

**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

**Board Meeting
Wednesday 7 March 2018
5.30pm**

Cardinia Shire Offices
Siding Avenue Officer
Training Room, Level One

1. Present
2. Apologies
Board Members:
Cr. Damien Rosario (City of Casey)
3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 23 November 2017.
4. Declaration of Conflicts of Interest
5. Strategy *Page No.*

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STRATEGY

CC01/2018

MARKETING ACTION PLAN

Report prepared by Beth Luppino and Erin Commerford

Purpose

To present to the Board CCL Marketing Action Plan 2018.

CCL Library Plan reference – 3.1

Discussion

CCL has developed a Marketing Action Plan for 2018 based on the following strategic priorities:

- Demonstrate value for our stakeholders and our communities
- Engage in a positive way with our community
- Build community understanding and appreciation of contemporary public libraries
- Increase visitation and engagement

The greatest barrier for community access to our services remains a lack of awareness of what we do! Promotion to community, partner organisations and other community groups is the focus of our Marketing Action Plan. We want people to know who we are, what we do, and experience a connection with our brand both in our libraries and when they see us working in the community.

In 2018, we will expand and grow local community partnerships. Opportunities include U3A, CALD Groups, Forgiving Tree Charities, Lynda.com, Federation University, Seniors, Schools, Tertiary education and training providers, Preschools, MCHN, Kindergartens, Toy Libraries, Together We Can, local business, Bumble Bee Markets, Best Chance, and our member Councils.

A key focus for 2018 is engagement with school communities. We will engage with schools who are proactively addressing literacy issues, and also experiencing higher levels of need/disengagement.

CCL will seek sponsorship for baby book bags, so every child born in Casey Cardinia region receives a book, a library bag, information on our events, collections and programs, and their own library card.

A campaign targeting small business owners will be launched to encourage the use of our branches as flexible 'office' spaces. We want them to be using our services such as Wi-Fi and the Adobe Computers at Bunjil Place Library and online resources like Lynda.com.

Our digital presence will continue to evolve. Our website will be continuously improved to enable positive user experiences. Site navigation is currently under review.

Facebook remains the focus of social media campaigns and we will continue to increase followers and engagement each month with entertaining content that resonates with our followers. Twitter and LinkedIn will also be used, Twitter primarily as a broadcast tool and LinkedIn to promote CCL job opportunities.

Throughout 2018, we will target engagement with our inactive members with the goal to get them active again. Work is already underway on the creation of a video and updated photography that reflects our brand position and tells the story of our library service. Part of our work will focus on growing our local and metropolitan media relationships.

Conclusion

The actions articulated for 2018 will enable us to continue to share our story and contribute to strong social and literacy outcomes for the Casey Cardinia region.

RECOMMENDATIONS

1. That the Board note the Marketing Action Plan Report



Casey
Cardinia
Libraries

Marketing Action Plan – 2018

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values

Teamwork

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

Love of Learning

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

Fairness

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

Creativity

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

Social Intelligence

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

Humour

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

Our Goals, Strategies and Desired Outcomes

Strategic Priorities:

1. Demonstrate value for our stakeholders and our communities
2. Engage in a positive way with our community
3. Build community understanding and appreciation of contemporary public libraries
4. Increase visitation and engagement

Strategic Goals (Library Plan 2017 – 21):

1. **The Knowledge Well**
Create safe and welcoming spaces where everyone can gather, learn, share and grow
2. **Leadership and Innovation**
Lead positive change through partnerships and team work
3. **Resilience**
Strengthen capacity in our growing community
4. **Literacy**
Encourage reading and lifelong learning
5. **Organisational Performance**
Build an outstanding and innovative organisation.

Strategy	Relevant Strategic Priorities	Key Action and Activity	Key Audience	Targets and Indicators
Leadership and Innovation – Lead positive change through partnerships and team work	1.1.3 2.2.1 3.1.4	<p>Expand and grow local community partnerships.</p> <p>Key opportunities: U3A, CALD Groups, Forgiving Tree Charities, Lynda.com, Federation University, Seniors, Schools, Tertiary education and training providers, Preschools, MCHN, Kindergartens, Toy Library, Together We Can, Dinovember, Local shopping centres, Bumble Bee Markets, Best Chance, Councils. Eg: Casey Central SC, Forgiving Tree Partnerships.</p> <p>A key focus for 2018 is engagement with school communities. Target communities where schools are proactively addressing literacy issues</p> <p>Engagement opportunity – students, parents and teachers. – create a toolkit for these audiences –eg: Lynda.com, STEAM programs, bulk loans zero fines.</p> <p>Support Youth team, Branch Managers and Leadership Team.</p>	Local Communities	<p>Each branch has quality local partnerships that deliver benefit to their communities.</p> <p>Increased library visitation</p> <p>Increased frequency of pop up library services in strategic locations– taking the library to the community eg Railway stations, shopping centres.</p> <p>Increase donations for the community via our Forgiving Tree partners – target \$25K donations in 2018</p> <p>Increased visitation and engagement to School Communities – Key audiences: Students, parents and teachers. – create a toolkit for these audiences –eg: Lynda.com, STEAM programs, zero fines. Support Youth team, Branch Managers.</p>

Strategy	Relevant Strategic Priorities	Key Action and Activity	Key Audience	Targets and Indicators
Literacy – Encourage reading and lifelong learning	1.1.3 2.2.1	<p>Assist to seek a sponsorship for baby book bags so every child born in Casey and Cardinia receives:</p> <ul style="list-style-type: none"> • Book • Book bag • Rhyme time brochure • Quarterly booklet • Library Card • Information on e-books eg Bolinda 	Families (new parents)	<p>Assist to source a sponsor/ donor</p> <p>Ensure every MCHN has stock and all new mums are given a bag across Cardinia and Casey regions.</p>
Leadership and Innovation – Lead positive change through partnerships and team work	1.1.2	<p>Encourage small business and entrepreneurs to use our libraries as their 'office'</p> <p>We want them to be using our services such as WIFI and the Adobe Computers at Bunjil Place and online resources like Lynda.com.</p>	Small Business Owners/ Entrepreneurs	<p>Feedback from local business people using our library</p> <p>Creation of recognisable and branded work space for small business and entrepreneurs in our libraries</p> <p>Number of Lynda.com users and feedback on Lynda.com from users and stakeholders</p>

Strategy	Relevant Strategic Priorities	Key Action and Activity	Key Audience	Targets and Indicators
The Knowledge Well - Create safe and welcoming spaces where everyone can gather, learn, share and grow	1.3.1 3.1.3 1.4.2	Website Encourage engagement with CCL website via all printed collateral and social channels and electronic newsletter.	Current and new members	<p>Deliver relevant and up to date information.</p> <p>Continue to evolve website to ensure a positive user experience.</p> <p>The following metrics to either remain stable or increase each month.</p> <ul style="list-style-type: none"> • Increased traffic (visits) • Newsletter sign ups • Time spent on page • Blog - Utilise in house talent like Courtney at BUN and Kim at HAM (Already agreed)
The Knowledge Well - Create safe and welcoming spaces where everyone can gather, learn, share and grow	2.1.1 2.3.3 3.1.3	<p>Social Media</p> <p>Facebook remains the focus and we will continue to increase followers and engagement each month with engaging and entertaining content that resonates with our followers.</p> <p>Advocate the value of public libraries through social media.</p> <p>Twitter and LinkedIn will also be used, Twitter mainly as a broadcast tool and LinkedIn to promote CCL job opportunities.</p>	Current and new members	<p>Facebook (Focus is brand engagement and awareness)</p> <ul style="list-style-type: none"> • Likes • Post reach – organic • Post reach – paid • Post likes • Post comments • Timeline visits <p>Twitter (Focus is brand engagement and awareness, this is a broadcast/support channel, provides customer service and manages PR and Reputation)</p> <ul style="list-style-type: none"> • Retweets • Tweet impressions/reach • Favorited tweets • Replies • Engagement rate

Strategy	Relevant Strategic Priorities	Key Action and Activity	Key Audience	Targets and Indicators
Literacy – Encourage reading and lifelong learning	2.1.1 2.3.3	<p>Build current database</p> <p>We will continue to build our CCL database with engaging monthly emails.</p> <p>Target our inactive members with the goal to get them active again.</p> <p>1 x campaign per quarter in 2018.</p>	Current and new members	<p>Currently the EDM goes to 35k subscribers, we want to increase this by 1.5% in 2018.</p> <p>Engage inactive members and encourage them to be active – ie: borrow, come to an event, visit our library.</p>
Organisational Performance – Build an outstanding and innovative organisation	1.1.2 1.3.1 2.3.2	<p>Corporate Video and Photography</p> <p>Create a video and update photography to reflects our brand position and tell the story of our library service. We are changing.</p> <p>This will be used on the website, social media, council offices community hubs, partnership locations – eg Hampton Park Community House.</p>	<p>Current and new members</p> <p>Organisations that the CEP presents too (PLVN/SWIFT/Industry Leaders)</p>	<p>3–4 min video created with smaller videos we can use on Social Media, CCL Website, CEO and Board Presentations, staff presentations.</p> <p>A suite of professional images we can use for printed collateral, social media, website.</p>

Strategy	Relevant Strategic Priorities	Key Action and Activity	Key Audience	Targets and Indicators
<p>Leadership and Innovation – Lead positive change through partnerships and team work</p> <p><i>and</i></p> <p>Organisational Performance – Build an outstanding and innovative organisation</p>	2.3.3	<p>Maintain and grow local and metro media relationships.</p> <p>Continue to share our story, 'what are we doing and why, what hasn't been before, how are we creating inspiring spaces and how are people discovering the possibilities.</p> <p>Advocate the value of public libraries through the media.</p>	Current and new members	Ongoing
The Knowledge Well – Create safe and welcoming spaces where everyone can gather, learn, share and grow	1.1.1	<p>Branch signage audit and presentation update</p> <ul style="list-style-type: none"> Review 7 branches current signage Offer recommendations and solutions including brand consistency where possible <p>Oversee roll out and installation of new signage</p>	Current members	<p>Review – March/April/May</p> <p>Seek solutions and provide Recommendations – June/July</p> <p>Roll out – August/Sep/Oct</p> <p>Complete – Nov</p>

Appendix – 2018 Marketing Calendar:

Marketing Activity Calendar 2018



Partners and Programs

Quarterly Booklets and Event Posters

YMCA

Federation University

Metro

Lynda.com

Branch Signage Refresh

Local and Metro Media

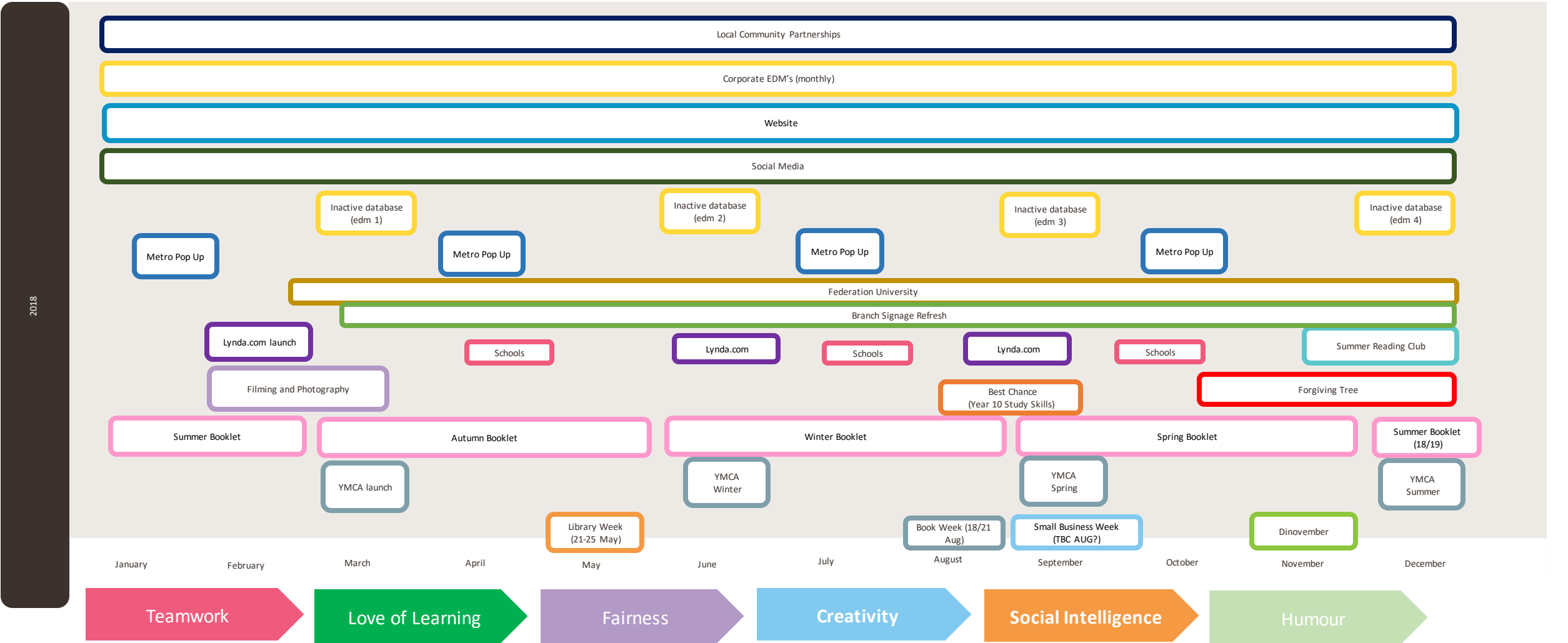
Local Community Partnerships

Corporate EDM's

Forgiving Tree

Best Chance

Schools



CC02/2018

OUTREACH ACTION PLAN

Report prepared by Beth Luppino and Cenza Fulco

Purpose

To present the Board with CCL Outreach Action Plan 2018.

