CONNECTED LIBRARIES

Ignite your imagination

AGENDA

Board Meeting

Wednesday 25 October 2023

4.00pm

Online Teams

1. **Present**

2. **Apologies**

3. **Acknowledgement of the Traditional Owners**

4. **Declaration of Conflicts of Interest**

5. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CL) Board Meeting held on Wednesday 23 August 2023.**

OFFICERS REPORTS

CC34/2023   FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on Connected Libraries' financial performance as at 30 September 2023.

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 30 September 2023	Total Budget 2023-24	Budget YTD September 2023	Actual YTD September 2023	Variance	% Actual Vs Budget
Income					
Council Contributions	7,198,580	1,711,395	1,711,395	0	0.0%
Government Grants	2,207,392	1,125,127	0	(1,125,127)	(100.0%)
CfC Funding	0	0	0	0	
Interest on Investments	87,500	21,876	30,025	8,149	37.3%
Other Income	110,015	24,846	21,277	(3,569)	(14.4%)
Total Income	9,603,487	2,883,244	1,762,697	(1,120,547)	(38.9%)
Expenditure					
Employee Costs	6,607,846	1,617,286	1,506,084	111,202	6.9%
IT & Communications	645,000	198,751	124,125	74,626	37.5%
Library Materials	358,640	166,972	166,674	298	0.2%
Promotions & Marketing	102,960	24,088	19,393	4,695	19.5%
Administration	433,303	132,760	135,833	(3,073)	(2.3%)
Depreciation	1,085,721	230,736	237,660	(6,924)	(3.0%)
Total Expenditure	9,233,471	2,370,593	2,189,769	180,824	7.6%
Net Gain(loss) disposal of plant & equipme	0	0	150	150	
Net result for the reporting period	370,017	512,651	(426,922)	(939,573)	(183.3%)

Income

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

Interest on Investments – CL has maintained tight planning on required cash flows and as such has been able to retain higher than expected funds within term deposits. The RBA holding firm on cash rates has ensured that investments rates offered by banks are remaining high for the short term.

Expenditure

Employee Costs

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

IT & Communications

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

Promotions & Marketing

Underspend in YTD are tied to timing of invoicing for Children & Youth and Outreach Programming. It is expected to realign with budget after the January school holidays and launch of the Innovation Projects.

Capital Expenditure Month Ended 30 September 2023	Total Budget 2023-24	Budget YTD September 2023	Actual YTD September 2023	Variance	% Actual Vs Budget
Library Materials	1,146,373	325,259	293,708	31,551	9.7%
Motor Vehicles	152,000	0	0	0	0.0%
Furniture & Equipment	276,362	27,060	49,762	(22,702)	(83.9%)
Capital Exp. for the reporting period	1,574,735	352,319	343,470	8,849	2.5%

Capital Expenditure

Library Materials

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

Furniture & Equipment

Deposit for Innovation projects Library Lockers occurred earlier than budgeted but all three Innovation Projects are expected to be completed within the budget for the year.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
August Statement	31/07/2023	Campaign Monitor - August EDM Credits	$1,001.00
	9/08/2023	Fairfax Newspapers - Renewal of Australian Financial Review for Bunjil Place Library	$1,188.04
	9/08/2023	Fairfax Newspapers - Renewal of Australian Financial Review for Endeavour Hills Library	$1,188.04
	14/08/2023	QV Carpark Melbourne - Parking for SLV - shared leadership presentation day	$20.00
	21/08/2023	Dandenong Pavilion - Lunch for leadership team day - deposit to hold booking	$100.00
	23/08/2023	Fountain Gate - Toymate - Voucher for Sid the Sloth Campaign Prize - September to November	$300.00
	25/08/2023	Buzzsprout - Podcasting - Adult Programs	$19.27
Total August 2023			**$3,816.35**
September Statement	28/08/2023	Campaign Monitor - September EDM Credits	$1,001.00
	7/09/2023	R U OK Limited - Qty 10 bags for staff to wear in support of R U OK campaign	$146.45
	14/09/2023	Campaign Monitor - EDM Credits - Community Survey	$2,288.00
	15/09/2023	News Pty Ltd - Renewal for The Australian Newspaper at Bunjil Place Library	$572.00
	15/09/2023	QV Carpark Melbourne - Parking - State Library Victoria Training	$20.00
	21/09/2023	www.aliexpress.com - Qty 2 X Rode NT-USB microphone toolbox for podcasting equipment storage	$99.34
	21/09/2023	Amazon Marketplace - Qty 2 x Geekria shield case for headphones, purchased for podcasting equipment storage	$71.80
	25/09/2023	Buzzsprout - Podcasting - Adult Programs	$19.31
Total September 2023			**$4,217.90**
TOTAL			**$8,034.25**

