

**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

**Board Meeting
Wednesday 22 February 2017
5.30pm**

**Cardinia Shire Offices,
Siding Avenue Officer**

Casey Cardinia Libraries

Board Meeting – Wednesday 22 February

Agenda

1. **Apologies**
2. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 23 November 2016.**
3. **Declaration of Conflicts of Interest**
4. **Officers' Reports**

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CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

CC01/2017 FINANCE

Report prepared by Pam Vickers and Chris Buckingham

Purpose

To inform the Board of CCL's financial position for the month ended January 31, 2017.

Discussion

Income: - Income from photocopying and meeting room hire is slightly above budget estimates. The combine income from overdue fines, replacement of membership cards and lost books is down \$6,714 or 7.8%. However this is a minor amount taking into account the impact of the Forgiving Tree campaign in December.

Expenditure: - The salary line is under budget which off sets the over expenditure in consultant fees and staff development. There have been some minor savings with telephone and photocopying fees. Printing and Stationery is under at the end of January. This is due to not ordering stock to replace old branded materials.

Capital Expenditure: - Orders for new stock were reduced and delayed as the library collection team undertook a review of the library collections expenditure and reassessed CCL priorities. The 2016-17 budget for the Library materials (capital and non-capital) was \$1,436,610. CCL received additional funds for the Premiers' Reading Challenge- \$56,173. The collections team have identified areas where reductions can be made. It is anticipated that the library collections expenditure as at June 30, 2017 will be \$1,415,883.

One of the Toyota RAV 4s was traded in on a new Ford Territory for the CEO.

Orders have been placed to update the current cash registers with the implementation of EFTPOS.

Credit Card Expenditure: -

Credit Card Purchases			
Card Holder	Transaction Date	Detail	\$
CEO			
Month November 2016	10/11/2016	Melb Parking - On street	\$4.40
		Campaignmonitor - Email	
Month December 2016	1/12/2016	Campaign	\$28.04
	2/12/2016	Facebook - Forgiving tree	\$17.87
	1/12/2016	Kickbox verification	\$249.50
		Campaignmonitor - Email	
	2/12/2016	Campaign	\$19.55
	3/12/2016	Facebook - Forgiving tree	\$30.97
		Campaignmonitor - Email	
	5/12/2016	Campaign	\$378.98
	4/12/2016	Kickbox verification	\$41.53
		Campaignmonitor - Email	
	6/12/2016	Campaign	\$50.51
	23/12/2016	Coles Gift cards	\$200.00
Total			\$1,021.35

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

Credit Card Purchases			
Card Holder	Transaction Date	Detail	\$
Finance Manager			
Month October 2016	27/10/2016	City Link Melb (Etag)	\$50.00
Month November 2016	14/11/2016	Fairfax media (subs)	\$3,507.28
	17/11/2016	Book purchase (Adult Collection)	\$89.85
	23/11/2016	Acoustic matting - Pak	\$319.67
	25/11/2016	Aust Post staff WWC	\$135.95
	30/11/2016	O'Brien Windscreen repair	\$152.00
	30/11/2016	Dukes Body works (ins excess)	\$500.00
Month December 2016	1/12/2016	Aust Post staff WWC	\$119.00
	12/11/2016	Seek Advertising	\$710.60
	16/12/2016	Kmart - chocolates Branch	\$180.00
	16/12/2016	JJ Repair Pty Ltd - phone screen prot.	\$75.00
Total			\$5,839.35