CCL Library Plan reference – 2.2, and 4.1

Discussion

Casey Cardinia Libraries are well positioned to actively engage and interact with our community beyond the four walls of the Library. We have opportunities to promote literacy and lifelong learning, build partnerships, and encourage social inclusion within our communities, as well as promoting our libraries and the services we offer to people of all ages.

The purpose of the Outreach Services Plan is to:

- Identify opportunities for expanding and improving outreach services
- Develop options to re-allocate resources to provide improved outreach services
- To improve community awareness of what we do
- Identify funding and budget allocations required to support increased outreach programs
- Identify possible community partnerships

Our targets and Indicators are:

- Increase service delivery to identified target outreach groups (e.g.: visits, loans and programs)
- Increased targeted user satisfaction with service delivery methods and service quality
- Service delivery to isolated or housebound patrons
- To provide improved outreach services across the Casey Cardinia region
- To provide digital literacy in Aged Care communities and those socially isolated or housebound
- Increased community awareness of CCL through attendance at Community Festivals
- To make lasting relationships with early learning centres and schools to promote literacy and our libraries.

This plan takes a broad definition of Outreach Services, and includes services to housebound library members, pop-up activities throughout the community, schools and our Communities for Children (CFC) literacy development activities in Cranbourne and throughout Cardinia Shire. Outreach activities are continuing to grow and need to be resourced effectively. Outreach Activities for 2018 are mapped out in this plan.

RECOMMENDATIONS

1. That the Board note the Outreach Action Plan Report.



Casey
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Outreach Action Plan 2018

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Casey Cardinia Libraries are well positioned to actively engage and interact with our community beyond the four walls of the Library. We have opportunities to promote literacy and lifelong learning, build partnerships, and encourage social inclusion within our communities, as well as promoting our libraries and the services we offer to people of all ages.

Purpose of the Outreach Services Plan is to:

- Create an organisational view of all aspects of Outreach services
- Identify opportunities for expanding and improving Outreach services
- Identify resource requirements for Outreach Services
- Improve community awareness of what we do
- Improve the services we deliver to housebound library members

Targets and Indicators

- Increase service delivery to identified target outreach groups (e.g.: visits, loans and programs)
- Increased customer satisfaction
- Number of visits to isolated or housebound library members
- Improved outreach services across the Casey-Cardinia region
- Increased community awareness of Casey Cardinia Libraries (CCL) through attendance at Community Festivals
- Improved/expanded relationships with early learning centres and schools to promote literacy and our libraries

Context

CCL employs two part-time Outreach Library Officers (0.6 each). The primary role of these staff members is to co-ordinate and deliver the Home Library Service (HLS) across the Casey Cardinia region. CCL also engages volunteers, who deliver selected library materials to housebound members. In total there are approximately 40 retirement and aged care facilities in the region. The Outreach Library Officers have created community partnerships in 23 of these facilities.

CCL currently has 51 registered book groups. These groups are run by community members, who use CCL's extensive Book Group collections. There are opportunities to encourage these book groups to meet in our library branches, and also to run CCL-initiated groups for interested members.

The CCL Library Has Legs programs run with Federal funding, via facilitating partners Anglicare and Windermere, in Cranbourne, and Cardinia Shire. Two project workers are funded to deliver these activities between 3-4 days per week. The program focus is to improve literacy outcomes for vulnerable children.

CCL's Youth Services team consists of has approx. 20 staff who provide Storytime sessions and early literacy education through Maternal Child Health Centres, Kindergartens, Schools and Childcare facilities. There are over 100 schools in Casey and Cardinia which presents a range of opportunities to promote Literacy, our Libraries' services and membership. Transition to Prep and transition to Secondary schools are key milestones in a child's life which present great opportunities for outreach and membership drives.

Balancing the resourcing needs of our library branches with outreach requirements of each catchment area is an ongoing challenge. The Outreach services team will seek opportunities to improve resourcing, tailor services and continuously improve processes in order to meet the growing demands for Outreach Services in our community.

Our Goals, Strategies and Desired Outcomes

3. Resilience

Strengthen capacity in our growing community.

Strategy	Key Action and Activity	Who	Timeline	Targets and indicators
3.1 Strong connections with our community	Foster relationships with local Youth Centres and Community Houses. Attendance at: <ul style="list-style-type: none"> City of Casey Best Start Partnership Meetings City of Casey and Cardinia Shire Youth Network Meetings CDCSG (Cranbourne and district community support groups) Attendance at Doveton Early Years Network meetings 	Community Engagement Coordinator/Children and Youth Team Youth Services Librarian- Doveton Library	Ongoing attendance at monthly and bi monthly meetings	<ul style="list-style-type: none"> Participants increase awareness and access to resources and services. Increased membership and access to programs
	Library attendance at key Community Festivals and Events.	Community Engagement Coordinator; Branch Managers	December 2018	<ul style="list-style-type: none"> Participate in minimum of 4 festivals per year
	Partnership with METRO trains for pop up library stalls at local railway stations.	Community Engagement Coordinator; Marketing Manager	December 2018	<ul style="list-style-type: none"> Pop up library stall held every quarter Number of new members signed up (on site)
	Set up Pop Up Libraries that provide children and youth programs in Shopping Centres, business centres and community centres (including new housing estates)	Youth team	October 2018	<ul style="list-style-type: none"> New members signed up (on site) Increase attendance at in-house library programs

4. Literacies

Encourage reading and lifelong learning.

Strategy	Key Action and Activity	Who	Timeline	Targets and indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	<p>Implement 'Reading for Life' project in conjunction with LINCC (Living and Learning Pakenham) to engage young mums with educational opportunities, so that we can:</p> <ul style="list-style-type: none"> assist families to support their children's education deliver literacy/language programs to young mums identify and explain possible pathways young mums might take through Learn Local organisations, TAFE and/or job service providers, and, (in many instances) alleviate social isolation. 	<p>Community Engagement Coordinator</p> <p>Cardinia Children and Youth Library Officer</p>	December 2018	<ul style="list-style-type: none"> Working relationships established with Maternal Child Health services, Early Childhood centres and kindergartens, local schools, Literacy and Education providers, and other public libraries (including SLV) Increase in Library visitation Improve the literacy outcomes of young parents and their children
	<p>Delivery of Communities for Children Cranbourne and Cardinia literacy activities – in partnership with Anglicare and Windemere</p>	<p>Community Engagement Coordinator</p> <p>CFC Project workers</p>	July 2019	<ul style="list-style-type: none"> Foster partnerships and expertise within the community Support at-risk and vulnerable families to form links with the library, and develop early reading skills (report number of individuals and outcomes) DSS DEX reports quarterly Leverage funding from Government organisations to support Library Outreach and literacy promotion
	<p>Extend CCL's partnership with United Way and the Paint Doveton REaD initiative.</p>	<p>Youth Services Librarian- Doveton Library</p>	October 2018	<ul style="list-style-type: none"> Work with partners to promote a whole community approach to literacy promotion Utilize volunteers in Library events through partnership with United Way

				<ul style="list-style-type: none"> Promote Imagination Library to the Doveton community to ensure children have access to books in their homes
	<p>Promote CCL and literacy through kindergartens and schools:</p> <ul style="list-style-type: none"> Foundation year– attendance at prep induction days for families; school readiness sessions; free book bags Secondary Transition year – sessions for Grade 6 students Coordinate membership drives with schools and kindergartens Use discards to organise book swaps at targeted primary/secondary schools 	<p>Community Engagement Coordinator</p> <p>Children and Youth Team</p>		<ul style="list-style-type: none"> Increased Library visitation Increase in registration in 1000 books before school Promotion of importance of early literacy for school readiness. Targeted outreach to primary schools in Casey and Cardinia with visitation to over 50% of schools Number of new memberships per school visit
	Create a CCL reading lounge at Federation University in Berwick, and participate in the university's student engagement events	<p>Customer Experience Manager</p> <p>Community Engagement Manager</p>	2018	<ul style="list-style-type: none"> Increase Library Memberships Increased awareness of CCL Promote recreational reading and Literacy in Fed Uni Library Promote CCL study spaces
	Promote CCL and home library services at Aged Care facilities, Retirement villages and seek out avenues for ongoing referrals	Outreach Library Officers	September 2018	<ul style="list-style-type: none"> Increase HLS membership base Promote library collections Combat social isolation Enable remote access to library services
	Develop Memory Box project to deliver to vulnerable/isolated adults: Boxes containing selected library books, music and three-dimensional objects used to encourage and stimulate healthy dialogue with others	Outreach Library Officers	October 2018	<ul style="list-style-type: none"> Promote Literacy Combat social isolation and foster connections Improve health and well being outcomes of aged care residents
	Expand Book Group Collection and use in Aged Care centres for on-site book groups.	Outreach Library Officers	July 2018	<ul style="list-style-type: none"> Promote Literacy Combat social isolation and foster connections

				<ul style="list-style-type: none"> • Improve health and well being outcomes of aged care residents
	Initiate Library Branch Book Groups in our Libraries	Book Group Coordinator Community Engagement Coordinator Reader Development team		<ul style="list-style-type: none"> • Increased Memberships • Combat social isolation • Promote the library as a meeting place • Promote reader development and literacy for adults

CC03/2018

DRAFT BUDGET 2018-2019

Report prepared by Chris Buckingham and Marjorie Crompton

Purpose

To present to the Board the CCL draft estimates for the operating budget for the 2018-2019 financial Year.

Discussion

A detailed draft budget for the 2018-19 financial year has been prepared following consideration and comments from the CCL management team, the final version and be presented to the Board for adoption in April 2017.

The draft budget uses the following estimates as a basis for the budget calculations for 2018-19:

Population increases	+4.0%
Employees costs	+2.5%
Loans	+2.0%
Loans per staff member	28,762
State Government funding	+4.0%
Member Council funding	+2.25%

The following table details State and Municipal funding comparisons:

Cost of Library Service per capita	<u>Total</u>	<u>State</u>	<u>Municipal</u>
State average 2016-17 (PLVN Annual Survey)	\$36.27	\$6.93	\$27.46
CCL 2016-17(PLVN Annual Survey)	\$21.36	\$6.01	\$14.14
CCL Budget 2017-18	\$27.21	\$6.021	\$17.88
CCL Draft Budget. 2018-19	\$26.82	\$6.11	\$18.71
Member Council core contributions per capita	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Council contributions Budget 2017-18	\$18.29	\$17.72	\$20.09
Council contributions Draft est. 2017-18	\$18.71	\$18.40	\$19.71

Summary:	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Core Funding			
Core Funding 2018-19 (excl BPL)	7,291,645	5,420,185	1,871,460
Core Funding 2017-18 (Excl BPL)	7,152,205	5,278,580	1,873,625
	1.9%	2.7%	-0.1%
Bunjil Library			
Bunjil Place Library 2018-19 (3 mths)	123,630	123,630	0
Bunjil Place Library 2018-19 (9 mths)	370,885	274,290	96,595
Total	494,515	397,920	96,595
Bunjil Library 2017-18			
Bunjil Place Library (9 months)	462,695	462,695	
Total			
Total Funding 2018-19	7,786,160	5,818,105	1,968,055
Total Funding 2017-18	7,614,900	5,741,275	1,873,625
	2.25%	1.34%	5.04%

The draft budget 2018 – 19 proposes the following member Council core contributions:

- The estimated core contribution for the two Councils is **\$7,786,160** representing **2.25%** increase.
- Bunjil Place Library 3 months (City Casey) \$123,630
- Bunjil Place Library 9 months share contribution \$370,885
- Overall increase from 2017-18 to 2018-19 is **2.25%**.
- The City of Casey
 - Core contribution is \$5,420,185 which equates to \$17.14 per capita.
 - Bunjil Place library 3 months \$123,630 (\$1.19 per capita)
 - Bunjil Place library 9 months share contribution \$274,290 (\$1.26 per capita)
 - Total City of Casey Contribution 2018-19 \$5,818,105 (\$18.40 per capita) an increase on 2017-18 of **1.34%**
- Cardinia Shire
 - Core contribution is \$1,871,460 which equates to \$18.75 per capita.
 - Bunjil Place library 9 months share contribution \$274,290 (\$0.97 per capita)
 - Total Cardinia Shire Contribution 2018-19 \$1,968,055 (\$19.71 per capita) an increase on 2017-18 of **5.04%**

2018-19 Draft Budget

Staffing:

2017-18 budget:

	EFT
Core Staffing	79.9
New positions (marketing Manager)	0.8
New positions in ICT created after expiry of Lan Consulting contract	1.6
Additional staffing Bunjil Library (nine months)	5.6
Temporary Trainee positions	2.7
Trial opening Doveton (Wednesday Oct 17 – Mar 18)	0.5
Trial opening Pakenham (Friday evenings Oct 17 – Mar 18)	0.2
Total	88.6

Proposed staffing 2018-19

	EFT
Core Staffing	82.4
Additional staffing Bunjil Library (12 mths)	5.6
Doveton opening Wednesdays (12 mths)	0.5
Pakenham Friday evening opening (12mths)	0.2
Temporary Trainee positions (12mths)	1.3
Total	90.0

Overdue fines:

CCL is currently reviewing its debt recovery process and overdue fines. In 2017-18 overdue fines were increased for adults from 10cents per day to 20cents per day to a maximum of \$5.00 per item up to \$45.00 per family. The revised income from overdue fine for 2017-18 is \$113,000. In 2018-19 draft budget overdue fines have been reduced to incorporate a trial period of 6 months without overdue fines.

