

**Casey  
Cardinia  
Libraries**

***'Inspiring spaces where everyone is free to discover possibilities'***

## **AGENDA**

### **Board Meeting**

**Wednesday 23 August 2017**

**5.30pm**

**City of Casey, VIBE**

**Casey Works Centre, Vesper Drive, Narre Warren**

# **Casey Cardinia Libraries**

## **Board Meeting – Wednesday 23 August**

### **Agenda**

1. **Apologies**

Board Members:

Ms. Jenny Scicluna (Cardinia Shire)

Mr Jim Davine (Cardinia Shire) is attending as an observer

2. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 28 June 2017.**

3. **Declaration of Conflicts of Interest**

4. **Strategy**

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7. **Next Meeting**

## STRATEGY

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### CC43/2017 STRATEGIC RESOURCE PLAN 2017 – 21

*Report prepared by Chris Buckingham*

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#### Purpose

To provide the Board with the Strategic Resource Plan 2017 – 2021.

*CCL Library Plan reference – 5.3*

#### Discussion

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

*At the April Board meeting it was resolved:*

- 1. That the Board endorse Strategic Resource Plan 2017 – 21.*
- 2. That CCL forward the Strategic Resource Plan 2017 – 21 to the member councils for adoption.*
- 3. That member councils move forward with conversations on the 4 year Strategic Resource Plan including considerations of the impact of population growth and the need for per capita contributions to CCL.*

Cardinia Shire Council considered and approved CCL Strategic Resource Plan 2017 – 21 at its Council meeting of 19 June 2017.

City of Casey considered and approved the Strategic Resource Plan 2017 – 21 at its Council meeting of 18 July 2017.

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#### RECOMMENDATIONS

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1. That the Board adopt the Strategic Resource Plan 2017–2021.

**CC44/2017                      2016 – 17 DRAFT ANNUAL REPORT**

*Report prepared by Chris Buckingham*

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**Purpose**

To present the 2016 – 17 draft Annual Report including the Financial Report to the Board for consideration.

*CCL Library Plan reference – 5.3*

**Background**

CCL is required under Sections 125, 126 & 196(7) of the Local Government Act 1989, to prepare and submit an Annual Report to the Minister for Local Government within three months of the end of the financial year.

Clause 11.1 of the 2012 CCL Regional Library Agreement requires that the CEO provide each member Council with a copy of the Annual Report within three months of the end of the financial year.

**Discussion**

The 2016 – 17 draft Annual Report includes:

- Joint message from the Chairperson of the Board and CEO of CCL
- Community Profile
- Acknowledgement of our Volunteers, Staff and Supporters
- Summary of Performance
- Audited Financial Report.

**Summary Financial Year End results**

The Financial Report has been prepared in accordance with the Australian Accounting Standards, ensuring that CCL has met all its legislative and regulative requirements. Ms Robyn Eade, Senior Manager RSM Australia Pty Ltd has completed her report and submitted the libraries financial accounts to VAGO.

CCL had received the VAGO closing report for the Board. (*See attachment*). The only item flagged was an adjustment to Employee Provisions which had been amended before the report was submitted to VAGO.

After confirmation from VAGO, CCL identified an anomaly in the Year end financial report that required an adjustment.

RSM reviewed the adjustment and advised that RSM would record the changes but that they did not consider there was a need to re-issue the Closing Report.

**Conclusion**

The 2016 – 17 Annual Report including the Financial Report demonstrates CCL's key achievements for the year.

RSM confirmed on August 17 that CCL's Financial Accounts and the Management Representation Letter can be signed.

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*RECOMMENDATIONS*

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1. That the draft Annual Report and associated Financial Report 2016 - 17 be approved 'in principle.'
2. That the Board authorise the Chairperson, a Board member and the CEO to sign the Financial Report included in the Annual Report.
3. That the CEO sign the Management Representation Letter
4. That CCL forward the Annual Report to the member Councils within three months of the end of the financial year.
5. That CCL forward the signed Annual Report to the Minister for Local Government for approval before September 30, 2017.

# Closing Report – Casey-Cardinia Regional Library Corporation

for the year ended 30 June 2017

Presented to the Board on 23 August 2017

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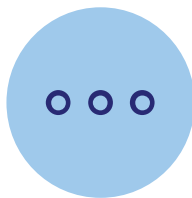
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# Introduction

## Purpose of the closing report

- Key document to summarise the results of our completed audit and communicate any significant audit findings to those charged with governance.

*This document should be read in conjunction with our audit strategy presented on 28/06/2017.*

## Scope of the audit

- The *Audit Act 1994* requires the Auditor-General to form an opinion on your entity's financial report and provide a copy of the independent auditor's report to you
- Copies of the independent auditor's report are provided also to the minister responsible for your entity.

## The Auditor-General is

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to control or direction by either Parliament or the government.





# Audit completion

We have completed our audit of the financial report. We performed our audit in accordance with the *Audit Act 1994* and the terms of our engagement letter to provide reasonable assurance that the financial report presents fairly in accordance with the *Local Government Act 1989*.

## Expected audit opinion

Based on the evidence that has been assessed as part of our audit, we have concluded that the financial report is presented fairly.

We consequently expect to issue an unmodified audit opinion.

## Outstanding audit matters

Our expected audit opinion is subject to us finalising our audit process. Key aspects still outstanding include:

- final review of the financial report
- receipt of our requested signed management representation letter
- performing our subsequent events review

**Appendix A** provides a list of all outstanding audit matters.

# Audit completion

## Risk assessment



Understanding your entity, your environment and internal control framework

Use this understanding to:

- establish materiality
- identify and assess the risks of material misstatement in your financial report
- develop our overall audit strategy

## Risk response



Design procedures to respond to our assessment of the risk of material misstatement

Implement and perform those procedures to reduce our overall risk that we issue an incorrect audit opinion

- Interim
- Final

## Reporting



Evaluate the audit evidence obtained

Form an overall opinion on the financial report

# Areas of audit focus

As advised in our audit strategy, our audit focused on those areas where we assessed there to be a higher risk of material misstatement to your financial report. We designed and performed procedures to be able to conclude with reasonable assurance whether or not the identified risks resulted in a material misstatement. The outcome of our procedures is summarised in this section.

Risk		Area	Significant management judgements/estimates	Satisfactorily addressed by audit procedures
1	AASB 124 Related Party Disclosures	Disclosure	✓	✓
2	Outsourced payroll function	Payroll	✓	✓

# Areas of audit focus

	Risk of material misstatement	Our audit response	Results of our key procedures
1	<p><b>AASB 124 Related Party Disclosures</b></p> <p>AASB 124 has become applicable for not-for-profit entities, including local government entities, for financial years commencing on or after 1 July 2016. As CCRLC is funded by Casey City Council and Cardinia Shire Council, it is critical to ensure accurate and complete disclosure of any related party relationships, transactions and outstanding balances in the financial report.</p> <p>Any transactions between the respective Council's and CCRLC, whether monetary or not, may need to be identified and disclosed. Furthermore compensation of key management personnel is to be disclosed in total and for each of the categories as prescribed under paragraph 17 of AASB 124 Related Party Disclosures.</p>	<p>We:</p> <ul style="list-style-type: none"> <li>reviewed the Library's process for capturing and disclosing KMP remuneration and related party transactions and balances; and</li> <li>checked financial report disclosures to ensure compliance with AASB 124 disclosure requirements and consistency.</li> </ul>	<p>We conclude that CCRLC's processes were adequate to capture and disclose KMP remuneration and related party transactions and balances.</p> <p>We reviewed the financial report and concluded CCRLC is in compliance with AASB 124 disclosure requirements.</p>
2	<p><b>Outsourced Payroll Function</b></p> <p>Outsourced payroll function requires appropriate management oversight and monitoring of the third party provider's activities.</p>	<p>We</p> <ul style="list-style-type: none"> <li>reviewed the effectiveness of CCRLC's monitoring over the accuracy and completeness of the payroll processing</li> </ul>	<p>We conclude that CCRLC's monitoring is adequate to identify accurate and complete payroll transactions and our testing of the payroll balances at year-end confirmed the</p>

# Areas of audit focus

Risk of material misstatement	Our audit response	Results of our key procedures
	<p>undertaken by City of Casey (Council); and</p> <ul style="list-style-type: none"><li>• performed analytical review and substantiation of variances.</li></ul>	<p>balances were fairly stated.</p>

# Audit findings

## Materiality assessment

A misstatement is considered material if its omission or misstatement could, individually or collectively, influence the economic decisions of users of the financial statements.

Users could be influenced by either the amount (**quantity**) or the nature of the matter (**quality**).

Our final materiality and tracking materiality levels have changed since they were communicated in our audit strategy - refer to **Appendix B**. We used these thresholds in assessing audit differences. Final materiality changed as a result of total income being less than projected income at the time of preliminary.

## Unadjusted immaterial differences

There were no unadjusted immaterial differences on the financial statements or associated disclosures.

## Adjusted material differences

In total, the effect on the financial statements of identified and adjusted differences has resulted in an increase in the net result of \$123,684 and an increase net assets of \$123,684.

A detailed breakdown of adjusted material differences is included in **Appendix C**.

## Control environment

We have considered the effectiveness of your internal control framework as part of our audit process. However our audit was not designed to assess, nor do we provide an opinion on, the effectiveness of your internal control. If we have identified any significant weaknesses in internal control during our audit, we communicate these to you either via our management letters.

# Audit findings

## Fraud, irregularities or regulatory non-compliance

We are not responsible for preventing or detecting fraud in the entity. However, we are required to consider the risk of material misstatement in the financial statement that may be due to fraud when performing our risk assessments and in conducting our audit procedures. Our audit procedures did not identify any specific financial statement areas of fraud risk or regulatory non-compliance.

## Accounting policies

You should be made aware by management of all material accounting policies adopted or any changes to such policies; and of the basis of accounting for any material transactions and/or events that occurred during the year. We are not aware of any changes to material accounting policies or material transactions and/or events that occurred during the financial year or of accounting policies being adopted that relate to areas where there is a lack of authoritative guidance in the accounting standards.

## Waste, probity & financial prudence

When performing our audits we are required to have due regard for waste, probity and financial prudence matters. Our procedures have not identified any material issues concerning waste, probity or lack of financial prudence.

# Other matters

## Management representations

As part of our audit evidence gathering, we plan to obtain formal management representations in respect of a number of matters related to the preparation and presentation of the financial report. We do not rely solely on these representations, except where they are the only evidence reasonably available.

A draft version of this letter is provided in **Appendix D**.

There were no representations made by management on which we found it solely necessary to rely for the purpose of forming our audit opinion.



# Watch list – looking forward in the public sector



New income standards – AASB 15 and AASB 1058



AASB 9 *Financial Instruments*



AASB 16 Leases



New standard - service concession arrangements



Data analytics



New VAGO senior appointments

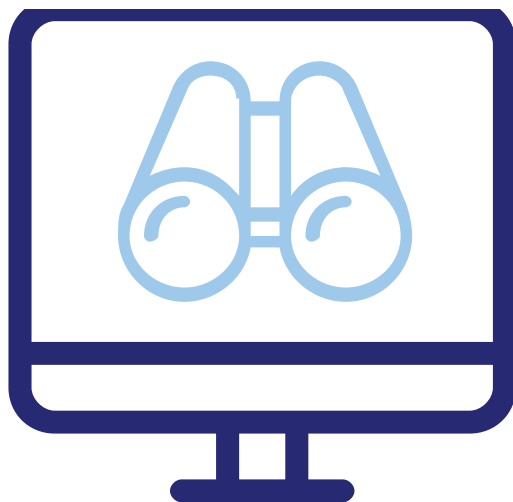


ASA 701 *Communicating Key Audit Matters* disclosures



Electronic communications

# Key VAGO links and resources



[VAGO's website](#)

[VAGO's role](#)

[Annual work plan](#)

[Strategic plan](#)

[Our reports](#)

[Audits in progress](#)

[Privacy policy](#)

[VAGO's accountability](#)

# Appendix A: Outstanding audit matters

The following items relating to the completion of our audit procedures are outstanding at the date of this report and need to be resolved before we issue our auditor's report.

Item	Action required	Responsibility
Bank confirmation request	Waiting on bank confirmation for account no. 2174182, 2191874, and 33403408	Management
Subsequent events update	Provide details of significant transactions and events up to date of signing. Audit will assess for any impact on the financial statements	Management and audit
Financial report certification	To be signed on adoption of the accounts by the Board	Management
Management representation letter	To be signed on same date as the certification	Management

After the issue of our auditor's report we are required to undertake the following procedures related to your annual report. Any issues identified from these procedures will be promptly reported to your accountable officer for appropriate remedial action.

Item	Action required	Responsibility
Annual report	Provide contents of annual report. Audit will review its contents to confirm that the correct auditor's report is included.	Management and audit
Website publication of annual report	Review your annual report as published on your website to ensure the inclusion of the correct audit report	Management and audit

# Appendix B: Materiality

Our audits are planned to provide reasonable, rather than absolute assurance, that the financial report is free from material misstatement.

Matters are considered material if their omission or misstatement could, individually or collectively, be reasonably expected to influence the economic decisions of users taken on the basis of the financial report.

Assessing materiality is a matter of professional judgement and takes into account qualitative (nature) and quantitative (quantity) factors.

Our final materiality levels have been reassessed and updated since we communicated our planning materiality levels to you in our audit strategy document.

Materiality type	Calculation	\$
Income statement	1% of revenue	\$100,000
Final materiality		\$100,000
Performance materiality	80% of final materiality	\$80,000
Tracking materiality (scoresheet / clearly trivial)	3% of final materiality	\$3,000

# Appendix C: Detailed list of all audit differences

## Adjusted material dollar differences

Financial Statement Component(s) affected	Amount adjusted \$	Underlying cause of difference
Employee Provisions	\$123,684	There was an error in the calculation (double-counting of employee on-costs %) that resulted in the adjustment.

