'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 27 February 2019
5.30pm

Cardinia Shire Offices
Siding Avenue Officer
Dining Room

1.   Present

2.   Apologies

3.   Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 28 November 2018.

4.   Declaration of Conflicts of Interest

5.   Confirmation of CCL Board Membership for 2019
      City of Casey has made changes to the Officer delegates for CCL Board, welcome to our new Boards:
      • Bernard Rohan (Chief Finance Officer)
      • Steve Coldham (Director Community Life)

      Casey Cardinia Libraries would like to acknowledge the enthusiastic contribution that Colette McMahon-Hoskinson has made to the Library.

6.   Strategy   *Page No.*
      Nil

OFFICERS' REPORTS

CC01/2019	FINANCE
Report prepared by Emily Ramaswamy	

Purpose
To provide the Board an update of CCL's financial position as at January 31, 2019.

CCL Library Plan reference – 5.3

Discussion
Income
Other Income is higher than budget, due to a timing variance, this is expected to level out in the remainder of the year. Photocopy usage is up 23% on budget YTD, with the trend expected to continue.

Expenditure
Expenditure on IT & Communications is higher YTD due to a strategic decision to reallocate a portion of the CAPEX budget. This will be a permanent variance but will not affect the cash flow of the organisation.

Capital Expenditure
Capital library materials is currently underbudget due to a reallocation to Library materials expenditure and delayed spend on LOTE Materials. This is expected to be used in the last quarter of the year. Equipment spend is significantly under budget, as per the above decision to reallocate this budget to IT & Comms.

Income Statement Month Ended 31 January 2019	Total Budget 2018-19	Budget YTD January 2019	Actual YTD January 2019	Variance	% Actual Vs Budget
Income					
Council Contributions	7,786,164	4,541,929	4,541,927	-2	(0.0%)
Government Grants	2,886,313	2,717,492	2,727,048	9,556	0.4%
Other Income	280,198	87,546	119,719	32,173	36.7%
Interest on Investments	105,000	60,600	58,043	-2,557	(4.2%)
	11,057,675	7,407,567	7,446,737	39,170	0.5%
Expenditure					
Employee Costs	8,078,703	4,638,671	4,631,603	7,068	0.2%
Other Expenses	684,293	404,351	471,556	-67,205	(16.6%)
IT & Communications	575,800	293,108	413,934	-120,826	(41.2%)
Library Materials	311,004	247,882	199,684	48,198	19.4%
Marketing & Promotions	100,000	64,590	67,278	-2,688	(4.2%)
Depreciation	1,450,500	0	0	0	0
Total Expenditure Net Gain(loss) disposal of plant & equipment	11,200,299	5,648,602	5,784,055	-135,453	(2.4%)
Net result for the reporting period	-142,624	1,758,965	1,662,682	-96,283	(5.5%)

Capital Expenditure	Total Budget 2018-19	Budget YTD January 2019	Actual YTD January 2019	Variance	% Actual Vs Budget
Library Material	1,096,000	711,165	660,997	50,168	7.1%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	335,000	205,000	68,837	136,163	66.4%
Capital Expenditure for the reporting period	1,431,000	916,165	729,834	186,331	20.3%

Balance Sheet As at 31 January 2019	
	$
ASSETS	
Current Assets	
Cash Asset	716,871
Receivables	33,856
Other Financial Assets	3,619,223
	4,369,950
Non-Current Assets	
Fixed Assets	4,353,804
TOTAL ASSETS	8,723,754
LIABILITIES	
Current Liabilities	
Payables	652,556
Provisions	1,350,143
	2,002,699
Non-Current Liabilities	
Employee Entitlements	17,519
TOTAL LIABILITIES	2,020,218
NET ASSETS	6,703,536
EQUITY	
Members Contribution on Formation	2,051,239
Accumulated Surplus	4,652,297
TOTAL EQUITY	6,703,536

<u>Credit Card Expenditure</u>

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
November Statement	29/10/2018	Conference Industry Leadership – AirBNB, accommodation	$256.93
	29/10/2018	Conference Industry Leadership – AirBNB, accommodation	$148.45
	14/11/2018	Conference Industry Leadership – Parking	$72.78
	16/11/2019	Conference Industry Leadership – Parking	$4.00
	16/11/2019	Conference Industry Leadership – Misc	$7.60
	21/11/2018	Aust Financial Review subscription – Emerald Library	$1,065.76
	21/11/2018	Aust Financial Review subscription – Endeavour Hills Library	$1,065.76
	23/11/2018	MYKI travel – meetings various	$50.00
Total November 2018			**$2,671.28**
December Statement	3/12/2018	The Goods Shed – Evening Meal	$25.00
	3/12/2018	Confederate Hospitality – Lunch	$11.00
	13/12/2018	Marriot Hotels – Parking CBD Meetings	$25.00
Total December 2018			**$61.00**
January Statement	27/12/2018	Centre for Excellence in Child and Family Welfare – Self-care and Managing Stress Workshop	$330.00
	4/01/2019	Pakenham Ford – Service of Ford Territory 1IL6FB	$614.00
	8/01/2019	LL Food and Beverage – Meeting with Leanne Williams CCL Interview Panel Member	$24.00
	20/01/2019	Webjet – Flights for ALIA online	$445.36
	21/01/2019	Icon Plastics – White run bins	$728.60
	21/01/2019	Expedia – Song Hotel – Accommodation for ALIA online	$572.74
	21/01/2019	Gusman y Gomez – Meeting with Rhonda Rathjen Wyndham Libraries	$29.80
Total January 2019			**$2,744.50**
TOTAL			**$5,476.78**

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
November Statement	30/10/2018	Catering – Living Leadership staff training	$21.70
	13/11/2018	Subscription – Grants Hub Pty Ltd	$194.35
	15/11/2018	Metro pop up – table (Kmart)	$39.00
	16/11/2018	Sensitive Santa decorations for Emerald Library – Lions Club donations	$182.00
	19/11/2018	Eventbrite – Staff tickets to Young Adult Showcase seminar	$100.00
	22/11/2018	Fairfax – Subscription Renewal, Financial Review	$1,065.76
	22/11/2018	Fairfax – Subscription Renewal, Financial Review	$1,079.00
	23/11/2018	Picture Hanging Systems Pty LTd – Rail Doveton for schools art exhibitions	$206.72
	26/11/2018	Woolworths – Grocery cards Staff Christmas functions at DOV, HAM, PAK	$150.00
Total November 2018			**$3,038.53**
December Statement	28/11/2018	Quality Inn Coffs Harbour – Accommodation – Mobile Library Conference – 2 nights	$490.00
	28/11/2018	Quality Inn Coffs Harbour – Accommodation – Mobile Library Conference – 2 nights	$490.00
	4/12/2018	Woolworths Hampton park – Community Partner Christmas event – catering	$100.00
	5/12/2018	Woolworths Pakenham – Pakenham staff Christmas function – catering	$50.00
	6/12/2018	Woolworths Fountain gate – Petty cash card – branches	$50.00
	7/12/2018	Coles Berwick – Petty cash card –branches	$50.00
	9/12/2018	Woolworths Beaconsfield – Petty cash card – branches	$50.00
	12/12/2018	Myer Fountain gate – Vase – Pam Vickers retirement – Board gift	$149.00
	12/12/2018	A and S Wholesale – Flowers – Pam Vickers Retirement	$50.00
	19/12/2018	Spotlight Fountain gate – Elna Sewing Machine – Hampton Park crafting program	$179.00
	21/12/2018	Modern teaching Aids – Norwegia childrens chairs – Hampton Park	$802.45
Total December 2018			**$2,460.45**
January Statement	4/01/2019	News Limited – Herald Sun Sub – Bunjil	$624.00
	8/01/2019	Coles Berwick – Petty Cash Vouchers	$100.00
	8/01/2019	Woolworths Berwick – Petty Cash Vouchers	$100.00
	21/01/2019	News Limited – The Weekend Australian Sub – Bunjil	$552.62
	24/01/2019	Coles Express Officer – Petty Cash Vouchers – CFC CRA	$100.00
Total January 2019			**$1,476.62**
TOTAL			**$6,975.60**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
November Statement	5/11/2018	Adobe Creative Cloud – Creative Cloud	$197.10
	8/11/2018	Alibaba – USB's for Secret Santa	$184.71
	12/11/2018	Federation University Parking – Parking	$6.00
	26/11/2018	Coles – Gift Cards – Branch gift cards	$50.00
	26/11/2018	Woolworths – Gift Cards – Branch gift cards	$150.00
Total November 2018			**$587.81**
December Statement	26/11/2018	Bunnings – Ladders and Equipment	$343.70
	27/11/2018	JB Hi-Fi – Cable – Display Port to HDMI	$49.00
	28/11/2018	Uber – City Transport	$8.45
	28/11/2018	Crown Parking – City Parking	$6.00
	29/11/2018	Groupon – Display book lights	$61.95
	3/12/2018	Packqueen – Stationary	$114.50
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$39.99
	4/12/2018	JB Hi-Fi – Game Console Gift Cards	$1,020.00
	5/12/2018	Adobe – Creative Cloud	$197.10
Total December 2018			**$2,040.64**
January Statement	5/01/2019	Adobe Creative Cloud – Creative Cloud	$197.10
Total January 2019			**$197.10**
TOTAL			**$2,825.55**

Procurement Policy 2019 (*CCL Library Plan reference – 5.3*)
The purpose of the Procurement Policy is to:
- provide a procurement framework that seeks to achieve best value in price,
- consistent, competitive and transparent process, and
- minimise and mange risks in procurement.

Under the Local Government Act 1989 Section 186A to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods and services. The Procurement Policy is reviewed annually; it was last reviewed and adopted by the Library Board in June 2018.

A full review is not due until June 2019. There are some changes to the Attachment 1: Delegation of Authority and Attachment 2 – Bank Signatories that are needed prior to the review to reflect recent staffing movements.

A full review of the Procurement Policy will be completed in June to ensure that we continue to provide a library services that meets the needs of our community through procurement procedures that follow best practice guidelines, value for money effectively and efficiently.

Conclusion
The budget is on track at the end of January and CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.
2. That the Board adopt the changes to the Procurement Policy Attachment 1 Delegation of Authority and Attachment 2 Bank Signatories

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 Manger Customer Experience
- Purchase orders to the value of $30,000 (Library materials)
- Purchase orders to the value of $5,000 (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 Digital Operations
- Purchase orders to the value of $50,000 (IT Hardware and Software)
- Contracts to the value of $10,000 per year with a life up to 2 years
- Credit Card access ($5,000)

General Manager Finance
- 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 Organisational Development
- Purchase orders to the value of $10,000 (Training)
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

Community Programs & Engagement Coordinator
- Purchase orders to the value of $20,000 (Library materials)
- Purchase orders to the value of $5,000 (Promotions/Marketing)
- Contracts to the value of $10,000 per year with a life up to 2 years

Information Services Coordinator
- Purchase orders to the value of $20,000 (Databases, Hardware and Software)
- Contracts to the value of $10,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.

Attachment 2

Casey Cardinia Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Casey Cardinia Libraries. The Board approved the following Officers as signatories at the 27 June 2018 Board meeting:

- Chief Executive Officer, Casey Cardinia Libraries
    - Christopher Cleeve Buckingham
- General Manager Finance, Casey Cardinia Libraries
    - Emily Rachel Louise Ramaswamy
- Chief Financial Officer, City of Casey
    - Bernard xxx Rohan
- Council Officer, City of Casey
    - Glenn Andrew Patterson, Chief Executive Officer
- Council Officer Board member, Cardinia Shire
    - Jenny May Scicluna, General Manager, Community Wellbeing, Cardinia Shire

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

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

‹End document›

CC02/2019	BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham and Beth Luppino

Purpose
To provide the Board with an update on the status of CCL buildings and facilities, current and future.

