this year with Southern Migrant Resource Centre, to support growing CALD communities in Casey.

3.3.3   CL's Reconciliation Action Plan – our RAP working group is active, and keen to draft an Innovate RAP as the next stage in our Reconciliation journey. Report on current RAP is yet to be finalised and submitted to RA – expect to complete within the next 3 months.

4.1   Staff will review/reflect on/update organisational values as a team on November 30. This will be a significant discussion given the change journey CL has completed over the past 24 months.

Please see the Operational Performance Report (CC43/2023) for Key Measure Outputs data and tracking.

Innovation Projects

All projects are on track for completion in January 2024.

<u>Library Holds Lockers:</u>
The installation of the lockers at Manna Gum, Orana and Cranbourne West community centres is booked for the 12-14 December. A delay in this has been flagged by the supplier due to issue at Melbourne docks. Supplier FE Technologies will provide training for library and Community Centre Staff upon delivery of the lockers.

Concrete slabs are currently being laid at relevant sites ahead of installation.

The lockers will be 'wrapped' in CL corporate design – this has been approved by Council officers and is with the signage install company ready to install. The wrap will be adhered prior to locker delivery.

<u>Cranbourne West Library Lounge</u>

Library Shelving will be installed on the 4 December, with furniture arriving soon after. Collections will be delivered shelf-ready to the site before Christmas. Installation of technology (staff and public pcs, printer and self-check kiosk) will occur in early January.

<u>Library Van:</u>
The Van will be fitted-out on 4-5 December, then go have external signage wrap installed 6-13 December, after which CL will take possession and begin staff inductions on the new vehicle.

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The Van will be fitted-out on 4-5 December, then go have external signage wrap installed 6-13 December, after which CL will take possession and begin staff inductions on the new vehicle.
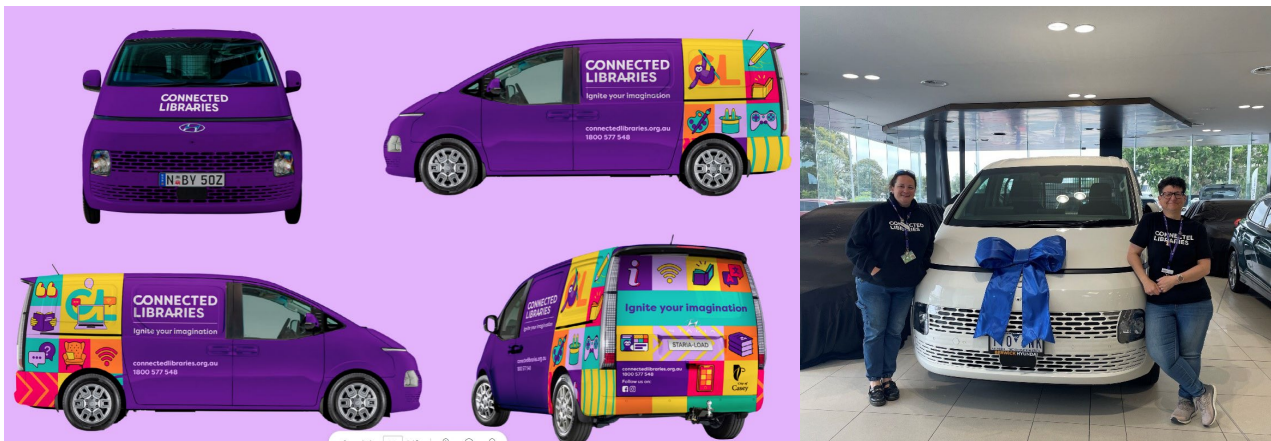
Conclusion

CL supports lifelong learning, literacy and health and wellbeing outcomes for the Casey community through a variety of services and programs for people of all ages. The Board monitors progress on the deliverables of the Library Plan 2021-2025.