# Appendix D: Draft management representation letter

<<Entity letterhead>>

Date month year

Warwick Spargo  
Partner  
RSM

Via email: warwick.spargo@rsm.com.au

Dear Mr Spargo

## **Representations by the Chief Executive Officer in relation to the financial report of Casey-Cardinia Regional Library Corporation for the year ended 30 June 2017**

This representation letter is provided in connection with your audit of the financial report of Casey-Cardinia Regional Library Corporation for the year ended 30 June 2017. The audit is undertaken for the purpose of you being able to obtain sufficient and appropriate audit evidence on which to express an opinion as to whether the financial report presents fairly, in all material respects, in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

We confirm that, to the best of our knowledge and belief, the representations we make below are based on information available to us, having made such enquiries as we considered necessary to appropriately inform ourselves on these matters.

### **Preparation of the financial report**

We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated 16 August 2013, for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the requirements of the *Local Government Act 1989*.

1. We have prepared the financial report as a not-for-profit entity for the purpose of reporting under Australian Accounting Standards.
2. All transactions have been recorded in the accounting records and are reflected in the financial report.<sup>1</sup>
3. Proper accounts and records of the transactions and affairs of the library and such other records as sufficiently explain the financial operations and financial position of the library have been kept in accordance with the *Local Government Act 1989*, where applicable.

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<sup>1</sup> ASA 580 *Written Representations*, paragraph 11(b)

4. The effects of uncorrected misstatements are immaterial, both individual and in the aggregate, to the financial report as a whole.

#### **Access to information**

5. We have provided you with:
- a. access to all information of which we are aware that is relevant to the preparation of the financial report such as records, documentation and other matters
  - b. any additional information that you have requested from us for the purpose of the audit
  - c. unrestricted access to persons within the library from whom you determined it necessary to obtain audit evidence<sup>2</sup>

#### **Controlled entities**

6. We have undertaken a control assessment using the criteria outlined in AASB 10 *Consolidated Financial Statements*. Our assessment has not identified any controlled or jointly controlled entities that require consolidation.

#### **Joint arrangements**

7. We have undertaken an assessment of our contractual arrangements to determine whether they are joint arrangements as per the requirements of AASB 11 *Joint Arrangements*. Our assessment has not identified any joint arrangements that require disclosure.

#### **Fraud disclosure**

8. We are not aware of any actual or suspected fraud affecting Casey-Cardinia Regional Library Corporation that involves:
- a. management
  - b. employees who have significant roles in internal control or
  - c. others where the fraud could have a material effect on the financial report.<sup>3</sup>
9. We are not aware of any allegations of fraud, or suspected fraud, affecting Casey-Cardinia Regional Library Corporation's financial report communicated by employees, former employees, analysts, regulators or others<sup>4</sup>.

#### **Internal control**

10. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and/or error<sup>5</sup>. We have established and maintained an adequate internal control structure to facilitate the preparation of a reliable financial report, and adequate financial records have been maintained. We have disclosed to you details of all deficiencies in internal control of which we are aware

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<sup>2</sup> ASA 580.11(a)/ASA 210 *Agreeing the Terms of Audit Engagements*, paragraph 6

<sup>3</sup> ASA 240 *The Auditor's Responsibilities Relating to Fraud in an Audit of a Financial Report*, paragraph 39(c)

<sup>4</sup> ASA 240.39(d)

<sup>5</sup> ASA 240.39(b)

## Legal

11. There are no known or suspected instances of non-compliance with laws or regulations whose effects should be considered when preparing the financial report.
12. There is no known actual or possible litigation and claims whose effects should be considered when preparing the financial report.
13. The library has satisfactory title to all assets (excluding those assets held in the name of the Crown), and there are no liens or encumbrances on such assets nor has any asset, with the exception of assets under finance lease, been pledged as collateral.
14. The library has complied with all aspects of contractual agreements that would have a material effect on the financial report in the event of noncompliance.
15. Casey-Cardinia Regional Library Corporation has been properly managed in accordance with the requirements of the *Local Government Act 1989*.
16. We have complied with, in all material respects, the requirements of *Local Government Act 1989* for the establishment and keeping of relevant accounts, registers and other appropriate records.

## Accounting estimates

17. We believe that the significant assumptions and judgements we have used in making accounting estimates for inclusion in the financial report are reasonable, appropriately supported and, where required, disclosed<sup>6</sup>.

## Financial statement disclosures

18. The financial report discloses all significant accounting policies used in the preparation of the financial report. We considered the substance of the underlying transactions as well as their legal form in selecting the appropriate accounting policies and related disclosures for the financial rep

## Asset and liability fair values (including property, plant and equipment)

19. We consider the measurement methods, including related assumptions, used to determine fair values relating to assets and liabilities to be appropriate based on the nature and purpose of the asset/liability. These have been consistently applied and appropriately disclosed in the financial report.
  - 1.1 In addition, we have considered the requirements of AASB 13 *Fair Value Measurement* relating to the fair value of property, plant and equipment. These assets have been valued on the basis that the highest and best use of the asset is obtained from its current use, taking into consideration what is physically possible, legally permissible and financially feasible. Our fair value assessment did not identify any internal or external events that would trigger a reassessment of the assets' highest and best use.

Further, we confirm that the assumptions used by us in the categorisation of observable and un-observable inputs within the fair value valuation hierarchy are reasonable and have been fully disclosed in accordance with the accounting standards and other applicable financial reporting requirements.
20. We have considered the requirements of AASB 136 *Impairment of Assets* when assessing the impairment of assets and in ensuring that no assets are stated in excess of their recoverable amount.
21. Asset useful lives have been reviewed and we are satisfied that they reflect the assets' expected period of use.

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<sup>6</sup> ASA 540 *Auditing Accounting Estimates, Including Fair Value Accounting Estimates, and Related Disclosures*, paragraph 22



22. Allowances for depreciation have been adjusted for all important items of property, plant and equipment that have been abandoned or are otherwise unusable.

#### **Related parties and key management personnel**

23. We have determined who are the key management personnel of Casey-Cardinia Regional Library Corporation in accordance with AASB 124 *Related Party Disclosures* and we are satisfied that our assessment is completed and appropriate.
24. We are satisfied that the compensation paid to key management personnel has been properly reported in note 17 to the financial statements in accordance with AASB 124 *Related Party Disclosures*, and includes all required components of compensation.
25. We have identified and appropriately disclosed all significant transactions with government-related entities in accordance with AASB 124 *Related Party Disclosures*.
26. We are not aware of any non-government related parties (including any controlled entities), related party relationships or transactions which would require disclosure under AASB 124 *Related Party Disclosures*.

#### **Responsible persons and executive officer disclosures**

27. We have disclosed the number and names of any individual who held a responsible person position for Casey-Cardinia Regional Library Corporation at any time during the year, including all remuneration received/receivable by those individuals as per the requirements of AASB 124.
28. We have disclosed the names of the relevant responsible Ministers at any time during the year.
29. We have disclosed the remuneration of all executive officers as per the requirements of AASB 124. This includes all short-term, post-employment, other long-term benefits and any termination benefit.

#### **Future plans**

30. There were no material commitments for construction or acquisition of property, plant and equipment or to acquire other non-current assets, such as investments or intangibles, other than those disclosed in the financial report.
31. We have no plans or intentions that may materially affect the carrying values or classification of any assets and liabilities.

#### **Going concern**

32. We have assessed the library's ability to continue as a going concern and believe there are reasonable grounds to believe that the entity will be able to pay its debts as and when they fall due.

#### **Subsequent events**

33. No events have occurred subsequent to the balance sheet date that would require adjustment to, or disclosure in, the financial report.

#### **Publication of the financial report**

34. With respect to publication of the financial report in hard copy, we will ensure that:
- the financial report accurately reflects the audited financial report and
  - the independent auditor's report has been reproduced accurately and in full.
35. The electronic presentation of the financial report is our responsibility. Our responsibility includes ensuring that the electronic version of the financial report and the independent auditor's report presented on the website are the same as the final signed version of the financial report and independent auditor's report.
36. The Annual Financial Report may include additional financial and/or non-financial information other than the financial report and the independent auditor's report (referred to as 'other information'). With

respect to other information that is included in the library's Annual Financial Report, we have informed you of all the sections/separate documents that we expect to issue that may comprise other information. With regard to any other information that we have not provided to you prior to the date of the auditor's report, that we intend to prepare and issue such other information and will provide it to you to enable you to complete your required procedures.

### **Conclusion**

We understand that your examination was made in accordance with the *Audit Act 1994* and Australian Auditing Standards and was, therefore, designed primarily for the purpose of expressing an audit opinion on the financial report of the library taken as a whole, and that your tests of the financial records and other auditing procedures were limited to those which you considered necessary for that purpose.

This letter is provided for and on behalf of Casey-Cardinia Regional Library Corporation.

Yours sincerely

Chris Buckingham  
Chief Executive Officer  
Date month year

CC45/2017 YEAR-END FINANCIAL REPORT

*Report prepared by Pam Vickers*

**Purpose**

To inform the Board of CCL's financial position at June 30, 2017.

*CCL Library Plan reference – 5.3*

**Discussion**

**Income:**

Actual income compared to budget was up 2.6% or \$258,001. CCL received additional funding:

State Government	\$38188
Premiers' Reading Challenge	\$56,173
Tech Savvy Program	\$15,272
Communities for Children	\$18,114
Operations - Photo Copying	\$11,665
Meeting room hire	\$ 9,692
Equipment Bunjil Place – City of Casey	\$74,534
Other	\$34,363

**Expense:**

The year-end results include adjustments for Employee provisions, (LSL long service leave, annual leave) Plant and equipment, computers, library materials are capitalised and the depreciation expensed. Actual expenditure compared to Budget was over by 1.6% or \$163,050.

Employee benefits	
(Salaries, travel, conferences)	-\$ 53,675
Communities for Children	\$ 9,701
IT & communications	-\$ 25,726
Library Materials (magazines & eBooks)	\$ 64,448
Depreciation	\$108,994
Other	\$ 59,308

**Capital:**

Library Materials were underspent by \$121,534. The funds were used to purchase more eBooks.

The furniture equipment over expenditure was reimbursed by the City of Casey for the ICT equipment purchased for Bunjil Place Library.

Balance Sheet As at 30 June 2017	Actual Jun 2017	Budget 2016-17
	\$	\$
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	959,604	1,313,504
Other financial assets	2,647,794	1,827,620
Trade and other receivables	27,461	12,500
	<u>3,634,859</u>	<u>3,153,624</u>
<b>Non-Current Assets</b>		
Plant and equipment	<u>4,418,602</u>	<u>4,407,067</u>
<b>Total Assets</b>	<u>8,053,461</u>	<u>7,560,691</u>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and other payables	632,705	295,000
Employee provisions	1,352,968	1,653,940
	<u>1,985,673</u>	<u>1,948,940</u>
<b>Non-Current Liabilities</b>		
Employee provisions	22,878	65,000
	<u>22,878</u>	<u>65,000</u>
<b>Total Liabilities</b>	<u>2,008,551</u>	<u>2,013,940</u>
<b>Net Assets</b>	<u>6,044,910</u>	<u>5,546,751</u>
<b>Equity</b>		
Members contribution on formation	2,051,239	2,051,239
Accumulated surplus	3,993,671	3,495,512
<b>Total Equity</b>	<u>6,044,910</u>	<u>5,546,751</u>

Income and Expenditure for the Year ended 30, June 2017	Actual 2017	Budget 2016	Variance	
<b>Revenue</b>	\$	\$	\$	%
Member Council grants and contributions	7,005,100	7,005,100	0	0.0%
Government grants and contributions	2,404,704	2,295,071	109,633	4.8%
Communities for children grant funding	160,449	142,335	18,114	12.7%
Interest on investments	102,169	105,000	(2,831)	(2.7%)
Other income	368,076	257,550	110,526	42.9%
Net gain/(loss) on disposal of plant & equipment	12,654	(9,905)	22,559	(227.8%)
<b>Total Revenue</b>	<b>10,053,152</b>	<b>9,795,151</b>	<b>258,001</b>	<b>2.6%</b>
<b>Expenditure</b>				
Employee benefits	6,766,851	6,820,526	(53,675)	(0.8%)
Communities for Children Cranbourne	21,315	6,015	15,300	254.4%
Communities for Children Plus Pakenham	11,156	16,755	(5,599)	(33.4%)
IT & communication costs	657,274	683,000	(25,726)	(3.8%)
Library materials	336,598	272,150	64,448	23.7%
Depreciation	1,524,109	1,415,115	108,994	7.7%
Other expenditure	764,458	705,150	59,308	8.4%
<b>Total Expenditure</b>	<b>10,081,761</b>	<b>9,918,711</b>	<b>163,050</b>	<b>1.6%</b>
<b>Surplus/(deficit) for the year</b>	<b>(28,609)</b>	<b>(123,560)</b>	<b>94,951</b>	<b>(76.8%)</b>

Capital Works For the Year Ended June 30, 2017	Actual 2017	Budget 2016	Variance	
	\$	\$	\$	%
Motor vehicles	66,755	70,000	(3,245)	(4.6%)
Furniture & equipment	272,265	205,000	67,265	32.8%
Books & materials	1,042,926	1,164,460	(121,534)	(10.4%)
<b>Total Capital Works</b>	<b>1,381,946</b>	<b>1,439,460</b>	<b>(57,514)</b>	<b>(4.0%)</b>

## Conclusion

This report should be read in conjunction with CCL's Financial Report that includes further notes and disclosures.