CCL Library Plan reference – 1.3, 3.2 and 4.2

Discussion
Draft Facilities Development Plan *(CCL Library Plan reference 3.2 and 4.2)*
Our Facilities Development Plan provides Member Councils with a clear line of sight on CCL's needs. We are committed to working in partnership with Member Councils to enhance the visitor experience across the network and ensure that there are enough library services to meet the growing needs of the region.

We have made significant progress with the branches over the past 12 months addressing issues presented in the previous Facilities Development Plan.

Recent improvements as identified in the CCL Facilities Development Plan include:
1. *Cranbourne:* Landscape gardening at entrance to library. Furniture updates in study spaces and reception areas. Federation University sponsored study and lounge area. Completion of Infrastructure program, improvements to entry, foyer and circulation zone.
2. *Doveton* has been repainted
3. *Endeavour Hills:* Furniture updates in study spaces that are flexible to provide space for large events. Internal signage finalised and awaiting installation.
4. *Pakenham:* Relocation of the communications cupboard from the meeting room to enhance public space now complete. Acoustic treatment applied. Solar Panels installed.

There is continuing pressure for new libraries in Officer and Clyde/ Cranbourne to meet the needs of rapidly expanding new communities.

2019 ALIA Library Design Awards Shortlist
Bunjil Place Library has been shortlisted for the ALIA Library Design Awards. Our beautiful library is amongst great company with 3 other public libraries, 2 school libraries and 3 academic libraries being some of the best design examples from around the country.

The winners and highly commended entries will be announced at the State Library of Queensland on 14 March. The awards will be presented by His Excellency the Honourable Paul de Jersey AC, Governor of Queensland. A delegation from the City of Casey and CCL CEO Chris Buckingham will travel to Queensland for the ceremony.

RECOMMENDATIONS
1. That the Buildings and Facilities report be noted.
2. That the Board adopt the Facilities Development Plan 2019 - 2022.
3. That CCL forward the Facilities Development Plan 2019 – 2022 to Member Councils to pass onto relevant stakeholders.

'Inspiring spaces where everyone is free to discover possibilities'

Facilities Development Plan 2019 – 2022

DRAFT

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

Our Approach

- Embrace new thinking
- Quick little steps
- Momentum not perfection
- Encourage people to take calculated risks
- Fail early, fail often
- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story

1. Introduction

Casey Cardinia Libraries play a vital role building happier, healthier and more resilient communities in our region. We contribute to lifelong learning, provide safe public spaces, enable access to digital technology and strengthen communities.

Public libraries deliver significant socio-economic returns on investment. The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) show that for every dollar invested in Casey Cardinia Libraries the community receives a return of $5.00. This is significantly higher than the State average which is $4.30

This Facilities Development Plan provides an overview of Council assets used by Casey Cardinia Libraries (CCL) and identifies the short, medium and long-term needs of the network. It also includes recommendations for new and refurbished library facilities in the region.

CCL welcomes the opportunity to work in partnership with Member Councils to further develop planning for the development of library facilities and identify opportunities for innovation, efficiency and creativity within existing branches.

2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 440,000 people which is growing at 4.5% per annum.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren (Bunjil Place) and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Tynong and Upper Beaconsfield.

In 2017-18 Casey Cardinia Libraries had more than 120,000 members, made over 2.5 million loans (physical and digital) and received 2.1 million visits across the network.

Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years. Much of this population growth will occur in new communities.

The CCL Library Plan 2018 – 22 anticipates that:

- Membership and visits will continue to grow
- Borrowing of physical items will remain stable and
- Library users continue to explore different ways of consuming information including eBooks and Audio Books.

The location and accessibility of our libraries is as important as the size of the branches. Our community tells us that they see their local library as a safe and welcoming space. They value up-to-date, relevant books, magazines and audio-visual materials; comfortable furniture, fast free Wi-Fi and interesting programs.

There is a growing trend towards clustering of services and facilities supported by Local, State and Federal Governments. Our libraries can play a key role as a driver of visitation and engagement in Cultural precincts, Community Service Hubs and Economic Development Zones.

While the CCL network provides good coverage for established communities in the region, there is a pressing need for new library services in new and recently formed precincts such as Officer and

Clyde.   The combination of fast-growing, dense, multicultural and youth-focused communities make these areas a focal point. Public libraries are places to build social capital and create free and comfortable 'living rooms' and learning spaces. (People Places – A guide for Public Library Buildings in NSW - 3rd ed.) For both these localities, there lies opportunity to create joint-use or collocated facilities to achieve both economic and community benefits.

Member Councils recognise that service delivery overlaps across the region irrespective of local government boundaries. There are tangible benefits to taking a regional approach to the development of new library services.

Our Libraries and Area

1 Endeavour Hills
2 Doveton
3 Narre Warren
4 Hampton Park
5 Cranbourne
6 Emerald
7 Pakenham

🚌 Mobile Library to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield

1,690 sq km

Casey

Cardinia

3. Roles and Responsibilities

The 2017 Regional Library Agreement defines the responsibilities of the Member Councils and CCL with respect to development, management and maintenance of library infrastructure.

Councils are responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in their respective municipalities.

Future development of libraries in the region is dependent on good planning and co-operative investment.

In addition to recurrent funding agreements, the State Government has funding available for new or improved developments through the Living Libraries Infrastructure Program. Projects may be funded up to the value of $750,000 per project.

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other key regional services.

There is also the capacity to negotiate investment through Developer Contribution Plans.

4. Strategic Considerations

Budgets and Funding
The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also continue to seek new partnerships with business and community that generate revenue and create efficiencies eg Federation University Study Spaces.

Growth and Social Trends
The Casey Cardinia region is growing and diversifying swiftly. This results in a greater need for well-located library services that meet informational needs, support lifelong learning and social inclusion and fostering cultural harmony in our region.

Increased housing in our region, with limited public transport to some of these areas, creates a need for localised library services that create opportunities for social connection. The ability for library services to combat isolation and connect people with learning opportunities is well documented. The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

There is growing recognition that public libraries play a vital role providing safe welcoming public spaces as a healthy alternative to pubs and pokie venues.

Best Practice
Victoria has a strong network of public libraries. CCL is engaged at a statewide level to ensure we meet best practice in our facilities and also in programs, library collections and technology. 'People Places – A guide for Public Library Buildings in NSW (3rd ed.) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia.

Technology
There is unprecedented change in the way people gather and absorb information. Public libraries have a responsibility to make sure that everyone can access information freely. We also need to ensure that new and refurbished libraries can adapt easily to meet the evolving needs of our communities.

Sustainability
CCL has taken Victoria's TAKE2 climate change pledge and has committed to delivering a range of outcomes that will reduce waste and environmental impact of the business. We will continue to work with the Sustainability Teams of both Member Councils in order to meet these commitments.

5. Objectives and Desired Outcomes

Objectives	Desired Outcomes
• Develop a forward program for refurbishment of existing libraries and construction of new library facilities across the region.	• Library services are delivered across the region in an equitable way that addresses community needs.
• Develop agreed processes for refurbishment and replacement of Council owned assets under the management of CCL.	• Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL.
• Review and enhance spaces in existing branches to ensure community needs are being met.	• Increased community satisfaction with the physical spaces provided by CCL.
• Linkages between CCL and other Council facilities and services are leveraged and enhanced.	• Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users • Public transport services are promoted and improved. CCL works with member Councils to advocate for improved services • Libraries help drive visitation and engagement with other key Council services eg Maternal Child and Health
• Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve.	• A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council.

6. Branch Overview and Needs

6.1   Bunjil Place Library

Bunjil Place opened in October 2017.

The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 10,000 visitors per week.

Ongoing Building Maintenance Requirements

Renewal of furniture and ongoing maintenance of the facility is a priority consideration given the high levels of visitation. Existing furniture is showing signs of wear and tear. Replacement of meeting room furniture and tech facilities is also a priority for 2018-19. Wayfinding signage will also be enhanced as part of a precinct upgrade.

Strategic Considerations

Enhancing new technology to continuously improve the Customer Experience - 'self-returns shelf' technology, visitor counters to track movement and use of the space, hand-held Smart Mobile Devices to bring services direct to the customers.

Future Building Requirements

Technology upgrades, acoustic engineering and after-hours returns chute improvements.

6.2   Cardinia Mobile Library

The Cardinia Mobile Library is the busiest in Victoria. Between 50 – 55,000 people visit the service every year. It serves the communities of: Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.

2018 Outcomes
CCL worked closely with Cardinia Shire to design concepts for a new CMO vehicle.

The new trailer will be completed in mid – 2019.

Funding is being provided by Cardinia Shire and State Government via a Living Libraries Infrastructure Program grant.

Strategic Considerations
New trailer will prioritise customer experience, comfort and accessibility.

There are opportunities to leverage Telstra's 5G Network to deliver greater digital access for the communities we visit.

Ongoing Building Maintenance Requirements
Post implementation, the new trailer will require regular maintenance.

Future Building Requirements
Short term (twelve months)
- Ongoing assessment of community needs and timetable adjustments

6.3   Cranbourne Library

Cranbourne Library is located at the Casey Complex in Cranbourne East and is approximately 1,440 square meters.

2018 Outcomes

Cranbourne Library underwent works in 2018 improving the library's appearance internally and externally. The works were funded by City of Casey and the State Governments Living Libraries Infrastructure Funding Program grants.

The library foyer has been refurbished to create more space and remove barriers to access.

The large circulation and information desk was removed and replaced with a smaller more welcoming service pod. The branch layout has also been improved with revamped study spaces and a tech bar, making more room for students and business people.

The meeting room concertina wall was replaced by glazed glass that makes the room more accessible as a quiet space when it is not booked.

An additional study zone has been created through our ongoing partnership with Federation University. The zone provides branded study carrels, power access and a stand-up collaboration table.

Strategic Considerations

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car.

While there should be a strong synergy between the major tenants in the Cranbourne Indoor Leisure Complex, the physical layout of the precinct does not support a sense of connection or cohesion.

Proximity to residents and accessibility by public transport should be a key consideration in future expansion or relocation of the library.

There are no other libraries serving the Southern parts of the City of Casey. This means a number of new and emerging communities are missing out on access to core library services.

Challenges and Opportunities

- The building is in a relatively high-profile location.
- More work needs to be done to create stronger linkages with other key recreational assets in the precinct.

The age and condition of current building will need to be addressed in the near future.

A new building for Cranbourne Library needs be considered as part of future planning and asset renewal, with additional space and innovative capacity to engage a rapidly growing community.

Future Building Requirements

Short term (twelve months)

- Library signage needs updating to raise profile of the service to passing traffic. The current building is set back from Berwick-Cranbourne road. While the building itself is signed, and has benefited from recent painting, the existing Casey Complex sign that marks the entrance service road is subtle and needs improvement.

Medium term (1-4 years)

- Relocate to a new purpose-built library designed to meet growing demand for services or consider expansion within the existing building footprint. Before expansion into existing building, consideration must be given to current building issues – for example, uneven air conditioning throughout the building, leaks and underfloor damp. CCL will work with City of Casey to explore collocating and joint-use opportunities Eg. With Council Customer Services, arts services, youth or maternal and child health services.

Longer term (5 years+)

- Consideration needs to be given to the potential influence of new libraries in the Cranbourne Town Centre, Clyde and/ or other nearby Precincts in future planning particularly with regard to increased visitation and usage of surrounding services and shops; and transport/parking requirements.

6.4   Doveton Library

Doveton Library is near the Autumn Place Shopping Centre and is approximately 320 square metres in size.