Financial Position:-

Income Statement Month Ended January 30, 2017	Total Budget 2016-17	Budget January 2017	Act YTD January 2017	Variance	% Actual Vs Budget
Income					
Reserves	220,000				
Council Contributions	7,005,100	4,086,308	4,086,309	0	0.0%
State Government Grants	2,295,071	2,295,071	2,333,258	38,187	1.7%
CFC Cranbourne Grant	69,165	34,590	47,287	12,697	36.7%
CFC Pakenham Grant	73,170	36,585	36,585		
Overdue Fines	113,500	65,585	62,552		
Interest on Investments	105,000	62,620	62,794	174	0.3%
Other income	145,550	84,564	224,804	140,240	165.8%
	9,806,556	6,665,323	6,853,588	51,058	0.8%
Expenditure					
Employee Costs (inc cfc staffing)	6,820,526	3,906,542	3,787,937	118,605	3.0%
CfC Cranbourne Expenditure	6,015	1,666	3,106	-1,440	(86.4%)
CfC Pakenham Expenditure	16,755	4,017	4,398	-381	(9.5%)
IT & Communications	683,000	340,366	345,832	-5,466	(1.6%)
Library Materials	272,150	237,527	223,182	14,345	6.0%
Programs Promotions	57,000	33,165	34,100	-935	(2.8%)
Administration	648,150	390,224	429,392	-39,168	(10.0%)
Deprecation	1,415,115				
Total Expenditure	9,918,711	4,913,506	4,827,946	85,560	1.7%
Net Gain(loss) disposal of plant & equipment	(\$9,905)				
Net result for the reporting period	(\$122,060)	\$1,751,818	\$2,025,642	(\$34,502)	(2.0%)

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

Capital Expenditure	Total Budget 2015-16	Budget Jan 2016	Act YTD Jan 2016	Variance	% Actual Vs Budget
Library Material	1,144,700	787,466	736,681	50,785	6.4%
Motor Vehicles	35,000	35,000	32,474	2,526	7.2%
Furniture & Equipment	215,000	35,000	16,060	18,940	54.1%
	<u>1,394,700</u>	<u>857,466</u>	<u>785,216</u>	<u>72,250</u>	<u>8.4%</u>

Balance Sheet		
As at 31 January 2017		
	Actual Jan 2017	Budget 2016-17
	\$	\$
Assets		
Current Assets		
Cash and cash equivalents	1,504,013	1,313,504
Other financial assets	2,800,000	1,827,620
Trade and other receivables	42,471	12,500
	<u>4,346,485</u>	<u>3,153,624</u>
Non-Current Assets		
Plant and equipment	4,582,226	4,407,067
	<u>8,928,711</u>	<u>7,560,691</u>
Total Assets		
Liabilities		
Current Liabilities		
Trade and other payables	373,271	295,000
Employee provisions	1,308,990	1,653,940
	<u>1,682,260</u>	<u>1,948,940</u>
Non-Current Liabilities		
Employee provisions	22,945	65,000
	<u>22,945</u>	<u>65,000</u>
Total Liabilities	<u>1,705,205</u>	<u>2,013,940</u>
Net Assets	<u>7,223,506</u>	<u>5,546,751</u>
Equity		
Members contribution on formation	2,051,239	2,051,239
Accumulated surplus	5,172,267	3,495,512
Total Equity	<u>7,223,506</u>	<u>5,546,751</u>

Conclusion

CCL financial position is in line to meet the budget estimates as at June 2017.

CCL is about to commence a review of its financial process.

RECOMMENDATIONS

1. That the Finance Report be noted.

BALANCE SHEET RECONCILIATION (BSR)**2016-17 Period 7****Acc No: 6102****Account Description** Bank - Library WBC**Responsible Person** Michelle Collier**Authoriser** Rohan Pragnasekera**BRIEF DESCRIPTION OF BALANCE SHEET ACCOUNT***Brief description to include examples of typical DR and CR items flowing to this account!*

Westpac Operating Account - Library Main Bank Account

GENERAL LEDGER (GL)

Opening Balance	1-Jul-16	\$61,034.43	DR
Net Movement		\$125,560.55	DR
Closing Balance	31-Jan-17	\$186,594.98	DR

SUPPORTING CLOSING BALANCE INFORMATION

	DESCRIPTION/ NARRATIVE	REFERENCE INFORMATION		AMOUNT	
		Doc No.	Page No / Cell No.		
1	Westpac Statement closing balance 31 January 2017			223,590.13	DR
2	less Unpresented Cheques			(36,995.15)	CR
3					CR
4					CR
5					CR
Total				\$186,594.98	DR