## RECOMMENDATIONS

1. That the report be noted.

## OFFICERS' REPORTS

CC46/2017 FINANCE

*Report prepared by Pam Vickers*

To provide the Board an update of CCL's financial position as at July 31, 2017.

*CCL Library Plan reference - 5.3*

### Discussion

The 2016-17 year end roll over into 2017-18 has not been finalised. Historically the roll over is completed after CCL and City of Casey have received the final reports from VAGO.

### Income:

The 2017-18 State Government funding agreement was signed by Chairperson and CEO on June 28, 2017. CCL has been advised that the 2017-18 funding is \$2,442,588 which is \$16,003 above the Budget estimate and represents a 4.7% increase over 2016-17. The Funding is paid in two equal payments. CCL has received the first payment. The second is due in in late August.

General income is in line with budget estimates.

### Expenditure:

In July there are several annual payments made for Insurance, WorkCover and subscription to PLVN and Software licences. General operations expenditure is in line with the budget estimates.

### Capital Expenditure:

The Collections team have been busy reviewing and setting up the annual standing orders and subscription with suppliers.

### Credit Card Expenditure

Credit Card Purchases

Card Holder	Transaction Date	Detail	\$
CEO			
June 2017 Statement	29/05/2019	Face Book Ads	\$51.49
	31/05/2017	Forever New Laptop bags	\$399.95
	1/06/2017	Campaign Monitor	\$418.00
	5/06/2017	Adobe Creative Cloud	\$90.61
	9/06/2017	Koorie Melb	\$29.76
<b>Total</b>			<b>\$989.81</b>
Finance Manager			
Month June 2017	-		\$0.00
<b>Total</b>			<b>\$0.00</b>

Financial Position

Income Statement Month Ended July 31, 2017	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Variance	% Actual Vs Budget
<b>Income</b>					
Reserves	220,000				
Council Contributions	7,614,900	634,575	634,575	0	0.0%
State Government Grants	2,426,585	1,213,293	1,221,294	8,002	0.7%
CFC Cranbourne Grant	73,500				
CFC Pakenham Grant	73,170				
Overdue Fines	106,330	8,200	9,773	1,573	19.2%
Interest on Investments	105,000	8,080	7,323	-757	(9.4%)
Other income	233,800	12,982	12,535	-448	(3.4%)
	10,633,285	1,877,130	1,885,500	8,370	0.4%
<b>Expenditure</b>					
Employee Costs (inc cfc staffing)	7,715,835	628,602	583,505	45,098	7.2%
CfC Cranbourne Expenditure	3,020	80	-2	82	102.8%
CfC Pakenham Expenditure	16,150	115	1,125	-1,010	(878.0%)
IT & Communications	697,700	43,862	65,843	-21,981	(50.1%)
Library Materials	311,710	133,662	122,037	11,624	8.7%
Programs Promotions	100,000	5,350	11,152	-5,802	(108.5%)
Administration	626,800	87,726	79,614	8,112	9.2%
Deprecation					
Total Expenditure	9,471,215	899,397	863,274	36,123	4.0%
Net Gain(loss) disposal of plant & equipment					
Net result for the reporting period	\$1,162,070	\$977,733	\$1,022,226	(\$27,753)	(2.8%)

Capital Expenditure	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Variance	% Actual Vs Budget
Library Material	1,067,700	191,876	174,694	17,182	9.0%
Motor Vehicles					
Furniture & Equipment	285,000	35,000	4,019	30,981	88.5%
	1,352,700	226,876	178,713	48,163	21.2%

### Conclusion

CCL is well positioned at the end of the 2016-17 financial year to implement the goals and strategies articulated in the 2017 – 21 Library Plan.

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### ***RECOMMENDATIONS***

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1. That the Finance Report be noted.



Consolidated					
	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Varianc e	% Actual Vs Budget
<b>Income</b>					
Overdue Fines	106,330	8,200	9,773	1,573	19.2%
Lost/Damaged Mem. Cards	6,150	495	493	-2	(0.4%)
Photocopying/printing	89,850	6,930	8,222	1,292	18.6%
Income - Meeting Room	9,100	359	1,814	1,455	405.4%
Reimburse Lost Books	25,000	1,925	1,801	-124	(6.4%)
Interest on Investments	105,000	8,080	7,323	-757	(9.4%)
Proceeds sale of Plant					
Public Access PC's					
Reservations/ILL	2,500	196		-196	(100.0%)
Other Income	5,000	385	156	-229	(59.6%)
Library Program	5,000	385	45	-339	(88.2%)
Grants/Special Ser.	56,200				
Donations	30,000	2,308	5	-2,303	(99.8%)
Donation DGR	5,000				
Public Lend. Rights Sub					
Proceeds sale of Furniture & Equipme					
<b>Branch Income</b>	<b>445,130</b>	<b>29,262</b>	<b>29,631</b>	<b>368</b>	<b>1.3%</b>
<b>Expense</b>					
Salaries & Overheads	7,193,135	553,340	506,902	46,438	8.4%
Salaries - Overtime	207,165	15,960	15,468	492	3.1%
Programs-Events	50,000	1,500	8,235	-6,735	(449.0%)
Publicity & Marketing	50,000	3,850	2,918	932	24.2%
Advertising	2,000	500	550	-50	(10.0%)
Conference/Seminars	65,000	5,000	610	4,390	87.8%
OH&S Compliance & Training	10,000				
Consultancy Fees	10,000				
Equipment	8,000		21,899	-21,899	
Fringe Benefits Tax	29,000				
Insurance	32,000	32,000	30,860	1,140	3.6%
Telephone	32,700	2,653	2,666	-13	(0.5%)
Photocopier Service	104,850	8,083	7,705	378	4.7%
Notices & Postage	62,500	5,085		5,085	100.0%
Printing/Stationery/General	35,000	2,000	1,315	685	34.3%
Travel Allow Kilometres	20,000	1,540	2,425	-885	(57.5%)
Vehicle Opert. Exp	29,000	3,500	4,898	-1,398	(39.9%)
Bank Charges	5,300	410	465	-55	(13.4%)
Staff Development	15,000				
Other Exp.	8,200	613	662	-49	(8.0%)
Memberships & Subscriptions	25,000	14,500	15,048	-548	(3.8%)
Catalogue Access	500				
Admin Fee to Council	30,000	7,500		7,500	100.0%
Security Cash Collection	3,000	235	335	-100	(42.6%)
Audit Fee	11,000		-9,360	9,360	
Overdue Loan Recovery	28,200	2,188		2,188	100.0%
Freight & Cartage	124,800	9,615	6,651	2,964	30.8%
Los Disp. Asset					
Depreciation Exp					
WDV Assets Sold					
Legal Fees	2,000				
Industrial Advocacy	2,500				
<b>Branch Expense</b>	<b>8,195,850</b>	<b>670,073</b>	<b>620,250</b>	<b>49,823</b>	<b>7.4%</b>
<b>Net Branch Cost</b>	<b>7,750,720</b>	<b>640,810</b>	<b>590,619</b>	<b>50,191</b>	<b>7.8%</b>

Consolidated					
	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Variance	% Actual Vs Budget
<b>Computer Services</b>					
ILMS	218,000	10,000	22,569	-12,569	(125.7%)
Data Communications	249,500	20,792	28,768	-7,976	(38.4%)
Software support sys.	53,500		10,815	-10,815	
Technical Prof support	144,000	10,417	1,025	9,392	90.2%
Computer Services Expense	665,000	41,209	63,177	-21,969	(53.3%)
<b>Local History</b>					
Salaries & Overheads	88,035	6,775	6,564	211	3.1%
Salaries - Overtime					
Projects					
Equipment					
Printing/Stationery/General					
Memberships & Subscriptions			180	-180	
Local History Expenses	88,035	6,775	6,744	31	0.5%
<b>CfC - Cranbourne</b>					
<b>Income</b>					
Other Income					
Library Program					
Grants/Special Ser.	73,500				
Branch Income	73,500				
<b>Expense</b>					
Salaries & Overheads	69,980	5,385	4,762	623	11.6%
Salaries - Overtime					
Marketing & Promotion	2,000				
Advertising					
Computer Services	800	65		65	100.0%
Conference/Seminars					
Equipment					
Telephone	220	15	-2	17	115.1%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	500	40	35	5	13.7%
Other Exp.					
Branch Expense	73,500	5,505	4,795	710	12.9%
Net Branch Cost		5,505	4,795	710	12.9%

Consolidated	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Variance	% Actual Vs Budget
<b>CfC - Plus Income</b>					
Other Income					
Library Program					
Grants/Special Ser.	73,170				
Branch Income	73,170				
<b>Expense</b>					
Salaries & Overheads	55,020	4,235	4,523	-288	(6.8%)
Salaries - Overtime					
Marketing & Promotion	13,300		1,100	-1,100	
Advertising					
Computer Services	800	65		65	100.0%
Conference/Seminars	1,200				
Equipment					
Telephone	600	50	25	25	50.7%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	2,000	167		167	100.0%
Miscellaneous Exp.	250				
Branch Expense	73,170	4,517	5,648	(1,131)	(25.0%)
Net Branch Cost		4,517	5,648	-1,131	(25.0%)
<b>HQ Building Expense</b>					
Cleaning	7,650	588		588	100.0%
Security Service	300	23	-23	46	197.9%
Rent & Charges HQ Build	66,000	885	-1,570	2,455	277.4%
Headquarters Expenses	73,950	1,497	(1,593)	3,089	206.4%
Contribution Casey	5,741,275	478,440	478,440	0	0.0%
Govt Subsidies	1,693,220	846,610	852,190	5,580	0.7%
Contribution Cardinia	1,873,625	156,135	156,135	0	0.0%
Govt Subsidies	612,040	306,020	308,040	2,020	0.7%
State Govt. Local Priorities	121,325	60,663	61,064	402	0.7%
Total Cont/Subs	10,041,485	1,847,868	1,855,869	8,002	0.4%
<b>On-costs &amp; Overheads</b>					
Superannuation	615,000	47,310	58,582	-11,272	(23.8%)
Workcover-Premium	45,000	45,000	30,079	14,921	33.2%
Workcover-Medical					
Workcover Excess					
Workcover Rehabilitation					
LSL Payment to Res fund	125,000	9,620	9,396	224	2.3%
Annual Leave Provision	45,000				
Maternity Leave Accrual	25,000				
Term Payment to staff					
Employment Support	5,000	385	1,186	-802	(208.5%)
OH&S					
On Costs	-860,000	-66,154	-57,028	-9,126	
Total On-Cost Exp		36,161	42,216	(6,055)	(16.7%)

Consolidated	Total Budget 2017-18	Budget July 2017	Act YTD July 2017	Varianc e	% Actual Vs Budget
<b>Capital Works</b>					
<b>Library Materials</b>					
Periodical/Subscriptions	80,000	6,665	1,167	5,498	82.5%
Books - Adult	360,500	54,075	69,434	-15,359	(28.4%)
E-Books	57,560	15,000	11,240	3,760	25.1%
Data Bases	150,150	110,000	101,653	8,347	7.6%
Books - Reference	4,000	330	1,331	-1,001	(303.4%)
Lote Lib Materials	40,000	3,330		3,330	100.0%
Lote Periodicals & Subs	12,000	1,000	7,879	-6,879	(687.9%)
Lote Catalogue & Proc.	10,000	830		830	100.0%
Books - Children	197,000	29,550	13,823	15,727	53.2%
PRC - Child Books	56,200	3,291		3,291	100.0%
Special Projects					
Out sourced processing	85,200	12,780	3,534	9,246	72.4%
Processing Materials	56,800	8,520	385	8,135	95.5%
PRC Processing					
AV Adult	202,000	50,000	80,613	-30,613	(61.2%)
AV Child	66,000	30,000	5,574	24,426	81.4%
PRC - Child AV					
Refund Lost Books	2,000	167	97	69	41.5%
<b>Sub Total Exp</b>	<b>1,379,410</b>	<b>325,538</b>	<b>296,731</b>	<b>28,807</b>	<b>8.8%</b>
<b>Total Non Capital</b>	<b>311,710</b>	<b>133,662</b>	<b>122,037</b>	<b>-482</b>	<b>(0.4%)</b>
<b>Total capital</b>	<b>1,067,700</b>	<b>191,876</b>	<b>174,694</b>	<b>29,289</b>	<b>15.3%</b>
<b>Total Population</b>	<b>1,379,410</b>	<b>325,538</b>	<b>296,731</b>	<b>28,807</b>	<b>8.8%</b>
<b>Plant &amp; Equipment</b>					
Capital Replacement Reserve		30,000			
Computer Services	235,000	5,000	4,019	981	19.6%
Library Resources					
Equipment	50,000				
Motor Vehicle Purchase					
<b>Capital Works Expenses</b>	<b>285,000</b>	<b>35,000</b>	<b>4,019</b>	<b>981</b>	<b>2.8%</b>

**CC47/2017 BUILDINGS AND FACILITIES**

*Report prepared by Chris Buckingham*

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**Purpose**

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

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

**Discussion**

**Relocation of Casey Cardinia Libraries Headquarters** *(Library Plan reference 1.3)*

Notice has been given to the City of Casey seeking termination of lease on CCL HQ at Cranbourne on February 16, 2018. Final documents are being prepared by Cardinia Shire Council for lease at their Officer offices commencing January 29, 2018.

**Emerald Library** *(Library Plan reference 1.1, 1.2 and 3.2)*

A reading garden is to be established at the Northern entrance to the Emerald Library as part of the development of the Hills Hub. There will be some impact on car parking and access to the library during the development phase. Works will commence in late 2017.