The neighbouring kindergarten and Maternal Child Health centre are located in the new Autumn Place Community Hub, adjacent to the library.

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 825.8 with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free wi-fi, literacy programs and safe, comfortable spaces.

The CCL Collections Team partially operate from this library.

The primary challenge for this library is limited floor space and lack of signage and street presence for passing traffic.

2018 Outcomes
- External Painting of building
- Renewal of study and meeting room furnishings
- Landscaping of gardens around library entrance

Strategic Considerations
Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. This is not possible in the current building footprint.

City of Casey has adopted a master plan for Autumn Place after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan. The potential additional uses for the Hub include the library, community meeting rooms, and other non-government services.

CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.

Challenges and Opportunities
The completion of Stage 1 Autumn Place does raise the profile of the precinct for passing traffic, however there is now a clear and present gap in quality between Council owned assets.

Future Building Requirements
Short term (twelve months)
- More power points and a charging station for mobile devices.
- Revamped signage to promote the service to passing traffic.

Medium term (1-4 years)
- New library to be constructed as a part of Autumn Place Community Facility Precinct.

6.5   Emerald Library

Emerald Library is a community facility serving the Hills district and surrounding areas. The library faces onto a sports oval and is 420 square metres in size.

The library will be co-located with the new Hills Hub which will be completed in 2019. As part of the redevelopment of the precinct Emerald Library will get a new North facing reading garden at the main entrance, a revamped foyer and the meeting room will be repurposed.

2018 Outcomes
- Renewal of internal library shelving to create more space for community

Challenges and Opportunities
Services and activities offered are limited by the space available.

With the completion of the Hills Hub (which will include bookable community meeting space) the current library meeting room will be transformed into a children's library space. This will open additional space in the current floor plan for study, internet access, and learning space.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. Emerald Library visitation has experienced disruption as part of the Hills Hub project. However, the completion of the project will enable community to access the new reading garden and improved foyer and library space.

Future Building Requirements
Short term (twelve months).
- Cardinia Shire have committed to refurbishing the library foyer, toilet facilities and circulation/information area in 2019
- Water fountain

Medium term (1-4 years)
- Improved lighting in the lower carpark
- Renewal of the children's playground to the east of the library

6.6   Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size.

The library serves an increasingly diverse population.

The number of people speaking languages other than English is growing, persons post-retirement age are high in numbers, and yet nearly a quarter of the population are school age.

2018 Outcomes

- Improved study and learning spaces
- New study booths and nooks for quiet use
- Tech bar at the front of the library with improved power access
- Bean bags, umbrellas and seats outside the library, that help activate the plaza spaces

Strategic Considerations

There has been some momentum generated by precinct partners to activate the plaza. Collaborative events have and will be continuing to be part of the focus for precinct partners.

Endeavour Hills Community Precinct Master Plan, Stage 2 works have now begun, with the redevelopment of the skate park and gardens outside the library.

There is a significant opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. Access between the commercial and community precincts needs improvement.

Challenges and Opportunities

Council has undertaken major works to redevelop the carpark and the entries to the Library and Leisure Centres, introducing a "pop up" café and creating an open town square.

There are plans to collocate the Endeavour Hills Neighbourhood Centre with the library in a new two-storey building

Future Building Requirements
Short term (twelve months)

- CCL signage needs updating to promote the library service to passing traffic
- The redevelopment of the skate park and other community assets in the precinct will disrupt access
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)

Medium term (1-4 years)

- Toilets require renewal
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally

Longer term (5 years+)

- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.

6.7 Hampton Park Library

Hampton Park Library is part of the Hampton Park Retail precinct. It is collocated with the Casey Youth Centre and next to the Hampton Park Community Hall. The library is within walking distance from several schools. It is 730 square metres in size.

2018 Outcomes
- Renewal of soft furnishings
- Installation of more efficient library shelving that creates more space for community

Strategic Considerations
The library serves a community with diverse and complex needs. A significant number of residents speak languages other than English at home. There is also a high percentage of youth and children in the local population who spend many hours in the library every day.

Council have articulated plans for a new library as part of the redevelopment of the Hampton Park Central Community Precinct Master Plan, which will inform the need for refurbishment of the existing library. Depending on how far away the new library is, the existing branch will have a continuing need for upkeep and renewal.

Challenges and Opportunities
A feature of the Hampton Park Library is the high windows in the raised roof line that require regular cleaning (currently schedules annually). The external walls are rendered and need to be de-cobwebbed and painted, as do all the internal walls of the foyer.

A silent study area is often requested by patrons and is not available due to the current layout of the building. The meeting room is the only closed off space and this often used for programs or external bookings.

There is a lack of visual connection between the Library and the shopping precinct.

Future Building Requirements
Short term (twelve months)
- Meeting room minor upgrade (repaint, install kitchenette)
- Public toilets minor upgrade (repaint)
- After hours return chute – replace external section

Medium term (1-4 years)
- Fence/Wall in front garden section of building (alongside Youth Services) and create a reading garden / outside space

- Built in courtyard area between staff kitchen and outside meeting room and create new branch office
- Remove walls to existing office and create bigger workroom for staff
- Branch will need repainting inside and out within 5 years

Long term (5 years+)
- A new Library will be built as part of the new Hampton Park Community Precinct

6.8   Pakenham Library

The Pakenham Library is part of an integrated public facility which includes a community hall, large supper room and the local branch of U3A. The library is 1,200 square metres in size.

2018 Outcomes

- Council funded the 'opening up' of the meeting room with a large window which has improved lighting and aesthetics while creating a line of sight from the main customer area.
- The acoustics within the library has been addressed to improve significant noise issues, based upon customer feedback.
- Lighting has been improved throughout the facility
- Solar panels have been installed to offset energy consumption

Challenges and Opportunities

The Pakenham Library is located close to the Pakenham CBD and shopping precinct. The facility serves the community well. The furniture and fittings are showing signs of wear and much of it needs to be replaced to keep the contemporary look and feel of the library. The carpets need replacing in the foyer and the rest of the library floor coverings will need renewal before 2021

Strategic Considerations

Pakenham Library is heavily used by a very wide cross section of the community. There is a need to ensure that people feel safe and welcome when they enter the library.

There is significant growth in the number of young families in the area and as such demand for study space, internet and Wi-Fi access is increasing.

Future Building Requirements

Short term (twelve months)

- A retractable blind on the meeting room windows would enhance the presentation of the space
- The walls in the foyer need repainting in lighter colours and the carpets need replacing
- Upgrade Returns chute
- Water fountain

Medium term (1-4 years)

- Replacement of floor coverings in the library

Long term (5+ years)

- The library footprint will need expanding in order to meet the growing needs of the community

7. Advocacy for Major Branch Works and New Facilities

CCL will work with the Member Councils on the planning development of future library facilities.

CCL will support the Member Councils with advocacy and applications for funding grants from State and Federal sources.

The City of Casey has indicated a willingness to replace or completely refurbish libraries in Doveton, Endeavour Hills and Hampton Park as part of integrated community facilities.

The needs of the Cranbourne and Clyde communities are a high priority as the population growth accelerates.

Cardinia Shire Council has identified Officer as the preferred location for its next public library.

7.1   Future Service Points

Clyde

A major suburban development is occurring at Clyde/Clyde North.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde development. Included in this is a public library branch. No specific size has been specifically determined but a minimum of 1200 square metres will be required in order to meet community needs.

A Library branch located at Clyde will directly serve the growing community located at Clyde and Clyde North. It will also alleviate pressure on the current Cranbourne Library.

Cranbourne

There has been sustained interest in the development of a new library in the Cranbourne Central Activity District. While it may seem on face value to be too close to the existing library in Cranbourne East, it is conceivable that it will provide greater proximity for communities in Cranbourne West and Lynbrook.

It may provide a valuable interim solution to the increased pressure on the existing Cranbourne branch and give planners additional flexibility when finalising the Casey Complex renewal.

Officer Community Hub

Cardinia Shire has included a library branch for the township of Officer in its medium-term planning (3-5 years). The original development plan for Officer identified an 1800 square metre library branch as part of a civic precinct adjacent to the new Council Offices (which were opened in late 2014).

Cardinia Shire has developed (as part of a preliminary grant application process) a proposal for a Community Hub to be located near the Council Offices and within walking distance of the Education Precinct.

8. Conclusions and Recommendations

The way our communities use our facilities is rapidly changing. This means we need to think carefully about the way we use space within the branches and adopt new technology.

We also need to be judicious in the way we plan the development of new assets. Member Councils appreciate of the vital role libraries play in new communities, but aside from commitments made through existing Precinct Structure Plans there are no concrete timeframes for construction or refurbishment of new libraries in the region.

There is a pressing need for new libraries in Officer and Clyde. The Cranbourne Library should be redeveloped. Consideration also needs to be given for a new library in the Cranbourne Central Activity District.

There is growing recognition of the role libraries play in integrated community service facilities as drivers of visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

Appendix 1 – Further resources - Industry standards

ALIA guidelines for Library building can be found on *Guidelines, Standards and Outcome Measures for Australian Public Libraries July 2016* Page 45
https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf

ALIA recommends People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012. as a guideline. This also provides a tool on predicting a library space needed by a community forecast.
http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

For more information on libraries and community and creative places, please see Victorian Public Libraries 2030 Strategic framework
http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf

CC03/2019	INFORMATION, DIGITAL SERVICES AND TECHNOLOGY
Report prepared by Daniel Lewis	

Purpose

To provide the Board with an update on CCL Information, Digital Services and Technology strategies and implementation.

(CCL Library Plan reference 1.2, 1.3, 3.1, 4.1, 4.3, 5.2 and 5.3)

Discussion

Identity

Forming access and security around the user, applying protection that secures the connection without inhibiting the user experience and flow.

Cyber Security Assessment *(CCL Library Plan reference 1.2, 1.3, 1.4 ,4.3 and 5.3)*

The change in the way information is managed and stored in public libraries over the last 30 years has delivered significant efficiencies in the way we operate. The downside is that there is also greater risk that our systems and data storage could be compromised.

This risk applies to all sorts of organisations responsible for the management of data. Toyota and Cabrini Hospital have both been victims of cyber-attacks in recent days. These attacks will cause brand damage and potentially attract heavy fines from the federal government – under data privacy regulations introduced in 2018.

CCL has identified the risk of a data breach in our risk management plan. We manage the personal information of more than 120,000 people. A privacy breach could have drastic impacts on our capacity to deliver services and undermine trust within our community.

Over the past 2 years, CCL we have been improving our security stance and creating governance frameworks to respond effectively and efficiently potential attacks. This has seen the centralisation of our firewall (through virtualised services) and the implementation of a networked end point security system.

Over the coming year we will develop capacity within the Digital Operations team to mitigate the risks associated with the adoption of new technology and associated cyber-attacks. We will also run an awareness raising strategy to help. This will include training and upskilling CCL staff across the organisation so that we are not exposed to unnecessary risk.

Infrastructure

The physical connection of devices and systems to facilitate the transport of information and data across our services.

Consolidated Networking *(CCL Library Plan reference 1.2 and 1.3)*

Our robust infrastructure across all sites allows for one connection experience regardless of the location.