The current debt recovery is a two-part process.

- Overdue fines accumulate against the patron's membership.
- Borrowing privileges are suspended until the items are returned and outstanding debts are paid. Following overdue reminders and billing notices over a 6-week period any debts greater than \$25.00 are referred to a debt collection agency. CCL pays \$12.80 per referral.

ICT – (including Capital Expenditure)

In 2017 the long-term contract with Lan consulting was terminated. The funds have been reallocated to fund the 2 new positions (1.6EFT) to support CCL's ICT rollout of new equipment and maintenance support.

The ICT road map and directions continue to be implemented. The new kiosks and public catalogues installed at Bunjil Place library will be progressively rollout to all CCL branches.

Library Materials

The collections team and Branch Managers monitor and review the collections to meet the community's changing expectations. The materials budget was reduced over the past 2 financial years. In 2018-19 the budget has been modestly increased by 2% in line with rate capping.

Estimated Member Council Contributions 2018-19

Summary:	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Core Library Service			
Population (Est 4%inc)	416,064	316,233	99,831
		76.0%	24.0%
Usage: November 2016-October 2017	2,419,386	1,739,608	679,778
		71.9%	28.1%
Avg %		74.0%	26.0%
Income			
Operations	775,200	521,205	253,995
Total State Funding	2,597,300	1,920,820	676,480
Council General Funding	7,662,530	5,694,475	1,968,055
Est Operating Income 2018-19	11,035,030	8,136,500	2,898,530
<u>Expenditure</u>			
Operating Expenditure	9,727,660	7,201,840	2,525,820
Capital Expenditure	1,431,000	1,058,290	372,710
	11,158,660	8,260,130	2,898,530
CCL Operating Budget 2018-19			
Population (ABS June 2016 +4% est)	416,064	316,233	99,831
Bunjil Library	123,630	123,630	0
Core Council Contribution	7,662,530	5,694,475	1,968,055
	7,786,160	5,818,105	1,968,055
Core Council Cont 2017-18	7,614,900	5,741,275	1,873,625
Est Council Cont 2018-19	7,786,160	5,818,105	1,968,055
Council Contribution	2.25%	1.34%	5.04%

The draft budget 2018-19 as presented has been prepared within rate capping of 2.25%. The additional increase is for the operation and additional opening hours for the Bunjil Place Library.

RECOMMENDATIONS

1. That the Board note changes to the draft budget 2018-19 in line with rate capping.

OFFICERS' REPORTS

CC04/2018 FINANCE

Report prepared by Marjorie Crompton

Purpose

To provide the Board an update of CCL's financial position as at January 31, 2018.

CCL Library Plan reference - 5.3

Discussion

Income

CCL overall income from operations is 0.3% higher than budget. This is due to State Government Grants being slightly higher than budget at \$58k. Overdue Fines are lower by \$4k due to the 12-month trial removal of overdue fines and the Forgiving Tree Campaign. Other Income is lower this relates to less revenue from photocopying and reimbursement for lost cards.

Expenditure

Overall operating expenditure is within 1.8% of budget. Employee costs are on budget. The main variances are in IT & Communications that is slightly higher than budget, this is being monitored. Programs & Promotions are slightly higher than budget for the year to date.

Employee costs are anticipated to be slightly higher than budget for the year. This will be offset by savings made by bringing ICT support inhouse and ending the supplier arrangement with LAN Consulting.

Capital Expenditure

The Library Materials budget is slightly lower than anticipated, this is being monitored and is expected to be on budget by the end of the financial year.

Financial Position 31 January 2018

Income Statement Month Ended 31 January 2018	Total Budget 2017-18	Budget Jan 2018	Act YTD Jan 2018	Variance	% Actual Vs Budget
Income					
Reserves	220,000				
Council Contributions	7,614,900	4,442,025	4,441,493	-532	(0.0%)
State Government Grants	2,426,585	2,384,210	2,442,588	58,378	2.4%
CFC Cranbourne Grant	73,500	36,750	43,266	6,516	17.7%
CFC Pakenham Grant	73,170	36,585	37,758	1,173	3.2%
Overdue Fines	106,330	58,626	54,592	-4,034	(6.9%)
Interest on Investments	105,000	60,600	60,916	316	0.5%
Other income	233,800	171,619	134,880	-36,739	(21.4%)
TOTAL Income	10,633,285	7,190,415	7,215,493	25,078	0.3%
Expenditure					
Employee Costs (inc CfC staffing)	7,715,835	4,438,595	4,398,828	39,767	0.9%
CfC Cranbourne Expenditure	3,020	1,330	2,699	-1,369	(103.0%)
CfC Pakenham Expenditure	16,150	3,620	3,596	24	0.7%
IT & Communications	697,700	367,006	310,897	56,109	15.3%
Library Materials	311,710	249,632	257,750	-8,118	(3.3%)
Programs Promotions	100,000	59,840	71,897	-12,057	(20.1%)
Administration	626,800	408,231	426,587	-18,356	(4.5%)
Deprecation	0	0	0	0	0.0%
Total Expenditure	9,471,215	5,528,254	5,472,254	55,999	1.0%
Net Gain(loss) disposal of plant & equipment				0	0.0%
Net result for the reporting period	1,162,070	1,662,162	1,743,239	-30,921	(1.9%)

Capital Expenditure	Total Budget 2017-18	Budget Jan 2018	Act YTD Jan 2018	Variance	% Actual Vs Budget
Library Material	1,067,700	699,776	615,367	84,409	12.1%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	285,000	205,000	212,141	-7,141	(3.5%)
TOTAL Capital Expenditure	1,352,700	904,776	827,508	77,268	8.5%

Balance Sheet 31 January 2018

Balance Sheet As at 31 January 2018	
ASSETS	\$
Current Assets	
Cash Asset	96,508
Financial Assets	4,193,434
Receivables	5,513
	4,295,455
Non-Current Assets	
Fixed Assets	4,418,602
TOTAL ASSETS	8,714,057
LIABILITIES	
Current Liabilities	
Payables	402,763
Employee Entitlements	459,669
	862,433
Non-Current Liabilities	
Employee Entitlements	893,299
TOTAL LIABILITIES	1,755,732
NET ASSETS	6,958,325
EQUITY	
Members Contribution on Formation	6,044,910
Accumulated Surplus	913,415
TOTAL EQUITY	6,958,325

Electronic Purchasing

Progress continues with the transition to electronic purchasing and accounts payable invoices, this will provide improvement and efficiencies. There have been a few challenges along the way, particularly with access to Citrix (access to City of Casey's server), however this has now been resolved. CCL have now raised several small purchase orders with the view to testing the process and ensuring both CCL and Casey's processes are working as expected. There needs to be a slight enhancement to the Technology 1 system at Casey; this is expected to be straightforward.

When the system is operational it is expected that the amount of paper handling will drop, and City of Casey Accounts Payable team will be processing invoices in real time as they electronically arrive rather than fortnightly paper-based batch processing.

Prepaid Purchase Cards (in lieu of Petty Cash).

CCL have changed their processes for petty cash – it is now cashless. Branches receive prepaid Coles/Woolworths cards that can be used like cash. They are easier to distribute and are limited to use at the supermarket chain. We can access a statement (from the Card provider) to ensure accuracy for reconciliation purposes. This limits the requirement for cash at the branches and to be reimbursed by Regional Support, an efficiency gain for CCL. The cards have been purchased by the Customer Experience Manager on credit card (*refer statement for January 2018*). Feedback from the branch managers has been positive.

Payslips

CCL has discussed with City of Casey the delivery of payroll reports and payslips in electronic format. The efficiencies gained are reduced storage of paper, noting when the reports were received by CCL and scanned for electronic filing. The reports have recently been forwarded in electronic format. This also facilitates our new mobile work style.

Payslips would ideally be emailed to staff, this would be of benefit to Casey Payroll staff not printing (specialist paper), sealing (specialist sealing machine) and sending them to CCL. It also would not require CCL staff to distribute them. Emailed payslips will ensure that CCL get them promptly to their CCL email address, noting that now we are on Office 365 staff can access their email from any location.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
CEO			
November Statement	14/11/2017	MYKI	\$50.00
Total November 2017			\$50.00
December Statement			
	30/11/2017	PayPal (farewell gift Operations Manager)	\$300.00
	5/12/2017	Cranbourne Body Works (excess for repairs)	\$500.00
	6/12/2017	Samsung	\$24.95
Total December 2017			\$824.95
January Statement			
Total January 2018		<i>NIL Transactions</i>	\$0.00
Total			\$874.95

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 7 March 2018

Card Holder	Transaction Date	Detail	\$
Customer Experience Manager			
November Statement	2/11/2017	Campaign Monitor	\$406.41
	2/11/2017	Robinson Bookshop	\$31.49
	10/11/2017	Fairfax Media	\$961.87
	10/11/2017	Fairfax Media	\$961.87
	10/11/2017	Fairfax Media	\$961.87
Total November 2017			\$3,323.51
December Statement			
	27/11/2017	Facebook - Advertising	\$5.81
	27/11/2017	Facebook - Advertising	\$25.26
	30/11/2017	Bunnings	\$138.00
	30/11/2017	Campaign Monitor	\$603.31
	30/11/2017	Facebook - Advertising	\$15.00
	30/11/2017	Facebook - Advertising	\$8.40
	1/12/2017	EB	\$233.88
	6/12/2017	Campaign Monitor	\$579.93
	6/12/2017	A & S Wholesale	\$18.05
	6/12/2017	Point Parking	\$3.08
	14/12/2017	Best & Bargains	\$59.40
	14/12/2017	Aldi	\$219.60
	15/12/2017	Shop Supplies	\$484.61
Total December 2017			\$2,394.33
January Statement			
	28/12/2017	Campaign Monitor	\$578.59
	31/12/2017	Facebook - Advertising	\$15.09
	31/12/2017	Facebook - Advertising	\$11.30
	4/01/2018	Coles (Branch Petty Cash Cards)	\$70.00
		Woolworths (Branch Petty Cash Cards)	\$250.00
	4/01/2018		\$250.00
	5/01/2018	New Corporation	\$624.00
	16/01/2018	JB Pakenham	\$513.00
	18/01/2018	JBHiFi.com.au	\$39.99
	18/01/2018	JBHiFi.com.au	\$39.99
	18/01/2018	JBHiFi.com.au	\$39.99
	18/01/2018	JBHiFi.com.au	\$39.99
	18/01/2018	JBHiFi.com.au	\$39.99
	22/01/2018	PayPal - Mycoolstick	\$50.00
Total January 2018			\$2,311.93
Total			\$8,029.77

Card Holder	Transaction Date	Detail	\$
Finance Manager			
November Statement	31/10/2017	RACV	\$356.96
	3/11/2017	Good Guys	\$69.00
	8/11/2017	EB (7 Staff attend SLV Showcase)	\$175.00
Total November 2017			\$600.96
December Statement		<i>NIL Transactions</i>	
Total December 2017			\$0.00
January Statement		<i>NIL Transactions</i>	
Total January 2018			\$0.00
Total			\$600.96

Card Holder	Transaction Date	Detail	\$
ICT Manager			
November Statement	31/10/2017	Facebook - Advertising	\$131.39
	5/11/2017	Adobe Creative Cloud	\$176.70
	10/11/2017	Crown Car Park	\$9.00
	20/11/2017	Lauritos Pizza (Overtime for ICT Staff)	\$45.00
Total November 2017			\$362.09
December Statement			
	27/11/2017	Menulog	\$85.20
	5/12/2017	Adobe Creative Cloud	\$176.70
	7/12/2017	Interactcard	\$169.40
	8/12/2017	Digidirect Aust	\$200.00
	8/12/2017	Cable Chick	\$18.90
	11/12/2017	Menulog	\$58.00
	14/12/2017	Crown Car Park	\$6.00
Total December 2017			\$714.20
January Statement			
	5/01/2018	Adobe Creative Cloud	\$176.70
Total January 2018			\$176.70
Total			\$1,252.99

Conclusion

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

RECOMMENDATIONS

1. That the Finance Report be noted.

CC05/2018

BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham and Beth Luppino

Purpose

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

CCL Library Plan reference – 1.2, 1.3, 3.2, 4.2 and 5.2

Discussion

Draft Facilities Development Plan

The CCL Facilities Development Plan has been streamlined to help Member Councils get a clear line of sight on CCL's needs.