With the development of the Hills Hub and extensive meeting space it is anticipated that the Emerald Library Meeting room will be converted to dedicated library space for programs and study area. While this will lead to a small decline in revenue from meeting room hire, the floor space available for library patrons will be expanded.

There is also a possibility that the security gates can be moved to the front entrance of the building and the foyer area refurbished to better accommodate young people.

**Local History Archive Relocation from Narre Warren to Cranbourne**

Building works are complete and the Local History Archive relocation commenced on August 16. Members of the Historical Society have expressed considerable satisfaction with the new premises. An official opening of the Local History Archive is being planned. Board Members will be invited.

An informal bid has been made for the relocation of Cranbourne Meteorite No. 12 from City of Casey Civic Offices to Cranbourne Library.

**Cardinia Mobile Library Service** *(Library Plan reference – 3.2)*

CCL is actively supporting Cardinia Shire Council's bid for funding through the State Government's Living Libraries Fund. Opening of the funding round has been delayed. It is likely Expressions of Interests will open in September.

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**RECOMMENDATIONS**

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1. That the Buildings and Facilities report be noted.

CC48/2017

BUNJIL PLACE UPDATE

*Report prepared by Daniel Lewis and Beth Luppino*

**Purpose**

To provide the Board with an update on progress of Bunjil Place Library.

*CCL Library Plan reference – 1.2 and 5.2*

**Discussion**

A date for the Practical Completion (PC) of Bunjil Place has been confirmed. CCL staff will have access to the new library space from October 19. Bunjil Place will open to the community on Saturday 28 October. The time CCL have access to the facility pre-opening is less than originally anticipated. We are working closely with City of Casey to ensure that the move from the current Narre Warren branch runs smoothly.

Some of the new technologies to be used in the new library are being trialled at Narre Warren. These include two-way radios, hand-held Smart Mobile Devices (allowing access to the library management system while staff roam throughout the branch), and new self-check kiosks.

Our technology team are taking a task orientated approach to scheduling the IT set up in the new library – this enables the team to assign tasks to shifts and then compress timeframes if required by increasing staff resources. Our current planning prioritises the technological fit-out in the first three days after PC, to provide a focus on the collection movement/service setup in the last week before the community opening.

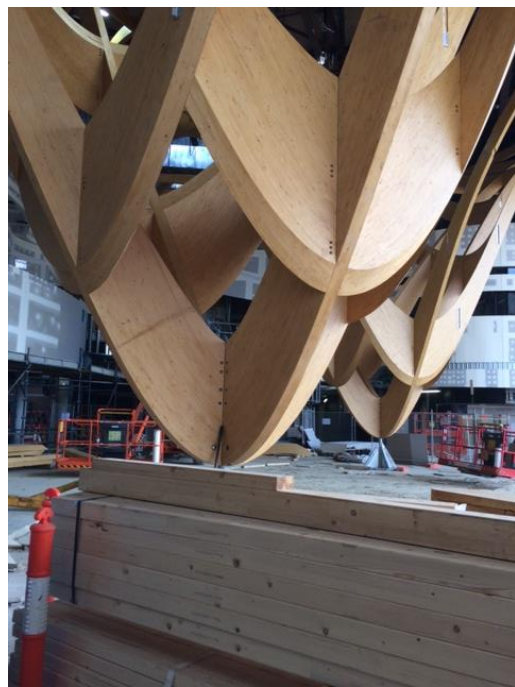
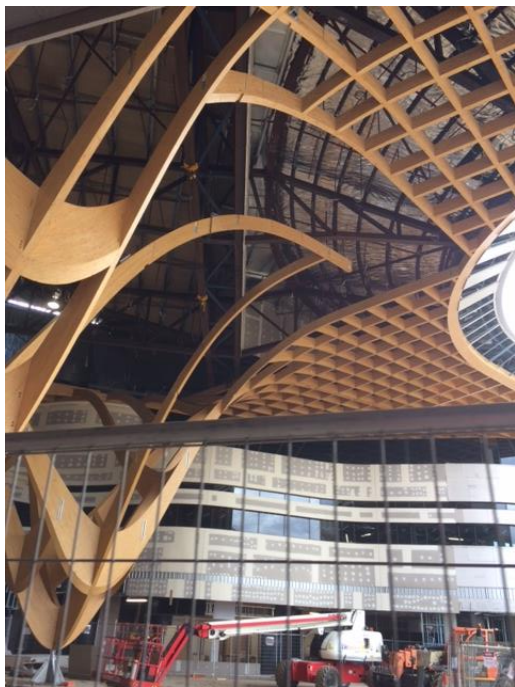
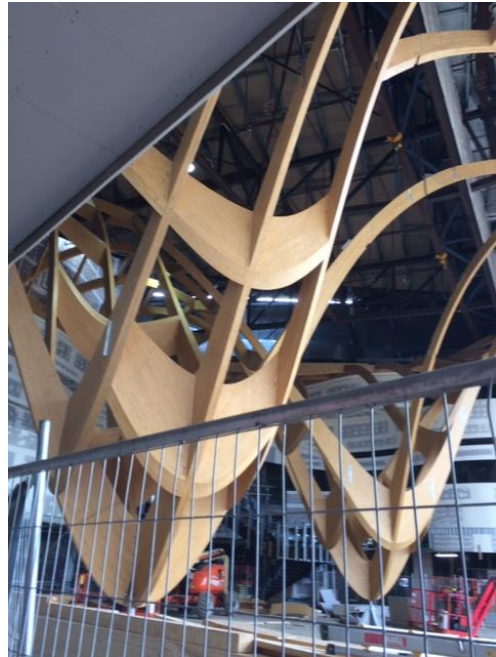
Our Community Engagement and Programs teams are working with City of Casey staff to confirm an engaging line-up of performers, events and activities throughout the opening weekend. Events in the library will include classical music in the amphitheatre, STEAM activities for children, and artists sketching and painting on the mezzanine.

Spot the Dog will be dancing around Bunjil Place, to attract visitors to the library on the opening weekend. A staff member will accompany Spot with CCL membership show bags. We are keen to demonstrate as many of our core library services as possible, sign up new members and encourage repeat visitation.

Closure dates for the Narre Warren branch have been confirmed. The library will close for ordinary business at 5pm on Friday 13 October for two weeks. We are actively communicating changed operating times, distributing a limited edition souvenir library bag (I helped move a library!), and extending loan periods to help ease the pressure on returns. Throughout the first week of closure, a limited service will be offered to customers to enable them to collect Holds and return items.



Training for the library team in the Bunjil Library customer service model was delivered in late July. Staff are excited by the opportunities that lie ahead.



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#### *RECOMMENDATIONS*

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1. That the Bunjil Place Update report be noted.

CC49/2017

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, 5.2 and 5.4*

**Discussion**

**ICT Roadmap** (*Library Plan reference 1.3*)

*Working Draft – July 2017*

A progressive ICT roadmap has been developed to guide the implementation of ICT at CCL over the next 3 years.

The document outlines the vision for the ICT team and links key projects back to the Library Plan as well as providing clear timelines for delivery.

As a working document, it will be regularly updated and maintained – with completed items moving across to the ICT Journey Map (the historical collection of projects) and new items being added to the ICT Roadmap as they arise. This approach will ensure that we are meeting the current needs of the organisation while being open to emerging opportunities.

**ICT Support and Managed Services** (*Library Plan reference 1.3 and 5.2*)

*Stage Two – July-August 2017*

We have rolled out FreshService to better monitor issues within CCL, report on our team's effectiveness and manage our assets more efficiently – whilst providing a better user experience for our staff. We have also rolled out TeamViewer across the organisation to provide the ICT team access to any device to resolve issues as they happen (from anywhere).

Two appointments have been made (one full-time and one part time) to support staff while undertaking the ground work for other ICT roadmap priorities.

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

*Initial Deployment – August/September 2017*

In May we appointed Digital Developments as our website design and development partner. They are refreshing our digital presence and providing our community with an engaging website that will encourage people to make use of our digital services and visit our branches.

Final designs have been passed and we have moved into the development stage of the project timeline with the initial release scheduled for late August. This will then be followed by progressive updates and maintenance to ensure the site is achieving the best results – based on evidence based practices and split testing methodologies.



**Office 365 Education** (*Library Plan reference 1.3 and 5.2*)

*Tenant Migration – August 2017*

August saw us successfully migrate our Office 365 tenant from Telstra to the educational platform, providing staff with access to more functionality whilst reducing our costs more than tenfold. It required the migration of all email clients for all staff and was managed with the assistance of Techware, resulting in the creation of a central Active Directory synchronised with our Office 365 to create a true Corporate Network and simplified login protocols.

**Corporate Network** (*Library Plan reference 1.3 and 5.2*)

*Initial Deployment – August 2017*

Centralising our staff network and taking this to our cloud servers on vCentre will extend our staff accessibility beyond Cranbourne HQ and provide enhanced functionality to the ICT team – most notably the streamlining of asset deployment through group policy.

The infrastructure for this went in place in late July and is ready to start connecting up users – and their devices – but has encountered some challenges with Telstra's gateway. These issues have been reported to the Telstra Cloud team and they are working to have this resolved to help meet the project deadline of late August.

**Mobilising our Management** (*Library Plan reference 1.1, 1.3 and 5.2*)

*Initial Deployment – August 2017*

To enhance the mobility of our staff, we are rolling out HP EliteBook x360 laptops and workstations. All laptops and peripherals were delivered in May and the training/release to staff has begun, with relevant staff up and running by late August. These devices will then be connected to the domain and become a part of the corporate network.

**Modern Self Checkouts** (*Library Plan reference 1.1, 1.3 and 1.4*)

*Beta Testing – July-August 2017*

We have engaged a new player to the Australian market, SOLUS to develop a working test case at the Narre Warren branch which went live for staff testing in late July. This device will be tested by staff (and in future weeks the public) and puts a greater focus on the customer experience and usability.

We have been collecting issues and reporting these back to SOLUS for further development before progressing to the next round of testing (by the public) in the lead up to Bunjil Place Library opening.

**Unified Member Services** (*Library Plan 1.2, 1.3 and 1.4*)

*Deployment – August 2017*

Providing technological services to our community is a big component of our offering, from public PCs to printer/copier services all the way across to desk space and Wi-Fi access. Our current user flow involves several redundant steps that add unnecessary barriers to utilising our service offerings and ultimately consume staff time in assisting patrons in navigating our systems.

August sees the rollout of new printers across all branches, the addition of wireless and mobile printing and a more advanced computer booking system that will provide users a single sign on experience linked with their Library and Print Management accounts directly.

**Enhanced Member Accessibility** (*Library Plan 1.1, 1.3, 1.4, 2.1 and 5.1*)

*Beta Testing – August-November 2017*

Library members have had very little access to their accounts – outside of direct face to face contact with a staff member and limited access through our Sirsi-Dynix online catalogue.

There is an opportunity for CCL to provide a dedicated mobile application for iOS and Android that will both simplify the accessibility to our service offerings and provide patrons enhance access to their accounts through a partnership established between Sirsi-Dynix and SOLUS.

The beta application for CCL was released in late July for selected staff to begin testing and find issues. This process will continue until October and move into more open testing in November before the official public release in early 2018.

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***RECOMMENDATIONS***

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1. That the Information Technology Report be noted.

CC50/2017

PEOPLE AND CULTURE

*Report prepared by Marika Szendroe*

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## Purpose

To provide an update on team development and staffing opportunities.

*CCL Library Plan reference - 1.4, 3.3, 4.1, 5.1, and 5.2,*

## Discussion

### New team members (*Library Plan Reference 1.4, 5.1*)

Welcome to Philippe Borgonovo, ICT Technology Support Officer (full time). Philippe has strong technical expertise and has worked locally between Dandenong and Warragul. Philippe starts with CCL on August 21.

Welcome to Erin McKenzie, Marketing Manager. This is a new position for the library service. Erin has over 10 years' experience in marketing which includes five years in marketing, communications and events at Australia Post. Erin will join the team in mid-September.

### Professional Development Opportunities (*Library Plan Reference 4.1, 5.1*)

A number of staff have taken up short term placements across CCL in children's and youth, branch management and in-house training such as Code Club.

### Risk Management Plan (*Library Plan Reference 3.3*)

The Library Management Team (LMT) have been updating the draft plan and been able to take some learnings from the current Bunjil Place emergency procedures working group. Strategic and operational risks have been identified and prioritised. Managers and the trained Health and Safety Officers will work together on assessing the risks through a matrix approach.

### Bunjil Place Team (*Library Plan Reference 5.2*)

The Narre Warren team have been actively engaged in preparations for the new library. Recent activity has included:

- Customer experience training (in-house and Casey)
- First Aid training
- Review of current practices
- Input into staff resources planning and service delivery

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

Staff participating in CCL Living Leadership Program have completed their third workshop. The workshop involves discussions about setting goal and aligning them with your values to maximise success.

**Workforce Development Plan** (*Library Plan reference 5.1*)

The Workforce Development Plan including the forward program of staff training and development opportunities for 2017 – 18 is being finalised and will be tabled at the October Board Meeting.

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***RECOMMENDATIONS***

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1. That the People and Culture Report be noted.

CC51/2017 OPERATIONS

*Report prepared by Melinda Rogers*

**Purpose**

To describe CCL's monthly performance from June to July 2017.

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

**Discussion**

**Reflection on the year 2016 – 17** (*Library Plan reference 1.1, 1.2 and 4.1*)

It has been a big year for CCL. We received just over two million visits, both physical and virtual, and we lent more than 2.5 million items, almost 128,000 of these being eLoans from our collection of over 12,000.

Youth Library staff held 2,031 program sessions attended by 70,567 children and their parents or carers. Tinies Time was the most popular program (317 sessions) delivered to 18,069 toddlers and their parents or carers. 17,619 students and teachers either visited their local library or had a visit from a staff member from their local library.