The next stage of the network rollout is the replacement of Telstra managed switching and access points for self-managed systems.
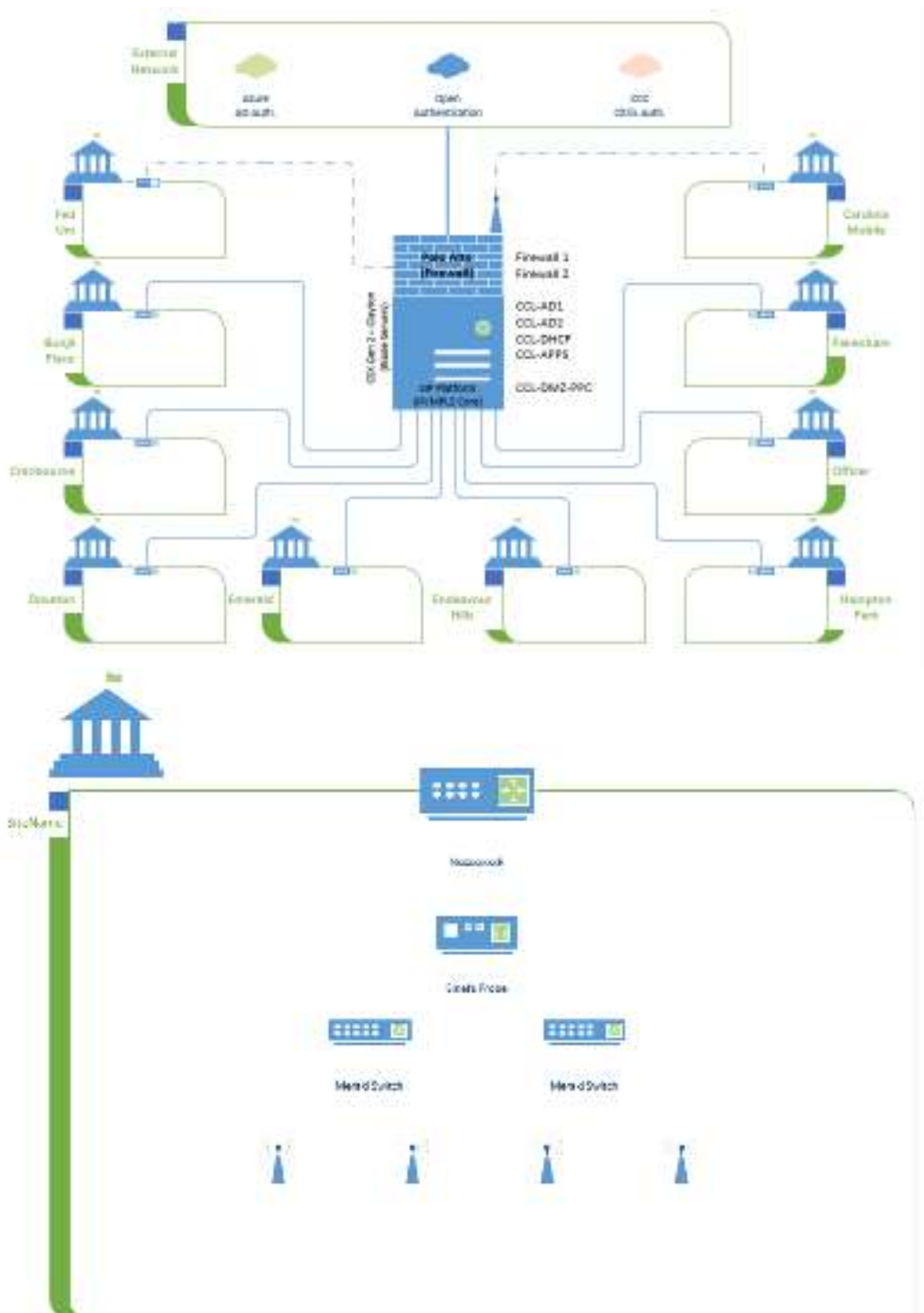
This is the final step in completing the Networking Consolidation project identified in the ICT Roadmap. Once complete, CCL will have a network capable of meeting the growing demands on our infrastructure. Replicating the infrastructure across each site provides benefits to management and user experience.

Standard Operating Environment *(CCL Library Plan reference 1.2 and 1.3)*
Our second stage of the standard operating environment (SOE) rollout is underway for staff computers and laptops. The rollout can happen site by site over a period of two months, keeping

the impact to a minimum to staff and operations. This will provide better control and management of all of CCL's assets and increase the end-point security systems implemented last year.

Insights

If data is the new crude oil, then Insights is the refined fuel that runs any organisation. Insights encompasses how we collect data (through software) and how we refine or contextualise our raw data to make informed decisions and strategic thinking.

Hubspot and Member Communication *(CCL Library Plan reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*
It is important to know how we communicate with our members and to do so in the most effective and efficient way.

Hubspot provides us with a centralised customer relationship management system (CRM), electronic distributed mailing service (EDM), bulk short message service (SMS), website and social media utilisation tool and social media automation function.

With all features in one system, we can record our engagement with members and provide them with a positive user experience. It also allows us to meet and, in some cases, exceed the General Data and Privacy Regulations (GDPR) introduced into Europe last year.

Due to advances in the management of EDM's our emails to (subscribers) numbers will drop. Hubspot ignores emails that have issues (for example, blocks, unsubscribed, wrong email address) whereas the previous EDM system still included these.

Event Management and Attendance *(CCL Library Plan reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*
Every quarter our marketing team coordinates the creation of the booklet, digital events on the website and on our events booking system. This involves entering the same information in more than one place as the systems are not compatible with one another. It is quite labour intensive.

By consolidating all events into SharePoint – it will become a one stop shop. We will move our event booking system away from Eventbrite and into a website plugin; this will remove the need to enter in the information more than. It will also allow staff to more accurately count attendance and follow up non-attendance in a meaningful way.

RECOMMENDATIONS

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

CC04/2019   PEOPLE AND CULTURE

Report prepared by Melissa Martin

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

CCL Library Plan reference – 1.2, 1.3, 1.4, 3.3, 4.1, 5.1, 5.2. and 5.3

Discussion
Staffing *(Library Plan reference 1.4, 5.1 and 5.2)*
Pam Vickers resigned from her position as Finance Manager in December. CCL acknowledge Pam for her contribution to the library service over nearly three decades.

CCL acknowledge the significant contribution made by Marjorie Crompton during her secondment to CCL from City of Casey. Marjorie was introduced emailed payslips, streamlined CCLs purchase order process and overhauled our financial reporting.

We welcome Emily Ramaswamy into the role of General Manager, Finance. Emily is a CPA with extensive experience working in the charity/ not for profit sector including positions with Make A Wish Foundation and Big Brothers Big Sisters. Emily is passionate about the role public libraries play in our community and has settled in well with the team.

Training and Development *(Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1 and 5.2)*
At the 2018, Together We Can Leadership Summit, CCL partnered with Family Life to create a community solution to deliver Here 4 U bystander action training. This training will educate library staff and outreach support volunteers on how to recognise and respond to family violence, gender inequity and child vulnerability. Run across 4 sessions, CCL had 21 staff attend along with Fiona Cost – Collective Impact Facilitator – Together We Can.

As part of the Staff Development and Training Plan CCL has subscribed to Litmos – an online training platform. This learning platform offers over 890 courses that staff can access. Currently the Information Services Team are working on developing additional inhouse training modules to streamline training across the region and allow all staff access to training as the need arises.

Risk Management Assessment Quarterly Report *(Library Plan reference 5.1 and 5.3)*
At the October Board meeting in 2018, CCL presented the Risk Management Plan. The plan included the Risk Management Register. A Top 10 Risk Register was created and will be updated and reported on a quarterly basis to the Board.

A review of the Top 10 Risk Register has seen no changes in this quarter.

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Staff assaulted in library or on outreach visits (fatal)
	7	Changes to government policy
2	6/7	Catastrophic event destroying a library
3	6	Data Security Breach or Cyber Attack

	6	Decline in revenue from funding partners
4	5	Failure to adhere to legal and regulatory compliance issues e.g. OH&S
	5	Bomb threats
	5	Staff assaulted in library or on outreach visits
	5	Unattended children in the library
	5	Accident in the library causing harm to patron/staff
	5	Legal claim or proceedings against CCL
	5	Disruption of the partnership between Cardinia Shire Council and the City of Casey
	5	Impact on cash flow if significant debtors delay payments

Note: Several of the risks have the same rating hence why there are more than 10 risks listed.

Organisational Health Check Summary _(Library Plan reference 5.1)_

The summary report form the annual staff Organisational Health Check is included. This report has been completed by staff for three consecutive years. Participation in this year's survey was very high. The results clearly demonstrate positive growth and development at CCL through a period of significant change. The Leadership Team are currently working through the results and creating a plan to improve our performance on areas such as Communication.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

Risk Rating

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 Rating 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 Management Register

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
1. Catastrophic event destroying a library	CEO	• Fire, Earthquake, Flood, Pollution event	• Depending on scale CCL could lose branches and staff in a catastrophic event • Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	2	5	**7** **High**	• Risk Management Plan • Disaster Response and Recovery Plan	2	4/5	**6/7** **Moderate – High**
2. Data Security Breach or Cyber Attack	GMDO	• CCL stores data for all its members, staff and stakeholders • CCL is heavily reliant on the technology underlying the service	• Loss of trust if data were hacked • Loss of clientele or service provision if systems were compromised	3	5	**8** **High**	• Cybersecurity • Proactive threat mitigation • Engaged industry experts • Regular updates to security posture	3	3	**6** **Moderate**
3. Failure to adhere to legal and regulatory compliance issues e.g. OH&S	CEO GMOD	• All staff required to provide a safe work environment • Identification of risks/ hazards • OHS Reps engagement	• Exposure to unsafe work practices • Possible harm to staff and users • Third party intervention to	3	5	**8** **Extreme**	• Good compliance frameworks and clearly articulated policies and procedures • Fully trained staff – OHS reps, Fire	2	3	**5** **Moderate**

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		across the service	manage risk and /or incident			 	Wardens and First Aiders • Elumina OHS system			
4. Fraud	CEO GMF	• Banking procedures – all staff trained and have personal pin number • Purchase orders – approved and countered signed	• Breach of trust and values of CCL • Review and investigation into compliance practices • Could lead to significant prosecution and fines	2	4	6 Moderate	• Clear lines of authority and approval processes • Annual review of the Procurement Policy • City of Casey control Treasury Function • CCL participate in VAGO Audit on an Annual basis	1	3	4 Low
5. Poor procurement practices	GMF	• Ensure staff understand the procurement arrangements • Staff not exposed to undue pressure from suppliers • Purchasing Plan is implemented	• Breach of the agreed policies and procedures • Adverse damage to relationships – internal & external	3	3	6 Moderate	• Approved contracts are entered in line with Legislation and Procurement Australia • Test the market and review contracts on a regular basis • Annual review of the Procurement Policy • Educate specialist CCL staff on the legal and contractual requirements	1	3	4 Low
6. Poor supplier management	CEO	• Collection Purchasing plan is implemented • Product and service	• Library resources are inefficiently spent	3	3	6 Moderate	• Review top ten supplier contracts • Meet with key suppliers regularly	1	3	4 Low

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		standards are regularly reviewed Contractual arrangements are regularly reviewed								
7. Infrastructure Failure	GMDO	• ICT is an integral part of service provision • Many manual tasks are now completed via ICT	• Staff unable to provide service to customers • CCL unable to communicate with community, stakeholders	3	3	6 Moderate	• Suitably qualified staff • Ongoing training • Continuous improvement of infrastructure • Proactive monitoring of systems	2	2	4 Low
8. 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	3	3	6 Moderate	• 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 Moderate
9. Staff assaulted in library or on outreach visits	GMOD	• CCL to provide adequate staffing at all times	• Staff injured	2	5	7 High	• Staff provided Conflict Resolution Training	2	3	5 Moderate

