Casey Cardinia Libraries

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

Board Meeting
Wednesday 24 June
5.30pm

Online Meeting via Teams

1.   Present

2.   Apologies

3.   Acknowledgement of the Traditional Owners

4.   Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL)
     Ordinary Board Meeting held on 21 April 2020.

5.   Declaration of Conflicts of Interest

6.   Correspondence

7.   Matters Arising from Correspondence

STRATEGIES/PLANS

CC27/2020	LIBRARY PLAN 2020 – 2024, ANNUAL BUDGET 2020 – 2021 and STRATEGIC RESOURCE PLAN 2020 – 2024

Report prepared by Chris Buckingham

Purpose

To provide the Board with an update on Casey Cardinia Libraries Library Plan 2020 – 2024, Annual Budget 2020 – 2021 and Strategic Resource Plan 2020 – 2024.

CCL Library Plan reference – 5.3

Discussion

CCL Library Plan is the primary planning document for the delivery of our library service. It is a requirement to have a Library Plan under Section 125 of the Local Government Act 1989.

The CCL Strategic Resource Plan 2020 – 2024 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the CCL Library Plan 2020 – 2024.

In accordance with the provisions of the Local Government Act 1989, the Minister for Local Government, approved an extension of the date by which Regional Library Corporations must adopt their budgets and Strategic Resource Plans for financial year 2020 - 2021. All Regional Library Corporations must now adopt their Budgets and Strategic Resource Plans by 31 August 2020.

RECOMMENDATIONS

1. That CCL delay advertising the 2020 – 2024 Library Plan until the 2020 – 2024 Strategic Resource Plan and 2020 – 2021 Annual Budget are approved by both Member Councils.
2. That the Board note the need for CCL to adopt its Budget and Strategic Resource Plan by 31 August 2020.

CC28/2020   ANNUAL ACTION PLAN 2020 - 2021

Report prepared by - Chris Buckingham

Purpose

To present the Board with Casey Cardinia Libraries Annual Action Plan 2020 – 2021.

CCL Library Plan reference – 5.3

Discussion

The Action Plan 2020 - 2021 summarises key activities CCL has planned over the upcoming Financial Year to meet the strategic objectives that have been outlined in the Library Plan 2020–2024.

CCL will provide a summary of achievements of Action Plan 2020 – 2021 in the 2020-2021 Annual Report.

RECOMMENDATIONS

1. That the Board endorse CCL Annual Action Plan 2020 – 2021 noting the Library Plan 2020 – 24 has yet to be adopted by the Member Councils

1   The Knowledge Well

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
1.1	Create accessible physical and virtual spaces which inspire our community	1.1.1	Encourage investment in our community spaces including acquisition of furniture, signage and equipment that meets community expectations	GMCE	Jun-2021	• People visits our libraries and are happier for it. **Investment by Federation Uni and other potential partners in enhancement of our libraries**
		1.1.2	Improve accessibility to digital resources through our user focused website.	GMCE, GMDO	Jun-2021	• **Increased library visitation and engagement (physical and digital)** • **Program and events attendance and number of programs and events** • Increased page impressions on centralised website page • The interface on CCL's online catalogue is improved • **New service delivery models are explored and developed** **Services can be adapted for digital delivery eg COVID – 19 Response and Recovery**
1.2	Our core services are free and accessible to everyone in our community	1.2.1	Make sure our libraries are easy to navigate by people with disabilities and /or access issues	GMCE, GMOD	Ongoing	• **Our libraries are spaces where the community can gather, learn and grow** • **People feel welcome in our libraries** • **Our collection is current and well used – loans** • **We do not collect overdue fines for library items** • People of all abilities and access requirements can use our libraries with relative ease • Library spaces, website, signage and events/programs are Disability Discrimination Act compliant and encourage participation • Our staff support and understand social inclusion Implementation of Social Inclusion Plan including assessments of library service accessibility eg Accessibility Keys
		1.2.2	Programs and events reflect our diverse community	GMCE	Ongoing, events planned quarterly	• Our events are reflective of our community, encourage lifelong learning, promote social inclusion and cultural harmony • Program and events attendance and number of programs and events
		1.2.3	Deliver program and events that align with local festivals and event clusters	GMCE CEC	Ongoing, seasonal	• Seasonal Visitor Guide reflects alignment with local calendars • Cross promotion of and participation in local festivals and events • **Program and events attendance and number of programs and events**
		1.2.4	Review Fees and Charges to ensure equitable access to collections, services, programs and events	GMF GMCE	Nov-2020	• **Ensure financial sustainability of CCL Programs, Events and Services** • Review of CCL Fees and Charges Charge selectively for high value events and programs

1 The Knowledge Well

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

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
1.3	Invest in ICT that enhances library user experience and enables greater staff productivity	1.3.1	Implement effective technologies and systems that enhance and ensure continuity of the user experience	GMDO	Ongoing	• Our community can access our free services online • Increased utilisation of digital technology by staff and customers • Creation of a Service Level Promise for staff and community that ensures their needs are met in a timely and efficient way • Review and update SLA • CCL Digital Strategy is regularly reviewed and benchmarked
		1.3.2	Ensure that our infrastructure and network is of the highest level to meet community demands and provides a positive experience including Wi-Fi Services across CCL	GMDO	Ongoing	• The fastest free Wi-Fi in the Casey Cardinia Region • We secure Wi-Fi Sponsorship and alternate revenue streams • Customer satisfaction
		1.3.3	Provide ICT tools that enhance the capacity of staff to work efficiently and enhance customer experience	GMDO	Jun-2021	• Complete successful rollout of new telephony • Increased utilisation of digital technology by staff and customers • Trial remote technology assistance to public access devices • FreshService Managed Asset Agent rollout, to assist in the proactive management of assets and associated software • Azure Seemless Sign On project, to enable staff simplified login and credentials to all CCL systems

1 The Knowledge Well

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

Strategy			Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
		1.3.4	Invest in the automation of routine and non-cognitive tasks for library staff	GMDO	Apr-2021	• Installation and application of Patron Kiosks; RFID book shelves patron returns; and RFID Stocktake Wands • Machine Learning and Data Warehouse to remove manual data entry, manipulation and insights
		1.3.5	Cybersecurity and Digital Governance	GMDO	Ongoing	• Review and maintain our security posture • Adoption of a Cyber Security Response Plan
1.4	Lead the delivery of public available information technology and encourage people to use it effectively	1.4.1	Support community in development of digital literacy skills required for daily life (note 1.4.3)	GMOD ISC	Ongoing	**• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology** **• Our staff can provide expertise when and where our community needs it** • Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need. Delivery of Be Connected training (and other similar programs) to community
		1.4.2	Increase engagement with the website and social media	GMCE	Ongoing	• CCL website is acknowledged by library users and community as an accessible and useful source of information; website hits and engagement continues to grow Complete website review for improved navigation and information discovery (October 2020) • Social Media positive engagement continues to increase
		1.4.3	Train staff in ICT to support digital literacy needs of our library users	GMOD	Ongoing	**• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology** **• Our staff can provide expertise when and where our community needs it**

2 Leadership and Innovation

Lead positive change through partnerships and teamwork.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
2.1	Build community appreciation of the work we do and value the services we provide	2.1.1	Communicate positive stories about CCL activities through local media and social media	GMCE	Weekly development and distribution of positive stories	• Improved customer satisfaction (Biannual Statewide Benchmarking survey) • **Positive coverage in local media** • **Public recognition of CCL as an active contributor to community life**
		2.1.2	Consult and engage with community when looking for ways to improve our services	GMCE	Ongoing	• Community feedback and advice is used as evidence to effect business improvement Member Councils are engaged in service innovation and improvement processes
		2.1.3	Measure engagement with the community	GMCE	Biannual Community Survey	• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey) • **Improved customer satisfaction (Biannual Statewide Benchmarking survey)** • **Public recognition of CCL as an active contributor to community life.**
2.2	Form robust partnerships with organisations that support literacy and lifelong learning	2.2.1	Ensure that we cultivate relationships that support our strategic directions across the community.	GMCE	Ongoing	• Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, learn local centres, tertiary education and training providers and other public libraries • **Connect with new members and community groups through targeted outreach** • **Our partnerships deliver enhanced learning and well-being outcomes for the community** • Increased library visitation and engagement (physical and digital) assessed quarterly • Engagement with other services by partnering with complimentary organisations to deliver programs in branches
2.3	Positively advocate for public libraries and be an active member of the Public Libraries Victoria (PLV) and Libraries Victoria Consortium	2.3.1	Actively participate in and support the development of the public library sector	CEO, GMCE, GMOD	Ongoing	• **The growth and development of PLV and Libraries Victoria including the delivery of Statewide shared services.**
		2.3.2	Speak at conferences and public engagements articulating CCL's role as a public library	CEO	Ongoing	• Awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State-wide context • 4 presentations per annum
		2.3.3	Incorporate key messages advocating the value of public libraries in media releases and social media	GMCE	Ongoing	• Active participation in the Libraries Change Lives Campaign • The role of public libraries is embraced and understood by local community • Media release - every 2 – 4 weeks • Positive engagement with community through topical articles and posts