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

July 2017 was a strong month for loans. Physical loans totalled 219,095, eLoans totalled 10,158 for a combined result of 229,253.

Physical visits were down in June compared with May, but bounced back in July. Since May, there has been considerable increase in our virtual visits with both website and enterprise traffic increasing. In July, year on year performance for loans was similar and we enjoyed a 4.9% increase in visits.

CCL membership at the end of July was 117,779. We ended the 2016-17 financial year with more members, (117,239) than in previous years, with figures year on year increase, on trend with population growth (2015 – 16 115,343 and 2016 – 17 117,239).

Cranbourne and Pakenham Libraries had a notable increase in new members. This can be attributed to residential growth and some really strong outreach work by staff from both branches.

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

Use of e-resources and Wi-Fi services across the library network is steady.

Our online education resources continue to rise in popularity with increased usage year on year and monthly; with consistent strong performances since May for Busy Things and Road to IELTS.

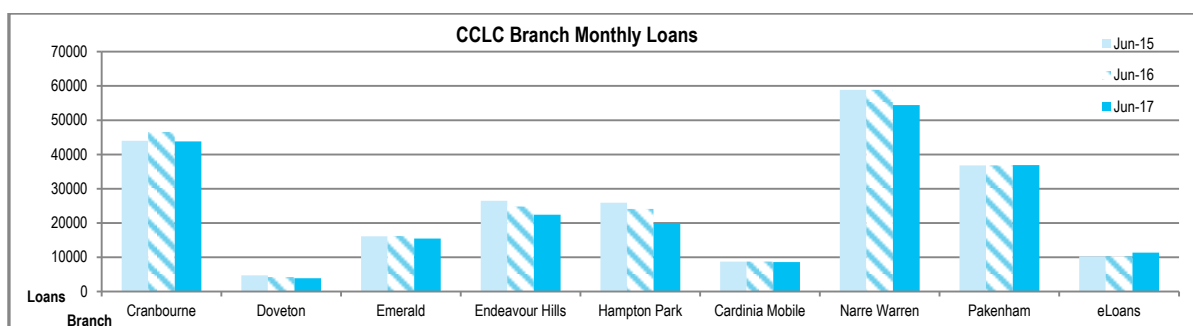
CCL launched its online subscription to Fairfax Newspapers on 8 June 2017 it includes free online access to three Fairfax newspapers, The Age, The Sydney Morning Herald and the Australian Financial Review. These are freely available for use within any of our libraries, using either personal devices and connecting to our Wi-Fi, or on library computers.

## Visits and Loans

### Visits and Loans – June 2017

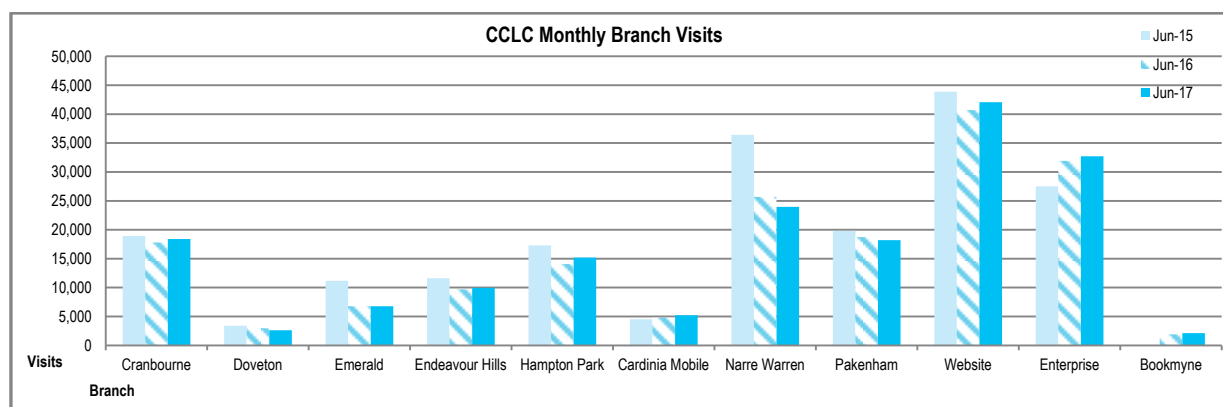
#### Loans

Branch	Jun-15	Jun-16	Jun-17	% Variation 2016/ 17
Headquarters	609	970	1,562	61.0%
Cranbourne	43,981	46,582	43,813	-5.9%
Doveton	4,734	4,237	3,884	-8.3%
Emerald	16,146	16,218	15,464	-4.6%
Endeavour Hills	26,486	24,818	22,427	-9.6%
Hampton Park	25,919	24,100	19,873	-17.5%
Cardinia Mobile	8,748	8,748	8,602	-1.7%
Narre Warren	58,857	58,857	54,436	-7.5%
Pakenham	36,808	36,808	36,915	0.3%
<b>Region</b>	<b>222,288</b>	<b>221,338</b>	<b>206,976</b>	<b>-6.5%</b>
eLoans	10,266	10,266	11,354	10.6%
<b>Total Loans</b>	<b>232,554</b>	<b>231,604</b>	<b>218,330</b>	<b>-5.7%</b>



#### Visits

Branch	Jun-15	Jun-16	Jun-17	% Variation 2016/ 17
Cranbourne	18,936	17,812	18,405	3.3%
Doveton	3,395	2,972	2,629	-11.5%
Emerald	11,170	6,788	6,761	-0.4%
Endeavour Hills	11,620	9,716	9,959	2.5%
Hampton Park	17,305	14,070	15,178	7.9%
Cardinia Mobile	4,536	4,806	5,210	8.4%
Narre Warren	36,425	25,697	23,964	-6.7%
Pakenham	19,813	18,763	18,192	-3.0%
<b>Region</b>	<b>123,200</b>	<b>100,624</b>	<b>100,298</b>	<b>-0.3%</b>
Website	43,897	40,720	42,055	3.3%
Enterprise	27,512	31,922	32,697	2.4%
Bookmyne			1,938	9.2%
Total Virtual	71,409	74,580	76,869	3.1%
<b>Total Visits</b>	<b>194,609</b>	<b>175,204</b>	<b>177,167</b>	<b>1.1%</b>

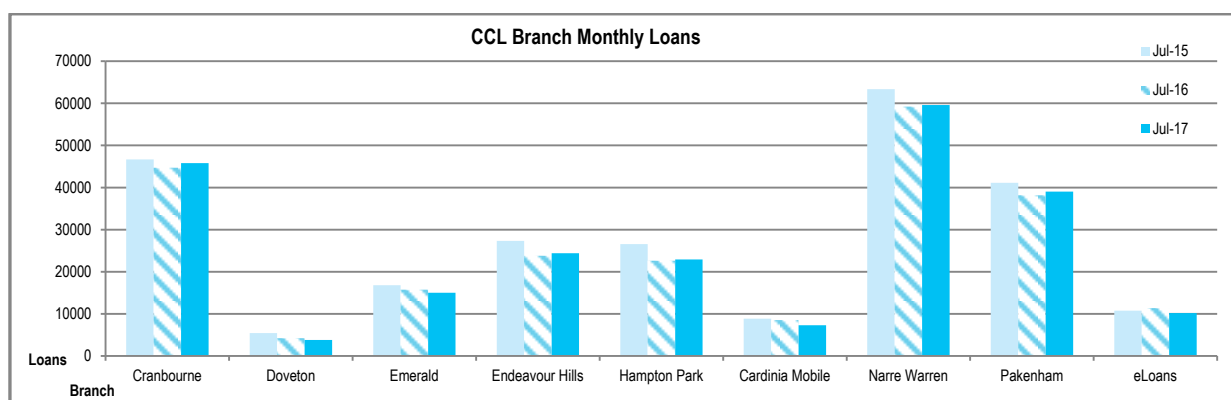


CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 23 August 2017

*Visits and Loans – July 2017*

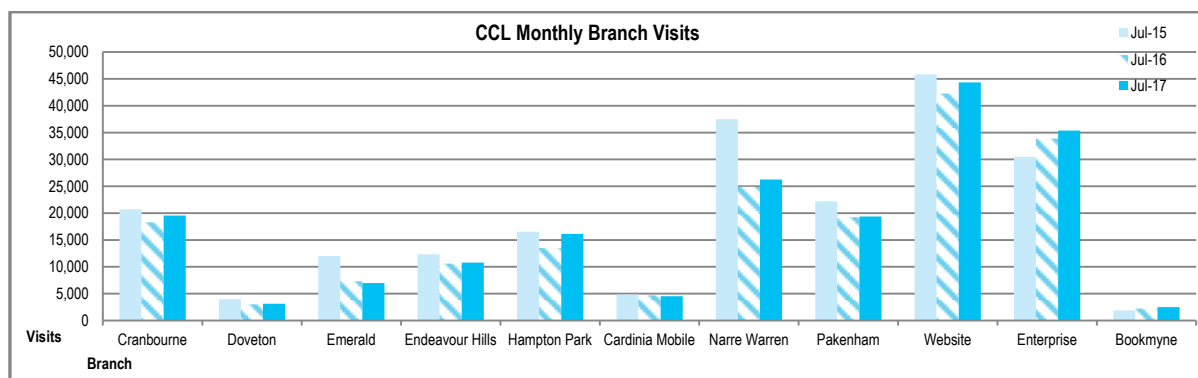
**Loans**

Branch	Jul-15	Jul-16	Jul-17	% Variation 2016/ 17
Headquarters	862	1,319	<b>1,307</b>	-0.9%
Cranbourne	46,681	44,681	<b>45,800</b>	2.5%
Doveton	5,426	4,210	<b>3,803</b>	-9.7%
Emerald	16,810	15,720	<b>15,010</b>	-4.5%
Endeavour Hills	27,333	23,797	<b>24,394</b>	2.5%
Hampton Park	26,575	22,624	<b>22,899</b>	1.2%
Cardinia Mobile	8,829	8,507	<b>7,274</b>	-14.5%
Narre Warren	63,380	59,213	<b>59,591</b>	0.6%
Pakenham	41,125	38,156	<b>39,017</b>	2.3%
<b>Region</b>	<b>237,021</b>	<b>218,227</b>	<b>219,095</b>	<b>0.4%</b>
eLoans	10,745	11,355	<b>10,158</b>	-10.5%
<b>Total Loans</b>	<b>247,766</b>	<b>229,582</b>	<b>229,253</b>	<b>-0.1%</b>



**Visits**

Branch	Jul-15	Jul-16	Jul-17	% Variation 2016/ 17
Cranbourne	20,705	18,293	<b>19,550</b>	6.9%
Doveton	3,975	3,029	<b>3,123</b>	3.1%
Emerald	12,016	7,347	<b>6,981</b>	-5.0%
Endeavour Hills	12,340	10,604	<b>10,782</b>	1.7%
Hampton Park	16,533	13,538	<b>16,116</b>	19.0%
Cardinia Mobile	4,865	4,702	<b>4,519</b>	-3.9%
Narre Warren	37,482	24,905	<b>26,269</b>	5.5%
Pakenham	22,191	19,260	<b>19,362</b>	0.5%
<b>Region</b>	<b>130,107</b>	<b>101,678</b>	<b>106,702</b>	<b>4.9%</b>
Website	45,824	42,285	<b>44,349</b>	4.9%
Enterprise	30,487	33,880	<b>35,365</b>	4.4%
Bookmyne	1,883	2,235	<b>2,499</b>	11.8%
Total Virtual	78,194	78,400	<b>82,213</b>	4.9%
<b>Total Visits</b>	<b>208,301</b>	<b>180,078</b>	<b>188,915</b>	<b>4.9%</b>



## Digital Services

### Digital Services – June 2017

#### Internet Bookings

Branch	No. of PCs	Jun-16	Jun-17	% Variation 2016/ 17	Total Avail
Cranbourne	12	1,496	1,818	21.5%	2,808
Doveton	9	473	412	-12.9%	1,044
Emerald	7	693	615	-11.3%	1,316
Endeavour Hills	10	1,243	1,156	-7.0%	2,340
Hampton Park	16	1,674	1,724	3.0%	3,488
Cardinia Mobile	1	12	6	-50.0%	163
Narre Warren	19	3,055	2,761	-9.6%	4,997
Pakenham	18	2,612	2,511	-3.9%	4,428
<b>Total</b>	<b>92</b>	<b>11,258</b>	<b>11,003</b>	<b>-2.3%</b>	<b>20,584</b>
Total year to date		133,860	134,817	0.7%	



#### Wireless Network Bookings

Branch	Jun-16	Jun-17	% Variation 2016/ 17
Cranbourne	3,630	3,810	5.0%
Doveton	390	450	15.4%
Emerald	840	1,050	25.0%
Endeavour Hills	1560	1,590	1.9%
Hampton Park	2,550	3,660	43.5%
Cardinia Mobile	0	0	0.0%
Narre Warren	6,000	5,010	-16.5%
Pakenham	3,780	3,690	-2.4%
<b>Total</b>	<b>18,750</b>	<b>19,260</b>	<b>2.7%</b>



#### Electronic Resources

	Jun-16	Jun-17	% Variation 2016/17
Axis 360 e-Books	208	125	-39.9%
Bolinda eAudiobooks	2,384	3,303	38.5%
Bolinda eBooks	2,420	3,028	25.1%
Britannica Online	113	214	89.4%
Choice	0	48	
Cloud Library	0	84	
Comics Plus	0	31	
Freegal Music	2,185	1,631	-25.4%
Press Display	630	947	50.3%
Story Box Library	44	64	45.5%
Tumblebooks	1,032	547	-47.0%
Zinio	1,149	1,332	15.9%
<b>TOTAL</b>	<b>10,165</b>	<b>11,354</b>	<b>11.70%</b>