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		• All staff are required to ensure they do not place themselves in a situation of danger • All sites have lockable work area • Staff to support each be safe and then call for support • Outreach staff allocated mobile phones				7 High	• OHS Reps and first aiders act and provide guidance • Outreach staff to have mobile phones at all times • Maintain and utilize Employee Assistance Program (EAP)			
10. Staff assaulted in library or on outreach visits (fatal)	GMOD	• CCL to provide adequate staffing at all times • All staff are required to ensure they do not place themselves in a situation of danger • All sites have lockable work area • Staff to support each be safe	• Staff fatally injured	2	5	7 High	• Staff provided Conflict Resolution Training • OHS Reps and first aiders act and provide guidance • Outreach staff to have mobile phones at all times • Maintain and utilize Employee Assistance Program (EAP)	2	5	7 High

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		and then call for support • Outreach staff allocated mobile phones								
11. Unattended children in the library	GMCE	• There is a perception public library are safe places	• Frightened child – staff need to follow approved guidelines • Language barriers • Staff unable to contact parents/carers by phone • Staff may be required to call Police and/or DHS • Staff do not leave the library with child	4	3	7 High	• All staff trained in Child Safe standards • All staff sign Child safe Code of Conduct policy • Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices	4	1	5 Moderate
12. Accident in the library causing harm to patron/staff	GMCE	• CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	• Area of the library space to be cordoned off • Emergency services required • Councils to be notified • Evacuation of whole building and closed to public • Disruption to service for a period	3	3	6 Moderate	• Management staff trained in emergency response management • Communication to ET, Council, emergency service • OHS Reps and first aiders act and provide guidance • Appropriate containment of information	2	3	5 Moderate

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
13. Decline in revenue from funding partners	CEO	• CCL revenue from funding partners has been relatively stable. Factors that will impact on future revenue are: rapidly growing population, rate capping, and CCL's capacity to generate revenue from alternate sources	• Short fall in revenue over the medium – long term will lead to decline in services and or visitor experience.	3	3	6 Moderate	• Advocate for increased funding from State Government • Generate revenue from private sector including corporate partnerships, sponsorships and donations • Encourage Member Councils to fund new initiatives that enhance service delivery.	3	3	6 Moderate
14. Sharp Decline in loans	GMCE	• Loans are one of the key usage and relevance indicators for CCL. • Physical loans were gently declining, however in the last six months this has turned around. • Growth in digital loans continues.	• Item loans are one of the library's core community services. • Loans are linked to visitation, another key indicator of library usage.	2	3	5 Moderate	• 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	1	3	4 Low
15. Decline in visitation	GMCE	• Visitation should grow steadily in line with projected	• Declining visitation would impact on CCL's ability to	1	3	4 Low	• Establish strategies to grow visitation that are not collection	1	3	4 Low

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		population growth; and steadily increasing membership.	advocate for increased funding				dependent eg Programs • Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi.			
16. Legal claim or proceedings against CCL	CEO	• There are currently no legal claims pending or proceedings lodged against CCL	• CCL incurs costs of defending against legal proceeding and is sued	2	3	5 Moderate	• Good compliance frameworks and clearly articulated values	2	3	5 Moderate
17. Changes to government policy	CEO	• The State Government likely to change the Local Government Act in the next two years.	• CCL may have to change its governance arrangements in response to the new Act	4	3	7 High	• Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government	4	3	7 High
18. Loss of reputation/brand	CEO	• CCL has recently refreshed its brand and is engaging community in conversations about what they	• Community disengages with CCL, visitation decreases	2	3	5 Moderate	• Continued engagement with community about the services it needs from CCL • Promotion of CCL services and values	1	3	4 Low

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		expect from the library				**5** **Moderate**				
19. Poor enterprise risk management	CEO GMOD	• CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	• The lack of a plan would impact on CCL's capacity to respond to risk	2	3	**5** **Moderate**	• Revise Risk Management Plan on an annual basis every August • Table the Top Ten Risk Register with the Board on a quarterly basis	2	2	**4** **Low**
20. Disruption of the partnership between Cardinia Shire Council and the City of Casey	CEO	• The two Councils have a strong track record of collaboration. • CCL partnership has been in place for 20 years • Current Regional Library Agreement has recently been reviewed and signed off.	• A breakdown in the partnership would lead to the deconstruction of CCL	2	4	**6** **Moderate**	• Draft a paper on the opportunities and challenges created by increased disruption in the operating environment inc Changes to the LG Act	1	4	**5** **Moderate**
21. Unanticipated calls on materials or finances	GMF	• CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined	• CCL has a reasonable capital reserve, however a multimillion-dollar call, could impact severely on the organisation	2	4	**6** **Moderate**	• Keeping abreast of current factors impacting on State and Local Government	1	4	**5** **Moderate**

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
		Super Benefits further calls are unlikely								
22. Increase in Workcover Premiums	GMOD	• CCL has an aging workforce that has exposure to manual handling risks.	• While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	3	3	6 Moderate	• Actively support happy and healthy workplace through proactive programs & EAP • Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies	2	2	4 Low
23. Impact on cash flow if significant debtors delay payments	GMF	• CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	• Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6 Moderate	• Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government	2	3	5 Moderate
24. Inability to recruit suitably qualified staff	GMOD	• CCL is undergoing significant change, it is vital that we recruit suitably qualified staff to enable best outcomes	• CCL has successfully recruited new employees over the last 12 months	1	3	4 Low	• Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL	1	2	3 Low

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
25. Personal use of own vehicle	GMCE	• CCL staff at times use their own car to drive to and from Outreach and other library activities	• CCL staff person has an accident travelling to or from the place • Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	1	3	**4** **Low**	• Where possible access a CCL vehicle to attend to outreach or other library activities	1	3	**4** **Low**

Organisation Survey Results
2019
Summary & Commentary

Section 1   Demographics

Response Statistics

88 complete responses from the total workforce. This is 16 more than last year and 3 more than in 2017. This is considered a significant response rate.

Employment Classification

The workforce remains split between Part Time 70% and Full Time 30%. This remains stable.

Considerations

- Is this still the correct mix to take the organisation forward?
- What is the right mix and how do we get there?

Age of the workforce

There was a slight decrease (3) in the number of younger people who participated in the survey (less than 25 years of age). A slight increase in the groups (26-45) (4) and (over 45 years of age) (7) was observed.

Considerations

- How can we continue to build engagement with the youngest part of our workforce?

Years of service

Every represented group is stable and years of service remains very healthy.

Considerations

- How do we ensure that we keep engagement high throughout the lifecycle, considering it is stable?

Commute to work from home

The commute times have remained largely unchanged with a slight decrease in the longer commutes.

Section 2   Values in Action

CREATIVITY

%	2019	2018	2017
Self	81	74	74
Other	83	72	55
Leadership	80	76	52

1. Continued gains have been again in year 3 in all groups
2. There is now a much smaller (almost non-existent) gap between where this value is seen being lived.

TEAMWORK

%	2019	2018	2017
Self	99	96	96
Other	84	85	75
Leadership	85	69	69

There has been a significant change in the Leadership group here, representing a much more visible example of this value now evident, whilst the other two groups have remained stable.I recommend that the Leadership Group both celebrate this result but also take the time to reflect upon what they have been doing successfully in this area.

LOVE OF LEARNING

%	2019	2018	2017
Self	89	86	89
Other	76	84	65
Leadership	85	80	65

Self has remained stable and there has been strong growth for Leadership. Other has lost some ground and it might be worth reflecting why people are not as aware of what others are doing in this space.

%	2019	2018	2017
Self	100	94	94
Other	84	89	65
Leadership	82	62	65

This is a strong result with significant gains in Leadership and stable improvements in Other and Self. It may be worth exploring how people perceive fairness, and how they interpret their own behaviour. There is strong evidence here to suggest that everyone across the entire organisation is positively invested in this value.

SOCIAL INTELLIGENCE

%	2019	2018	2017
Self	93	89	87
Other	84	80	77
Leadership	82	66	67

There has been a significant increase in the Leadership group with stable results in Self and Other. Again, I recommend that the Leadership Group both celebrate this result but also take the time to reflect upon what they have been doing successfully in this area.

HUMOUR

%	2019	2018	2017
Self	89	89	86
Other	91	84	80
Leadership	71	70	56

The Leadership group are not perceived to be using humour as much as everyone else. It has not reduced but it still is a reasonable gap. There may be benefit from asking 'what could we lighten up about a little more often or in a more visible way.

Observations

- There has been a clear and significant improvement in the living and visibility of the values across all areas of the organisation. This is no mean feat for three years of measurement, in a climate of significant change.

Considerations

- How can the Leadership group continue to make ground on the few areas where they are still behind?

- How can the Leadership group continue to build off the successful outcomes in many of the values?

- How will the next challenge of maintaining such great awareness and clear demonstration of the values be met?

%	2019	2018	2017
Job Satisfaction	84	83	81
Well informed - branch	58	53	Not Measured
Well informed - org	57	39	Not Measured
Make a difference	89	86	85
Feel Valued	66	70	63
Play to My Strengths	72	70	55
Feel well skilled	90	86	85
Involved in decision making total	50	45	42

Communication continues to be a concern at both the local and global levels. Consideration should be taken to attempt to understand if this is more perceived and felt rather than actual. Is there a lack of communication, or are the communication channels currently being used less effective than required?

Strong gains have been retained in the area of people feeling well skilled and getting to utilise their strengths, and people feel strongly that they make a difference.

Decision making and feeling valued are areas of concern that require some in-depth analysis to ensure that activities undertaken are the right fit for the underlying issues.

Section 4   Organisational Perspective

%	2019	2018	2017
Clear Strategy	82	69	40
Recommend the workplace	85	71	75
Growth and progression	70	66	48
Capabilities utilised fully	55	51	35
Brach and team cooperation	63	62	49
Leadership trustworthiness	78	62	62
Conflict handled well	61	56	60

Stong and significant improvements have been made in the belief in leadership having a clear strategy. This correlates strongly with leadership being viewed as honest and trustworthy. This is to be celebrated and consideration into what successful strategies have lead to this would be beneficial.

This learning could then be applied to translating this to branch and team level where there are still gaps in fully understanding people's strengths and cooperation between branches and teams.

Resolution of conflicts remains stable and should be continued to be addressed positively.

Section 5   Future Perspective (Optimism)

%	2019	2018	2017
Optimistic about my job	67	71	63
Optimistic about the organisation	86	78	85
Looking for another job	10	12	25

Optimism about individual jobs has lightly decreased but is largely stable. This is worth further exploration only if any concerns are held, as there are not many other correlating factors such as the number of people looking for work, or turn over that would normally be apparent with a score of this level. This may represent a broader global attitude toward working conditions and changing labour markets, so caution before investing too much resource into further understanding.

Optimism about the organisation has improved and may correlate with a clearer understanding of strategy.

Section 6   Living Leadership Program

57% of respondents to this year's survey had participated in the Living Leadership Program.

Of those that didn't, 55% (21) indicated a desire to participate in the future.

Of those that did participate in the program, 68% found the program personally and professionally beneficial.

82% have used some or all of their learnings either a work, outside of work or both.

CC05/2019	OPERATIONS

Report prepared by Melinda Rogers

Purpose
To provide the Board with a story on CCL's monthly performance.

CCL Library Plan reference - 1.1, 1.2, 3.1, 4.1 and 5.3

Discussion
<u>Visits and Loans</u> *(Library Plan reference 1.1, 1.2 and 4.1)*
Physical loans and visits for the November to December were down year on year for November to January. Staff anecdotally commented that there were not the people coming in to use the space for studying with the end of the year and holiday period. Physical loans and visits dropped from November to December November but picked back up again in the new year.

eLoans continue to perform well, considerably up year on year. Freegal, Bolinda eAudiobooks and eBooks and RB Digital usage continues to increase from last year. Freegal is still extremely popular with streaming contributing to its massive growth since being introduced.