3 Resilience

Strengthen capacity in our growing community.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
3.1	Strong connections with our community	3.1.1	Active participation in community life across Casey Cardinia region	CEO GMCE	Ongoing, Membership reported quarterly	• **Demonstrated connection with community leaders, council stakeholders and relevant interest groups** • **Positive community feedback via social media** • **Increased library membership**
		3.1.2	Deliver marketing and communication campaigns promoting membership and engagement with CCL	GMCE	Ongoing	• **Increased library visitation, engagement and usage (physical and digital)**
		3.1.3	Establish volunteer engagement programs that support literacy in our community	GMCE	Ongoing	• Volunteer Policy supported by staff and stakeholders • New volunteer programs auspiced by CCL that support literacy in our community • Casey Cardinia Libraries Friends Group participation
3.2	Increased investment in new infrastructure and services that support our community	3.2.1	Engage with member Councils and seek opportunities for shared delivery and co-location of services	CEO	Ongoing	• **Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne)** • **Successful advocacy for renewal and refurbishment of existing libraries** • **Cost of library service per capita remains stable**
		3.2.2	Increase fundraising through philanthropic funds, sponsorships and donations	CEO	Jun-2021	• $25,000 raised through non-traditional sources that support strategic directions of CCL.
3.3	Recognised contribution to community well-being and social equity	3.3.1	CCL staff understand and support social inclusion	CEO GMCE GMOD	Ongoing	• **Delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of family violence** • Development of Reconciliation Action Plan in consultation with community and broader stakeholders
		3.3.2	Tangible connection with development and delivery of relevant Council Plans and Strategies	GMOD CEO	Ongoing	• Encourage representation on relevant committees and working parties with our member councils and other community agencies that support liveability in the region • Leadership Team participation in programs and campaigns that contribute to the liveability in the region • **The capacity of our libraries to support emergency response and recovery activities in high risk communities** • **Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member Councils**

4 Literacies

Encourage reading and lifelong learning.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
4.1	Deliver programs and activities that support literacy and lifelong learning	4.1.1	Plan and deliver library programs and activities that target all ages and community groups including CALD, ATSI and newly arrived communities	GMCE	Ongoing to June 2021, indicators reported monthly	•Our community learn literacy and other skills from the programs we deliver • Our programs and activities are well attended
		4.1.2	Consult with teenage and young adults in Casey and Cardinia on programs and services for young people	GMCE	Ongoing	• Increased participation by young people in library programs
		4.1.3	Develop Outreach library programs to extend services into our community	GMCE	Ongoing	• Implement Outreach Services Plan actions • Outreach activities are well resourced • Outreach activities reach people of all ages and stages • Increased library membership
		4.1.4	Attract funding for continuation of Communities for Children 'Library Has Legs' Programs in Cranbourne and Cardinia	GMCE	Jun-2021	• Deliver Communities for Children 'Library Legs' activities in Cranbourne and Cardinia • Facilitating Partners Anglicare/Windermere approve CfC programs for 2021-2022 funding period
4.2	Ensure collection is accessible and well used	4.2.1	Use Collections HQ (Collection Management tool) to assess, manage and improve collection performance	GMCE	Monthly reports, Quarterly LGRPF	• CCL items are free and accessible to our members • Libraries Victoria items are free and accessible to our members • Our collection meets key state-wide benchmarks for currency and usage • Branch Managers manage collection on a day to day basis
		4.2.2	Enhance the presentation of lending materials in branch	GMCE	Ongoing	• Average age of our collection is decreased • Maintain/increase physical loans
4.3	Host events and performances that inspire creativity	4.3.1	Utilise library spaces and surrounding environments to deliver a creative calendar	GMCE	Programs delivered in quarterly event schedules	• CCL contributes to the 'Creative Community' model • CCL provides opportunities for community to learn and utilise creative skills in our libraries • The number of people who attend creative events and performances at CCL
4.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	4.4.1	STEAM programs are run in our branches daily throughout the region	GMCE	Ongoing	• STEAM related programs and activities are on offer every week for school-aged students • School Holiday programs include STEAM activities
		4.4.3	Work with local education providers to complement school STEAM curriculum with programs in the libraries	GMCE	Ongoing	• Programs delivered that complement school curriculum

5 Organisational Performance

Build an outstanding and innovative organisation.

	Strategy		Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
5.1	Embrace CCL values in everything we do	5.1.1	Implement the Workforce Development Plan	GMOD	Ongoing	• Delivery of the Workforce Development Plan Annual update of the Workforce Development Plan (November) • **CCL staff share belief in the value of the services we provide and the communities we support** • CCL staff take calculated risks and embrace opportunities for growth • Staff engagement survey(s) show increased understanding and support of CCL values
5.2	Create a people focused organisation that is quick to embrace new ways of doing things	5.2.1	Engage the CCL team in the Living Leadership Program	GMOD, GMCE, Leadership Team	Launch February 2021	• Redesign and deliver the CCL portfolio of Living Leadership Program(s) • Delivery of CCL Leadership and Development Programs • Clear connection with Workforce Development Plan
		5.2.2	Seek alternate revenue streams through partnerships with external agencies, individual donors and corporate sponsors	CEO, GMCE Leadership Team	Ongoing	• **New revenue streams established though partnerships with external agencies, grants, individual donors and corporate sponsors** • $100,000 additional revenue gained through grants and sponsorship
		5.2.3	Empower conversations within the organisation that encourage creativity and innovation	CEO, GMOD Leadership Team	Ongoing	• **Adoption of new services and strategies that support best practice** • Delivery of CCL Fundraising Strategy • Adoption of new services and strategies that enable CCL to grow and improve services to our community • Intranet and Yammer are actively used by staff to share ideas • Consultative Committee fosters creativity and positively influences decision-making

5   Organisational Performance

Build an outstanding and innovative organisation.

Strategy			Key Action and Activity		Manager Responsible	Timeline	Aims and Outcomes
5.3	Compliance with statutory and funding requirements	5.3.1	Annual Budget		GMF Exec Team	June 2020 Budget Approval by CCL Board. Forwarded to Minister by Aug 31 Quarterly Budget report to Board - Apr, July, Oct & Jan Draft Budget presented to the Board (Nov2020) Budget endorsement by the Board. (Feb/Mar) Public notice – request submissions. (May) June 2021 Budget Approval by CCL Board.	• All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Maintain working capital ratio above 1.3 • The Board provides good governance and advice.
		5.3.2	Compliance with legislative requirements		Executive Team	Annual Financial Report – July 2020 VAGO opinion (Aug/Sep) Forwarded to Minister by Sep 30 Fringe Tax Benefit (Annual – May 21) BAS - Quarterly CCL Insurance Declarations (Jun) Workcover Remuneration Declaration (Aug/Sep) Annual Report Forwarded to the Minister Sep 30	• Compliance with Local Government Act (1989) • Compliance with Industrial Relations and Human Resource practices. • Meeting financial legislative and reporting requirements • Service and license agreements with member councils maintained • Delivery and completion of the Annual Report

5   Organisational Performance

Build an outstanding and innovative organisation.

Strategy				Key Action and Activity	Manager Responsible	Timeline	Aims and Outcomes
		5.3.3		Library Plan	CEO	Planning commences in October 2020 Endorsed by Board April 2021 Forwarded to Member Councils for approval May 2021 Adopted by CCL Board June 2021 Forwarded to Minister by Aug 31	• **Review our Library Plan on an annual basis and undertake major renewal in 2020 – 2021** • Lodged on time and in accordance with Local Government Act (1989) • Complete development Action Plan for 2020-2021 • **The Board actively participates in the Library Planning process.**
		5.3.4		Strategic Resource Plan (SRP)		Draft SRP presented to Board in December 2020 Endorsement by Board April 2021 Forwarded to Member Councils for approval May 2021 Public notice May 2021 Adopted by CCL Board June 2021 Copy to Minister before August 31.	• Lodged on time and in accordance with Local Government Act (1989) • **The Board provides good governance and advice.**
		5.3.5		Complete DELWP Report for State Government Funding and the LGPRF (Quarterly)	GMF, GMCE	DELWP Final report due July 31. Budget Template completed Aug 31 Progress report January 2021 LGPRF Reports to Member Councils July, Oct, Jan & Apr	• Allocation of budgeted programs and services that meet State Government reporting requirements • LGRPF lodged on time and in accordance with guidelines
		5.3.6		Review current systems for handling Human Resources	GMOD, GMF, GMDO,	Sep-2020	• **Selection of preferred supplier (September 2020)** **Renewal of business systems including Employee Records Management System, rostering, timekeeping and payroll**
		5.3.7		Records Management Systemisation	GMF, GMDO, GMOD	Aug-2020	• **Electronic Record Management System developed and implemented**

CC29/2020   FUNDRAISING POLICY

Report prepared by - Chris Buckingham

Purpose

To present the Board with the CCL Fundraising Policy.

CCL Library Plan reference – 5.2

Discussion

The CCL Fundraising Policy was updated after the following resolution made at the April Board Meeting:

CC21/2020 - MINUTE 20

That the Fundraising Policy be re-circulated for further discussion noting the need for alignment with member Council fundraising policies

The updated policy was distributed to Board Members for comment on May 5, 2020.

RECOMMENDATION

1. That the Board endorse the CCL Fundraising Policy

FUNDRAISING POLICY

FUNDRAISING POLICY

CONTENTS

1   PURPOSE

1.1   The purpose of this document is to confirm Casey Cardinia Libraries' (CCL) position on fundraising practice and to identify principles that guide our fundraising activities.

1.2   CCL are committed to ensuring that fundraising activities are carried out in an ethical manner.

2   CASEY CARDINIA LIBRARIES

OUR VISION
1.3   Inspiring spaces where everyone is free to discover possibilities.

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

OUR VALUES AND GUIDING BEHAVIOURS

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

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

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

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

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

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

OUR APPROACH

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

3   SCOPE

3.1 This policy applies to the Board, all employees and volunteers of CCL.

4   POLICY STATEMENT

The majority of CCL's income is provided by the City of Casey, Cardinia Shire Council and State Government. This revenue is fully expended each year as CCL changes its service delivery model in line with the needs of our community.