#### E-Learning

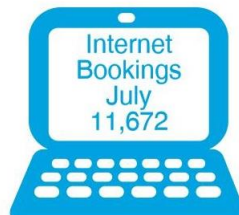
	Jun-16	Jun-17	% Variation 2016/17
Busy Things	5,546	9,083	63.8%
Road to IELTS	8	25	212.5%
Transparent Language	96	65	-32.3%
Your Tutor	187	350	87.2%
<b>TOTAL</b>	<b>5,837</b>	<b>9,523</b>	<b>63.15%</b>



## Digital Services – July 2017

### Internet Bookings

Branch	No. of PCs	Jul-16	Jul-17	% Variation 2016/ 17	Total Avail
Cranbourne	12	1,757	1,859	5.8%	2,784
Doveton	9	555	435	-21.6%	981
Emerald	7	691	557	-19.4%	1,299
Endeavour Hills	10	1,122	1,257	12.0%	2,320
Hampton Park	16	1,841	2,002	8.7%	3,424
Cardinia Mobile	1	11	15	36.4%	160
Narre Warren	19	3,096	2,794	-9.8%	5,016
Pakenham	18	2,855	2,753	-3.6%	4,446
<b>Total</b>	<b>92</b>	<b>11,928</b>	<b>11,672</b>	<b>-2.1%</b>	<b>20,429</b>
Total year to date		11,928	11,672	-2.1%	



### Wireless Network Bookings

Branch	Jul-16	Jul-17	% Variation 2016/ 17
Cranbourne	2,945	3,193	8.4%
Doveton	341	496	45.5%
Emerald	744	837	12.5%
Endeavour Hills	1519	1,519	0.0%
Hampton Park	2,325	3,131	34.7%
Cardinia Mobile	0	0	0.0%
Narre Warren	4,216	4,960	17.6%
Pakenham	3,193	3,007	-5.8%
<b>Total</b>	<b>15,283</b>	<b>17,143</b>	<b>12.2%</b>



### Electronic Resources

	Jul-16	Jul-17	% Variation 2016/17
Bolinda eAudiobooks	2,547	3,575	40.4%
Bolinda eBooks	2,500	3,173	26.9%
Choice	289	48	-83.4%
Cloud Library	0	69	
Fairfax Newspapers	0	0	
Freegal Music	2,218	1,502	-32.3%
Tumblebooks	1,230	525	-57.3%
Zinio	1,264	1,266	0.2%
<b>TOTAL</b>	<b>10,048</b>	<b>10,158</b>	<b>1.1%</b>

### E-Learning

	Jul-16	Jul-17	% Variation 2016/17
Busy Things	7,406	10,970	48.1%
Road to IELTS	27	59	118.5%
Transparent Language	99	235	137.4%
Your Tutor	228	187	-18.0%
<b>TOTAL</b>	<b>7,760</b>	<b>11,451</b>	<b>47.6%</b>

## RECOMMENDATIONS

1. That the Operations Report be noted.

CC52/2017

## CUSTOMER EXPERIENCE

*Report prepared by Beth Luppino*

### Purpose

An update on community engagement, collections and services including programs, events and partnerships.

*CCL Library Plan reference – 1.1, 1.2, 2.1, 2.2, 3.1, 4.1, 4.2, 4.4 and 5.2*

Programs and events at Casey Cardinia Libraries 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

##### **Talking to Our Community** (*Library Plan Reference 2.1, 3.1*)

A key strategic aim for CCL is creating strong connections with our community. This is ongoing across all of our branches and mobile service. Community feedback is one way that our connection and impact is measured. Some examples of recent reviews (received at Pakenham) are:

*"Thank you for a great environment for our Children, they love coming here, taking books and attending school holiday programs..."*

*"A great library so spacious, a lot of space for roaming"*

*"Fantastic session. THANK YOU VERY MUCH. My daughter loves the session... good for cognitive development as well as social emotional development for all of us 😊"*

*"My son loves his weekly Baby Time... Thank you. My baby definitely is friendlier towards strangers after joining Baby Time at the library..."*

*"Love my Pakenham Library. Staff always courteous and helpful"*

*"Very satisfied with materials available & staff attitudes/performance"*

In addition to this, constructive feedback has been received via our library website, and through direct comments to staff. This has included suggestions for alternative fees and charges structures, topics for programs and events, digital equipment availability in children's areas, customer service standards, managing noise levels, suggestions for collection purchases and requests for mobile library services to areas located significant distances from branches.

Comments directly from our community are key to future planning for the service, and we love to respond with a positive outcome wherever we can. In the case of suggested-purchases, we do accommodate many of these and view it as a way to keep collections relevant.

An online community survey was launched last week, accessible via our website and Facebook page, and is designed to gather as much information as possible about how our community want to engage with us now and into the future. A randomly selected group of CCL members who have email subscriptions were selected to complete the survey as well. On Thursday 17 August, the response rate was 449 community members had completed the online community survey. The closing date for survey is Monday 21 August at 9am.

**Harry Potter – Twentieth Anniversary celebrations** (*Library Plan Reference 4.1.*)

A cornerstone of contemporary young adult literature, the first novel in this series was released in 1997 – an unbelievable two decades ago. It is the best-selling book series in history, and the twentieth anniversary of the release of *The Philosopher's Stone* was an opportunity for original-generation fans to connect with children who are discovering the series for the first time. Across the network, many events aimed at adults and children were held to celebrate – connecting the love of reading with lifelong learning and a sense of fun.



**Outreach Services –redefining what this means for CCL** (*Library Plan Reference 4.1.3*)

To maximise community benefit, our core role of promoting literacy, providing access to information and encouraging lifelong learning must extend beyond the walls of our branches. We are currently preparing a new Outreach Services Plan which takes a broad view of our work 'beyond the walls' and considers the current status and future development options for our outreach activities in Youth Services, Home Library Services, Mobile Library Service, external institutions, community spaces, Library Has Legs project, and pop-up library opportunities.

**Branch and Mobile opening hours – responsive to customer feedback** (*Library Plan Reference 2.1*)

Assessing the patterns of library visitation, and corresponding branch opening hours, is an important part of our strategic planning. From the beginning of October, Doveton branch will increase hours of operation to include 1.30–8pm on Wednesdays. This has been resourced for a six month trial period initially, with visitation to be monitored throughout. The new Bunjil Place Library will have longer weekday and weekend opening hours than the current Narre Warren branch, to align with wider precinct service activities.

In March this year the Cardinia Mobile Service began a regular stop in Nar Nar Goon on Thursdays, in response to requests from our community. We committed to trialling the new timetable for six months to make sure it worked well for people in Nar Nar Goon, Maryknoll and Cockatoo. Feedback from key community groups as well as regular customers was sought to see if the times were working. As a result, it became clear that a small adjustment to the visiting times would suit the community better. We were happy to make the change and this was implemented from 1 August: Nar Nar Goon 11.00–12.00noon; Maryknoll 12.30–1.30pm and Cockatoo 2.15–6.00pm.

### **Places and Spaces** (*Library Plan reference 1.1*)

CCL is committed to creating comfortable, safe and inviting spaces for our community to be in – to meet, learn, relax or do business. The renewal of internal furniture and fittings in our library spaces helps to achieve this. Branch leaders have identified short, medium and long term improvement opportunities which will enhance the comfort of our libraries. Implementation of these plans has already begun and will continue to be a focus.

### **Partnerships** (*Library Plan Reference 2.2, 4.1*)

#### **Bunjil Place**

With the facility due to open on October 28, our management, IT and programs teams are focused on creating innovative services with our precinct partners. The opportunity for cross-promotion of services through complementary programming is exciting. An example of this is the Australian Ballet, coming to the theatre over summer, which will also deliver the Storytime Ballet program in the library. Children will gain literacy development opportunities, as well as enjoying creative arts.

#### **Southern NAIDOC Event Koolin-ik ba kirrip-buluk (Family & Friends)**

More than 1,000 community members celebrated NAIDOC at the Koolin-ik ba kirrip-buluk (Family & Friends) event at the Royal Botanic Gardens in Cranbourne this July. CCL Library Has Legs leaders Sarah Bingle and Jo-Anne Hansford worked closely with community partners to deliver a range of fun, educational activities. The National NAIDOC theme was Songlines: The living narrative of our nation. Our team worked with Baluk Arts to facilitate Whistling Kites and the Songlines patchwork mural project. The quilt mural was made with over 65 calico squares painted by children.



### **Programs** (*Library Plan Reference 1.1, 1.2, 4.1 and 4.4*)

#### **July School Holidays**

Program attendance varied between June and July, with July including two week school holidays where regular youth programs like baby time are not held at the branches. During the school holiday program a selection of events targeting our youth community are held. Bookings opened one week prior with some programs booking out in record time once again. The programs targeted a range of ages interests, and focused on the delivery of STEAM programs. There were performances from Elf Sneaky Bottom and Charlie Sillypants, active participation at sensory science, makerspace, comic book making, theatre games, peg art, Lego and K-nex construction, disco dancing, Minecraft and code club, there was even a visit from a local vet. Storytimes session themes included loud and quiet, winter, colour, superheros, and there was even a stuffed toy sleepover where children came into Pakenham Library with their toys and left them there for a sleepover, the children were super excited to see all the things that their toys got up to at the library sleepover.



## Program Attendances for CCL – June – xxx 2017 (*Library Plan reference 3.1*)

### June 2017 Program Attendances

Attendances at Youth Activities

Branch	Jun-16	Jun-17
Cranbourne	1,243	1,227
Doveton	366	151
Emerald	444	426
Endeavour Hills	881	719
Hampton Park	1,264	1,374
Cardinia Mobile	149	164
Narre Warren	1,581	1,786
Pakenham	1,236	1,440
<b>Total</b>	<b>7,164</b>	<b>7,344</b>

Attendances at Adult Activities

Branch	Jun-16	Jun-17
Cranbourne	81	60
Doveton	35	9
Emerald	15	32
Endeavour Hills	43	100
Hampton Park	164	0
Cardinia Mobile	0	0
Narre Warren	103	189
Pakenham	112	145
<b>Total</b>	<b>553</b>	<b>535</b>



### July 2017 Program Attendances

Attendances at Youth Activities

Branch	Jul-16	Jul-17
Cranbourne	1,896	1,048
Doveton	296	297
Emerald	311	410
Endeavour Hills	730	532
Hampton Park	986	1,090
Cardinia Mobile	76	163
Narre Warren	1,215	1,338
Pakenham	1,426	1,077
<b>Total</b>	<b>6,936</b>	<b>5,955</b>

Attendances at Adult Activities

Branch	Jul-16	Jul-17
Cranbourne	70	6
Doveton	5	3
Emerald	293	80
Endeavour Hills	16	61
Hampton Park	48	56
Cardinia Mobile	0	0
Narre Warren	149	92
Pakenham	78	63
<b>Total</b>	<b>659</b>	<b>361</b>



## Collection Performance (*Library Plan reference 4.2 and 5.2*)

CCL data is now live in Collection HQ and initial collection reports have been run (4.2). The reports indicate that the majority of our collections are well read, and work hard during their lifetime. This means that the items being purchased for the collection are largely on point with what our readers want; and also that sections of our collections may appear worn, due to the high number of times items are borrowed.

Detailed work is now being undertaken at every branch to assess items that have not been borrowed (or only borrowed once), or may be missing, to enable our team to take the next steps in improving collection performance. These will include identifying what items are likely to be popular at particular locations, and transferring the collection between branches accordingly, renewing worn items and focusing new purchases in areas of greatest need.

Sample results:

- The *target* % of Adult Non-Fiction collection to be 'Grubby'\* is 10%. The current regional average is 12.4% (meaning we have more well-worn items than desired)
- The *target* % of Adult Fiction to be 'Dead'\*\* is also 10%. The current regional average is 4.8% (meaning we have fewer 'Dead' items than the target)

These are just examples, and more detail is available for specific collections, and specific branches to enable us to see how our collection is performing.

\*Grubby = highly circulated, may need to be replaced

\*\*Dead = not borrowed for 12 months

### Conclusion

CCL continue to plan and engage our community through a variety programs for people of all ages.

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### RECOMMENDATIONS

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1. That the Customer Experience Report be noted.



## GENERAL BUSINESS

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### CC53/2017 REGIONAL LIBRARY AGREEMENT REVIEW

*Report prepared by Chris Buckingham*

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#### Purpose

To inform the Board of progress made with the review of the 2012 Regional Library Agreement (2012 RLA).

*CCL Library Plan reference – 5.1 and 5.3*

#### Discussion

At the CCL November 2016 Board Meeting it was noted that the 2012 RLA was due for review. It was resolved that a Working Group be established to review the 2012 RLA.

The Working Group agreed that there was an opportunity for a deep dive review of the 2012 RLA that better reflects the vision and values of CCL.

A draft agreement was tabled for consideration at the June Board Meeting.

An external consultant (Meerkin and Apel) was engaged to review the revised RLA against the requirements of the Local Government Act (1989) and reformat the document in a more contemporary and accessible style.

The Victorian State Government is planning to release an exposure draft of a revised Local Government Act late this year, which in turn may be adopted by Parliament next year.

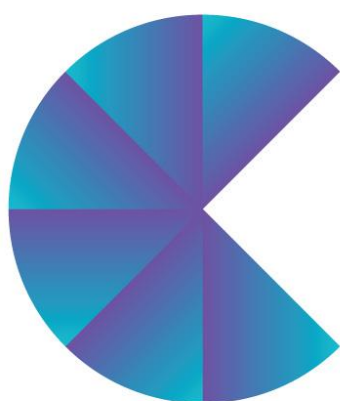
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#### RECOMMENDATIONS

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1. That the Regional Library Agreement be adopted by the Board.
2. That the adopted Regional Library Agreement be forwarded to Member Councils for ratification.