Membership continues to rise, with an exceptional month in January, gaining over 1,000 members since December. At the end of January, we had 123,645 members. Bunjil Place Library gained almost 1,800 members in three months, and Cranbourne close to 1,000.

In early February, CCL ran a membership drive to recruit new members from City of Casey. The drive was coordinated with Samantha King (City Economy) and Sue Hamilton (Casey Project Officer – Libraries). A fantastic effort by all staff involved, signing up 23 new members and educating existing members about the raft of resources we have to offer!!!

<u>Digital Services</u> *(Library Plan reference 1.1, 1.2 and 3.1)*
Website visits are down on the same time last year but have steadily increased each month in the last quarter, with 35,898 visits in January an increase from November's 30,058. The introduction of the new library app early in 2018 has contributed to the decline in website visits as members can access their accounts directly from the app.

Internet use and Wi-Fi use is steady and consistent to the same period last year. While some branches have seen slight reductions in usage year on year for the quarter, Doveton has seen an in increase in Wi-Fi and internet usage. This increase can be attributed to extended opening hours. Social media engagement with CCL continues to grow.

Year on Year Performance Comparison November 2016 - 18.

Loans

Branch	Nov-16	Nov-17	Nov-18	% Variation 2017/18
Headquarters	1,274	1,562	1,114	-28.7%
Cranbourne	37,817	37,298	37,818	1.4%
Doveton	3,536	3,756	4,360	16.1%
Emerald	13,034	13,078	14,132	8.1%
Endeavour Hills	20,274	19,092	20,787	8.9%
Hampton Park	20,057	19,838	17,838	-10.1%
Cardinia Mobile	7,655	7,502	8,193	9.2%
Bunjil Place	49,051	60,075	52,546	-12.5%
Pakenham	32,209	32,288	35,593	10.2%
Region	184,907	194,489	192,379	-1.1%
eLoans	10,117	10,064	18,991	88.7%
Total Loans	195,024	204,553	211,370	3.3%

CCL Branch Monthly Loans
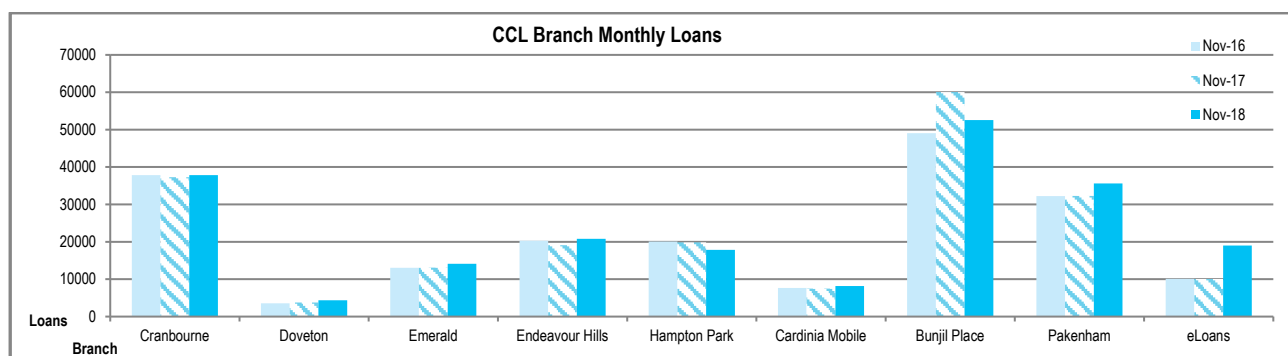
Visits

Branch	Nov-16	Nov-17	Nov-18	% Variation 2017/18
Cranbourne	17,130	17,606	17,361	-1.4%
Doveton	2,637	3,659	5,932	62.1%
Emerald	5,708	5,387	5,200	-3.5%
Endeavour Hills	9,019	9,709	10,381	6.9%
Hampton Park	14,669	15,409	12,364	-19.8%
Cardinia Mobile	5,159	4,850	4,693	-3.2%
Bunjil Place	21,647	47,320	31,525	-33.4%
Pakenham	16,022	16,142	15,306	-5.2%
Region	91,991	120,082	102,762	-14.4%
Website	37,371	36,244	30,058	-17.1%
Enterprise	30,481	32,861	31,153	-5.2%
Bookmyne	1,913	2,373	958	-59.6%
CCL App	0	0	5,786	-
Total Virtual	69,765	71,478	67,955	-4.9%
Total Visits	161,756	191,560	170,717	-10.9%

CCL Monthly Branch Visits
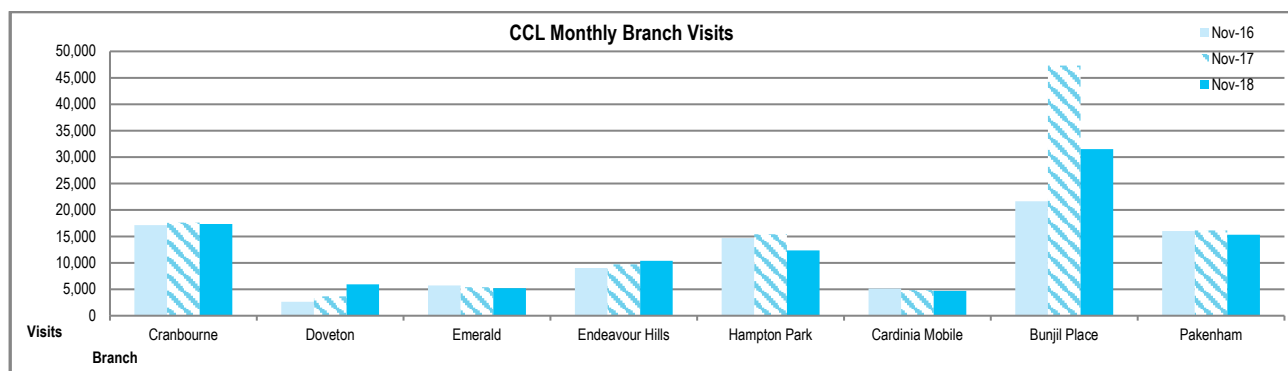
Digital Services – November 2018

Internet Bookings

Branch	No. of PCs	Nov-17	Nov-18	% Variation 2017/ 18
Cranbourne	14	1,926	2,067	7.3%
Doveton	12	565	1,142	102.1%
Emerald	8	598	500	-16.4%
Endeavour Hills	14	981	1,326	35.2%
Hampton Park	16	2,296	1,981	-13.7%
Cardinia Mobile	2	3	0	-100.0%
Bunjil Place	18	3,791	3,132	-17.4%
Pakenham	16	2,956	2,135	-27.8%
Total	100	13,116	12,283	**-6.4%**
Total year to date		57,291	60,318	5.3%

Wireless Network Bookings

Branch	Nov-17	Nov-18	% Variation 2017/ 18
Cranbourne	3,900	3,900	0.0%
Doveton	630	1,110	76.2%
Emerald	1,140	1,110	-2.6%
Endeavour Hills	1950	2,310	18.5%
Hampton Park	3,270	2,550	-22.0%
Cardinia Mobile	-	90	0.0%
Bunjil Place	2,446	2,691	10.0%
Pakenham	3,300	2,790	-15.5%
Total	16,636	16,551	**-0.5%**
Total year to date	91,202	86,547	**-5.1%**

Electronic Resources

	Nov-17	Nov-18	% Variation 2017/18
Bolinda eAudiobooks	3,629	4,367	20.3%
Bolinda eBooks	3,276	3,932	20.0%
Choice	20	167	735.0%
Cloud Library	205	133	-35.1%
Freegal Music	1,525	6,765	343.6%
Kanopy	0	330	
RB Digital eAudiobook	0	154	
RB Digital eMagazines	1,198	2,961	147.2%
Tumblebooks	211	182	-13.7%
Total	10,064	18,991	**88.7%**

E-Learning

	Nov-17	Nov-18	% Variation 2017/18
Busy Things	8,215	5,896	-28.2%
Lynda.com (*sessions)	0	698	
Road to IELTS	32	20	-37.5%
Studiosity (Your Tutor)	95	44	-53.7%
Total	8,342	6,658	**-20.2%**

Internet Bookings November 12,283

November 16,551

November 3,132

November 422

November Newsletter Emailed to 111,972 subscribers 14,312 opens

Website visits November 30,058

Year on Year Performance Comparison December 2016 - 18.

Loans

Branch	Dec-16	Dec-17	Dec-18	% Variation 2017/ 18
Headquarters	1,253	1,973	1,193	-39.5%
Cranbourne	38,256	35,494	34,330	-3.3%
Doveton	4,176	4,123	4,453	8.0%
Emerald	13,165	12,668	13,016	2.7%
Endeavour Hills	21,434	18,561	18,481	-0.4%
Hampton Park	20,668	17,289	15,487	-10.4%
Cardinia Mobile	6,104	5,898	6,185	4.9%
Bunjil Place	48,088	58,568	50,076	-14.5%
Pakenham	31,768	31,652	34,214	8.1%
Region	184,912	186,226	177,435	-4.7%
eLoans	9,447	10,589	21,602	104.0%
Total Loans	194,359	196,815	199,037	1.1%

CCL Branch Monthly Loans
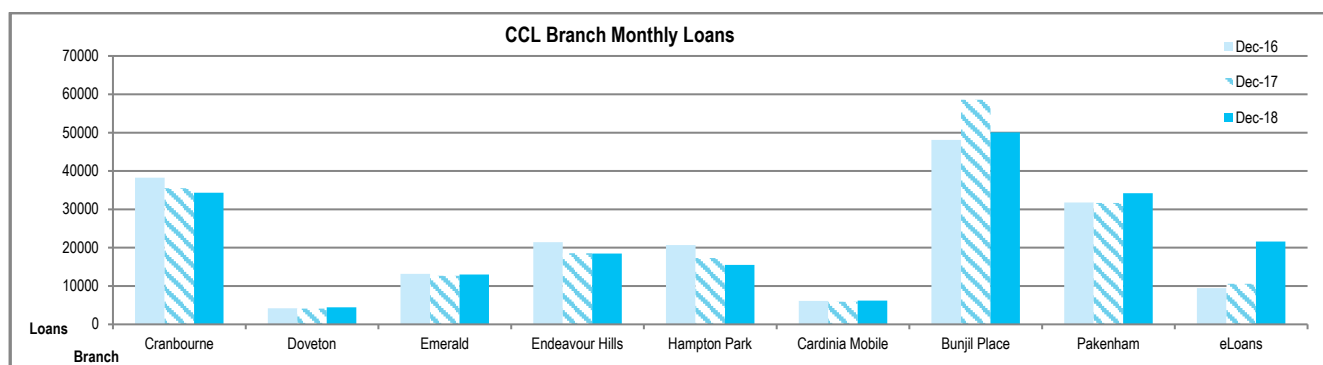
Visits

Branch	Dec-16	Dec-17	Dec-18	% Variation 2017/ 18
Cranbourne	14,632	13,712	13,807	0.7%
Doveton	2,762	3,195	4,698	47.0%
Emerald	5,120	5,032	4,364	-13.3%
Endeavour Hills	8,725	8,462	8,875	4.9%
Hampton Park	11,895	12,198	7,039	-42.3%
Cardinia Mobile	3,818	3,980	3,193	-19.8%
Bunjil Place	18,902	33,239	23,709	-28.7%
Pakenham	14,652	14,357	12,964	-9.7%
Region	80,506	94,175	78,649	-16.5%
Website	32,842	40,890	32,654	-20.1%
Enterprise	28,901	32,426	29,869	-7.9%
Bookmyne	1,901	2,606	71	-97.3%
CCL App		6,240	6,240	–
Total Virtual	63,644	82,162	68,834	-16.2%
Total Visits	144,150	176,337	147,483	-16.4%