CCL are committed to working in partnership with Member Councils to enhance the visitor experience across the network.

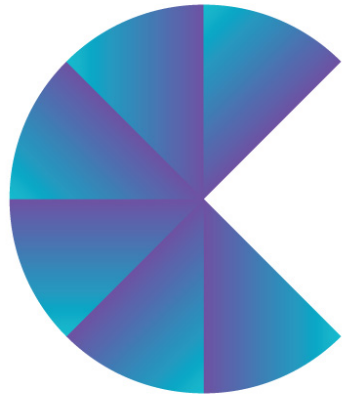
Good progress has been made within the branches over the past 12 months to address pressing issues including investment in new furniture and equipment through the Creative Spaces Program.

There remain ongoing challenges with the external presentation of some branches and CCL look forward to working with Member Councils to get resolution.

There is growing pressure for new libraries in Officer and Clyde/ Cranbourne meet the need of rapidly expanding new communities.

RECOMMENDATIONS

1. That the Board note the Draft Facilities Development Plan.



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

Facilities Development Plan 2018 – 2021

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values

Teamwork

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

Love of Learning

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

Fairness

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

Creativity

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

Social Intelligence

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

Humour

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

Our Approach

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

1. Introduction

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

CCL play a vital role across the Casey Cardinia Region building happier, healthier and more resilient communities.

Public Libraries contribute to lifelong learning, provide safe public spaces, enable access to digital technology, build community resilience and deliver significant socio-economic returns on investment.

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

Libraries are: *'Welcoming places with lots of different services available'* (Female, 35-44, Cranbourne Library)

'A community space where everybody is welcome. A safe place for all' (Female, 35-44, Cardinia Mobile)

2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 400,000 people which is growing at 4.5% per annum.

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

In 2016-17 Casey Cardinia Libraries had approximately 117,000 members, over 2.5 million loans (physical and digital) and received 2 million visits across the network.

Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years. It is anticipated that membership and visits will continue to grow, while borrowing of physical items will gently decline.

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

There is a growing trend towards clustering of services and facilities that is supported by Local, State and Federal Governments.

3. Roles and Responsibilities

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

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

CCL have a responsibility to ensure that assets are appropriately managed and recorded.

Future development of libraries in the region is dependent on co-operative investment from City of Casey, Cardinia Shire Council and State Government.

The State Government has funding available for new or improved developments through the 'Living Libraries' program. Projects may be funded up to the value of \$750,000 per project. There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other regional assets.

CCL seeks a partnership approach to the development and maintenance of library facilities.

A recent standout example of positive collaboration has been the development of the tender specifications for the new Cardinia Mobile Service. Council officers with relevant expertise in tender design worked closely with library staff to develop specifications that will deliver best value and a much-improved mobile service that community and staff can enjoy for years to come.

4. Strategic Considerations

Challenges and Opportunities for Casey Cardinia Libraries

Budgets and Funding

The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies. CCL continues to work closely with both Member councils in the new rate-capping environment to ensure we can continue to meet community need.

Change

We understand the need for innovation. Our appetite for risk is increasing. There is a willingness to have a go, make mistakes and learn from them. If we celebrate our strengths, empower our people to have a go and share success, we will be a great public library.

Growth and Social Trends

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

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

Technology

There is unprecedented change in the way we gather and absorb information. Public libraries can be at the vanguard of that change if we choose to be early adopters. We have a responsibility to make sure that everyone can access information freely.

5. Objectives and Desired Outcomes

Objectives	Desired Outcomes
<ul style="list-style-type: none"> Develop forward program for refurbishment of existing libraries and construction of new library facilities across the region. 	<ul style="list-style-type: none"> Library services are delivered across the region in a timely way that addresses community needs.
<ul style="list-style-type: none"> Develop agreed process for refurbishment and replacement of Council owned assets under the management of CCL. 	<ul style="list-style-type: none"> Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL.
<ul style="list-style-type: none"> Ensure timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets. 	<ul style="list-style-type: none"> Timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.
<ul style="list-style-type: none"> Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve. 	<ul style="list-style-type: none"> A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council.
<ul style="list-style-type: none"> Review and enhance spaces in existing branches to ensure community needs are being met. 	<ul style="list-style-type: none"> Increased community satisfaction with the physical spaces provided by CCL.
<ul style="list-style-type: none"> Linkages between CCL and other Council facilities and services are leveraged and enhanced. 	<ul style="list-style-type: none"> Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users Public transport services are promoted and improved.

6. Branch Overview and Needs

6.1 Bunjil Place

Bunjil Place opened in October 2017.

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



Ongoing Building Maintenance Requirements

Renewal of furniture and ongoing maintenance of the facility is a priority consideration given the high levels of visitation. Further modifications need to be made to internal returns chutes, as well as implementation of technology upgrades to streamline the visitor experience.

Strategic Considerations

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

Future Building Requirements

Technology upgrades and after-hours returns chute improvements.

6.2 Cardinia Mobile

The Mobile Library is the busiest in Victoria. It serves the communities of: Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.



Strategic Considerations

Funding has been approved through the Living Libraries Program (State Government), which will enable a new vehicle to be commissioned in 2018.

Ongoing Building Maintenance Requirements

Post implementation, the new vehicle will require regular maintenance.

Future Building Requirements

Short term (twelve months)

- Replacement of Trailer
- Ongoing assessment of community needs and timetable adjustments

6.3 Cranbourne Library

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

2017 Achievements

Children and teen areas have been upgraded with new shelving arrangements and furniture. Improvements to the layout of collections continue to open up the space for more comfortable seating.



Strategic Considerations

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

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

The Narre Warren Family History Archive has now moved to the Cranbourne Library creating an additional small meeting space within the library.

Challenges and Opportunities

- The entrance to the library has a large vertical facade which detracts from the entrance and is an obstacle for people who have challenges walking unaided.
- There is an enclosed area within the foyer for the afterhours chute and access to the public toilets. The foyer is not a welcoming space for visitors.
- The anti-theft gates at the front door are DDA compliant but remain a physical barrier for people.
- As you enter the library there is an oversized customer service desk that creates a visual barrier. The counter tops are badly worn.
- The building has a relatively high profile from the main road, but the library does not leverage the potential visibility because signage is low key and off brand.
- More work needs to be done to create stronger visual linkages with other key recreational assets in the precinct.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- The need for greater study space will be met with an upgrade to the current meeting room and refreshed study furniture. The current concertina wall to the meeting room will be replaced by a glazed wall that will work as quiet study space when not booked for community meetings.
- New entrance – redesign and makeover the foyer as a returns space or welcoming public space where people can gather.
- Replace existing circulation desk with a smaller unit or service pods to make more space for people and improve the sense of welcome.
- Library signage needs updating to raise profile of the service to passing traffic.

- Solutions regarding the security gates and entrance are currently being investigated, to allow better access for people in wheelchairs and wide prams.

Medium term (1-4 years)

Option 1

- Relocate to a new purpose-built library designed to meet growing demand for services

Option 2

- Refurbish and redesign current library to create a more welcoming space

Longer term (5 years+)

- Consideration needs to be given to the influence of a new library at Clyde in future planning for Cranbourne Library.

6.4 Doveton Library

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

The neighbouring kindergarten and maternal health centre are being redeveloped and upgraded.

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home.

The CCL Collections Team partially operate from this library.

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



2017 Achievements

Improvements to foyer, IT/technology spaces and Fiction browsing areas, as well as Children's reading areas (chairs, tables, ottomans). Portable signage has been purchased to improve the profile of the library, however more permanent signage is required. The refreshed library spaces feel inviting, and the exterior of the building now needs to match this.

Strategic Considerations

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

City of Casey has developed a master plan for Autumn Place after a community consultation process. This plan sees a new library incorporated into a community hub, however no firm timeframe has been provided.

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

Challenges and Opportunities

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience.

The external surrounds are neat and tidy; however, the windows and façade require repainting.

Permanent signage indicating the presence of a library is required.

There is an opportunity to place a sculpture at the South West corner of the building that celebrates reading and provides some suggestion that there is a library nearby.

[Ongoing Building Maintenance Requirements](#)

Refer to Appendix 2

[Future Building Requirements](#)

Short term (twelve months)

- External Garden Water tap (removable top)
- More power points and a charging station for mobile devices.
- Flexible folding table for meeting room
- External signage needs updating to promote the service to passing traffic.

Medium term (1-4 years)

- See above noting that depending on when library is relocated to community hub new equipment will be required to maintain a basic level of service.

Longer term (5 years+)

- New library to be constructed as a part of Autumn Place Hub.

6.5 Emerald

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

The library will be conjoined with the new Hills Hub which is being built next door. As part of the redevelopment of the precinct Emerald Library will get a new North facing reading garden at the main entrance and a revamped foyer.



[2017 Achievements](#)

New reading lounge, new children's and youth furniture and updated study chairs.

[Challenges and Opportunities](#)

Services and activities offered are limited by the space available.

When the library was built in 2006, the community meeting room in the building envelope was designed to be easily converted into additional library space if alternate meeting room space became available for the community. This is now an opportunity given the new meeting rooms that will be available in the Hills Hub.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. Significant disruption is anticipated during the construction of the Hills Hub, however the longer-term benefits of a new reading garden and revamped foyer will offset the impact.

[Ongoing Building Maintenance Requirements](#)

Refer to Appendix 2

Future Building Requirements

Short term (twelve months).

- Enhanced street signage (VicRoads)
- Power points/ charging stations
- Relocated internal door control panel
- Upgrade the foyer furniture – the space is heavily used by visitors (mostly teens) as additional lounge/meeting space

Medium term (1-4 years)

- Improved lighting in the lower carpark
- Revamping of the children's playground to the east of the library
- Remove internal electronic doors and move the people counter to external doors to create a more open and dynamic space

Long term (5 years+)

- Upgrade of current toilet facilities

6.6 Endeavour Hills Library

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

The library serves an increasingly diverse population.

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



2017 Achievements

Significant work has been invested by the library staff to reinvigorate the layout of the library and make it more welcoming.

CCL has invested in a 'Tech Bar' which enables customers to use/charge their own devices – perfect for those studying and working in the library. This is currently being installed across the length of the front windows.

Children's furniture has been refreshed, and out of date display shelving removed. The library collections have been refreshed and decluttered, which has opened up additional seating spaces for visitors.

Strategic Considerations

There has been some momentum generated by precinct partners to activate the plaza. The development of a collaborative events program remains an ongoing focus.

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

Challenges and Opportunities

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

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

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience.

Library patrons often request silent study areas; however, the library is open plan with a sunroom without partitions to section it off as a meeting room or quiet study area.

There is an opportunity to leverage the newly constructed plaza to extend the library’s footprint into the open area through innovative programming and outdoor furniture.

[Ongoing Building Maintenance Requirements](#)

Refer to Appendix 2

[Future Building Requirements](#)

Short term (twelve months)

- CCL signage needs updating to promote the library service to passing traffic
- There are opportunities to leverage shared community space and provide library services in the town square.
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)
- Study furniture needs refreshing

Medium term (1-4 years)

- Toilets require renewal – they are not up to standard with the rest of the building
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally
- Silent study booth installation

Longer term (5 years+)

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

6.7 Hampton Park

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

[2017 Achievements](#)

Chairs in the library have been replaced, and more face-out display shelving has been purchased to improve customer experience when browsing library collections.

[Strategic Considerations](#)



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

Council have articulated plans for a new library as part of the redevelopment of the Hampton Park Community Precinct Masterplan, which will inform the need for refurbishment of the existing library.

Challenges and Opportunities

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

A silent study area is often requested by patrons and is not available due to the current layout of the building. The meeting room is the only closed off space and this often used for programs or external bookings. More power points are also required as more patrons bring their own electronic devices to work on in the library.

There is a lack of connection between the Library, Youth centre, and the shopping precinct.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- Meeting room upgrade (repaint, install kitchenette)
- Improve the feel and furniture in Children's area
- Create comfortable spaces for teens to hang out

Medium term (1-4 years)

- Fence/Wall in front garden section of building (alongside Youth Services) and create a reading garden / outside space
- Built in courtyard area between staff kitchen and outside meeting room and create new branch office
- Remove walls to existing office and create bigger workroom for staff
- Branch will need repainting inside and out within 5 years

Long term (5 years+)

- This is a relatively new library. It is important that general maintenance is kept up to avoid deterioration of the asset.

6.8 Pakenham

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

2017 Achievements

Council funded the opening up of the meeting room with a large window which has improved lighting and aesthetics while creating a line of sight from the main customer area.



Study chairs are progressively being replaced. Council has conducted acoustics engineering work in the library to improve significant noise issues, based upon customer feedback.