Variance to GL explained

	-

Checklist - responsible person please complete X / authoriser please review**X**

- Correct opening/closing balance as per Finance One Ledger
- Descriptions are meaningful and explain the nature of the balance sheet account
- Dates, account number, responsible person and authoriser are correct and updated
- project/works been completed, are the amounts appropriate?
- If appropriate current and non-current splits have been accurately reflected in the balance sheet
- If required reconciling differences explained and actions identified to clear out the differences (i.e. timing)
- Any unusual balances (i.e. accrual with a debit balance or receivable with a credit balance) have been reviewed and explained or adjusted as required
- Has been provided

File Location

G:\Financial Accounting\RECONCILIATIONS\JANUARY 2017\

CC02/2017 APPLICATION FOR DEDUCTABLE GIFT RECIPIENT STATUS

Report prepared by Pam Vickers and Chris Buckingham

Purpose

As part of the organisation's strategy to seek alternative income streams CCL has submitted an application to the Australian Taxation Office for endorsement as a Deductible Gift Recipient (DGR).

A DGR endorsement from the ATO allows the CCL to receive tax deductible gifts and tax-deductible contributions. CCL would be able to provide a receipt to the giver, who can then claim their donation as a personal tax deduction.

Discussion

Being a Public Library CCL meets the key criteria set by the ATO to qualify for DGR as an Institution.

CCL is required to prove it is compliant with Taxation Ruling TR95/27 and TR2000/10 before the ATO approves the application. CCL is required to meet the following obligations that require Board approval:

Ruling 95/27

- Gifts made to the library through DGR must be kept separate from any other funds. A separate bank account and clear accounting procedures are required
- The fund must be managed by members of a Committee, a majority of whom have a degree of responsibility to the general community (this requirement does not apply to funds established and controlled by governmental or quasi-governmental authority)
- Should the library be wound-up, any (DGR) surplus or assets must be transferred to some other DGR endorsed authority.

Ruling 2000/10

- Details the purpose of the institution to support the operation of CCL.

A copy of the 2012 Regional Library Agreement (RLA) has been forwarded to the ATO. The RLA includes a Dissolution of Regional Library Clause (13). As the DGR endorsement is for future gifts or contributions, CCL is required to include an additional clause specifying how the distribution and transfer of DGR funds or assets would occur in the event of dissolution. The ATO have requested the additional information be provided by February 27, 2017.

RECOMMENDATIONS

That the Board:

2. Authorise establishment of a CCL DGR Fund
3. Endorses compliance with ATO Ruling TR95/27 and TR2000/10 for the purpose of obtaining DGR status and the CEO forward the relevant documentation to the ATO.
4. Agree to oversee management of the CCL DGR Fund
5. Authorise creation of a bank account and separate accounting procedure for DGR gifts and contributions
6. Pass a resolution agreeing that in the event CCL is wound up all funds and assets accrued through the CCL DGR Fund will be disbursed to another like entity in conformance with subsection 78(4) or 78(5) of the Act
7. Agree to include a specific reference to the disbursement of funds and assets in the event that CCL is wound up in accordance with the Board's resolution under Clause 13 Dissolution of Regional Library in the 2012 RLA
8. Nominate a minimum of three people as "responsible persons" to oversee the DGR account, and advise the ATO of the nominations.

February 23, 2017

DRAFT

Australian Taxation Office
Attention: Allan Baluyot
ACNC Liaison Officer | NFP/FBT Advice
Technical Excellence Services (TES)
Australian Taxation Office

Attention Allan

Re: Casey Cardinia Libraries Ruling for Deductible Gift Recipient (DGR).

Casey Cardinia libraries (CCL) seek DGR endorsement from the ATO allowing CCL to receive tax deductible gifts and tax-deductible contributions.

We accept the ATO's definition of a library being an institution as described under ATO Ruling 2000/10 and confirm that we meet this definition.

'An entity, whether a corporation, trust or government body, is accepted as a public library, museum, or art gallery itself, where the purpose and activities of the entity are wholly those of the library, museum, or art gallery.'