Traditionally the role of public libraries focused on the acquisition and distribution of books. Over the last 30 years community expectations have changed, and public libraries are expected to support life-long learning, literacy and community capacity building.

The capacity to diversify our income base is vital to the ongoing growth and success of CCL. Our funding partners are very supportive of the new direction CCL is heading; however they have financial pressures of their own.

As we change the way we operate, we will identify new opportunities to deliver additional services and support. With solid base funding in place, CCL can expand program and service delivery with relatively modest additional income.

LIBRARY PLAN 2019-2023

CCL plays 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, strengthen communities.

The CCL Fundraising Policy connects directly to the following key strategy in the Library Plan 2019-2023:

Strategy		Key Action and Activity	Responsibility
3.2 Increased investment in new infrastructure and services that support our community	3.2.3	Increase fundraising through philanthropic funds, sponsorships and donations	Chief Executive Officer

PRINCIPLES FOR CCL FUNDRAISING ACTIVITIES

Casey Cardinia Libraries will not undertake fundraising that brings the organisation into disrepute. All funds raised through appeals will be for a clearly stated purpose.
The majority of revenue raised will be used on the development of new projects and initiatives, and to enhance existing projects where there is an established community need.

CCL will:
1)   Make it as easy as possible for benefactors to give
2)   Ensure that the people giving can see that their contributions make a difference
3)   Ensure the recipient has credibility and a positive brand
4)   Ensure that Gifts are properly acknowledged
5)   Adhere to ethical fundraising principles and protect Donor data

Channels we can use to encourage donations:
1)   CCL eNewsletter
2)   CCL Social Media platforms
3)   CCL Donor Database
4)   Dedicated fundraising events
5)   CCL networks

We will not accept donations from:
1)   Organisations/Benefactors that pursue activities that are not in accordance with our Mission 'To encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia Region'
2)   Organisations/Benefactors that do not have a positive brand, or whose values conflict with those of CCL and, or our member Councils.

3) Organisations/Benefactors that pursue activities that harm the health and wellbeing of our community

4) Organisations/Benefactors that do not support equality and diversity

Opportunities

The following are areas of focus for the development of initiatives/appeals that will have broad based appeal to donors:

1) Creating stronger more resilient communities

2) Supporting the growth and development of women in our community

3) Developing the leadership and capability of CCL staff eg scholarship for aspiring leaders

4) Enhancing early literacy outcomes in our community

5 RESPONSIBILITIES

CCL has a Fundraising Strategy, which is reviewed annually and approved by the Executive Team. The implementation of the Fundraising Strategy sits with the Marketing Team and is led by the General Manager, Customer Experience. Other teams across the organization are involved in the development of specific campaigns depending on the project or activity the funds will be used to support.

REPORTING

5.1 The outcome of fundraising campaigns is reported to the Library Board, CCL Donors and Benefactors, and CCL internal teams.

6 DEFINITIONS

Employee	in the context of this Code includes any person directly employed by CCL – part-time or full-time, permanent or casual and volunteers.
Benefactor	refers to those persons who give money or other help to CCL for a specific cause
Donor Database	refers to the contact details for all past donors to CCL, and any community members who have indicated a willingness to receive information about fundraising campaigns

7 RELATED LEGISLATION AND DOCUMENTS

Our Documentation
Library Plan 2019-23
Risk Management Plan

Our Governance Documents
Fundraising Strategy 2020 (reviewed annually)
Marketing and Communications Action Plan
Regional Library Agreement

Other Related Documents
Gifts and Hospitality Policy

8 FEEDBACK

8.1 CCL staff and members may provide feedback about this document by emailing governance@cclc.vic.gov.au

9 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Customer Experience
Advisory Committee to Approval Authority	Executive Team
Administrator	Executive Assistant
Next Review Date	April 2021

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Customer Experience
Amendment Authority and Date	May 2020
Notes	This document is a new policy document.

OFFICERS' REPORTS

CC30/2020	FINANCE
Report prepared by Emily Ramaswamy	

Purpose

To provide the Board an update on CCL's financial performance as at 31 May, 2020.

CCL Library Plan reference - 5.3

Discussion

Income Statement Month Ended 31 May 2020	Total Budget 2019-20	Budget YTD May 2020	Actual YTD May 2020	Variance	% Actual Vs Budget
Income					
Council Contributions	8,363,505	7,666,549	7,666,547	(2)	(0.0%)
Government Grants	2,682,570	2,682,570	2,704,962	22,392	0.8%
CfC Funding	165,240	163,093	155,552	(7,541)	(4.6%)
Interest on Investments	88,000	80,663	62,176	(18,487)	(22.9%)
Other Income	293,280	267,582	196,141	(71,441)	(26.7%)
TOTAL INCOME	**11,592,595**	**10,860,457**	**10,785,378**	(75,079)	(0.7%)
Expenditure					
Employee Costs	8,557,266	7,727,202	7,365,509	361,693	4.7%
IT & Communications	736,700	707,627	647,852	59,775	8.4%
Library Materials	311,000	302,648	381,883	(79,235)	(26.2%)
Promotions & Marketing	91,500	83,930	91,467	(7,537)	(9.0%)
Administration	626,851	535,316	391,358	143,958	26.9%
Depreciation	1,518,584	0	0	0	
Total Expenditure	11,841,901	9,356,723	8,878,069	478,654	5.1%
Net Gain(loss) disposal of plant & equipment	9,121	9,121	(7,285)	(16,406)	
Net result for the reporting period	**(240,185)**	**1,512,855**	**1,900,024**	**387,169**	**25.6%**

Income

Interest on Investments is currently tracking behind budget and expected to be a permanent variance due to lower than expected interest rate. This shortfall is offset by other areas however and total income is currently on track and expected to finish the year within 2% of budget. Other Income is behind budget and will remain so mostly due to the COVID-19 Pandemic restricting the ability to generate revenue on meeting room hire & printing.

Expenditure

Employee costs are currently $362k underspent YTD due to a number of factors. There have been a number of vacant positions throughout the year that are currently being filled. The closure of library branches to the public and temporary suspension of Sunday hours has produced savings that will be retained and enable CCL to close the financial year with a modest surplus.

IT & Communications is currently underspent YTD, but this variance is considered to be mostly due to timing of projects and invoicing from suppliers.

Savings achieved throughout the year in Administration will be partially retained, with projects currently underway that will create efficiencies within the business ahead of next year.

Library Materials will remain overspent, in line with the decision to divert funds from Capital Expenditure to allow for increased purchasing of eBooks and database products such as Studiosity.

Capital Expenditure	Total Budget 2019-20	Budget YTD May 2020	Actual YTD May 2020	Variance	% Actual Vs Budget
Library Materials	1,189,640	1,161,061	1,008,854	152,207	13.1%
Motor Vehicles	35,000	35,000	0	35,000	100.0%
Furniture & Equipment	185,000	169,400	170,831	(1,431)	(0.8%)
Furniture & Equipment - IT	185,000	169,400	160,913	8,487	
Furniture & Equipment - Libraries	0	0	9,918	(9,918)	
Capital Expenditure for the reporting period	1,409,640	1,365,461	1,179,685	185,776	13.6%

Capital Expenditure

Library Materials Capital Expenditure will finish the year $80k underspent, as mentioned above.

Motor Vehicles capital expenditure will be postponed until next financial year ($38k allowed in 2020-2021 budget)

Furniture & Equipment will be overspent slightly due to furniture & equipment needing to be purchased to support branches in safe work practices during the COVID-19 Pandemic.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
General Manager, Customer Experience			
April Statement	3/04/2020	Herald Sun Subscription - Doveton Library	$439.40
	3/04/2020	Herald Sun Subscription - Emerald Library	$439.40
	3/04/2020	Herald Sun Subscription - Endeavour Hills Library	$439.40
	8/04/2020	Campaign Monitor - EDM credits for April	$643.50
Total April 2020			**$1,961.70**
May Statement	27/04/2020	Campaign Monitor - EDM credits for May EDM	$572.00
	12/05/2020	The Educational Experience - Literacy support items for home visits	$965.77
	15/05/2020	The Educational Experience - Literacy materials for CFC CRA programs	$222.65
	22/05/2020	Gorilla Print Richmond - Social distancing floor decals for library buildings - internal and external	$1,637.00
	25/05/2020	Adobe - Stock image for National Simultaneous Storytime promotion	$27.18
Total May 2020			**$3,424.60**
TOTAL			**$5,386.30**

Card Holder	Transaction Date	Detail	$
General Manager, Finance			
April Statement	23/04/2020	Temple & Webster – Postage Scales for Home Delivery Service	$86.95
Total April 2020			**$86.95**
May Statement	11/05/2020	Temple & Webster - Postage Scales for home delivery service	$163.95
	13/05/2020	Temple & Webster - Postage Scales for home delivery service	$163.95
	20/05/2020	Alibaba - Stainless steel gooseneck metal flex arms for library scanners	$2,954.14
Total May 2020			**$3,282.04**
TOTAL			**$3,368.99**

Card Holder	Transaction Date	Detail	$
General Manager, Digital Operations			
April Statement	3/04/2020	Amazon Web Services - Cloud Services	$112.58
	5/04/2020	Adobe Creative Cloud - Adobe Creative Cloud	$249.20
	5/04/2020	Uber Eats Sydney - Accidental charge to exec card – has been repaid	$24.99
	5/04/2020	Microsoft - Microsoft Azure	$23.35
	11/04/2020	Uber Eats Sydney - Accidental charge to exec card - has been repaid	$68.29
	14/04/2020	Microsoft - Azure	$237.60
	22/04/2020	Restream Inc - Live Streaming Software	$1,301.26
	23/04/2020	Uber Eats Sydney - Accidental charge to exec card - has been repaid	$52.00
Total April 2020			**$2,069.27**
May Statement	3/05/2020	Amazon Web Services - Amazon Web Services	$270.34
	6/05/2020	Microsoft - Microsoft Azure	$24.93
	6/05/2020	Restream Inc - Live Streaming Software	$1,273.23
	7/05/2020	Adobe Creative Cloud - Creative Cloud	$249.20
	11/05/2020	Elementor - Web tool for website maintenance	$78.06
	12/05/2020	Envato - WordPress Mailster Marketing Email Theme	$35.06
	13/05/2020	Zoom - Zoom software for programs	$317.12
	15/05/2020	Microsoft - Microsoft PowerBI analytics software	$322.00
	24/05/2020	Buzzsprout - Podcasting host	$18.99
Total May 2020			**$2,588.93**
TOTAL			**$4,658.20**

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
April Statement		NIL Transactions	
Total April 2020			**$0.00**
May Statement		NIL Transactions	
Total May 2020			**$0.00**
TOTAL			**$0.00**

Card Holder	Transaction Date	Detail	$
General Manager, Organisational Development			
April Statement		NIL Transactions	
Total April 2020			**$0.00**
May Statement		NIL Transactions	
Total May 2020			**$0.00**
TOTAL			**$0.00**

Bank Reconciliation

A Bank Reconciliation is available on request.