Card Holder	Transaction Date	Detail	$
General Manager, Finance and Digital Operations			
August Statement	28/07/2023	EB Children Amp Youth - Qty 1 extra ticket to Children & Youth Services SIG Seminar 2023	$34.20
	31/07/2023	EziRug.com.au - Qty 2 Brightly Coloured Rug for Bunjil Place Library Storytime	$106.45
	3/08/2023	Amazon Marketplace - Qty 4 Nintendo Controllers for Cranbourne Library	$110.76
	3/08/2023	Amazon Marketplace - Qty 4 Nintendo Controllers for Doveton Library	$110.76
	7/08/2023	Nintendo - 1 X Nintendo Switch Online + Expansion Pack Family 12 months membership	$109.95
	10/08/2023	Adobe Creative Cloud Licences including Adobe Stock, Acrobat Pro - Adobe Creative Cloud Licences	$420.29
	10/08/2023	Adobe Creative Cloud - Audition Software for Adult Programming	$39.98
	10/08/2023	Amazon Web Services - Website Hosting - July	$1,278.20
	21/08/2023	Amazon Prime AU - Prime Membership Fee	$9.99
Total August 2023			**$2,220.58**
September Statement	29/08/2023	News Pty Ltd - Renewal for The Australian Newspaper at Endeavour Hills Library	$572.00
	4/09/2023	Dandenong Pavilion - Lunch for leadership team day	$385.50
	4/09/2023	Amazon Web Services - Website Hosting - August	$1,329.87
	5/09/2023	Adobe Creative Cloud Licences including Adobe Stock, Acrobat Pro	$420.29
	5/09/2023	Adobe Creative Cloud - Audition Software for Adult Programming	$39.98
	15/09/2023	Bunjil Event - Refreshments purchased for EA Workshop	$15.00
	20/09/2023	Amazon Prime AU - Prime Membership Fee for September	$9.99
	21/09/2023	Ollies Blooms - Flowers for staff recognition	$79.00
	25/09/2023	Amazon Marketplace - Screen protector and case for mobile phone	$12.99
Total September 2023			**$2,864.62**
TOTAL			**$5,085.20**

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

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

Connected Libraries is in a sound financial position.

RECOMMENDATIONS

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

CC35/2023	ORGANISATIONAL RISK
Report prepared by Beth Luppino, Janine Galvin and Emily Ramaswamy	

Purpose

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

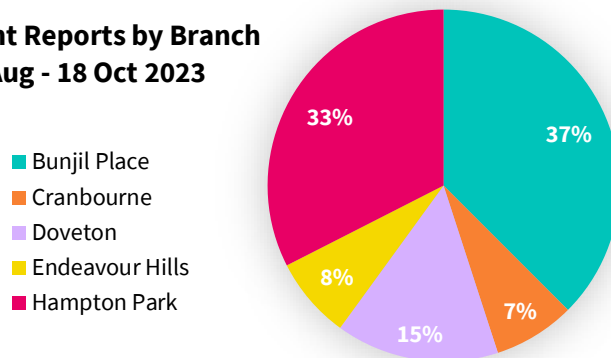*CL Library Plan reference –4.3, 4.6, 4.7*

Discussion

In this report we provide the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.
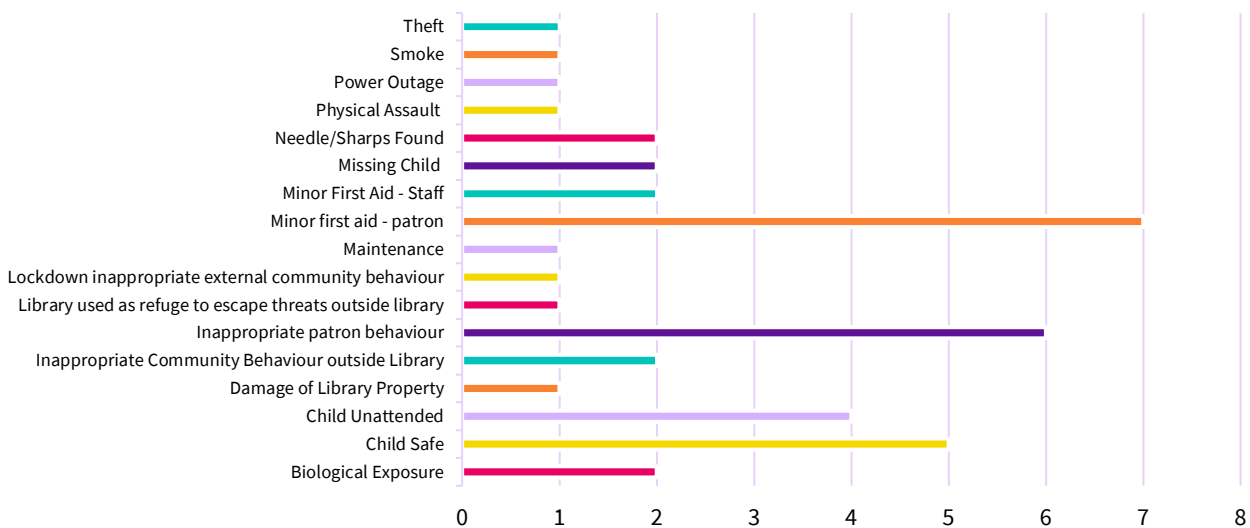
Occupational Health and Safety *(Library Plan reference 4.6)*