CCL fulfil the purpose of a public library: ATO ruling TR2000/10

A library' as: 'a place set apart to inspire the joy of life long reading and learning through literacy programs and literacy based events also contain in books and other literary material for reading, study, or reference, as a room, set of rooms, or building where books may be read or borrowed, a collection of manuscripts, publications, and other materials for reading, study, or reference'.

CCL also undertakes to comply with the ATO Ruling TR95/27 for an Institution:

- (a) *the objects of CCL must be clearly set out and reflect the purpose of the Library;*
- (b) *gifts to CCL must be kept separate from any other funds of the sponsoring organisation (if there is one). A separate bank account and clear accounting procedures are required;*
- (c) *receipts must be issued in the name of CCL;*
- (d) *the public must be invited to contribute to CCL;*
- (e) *CCL must operate on a non-profit basis. Moneys must not be distributed to members of the managing committee or trustees of the fund except as reimbursement for out-of-pocket expenses incurred on behalf of the fund or proper remuneration for administrative services;*
- (f) *CCL must be managed by members of a Committee, a majority of whom have a degree of responsibility to the general community (this requirement does not apply to funds established and controlled by governmental or quasi-governmental authority); and*
- (g) *should CCL be wound-up, any surplus money or other assets must be transferred to some other fund qualifying under subsection 78(4) or 78(5).*

Yours sincerely

Chris Buckingham
Chief Executive Officer



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Taxation Ruling

Income tax: public funds

other Rulings on this topic

**CITCM 806; CITCM 837;
IT 2194; IT 2259**

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*This Ruling, to the extent that it is capable of being a 'public ruling' in terms of Part IVAAA of the **Taxation Administration Act 1953**, is a public ruling for the purposes of that Part. Taxation Ruling TR 92/1 explains when a Ruling is a public ruling and how it is binding on the Commissioner.*

What this Ruling is about

1. The gift provisions of the *Income Tax Assessment Act 1936* (the Act) requires in some instances **public funds** to be established into which gifts of property or money are placed if those gifts are to qualify as allowable deductions. The more commonly known **public funds** include those established under item 2.1.10 of table 2 in subsection 78(4) (**school building funds**), item 4.1.3 of table 4 in subsection 78(4) (**public funds which are established for the relief of persons in Australia who are in necessitous circumstances**), item 6.1.1 of table 6 in subsection 78(4) (**environmental organisations**), item 9.1.1 of table 9 in subsection 78(4) (**overseas aid funds**) and item 12.1.1 of table 12 in subsection 78(4) (**cultural organisations**).

2. This Ruling deals with the criteria applicable to public funds under the general gift provisions of subsection 78(4) of the Act. It does not deal with the specific criteria for public funds in relation to cultural and environmental organisations. The ruling updates guidelines set out in Canberra Income Tax Circular Memoranda CITCM 806 and CITCM 837 and Taxation Rulings IT 2194 and IT 2259 and sets out the conditions that need to be satisfied before a fund can qualify as a **public fund**.

3. This Ruling also explains the operation of the ancillary fund provisions set out in subsection 78(5) of the Act. Funds established and maintained under the ancillary fund provisions are required to be **public funds**.

Class of persons/arrangement

4. This Ruling applies to persons seeking:

- (a) to be specifically listed in the gift provisions of the *Income Tax Assessment Act 1936*;
- (b) to satisfy the public fund requirements under the general gift provisions of subsection 78(4); or
- (c) to establish an ancillary fund to which subsection 78(5) applies.

Ruling

Public funds - general

5. The word 'public' as applied to a 'fund' refers to the source, constitution and management of the fund rather than to the objects for which it is established.

6. The term 'public fund', in so far as it applies to subsection 78(4) generally, is not defined in the Act. In our view, the decision in *Bray v. FC of T* 78 ATC 4179; 8 ATR 569 establishes that a fund will be 'public' where:

- (a) it is the intention of the promoters or founders that the public will contribute to the fund;
- (b) the public, or a significant part of it, does in fact contribute to the fund; and
- (c) the public participates in the administration of the fund.