Auditors – Interim Management

CCL has received a letter from VAGO, advising that the Auditors RSM found no issues of significance during the planning and interim phase of the audit.

Conclusion

CCL is in a sound financial position and is expected to finish the financial year with a modest surplus.

RECOMMENDATIONS

1. That the Finance Report be noted.
2. That the Board note the VAGO Audit Strategy for Financial Year ending June 30, 2020

VAGO

Victorian Auditor-General's Office

—

Level 31 / 35 Collins Street
Melbourne Vic 3000

T 03 8601 7000

enquiries@audit.vic.gov.au
www.audit.vic.gov.au

—

4 June 2020

Mr C. Buckingham
Chief Executive Officer
Casey-Cardinia Regional Library Corporation
PO Box 1000
Narre Warren VIC 3805

Dear Mr Buckingham

INTERIM MANAGEMENT LETTER 2019-20

The purpose of this correspondence is to bring to your attention matters arising from the audit of the financial report of Casey-Cardinia Regional Library Corporation for the year ending 30 June 2020.

No issues of significance arose during the planning or interim phase of the audit which need to be brought to your attention in a management letter.

I have also provided copies of this letter to Cr D. Rosario, Chairperson.

If you have any queries concerning this letter, please contact one of the following:

Kristie Dundon on   ☎ 0407 258 833   🖱 kristie.dundon@rsm.com.au

Sanchu Chummar on   ☎ 0417 554 469   🖱 sanchu.chummar@audit.gov.au

I also take this opportunity to thank your executive team and staff for the time they made available to us during our audit.

Yours sincerely

Kristie Dundon
Partner, RSM

CC31/2020	BUILDINGS AND FACILITIES
Report prepared by 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 – 1.1, 1.2, 3.2, 4.2

Discussion

Facilities Development *(Library Plan Reference 3.2, and 4.2)*

CCL acknowledges the contributions from both member Councils towards the improvement of our library spaces and surrounds, which has enabled us to achieve the aims outlined in the Facilities Development Plan for 2019-2020.

Recent improvements include:

- New furniture for Children and IT spaces at Doveton Library
- New furniture for Gaming zone at Pakenham Library
- Enhanced Disabled Parking facilities at Emerald Library
- Improved Accessibility features for the Cardinia Mobile Library
- Additional shelving and book storage for the Cardinia Mobile Library
- Refreshed painting at Bunjil Place Library

Additional improvements before end of the Financial Year will include:

- Window treatments and furniture improvements for Cranbourne
- Furniture reupholstery for Bunjil Place library
- Airconditioning unit for Cranbourne Library (staff zone)

CCL also acknowledges the support of Member Councils in the preparation of branches for reopening as restrictions ease. Councils have worked with us to contribute to the supply of cleaning, PPE and community hygiene/safety requirements. Both Councils are also applying for the Working for Victoria Cleaning Blitz on behalf of CCL which we hope will result in two sanitising sweeps in each of our branches daily from 23 June.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.

CC32/2020   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, 1.4, 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.

Azure Active Directory Upgrade *(Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3)*

We have upgraded our Azure licencing to enable more Single Sign On (SSO) connections. This is the third step in our Azure Password-less project. It will provide all staff with one set of credentials that allows them access to all CCL systems.

This project is scheduled to go live after testing in June. Staff will be provided with training to setup the additional security measures on their accounts.

Video Creation, Live Streaming and Podcasts *(Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3)*

Disruption to services caused by the COVID-19 Pandemic has inspired CCL to rethink ways to deliver popular programs and events. The Digital Operations Team has worked closely with the Adult and Youth Program Teams to facilitate the creation and delivery content for our community.

CCL used existing hardware to create podcasts which were shared on our website and social media. We also created videos that we were able to live stream on YouTube and Facebook, this content is and continues to be available for our community (subject to content privacy and intellectual property laws).

Infrastructure

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

RingCentral Branch Deployment *(Library Plan Reference 1.2 and 1.3)*

We have commenced the rollout of RingCentral handsets to branches.

RingCentral provides us with greater control and autonomy of our phone systems, in conjunction with savings (on the Telstra/NEC pricing) and enables complete mobility of staff thanks to the cloud telephony framework.

Patron Kiosk Rollout *(Library Plan Reference 1.2 and 1.3)*

We are rolling out new patron kiosks to all branches. The new kiosks use standard hardware infrastructure that CCL can maintain in line with existing equipment. They utilise a software package that enables the devices to become multi-purpose – self-serve kiosk, booking system, catalogue search, etc, eliminating the need for different devices for different purposes. This equipment will enable users greater control through visual and auditory cues.

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.

Business Intelligence *(Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*

We are refining the collection and utilisation of data for the organisation. This is in preparation/design of an automated business intelligence framework. The framework will enable staff to switch their focus from collecting/collating data to analysing the data. We have been designing a data warehouse framework that will bring the data from all our peripheral systems into one (cloud hosted) environment. This data will then be used to create live reporting dashboards in our PowerBI system.

We are in the final testing and procurement cycle for selection of our data warehousing – with Azure and AWS delivering their final offers by mid-June for a late-June implementation.

Digital Asset Management *(Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*

All CCL Digital Assets now have our FreshWorks digital agent that allows us to manage devices and software in real-time. This is an extension of our advanced digital asset register project where a review of CCL digital equipment was undertaken to move across to our FreshService ticketing software.

This new feature set will allow for further automation and clarity of our environment. It will also enable the Digital Operations Team to identify and resolve issues more swiftly.

Following is an example of an automated record generated by Freshworks describing the current state of a one of our HP Elite One PC.

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.

General

Asset Type	Computer
Asset Tag	[barcode] --
Impact	Low

Hardware

Product	HP EliteOne 800 G3 23.8-in Touch AiO
Vendor	--
Cost	--
Warranty	--
Acquisition Date	--
Warranty Expiry Date	--
Domain	corp.ccl.vic.gov.au
Asset State	In Use
Serial Number	AUD73508HY
Last Audit Date	Tue, 9 Jun at 12:31 PM

Computer

OS	Microsoft Windows 10 Pro
OS Version	10.0.18363
OS Service Pack	0.0
Memory(GB)	7.88
Disk Space(GB)	118
CPU Speed(GHz)	3.41
CPU Core Count	4
MAC Address	40:B0:34:FB:50:0D
UUID	200DF649-6059-13D0-776C-6A324ECCB6CF
Hostname	DSTTST101
IP Address	10.10.72.70
Last login by	--

Software	Version	Status
7-Zip 18.01 (x64)	18.01	--
Adobe Acrobat Reader DC	19.010.20098	--
Adobe Refresh Manager	1.8.0	--
Apple Application Support (32-bit)	8.5	--
Apple Application Support (64-bit)	8.5	--
Apple Mobile Device Support	13.5.1.2	--
Apple Software Update	2.6.3.1	Ignored
Bonjour	3.1.0.1	--
Conexant HD Audio	8.65.220.60	--
Definition Update for Microsoft Office 2010 (KB3115475) 64-Bit Edition	--	Ignored
Extended Asian Language font pack for Adobe Acrobat Reader DC	15.007.20033	--
Freshservice Discovery Agent	2.6.0	--
Google Chrome	83.0.4103.97	--
Google Update Helper	1.3.35.451	Ignored
iTunes	12.10.7.3	--
Microsoft Edge	83.0.478.45	--
Microsoft Edge Update	1.3.129.31	Ignored
Microsoft Office Access MUI (English) 2010	14.0.7015.1000	Ignored
Microsoft Office Access Setup Metadata MUI (English) 2010	14.0.7015.1000	Ignored
Microsoft Office Excel MUI (English) 2010	14.0.7015.1000	Ignored

1 2 3 4 5 > >|

User Connectivity Experience *(Library Plan 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*

Our new Sinefa agent, installed on all CCL Digital Assets, provides the Digital Operations Team with accurate – user focused – network and connectivity data regardless of their location across the region in branch or remotely. This will allow us to track, identify and provide tangible evidence to staff and vendors alike around the traversal of data across the various networks that we support.

This provides the Digital Operations Team with insights into known servers/services/nodes that cause issue (both within our network and our cloud) and supply the required evidence and data to seek resolution.