The below graphs provide an overarching view of OHS incidents across our libraries. Incidents to note are continued inappropriate patron behaviour in our libraries, children left unattended, and issues of needles/sharps found in Hampton Park Library.

Incident Reports by Branch
1 Aug - 18 Oct 2023

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

37%, 7%, 15%, 8%, 33%

Incident Reports by Type -1 Aug - 18 Oct 2023

Type	Value
Theft	1
Smoke	1
Power Outage	1
Physical Assault	1
Needle/Sharps Found	2
Missing Child	2
Minor First Aid - Staff	2
Minor first aid - patron	7
Maintenance	1
Lockdown inappropriate external community behaviour	1
Library used as refuge to escape threats outside library	1
Inappropriate patron behaviour	6
Inappropriate Community Behaviour outside Library	2
Damage of Library Property	1
Child Unattended	4
Child Safe	5
Biological Exposure	2

Child Safety *(Library Plan reference 4.6)*

Throughout our busy school holiday period, at Bunjil Place we had a number of children left unattended in our libraries. We worked closely with Visitor Liaison to educate and alert parents regarding Bunjil Place children left unattended policy. A child safe incident was reported at Hampton Park Library.

Enterprise Agreement (*Library Plan reference 4.3*)

We expect to have a consolidated part A and part B starting document completed in late October and will commence enterprise agreement negotiations.

Risk Management *(Library Plan reference 4.6)*

CL has reviewed the Risk Management Plan (attached) and identified the top Strategic, Operational and Psychosocial risks for this quarter (October 2023) as those listed below.

Due to the increase in numbers of incidents where children have been left unattended in our libraries throughout the past school holidays, we have increased the risk of "children left unattended" from 7 to 8 due to the forthcoming school holidays throughout December and January.

Top Risks – Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Data Security Breach or Cyber Attack
2	8	Unattended children in the library
3	7	Staff mental health
	7	Staff assaulted in library or on outreach visits
4	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)
	6	Decline in visitation

Top Risks – Strategic

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

Top Risks – Psychosocial

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

Conclusion

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

RECOMMENDATIONS

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

Risk Management Plan

25 October 2023

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

Rating	Description	Financial Impact	Staff/Public Health and Safety	Business Interruptions	Reputation and image	Corporate Objectives
5	Catastrophic	Discontinuation of programs	Multiple fatalities and/ or Permanent Injury and/or Disability	Systems unavailable (> 10 days)	Adverse and extended media coverage	Prosecution
		Major Budget variation		Prolonged disruption to the service	Community outcry	Fines
		Not covered by insurance			Government response	Litigation
						Failure of core business
4	Major	Revenue shortfall	Death	Critical systems unavailable (< less than 7 days)	Adverse media coverage	Breach legislation
		Significant Budget variation	Long term illness	Short term disruption (< 7 days) to the service	Community angst	Litigation
		Suspension of programs	Multiple serious injuries		Informal Government response	Impact on person, building or community
		Insurance issues	Health impact on community			
3	Moderate	Notable budget variation	Injury	Public dissatisfaction	Adverse media coverage	Breach of legislation
		Revenue decrease	Hospitalisation	Systems unavailable for 1 day	Non-Government attention	Investigation/report
		Insurance issues	Numerous days lost (>10 days)			Possible prosecution/fine
			Health impact on community			
2	Minor	Revenue shortfall	Minor injury	Systems unavailable for several hours	Adverse local media coverage	Legal issues
			Medical treatment	Inconvenience		Technical breaches
			Days lost (>5 days)			
1	Insignificant	Minimal financial loss	None	Systems unavailable for less than 1 hour	Localised impact only	Resolved by internal actions
			Minor personal injury			Day to day management
			First aid			
			No days lost			