7. There are two types of funds which are considered to be 'public funds':

- (a) funds established and controlled by governmental or quasi-governmental authority; and
- (b) funds to which the public is invited to contribute and in fact does contribute. These funds must be controlled or administered by persons or institutions having a degree of responsibility to the community as a whole. This could arise, for example, from a person's occupation or tenure of some public office, or a person's or institution's position in the community.

8. While it is not strictly necessary for a fund to be formally approved by the Australian Taxation Office (ATO) before it commences seeking and accepting donations, it is in the interests of the persons in control of the fund to seek approval. This is so they will avoid the possibility that donors will have to demonstrate individually that all the requirements for deductibility have been satisfied, and to enable prospective donors to be assured in advance

that gifts will be allowable deductions (either in full or to a specified extent as the case may be).

9. For the ATO to accept a fund as a public fund, the founding documents of the public fund must reflect the following:

- (a) the objects of the fund must be clearly set out and reflect the purpose of the fund (see *Objects of the fund* below);
- (b) gifts to the fund must be kept separate from any other funds of the sponsoring organisation (if there is one). A separate bank account and clear accounting procedures are required;
- (c) receipts must be issued in the name of the fund;
- (d) the public must be invited to contribute to the fund;
- (e) the fund must operate on a non-profit basis. Moneys must not be distributed to members of the managing committee or trustees of the fund except as reimbursement for out-of-pocket expenses incurred on behalf of the fund or proper remuneration for administrative services;
- (f) the fund must be managed by members of a Committee, a majority of whom have a degree of responsibility to the general community (this requirement does not apply to funds established and controlled by governmental or quasi-governmental authority); and
- (g) should the fund be wound-up, any surplus money or other assets must be transferred to some other fund qualifying under subsection 78(4) or 78(5) (see *Dissolution clause* below).

The ATO also requires an undertaking in writing, or the inclusion of a clause in the constituent documents, that the ATO is to be notified of any changes to the fund's constitution or other founding documents.

These requirements are intended to ensure that moneys and property donated to the fund, and which attract a taxation concession, are used for the purpose for which the fund has been granted tax deductible gift status.

Objects of the fund

10. A fund, authority or institution seeking approval of its public fund under one of the items listed in the tables in subsection 78(4) must ensure that its objects conform with the requirements of that particular item.

Dissolution clause

11. A fund seeking recognition under subsection 78(4) or 78(5) must have an acceptable dissolution clause.

12. The precise form of wording of a dissolution clause is a matter for those in control of the fund. However, the wording must ensure that on dissolution, all remaining assets of the fund after all liabilities have been satisfied must be distributed:

- (a) to a fund, authority or institution specifically named in subsection 78(4);
- (b) to any fund, authority or institution falling under one or more of the items listed in the tables in subsection 78(4) of the Act, e.g., to a public benevolent institution under item 4.1.1 of table 4 in subsection 78(4); or
- (c) to a fund to which subsection 78(5) applies.

13. A fund, authority or institution seeking approval of its public fund under one of the items listed in the tables in subsection 78(4) must be mindful that in some instances the provisions require that upon dissolution of a fund any surplus assets are to be transferred to some other fund qualifying under the same item.

Location of fund

14. In all cases the public fund itself must be established and operated in Australia. The fund's causes or beneficiaries must also be located in Australia, except for:

- (a) overseas aid funds established under item 9.1.1 of table 9 in subsection 78(4);
- (b) organisations which are separately listed in subsection 78(4) where the Government of the day approved the organisation using donated moneys or property to aid overseas beneficiaries/causes; and
- (c) environmental organisations registered under item 6.1.1 of table 6 in subsection 78(4).

While the moneys in these funds may be used overseas, the actual public fund must be in Australia.

Public funds under the ancillary fund provisions

15. To satisfy the conditions regarding deductibility of a gift under the ancillary fund provisions in subsection 78(5), the public fund has to be established and maintained under a will or instrument of trust exclusively for:

- (a) the purpose of providing money, property or benefits to or for funds, authorities or institutions referred to, and for the purposes (if any) referred to, in any of the items in the tables in subsection 78(4); or
- (b) the establishment of funds, authorities or institutions referred to in the tables in subsection 78(4).