Following is a map of how data is travelling from one CCL device to another using the Sinefa agent:
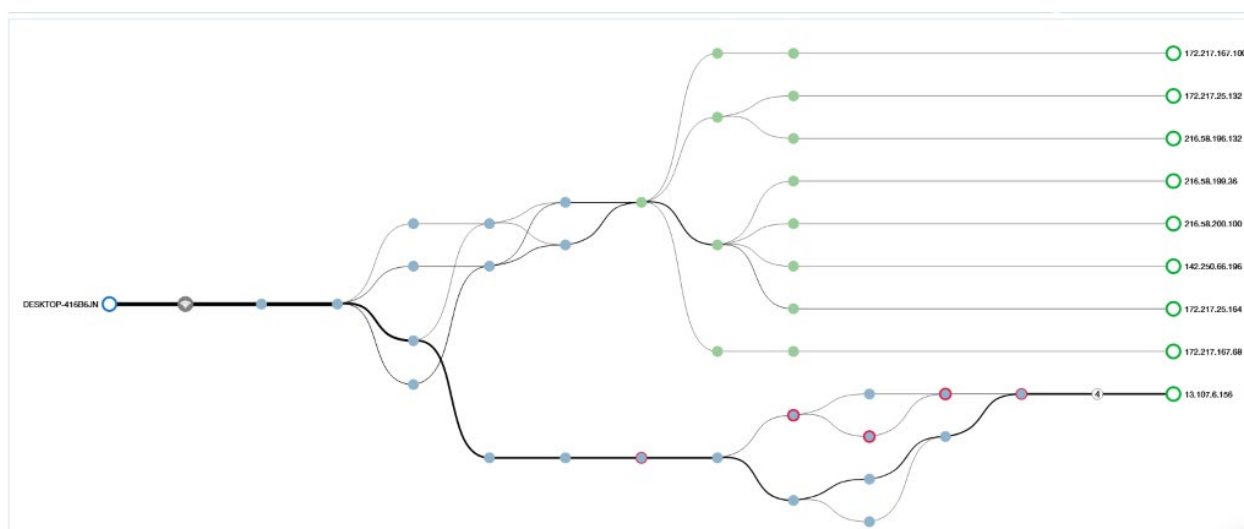
Australia Post Shipping Automation *(Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)*

The successful launch of the home deliveries service was powered by the work the Digital Branch and Digital Operations Teams on the website and internal systems. This provided branch staff with the tools and services to be able to streamline and automate the data entry/management processes.

This saved considerable staff time and reduced the error rate associated with manual data entry. Staff have been able to successfully manage the high volume of requests as a result of great teamwork and the automation and refinement of processes.

RECOMMENDATIONS

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

CC33/2020   PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose

To provide the Board with an update on organisational development.

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, 5.2)*

Staff morale has remained high throughout the unprecedented disruption to services caused by the COVID-19 Pandemic. Two staff surveys have been held since March. The results consistently showed that staff felt safe and supported by the organisation. A new survey will be held in the first week of July after all branches have reopened and then followed up in August.

A number of staff continue to work from home answering the Customer Care calls, planning and creating a variety of programs. Staff are also now rostered in branch to fulfil the home delivery service, return items, provide Click and Collect service and satisfy holds.

Leave balances have been reduced with many staff taking the opportunity to take leave whilst the libraries were closed.

Staff are making final preparations for reopening. Risk assessments have been created for all work practices to ensure Safe Work standards are adhered to with members of the OHS Committee and Leadership Team providing feedback. From a workforce perspective CCL is well positioned to reopen and reintroduce more traditional services.

Individual support and advice for those staff who have been identified as "at risk" continues.

Training and Development Opportunities *(Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2)*

48 staff have now completed Mental Health First Aid training gaining accreditation as Mental Health First Aiders. Another 4 staff are enrolled to complete training before end of July 2020. Staff response to the training has been fantastic. A Mental Health Action Plan is being created and CCL will apply for "Gold" Skilled Workplace status – the highest recognition that can be achieved.

In line with good HR practice Contact Officer positions were recently advertised to staff. 7 of our team will be trained for this important role.

2020 – 2021 Social Inclusion Action Plan *(Library Plan reference 3.3)*

The 2020 – 2021 Social Inclusion Action Plan has been finalised. Implementation of this Plan will remain a top priority for the organisation over the coming year.

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That the 2020 – 2021 Social Inclusion Action Plan be endorsed by the Board.
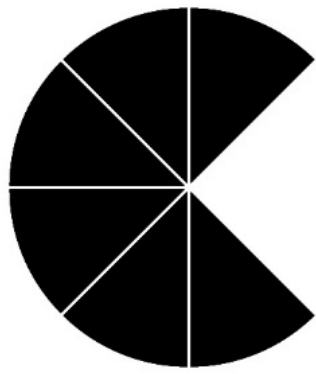
Social Inclusion Action Plan 2020 – 2021

'Inspiring spaces where everyone is free to discover possibilities'

Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 470,000 people in Melbourne's South East.

CCL is committed to the principles of social inclusion. We have a vital role to play cultivating fairness and equality in the communities we serve.

CCL are proud that our libraries are safe and welcoming. We are passionate about providing inspiring spaces where everyone can discover possibilities. We want to help build happier, healthier and more resilient communities across our region.

Our Member Councils Cardinia Shire and Casey City Council are committed to social inclusion and the health and wellbeing of their communities. CCL will continue to work in partnership with local government and other leading business and community organisation's to support the objectives of this plan.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

Social Inclusion

The Australian Social Inclusion Board defines social inclusion as having the resources, opportunities and capabilities to:

- Learn – participate in education and training
- Work – employment paid and unpaid, voluntary
- Engage – connection with people, access to local services, participation in local, cultural. Civic and recreational activities
- Voice – ability to influence decisions that affect everyone and especially individuals

Public Libraries Victoria Diversity and Inclusion Statement

Public Libraries Victoria believe that our public libraries should be open and accessible to all, reflecting the diversity of the communities they serve. Accordingly, we have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

We support our libraries to realise this culture of diversity and inclusion regardless of ethnicity, religious beliefs, gender, age, sexual orientation, gender identity, physical or mental capabilities, income or education.

We understand that an acceptance of differences can place individual and collective values in conflict, however our libraries are committed to tolerance and understanding and act to ensure that people can enjoy our services free from any attempt by others to impose their values, or beliefs.

In support of these principles we commit to ensuring that:

- We deliver services, programs, collections and resources that reflect the diversity of our communities, and provide a platform for people to share their views and experiences
- Our customers have equitable access to these services, programs, collections and resources
- Our policies and practices are inclusive of all our customers and oppose actions which incite hatred, or which are bigoted and disrespectful
- We conduct outreach and advocate for those who are marginalised within our communities
- We use inclusive language when interacting with our customers, verbally and in writing
- Our library endeavours to provide a physical and virtual safe space for everyone
- Our physical and digital infrastructure is accessible
- We advocate for policies that increase equitable access to information for all in support of democracy and intellectual freedom

Action Plan

1. The Knowledge Well

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

Strategies (Library Plan)	Actions	Timeline	Outcomes
1.1 Create accessible physical and virtual spaces which inspire our community	• Ensure CCL Facilities Development Plan considers the needs of all members of our community • Remove barriers to access eg security gates, overdue fines • Implementation of Accessibility Keys for all branches	Ongoing End 2020 September 2021	People visit our libraries and are happier for it Increased library visitation
1.2 Our core services are free and accessible to everyone in our community	• CCL lends it items at no cost to the community • We provide free Wi-Fi 24/7 • CCL does not charge overdue fines	Ongoing Ongoing Ongoing	People visit our libraries and are happier for it Increased library visitation

2. Leadership and Innovation

Lead positive change through partnerships and teamwork.

Strategies (Library Plan)	Actions	Timeline	Outcomes
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	• Participation in leadership forums that support social inclusion • Seek out and connect with organisations that have an interest in improving literacy and encouraging lifelong learning eg Outlook Vic • Actively support Cardinia Shire's Liveability Plan 2017 – 2029 • Provide links on CCL Webpage to community groups • Men' and women's groups – support, partnerships and shared activities/programs • Increase and support conversation classes	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	Active support and participation in Together We Can Campaign against Family Violence Ongoing commitment to CFC Cardinia and CFC Cranbourne – Windermere and Anglicare Robust partnerships are maintained with leading community organisations such as Outlook Vic, Pakenham Living and Learning, Cranbourne CISS. etc Tangible connection with development and delivery of Member Council's Municipal Public Health and Wellbeing Plans

3. Resilience

Strengthen capacity in our growing community.

Strategies (Library Plan)	Actions	Timeline	Outcomes
3.1 Strong connections with our communities	• Consult and engage with community when looking for ways to improve our services • Active participation in community life across Casey Cardinia region • Finalise our Draft Reconciliation Action Plan and statement • Support Communities for Children programs	Ongoing October 2020	Community can see the connection between the work of public libraries and increased social inclusion Reconciliation Action Plan is adopted by the Board November 2020
3.3 Recognised contribution to community well-being and social equity	• Share stories that underline CCL commitment to social inclusion through local media and social media	Ongoing	The community appreciate and support CCL's approach to social inclusion

4. Literacies

Encourage reading and lifelong learning.