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders. CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked. Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity. Proactive threat mitigation. Engaged industry experts. Regular updates to security posture	4	5	9
Decline in funding from Council or State Government for Library Services	CEO	The rate cap environment has now impacted on Council's ability to fund library services. CL conducted a service review in 2023 to address the funding gap resulting from the withdrawal of Cardinia Shire from the Regional Library Agreement in November 2022. State Government funding is not locked in beyond the 2023-24 period.	Short fall in revenue will lead to decline in services and or visitor experience	5	4	9	Advocate for increased or longer term funding from State Government. Support Council to fund project initiatives that enhance service delivery and drive new membership.	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act	CL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Support Council to transition to compliant entity by 2030.	5	3	8
Global warming - climate change	CEO	Insurability of assets due to building/ locations – flooding/bushfire/extreme weather risks. Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery. Push from community towards more sustainable operations – paper vs electronic resources	Damage to buildings. Financial impact if we don't change processes to embrace sustainable operations. Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Education of community about ways to live more sustainably. Work in partnership with Member Council to renew library buildings and reduce likelihood/ impact of climate change related events. Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
Loss of reputation/ brand	CEO	CCLC is trading under the new name Connected Libraries, and has undergone a significant workforce change.	Community disengages with CL, visitation decreases	5	3	8	Customer survey conducted Sept 2023 to identify areas of service disruption, level of community support and user engagement. Positive media coverage of CL continues, many stories instigated by CL's marketing team. CL's social media continues to promote community support and engagement.	5	2	7
Poor enterprise risk management	CEO GMOD	CL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CL's capacity to respond to risk	3	4	7	Revise Risk Management Plan on an annual basis. Table the Top Risk Register with the Board on a quarterly basis	3	3	6

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Failure to adhere to legal and regulatory compliance issues e.g. OH&S, Psychosocial legislation & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5
Increase in Workcover Premiums	GMOD	CL has an aging workforce that has exposure to manual handling risks, and mental health risks due to the front-facing customer service we provide.	While CL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	5	3	8	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work Provision of conflict-resolution train for frontline staff	3	2	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to library users CL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Legal claim or proceedings against CL	CEO	CL has workforce of approx 105 staff and receives in excess of 1.2 million physical visits per annum.	CL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks and clearly articulated values. Modest annual budget allocated for consultancy fees to enable CL to seek advice if required.	2	3	5

Risk Ratings - Strategic

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

Risk Identification								Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating		Mitigation	Likelihood	Consequence	Risk Rating
Impact on cash flow if significant debtors delay payments	GMFDO	CL has experienced delays in State Goverment funding this financial year due to departmental changes.	Extended delay in payments by one of the three funding partners could cause major problems for CL cash flow	2	4	6		Maintain strong lines of communication with key stakeholders from Casey and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
Unanticipated calls on materials or finances	GMFDO	CL operates under a rigorous compliance framework. CL will need to transition to a compliant entity under the new Local Government Act 2020 by 2030.	CL has a reasonable capital reserve to support ordinary business, however a multimillion-dollar call would impact this	2	4	6		Keeping abreast of current factors impacting on State and Local Government including the 'longtail' implications COVID - 19 on the economy	1	4	5
Fraud	CEO GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6		Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CL participate in VAGO Audit on an Annual basis	1	3	4
Poor procurement practices	GMFDO	Staff with purchasing delegations have a clear understanding of CL's procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal and external	3	3	6		Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing Plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6		CL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	4	5	9
Unattended children in the library	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child Child is approached by a stranger- hurt or removed from the space	5	4	9	Child safe policy is reviewed and updated. All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices Casey implementing minimum age requirements for unattended children at Bunjil Place and will assist with implementation All Child Safe incidents are discussed at Executive fortnightly meetings with changes made to policies as required	5	3	8
Staff mental health	GMOD	Mental health in the post-pandemic work enviroment, CL transition over past 2 years, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted to staff Staff Wellbeing surveys are undertaken CEO Live sessions to provide regular updates ET have strong in-branch presence to enable staff to voice concerns Bridge trust gap after service review through strong executive leadership and broader Leadership team training Strong policies and procedures in place Values driven culture Actively support Consultative Committee	4	3	7
Staff assaulted in library or on outreach visits	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured	4	4	8	Staff provided Conflict Resolution Training OHS Reps and Mental Health First Aiders act and provide guidance Maintain and utilise Employee Assistance Program (EAP) City of Casey conducted Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits and implmenting changes	4	3	7

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	2	5	7	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6
Staff assaulted in library or on outreach visits (fatal)	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits	Staff fatally injured	2	5	7	Staff provided Conflict Resolution Training OHS Reps and Mental Health first aiders act and provide guidance Maintain and utilise Employee Assistance Program (EAP) City of Casey conducted Risk Assessment on Doveton and Endeavour Hills branches regarding staff safety and emergency exits and implmenting changes	1	5	6
Decline in visitation	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Ensure clear messaging on library users access to services across City of Casey Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online services. Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West) and identify new service delivery models - e.g 24/7 - click and collect stations- reading lounges -outreach van etc	3	3	6
Pandemic - acute	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Develop and maintain a Business Continuity Plan - outlining Response and Recovery strategies in place Promote vaccination strategy as per Government Health orders Employ relevant Goverment pandemic Framework	1	4	5