RECOMMENDATIONS

1. **That the Library Plan 2021-2025 – Actions and Achievements Report be noted.**

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values

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

Red = priority/ serious risk
Orange = at risk
Green = on track
Blue = completed

1 A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information								
		1.1.1	Strengthen the accessibility of library branches	Lighting audit at Hampton Park (carpark)	GMCE GMFDO	Exec	Dec-2023	🟧	*Awaiting Council asset schedule - pushed to 2024*
		1.1.2	Strengthen accessibility of digital platforms	Update website translation options to reflect City Casey language profile. Include Dari. Button to include language friendly selections	GMCE GMFDO	Marketing & Dig-ops	Dec-2023	🟩	*On track to change website plug-in that offers translations.*
		1.1.3	Offer a broad range of opening hours that meet community needs	Adjust opening hours seasonally in line with community usage/visitation patterns	GMCE, Branch Managers	Exec	Ongoing	🟩	*Connected Libraries open 302 hours per week. Will increase further with Innovation projects completion.*
		1.1.4	Implement the Customer Experience Framework	New staff inducted using the CX Framework as a basis for training	GMCE	Leadership	Jun-2024	🟩	*Includes Cranbourne West Community Hub staff training ahead of opening library lounge*
		1.1.5	Implement the Social Inclusion Strategy	Review Social Inclusion Strategy to align with Child Safe Standards and Gender Equality legislation	GMCE GMOD	Exec	Feb-2024	🟩	*Align with Child Safe standards on the provision of information and safe spaces that support child safety Met with Minister for Gender Equality to clarify requirements for RLCs.*
1.2	Core services that are free and accessible								
		1.2.1	Provide free access to Wi-Fi and ICT within library branches	Library Van - install Wi-Fi capability	GMFDO	Dig Ops	Dec-2023	🟩	*Expected completion December 2023*
		1.2.2	Provide free access to a popular and well used collection	Collection purchased and offered at Cranbourne West Community Hub	GMCE	Collections Team	Jan-2024	🟩	*Collection identified and ordered for December delivery*
		1.2.3	We do not charge overdue fines	Review fees and charges	GMFDO	Exec	Jun-2024	🟦	*ILL charge for organisations outside Libraries Victoria removed (negligible cost or CL, great customer outcome)*
1.3	Bridging the Digital Divide								
		1.3.1	Provide digital resources that encourage safe adoption of technology in our community	Renew lendable devices collection	GMCE GMFDO	Dig Ops	Jun-2024	🟩	*ICT team assess viability of collection on an ongoing basis. Grant fund allocated to renew collection of lendable devices - including Be Connected.*
		1.3.2	Increase digital literacy in our community through programming, services, and digital resources	Seniors and CALD Digital literacy grants obtained and delivered	GMCE GMFDO	Dig Lit CALD	Jun-2024	🟩	*Digital Sister grant application unsuccessful. Be Connected Funding has been announced for coming 4 years - CL will apply when grants open. Currently continuing to offer Digital Seniors programs with 23-24 funding.*
		1.3.3	Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	Install public pcs and wifi at Cranbourne West CH	GMCE GMFDO	Dig Ops	Jan-2024	🟩	*On track for December completion.*
		1.3.4	CL work with key partners to help bridge the digital divide in our community	Work with SMRC to deliver CALD Digital Literacy/library engagement programs	GMCE GMFDO	CALD Outreach	Jun-2024	🟩	*Worked with SMRC to deliver digital literacy classes to Seik men's group throughout September.*

1 A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
1.4	Resources and skills to support access to knowledge and information								
		1.4.1	Lift staff capacity to support community to access information and programming	Digital Literacy team train new staff members.	GMOD	Dig Lit	Ongoing	🟩	*Incorporated into onboarding and induction process.*
		1.4.2	Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	Staff provided opportunities for training in Cyber Security and emerging AI technologies	GMFDO	Dig Lit Dig Ops	Jun-2024	🟩	*CL Digital Innovation working group established.*
1.5	Deliver accessible programs and services that support reading, writing and lifelong learning								
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	School Holidays programs delivered that support literacy	GMCE	CYS	Jun-2024	🟩	*Writing competitions, author talks, storytimes and The Big Summer Read*
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing library services and programs	Liaise with Casey staff to link with participants	GMCE	Branch Managers	Apr-2024	🟩	*Working with Community, Council and NDIS to seek feedback on library services and programs*
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	Support Royal Botanic Gardens Cranbourne to deliver Bush Playgroup to First Nations families	GMCE	CYS	Ongoing	🟩	*CL continues to support this long-term partnership, regardless of the Windermere withdrawal of funding in 2022-23.*
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	Science and Information week programming planned to include VR and 3D printers	GMCE	CYS	Dec-2023	🟩	*Grants have now opened*
		1.5.5	Facilitate accessible programs and activities that promote physical, mental and social health	Renew partnership with YMCA to deliver programs in libraries	GMCE	Branch Managers	Jun-2024	🟩	*MOU has expired, CL is currently paying for active programming in our branches delivered through YMCA. Will investigate renewal of MOU in 2024.*
1.6	A new digital library to enhance access to knowledge and information								
		1.6.1	Review and update digital library branch content	Use September community survey to understand and report on efficiency of current website and online resources	GMCE	Marketing & Collections	Nov-2023	🟦	*Online resources top valued 'other service' in September community survey. We also asked what additional digital and technology services users want to see*