Challenges and Opportunities

Pakenham Library had the second highest visits in 2016-17 across the CCL Network.

The Pakenham Library is located close to the Pakenham CBD and shopping precinct. The facility serves the community well. The furniture and fittings are showing signs of wear and much of it needs to be replaced to keep the contemporary look and feel of the library. With the volume of foot traffic in the building the floor surfacing will need to be replaced before 2021.

There have been improvements in the cleaning regime, but the external presentation of the building continues to be impacted by litter and cobwebs.

There is an ongoing challenge with poor lighting in the foyer and public toilets, which makes the spaces less welcoming.

Strategic Considerations

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

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

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- A retractable blind on the meeting room windows would enhance the presentation of the space
- Relocation of the communications cupboard from the meeting room would improve useability
- Lighting in the foyer and toilets needs to be enhanced to make the spaces safer and more welcoming
- Upgrade Returns chute

Medium term (1-4 years)

- Replacement of floor coverings in the library.

7. Major Branch Works and New Facilities

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

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

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

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

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

7.1 Future Service Points

Clyde

A major suburban development will occur at Clyde/Clyde North in the next few years. This development is expected to include 13,923 residents by 2026 (increasing to 97,000 by 2041) and includes the normal range of retail/commercial and community facilities.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde development. Included in this is a public library branch. No specific size has been specifically determined but a minimum of 1200 square metres would be required in order to meet community need. Estimated costs for the fit out and ongoing operational costs for a 1200 square metre library have been provided to the City of Casey.

A Library branch located at Clyde will directly serve the growing community located at Clyde and Clyde North. It will also support communities in Cranbourne/Cranbourne East and to a lesser extent Berwick South.

Officer Community Hub

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

Cardinia Shire has developed (as part of a preliminary grant application process) a proposal for a Community Hub to be located opposite the Council Offices.

The proposed Hub included spaces for:

- Public library/shared TAFE library facility
- Collaborative learning spaces
- Youth program areas
- Display/function spaces
- Café
- Flexible office spaces
- Learning spaces.

8. Conclusions and Recommendations

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

We have short term needs which include a sharper focus on maintenance and presentation of existing assets.

We also need to be judicious in the way we plan the development of new assets. There is a pressing need for new libraries in Officer and Clyde. The Cranbourne Library should be redeveloped.

There is growing recognition of the role libraries play in integrated community service facilities as drivers of visitation and engagement.

CCL will continue to work with Member Councils to develop our library network in a way that meets the growing needs of our community, while maximising the return on investment.

Appendix 1 – Further resources – Industry standards

ALIA guidelines for Library building can be found on *Guidelines, Standards and Outcome Measures for Australian Public Libraries July 2016* Page 45

<https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

ALIA recommends People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012. as a guideline. This also provides a tool on predicting a library space needed by a community forecast.

http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

For more information on libraries and community and creative places, please see Victorian Public Libraries 2030 Strategic framework

http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf

Appendix 2 – Ongoing Building Maintenance Requirements

	Cardinia Mobile	Cranbourne	Doveton	Emerald	Endeavour Hills	Hampton Park	Bunjil Place	Pakenham
Carpeting steam Cleaning <ul style="list-style-type: none"> • Branches annually • Mobile quarterly 	✓	✓	✓	✓	✓	✓	✓	✓
Air-conditioning Maintenance	✓	✓	✓	✓	✓	✓	✓	✓
Meeting, Task and Lounge Chairs cleaned	✓	✓	✓	✓	✓	✓	✓	✓
Interior Window Cleaning every 2 months	✓	✓	✓	✓	✓	✓	✓	✓
Automated Electronic doors maintenance	✓	✓	✓	✓	✓	✓	✓	✓
External Windows	✓	✓	✓	✓	✓	✓	✓	✓
Building walls to be cleaned and de-cobweb annually		✓	✓	✓	✓	✓	✓	✓
Gutters/ roofs checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Gardens /Landscapes maintained regularly		✓	✓	✓	✓	✓	✓	✓
Storm Drains checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Routine Mechanical Maintenance	✓							
Maintenance of Mobile sites	✓							

CC06/2018

INFORMATION TECHNOLOGY

Report prepared by Daniel Lewis

Purpose

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

CCL Library Plan reference - 1.1 1.3, 1.4, 2.1, 2.3, 3.1, 5.1, and 5.2

Discussion

Unified Member Services - *Deployed*

(CCL Library Plan reference 1.2, 1.3 and 1.4)

The release of the new unified services model was in late 2017. We rolled out a new public access computer booking system 'MyReservation'. This removed the need for local servers at each site and allows our users the ability to book computers from our website.

'MyReservation' is now also aligned with our Print Management software 'PaperCut'. This provides users with wireless/mobile printing options and single sign-on features within our network. It removes the need for the community to sign-in to multiple systems every time they use our computers.

There were some initial challenges with the software replacement and upgrades not working as planned. Further negotiations with our vendor has ensured a better outcome for our library users.

Corporate Network - *Deployed*

(CCL Library Plan reference 1.3 and 5.2)

Our core servers and infrastructure have been rolled out across the organisation except for Cranbourne. Cranbourne remains home to limited servers and will soon undergo building works. The upgrade network design has allowed us to test and deploy systems with more agility and control. It also provides a more unified approach to each branch, enabling enhanced troubleshooting and reporting previously not available.

Website - *Deployed - December 2017*

(CCL Library Plan reference 1.1, 1.3, 1.4, 2.1 and 5.1)

The launch of the new/updated websites release just before Christmas 2017 was a significant project. The new website design has been built with mobile responsiveness in mind – literally putting the power of our library service into the hands of our community.

Website traffic has significantly increased since launch. Our ICT team have now handed the website over to the Marketing team who will manage, maintain and curate the content.

Enhanced Member Accessibility - *Deployment Scheduled - March 2018*

(CCL Library Plan reference 1.1, 1.3, 1.4, 2.1, 3.1 and 5.1)

Our new mobile application is now available on Apple iStore and Google Play. It gives our community better access to library services through their mobile device.

The application was built in conjunction with Sirsi-Dynix and SOLUS. We have been putting in place final touches to get the applications ready for public release.

Our focus is on getting as many users as possible onto the platform. We are the first library in Australia to release the application and this project has helped position CCL as a leader in the adoption of new technology.

Mobilising Staff in the Branches – *Deployment Scheduled – April 2018*

(CCL Library Plan reference 1.1, 1.3, 1.4 and 5.2)

Our highly anticipated “Gizmo” devices have arrived and will be rolled out for “testing” with key staff members during March. Their focus will be on deploying the staff mobility devices and showing their colleagues how to use them.

The “Gizmo” devices will enable staff to help members on the branch floor rather than rely on desktop PCs for information and services.

Business Systems and Process Review – *Initial and Ongoing Development*

(CCL Library Plan reference 1.3 and 5.2)

Many systems within CCL have been in place since its formation in 1996. A process of review, simplification and replacement has commenced. We are systemising, streamlining and automating several systems across CCL – including the staff on-boarding process and the Home Library Service.

Modern Telephony – *Planning Deployment*

(CCL Library Plan reference 1.2 and 1.3)

Design work on our new Modern Telephone system, ‘TIPT’ was completed in December 2017. It will make use of our existing network and extend Telstra Broadsoft network to move our existing fixed phone lines to soft/smart clients accessible from staff assigned devices (laptops and mobile phones).

This new system will give staff full mobility across our network and tie seamlessly into Microsoft Teams implementation, giving staff the capacity to work and interact with each other from the one software application with ease.

RECOMMENDATIONS

1. That the Information Technology Report be noted.

CC07/2018 PEOPLE AND CULTURE

Report prepared by Melissa Martin

Purpose

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

CCL Library Plan reference – 1.3 .4, 2.1, 3.3, 4.1, 5.1, and 5.2.

Discussion

Staffing *(Library Plan reference 1.4, 5.1, 5.2)*

The change in culture at CCL has encouraged staff development and created opportunities for professional and personal growth. Turnover in the Leadership Team has given opportunities for aspiring leaders in CCL to step up and take on acting roles. This has provided valuable experience for staff and generated a lot of new energy as we create a people focused organisation that encourages lifelong learning.

Welcome

Leanne Hornibrook has taken on the role of Collections Manager. Leanne previously worked in acquisitions and our branches. Prior to her time at CCL, Leanne had significant experience running a retail bookstore.

Nilupa Mahanama is our new Endeavour Hills Branch Manager. Nilupa previously ran Doveton Library and worked for Whitehorse Manningham Libraries. Nilupa has a Diploma in Computer Studies and is a qualified Librarian.

Sandra Cleave has been appointed as Hampton Park Branch Manager. Sandra has worked at CCL for many years, covering a variety of roles across the service. She was the initial project officer for CFC Cranbourne and recently was Team Leader at Emerald Library.

Rebecca Spiers joined us as Customer Experience Library Officer on 26 February at Emerald Library. Rebecca joins us from Eastern Regional Libraries. Rebecca is a qualified Library Technician. She brings with her many skills including excellent customer service, love of technology, family history and reader's advising.

Jess Nicholls was successful in her application for 2-month acting Branch Manager role at Pakenham, commencing on 28 February.

Emerald and Doveton Team Leader roles (band 5) are currently being advertised. The Operations Manager role is also currently advertised with a new title and revised position description – Manager, Organisation Development (band 8).

Living Leadership Program *(Library Plan reference 5.1,)*

One cohort has successfully completed the program. Approx. 40 staff will complete the program in March/April. A new enhanced program for 2018 – 19 will be launched later this year.

Graduates of the inaugural program will be offered the chance to participate in further Living Leadership Program activities in 2018 – 19. Interested graduates will also invited to help run sessions in future programs.

Branch Operations (*Library Plan reference 1.4, 3.3, 5.1, 5.2*)

The focus for the next few months will be filling current vacancies, enacting the Workforce Development Plan, finalising the Social Inclusion Policy and supporting workplace diversity through the creation of volunteer positions in partnership with local community organisations such as Outlook.

Beth Luppino and Melissa Martin will be visiting each library to work with Branch Managers to establish branch staffing requirements for CCL. The key priorities are achieving greater productivity and more efficient use of staff time. If successful the initiative will deliver better customer experiences, expand outreach services and extend opening hours on a sustainable basis.

Mobilisation of the Leadership Team and Regional Support Team (*Library Plan reference 1.3*)

The Regional Support Team have transitioned to a mobile environment. From 29 January staff have been working across the Branch network, Bunjil Place and Cardinia Shire. As part of the transition to Cardinia, staff underwent induction training with Vicki Millen, from Ulysses Professional Coaching and Kath Stephenson from Cardinia Shire

Leadership and Regional Support staff now have the ability to plug into a docking station at any of the library branches, Cardinia Shire or City of Casey at Bunjil Place. The Collections Team are located at Cranbourne and Doveton Library

City of Casey staff met onsite at Cranbourne Library last week to discuss final designs for the back of house. Quotes for works are now being sought and finalised. A 3-month extension to lease in old HQ has been granted in return for payment covering services. Final timeframes for redevelopment have yet to be confirmed.

Payroll Systems

CCL current payroll system has been in place since 2005. It is cumbersome with no technical support provided and requires computer infrastructure that we can no longer support. Signoff has been completed for new Kronos Workforce Ready and Scheduler System. System Administration training is scheduled for mid-March with commencement of the test phase and parallel pay run to begin on 22 March. Supervisor training will be mid -April with 'go live' date scheduled for 21 April.

Extended Opening Hours Trial – Daylight Savings Period (*Library Plan reference 1.4, 2.1, 5.1*)

Bunjil Place Library

Bunjil Place Library extended their opening hours on a Sunday morning opening from 10am until 5pm over the summer period. The response from community has been positive and visitation has increased on Sundays.

CCL will continue to open Bunjil Place Library on Sundays from 10 – 5pm.

Doveton Library

The Wednesday opening has been well received by the community with positive feedback about accessibility to the library 6 days of the week. There has been an uplift in visitation and Wednesday is now one of the busiest days of the week.

A public comment from a happy Doveton Library user – *'I can come to the library after I finish work and borrow DVDs. You have plenty of parking and so easy to get to.'*

Doveton Library will continue to open to the community on Wednesdays after daylight savings ends.

Pakenham Library

Friday extended opening hours at Pakenham during Daylight Saving period have allowed the community to stay longer in the library, but the overall number of visits has not increased significantly.

Sunday opening hours at Pakenham Library were extended to 10am–4pm. Whilst a few members of the community have enjoyed the earlier opening there has not been a material increase in visits.

After a review of performance and budget implications, the Executive Team have decided that the extended hours at Pakenham Library as trialled will not continue after the end of daylight savings.

RECOMMENDATIONS

1. That the People and Culture Report be noted.

CC08/2018

OPERATIONS

Report prepared by Melinda Rogers

Purpose

To describe CCL's monthly performance

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

Discussion

Visits and Loans (*Library Plan reference 1.1, 1.2 and 4.1*)

Visits and loans increased in November and then dipped slightly in December most likely due to the Christmas and New Year holiday period. CCL experienced the highest number of monthly visits in January since mid-2015. Year on year, each month since October CCL has experienced steady growth in loans and visits.