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation**	**Likelihood**	**Consequence**	**Risk Rating**
Inability to recruit suitably qualified staff	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	CL experienced significant vacancies over the last 12 months through the withdrawal of Cardinia and subsequant service review. This impacted customer experience and staff moral	3	4	7	Focus on recruiting staff with transferrable skills Secondments considered Continue to upskill existing staff and offer Acting opportunities Training for managers offerred in recruitment skills	2	3	5
Domestic violence incident staff	GMOD	CL staff are at increased risk of having a domestic violence incident with partner	Staff injury -physcially or mental and unable to work. Unsafe in own home	3	4	7	GMOD and Leadership Team in contact with staff identified at risk EAP promoted frequently to staff Emergency Leave provision are included in CL EA	2	3	5
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elumina OHS system	2	3	5

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation**	**Likelihood**	**Consequence**	**Risk Rating**
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine-unable to work Members of the communty ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	2	4	6	Follow the advice of Victoria's Chief Health Officer Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	1	4	5
Accident in the library causing harm to patron/staff	GMCE	CL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance - more First Aiders to be trained for Bunjil Place and Cranbourne branches Defib available at Cranbourne and defibs for other branches to be rolled out throughout 2023. Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	2	4	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Personal use of own vehicle	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	CL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand the policy.	1	3	4
Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues. Libraries Victoria interlibrary loans have been temporarily suspended while new courier is put in place - this will impact loans for at least two months late 2022 and potentially beyond due to cost increases.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage. CL provides a bulk of the loans for LibVIc - particualry Myli	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Provide ad hoc inter-library loan service with neighbouring library(Myli) while Libs Vic is suspended.	1	3	4

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Organisational Culture	GMOD GMCE	Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.	Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being. A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.	5	4	8	Bridge trust gap after service review through strong executive leadership Bridge trust through strong leadership team and leadership of staff Strong policies and procedures in place Value driven culture - values review planned for Staff Development Day 2023 EAP - Converge Consultative Committee - where staff are heard	3	4	7
Workload Management	GMOD GMCE	A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support. Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.	Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy. Excessive workload is on the main reasons employees are negative about their jobs and their employers.	4	4	8	Liaise with staff in new roles to ensure demands of roles are realistic , meet timeframes set and support staff to succeed Strong succession planning and training of junior staff to take on new duties and added responsibilities	3	4	7
Clear Leadership and Expectations	GMOD GMCE	Effective leadership and support helps staff know what they need to do, how their work contributes to the organisation and whether there are impending changes.It increases staff morale, resilience, and trust; and decreases staff frustration and conflict. Good leadership results in higher job well-being, reduced sick leave, and reduced early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees	Leaders who are more instrumental in their approach (ie. focusing on producing outcomes with little attention to the big picture, the psychosocial dynamics within the organisation, and the individual staff) are more likely to get staff health complaints including general feelings of malaise, irritability, and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for staff and can undermine the legitimacy of program, policy and/or service intended to support staff. Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.	4	4	8	Leadership Mentor and Training Program Leadership Team Meetings Leadership individualised workplans and training plans Band 5 Mentor and Training Program Band 5 Team Meetings Band 5 individuallised workplans and training plans Band 4 Mentor and Training Programs Band 4 Champions Band 4 Individualised workplans and training plans	2	4	6

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

CC36/2023   OPERATIONAL PERFORMANCE

Report prepared by Janine Galvin and Melinda Rogers

Purpose

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

CL Library Plan reference – 4.3, 4.4

Discussion

Connected Libraries reports to the Board on areas of performance including collections, visitation, digital engagement, memberships, marketing and social media engagement and events/programs. Also included are relevant operational matters for the Board to monitor including upcoming changes to opening hours (over Christmas and New Year period) and workforce development/recruitment.

Key Measure Outputs

Measure	Target 2023/24	Quarter 1 (Jul – Sep)	2023-2024 YTD
Engagement			
Utilisation of Technology (Wi-Fi, Public PC user in branch)	*259,260*	32,238	32,238
Net Promoter Score (Community Survey)	*65*	65	65
Memberships*	*93,870*	82,394	82,394
Visits			
Visits – physical	*958,070*	193,788	193,788
Visits – virtual	*695,085*	207,550	207,550
***Total visits** – physical and virtual*	**1,653,155**	**401,338**	**401,338**
Program and events attendance (in Branch)**	*70,775*	16,107	16,107
Collection			
Loans – physical	-	*330,052*	*330,052*
Loans – digital	-	*197,734*	*197,734*
***Total loans** - physical and digital*	**1,971,270**	**527,786**	**527,786**
Physical quality of library collection (age of collection - less than 5 years)	*68.0%*	68.2%	*68.2%*

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

Library Usage *(Library Plan reference 4.3)*

Community usage across our libraries continues to be strong. Our temporary 'Winter hours' that began on Monday 24 July for 6 weeks finished on Friday 1 September (Bunjil Place Library remained unaffected, while other branches closed earlier in the evenings). Despite this physical visitation has increased in the past two months.