2 Partnership and innovation to achieve shared goals

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

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
2.1	Support councils to make evidence-based decisions about investment in library services								
		2.1.1	Strengthen data collection, management and reporting	Appointment of Business Insights Officer	GMFDO	Exec	Feb-2024	🟧	*No suitable applicants to this point. Will re-advertise in 2024 as short-term contract role to set up systems for future reporting.*
		2.1.2	Support council in their strategic decision making with relevant quantitative and qualitative evidence	Align data collection measures with Council measures (in Library service level Agreement)	CEO GMCE	Exec	Oct-2023	🟦	*Worked with Council Officers to finalise appropriate data measures to be implemented 1 Jan 2024.*
2.2	Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design								
		2.2.1	Explore and invest in joint planning and programming across council	Deliver Digital Senior grant project in partnership with Council	CRA BM	Dig Lit	Jun-2024	🟦	*Be Connected grant delivered (continues into 2024).*
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	Open satellite library branch at Cranbourne West Community Hub	CEO GMCE	Outreach	Jan-2024	🟩	*On track to open to community in January 2024*
2.3	Develop partnerships that enhance learning, knowledge and wellbeing in our communities								
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	Apply for program and service grants in partnership with other organisations	GMCE	Leadership	Ongoing	🟩	*Current application underway for Auslan Storytimes - working with community org*
		2.3.2	Work with partners to deliver library services and programming to a wider audience	National Simultaneous Storytime at Myuna Farm	GMCE	CYS	Jun-2024	🟩	*Planned and delivered by Youth and Outreach team*
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	Review existing MOUs and partnerships	GMCE/ BM BUN - Partnerships	Leadership	Jun-2024	🟩	*On track*
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	Doveton College partnership	GMCE	CYS	Mar-2024	🟩	*Doveton library team, work with College to connect with students, parents and younger siblings*
2.4	Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium								
		2.4.1	Continue to actively engage with PLV and Libraries Victoria Consortium	LT participation in Special Interest Groups	CEO	Leadership	Ongoing	🟩	*Current membership on PLV groups includes: Executive, Collections, Marketing, Partnerships, Operations, Multicultural services and Childrens and Youth services*

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

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
3.1	Community connections strengthened through our programming and partnerships								
		3.1.1	Deliver programs and services across the region that strengthen social connection	Quarterly events booklet section devoted to programs enhancing social connection	GMCE	Adult Programs	Ongoing	🟩	*Examples include Book Groups, Knit and Stitch, Melbourne Planners, Ukelele group and Singhalese Book Chat*
		3.1.2	Partner with council teams and community organisations to engage our community through programs and outreach activities	Implementation of Cranbourne Community Hub satellite library services	GMCE	Outreach	Jan-2024	🟩	*Programming on track to begin Term 1 2024*
		3.1.3	Support the Friends of CCLC to engage with and promote CCLC to the wider community	Marketing manager to assess value and ongoing opportunities	Marketing Manager	Marketing	Nov-2023	🟧	*Communication and update to the Friends sent November 2023. Assessment of ongoing communication strategy pushed to 2024*
3.2	Actively encourage health and wellbeing in our community								
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	YMCA partnership - deliver physical health programs through libraries	GMCE	Adult Programs	Ongoing	🟩	*Healthy eating program (summer program); Tai Chi, Meditation and Yoga classes*
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	Deliver Dental Health kit contents during regular Storytime sessions	GMCE	CYS	Jun-2024	🟦	*Now in circulation*
		3.2.3	Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	Run Self Defence Classes for women at multiple branches	GMCE	Adult Programs	Dec-2023	🟩	*Throughout November '16 Days Activism', we are running Self Defence Classes across most library branches*
		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	Partner with NDIS to connect families to services through regular library programs	GMCE	Leadership	Ongoing	🟩	*Link (NDIS) attend storytimes throughout the year (every branch 1 per term)*
		3.2.5	Align CL services with City of Casey's municipal public health and wellbeing plans	Deliver programs that align with Council objectives in key Health Domains	GMCE	Leadership	Ongoing	🟩	*Focus on Domains 3 (Family Violence and Gender Equality), 4 (Healthy Eating and Food Security), and 5 (Mental Wellbeing and social inclusion)*
3.3	Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services								
		3.3.1	Work with council teams and community partners to support CALD communities to engage with council and library services and programs	Develop partnership/ MOU with Southern Migrant Resource Centre	GMCE	CALD	Apr-2024	🟩	*SMRC partnership discussions on track and activities have begun. No formal MOU at this point.*
		3.3.2	Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	Work with SMRC to connect newly arrived community to the library	HAM/CALD Manager	CALD	Ongoing	🟩	*SMRC will incorporate library membership into settlement services*
		3.3.3	CL continues its journey to reconciliation	Report on Reflect RAP	CEO	Exec	September	🟧	*RAP team meets bimonthly. Reflect RAP report is yet to be finalised.*
		3.3.4	Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	Connect and co-program with Doveton Gathering Place	GMCE	DOV TL	Jun-2024	🟩	*Regular monthly storytime conducted at the Gathering Place by Doveton team staff*