CCL Monthly Branch Visits
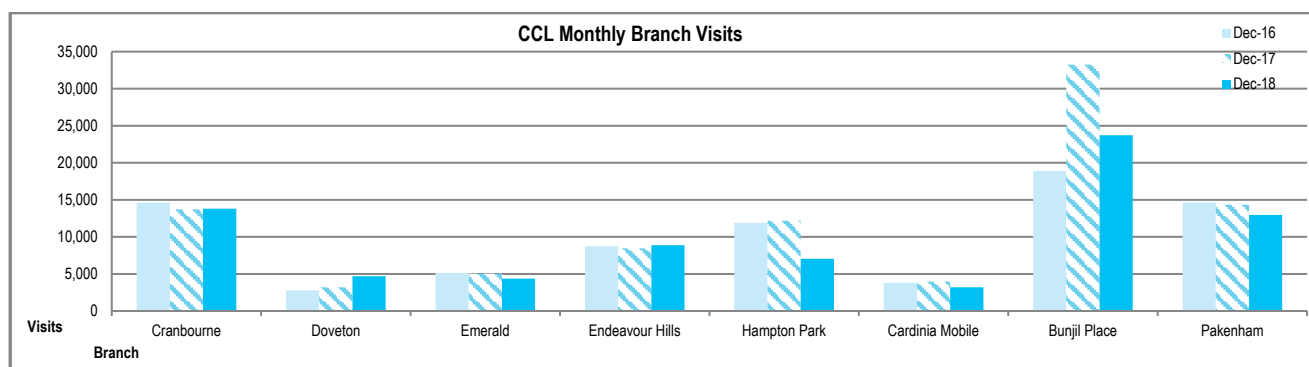
Digital Services – December 2018

Internet Bookings

Branch	No. of PCs	Dec-17	Dec-18	% Variation 2017/ 18
Cranbourne	14	1,262	1,563	23.9%
Doveton	12	522	993	90.2%
Emerald	8	478	402	-15.9%
Endeavour Hills	14	1,060	1,141	7.6%
Hampton Park	16	1,493	1,638	9.7%
Cardinia Mobile	2	7	1	-85.7%
Bunjil Place	18	3,065	2,649	-13.6%
Pakenham	16	2,179	1,827	-16.2%
Total	100	10,066	10,214	1.5%
Total year to date		67,357	70,532	4.7%

Wireless Network Bookings

Branch	Dec-17	Dec-18	% Variation 2017/ 18
Cranbourne	2,604	3,007	15.5%
Doveton	713	1,054	47.8%
Emerald	868	775	-10.7%
Endeavour Hills	1736	1,550	-10.7%
Hampton Park	2,356	1,705	-27.6%
Cardinia Mobile	0	62	0.0%
Bunjil Place	1,526	1,510	-1.0%
Pakenham	2,604	3,813	46.4%
Total	12,407	13,476	8.6%
Total year to date	103,609	100,023	-3.5%

Electronic Resources

	Dec-17	Dec-18	% Variation 2017/18
Bolinda eAudiobooks	3,623	6,514	79.8%
Bolinda eBooks	3,536	5,710	61.5%
Choice	35	71	102.9%
Cloud Library	188	90	-52.1%
Freegal Music	1,631	6,525	300.0%
Kanopy	0	370	–
RB Digital eAudiobook	0	139	–
RB Digital eMagazines	1,332	159	-88.1
Tumblebooks	244	2,024	729.5%
Total	10,589	21,602	104.0%

E-Learning

	Dec-17	Dec-18	% Variation 2017/18
Busy Things	7,132	5,253	-26.3%
Lynda.com (*sessions)	0	662	–
Road to IELTS	40	19	-52.5%
Studiosity (Your Tutor)	9	1	-88.9%
Total	7,181	5,935	-14.4%

Internet Bookings December 10,214

December 13,476

December 3,173

December 425

December Newsletter Emailed to 49,439 subscribers 14,142 opens

Website visits December 32,654

Year on Year Performance Comparison January 2017 – 19

Loans

Branch	Jan-17	Jan-18	Jan-19	% Variation 2018/ 19
Headquarters	1,158	1,266	1,011	-20.2%
Cranbourne	44,042	43,492	43,873	0.9%
Doveton	4,865	4,693	5,233	11.5%
Emerald	15,035	14,879	15,370	3.3%
Endeavour Hills	22,930	21,463	21,767	1.4%
Hampton Park	21,172	19,608	17,850	-9.0%
Cardinia Mobile	5,978	6,560	6,245	-4.8%
Bunjil Place	58,095	68,369	61,604	-9.9%
Pakenham	37,540	36,925	38,735	4.9%
Region	210,815	217,255	211,688	-2.6%
eLoans	10,592	11,421	24,251	112.3%
Total Loans	221,407	228,676	235,939	3.2%

CCL Branch Monthly Loans
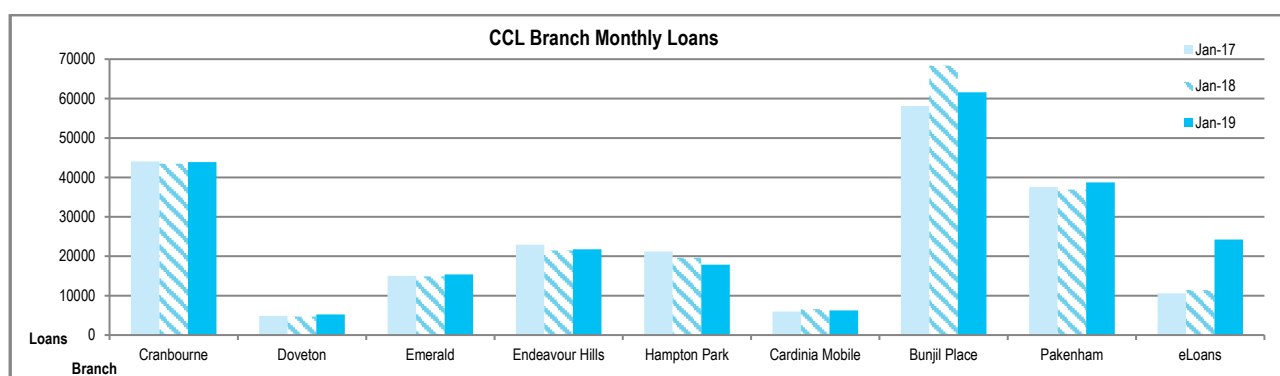
Visits

Branch	Jan-17	Jan-18	Jan-19	% Variation 2018/ 19
Cranbourne	17,577	16,662	17,215	3.3%
Doveton	2,586	3,746	5,498	46.8%
Emerald	5,790	5,252	5,049	-3.9%
Endeavour Hills	9,260	9,651	10,134	5.0%
Hampton Park	11,692	12,629	10,128	-19.8%
Cardinia Mobile	3,469	3,671	2,932	-20.1%
Bunjil Place	22,609	44,490	31,665	-28.8%
Pakenham	16,512	16,800	15,215	-9.4%
Region	89,495	112,901	97,836	-13.3%
Website	39,981	52,119	35,898	-31.1%
Enterprise	34,361	36,039	34,972	-3.0%
Bookmyne	2,207	2,989	1,042	-65.1%
CCL App	–	–	7,569	–
Total Virtual	76,549	91,147	79,481	-12.8%
Total Visits	166,044	204,048	177,317	-13.1%

CCL Monthly Branch Visits
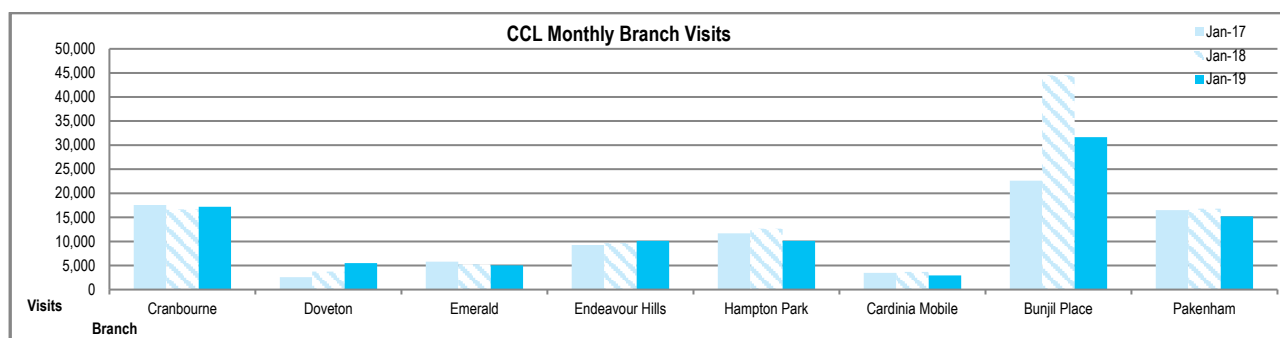
Digital Services – January 2019

Internet Bookings

Branch	No. of PCs	Jan-18	Jan-19	% Variation 2018/ 19
Cranbourne	14	1,856	2,106	13.5%
Doveton	12	701	1,279	82.5%
Emerald	8	574	435	-24.2%
Endeavour Hills	14	1,379	1,450	5.1%
Hampton Park	16	1,816	2,056	13.2%
Cardinia Mobile	2	2	0	-100.0%
Bunjil Place	18	3,832	3,367	-12.1%
Pakenham	16	2,804	2,073	-26.1%
Total	100	12,964	12,766	**-1.5%**
Total year to date		80,321	83,298	3.7%

Wireless Network Bookings

Branch	Jan-18	Jan-19	% Variation 2018/ 19
Cranbourne	3,100	3,410	10.0%
Doveton	961	868	-9.7%
Emerald	899	868	-3.4%
Endeavour Hills	2015	1,767	-12.3%
Hampton Park	2,077	1,767	-14.9%
Cardinia Mobile	0	93	0.0%
Bunjil Place	2,143	2,448	14.2%
Pakenham	2,976	2,573	-13.5%
Total	14,171	13,794	**-2.7%**
Total year to date	117,780	113,817	-3.4%

Electronic Resources

	Jan-18	Jan-19	% Variation 2018/ 19
Bolinda eAudiobooks	3,888	7,052	81.4%
Bolinda eBooks	4,170	6,433	54.3%
Choice	164	183	11.6%
Cloud Library	220	254	15.5%
Freegal Music	1,702	7,106	317.5%
Kanopy	0	482	–
RB Digital eAudiobook	0	214	–
RB Digital eMagazines	1,069	2,241	**109.6%**
Tumblebooks	208	286	**37.5%**
Total	11,421	24,251	**112.3%**

E-Learning

	Jan-18	Jan-19	% Variation 2018/ 19
Busy Things	8,694	9,494	9.2%
Lynda.com (*sessions)	0	660	–
Road to IELTS	90	68	-24.4%
Studiosity (Your Tutor)	22	16	-27.3%
Total	8,806	10,238	**16.3%**

Internet Bookings January 12,766

January 13,794

January 3,238

January 431

January Newsletter Emailed to 51,990 subscribers — 14,623 opens

Website Visits January 35,898

RECOMMENDATIONS

1. That the Operations Report be noted.

CC06/2019	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, 2.1, 2.2, 3.1, 4.1, and 5.2

Programs and events at CCL provide opportunities to promote the library as a community space where people of all ages gather for a range of activities including early literacy programs for young children; literacy and creative programs for school aged children and teens, school holiday programs; lifelong learning, digital literacy, and reader development programs for adults.