Year on year for the same period, visits at Connected Libraries are up, with 193,788 in 2023 for first quarter of 2023-24, compared to 166,347 for the same period in 2022-23.

VISITS	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Cranbourne	13,675	13,704	12,973	13,445	13,510	0.48%
Doveton	3,749	3,518	3,642	4,197	3,893	-7.24%
Endeavour Hills	7,098	6,633	6,950	7,437	7,475	0.51%
Hampton Park	9,048	8,250	7,547	9,091	7,919	-12.89%
Bunjil Place	32,815	30,456	30,489	31,723	33,497	5.59%
Regional Total	**66,385**	**62,561**	**61,601**	**65,893**	**66,294**	**0.61%**
Virtual Visits	69,379	60,372	72,635	68,246	66,669	-2.31%
TOTAL	**135,764**	**122,933**	**134,236**	**134,139**	**132,963**	**-0.88%**

Virtual visits have dropped slightly since a strong increase in July but remain steady.

VIRTUAL VISITS	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Website	39,236	26,000	39,000	36,000	36,550	1.53%
Enterprise	13,678	14,865	15,349	14,226	12,831	-9.81%
CL App	16,465	19,507	18,286	18,020	17,288	-4.06%
TOTAL	**69,379**	**60,372**	**72,635**	**68,246**	**66,669**	**-2.31%**

Physical loans have been stable. eLoans had a strong increase from August to September. This is quite significant as eLoans have not exceeded 70,000 since October 2022 prior to the withdrawal of Cardinia Shire.

LOANS	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Regional Support	1,261	1,245	1,145	1,386	1,237	-10.75%
Cranbourne	33,621	35,043	35,525	32,248	32,396	0.46%
Doveton	2,813	3,220	3,018	3,244	2,886	-11.04%
Endeavour Hills	13,811	13,279	13,775	14,263	14,192	-0.50%
Hampton Park	10,267	11,124	10,567	11,630	10,087	-13.27%
Bunjil Place	43,387	48,075	50,526	46,169	45,758	-0.89%
Regional Total	**105,160**	**111,986**	**114,556**	**108,940**	**106,556**	**-2.19%**
eLoans	65,454	62,653	63,131	64,353	70,250	9.16%
TOTAL	**170,614**	**174,639**	**177,687**	**173,293**	**176,806**	**2.03%**

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader that had a strong increase in September.

ELECTRONIC RESOURCES	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Age Library Edition	813	825	737	770	734	-4.68%
Bolinda eAudiobooks	9,053	9,009	9,536	10,452	9,619	-7.97%
Bolinda eBooks	6,178	6,150	6,368	6,222	5,935	-4.61%
Choice	66	95	86	241	78	-67.63%
Kanopy	853	1,047	1,009	754	876	16.18%
Libby eAudiobooks	1,416	1,684	1,933	2,139	2,130	-0.42%
Libby eBooks	1,002	1,214	1,388	1,329	1,304	-1.88%
Libby eMagazines	1,739	1,708	1,817	1,657	1,911	15.33%
Press Reader	43,769	40,518	39,821	40,465	47,407	17.16%
Storybox Library	23	91	91	85	65	-23.53%
Tumblebooks	542	312	345	239	191	-20.08%
TOTAL	**65,454**	**62,653**	**63,131**	**64,353**	**70,250**	**9.16%**

Memberships continue to increase month on month - 82,115 at the end of September, up from 80,394 at end of August and from 78,887 members at end of July. Bunjil Place added almost 1,900 new members across August and September, followed by Cranbourne adding almost 1,200 for the same period. Membership changes include new members signing up, and ongoing regular database maintenance (where expired memberships are removed).

Public internet PC bookings and Wi-Fi usage across the region seem to have stablised in recent months.

INTERNET	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Cranbourne	1,017	937	1,085	1,051	923	-12.18%
Doveton	493	413	486	473	485	2.54%
Endeavour Hills	601	507	545	589	597	1.36%
Hampton Park	963	937	836	828	925	11.71%
Bunjil Place	1,674	1,610	1,672	1,751	1,543	-11.88%
TOTAL	**4,748**	**4,404**	**4,624**	**4,692**	**4,473**	**-4.67%**

Wi-Fi	May 2023	Jun 2023	Jul 2023	Aug2023	Sep 2023	*% Variation Aug/Sep*
Cranbourne	1,953	1,774	1,681	1,920	1,862	-3.02%
Doveton	630	587	553	668	597	-10.63%
Endeavour Hills	1,023	877	821	908	1,021	12.44%
Hampton Park	1,054	870	963	1,113	936	-15.90%
Bunjil Place	4,000	3,233	2,954	1,175	1,277	8.68%
TOTAL	**8,660**	**7,341**	**6,972**	**5,784**	**5,693**	**-1.57%**