Strategies (Library Plan)	Actions	Timeline	Outcomes
4.1 Deliver programs and activities that support literacy and lifelong learning	• Our programs and events are welcoming and accessible to everyone in our community • Drag Queen and gender-neutral story times are held in Casey and Cardinia library branches • Translate membership information into local languages • Bi-lingual activities – children and adult • Implement LOTE strategy – look for community engagement	Ongoing	The community appreciate and support CCL's approach to social inclusion People visit our libraries and are happier for it Increased library visitation Community can see the connection between the work of public libraries and increased social inclusion
4.2 Ensure our collection is accessible and well used	• Our collections reflect the diverse nature of our communities and support equity including LGBTIQ+ collections, Aboriginal and Torres Strait Islander • Implement LOTE strategy – look for community engagement	Ongoing	Increased library visitation and usage of diverse collections by community Community can see the connection between the work of public libraries and increased social inclusion

5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies (Library Plan)	Actions	Timeline	Outcomes
5.1 Embrace CCL values in everything we do AND 5.2 Create a people focused organisation that is quick to embrace new ways of doing things	• All staff complete Child Safety training through Litmos (CCL Online training portal) • Develop skills and strategies that enable us to support positive visitor experiences for people with disabilities • Autism awareness training (Litmos) • Disability awareness training all staff (Litmos) • Mental Health First Aid training • LGBTIQ awareness training for staff • Develop employment opportunities for people who are socially and economically excluded • Host events with speakers who enhance social inclusion and gender equality through participation in National and State events such as International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT), Naidoc Week, International Day of Persons with Disability, Harmony Day, Ageing Positively festivals • Information and collections that support gender equality • Expanded staff leave entitlements including broader definitions of family	Annual Ongoing August 2020 October 2020 1st round May / June 2020 December 2020 July 2021 Ongoing Ongoing EA No 9. November 2019 - 2023	Adherence to State Government's Child Safe Standards CCL staff understand and support social inclusion Partnership and MOU with Outlook Employment – increase number traineeships Community can see the connection between the work of public libraries and increased social inclusion The community appreciate and support CCL's approach to social inclusion Staff have more flexible options to access leave

Bibliography

- CCL Library Plan 2020 - 2024
- CCL Workforce Development Plan 2019 – 2022
- CCL Draft Reconciliation Action Plan and Statement of Reconciliation
- City of Casey Municipal Health and Wellbeing Plan 2017 – 2021
- Cardinia Shire's Liveability Plan 2017 – 2029
- Ending Family Violence – Victoria's plan for change 2016
- Our Watch – putting the prevention of violence against women into practice
- Together We Can
- Speaking Out
- Rob Hyatt - Koorie Heritage Trust Federation Square

CC34/2020	OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers

Purpose

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

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

Library Usage *(Library Plan reference 1.1, 1.2, 3.1 and 4.1)*

CCL's key performance measures including physical visitation, physical loans, programs and Internet and Wi-Fi usage have significantly impacted by the COVID-19 Pandemic.

Our physical loans since April 1, have increased with the introduction of our home delivery service. Between 1 April and 9 June, ('Click and Collect' restarted on 10 June), CCL posted out almost 5,800 parcels to over 4,000 members. Items dispatched weighed in at over 18,000 kilograms, that is equivalent to about five hippopotamuses'

Circulation – physical loans 1 April to 9 June (inclusive) 2020.

Members Posted To	Requests Filled	Boxes Posted*	Weight Posted	Number of Physical Loans
4,064	5,740	5,787	18,157	56,524

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

With 154,737 items on loan, the shelves at our branches are looking empty. Nearly half of our collection is out on loan. To put things in perspective, at the end of March, 2019, 34 percent of our collection was on loan, at the end of May, 2020, the tally was closer to 48 percent, that is over 44,000 more items on loan.

The most popular items are 'Begin to Reads' with 81 percent or 15,196 items from that collection out on loan at the end of May. Bunjil Place has lent 92 percent of its 'Begin to Read' Collection, over 5,700 items.

Circulation – Branch Loans and Collection Sizes 31 May 2020

Branch	Loans	Collection size (items)	% on loan as of 31 May 2020
Bunjil Place	46,117	79,081	58.32%
Cardinia Mobile	4,516	8,979	50.30%
Cranbourne	29,724	60,620	49.52%
Doveton	5,987	16,245	36.85%
Emerald	12,782	25,919	49.32%
Endeavour Hills	15,328	37,988	40.35%
Hampton Park	15,608	38,540	40.50%
Pakenham	24,457	53,937	45.34%
TOTAL	154,737	321,738	48.09%

CCHQ not included in separate line, but is in totals

Community take up of eResources continues to be strong. Strong performers particularly in April included the popular eAudiobooks and eBooks that continue to grow year on year and month on month. RB Digital eAudiobooks and eBooks dropped slightly from April to May, however, saw a significant increase in excess of 400% in usage compared with the same time last year.

Find my Past doubled from April to May, reaching 5,000 records viewed. Studiosity has been very popular in recent months, with an increase over 330 percent from April to May, up dramatically on the previous year.

Electronic Resources

	February 2019/20	March 2019/20	April 2019/2020	May 2019/2020	% Variation April/May
Age Library Edition	361	563	913	994	8.87%
Bolinda eAudiobooks	9,353	9,951	10,395	11,568	11.28%
Bolinda eBooks	6,825	7,912	10,392	10,454	0.60%
Choice	74	84	133	61	-54.14%
Cloud Library	350	246	531	206	-61.21%
Freegal Music	7,576	8,920	11,140	10173	-8.68%
Haynes Manuals	37	34	32	21	-34.38%
Kanopy	697	1,022	2,119	1,507	-28.88%
Press Reader	5,567	8,090	15,685	9,553	-39.09%
RB Digital eAudiobooks	342	632	1,406	1,136	-19.20%
RB Digital eMagazines	2,479	2,720	3,245	3,150	-2.93%
Storybox Library		301	661	680	2.87%
Tumblebooks	187	346	593	183	-69.14%
TOTAL	33,848	40,821	57,245	49,686	19.52%

E-Learning

	February 2019/20	March 2019/20	April 2019/2020	May 2019/2020	% Variation April/May
Busy Things	5,780	4,471	4,181	2,123	-49.22%
Literacy Planet	201	309	816	592	-27.45%
Lynda.com	845	818	1,593	1,222	-23.29%
Road to IELTS	47	25	55	17	-69.09%
Studiosity	113	132	320	1,392	335.00%
uTalk	37	65	109	142	30.28%
TOTAL	7,023	5,820	7,074	5,488	-22.42%

Our digital presence and children focused online videos continue to prove very popular with encouraging community engagement. Our YouTube Videos performed have targeted mainly youth with many Tinies and Storytimes, and STEAM activities as well as writing and poetry tips and instructional videos about accessing our services. CCL's YouTube performed the strongest in April with 2,942 views and May saw 2,204. Tinies Time with Alysha has been the most popular with 493 views.

Tinies Time with Alysha
12:49

Programs and events will for the short term even with the planned opening of branches remain with a digital focus for both youth and adult programs and events using different platforms.
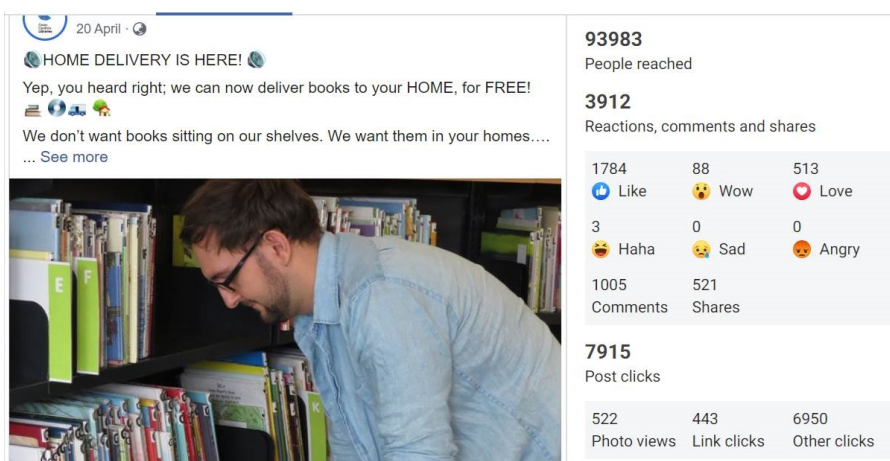
Membership has decline slightly due to the branches across the region being closed.

132,345
Members as at 31/05/2020

Our newsletters in recent months have been sent to over 42,000 subscribers. The open rate since COVID-19 Pandemic has consistently been around 69 percent with the May newsletter open rate reaching 74 percent and a click rate of 6.28 percent.

Our social media has ramped up with the COVID-19 Pandemic ensuring our community are informed in these uncertain and dynamic times. Community engagement is strong with Facebook and Twitter likes, and an increase in feedback and interactions with posts.

Post engagement that has kept our community informed of changes in our service delivery have been overwhelmingly positive. Our home delivery post, informing the community of our postal service reached over 93,000, with 3,912 reactions and more 1,000 comments.

20 April
HOME DELIVERY IS HERE!
Yep, you heard right; we can now deliver books to your HOME, for FREE!
We don't want books sitting on our shelves. We want them in your homes….
... See more

93983
People reached

3912
Reactions, comments and shares

1784 Like	88 Wow	513 Love
3 Haha	0 Sad	0 Angry
1005 Comments	521 Shares	

7915
Post clicks

| 522 Photo views | 443 Link clicks | 6950 Other clicks |

Nook with a Book is a new CCL Facebook group beginning late April. By the end of May there were 350 members, with 2,117 reactions and 584 comments. Nook with a Book is CCL group for people who have a passion for reading. The group will share a lot of book content, book reviews, information on our new podcast 'Book Matters' as well as what's hot in books, reading lists, prize winning novels and upcoming fiction and non-fiction releases, staff reviews and so much more.

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC35/2020	CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

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

CCL Library Plan reference – 1.1, 1.3, 3.1, 4.2, 4.4 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 *(Library Plan reference 3.1, 4.4, 5.2)*

CCL teams have worked diligently to transform our traditional program offering to formats that work during current restrictions. Full statistics of our digital engagement are in the Operational Performance report. We are currently planning for in-branch library services to resume over the coming weeks. Programming, as we have previously known it, will take more time to re-establish. Consequently, we are planning more digital events across the winter months and hope that by Spring we can start to see core programs begin to run in-branch again.