Bunjil Place (Narre Warren) Library has made a significant contribution to the overall increase however the whole network has performed strongly over the last 3 months.

Membership continues to rise, CCL had 117,637 members at the end of January with Bunjil Place Library gaining over 2,200 members in the three-month period.



Digital Services (*Library Plan reference 1.1, 1.2 and 3.1*)

Website visits in January were over 52,000, significantly higher than November visits over 36,244.

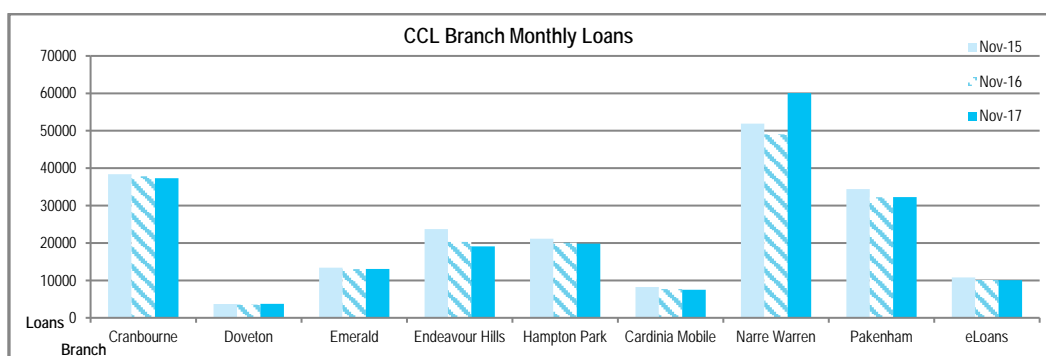
CCL Wi-Fi usage month on month has dropped. The drop is probably due in part a different service offering at Bunjil Place Library. When a community member logs onto Wi-Fi at Bunjil Place they are free to use it for up to 24 hours as opposed to four hours elsewhere in the branch network.

Internet bookings have grown and engagement with CCL's social media is steadily increasing.

Year on Year Performance Comparison November 2015 - 17.

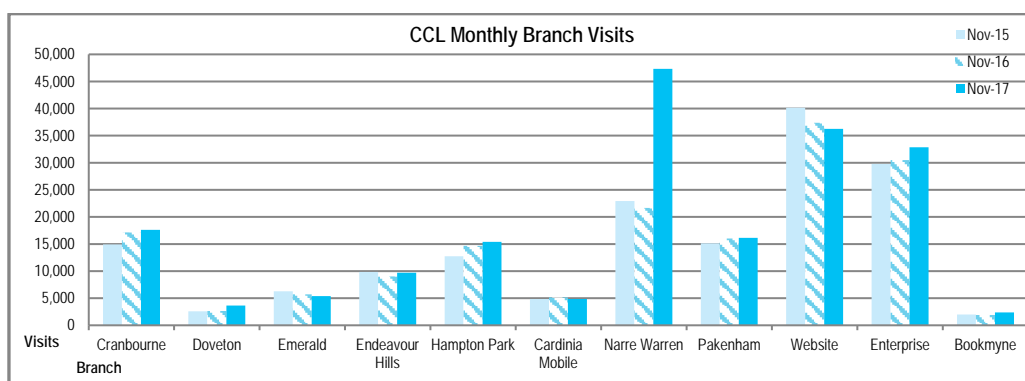
Loans

Branch	Nov-15	Nov-16	Nov-17	% Variation 2016/ 17
Headquarters	923	1,274	1,562	22.6%
Cranbourne	38,374	37,817	37,298	-1.4%
Doveton	3,703	3,536	3,756	6.2%
Emerald	13,384	13,034	13,078	0.3%
Endeavour Hills	23,704	20,274	19,092	-5.8%
Hampton Park	21,148	20,057	19,838	-1.1%
Cardinia Mobile	8,234	7,655	7,502	-2.0%
Narre Warren	51,898	49,051	60,075	22.5%
Pakenham	34,421	32,209	32,288	0.2%
Region	195,789	184,907	194,489	5.2%
eLoans	10,814	10,117	10,064	-0.5%
Total Loans	206,603	195,024	204,553	4.9%



Visits

Branch	Nov-15	Nov-16	Nov-17	% Variation 2016/ 17
Cranbourne	14,919	17,130	17,606	2.8%
Doveton	2,586	2,637	3,659	38.8%
Emerald	6,286	5,708	5,387	-5.6%
Endeavour Hills	9,861	9,019	9,709	7.7%
Hampton Park	12,738	14,669	15,409	5.0%
Cardinia Mobile	4,854	5,159	4,850	-6.0%
Narre Warren	22,918	21,647	47,320	118.6%
Pakenham	15,142	16,022	16,142	0.7%
Region	89,304	91,991	120,082	30.5%
Website	40,142	37,371	36,244	-3.0%
Enterprise	29,781	30,481	32,861	7.8%
Bookmyne	1,989	1,913	2,373	24.0%
Total Virtual	71,912	69,765	71,478	2.5%
Total Visits	161,216	161,756	191,560	18.4%



Digital Services

Internet Bookings

Branch	No. of PCs	Nov-16	Nov-17	% Variation 2016/ 17
Cranbourne	11	1,785	1,926	7.9%
Doveton	9	375	565	50.7%
Emerald	8	680	598	-12.1%
Endeavour Hills	10	1,146	981	-14.4%
Hampton Park	16	1,650	2,296	39.2%
Cardinia Mobile	2	14	3	-78.6%
Narre Warren	18	2,925	3,791	29.6%
Pakenham	16	2,215	2,956	33.5%
Total	90	10,790	13,116	21.6%
Total year to date		57,779	57,291	-0.8%



Wireless Network Bookings

Branch	Nov-16	Nov-17	% Variation 2016/ 17
Cranbourne	3,060	3,900	27.5%
Doveton	240	630	162.5%
Emerald	750	1,140	52.0%
Endeavour Hills	1350	1,950	44.4%
Hampton Park	2,820	3,270	16.0%
Cardinia Mobile	-	-	-
Narre Warren	4,140	2,446	-40.9%
Pakenham	2,940	3,300	12.2%
Total	15,300	16,636	8.7%



Electronic Resources

	Nov-16	Nov-17	% Variation 2016/17
Bolinda eAudiobooks	2,523	3,629	43.8%
Bolinda eBooks	2,645	3,276	23.9%
Choice	65	20	-69.2%
Cloud Library	0	205	
Fairfax Newspapers	-	-	-
Freegal Music	1,924	1,525	-20.7%
Tumblebooks	287	211	-26.5%
RB Digital Magazines (Zinio)	1,289	1,198	-7.1%
Total	8,733	10,064	15.2%

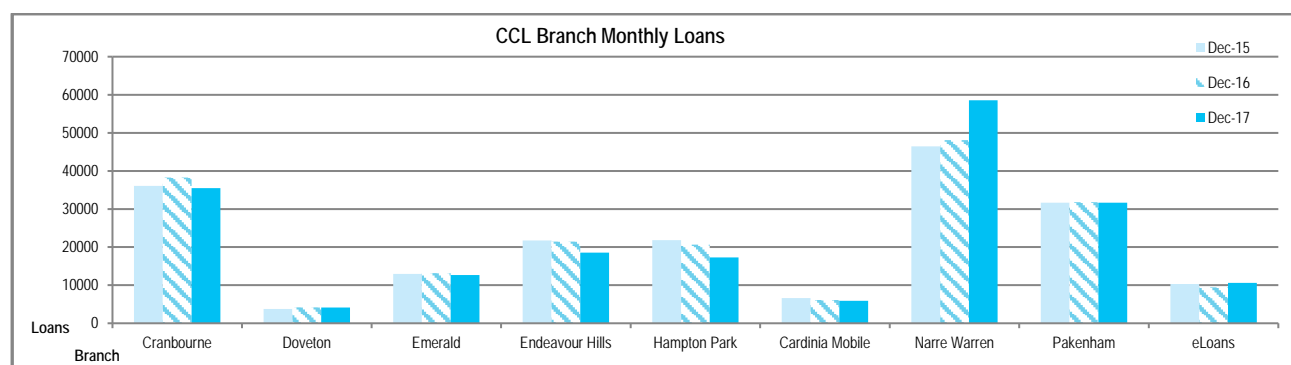
E-Learning

	Nov-16	Nov-17	% Variation 2016/17
Busy Things	6,538	8,215	25.7%
Road to IELTS	91	32	-64.8%
Transparent Language	69	35	-49.3%
Studiosity (Your Tutor)	194	95	-51.0%
Total	6,892	8,377	21.5%

Year on Year Performance Comparison December 2015 – 17

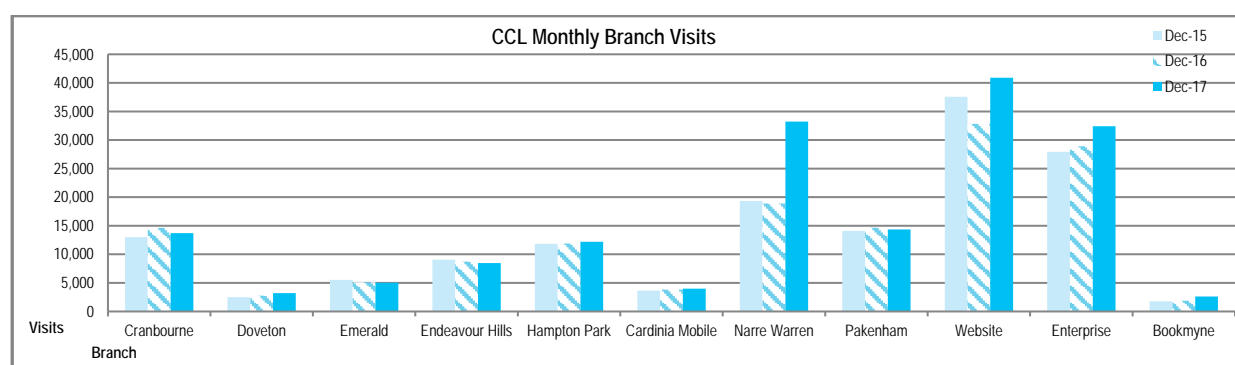
Loans

Branch	Dec-15	Dec-16	Dec-17	% Variation 2016/ 17
Headquarters	1,032	1,253	1,973	57.5%
Cranbourne	36,066	38,256	35,494	-7.2%
Doveton	3,754	4,176	4,123	-1.3%
Emerald	12,940	13,165	12,668	-3.8%
Endeavour Hills	21,727	21,434	18,561	-13.4%
Hampton Park	21,811	20,668	17,289	-16.3%
Cardinia Mobile	6,619	6,104	5,898	-3.4%
Narre Warren	46,435	48,088	58,568	21.8%
Pakenham	31,673	31,768	31,652	-0.4%
Region	182,057	184,912	186,226	0.7%
eLoans	10,303	9,447	10,589	12.1%
Total Loans	192,360	194,359	196,815	1.3%



Visits

Branch	Dec-15	Dec-16	Dec-17	% Variation 2016/ 17
Cranbourne	13,014	14,632	13,712	-6.3%
Doveton	2,503	2,762	3,195	15.7%
Emerald	5,541	5,120	5,032	-1.7%
Endeavour Hills	9,064	8,725	8,462	-3.0%
Hampton Park	11,836	11,895	12,198	2.5%
Cardinia Mobile	3,663	3,818	3,980	4.2%
Narre Warren	19,333	18,902	33,239	75.8%
Pakenham	14,110	14,652	14,357	-2.0%
Region	79,064	80,506	94,175	17.0%
Website	37,564	32,842	40,890	24.5%
Enterprise	27,942	28,901	32,426	12.2%
Bookmyne	1,767	1,901	2,606	37.1%
Total Virtual	67,273	63,644	75,922	19.3%
Total Visits	146,337	144,150	170,097	18.0%



Digital Services

Internet Bookings

Branch	No. of PCs	Dec-16	Dec-17	% Variation 2016/ 17
Cranbourne	11	1,477	1,262	-14.6%
Doveton	9	468	522	11.5%
Emerald	8	524	478	-8.8%
Endeavour Hills	10	1,142	1,060	-7.2%
Hampton Park	16	1,520	1,493	-1.8%
Cardinia Mobile	2	19	7	-63.2%
Narre Warren	18	2,456	3,065	24.8%
Pakenham	16	2,051	2,179	6.2%
Total	90	9,657	10,066	4.2%
Total year to date		67,436	67,357	-0.1%



Wireless Network Bookings

Branch	Dec-16	Dec-17	% Variation 2016/ 17
Cranbourne	2,263	2,604	15.1%
Doveton	403	713	76.9%
Emerald	558	868	55.6%
Endeavour Hills	1116	1,736	55.6%
Hampton Park	2,077	2,356	13.4%
Cardinia Mobile	0	0	0.0%
Narre Warren	3,317	1,526	-54.0%
Pakenham	2,294	2,604	13.5%
Total	12,028	12,407	3.2%