Engagement Statistics

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

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
May 2023	70,595	28,960	0.86%
Jun 2023	72,387	35,626	2.39%
Jul 2023	72,787	26,583	1.48%
Aug 2023	72,487	32,124	1.52%
Sep 2023	72,609	30,573	1.65%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
May 2023	8.15	339	1.96%
Jun 2023	828	416	5.52%
Jul 2023	831	372	4.00%
Aug 2023	829	351	3.14%
Sep 2023	831	393	4.09%

Local History Newsletter (EDM) - Quarterly

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

Social Media

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

Programs and Events

Our regular weekly programs plus targeted programs continue to attract community across our libraries. We had a bumper month in August with 3,700 attending either one of our baby time, toddler time or story time sessions across our libraries, with another 2,600 plus for groups visits.

In August, 7,953 attended 354 sessions ranging from our regular weekly programs targeting early childhood and children to art and craft sessions for all, social connection and learning English sessions. Outcomes for our programs are largely focused on Literacy and Lifelong Learning.

Target Audience	Jul 2023 - Attendance	Jul 2023 - Sessions	Aug 2023 - Attendance	Aug 2023 - Sessions	Sep 2023 – Attendance	Sep 2023 - Sessions
Early childhood	2,525	79	4,628	133	2,091	63
Children	1,565	73	2,334	103	982	55
Young Adult	22	1	135	5	14	2
Adults	592	46	632	94	367	58
Seniors	19	45	51	16	49	13
All ages (not specific)	165	6	173	3	128	6
TOTAL	**4,888**	**250**	**7,953**	**354**	3,631	197

Program Outcome	Jul 2023 - Attendance	Jul 2023 - Sessions	Aug 2023 - Attendance	Aug 2023 - Sessions	Sep 2023 – Attendance	Sep 2023 - Sessions
Literacy and lifelong learning	3,690	158	7,253	260	3,030	133
Digital inclusion	260	39	285	51	129	32
Personal development and wellbeing	854	43	382	37	394	24
Economic and workforce development	8	1	1	1	30	1
Stronger and more creative communities	51	5	7	1	37	4
Informed and connected citizens	25	4	25	4	11	3
TOTAL	**4,888**	**250**	**7,953**	**354**	3,631	197

Recruitment

We have successfully recruited 17 new external people to the organisation since the service review and continue to onboard, train and support our new members to the team.

We have advertised for a team of casuals, receiving a high number of applications. We will be introducing casuals to our workforce over the coming months.

Opening Hours for December and January

Library opening hours over Christmas and New Year period are outlined below, and follow previous years in a reduction of evening and weekend hours over the festive season:

- All regular hours up until 23 December 2024
- Xmas Eve - (Sunday) Bunjil Place* 10am – 1pm
- 27 December – 30 December 2024 (Wed – Sat) 9am – 4pm all branches
- New Years Eve (Sunday) Bunjil Place 10am – 1pm
- 2 January – 5 January 2024 (Tues – Fri) - 9am – 6pm
- 8 January – 12 January 2024 – Bunjil Place Normal Hours (other branches 9-6)
  *Bunjil Place Library hours have been developed in consultation with the precinct management team.

RECOMMENDATIONS

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

CC37/2023   LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS

Report prepared by Beth Luppino

Purpose

To provide the Board with key achievements from the Library Plan 2021-2025. This report will focus on a summary of the results of Community Survey (September 2023).

CL Library Plan reference:

1.1 – Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information

2.1 – Support Councils to make evidence-based decisions about investment in library services

3.1 – Community connections strengthened through our programming and partnerships

4.7.3 – Support key strategic partners by sharing our expertise and bringing our strengths to planning conversations.

Discussion

Connected Libraries conducted a survey of our library users and members in September 2023. It was open for two weeks and promoted through the library's website, social media and via paper copies in our branches. The survey was not translated into community languages. There is opportunity to develop future surveys in languages other than English and work with CALD community groups directly.

There were over 2000 responses to the September survey, noting that respondents did not necessarily respond to every question.

The survey included asking our library users:

- Which library services do you value the most at your library?
- How do you feel when you walk into your local library?
- If you could pick a place for more library services in the Casey region, where would that be?
- Would you use a 24/7 library locker service to pick up hold items?
- What additional services for children and youth/diverse communities/technology would you like us to offer?
- Have you noticed any changes to Connected Libraries in the last 12months?

Feedback trends

Nearly 80% of respondents value borrowing library materials – demonstrating that our collections remain fundamentally important to our service offering. We have had over 330,000 physical loans since July. The next most popular services are programs/events, digital literacy support, staff support/advice and eResources.

People feel safe, welcome and calm when they walk into their local library.