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

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
3.4	Inform and engage community about our library services								
		3.4.1	Increase awareness of CL's impact, services and resources through strategic marketing, public relations and outreach activities	Local area marketing and promotion of Outreach innovation activities	GMCE CEO	Marketing	Mar-2024		*Library Van, Lockers, Cranbourne West Lounge* *Wrap Designs finalised and approved by City of Casey* *Marquee and tear drops created and delivered to be permanent in van* *Marketing and Comms Plan – in progress, working with stakeholders* *Front door signs – installed*
		3.4.2	Inform communities about the library's impact	Positive stories on the library appear in local media	GMCE	Marketing	Ongoing		*Local Media: July – Oct (4 months)* *6 positive news articles* *Next stories to be pitched: Deliver Joy, Big Summer Read, Cranbourne West/Lockers/Van*
3.5	Social inclusion strategy that guides inclusive community engagement								
		3.5.1	Maintain and refine the strategy that will inform CL's approach to inclusive community engagement	Develop map of local CALD services to support new library members with settlement - make available in all library branches	Manager HAM/CALD	CALD	Jun-2024		

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

Strategy			Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
4.1	Integrate CL values throughout the organisation								
		4.1.1	Recognise and celebrate staff who live CL's values	Review Organisational values at Staff Planning Day	GMOD	Exec	Dec-2023	🟩	*Included in agenda*
		4.1.2	Work with all library team members to reinforce CL's values	Review Organisational values at Staff Planning Day	GMOD	Exec	Dec-2023	🟩	*Included in agenda*
4.2	Partner with community to design and strengthen positive impact of library services								
		4.2.1	Involve community in making key decisions about CL's infrastructure, services and programming	Community survey	CEO	Marketing	Oct-2023	🟦	*Community Survey*
		4.2.2	Engage with Friends of CCLC to review and develop library initiatives	Invite CALD Friends to participate in advisory group	CEO	Marketing	Jun-2024	🟩	
4.3	Strengthen staff capacity to innovate and respond effectively to community needs								
		4.3.1	Encourage staff to work to their strengths	Staff workplans developed and implemented	GMOD	Leadership	Feb-2024	🟩	*Completed Band 8, 6 and 5. Band 3-4 will begin late Nov.*
		4.3.2	Provide staff with opportunities to co-design services and programs	Teams hold annual planning sessions	GMCE	Leadership	Ongoing	🟩	*Staff are encouraged to share ideas and drive implementation through working groups, planning meetings and workplans*
		4.3.3	Provide staff with regular updates on CL's performance, including community feedback	Report community survey results to staff	CEO	Exec	Oct-2023	🟦	*Full data set provided to Leadership Team, and select report shared with all staff. CEO updates include key data reports on membership and visitation.*
		4.3.5	CL is an inclusive employer	Recruitment of diverse staff	GMOD	Exec	Ongoing	🟩	*New casual workforce opportunity to engage bi-cultural staff. Engaging LGBTQIA+ members. Plan to recruit bilingual HLS volunteers, 2 x First Nations Traineeships in 2024.*
4.4	Know and understand our impact								
		4.4.1	Explore opportunities to strengthen data collection within CL	Appointment of Business Insights Officer	CEO GMFDO GMCE	Exec	Dec-2023	🟧	*See comment for 2.1.1*
		4.4.2	Work with partners to track and understand CL's impact across council goals	Meet with Council to plan collection of new LGPRF measures	CEO	Exec	Aug-2023	🟦	*Complete*
		4.4.3	Report on CL's impact annually	Develop Annual Report	CEO	Exec	Sep-2023	🟦	*Complete and submitted to Board and Minister for Local Government.*
4.5	Seek funding opportunities that enhance our capacity to support the community								