16. It is essential that the terms of the will or instrument require that the capital and income of the fund, and any moneys from realisation of its assets, are to be applied exclusively for the purposes required by the ancillary fund provisions. The ancillary fund provisions also stipulate how moneys and property donated to an ancillary fund can be invested.

Date of effect

17. This Ruling applies to years commencing both before and after its date of issue. However, the Ruling does not apply to taxpayers to the extent that it conflicts with the terms of a settlement of a dispute agreed to before the date of issue of the Ruling (see paragraphs 21 and 22 of Taxation Ruling TR 92/20).

Explanations

Public funds - general

18. Funds, authorities or institutions have two major avenues under which they may obtain tax deductible gift status. The first is where the fund, authority or institution falls within one of the general items listed in a table in subsection 78(4). For example, the fund or institution is a public library or a public university. The second is that the Parliament amends the law to specifically list/name a fund, institution or organisation in one of the tables in subsection 78(4). Examples of funds or institutions currently listed are: Landcare Australia Limited (item 6.2.3 of table 6) and the Australian Sports Foundation (item 10.2.1 of table 10).

19. It should be noted that not all of the items in subsection 78(4) stipulate that an organisation that is specifically listed by name, or an organisation which falls within one of the general items in a table, must have a public fund. However, in agreeing to specifically list an organisation by name, the Government will generally require that it has a fund which satisfies public fund requirements. The reason for insisting upon the establishment of a public fund is to ensure that there are administrative and legal frameworks in place which will safeguard

property and moneys donated to the fund, authority or institution and which will, as far as possible, ensure that tax deductible donations are used for the purpose for which approval for specific listing was given.

20. Where a public fund is required, that fund must have its own rules and objects. The rules and objects can be set out in a separate founding document or incorporated in its constitution or other founding documents of the sponsoring organisation. The organisation's constitution or founding document must authorise the establishment of the fund, for example, in the organisation's objects.

Responsible persons

21. For the purposes of paragraphs 7(b) and 9(f) of this Ruling, persons who are considered to have a degree of responsibility to the community as a whole include: church authorities, school principals, judges, clergymen, solicitors, doctors, and other professional persons, mayors, councillors, town clerks and members of parliament. Generally, persons who are acceptable as having a degree of responsibility to the community as a whole are known to a broad section of the community because they perform a public function or they belong to a professional body (such as the Institute of Chartered Accountants, State Law Societies and Medical Registration Boards) which has a professional code of ethics and rules of conduct. Other persons who are acceptable are appointees of a Chief Justice of the Supreme Court. Persons who have received formal recognition from the Government for their services to the community (for example, an Order of Australia award) will also be considered to have the requisite degree of responsibility.

22. Organisations such as Rotary, Lions and Apex Clubs often sponsor funds having objects covered by one of the items listed in the tables in subsection 78(4). Although the sponsoring organisation itself may not have a public character because of some reason, such as selective membership, the committee controlling the fund may have a public character if it includes persons who have a degree of responsibility to the community in general, as distinct from obligations as members of the sponsoring organisation. Generally, funds which are established by organisations which have well-recognised community service functions and whose members are drawn from many sectors of business and the professions can be accepted as having a public character.

23. Even though a public fund is required to be controlled by an executive committee made up of a majority of responsible persons, the day-to-day running of the organisation need not be carried out by those persons. The fund must, however, be set up in such a way that it is not possible for public control to lapse for any period.

Objects of the fund

24. In order to obtain approval under subsection 78(4), an organisation and in particular its public fund, must ensure that its objects satisfy the particular requirements, if any, for the relevant item. For example, the objective of an overseas aid fund must be exclusively to provide relief to persons in a certified developing country (see subsection 78(21)); or donated moneys in school building funds can only be used in the acquisition, construction or maintenance of a school building (see item 2.1.10 of table 2 in subsection 78(4)).

25. Alternatively, if an organisation is seeking specific listing in the gift provisions, it will have to ensure that its objectives, and consequently the use of any donated moneys, conform with the purpose or objectives for which the Government of the day agrees to its being granted tax deductible gift status.