Electronic Resources

	Dec-16	Dec-17	% Variation 2016/17
Bolinda eAudiobooks	2,408	3,623	50.5%
Bolinda eBooks	2,513	3,536	40.7%
Choice	67	35	-47.8%
Cloud Library	0	188	
Fairfax Newspapers	0	0	
Freegal Music	1,716	1,631	-5.0%
Tumblebooks	244	244	0.0%
RB Digital Magazines (Zinio)	1,160	1,332	14.8%
Total	8,108	10,589	30.6%

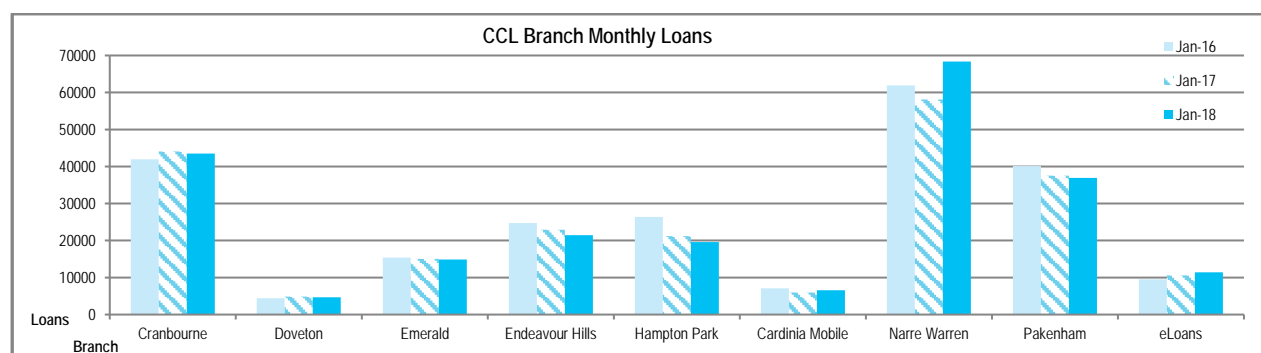
E-Learning

	Dec-16	Dec-17	% Variation 2016/17
Busy Things	7,292	7,132	-2.2%
Road to IELTS	107	40	-62.6%
Transparent Language	81	14	-82.7%
Studiosity (Your Tutor)	38	9	-76.3%
Total	7,518	7,195	-4.3%

Year on Year Performance Comparison January 2016 – 18

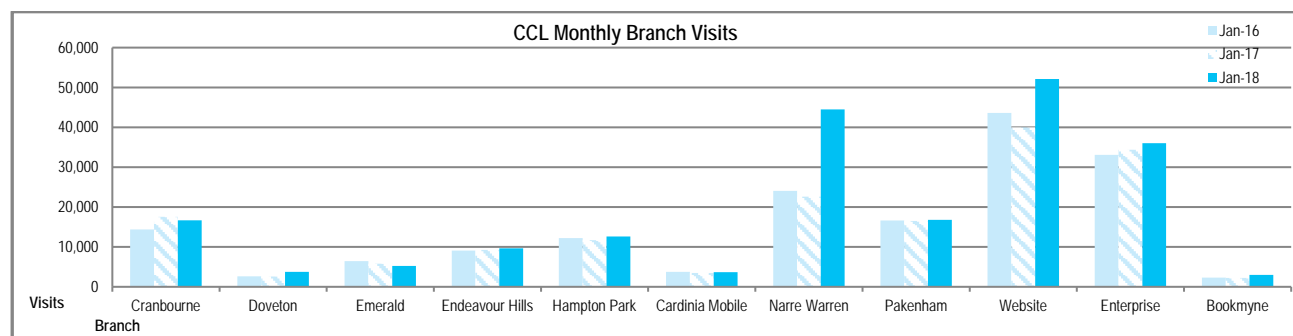
Loans

Branch	Jan-16	Jan-17	Jan-18	% Variation 2017/ 18
Headquarters	1,207	1,158	1,266	9.3%
Cranbourne	41,963	44,042	43,492	-1.2%
Doveton	4,432	4,865	4,693	-3.5%
Emerald	15,390	15,035	14,879	-1.0%
Endeavour Hills	24,714	22,930	21,463	-6.4%
Hampton Park	26,396	21,172	19,608	-7.4%
Cardinia Mobile	7,079	5,978	6,560	9.7%
Narre Warren	61,899	58,095	68,369	17.7%
Pakenham	40,144	37,540	36,925	-1.6%
Region	223,224	210,815	217,255	3.1%
eLoans	9,496	10,592	11,421	7.8%
Total Loans	232,720	221,407	228,676	3.3%



Visits

Branch	Jan-16	Jan-17	Jan-18	% Variation 2017/ 18
Cranbourne	14,372	17,577	16,662	-5.2%
Doveton	2,618	2,586	3,746	44.9%
Emerald	6,456	5,790	5,252	-9.3%
Endeavour Hills	9,071	9,260	9,651	4.2%
Hampton Park	12,226	11,692	12,629	8.0%
Cardinia Mobile	3,757	3,469	3,671	5.8%
Narre Warren	24,044	22,609	44,490	96.8%
Pakenham	16,620	16,512	16,800	1.7%
Region	89,164	89,495	112,901	26.2%
Website	43,603	39,981	52,119	30.4%
Enterprise	33,106	34,361	36,039	4.9%
Bookmyne	2,302	2,207	2,989	35.4%
Total Virtual	79,011	76,549	91,147	19.1%
Total Visits	168,175	166,044	204,048	22.9%



Digital Services – January 2018

Internet Bookings

Branch	No. of PCs	Jan-17	Jan-18	% Variation 2017/ 18
Cranbourne	11	1,822	1,856	1.9%
Doveton	9	477	701	47.0%
Emerald	8	600	574	-4.3%
Endeavour Hills	10	1,167	1,379	18.2%
Hampton Park	16	1,773	1,816	2.4%
Cardinia Mobile	2	10	2	-80.0%
Narre Warren	18	2,639	3,832	45.2%
Pakenham	16	2,093	2,804	34.0%
Total	90	10,581	12,964	22.5%
Total year to date		78,017	80,321	3.0%



Wireless Network Bookings

Branch	Jan-17	Jan-18	% Variation 2017/ 18
Cranbourne	2,883	3,100	7.5%
Doveton	403	961	138.5%
Emerald	589	899	52.6%
Endeavour Hills	1240	2,015	62.5%
Hampton Park	2,046	2,077	1.5%
Cardinia Mobile	0	0	0.0%
Narre Warren	3,751	2,143	-42.9%
Pakenham	2,790	2,976	6.7%
Total	13,702	14,171	3.4%

Electronic Resources

	Jan-17	Jan-18	% Variation 2017/18
Bolinda eAudiobooks	2,408	3,623	50.5%
Bolinda eBooks	2,513	3,536	40.7%
Choice	67	35	-47.8%
Cloud Library	0	188	
Fairfax Newspapers	0	0	
Freegal Music	1,716	1,631	-5.0%
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E-Learning

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Busy Things	7,292	7,132	-2.2%
Road to IELTS	107	40	-62.6%
Transparent Language	81	14	-82.7%
Studiosity (Your Tutor)	38	9	-76.3%
Total	7,518	7,195	-4.3%

RECOMMENDATIONS

1. That the Operations Report be noted.

CC09/2018

CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

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

CCL Library Plan reference – 1.1, 2.1, 2.2, 3.1, 4.1, 4.2, 5.1 and 5.2

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

Discussion

Community Engagement

Library Programs (*Library Plan reference 4.1*)

Programs have commenced for 2018 with a broad range of programming for Children and Youth at our Libraries. In addition to the strong suite of literacy programs for Early Years and Primary School children, there are additional opportunities for Teens. These include teens include Book Group for Teens and Manga Club at Bunjil Place, and a Fandom Club at Endeavour Hills Library.

In 2018 Bunjil Place will launch a Teen Advisory Group meeting monthly starting April. This is a chance for young people to get involved in their community and have a voice in planning and implementing teen programs, recommending purchases for CCL collections, championing ways to improve library services and be social media advocates for the library in the wider community. In 2018 we will introduce VCE student and parent help sessions with new partner Best Chance. Additional weekly Children's sessions have been added at Bunjil Place Library to accommodate the success of the Library and the interest of families for programs on Literacy and STEAM.

Book Groups

Makaila Giles has expanded her role in Home Library Services to incorporate the coordination of Book Groups. There are approximately 50 Book Groups registered throughout the region, and over 200 titles available in sets of 10 for these groups to use.

School Holidays

Highlights of the January program included performance by Carp production at Bunjil Place Library in front of the amphitheatre, Twinkletoes the Elf, Lizzy Lizards who brought in a range of animals that children were able to touch and hold, a DIY Day Spa or tweens, Bricks for Kidz, Star Wars family night, Luke the Magician who made a real fish appear out of thin air, makerspaces, storytimes, sessions from community groups like the Berwick Toy Library and external outreach visits like the Selandra Community Hub and Endeavour Hills Shopping Centre. 758 children registered in the Summer Reading Club at our branches and online.

Harry Potter

Harry Potter Book night continues to be popular. In February 2018 Bunjil Place Library, Cranbourne and Emerald Library held Harry Potter night. The children enjoyed playing Harry Potter Bingo, a scavenger Hunt watching a potions class with professor Snape and answering quiz questions to win the major prize of an illustrated edition to Fantastic Creatures and where to find them.

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

November 2017 Program Attendances

Attendances at Youth Activities

Branch	Nov-16	Nov-17
Cranbourne	1,046	1,176
Doveton	220	370
Emerald	371	309
Endeavour Hills	659	608
Hampton Park	1,416	1,343
Cardinia Mobile	168	590
Narre Warren	1,347	1,486
Pakenham	905	1,082
Total	6,132	6,964

Attendances at Adult Activities

Branch	Nov-16	Nov-17
Cranbourne	104	502
Doveton	22	55
Emerald	37	24
Endeavour Hills	18	43
Hampton Park	43	114
Cardinia Mobile	0	0
Narre Warren	64	9
Pakenham	47	124
Total	335	871



December 2017 Program Attendances

Attendances at Youth Activities

Branch	Dec-16	Dec-17
Cranbourne	478	416
Doveton	156	108
Emerald	161	675
Endeavour Hills	806	128
Hampton Park	493	566
Cardinia Mobile	80	314
Narre Warren	486	739
Pakenham	447	385
Total	3,107	3,331

Attendances at Adult Activities

Branch	Dec-16	Dec-17
Cranbourne	2	11
Doveton	46	34
Emerald	45	10
Endeavour Hills	0	5
Hampton Park	1	49
Cardinia Mobile	0	0
Narre Warren	53	0
Pakenham	39	68
Total	186	177



January 2018 Program Attendances

Attendances at Youth Activities

Branch	Jan-17	Jan-18
Cranbourne	385	235
Doveton	109	148
Emerald	101	159
Endeavour Hills	165	184
Hampton Park	331	62
Cardinia Mobile	0	23
Narre Warren	223	551
Pakenham	482	454
Total	1,796	1,816

Attendances at Adult Activities

Branch	Jan-17	Jan-18
Cranbourne	3	2
Doveton	0	0
Emerald	25	30
Endeavour Hills	0	0
Hampton Park	8	12
Cardinia Mobile	0	0
Narre Warren	18	0
Pakenham	9	7
Total	63	51



Partnerships (*Library Plan reference 2.2 5.2*)

Cardinia Shire's Together We Can Governance Group has approved CCL's funding application for Together with me @ the library for \$7,000.00. This event will engage both professionals and members of the community, helping to open up dialogue and provide support for those affected by family violence through access and dissemination of information and advice. The event will be held on Monday 16 April 2018.

Bunjil Place Library had extremely positive response from their first sensory play session. Bunjil Place Library staff continue to work in partnership with the rest of Bunjil Place team

with the plaza and gallery staff running their Art Cart for the Tuesday storytimes. The Library will also be involved in Experience Casey by running a number of bilingual storytimes on March 17th.

Relationships with local retail centres continue to be fostered – storytimes are regularly delivered in Cranbourne (Hunt Club), Endeavour Hills (Endeavour Hills shopping centre) and Pakenham (Pakenham Central).

December saw CCL form a partnership with the YMCA, with the focus being on Bunjil Place, Endeavour Hills and Cranbourne Libraries. Through this partnership we are encouraging people to look after their bodies as well as their brains. We have several yoga, meditation and nutrition courses scheduled in our Autumn Event Booklet and these events will continue throughout 2018 programming.

Doveton Library continues to work closely with Paint Doveton REaD, delivering a program called 'Doveton's Favourite Book'. Staff will visit all of the children's centres in the area asking children to vote for their favourite story. The results will be revealed during Children's Book Week.

CCL is finalising an MOU with Federation University, Berwick Campus. The key activities to launch the partnership are a CCL 'pop up' reading lounge at the campus (now in place), engagement in student information activities, the creation of branded Federation University study areas in key CCL branches, and CCL Wi-Fi services at the university campus for CCL members to use.