4 Organisational Excellence

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

Strategy			Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
		4.5.1	Apply for funding and grant opportunities	Apply for Be Connected, Multicultural Storytimes and Science Week grants	CEO GMFDO GMCE	Dig Lit	Jul-2023	🟩	*Applied for Digital Sisters (unsuccessful); other applications underway.*
		4.5.2	Raise funds through donations and sponsorships from our community	Review and update CL's fundraising strategy	CEO	Marketing	Dec-2023	🟩	*On track*

4 Organisational Excellence

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

4 Organisational Excellence

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

	Strategy			Action	Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
4.6	Good Governance and compliance with legislative requirements									
		4.6.1		Robust oversight of CL by the Board	Strategic Workshop held Oct	CEO	Exec	Oct-2023	(blue)	*Insights gathered to support next year of Library Plan, future Board meetings and support transition to compliant entity.*
		4.6.2		Board performance evaluation conducted annually	Board members sign Board code of conduct	Chairperson CEO (admin only)	Exec	Jan-2024	(green)	
		4.6.3		Compliance with relevant legislation	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Annual Financial Report (July) • VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep • Fringe Tax Benefit (Annual – May) • BAS - Quarterly • CCL Insurance Declarations (Jun) • Workcover Remuneration Declaration (Aug/Sep) • Annual Report Forwarded to the Minister by Sep 30	(green)	
		4.6.4		Annual Budget	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Proposed 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.	(green)	
		4.6.5		Library Plan	Compliance with listed outcomes	CEO	Exec	• Forwarded to Minister by Aug 31	(green)	
		4.6.6		Strategic Resource Plan (SRP)	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Adopted by CL Board June 2024 • Copy to Minister before Aug 31.	(green)	
4.7	Provision of strategic guidance and support to Member Council									
		4.7.1		Strong connections across the public library sector at a national and state level.	Leadership team participation in PLV SIGs	Exec Team	Leadership	Ongoing	(green)	*Exec Team involved with PLV managers group, operations, and Leadership Team participate in ICT, Collections, Marketing, Reader Development and CALD*
		4.7.2		Provide guidance and support to Member Council on the future development and delivery of library services	Participant in future masterplan and precinct planning discussions for Cranbourne	Exec Team	Leadership	Jun-2024	(green)	*Use data from new innovation projects to support 'future needs' discussions in Casey South*

4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Traffic Light Status	Evidence/ Comments
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Conduct community survey	CEO	Marketing	Sep-2023		*2000+ responses to September 2023 survey. NPS remains at 65*

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CC46/2023   **EMPLOYMENT MATTER**

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CC46/2023   **EMPLOYMENT MATTER**

GENERAL BUSINESS

CC47/2023   BOARD CODE OF CONDUCT DRAFT 2024

Report prepared by Beth Luppino

Purpose

To present to the Board Connected Libraries Code of Conduct for all Board Members.

CL Library Plan reference – 4.1, 4.6

Discussion

A draft Code of Conduct 2024 for Connected Libraries Board Members is tabled for consideration and review.

Board Members are invited to reflect on the draft Code of Conduct 2024 and provide feedback. Once adopted, the Code of Conduct is to be signed by all members of CL Library Board.

RECOMMENDATIONS

1. **That the Board adopts Connected Libraries Board Code of Conduct 2024.**
2. **That Board Members sign and provide a copy to the CEO of CL before the next Board meeting scheduled in February 2024.**

Connected Libraries Board Members Code of Conduct – 2024

Introduction

Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) is required by the Local Government Act 1989* ('The Act') to have a Code of Conduct.