26. In some instances, subsection 78(4) does not expressly stipulate how deductible donations made to a fund, authority or institution mentioned in the tables in the subsection must be used. Examples of this are items 12.1.2 (a public library), 12.1.3 (a public museum) and 12.1.4 (a public art gallery) of table 12 in subsection 78(4). There is, however, an implied condition that donated moneys will be used only for those purposes which fall within the scope of the objects for which a particular organisation was established. Generally, it will be required that the moneys must be used solely for approved and agreed objectives. For example, moneys donated to cultural organisations and environmental organisations can only be used in relation to the organisation's cultural or environmental purposes.

Dissolution clause

27. Generally speaking, a dissolution clause provides that, upon the winding-up of the fund, authority or institution, all assets remaining after the payment of just debts and liabilities are to be transferred to one or more funds, authorities or institutions having similar objects and which come within the scope of subsection 78(4) or 78(5).

28. Where an organisation consists of different parts and not all of those parts have tax deductible gift status, the organisation is not allowed to transfer any surplus assets or property upon winding-up of that part which has tax deductible gift status to another part of the organisation which does not have that status. The restrictions on the wording of dissolution clauses are to ensure that, in the event of an organisation with tax deductible gift status being wound-up, gifts

which have attracted tax deductibility for the donor flow to, and are ultimately used by, an entity which attracts that concession.

29. In some instances the legislation requires that moneys be transferred upon the dissolution of a fund to another fund or organisation of the same type. Paragraph 78AB(2)(d) of the Act concerning funds admitted to the Register of Environmental Organisations for example, has such a requirement. The Commissioner may also specify such a requirement as, for example, in paragraph 6(f) of Taxation Ruling TR 95/2 which concerns approval of overseas aid funds.

Public funds under the ancillary fund provisions

30. The essence of the ancillary funds referred to in subsection 78(5) is that they collect money, property, etc., which is passed on, less any proper and reasonable administrative expenses, to subsection 78(4) funds, authorities or institutions. Ancillary funds may be likened to a conduit or temporary repository for moneys which are to be channelled to particular subsection 78(4) funds.

Tests

31. There are four tests that have to be satisfied for subsection 78(5) to apply. These are:

test number one: there must be a public fund;

test number two: the fund must be established and maintained under a will or an instrument of trust;

test number three: the fund must be established and maintained exclusively for specific purposes; and

test number four: moneys paid or accrued directly or indirectly to the fund as a result of any gift may only be invested in a specified manner.

Test number one - public fund

32. The fund must be a public fund as explained in this Ruling at paragraphs 5 to 9.

Test number two - will or instrument of trust

33. The fund must be established and maintained under a will or an instrument of trust. The word 'maintained' in this context does not require that the fund must be continually operative or established for

an indefinite period but rather that the fund must, not only at its establishment but throughout its existence, comply with the terms of the provision. Consequently, ancillary funds set up under subsection 78(5) of the Act can include those which have the object of channelling funds to public funds established in relation to isolated acts of relief including public funds for the relief of one individual or family or a community adversely affected by a natural disaster. That is, an ancillary fund can be established to provide money, property or benefits to or for a fund which is established for a limited time and which has tax deductible gift status under one of the items in subsection 78(4) such as item 4.1.3 of table 4.

Test number three - purposes

Provision of money, property or benefits

34. The purpose of the public funds to which subsection 78(5) applies is to provide money, property or benefits **exclusively to or for** other qualifying institutions or funds. This includes the establishment of funds, authorities or institutions referred to in subsection 78(4).

35. A benefit arises where some discernible advantage has been bestowed on a specified institution. It may take the form of some tangible addition to, or the removal of some detriment from, the conduct of the particular institution.

36. The creation and maintenance of a holiday camp exclusively for children in orphanages would represent a benefit to the orphanages in terms of subsection 78(5). So also, the creation of a scholarship scheme where, for example, a university generally controlled the terms and award of the scholarship would be a benefit to the university. On the other hand, if an ancillary fund awarded and generally controlled the scholarship and its only connection with the university was that it was tenable there, there would not be a benefit to the university in terms of subsection 78(5) - it would not add to the affairs and activities for which the university is responsible.