Feature events in June include:

- Digital support programs offering tech help on devices and e-platforms – offered via Zoom
- Specialist events featuring authors Katherine Firkin and Eliza Henry-Jones and Bibliotherapist Sonya Tsakalakis
- Family History Research events featuring Public Records Victoria and National Archive of Australia
- Lifestyle events focusing on good eating and sustainability
- Books and Reading events and digital offerings such as book groups, podcasts and our VERY popular new Facebook page 'In a Nook with a Book' (this site has 365 members at last count)
- School holiday Program which wraps up a host of workshops, performances, and creative opportunities for kids

Library At Home
We Are Bringing The Library To You!

We've done the hard work for you, using our talented staff and partners we have put together a range of online content to keep you and your kids entertained.

From Tinies Time and STEAM ideas through to book reviews, Author Q + A's, Competitions and so much more, there is something for everyone.

Click the images below:

Baby Time Videos | Tinies Time Videos | Storytime Videos

Creative Writers Competition is a winner

One of our most successful programs over the past three months has been our Creative Writing Competition. We received 192 entries across multiple age categories which are now in the process of being judged. Winners will receive gift cards as prizes, and our Programs team have seen this as a wonderful way to maintain member engagement and encourage creativity. The competition has been another example of success of the 'Library at Home' programming, along with digital Storytimes, STEAM programs, book clubs and live streamed literary events.

CCL have received excellent editorial support from the Pakenham Gazette which has culminated in a four-page spread featuring some of the best entries.

Teen Photography Competition following Writers Comp success

CCL is eager to engage Teens and Young Adults in our next competition that will run over winter. If writing isn't 'their thing' we bet photography is! This competition is open to young people from 13 to 21 years.

Reopening our Libraries – Stage 2 (*Library Plan reference 1.3, 5.2*)

CCL has moved to Stage 2 in our plan to reopen libraries across the network. Key changes over the past week are:

- Returns chutes are now open 24/7 at all branches
- Cardinia Mobile Library is now back on the road, customers can 'Click and Collect' their Holds, but not enter the trailer
- 'Click and Collect' Holds is available at all library branches between 10am-4pm Monday to Friday
- Home Delivery options is continuing for the time being as an additional free option for all customers.

CCL will reopen Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park and Pakenham branches on 22 June in accordance with DHHS guidelines. Bunjil Place Library will open along with other precinct partners on July 1.

No Contact Home Deliveries (*Library Plan reference 4.2*)

Home Deliveries have been a lifeline for many library members over the past three months. We have received so much positive feedback, and we have been proud to offer this as a free service to this point.

> *"This is awesome! My dad relies on going to the libraries to read as he can't go online. This is perfect so now he can go back to reading again and keep busy."*

Since launching Home Deliveries we have:

- Posted to 4000 members
- Made 5700 deliveries to these members
- Posted 18,000 kilograms worth of items

The service has been such a success that we were apprehensive about how we would manage the sudden return of 150,000 items that were on loan up to the end of May. After an influx of Returns on

the first day CCL opened chutes (and had to close them again by 3pm), we have had a steady flow of approximately 11,000 items returned and staff are managing the current flow of returns well.

We anticipate a drop in the need for Home Deliveries as branches start to reopen, however are also mindful that vulnerable community members may need the service for much longer, as they continue to be at home. We want to offer the Home Deliveries service as long as possible which has led to our first fundraising campaign.

Fundraising *(Library Plan reference 5.2)*

We are very grateful to have received $6,000 from 120 donors towards our campaign supporting Home Deliveries and broader outreach services. Note feedback below from one donor, who clearly articulates the impact the service has had for her family:

> *Hello CCL Team,*
>
> *Thank you for sharing this valuable initiative. We received via the post our library books that were on order before Covid-19 and my son was so thrilled to get the book he was waiting for Odd ones out and Dogman.*
>
> *Will is 9 yrs old and has Dyslexia, reading is difficult but every day he reads. he finished his first ever chapter book Hey Jack (10 smaller books into one big book) 456 pages... is what he references :) and we wanted to go out and buy another book but couldn't. Lucky for us his delivery came and the we on to read Dogman as his second chapter book achievement.*
>
> *I was so delighted that CCL would go to such lengths and costs to continue providing services to the community. So today when I read of the delivery service for isolated & or elderly people I was again delighted. Not for any personal need, we won't be using the service but because It once again showcases how CCL is truly a leader in our community. Enabling learning, contentedness, and inclusiveness for those that are vulnerable.*
>
> *I have donated $50 and hope many others than can contribute do.*
>
> *Well done on all your amazing work.*

Be Connected Grant received to support Devices for loan *(Library Plan reference 5.2)*

CCL is converting decommissioned class laptops and public pcs for community to borrow and use at home. Along with these 60 computers and laptops, CCL has received a grant from Be Connected to purchase 20 additional devices for loan. These can all be borrowed through our library catalogue, and members can borrow them for three months at a time. This is another option to support community as they 'work and learn from home' over the coming months.

Library Materials – Purchasing Plan 2020-2021 *(Library Plan reference 4.2)*

The Library Materials Budget has been drafted as per below, however we may forecast adjusted balance between physical and digital collections further following quarter one review:

Library Materials – Budget Summary	2019 – 2020 Budget	2020 – 2021 Draft Budget
Total	$1,501,600.00	$1,530,653.00
CAP EX	$1,179,600.00	$1,213,433.00
OP EX eg. E-books, databases, periodicals	$322,000.00	$317,220.00
Fund Name:		
Audio Fiction	$83,000.00	$85,000.00
Audio Digital downloads	$87,000.00	$95,000.00
DVDs	$85,000.00	$85,000.00
Music CD's	$1,000.00	$0.00
Subtotal (Adult Audio)	$256,000.00	$265,000.00
Adult Top Titles	$45,000.00	$45,000.00
Basic English	$8,000.00	$8,000.00
Book Club collections	$3,500.00	$3,500.00
Fiction	$57,740.00	$58,000.00
Fiction - Standing Order	$50,000.00	$50,000.00
Genres eg paperbacks Romance, Westerns etc	$17,000.00	$17,973.00
Large Print	$2,000.00	$10,000.00
Large Print Standing Order	$62,000.00	$62,000.00
Non-Fiction	$110,000.00	$110,000.00
Subtotal (Adult Print)	$355,240.00	$364,473.00
Junior Talking Books	$13,500.00	$13,500.00
Junior Music CDs	$4,000.00	$4,000.00
Junior DVD	$40,000.00	$40,000.00
Junior/Young Adult EAUDIOBOOKS	$18,500.00	$25,000.00
Subtotal (Junior Audio)	$76,000.00	$82,500.00
Graphic Novels/Comics	$23,000.00	$23,000.00
Junior Fiction	$87,000.00	$87,000.00
Junior Non-Fiction	$40,000.00	$45,000.00
Picture Books	$90,000.00	$90,000.00
Young Adult Fiction	$20,000.00	$20,000.00
Subtotal (Junior Print)	$260,000.00	$265,000.00
Premiers Reading Challenge (PRC) Junior Fiction	$20,000.00	$14,000.00
PRC Picture Books	$25,960.00	$25,000.00
PRC Young Adult Fiction	$6,000.00	$6,000.00
Subtotal (Premier's Reading Challenge)	$51,960.00	$45,000.00
Languages Other Than English (LOTE) Bilingual Picture Books	$10,000.00	$10,000.00
LOTE - Chinese	$5,000.00	$5,000.00
LOTE - Dari/Farsi	$3,000.00	$3,000.00
LOTE - Punjabi	$7,000.00	$6,000.00
LOTE - Sinhalese	$10,000.00	$11,000.00
Subtotal (LOTE)	$35,000.00	$35,000.00
Lote Cataloguing & Processing	$7,000.00	$8,000.00
Reference Standing Order	$4,000.00	$3,500.00
PRC Outsourced processing	$8,000.00	$14,960.00
Outsourced processing	$71,400.00	$75,000.00
Processing Materials	$55,000.00	$55,000.00
Subtotal (Processing)	$145,400.00	$156,460.00
LOTE Magazines, Periodicals & Subscriptions	$12,000.00	$10,500.00
Electronic Books	$70,000.00	$55,000.00
Databases - Online Subscriptions	$150,000.00	$166,720.00
Magazines/Periodicals/Subscriptions	$90,000.00	$85,000.00
Subtotal (Ebooks, Databases, Periodicals)	$322,000.00	$317,220.00

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

CC36/2020   COVID-19 BUSINESS CONTINUITY PLAN

Report prepared by Chris Buckingham

The CCL Business Continuity Plan has been regularly updated and provided to Member Councils to ensure open lines of communication.
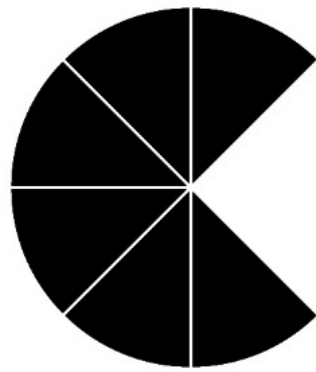
The reopening of the Branch network represents the next significant phase in CCL's operations

RECOMMENDATIONS

1. That the Board note the CCL COVID-19 Business Continuity Plan.

'Inspiring spaces where everyone is free to discover possibilities'

Business Continuity Plan

2020 - 2021

17 June, 2020

Introduction

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 470,000 people in Melbourne's South East.

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

We employ approximately 170 people, the majority of whom work part time.