The predominant words used to describe how respondents feel when they enter their local library are relaxed, calm, welcome, peaceful, excited and supported. However, some notable constructive feedback related to wayfinding signage and feeling unable to find things. There was also concern about over-crowded study spaces, or noise disruption from other users.

Responses included:

I love my local library. It is a place where I felt welcome since day one - I was an immigrant and this gave me a sense of belonging when everything felt foreign and different.

The library is truly a haven for me. I find it to be a safe and quiet environment where I'm able to focus on my academic and personal interests.

Feeling welcomed, accepted, included. Participation in programs and events allows us to feel all these positive and uplifting experiences.

Beautiful building, warm & comfortable, a little unsure where to find things.

Walking into my local library makes me feel connected to the area in which I live.

There are always familiar faces to meet and friendly staff who are always willing to help.

Places and spaces are important to our users - there are significant comments about the look and feel of buildings - they want to see renewal and find quiet spaces when they need them.

It makes me feel proud that the community is being invested in.

I love all the books, the spacious aisles and sitting areas, the peace of the place.

Very noisy and no one (staff or parents) teach children how to behave inside the library.

Unsure of where things are located and how to use the facilities.

Sometimes happy sometimes a bit lack lustre as libraries are not what they used to be and the community mecca they were due to technology.

All people deserve a safe space for meeting, learning and recreation It all starts at our local libraries.

100% of respondents think library services should be easily available to all Casey residents. To make this response truly meaningful, we would need to survey a proportion of non-users. Historically, communities have indicated that even though they may not currently use a library service, they still want Council to invest in free library services and want to 'know it's there' when they need it.

Over 90% of users consider that library services contribute to their sense of wellbeing. Loneliness affects our community, and many respondents referenced the positive impact of visiting the library and reading:

Connected libraries allow people of all ages and backgrounds within the community and wider reaches to be able to access a range of learning, entertainment channels and events free of cost in a safe and thriving environment. These contributes a great deal to keeping the health and well-being of residents in the community.

The books are transformative, healing and helpful for my journey. I know if I ever feel lonely, I can visit the library and be around people.

It can decrease the feeling of loneliness somewhat. I have family and friends but I still feel lonely.

While **most respondents are happy with our current opening hours**, those seeking improvement would like to see hours extended to 9pm during the week and longer hours on weekends at as many locations as possible. Over 80% of respondents drive to their nearest branch.

50% of respondents would use a **library locker service** to return and collect holds if it was on offer – this is great news for our soon to be installed lockers at Manna Gum, Orana and Cranbourne West Community Centres.

Community members identified the following as **children and youth services** they would like to see:
- o Supported access to unaffordable technology
- o More of the current programming on offer to meet demand – especially on weekends
- o Life skills and mental health support
- o New parents support
- o Expanded holiday programming
- o Programming for teens including tutoring services

Community members identified the following as **diverse services** they would like to see:
- o Celebrations of cultural events
- o Library-based support from specialists (social worker) for marginalised people
- o Auslan programming
- o Develop a 'diverse' collection that showcases the cultural, linguistic and demographic diversity in Casey
- o Use of volunteers to run cultural showcase programs and events
- o Sensory spaces and services – quiet spaces, quiet hour
- o Learning English support – more classes and collections

Community members identified the following as **digital services** they would like to see:
- o Lendable eReaders and iPads
- o 3D printing
- o More cyber-education including AI and financial literacy
- o Digital support for seniors

Ideas for **Outreach services** include:
- o Outdoor storytimes and bookclubs
- o A library van
- o Continued free home delivery
- o Expanded digital collections
- o The idea of library lounges, or services offered where other community services exist came up a number of times.

Our **Net Promoter Score** is still very strong, sitting at 65.

With significant behind-the-scenes changes occurring over the past 12 months, we asked **what changes have been noticed by our customers.** There were some observations about reduced collections available in branches, but these comments likely relate to Pakenham and Emerald as there was a noticeable reduction in on-shelf items due to the Cardinia withdrawal from the RLC. This did not affect the collections in Casey branches in the same way.

We have also had some dissatisfaction from customers who regularly use the statewide interlibrary loans system (Libraries Victoria) that experienced disruption and a total pause on service for several months this year.

Predominant suggestions for **additional service locations** are Cranbourne West, Narre Warren South (Casey Central) and Clyde North. Other spots were Cranbourne North, Clyde, Devon Meadows, Botanic Ridge, Lynbrook, Tooradin and Berwick.

Conclusion
The community survey provides information that supports short, medium and long-term service improvement. The September 2023 survey received an excellent response with over 2000 respondents. The data will support service planning conversations with the Connected Libraries team, as well as with our member Council and other key partners.

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

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GENERAL BUSINESS

NEXT MEETING

Tuesday 28 November – 4.00pm – Online Teams Meeting