Discussion

Community Engagement

<u>Sensitive Santa – Emerald Library December 2018</u>

After hearing about the success of Sensitive Santa from colleagues at Yarra and Yarra Plenty Libraries, CCL team members trained with them and gained the required skills to replicate the program for our community.

The Sensitive Santa program offers children with Autism Spectrum Disorder the experience of meeting Santa in a low sensory environment. They get the experience that many neurotypical children get, but in a relaxed, welcoming environment. The meetings are meaningful, positive experiences for the children as well as their parents/carers and siblings. Each session lasts 20 minutes, giving children the chance to get comfortable with Santa, to dance, talk and play. A photographer takes both candid and portrait shots, which are transferred to a USB for the families to take home and print.

The risk of sensory overload is mitigated by providing reduced queue times, low lighting and trained staff. The simple Christmas set does not include flashing lights, tinsel or music. Santa's "helpers" blow bubbles or encourage children to play with sensory toys during the session. A gift is given to each child, breaking barriers and prompting conversation.

Emerald Library delivered Sensitive Santa over 3 days, offering 30 x 20-minute sessions with Santa.

Within the first 24 hours, one third of sessions had been booked. Within 48 hours, half of the appointments had been taken. The community response was incredibly positive, and the program will be rolled out across other library branches in 2019.

> *"With three boys on the autism spectrum taking them to a shopping centre for a traditional Santa photo is traumatic for all and ultimately pointless... this program allowed us to get a photo this year with Santa and participate in a Christmas activity that "normal" families take for granted" Feedback - Parent of participating family*

Library Programs *(Library Plan reference 4.1)*

STEAM Programming

Science Technology Engineering Arts and Mathematics (STEAM) learning for children at our Libraries continues to expand in 2019.

All branches now hold Lego Clubs after-school, with Pakenham Library introducing a Sunday session where parents and children can build together. Coding is held at a variety of Branches and we have introduced Python - an extension to the more basic Scratch coding - at Emerald Library. Bunjil Place and Hampton Park Libraries have introduced an after-school science lab where primary age children will conduct experiments and other hands-on activities.

STEAM activities aren't just for school children either - Doveton Library has introduced a Sensory Playtime where toddlers can experience textures, sounds and colours to stimulate their senses. The Let's Read! Early Literacy Toolkit produced by State Library of Victoria, Public Libraries Victoria and Creative Victoria promotes STEAM for children in their early years.

> *"During the early years children are learning and developing a range of skills that become the foundation for all future learning. Libraries are well positioned to include a range of STEAM activities in early years programs to help develop children's curiosity, imagination, problem solving, social skills, creative thinking and knowledge about the world around them."*

Program Attendances for CCL – November 2017 – January 2018 *(Library Plan reference 3.1)*

November 2018 Program Attendances

Attendances at Youth Activities

Branch	Nov-17	Nov-18
Cranbourne	1,176	1,282
Doveton	370	451
Emerald	309	612
Endeavour Hills	608	942
Hampton Park	1,343	446
Cardinia Mobile	590	996
Bunjil Place	1,486	2,001
Pakenham	1,082	999
Total	6,964	7,729

Attendances at Adult Activities

Branch	Nov-17	Nov-18
Cranbourne	502	99
Doveton	55	154
Emerald	24	47
Endeavour Hills	43	81
Hampton Park	114	373
Cardinia Mobile	0	0
Bunjil Place	9	187
Pakenham	124	53
Total	871	994

December 2018 Program Attendances

Attendances at Youth Activities

Branch	Dec-17	Dec-18
Cranbourne	416	448
Doveton	108	194
Emerald	675	204
Endeavour Hills	128	166
Hampton Park	566	379
Cardinia Mobile	314	156
Bunjil Place	739	506
Pakenham	385	232
Total	3,331	2,285

Attendances at Adult Activities

Branch	Dec-17	Dec-18
Cranbourne	11	62
Doveton	34	73
Emerald	10	32
Endeavour Hills	5	920*
Hampton Park	49	1
Cardinia Mobile	0	0
Bunjil Place	0	76
Pakenham	68	67
Total	177	1,231

* Includes Endeavour Hills Town Square Party

January 2019 Program Attendances

Attendances at Youth Activities

Branch	Jan-18	Jan-19
Cranbourne	235	427
Doveton	148	271
Emerald	159	127
Endeavour Hills	184	259
Hampton Park	62	292
Cardinia Mobile	23	52
Bunjil Place	551	461
Pakenham	454	414
Total	1,816	2,303

Attendances at Adult Activities

Branch	Jan-18	Jan-19
Cranbourne	2	54
Doveton	0	13
Emerald	30	38
Endeavour Hills	0	54
Hampton Park	12	31
Cardinia Mobile	0	0
Bunjil Place	0	279
Pakenham	7	0
Total	51	469

Note – there were no Baby Time and Tinies time sessions held in January.

Partnerships *(Library Plan reference 2.2 and 5.2)*

We have now installed the first Federation University sponsored study space in our libraries. Part of the current MOU is the creation of branded spaces for both organisations to create links and community awareness, as well as opportunities for established students. CCL is committed to providing high quality study space to support students of all levels in their learning. Federation University has provided the Cranbourne Library with 6 carrels, a high-rise tech bench and lounge furniture for collaborative discussion. Branded signage will be installed ahead of a launch of the space next month. Library users have already adopted the spaces, and the upgrade complements other work completed as part of the DEWLP Infrastructure program. We will now work with our MOU partners on the next study space – likely to be installed at Emerald library.

In January, CCL received a significant donation from the Emerald Mechanics Institute of $24,500. This sum has been placed in CCL's DGR account and will be used to enhance the Emerald Library.

Precinct Programming – Endeavour Hills case study *(Library Plan reference 1.1 and 2.2)*

Stage 2 has begun. Precinct teams begin to look ahead to Stage 3 and are working together to improve community engagement. A Christmas free community event was held in the Town Square, and was delivered by the library, Neighbourhood Centre, YMCA and Shopping Centre. The event drew a crowd of nearly 400 people and was a prime example of how a previously underutilised public space could be activated.

This model of programming needs to continue ahead of the building project. It will help to ease community through the changes and consolidate regular visitation to the precinct.

The City of Casey project team has been liaising closely with precinct teams through the planning of the stage 2 works, and have been responsive to requests for signage, information, changes to parking and other factors affecting customer experience.

Extended Opening Hours -Trial *(Library Plan reference 5.2)*

The 9am opening on weekdays across the region is working well. Customer feedback has indicated that there is strong support for early opening times that align with retail, school hours and other service providers.

The response to late opening on Thursday nights has been mixed. Branches like Doveton and Endeavour Hills have successfully activated their libraries in the evening through program activity and appears there is demand. The community in Emerald has not been so enthusiastic. The mixed response can be attributed to levels of activation and the individual needs of communities.

There is potential to access funding through the State Government-supported 'Libraries After Dark' (LAD) project to retain late openings on Thursdays for some branches. Particularly high gambling rates in both Member Council areas indicate an opportunity to provide alternate spaces for community in the evenings. LAD supports libraries as alternatives to pokies venues. While anyone can be at risk of a gambling addiction, social isolation is a key risk factor for gambling harm.

Our libraries can offer a safe, comfortable and welcoming space for community and an alternative social and recreational option – but only when we are open. Being open later increases the options for our community. LAD has State Government support to extend the pilot longer, and into larger regions. CCL will apply for funding as it becomes available.

Marketing and Promotions *(Library Plan reference 3.1)*

Key promotional activities - December - February
- The Forgiving Tree Campaign
- Sensitive Santa
- Libraries Change Lives
- Emerald Mechanics Institute donation to Emerald Library
- Library Lovers Week
- Casey Council Membership Drive (Lynda.com)

Marketing and Communications Strategic Directions, Activities & Planning
We are now updating the Marketing Strategy 2018-21 and associated action plan. In the plan there is a clear focus on identifying and strengthening partnerships. Current work lies predominantly with Federation University and YMCA. We are working on strengthening our visual identity and targeted messages.

A comprehensive review of CCL's website has improved the accessibility rating for library users. CCL has now subscribed to Hubspot – an advanced tool that will allow us to understand our different target audiences and tailor communications to each segment of our market.

Our Councils have been very supportive of the library's provision of access to the well-respected online training site Lynda.com. Casey and Cardinia in partnership, paid for two thirds of the first year's subscription. With a successful first year's rollout, they have agreed to similarly support the library's subscription for the next three financial years. This valuable online training tool will

continue to provide both Casey and Cardinia staff and residents with the opportunity to upskill across a range of areas, including Business, Technology and Personal Development, free – through their local library.

Statistics (November 2018 - January 2019)
CCL Website

	November	December	January
Visits	30,058	32,654	35,898

CCL App

	November	December	January
Downloads	5,786	6,240	7,569

Social Media

Followers	November	December	January
Facebook	3,132	3,173	3,296
Twitter	422	425	431
Instagram	–	–	362

Electronic Direct Mail (EDM) – Monthly Newsletter

	November	December	January
Went to	50,972	49,439	48,389
Open Rate	27.71%	28.71%	28.26%

Lynda.com

	November	December	January
Active Users	656	703	660
New Users	38	22	47
Hours Viewed	117.63	97.19	115.85

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

RECOMMENDATIONS

1.   That the Customer Experience Report be noted.

GENERAL BUSINESS

CC07/2019   CODE OF CONDUCT

Report prepared by Chris Buckingham

Purpose

To present to the Board Casey Cardinia Libraries Code of Conduct for all Board members.

CCL Library Plan reference – 3.1, 5.1 and 5.3

Discussion

A draft Code of Conduct 2019 for CCL Board Members is tabled for consideration and review. Once adopted, the Code of Conduct is to be signed by all members of CCL Library Board.

RECOMMENDATIONS

1. That Board Members adopts CCL Code of Conduct 2019.
2. That Board Members sign and provide a copy to the CEO of CCL before the next Board meeting in April.

CCL Board Members Code of Conduct - 2019

Introduction

Casey-Cardinia Library Corporation (CCL) is required by the Local Government Act 1989 ('The Act') to have a Code of Conduct.

This CCL Board Member Code of Conduct draws on a number of sources including Council Codes 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.

Membership of the Board includes and is limited to councillor delegates and senior officers from Casey and Cardinia Councils.

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 CCL Board.

Primary Principles

Section 76B of the Act sets out the Primary Principle of Councillor Conduct being that, in performing the role of a Councillor, a Councillor must:

- Act with integrity,
- Impartially exercise his or her responsibilities in the interests of the local community, and
- Not improperly seek to confer an advantage or disadvantage on any person.

General Principles

Section 76BA of the Act requires that, in performing the role of a Councillor, a Councillor must also:

- Avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations
- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons
- Exercise reasonable care and diligence and submit himself or herself to the lawful scrutiny that is appropriate to his or her office

- Endeavour to ensure that public resources are used prudently and solely in the public interest
- Act lawfully and in accordance with the trust placed in his or her as an elected representative
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

CCL Vision, Mission and Values

Vision

Inspiring spaces where everyone is free to discover possibilities

Mission

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

Values

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

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.

CCL 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 CCL as a whole.

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

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

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

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

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 CCL Board.

9. Will not make improper use of information acquired as a CCL 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 CCL.

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 CCL staff in a professional and courteous manner and avoid any involvement in the day to day operations of CCL

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 CCL.

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 CCL Board Members Code of Conduct – 2019.

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 public.

GENERAL DISCUSSION

NEXT MEETING
Wednesday 17 April, City of Casey, Bunjil Place - Boon Wurrung Meeting Room, Level 1.