Our Member Councils are Casey City and Cardinia Shire Council.

CCL provide a vital community service across the region and we know that, during difficult times, many people turn to their local library for support and a sense of community.

This Plan is an evolving document that is updated regularly to take into account changes in operating conditions.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

Casey Cardinia Libraries

Aims and Objectives

This Business Continuity Plan (BCP) has been constructed in response to the COVID – 19 Pandemic and flow on impacts. It is the organisation's ready reckoner as we manage what is a continuously evolving situation.

It describes how, when and why CCL services are changing in response to the COVID – 19 Pandemic.

Goals and Objectives

- Protect the safety, health and wellbeing of our staff, customers and volunteers
- Establish new ways of providing services to support our community while complying with Government directives
- Ensure the best possible service is available to the community through a highly disrupted period
- Protect and preserve the employment of our staff; and
- Ensure responsible financial management through this period

Roles and Responsibilities

Responsibility for the development, maintenance and implementation of this BCP was invested in the COVID – 19 Response Group:

- Chris Buckingham, CEO
- Beth Luppino, GM Customer Experience
- Melissa Martin, GM Org Development
- Emily Ramaswamy, GM Finance
- Daniel Lewis, GM Digital Ops
- Bec Mitchem, Branch Manager Pakenham and Exec Team Member
- Cenza Fulco, Community Engagement (Children and Youth services, programs, Home Library Service)
- Michelle McLean, Information Services
- Erin Commerford, Marketing and Communications

The Response Group has now been suspended as the organisation moves into the Recovery phase. The Response Group will be reconvened only as required.

A Recovery Group has been formed. It's membership is the same as the CCL Leadership Team and also includes Lucas Baker (Digital Ops Team) and Tim Cuthell (Bunjil Place Library).

While the Recovery Group is responsible for making recommendations around business continuity and operational changes, the CEO and Executive Team are ultimately responsible for decision-making.

CCL's Member Councils are key stakeholders and should be consulted before major changes to service delivery are implemented. Key Contacts:

- Steve Coldham and Callum Pattie, Casey City Council
- Tracey Parker and Kristen Jackson, Cardinia Shire Council

Chris Buckingham, CEO or his nominated delegate is the key point of contact for all relevant CCL communications.

Risk Register

Top 5 Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Changes to government policy
2	7	Decline in revenue from funding partners
3	7	Global warming - climate change
4	6	Data Security Breach or Cyber Attack
	6	Legal claim or proceedings against CCL
	6	Poor enterprise risk management
	6	Disruption of the partnership between Cardinia Shire Council and the City of Casey

Top 5 Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Pandemic - acute
2	8	Pandemic - fatal
3	6	Data Security Breach or Cyber Attack
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)

Please see CCL's Risk Management Policy and Risk Management Plan

Crisis Communications

Please see link to CCL's COVID – 19 Crisis Communications Plan

Response and Recovery – The Journey so far

CCL implemented the unprecedented decision to close the branch network Thursday, 19 March. We put in place a number of initiatives to enable the public's ongoing access to the physical collection including a 'click and collect' and 'home delivery' services.

On Sunday March 22, The Federal Government directed all libraries across Australia to close with no exclusions. CCL ceased its 'click and collect' service, switched off the free public WiFi service and closed its external returns chutes.

On Tuesday 7 April, advice was received from DHHS that no staff are to work in the library.

On Friday 10 April, advice was received from DHHS and LGV that staff are able to continue to work in libraries that are closed to the public in undertaking activities such as collection management where those activities are unable to be undertaken from home.

The broader community lockdown has now been eased as a result of Federal and State Government directives.

Libraries were nominated as part of Step 1 of the Recovery process, by the Federal Government and the Premier announced that libraries could reopen as of June 1st in a limited capacity, the physical branch network will commence reopening on 22 June.

CCL continue to develop and implement a number of services and initiatives to help mitigate impact of library closures on the community, while doing our very best to discourage people from putting themselves at risk of infection:

Collection

- Automatic renewals and extension of all loans to July 1
- Expansion of eResources (https://www.cclc.vic.gov.au/online-resources/)
- CCL App
- Development of a Home Delivery Service in partnership with Australia Post (Public Launch occurred 20 April. It has been very well received by community Nearly 6,000 packages of library items have been despatched)
- Return Chutes were re-opened 24/7 from June 10
- A 'Click and Collect' service commenced across the network on June 11

Social and Economic Inclusion

- Ask a Librarian phone service (launched 1 April)
- Ask a Librarian web chat (soft launch occurred after Anzac Day)
- Social Media – writing competition (launched in April via social media and print media)
- Digital story-telling and program delivery (launched Wednesday 25 March)
- Outbound phone calls to regular library users who may be feeling socially isolated (including Home Library Service customers). Occurring on an ad hoc basis.
- Re-establishment of home delivery services to Home Library Service Recipients (20 April)
- Free WiFi was switched back on June 1st

Service Provision Innovation Projects

- Restoration of Suspended/ Blocked borrowing rights for six months (delivered)
- Implementation of new phone system (now operational)
- CCL is working on making redundant PCs and Laptops available to the community on 3-month loans from July 1

Governance

- The BCP is provided as a working draft to Board Members on a regular basis
- State Government has passed legislation which will mean that RLC Boards will no longer need to physically meet during the Emergency Period (May 1 – Nov 1).

Staffing

- Where possible CCL employees are working from home, particularly those at 'high risk' of significant impact if infected. More than 160 staff completed the requisite paperwork
- All staff have been allocated a 'home branch' from which to work so that risk of transmission between teammates across the network is minimised
- Teams has been activated as an online meeting tool (with associated training)
- FAQs provided to staff providing clarity on employment provisions and conditions
- Regular engagement with ASU to ensure open lines of communication
- Provision of online training and development opportunities including Mindfulness resources and Mental Health First Aid
- Staff that have not completed working from home documentation, or are not working in a branch, are required to take leave
- Staff with excessive leave balances have been asked to take leave
- Sunday Roster is unlikely to be reinstated until mid-July
- The recruitment freeze has now been thawed.
- CCL is providing staff access to Health and Well-being information, Mindfulness Apps and EAP.
- Staff surveys are being conducted to keep a line of sight on the health and well-being of employees

Working from Home

- All staff working from home need to check in with their manager and discuss their work plan on a weekly basis.
- Staff who are working from home are required to complete the documentation in the updated Working from Home Policy During COVID-19.
- Staff must respect Government directives and be accountable for their behaviour
- Staff not classified as high risk, will be expected to return to work in the branches as operations scale up.

Response to COVID – 19 Infection

- If a staff member is confirmed as having COVID – 19 they will seek appropriate medical treatment
- Their 'home branch' will be closed for 48 hours and given a deep clean (if they attended their branch while they were infected)
- Colleagues exposed to the infected staff member will be tested for COVID – 19 and conform results before returning to work. They will be given the opportunity to work from home or take leave.
- After the 14-day period the staff who have self- isolated will be reallocated a home branch, based on the needs of the organisation

Phased Return to Operations

- CCL Recovery Working Group is meeting on an as needs basis
- Branch managers will continue undertaking risk assessments of Returns processes, Holds collection and branch-open services to optimise staff and community safety
- Our capacity to deliver services could still be impacted by staff illness
- We will continue to deliver services via digital platforms
- CMO back in normal routine from June 10 offering a click and collect service only
- Click and collect will operate in all branches from 10 – 4 Monday - Friday
- We will reopen 6 branches to the public on June 22 from 10 – 4 Monday – Friday and 10 – 1 Saturdays
- Bunjil Place Library will reopen on July 1 in line with the rest of the Bunjil Place precinct
- Home delivery service will continue
- There will be a strong focus on good hygiene practices, physical distancing and cleaning regimes in line with DHHS Guidelines

Key elements of the partial re-opening for CCL include:

- Reopening of library return chutes 24/7 from June 10.
- Reestablishment of Click and Collect services from June 11
- Providing people access to libraries with careful management of social distancing principles to allow people access to PCs and other services including free WiFi (June 22)
- We are not anticipating resumption of physical programs and/ or events in our libraries for at least another 4 weeks
- Sunday operations are not likely to commence until mid July
- Customers must provide their contact details to library staff before entering the library
- There will be a limit of 50 people (not including staff) in the library at any one time

These elements are permissible under current State Government Directives.

PLV and ALIA have been advocating to State and Federal Government to include public libraries early in their respective Recovery Planning Processes. This has been successful.

Financial viability

CCL is well positioned to record a modest operating surplus for the 2019 – 20 Financial year.

Longer term financial viability is dependent on finalisation of Member Council contributions.

Equipment and Resources

CCL's Leadership Team and Regional Support Teams are equipped for Activity Based Work

CCL has reprofiled program laptops for staff use.

CCL has implemented a new telephone system to enable a more flexible and resilient service.

CCL is working with Member Councils to ensure staff have appropriate access to hand sanitizer and PPE etc.

Review

This document is updated on a weekly basis (or as needed) to reflect the operating environment and shared with the CCL Board and Leadership Team.

The Recovery Group will review processes and outcomes delivered through the BCP on a weekly basis throughout the crisis and make point of debriefing post 'Response' and 'Recovery' phases.

CC37/2020   LOCAL LAW NO. 1 WORKING GROUP UPDATE

Report prepared by Chris Buckingham

Work has continued on the review of CCL Local Law No. 1.

The Working Group will convene on June 26th to determine next steps.

RECOMMENDATIONS

1. That the Board note the Working Group are convening on June 26th to finalise a recommended approach, which will be tabled at the August Board Meeting.

NEXT MEETING

Wednesday 26 August 2020, City of Casey – Bunjil Place Library TBC.