# CASEY CARDINIA REGIONAL LIBRARY AGREEMENT



Casey  
Cardinia  
**Libraries**



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**THIS AGREEMENT** is made on

2017

**BETWEEN:**

**Cardinia Shire Council** of P.O. Box 7, Pakenham, Victoria, 3810 ("**Cardinia**"); and

**Casey City Council** of P.O. Box 1000, Narre Warren, Victoria, 3805 ("**Casey**").

**RECITALS**

- A. The Regional Library was created in 1996 pursuant to section 196 of the Act and an Agreement ("Original Agreement") between the Councils.
- B. The Councils in 2002 decided to substitute another Agreement ("the Second Agreement") for the Original agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act would continue to apply.
- C. The Councils in 2012 decided to substitute another Agreement ("the Third Agreement") for the Second Agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act would continue to apply.
- D. The Councils have agreed to substitute this Agreement for the Third Agreement and to continue the operation of the Regional Library to service the area comprising their municipal districts and with the intention that section 196 of the Act will continue to apply.
- E. The Regional Library will operate in accordance with a Library Plan, Strategic Resource Plan and an Annual Budget which have been approved, in writing, by each Council, according to Clauses 8 and 9 of this Agreement.
- F. The Councils have agreed on the assets they will provide for the use of the Regional Library. These assets will be identified in accordance with the procedure specified in Clause 7 of this Agreement.
- G. The Councils have agreed to contribute certain sums of money annually for the purposes of the Regional Library.
- H. The Councils will support the Regional Library's Vision, Mission and Values in all dealings with respect to the Regional Library.
- I. The Councils acknowledge that the Regional Library plays an important role supporting the delivery of their Municipal Public Health and Wellbeing Plans.

## 1. DEFINITIONS

### 1.1 In the interpretation of this Agreement, including the Recitals, except where the context otherwise requires, the following words shall have the following meaning:

**“Act”** means the *Local Government Act 1989*;

**“Additional Service”** means an additional service provided to a Council which does not form part of the Regional Library's Ordinary Business of providing library services to Councils and which is identified as an additional Service by a resolution of the Board;

**“Annual Action Plan”** means the Regional Library's Annual Action Plan which articulates the program of works planned for the financial year ahead;

**“Board”** means the governing body of the Regional Library established under Clause 4.1;

**“Budget”** means the Annual Budget of the Regional Library which has been approved by each Council in accordance with Clause 9;

**“Chief Executive Officer”** means the person appointed to be the Chief Executive Officer of the Regional Library in accordance with the Act;

**“Collection”** means the books, ebooks, periodicals, audio-visual and other items owned and or lent by the Regional Library;

**“Council”** means a party to this Agreement;

**“Dispute”** means any dispute or difference between a Council and the Regional Library or between any of the Councils which arises out of this Agreement or concerns the Regional Library;

**“Financial contribution”** means annual contribution as well as any other contribution of assets for the life of the agreement;

**“Library Plan”** means the Library Plan of the Regional Library which has been approved by each Council in accordance with Clause 8 containing the statement of the corporate direction of the regional Library including objectives, strategies, performance indicators and any other information required by section 125 of the Act;

**“Local Law”** means a Local Law made in accordance with Part 5 of the Act;

**“Minister”** means the Victorian Government Minister responsible for administering *Local Government Act 1989*;

**“Ordinary Business”** means the provision of library service to Councils determined by the Board that is not considered by the Board to be an Additional Service or a Special Project;

**“Regional Library”** means the Regional Library established under this Agreement;

**“Strategic Resource Plan”** means the Regional Library's Strategic Resources Plan for the next 4 years which has been approved by each Council in accordance with Clause 8 and section 126 of the Act;

**“Usage”** means loans from the collection, as recorded by the library computer system or other auditable means.

## **2. CONTINUATION OF THE REGIONAL LIBRARY**

2.1 There will continue to be constituted a regional library corporation for the purposes of section 196 of the Act by the name of the Casey-Cardinia Library Corporation to:

- (a) provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a regional library service for the Councils' municipal districts as determined by the Board;
- (b) provide Additional Services in accordance with this Agreement;
- (c) make Local Laws relating to the Regional Library;
- (d) perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives, developing strategic policy and approving a Library Plan, Strategic Resource Plan and Annual Budget;
- (e) perform its functions in a manner which facilitates the achievement of the Vision, Mission and Values set out in Schedule 1; and
- (f) do all things necessary or expedient in accordance with this Agreement and the Act for the carrying out of its functions.

## **3. OBJECTIVE, ROLE AND FUNCTIONS OF THE BOARD**

3.1 The primary objective of the Board is to achieve the best library service outcomes now and into the future for the communities of the Councils within the context of each Council's available resources and competing demands.

3.2 The role of the Board is to:

- (a) ensure that the library services provided by the Regional Library are provided in accordance with the Library Plan, Strategic Resources Plan and Annual Budget;
- (b) provide leadership by establishing Regional Library strategic objectives and monitoring their achievement;
- (c) maintain the sustainability and viability of the Regional Library by ensuring that resources are managed in a responsible and accountable manner;
- (d) to identify and consider the economic and financial consequences of its deliberations;
- (e) advocate on behalf of the library service to other key stakeholders in business, community and government;
- (f) act as a responsible partner in government by taking into account the aspirations and needs of the community;
- (g) ensure that the library service continues to contribute to the social value of the community; and

- (h) determine on an annual basis as part of the budget process the requirement for provision of an internal audit function.

#### **4. MEMBERSHIP OF THE BOARD**

4.1 The Board of the Regional Library shall consist of the following members:

- (a) two (2) councillors appointed by the Casey City Council and two (2) officers appointed by the Chief Executive Officer of the Casey City Council; and
- (b) one (1) councillor appointed by the Cardinia Shire Council and one (1) officer appointed by the Chief Executive Officer of the Cardinia Shire Council.

4.2 A Council may appoint a councillor or member of council staff to act as a substitute in place of one of its appointed members.

4.3 A member and substitute shall hold office until the term of his/her appointment by their Council expires, until removed, or the person resigns, or ceases to be a councillor or member of council staff, whichever occurs first.

4.4 A Council may remove from office its appointed member or substitute them.

4.5 A Council must fill a vacancy in its members as soon as possible and notify the Board in writing of the new member.

4.6 The office of a member automatically becomes vacant if he/she is absent for three consecutive meetings without the leave of the Board.

#### **5. PROCEEDINGS OF THE BOARD**

5.1 The Board shall meet in accordance with Local Law No.1.

5.2 The Board shall hold an ordinary meeting at least once in every three months.

5.3 If a special meeting is called, it must be called by the Chief Executive Officer on the request of the Chairperson or any two members of the Board.

5.4 The Board shall elect a Councillor member to be Chairperson of the Board and he/she shall hold office for twelve months, unless he/she goes out of office earlier in accordance with Clauses 4.3 and 4.4 of this Agreement.

5.5 The role of Chairperson shall alternate between Councillors from Councils on an annual basis to reflect each Council's shared responsibility.

5.6 The Chairperson shall preside at a meeting of the Board.

5.7 In the absence of the Chairperson from a Board meeting, the remaining members of the Board will elect one of their number to preside at that meeting. Where possible the acting Chairperson will be a Councillor.

5.8 Notice of motion to recommend amendment of this Agreement and notice of motion for the adoption or amendment of Local Laws by the Board shall be given in writing to Councils at least two months before the meeting of the Board at which the motion is to be discussed.

- 5.9 Each Council agrees to indemnify the Regional Library in respect of any liability incurred as a consequence of the operation of section 76 of the Act in relation to each of its appointed members.

## **6. CHIEF EXECUTIVE OFFICER**

- 6.1 The Board must appoint a Chief Executive Officer of the Regional Library under a contract.
- 6.2 The Board is responsible for reviewing the Chief Executive Officer's performance at least annually.
- 6.3 In addition to any responsibilities imposed on the Chief Executive Officer under the Act, the Chief Executive Officer shall be responsible to the Board for the finances and day to day administration and operation of the Regional Library including the implementation of the Library Plan, Strategic Resource Plan, Annual Action Plan and Annual Budget, delivery of the service and administrative support for the Board and any other duties specified.

## **7. EQUITY AND OPERATING COSTS**

- 7.1 Each Council agrees to the Regional Library using the assets set out in the Statement of Council Assets in Schedule 2 to be updated within three months of the end of each financial year.
- 7.2 Each Council acknowledges that, on the formation of the Regional Library in 1996, each Council transferred to the Regional Library the assets set out in the Statement of Regional Library Assets in Schedule 3 in return for an economic entitlement to the value of those assets.
- 7.3 The Chief Executive Officer shall maintain a register of the assets provided for the use of the Regional Library by Councils. This register must indicate which Council owns each asset.
- 7.4 The Chief Executive Officer shall maintain a register of the assets owned by the Regional Library to be updated within three months of the end of each financial year.
- 7.5 A Council must, unless otherwise agreed by the Board, give twelve months' notice in writing to the Chief Executive Officer of its intention to withdraw assets from the use of the Regional Library.
- 7.6 The Regional Library shall, unless otherwise agreed by the Board, be responsible for the cleaning, maintenance, repair, replacement and other operating costs of assets owned by the Regional Library.
- 7.7 Each Council shall, unless otherwise agreed by the Board, be responsible for the cleaning, maintenance, repair, replacement and other operating costs of assets owned by it but provided for the use of the Regional Library.
- 7.8 The Regional Library shall, unless otherwise agreed by the Board and subject to Clauses 7.6 and 7.7, be responsible for its own operating costs.

## **8. STRATEGIC PLANNING**

- 8.1 The Chief Executive Officer shall by 1 May each year provide each Council with a copy of the Regional Library's proposed Library Plan as endorsed by the Board and prepared in accordance with Section 125 of the Act.
- 8.2 The Chief Executive Officer shall by 1 May each year prepare and provide each Council with a proposed Strategic Resource Plan for the financial year commencing 1 July as endorsed by the Board in accordance with Section 126 of the Act.
- 8.3 The Strategic Resource Plan shall include a program for the delivery of services by the Regional Library which identifies the nature and extent of proposed services and an estimate of the costs of the provision of those services. The Strategic Resource Plan shall include an asset replacement forward plan covering the period of the Library Plan.
- 8.4 The Regional Library must adopt a Library Plan and Strategic Resource Plan by the date specified in the Act.
- 8.5 The Regional Library shall not adopt a Library Plan or Strategic Resource Plan which has not been approved, in writing, by the Councils, unless Councils have not provided this approval, or specified their objections, by the date specified in the Act, in which case the Regional Library may adopt its proposed Library Plan and Strategic Resource Plan.

## **9. ANNUAL BUDGET**

- 9.1 The Regional Library will provide formal advice to the member Councils by 15 December each year of expected contributions and draft budget for the next financial year, to inform budget planning.
- 9.2 Councils will advise the Regional Library by 28 February each year as to the expected contribution in the draft budget and if required will propose an alternative amendment.
- 9.3 The Regional Library shall endeavour within two days following the April Board meeting (but no later than 30 April) each year provide each Council with a draft copy of the Regional Library's proposed Annual Budget as endorsed by the Board and prepared in accordance with Section 127 of the Act. Councils are to consider the draft Annual Budget and provide a written response prior to 22 June each year.
- 9.4 The proposed Annual Budget shall include:
  - (a) the amount of funds currently held by the Regional Library;
  - (b) the amount of each Council's proposed financial contribution to the Regional Library for the financial year commencing 1 July;
  - (c) the amount of funds to be received from any other source by the Regional Library in the financial year commencing 1 July; and
  - (d) draft budgeted financial statements.
- 9.5 The Regional Library must

- (a) adopt the Annual Budget in accordance with section 127 of the Act;
- (b) adopt any revised budget in accordance with section 128 of the Act;
- (c) not adopt a proposed annual budget or a revised annual budget which has not been approved by a resolution made at an ordinary meeting or special meeting at each of the Councils, unless Councils have not provided this approval, or specified their objections, by the date specified in the Act, in which case the Regional Library may adopt its proposed Annual Budget.

## 10. **ANNUAL FINANCIAL CONTRIBUTIONS**

- 10.1 The amount to be contributed to the Regional Library by each Council during each financial year shall be the sum of:
- (a) the amount specified for the Council in the Regional Library's adopted Annual Budget as calculated in accordance with Schedule 4;
  - (b) all State Government library subsidies and grants received by the Council for the Regional Library's service if not paid directly to the Regional Library;
  - (c) funds received by the Council from any other source for the Regional Library's services; and
  - (d) any additional contributions necessary for the provision of Additional Services for the Council.
- 10.2 The Councils must agree on a funding formula for the purpose of making annual financial contributions to the Regional Library under Clause 10.1(a). Schedule 4 provides the principles to be used when agreeing on a funding formula.
- 10.3 Each Council's financial contribution under Clause 10.1(a) and 10.1(b) to the Regional Library shall be paid in monthly instalments by the 15th day of each month.
- 10.4 If the Budget has not been adopted before July 1, then the monthly payment shall be the same amount as the last month of the previous financial year. Once a budget has been adopted then the next monthly payment after the adoption shall include any adjustment necessary to ensure the year to date instalments meet the agreed year to date contribution levels for the adopted budget.
- 10.5 All other Council contributions under Clause 10.1(c) shall be paid within one month of receipt of the monies by the Council, or as otherwise agreed.
- 10.6 A Council shall be responsible for the Regional Library's costs in providing any Additional Service or resources requested by the Council under Clause 10.1(d) and such costs are to be paid within 30 days of the Council receiving an invoice from the Regional Library, or as otherwise agreed.
- 10.7 Interest shall be paid on any amount payable under Clause 10.1 to 10.6 inclusive, which is not received by the Chief Executive Officer within 14 days of the due date at the rate fixed by the Governor in Council for the purposes of Section 172 of the Act and calculated monthly from the date the amount became due until the date it is received by the Chief Executive Officer.