A successful partnership with Metro is now in place. CCL promotional signage is in place at Narre Warren train station, and staff have delivered 'pop up' library services across a two-week period promoting library services to commuters. This activity will be repeated every quarter throughout 2018.

Marketing and Promotions *(Library Plan reference 3.1)*

Casey Cardinia Libraries Forgiving tree campaign featured the community partners working with each of our branches. Our libraries achieved sensational results in 2017.

We paid it forward, looked after our neighbours and helped make our community stronger. The real return was not financial, it was cultural. It enabled us to make a clear statement about who we are and why we exist.

That said, 12 months on from the initial campaign and Casey Cardinia Libraries achieved the following outcomes:

- | | |
|--------------------------|----------|
| • Fines paid | \$8,670 |
| • Fines forgiven | \$13,685 |
| • Lost items returned | \$37,000 |
| • Value of donated goods | \$20,100 |

Everyone who works at CCL has played a part in making the Forgiving Tree Appeal a success. Together with our community we have made a positive difference for local people doing it tough. We have also set the scene for an amazing year where we do not charge our customers overdue fines. We all know the reasons why, it is now up to us to make it work.

CCL is seeing strong results on social media with followers and engagement increasing month on month – steadily our followers are increasing – December and January has seen an increase of approx. 58% in followers. We have formed strong relationships with City of Casey and Cardinia Council and various other related Facebook pages like: Things to see and do – Melbourne Outer East, Local Child Care Centres, YMCA, our Forgiving Tree Partners, Federation University, to name a few whereby they will like, share and repost our content. Followers have also been engaging with CCL and providing testimonials.

The Electronic Corporate Newsletter (EDM) has a very strong open rate, averaging 30% of subscribers opening these emails.

Local media continues to be a strong advocate, continuing to provide us with great coverage on programs. For example, the Forgiving Tree and The Together We Can Program.

In January we also received an article in the Herald Sun (dated 6 January 2018) and further to this Chris Buckingham was interviewed by ABC radio twice on the topic of removing of overdue fines.

Lynda.com was launched on 12 February and has seen more than 170 members sign up and watch more than 106 hours of training content since it went live. The Lynda.com team were so impressed with our marketing collateral and staff briefing document that the Account Executive asked to share it with other library services.

Collection Performance (*Library Plan reference 4.2*)

Leanne Hornibrook has been appointed to the role of Collections Librarian. Leanne will implement the expenditure of the Library Materials budget, with support from the Branch managers and Team Leaders across the network. She leads a team of 8 library officers and technicians who work to process, invoice and acquire the items our community borrow. The Collections Team now work across two locations, and the majority of items are now received already processed ('shelf ready') which means we can get them to our borrowers faster.

RB Digital is now providing additional digital collections for our users. RB Digital (Wavesound) have been a long-time supplier of CCLs providing LP physical materials, and talking books on CD, as well as being the provider of Zinio e-magazines. They offer a different model of subscription which will enable us to offer e-titles that may be accessed by many library members at the same time. Great news for readers who love top titles such as *The Dry* (Jane Harper) and *Origin* (Dan Brown). This supplier has exclusive publishing rights to some very popular works and we are excited to be able to offer them free to our members.

Communities for Children – Cranbourne (*Library Plan reference 5.1*)

CFC Cranbourne is set to enjoy a new lease of life with Ivy Tucker and Verona Atalla acting as co-ordinators for the next four months. The strong focus on supporting local indigenous communities will continue, while greater effort will be made invested in extending connections with local CALD communities.

Courier Services (*Library Plan reference 5.3*)

CCL has been systematically reviewing supplier contracts in all areas of the business. In late 2017, CCL requested quotes from several suppliers of Courier services through the approved Procurement Australia contract panel. After assessing the quotations, CCL has engaged Star Track

Couriers/Australia Post to provide courier services from 26 February. The primary need for the service is to move library stock between our fixed and mobile locations for customer use. The decision was based upon cost savings and increased capacity to tailor services, with SMS notification system available to assist delivery access to Bunjil Place.

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

CC10/2018

APPOINTED SWIFT BUSINESS MANAGER

Report prepared by Chris Buckingham

Purpose

To provide the Board with an update on the appointment of Daniel Lewis to the SWIFT Business Manager role.

Discussion

Daniel Lewis accepted a 2 day per week secondment as the SWIFT Business Manager commencing in December.

The agreement with SWIFT is to provide Daniel on an as needs basis (approximated to two days/ 16 hours per week) to undertake the role of SWIFT Business Manager, with accrued hours and expenses being invoiced to SWIFT on a cost recovery basis.

The fees for Daniel's services is being used to fund additional ICT Resources at CCL.

Daniel's role at SWIFT involves:

- refining the governance processes and organisational structure of SWIFT,
- bringing a new Library Management System (LMS) tender to fruition through the State Government and MAV LMS Tender, and
- developing a centralised distribution model (at the request of member libraries, including CCL) for SWIFT.

RECOMMENDATIONS

1. That the Report be noted.

CC11/2018 DRAFT MoU BETWEEN CASEY CARDINIA LIBRARIES AND FEDERATION UNIVERSITY

Report prepared by Chris Buckingham

Purpose

To provide the Board with a draft copy of the MoU between Casey Cardinia Libraries and Federation University, partnership.

CCL Library Plan reference 1.1

Discussion

CCL and Federation University have negotiated an MoU that will improve access to information resources, education services and student support services for community in the Casey Cardinia Region.

This collaboration may include development of community and educational projects, joint use of space to facilitate positive community and educational outcomes for students and joint research and innovation opportunities.

Tangible outcomes will include:

- a. Development and operation of a CCL pop-up community library, within the University Library on the Berwick Campus site. This library will provide free access to reading materials for students, university staff and CCL Library members
- b. Development of dedicated study spaces within CCL sites. These study centres will provide a space for school and higher education students to freely access to appropriate study spaces, wireless internet and support.

CCL have consulted with lawyers at Meerkin & Apel to ensure the agreement is fair and reasonable.

Conclusion

The MOU formalises the spirit of co-operation that already exists between CCL and Federation Uni. We look forward to growing a highly productive partnership that delivers great outcomes for the community.

RECOMMENDATIONS

1. That the Board support the attached MoU between CCL and Federation University.
2. That the Board authorises the CEO to sign the MOU on behalf of CCL.

MEMORANDUM OF UNDERSTANDING

BETWEEN

FEDERATION UNIVERSITY AUSTRALIA

AND

CASEY-CARDINIA LIBRARY CORPORATION

DRAFT

MEMORANDUM OF UNDERSTANDING

BETWEEN

FEDERATION UNIVERSITY AUSTRALIA (ABN 51 818 692 256) incorporated pursuant to the Federation University Act 2010 of University Drive, Mt Helen, Victoria 3350. ("the University")

and

CASEY-CARDINIA LIBRARY CORPORATION (ABN 38 577 892 449), incorporated under the Victorian Local Government Act 1989 of 65 Berwick-Cranbourne Road, Cranbourne 3977. ("the Corporation")

RECITALS:

- A. The University is a tertiary educational institution established by the Federation University Australia Act 2010 (Victoria).
- B. The Corporation is a library services provider serving the municipalities of the City of Casey and Cardinia Shire in Victoria.
- C. This Memorandum shall establish a mechanism for collaboration between the parties in providing a broader range of library and educational services to the local community and primary, secondary and higher education students within the catchment of the Corporation.

COLABORATION OBJECTIVE

- 1. The parties intend to collaborate with the objective of establishing improved access to information resources, education services and student support services within the Corporation's catchment. This collaboration may include development of community and educational projects, joint use of space to facilitate positive community and educational outcomes for students and joint research and innovation opportunities.

PROJECT OPPORTUNITIES

- 2. Current project opportunities include, but are not limited to the following:
 - a. Development and operation of a pop-up community library, run by the Corporation, within the University Library on the Berwick Campus site. This library will provide free access to reading materials for students, university staff and Corporation members.
 - b. Development of dedicated study spaces within Corporation library sites. These study centres will provide appropriate study space for school and higher education students with free wireless internet and additional support.

PROJECT AGREEMENTS

- 3 The parties will identify roles and responsibilities in delivery of project outcomes through Project Agreements that will be established between the parties for each project. The Project Agreements will include at least:
 - a. a detailed description of the project;
 - b. details of project outcomes;
 - c. financial and in-kind contributions made by each of the parties to resource the project;
 - d. a project plan and timeframes;
 - e. any other matter pertinent to the successful implementation of the project.

GOVERNANCE

- 4 The Parties intend to establish a Steering Committee which will be responsible for the following objectives:
 - a. Ensure the fair and reasonable implementation of Clauses 1 to 3 of this Memorandum;
 - b. Collaboratively determine the priorities of the relationship between the parties; and
 - c. Promote the collaboration and outcomes achieved to the broader community and engage other potential collaborating organisations.
- 5 The Parties agree that the Steering Committee should meet at regular intervals as required and at least three times per year.
- 6 The membership of the Steering Committee shall be:
 - a. CEO of the Corporation or nominee;
 - b. The University's Berwick Campus Director or nominee;
 - c. The University's Librarian or nominee;
 - d. Two other representatives of the Corporation;
 - e. One other representative of the University.
- 7 The Parties agree to use their best reasonable efforts to negotiate fair and reasonable terms and conditions with respect to the implementation of the objectives in Clauses 1 to 3 and to support and actively promote this Memorandum of Understanding.

CONFIDENTIAL INFORMATION

- 8.1 “Confidential Information” means any information whether written or oral provided by one party to another party on or after the date of this agreement including without limitation any industrial, marketing or commercial information relating to or developed in connection with or in support of a party’s business, but does not include:
- a. information which is or becomes part of the public domain (other than through any breach of this agreement);
 - b. information rightfully received from a third person without a duty of confidentiality being owed by the other party to the third person, except where the other party has knowledge that the third person has obtained that information either directly or indirectly as a result of a breach of any duty owed to the first mentioned party; or
 - c. information which is independently developed by a party.
- 8.2 The parties shall not disclose Confidential Information directly or indirectly to any third party individual, corporation or other entity unless required by law and shall limit the disclosure and use of Confidential Information to those employees who have a need to know.
- 8.3 The parties shall protect and keep in strict confidence all Confidential Information provided by another party and must use the same degree of precaution and safeguards as it uses to protect its own Confidential Information, but in no case less than reasonable care.
- 8.4 In the event that a party is required to make disclosure of Confidential Information by reason of a court process or by law, it shall notify the disclosing party prior to any disclosure, who shall be entitled to make representations to the court or body seeking disclosure as to whether or not the Confidential Information should be disclosed.
- 8.5 A party shall notify the disclosing party as soon as it becomes aware of any unauthorised disclosure of that party’s Confidential Information.

INTELLECTUAL PROPERTY

- 9 Each Party will continue to wholly own any pre-existing Intellectual Property that it brings to the Program.

GENERAL PROVISIONS

- 10 This Memorandum of Understanding shall become effective on the date of signing by all Parties. Subject to Clause 11 below, the Memorandum of Understanding shall terminate on 31 December 2019 (“Term”).
- 11 In the event of a material dispute arising during the negotiations described in Clause 3 or in the event the Parties have been unable despite good faith efforts to reach agreement, either Party may elect to terminate this Memorandum of Understanding at any time, by providing one month’s written notice of its intention to do so.

- 12 The Parties agree that the Term of this Memorandum of Understanding may be extended by written agreement of the parties for such further term or terms as the Parties agree.
- 13 The Memorandum of Understanding does not create, nor is it intended to create, a relationship of principal and agent, nor shall it constitute a partnership. No party shall have any authority to bind the other party legally, by contract, admission, acknowledgment or undertaking.
- 14 The Memorandum of Understanding may only be altered or amended by mutual agreement of the Parties.
- 15 The Memorandum of Understanding is governed by the laws of Victoria, Australia.

Dated this day of 2018

Signed on behalf of)	
Federation University Australia)	
By its authorised officer)
In the presence of:)	Signature of authorised officer

.....
Signature of witness

Signed on behalf of)	
Casey-Cardinia Library Corporation)	
By its authorised officer)
In the presence of:)	Signature of authorised officer

.....
Signature of witness

CC12/2018 BOARD VISITS TO LIBRARIES

Report prepared by Chris Buckingham

Purpose

To look into options for members of the Board to visit Casey Cardinia Libraries branches and other neighbouring libraries.

Discussion

CCL want to give Board Members more opportunity to engage with our branches and get a sense of what else is happening in public libraries.

It is difficult to schedule Board Meetings in the branches because Wednesday afternoons/ evenings are popular program times and there is little availability for meeting space.

We would like to give Board Members the opportunity to visit libraries outside the CCL network – Dandenong and Ringwood are two strong examples of new libraries within close proximity.

RECOMMENDATIONS

1. That the Board consider the best time for scheduled small group visits to CCL Branches and library services in neighbouring regions.

GENERAL DISCUSSION

Casey Cardinia Libraries Board papers have undergone continuous refinement over the last 18 months. CCL seek Board member feedback on presentation and content.

NEXT MEETING

Wednesday 18 April, City of Casey, Bunjil Place Library, Meeting Rooms 3 and 4.