This CL Board Member Code of Conduct draws on sources including Council Code of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services.

It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

Our Vision

Inspiring spaces where everyone is free to discover possibilities

Our Mission

To encourage life-long learning, increase literacy and build strong resilient communities across the Casey Region

Our Values and Guiding Behaviours

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

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

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

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

Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection

- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

Review Process

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the first meeting of the calendar year.

The annual review should be led by the Chairperson with input and advice from Board Members.

CL Code of Conduct for Board Members

As a Board Member I:

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989 **

2. Will support the organisation's vision and values.

3. Will act honestly, in good faith and in the best interests of CL as a whole.

4. Will use due care and diligence in fulfilling the functions of my office.

5. Recognise that my responsibility is to CL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CL.

6. Will not take advantage of being in the position of a CL Board Member.

7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CL.

8. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CL Board.

9. Will not make improper use of information acquired as a CL Board Member.

10. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.

11. Will not engage in conduct likely to bring discredit to CL.

12. Will comply at all times with the spirit, as well as the letter, of the law.

13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.

14. Will engage with CL staff in a professional and courteous manner and avoid any involvement in the day-to-day operations of CL.

15. Understand that Board Members will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CL.

16. Will communicate well by making statements and requests in a clear and direct manner and listening generously to others.

17. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.

18. Respect and acknowledge fellow Board Members and appreciate individual contributions and the voluntary nature of their commitment.

Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate
2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.
3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

Acknowledgement and Acceptance of the Code of Conduct

I, ……………………………………………………………………. acknowledge that I have received and read the Connected Libraries Board Members Code of Conduct – 2024.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature   ……………………………………………………………………………………………....…………

Name (printed) ……………………………………………………………………………………………....…………

Date   ……………………………………………………………………………………………....…………

This signed Code of Conduct is available for inspection by members of the community.

CL

Notes

* Local Government Act

While a new Local Government Act was adopted in 2020, Regional Library Corporations remained governed by the Local Government Act 1989 ([version 158 01/12/2020](#)) under a Grandfather Clause which has a 10-year life span ([Local Government Act 2020 – Section 330](#))

**Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to all members of the CL Board.

CC48/2023   MEETING SCHEDULE 2024

Report prepared by Beth Luppino

Purpose
To provide the Board with the meeting schedule for Connected Libraries (CL) Board meetings in 2024.

CL Library Plan reference – 4.1, 4.6

Discussion
The Board is required to meet at least 'once every three months' under the terms of the Regional Library Agreement. Board meetings are generally held on the fourth Wednesday of the month commencing at 4.00pm. Meetings can be either in person or online.

The following dates are proposed:

Date	Location	Agenda Items
Wednesday 28 February 2024	Online	• Facilities Development Plan (draft) • Budget 2024–2025 (draft) • Library Plan 2021–2025 update (draft) • Risk Management Plan – Quarterly Review
Wednesday 24 April 2024	Online	• Strategic Resources Plan (final draft) • Budget 2024–2025 (final draft) • Risk Management Policy • Risk Management Plan – Quarterly Review
Wednesday 26 June 2024	In person	• Procurement Policy • Library Plan 2021-2025 update with Action Plan 24-25 • Annual Action Plan 2024-2025
Wednesday 28 August 2024	Online	• Year End Finance Report • Annual Report 2023–2024 (draft) -including Financial Reports • CEO's Performance Review – KPI's 2023-2024 • Risk Management Plan – Quarterly Review
Wednesday 23 October 2024 *	Online	• *Optional meeting **
• Note that Council elections will run in 2024 and Caretaker may affect this meeting
Wednesday 27 November 2024	In person	• Meeting Schedule 2025 • Board Code of Conduct (draft) • Risk Management Plan – Quarterly Review

* October Meeting will only proceed if deemed necessary by the Board.

Conclusion
Once adopted, the schedule of Connected Libraries Board meetings will be forwarded to City of Casey for diary management purposes and calendar invitations sent out to Board members.

RECOMMENDATIONS
1. **That the schedule of meeting dates and times for 2024 be agreed on and then forwarded to City of Casey and invitations sent to CL Board members.**

NEXT MEETING

Wednesday 28 February – 4.00pm – Online Teams Meeting