## **11. ANNUAL REPORTING AND ACCOUNTS**

- 11.1 The Chief Executive Officer shall, within three months of the end of each financial year, provide each Council with a copy of the Regional Library's Annual report prepared in accordance with Section 131 of the Act.
- 11.2 The Chief Executive Officer shall endeavour to forward relevant preliminary information to the member Councils that underpins the Councils draft financial statements by 10 August each year.
- 11.3 The books of accounts and all other financial records of the Regional Library shall be available for inspection at all reasonable times by any councillor or person authorised by a Council, or, by any person authorised by the Secretary of the Department responsible for administering State Government library subsidies and grants from which the Regional Library or Councils receive funds.
- 11.4 The Chief Executive Officer shall provide the Board and Councils the latest year to date financial reports at each board meeting which include an operating statement reporting the Regional Library's performance to Budget and other performance indicators as detailed in the Library Plan, Strategic Resource Plan and Annual Budget.

## **12. ENTRY AND EXIT OF PARTIES**

- 12.1 A Council which is not a party to this Agreement may, by unanimous supplementary agreement with the Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement.
- 12.2 A Council must, unless otherwise agreed by the Board, give not less than twelve months' notice in writing to the Chief Executive Officer of its intention to withdraw from this Agreement.
- 12.3 A Council which has given notice under Clause 12.2 must, unless otherwise agreed by the Councils, withdraw from this Agreement on 30 June in any year.
- 12.4 A Council which withdraws from this Agreement shall be entitled to a portion of the net assets of the Regional Library as at the date of its withdrawal from the Agreement, less an amount which represents the full costs to the Regional Library of the withdrawal, unless otherwise agreed by the Board.
- 12.5 The portion of net assets to which a Council is entitled under Clause 12.4:
  - (a) shall be calculated according to the value of the assets as disclosed by the relevant audited financial statements;
  - (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the life of the Agreement;
  - (c) may be taken in such combination of property and cash as agreed between the Council and the Board, and if it is agreed that a Council is entitled to library materials, the cost of removing them shall be paid for by the Council.

12.6 A Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the Regional Library as at the date of its withdrawal from the Agreement.

12.7 The portion of the liabilities and of a reasonable assessment of contingent liabilities to which a Council is liable under Clause 12.6:

- (a) shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them;
- (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
- (c) where contracts for goods and services are affected, shall be the full cost of any additional payments for variations to contractual arrangements resulting from the withdrawal.

### 13. **DISSOLUTION OF REGIONAL LIBRARY**

13.1 Subject to Section 197G of the Act, the Regional Library may be dissolved by both parties to the Agreement or, if more parties are admitted to the Agreement by supplementary agreement, by agreement of at least two thirds of the parties to this Agreement, including those admitted as a party by supplementary agreement.

13.2 If the Regional Library is dissolved under this Clause:

- (a) each Council shall be entitled to a portion of the Regional Library's assets in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
- (b) each Council shall be liable for a portion of the liabilities and contingent liabilities of the Regional Library in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement.

13.3 In accordance with sections 30-125(6) and 30-125(7) of the *Income Tax Assessment Act 1997* in the event that the Regional Library is wound up or its endorsement as a deductible gift recipient is revoked (whichever occurs first), any surplus of the following assets shall be transferred to another organisation with similar objects, which is charitable at law, to which income tax deductible gifts can be made:

- (a) gifts of money or property for the principal purpose of the organisation;
- (b) contributions made in relation to an eligible fundraising event held for the principal purpose of the organisation; or
- (c) money received by the organisation because of such gifts and contributions.

## **14. DISPUTE RESOLUTION**

- 14.1 If any Dispute arises which cannot be resolved by the Board, the Councils must use their best endeavours, and act in good faith, to settle the Dispute.
- 14.2 If the Councils are unable to settle the Dispute, the Councils must agree to the appointment of an independent mediator. If the Councils are unable to agree on a person to act as an independent mediator, the mediator will be appointed by the President of the Law Institute of Victoria. The parties to a mediation shall:
- (a) be responsible for their own mediation costs; and
  - (b) share the mediator's costs equally.
- 14.3 The function of the mediator is to mediate not arbitrate. The mediator will not have the power to make any decisions. If the Dispute is not resolved through mediation, the Councils may proceed to arbitration in accordance with Clause 14.5.
- 14.4 A party must not commence proceedings pursuant to Clause 14.5 in respect of a Dispute unless:
- (a) the Dispute has first been referred to a mediator; and
  - (b) the Dispute remains unresolved.
- 14.5 If there is a Dispute the matter shall be determined under the *Commercial Arbitration Act 1984* and the arbitrator's decision shall be final and binding on the parties to the dispute.
- 14.6 The parties to the arbitration shall:
- (a) be responsible for their own arbitration costs; and
  - (b) unless otherwise determined by the arbitrator, share the arbitrator's costs equally.

## **15. AGREEMENT AMENDMENT**

- 15.1 An amendment to this Agreement has no effect unless it is:
- (a) in writing and signed by all parties to the Agreement; and
  - (b) approved by the Minister by notice published in the Government Gazette.
- 15.2 The transfer of assets to or the making available of additional assets for the use of the Regional Library pursuant to clause 7 will not constitute an amendment to this agreement.

## **16. AGREEMENT REVIEW**

The parties shall, together with the Board, review the operation of this Agreement at least once in every five years.

17. **CONDITIONS PRECEDENT**

This Agreement has no effect as between the parties unless it is approved by the Minister in accordance with Section 196(2) of the Act.

18. **THIRD AGREEMENT**

18.1 Subject to clause 18.2, the Third Agreement ends on the day this Agreement commences operation.

18.2 Any:

- (a) right accrued; or
- (b) obligation incurred

by reason of the Third Agreement will continue to exist notwithstanding the cessation of the Third Agreement.

**EXECUTED** as an Agreement.

**THE COMMON SEAL** of Casey City Council was  
hereunto affixed on in the presence of

Mayor

Chief Executive Officer

in accordance with a resolution made by the Council on  
this                      day of                      , 20

**THE COMMON SEAL** of Cardinia Shire Council was  
hereunto affixed on in the presence of

Mayor

Chief Executive Officer

in accordance with a resolution made by the Council on  
this                      day of                      , 20

## **SCHEDULE 1**

### **REGIONAL LIBRARY'S VISION, MISSION AND VALUES**

Public libraries are expected to do much more than curate collections and lend books. The Councils acknowledge that the Regional Library has a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community. This agreement recognises the importance of collaboration and co-operation between the Councils and is intended as a platform for partnership built on trust and mutual respect. The Councils have a shared commitment to supporting the Regional Library on a sustainable basis as it realises the vision, mission and strategic goals articulated in the Library Plan. This Agreement is informed by the principles and standards articulated in the Australian Library Industry Association Guidelines, Standards and Outcome Measures for Australian Public Libraries (July 2016).

#### **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 of 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.

## SCHEDULE 2

### STATEMENT OF COUNCILS' ASSETS

#### Casey City Council

Casey City Council agrees to supply and maintain the following:

- buildings;
- shelving;
- furniture;
- fixtures; and
- fittings

at the Branch Libraries listed below:

1. Cranbourne Library  
Casey Indoor Leisure Centre  
65 Berwick-Cranbourne Road  
Cranbourne 3977
2. Doveton Library  
Autumn Place  
Doveton 3177
3. Endeavour Hills Library  
Raymond McMahon Boulevard  
Endeavour Hills 3806
4. Hampton Park Library  
Stuart Avenue  
Hampton Park 3976
5. Narre Warren Library (until October 2017)  
Overland Drive  
Fountain Gate 3805
6. Bunjil Place Library  
Patrick Northeast Drive  
Narre Warren 3805

Note: The costs and arrangements associated with the location for Library Administration/Headquarters are the responsibility of the Regional Library.

## **Cardinia Shire Council**

Cardinia Shire agrees to supply and maintain the following:

- buildings;
- shelving;
- furniture;
- fixtures; and
- fittings

at the Branch Libraries listed below:

1. Emerald Library  
400B Belgrave-Gembrook Road  
Emerald 3782
2. Pakenham Library  
Corner of John Street and Henry Street  
Pakenham 3810

Cardinia Shire owns and agrees to supply and maintain a Mobile Library comprising of a prime mover and trailer. This vehicle is garaged at the Cardinia Depot.

## **Insurance**

Councils are responsible for insurance cover of their assets including:

- buildings
- fixtures;
- fittings;
- general furniture;
- mobile library (Cardinia Shire);
- public liability; and
- Regional Administration Office Building.

The Regional Library is responsible for insurance cover of its assets including:

- books and library materials;
- computers;
- staff equipment;
- regional head office fixtures, fittings and equipment;
- motor vehicles;
- marine cargo (Mobile Library contents);
- public liability; and
- association's liability (professional and indemnity).



### **SCHEDULE 3**

#### **STATEMENT OF REGIONAL LIBRARY ASSETS AND LIABILITIES**

The Regional Library will maintain a detailed asset register of assets owned and purchased by the Regional Library for use at the Branch Libraries and Regional Library's Administrations Office.

The Chief Executive Officer shall, within three months of the end of the financial year, provide each Council a copy of the Regional Library's Annual Report including asset values and depreciation schedules of all books and library materials, plant, equipment and liabilities and contingent liabilities.

The apportionment of net assets and liabilities to which a Council is entitled is under Clause 12.5 of the Regional Library Agreement.

The Regional Library will be responsible to supply and maintain:

- furniture and equipment at the regional head Office;
- computers and communications equipment for administrative functions
- motor vehicles; and
- books and library materials.

Note: the Regional Library's asset register includes furniture and equipment purchased by the Friends of the Libraries which is used in the Branch Libraries.

## SCHEDULE 4

### FUNDING PRINCIPLES

In drawing up the funding principles Councils have agreed to the following principles and formulae for funding the operations of the Regional Library.

#### 1. **Sustainable Funding**

Councils will provide a sufficient proportion of funding to enable the Regional Library to deliver the key strategic goals in the Library Plan.

#### 2. **Service Points**

##### **Definition**

A service point is defined as a library or mobile library that offers at least lending services.

- 2.1 A Council is responsible for determining the number, location, service levels and hours of operation of the service points in its own municipality, and subject to consideration by the Board on the likely impact of any changes to regional resources and service levels.
- 2.2 Councils will share the combined total general operating costs of all service points across the region according to an average percentage of regional loans and population (as per Australian Bureau of Statistics) for each municipality. General operations include lending services, branch administration, reference, outreach, local history, youth and adult services.
- 2.3 A Council will fully fund any service provided in its municipality that is not considered to be a general service, unless the Regional Library agrees to incorporate the service as a general service. An example of an Additional Service would be the current courier service to the Berwick Mechanics Institute, computer access to a Council or some other special service provided to a Council.
- 2.4 A Council will fully fund new initiatives within general library operations, such as extensions to hours or services, or new service points, for a period of one or more years as determined by the Board, after which usage according to 2.2 will prevail.
- 2.5 Funding of a new service point is to include funding for a new Collection if required by the Board.

#### 3. **Collection Development**

##### **Definition**

Collection development includes policy, selection, withdrawal and transfer of materials, acquisitions, cataloguing, data input, processing, repairs, binding, reservations and inter-library loans.

- 3.1 Collection size and composition will be maintained in response to community need.

- 3.2 At least 70% of the physical Collection will be less than 5 years old.
- 3.3 New and replacement lending materials will be distributed to service points in such a way that each municipality receives its due proportion of material based on population, plus any additional materials purchased according to 2.2.

**4. Population**

Where the funding basis is to be population, the population figure is to be based on the last published provisional Australian Bureau of Statistics population figures at the time the Budget is prepared.

**5. Usage**

Where the funding basis is to be usage, the usage figure is to be based on computer records for the 12 months April to March, that is, the April to March period preceding the budget preparation period. In preparation for the November preliminary Budget estimates, the usage figure is to be based on the 12 months November to October, that is the, November to October period preceding the preliminary Budget estimates period.

**6. State Funding**

Expected State Funding will be attributed back to the member Councils' on the basis of an average of the population and usage percentages, as referred to in Clauses 3 and 4 of the Funding Principles. The Board will determine how variations in the State Funding will be dealt with; however any variation in State Government Funding in excess of five (5) percent under or over, the Budget estimates will be referred back to the member Councils for consultation and final decision.

CC54/2017

## CEO'S PERFORMANCE REVIEW

*Report prepared by Chris Buckingham*

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### Purpose

To inform the Board of progress with CEO Performance Review.

### Discussion

The CEO provided an interim report against agreed Key Performance Indicators (KPIs) at the end of March. An end of Financial Year report against KPIs was provided to the Board by the end of July.

The Board appointed a sub-committee including Cr. Jodie Owen, Cr. Damien Rosario, Sally Curtain and Waudi Tahche, General Manager, People & Culture at Cardinia Shire.

The sub-committee considered the CEO's report of performance against KPIs and discussed them with Chris Buckingham.

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### RECOMMENDATIONS

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1. That the CEO's Report be accepted by the Board.
2. That the sub-committees recommendations be discussed by the Board.

**NEXT MEETING**

Wednesday 25 October at the Cardinia Shire Offices in Officer.