37. In the first two examples in paragraph 36 above the fund is providing benefits directly to a qualifying fund or organisation. (The orphanage and university it is assumed are qualifying subsection 78(4) funds or organisations.) In the third example, however, the ancillary fund is providing the benefit or advantage to the students. The scholarship is not providing a direct benefit to the university.

Manner of provision

38. Subsection 78(5) does not apply to a fund set up by will or instrument of trust that has as its objects, or one of its objects, the

providing of money, etc., to a fund, authority or institution in such a way that the money may be used for a purpose beyond a purpose specified in the relevant item of subsection 78(4).

39. For example, a fund would not qualify under subsection 78(5) if it could provide money, etc. for the **general** purposes of an institution specified in item 1.2.4 of table 1 in subsection 78(4). This provision requires that moneys or property donated to the College of Radiologists in Australasia be used **only** for the purpose of education or research in medical knowledge or science.

40. A fund established by the relevant will or instrument of trust to provide money, etc., to or for any of the public funds specified, or authorities or institutions referred to, in any item of subsection 78(4) may satisfy the tests of subsection 78(5). However, a fund established to provide money, etc., directly (and not through another public fund or organisation with tax deductible gift status) for a purpose referred to in subsection 78(4) would not qualify under subsection 78(5).

41. In other words, ancillary funds can not provide moneys, etc., directly to 'beneficiaries' of subsection 78(4) funds or organisations, but the moneys, etc., must be provided to or for organisations which are allowed to provide such benefits under subsection 78(4). For instance, a public fund would be outside the scope of subsection 78(5) if it had a right to provide money, etc., directly to persons in Australia who are in necessitous circumstances. Where the settlors/creators of a fund want the fund to provide moneys, etc., directly to or for beneficiaries or to perform the function of a fund/organisation approved under subsection 78(4), then they should apply under the specific provisions of subsection 78(4) to obtain tax deductible gift status for their particular fund.

42. On the other hand, a right to provide money, etc., directly to or for a public hospital, public benevolent institution or public university, for example, could be within the scope of the provision since these are all institutions referred to in items of subsection 78(4).

Test Number Four - investments

43. Moneys which have been paid or accrued directly or indirectly to the fund as a result of a gift and which have not been applied for the purpose of the fund, can only be invested by the trustee in securities in which a trustee may, under any Commonwealth, State or Territory law, invest without special authorisation. This applies to moneys accruing from each particular gift. This condition must be included under the terms of the will or trust instrument.

44. The required restriction on investment which applies to funds set up under subsection 78(5) applies not only to the amount of each

particular deductible gift, but also to income derived by the fund from investment of deductible gifts made to it and to any amount representing proceeds of realisation of investment of moneys arising from the gift. It also applies to any other moneys that the fund receives, in any way, as a result of a deductible gift having been made to it.

45. The restriction on investment means that investments are confined to securities that are 'trustee securities' under any statute law in force in Australia that restricts the investment powers of trustees. A trustee can only lawfully invest trust funds in securities permitted by such a law or in securities specially authorised by the terms of the governing document. In effect, the limitation requires only that the will or instrument of trust does not give the trustees power to invest other than in trustee securities. A will or instrument of trust that is silent on the trustees' power of investment would meet this test because the trustees would then be restricted to trustee investments prescribed by the trustee law appropriate in the circumstances of the particular case.

Gifts of property

46. As in the case of all gifts other than of money, subsection 78(5) will not authorise a deduction if the property gifted to the public fund by the donor was not purchased by the donor within the twelve months before the date of the gift. A gift of property (other than money) purchased by a donor within that period may be deductible under the subsection even though the trustee of the fund is not required to dispose of the property and invest the proceeds in trustee securities. A deduction would not, however, be permitted in respect of a gift other than money if the will or instrument of trust permitted any income accruing from such a gift or any proceeds of its sale to be invested other than in trustee securities.

Administrative expenses

47. The restriction on investment of moneys received by a fund does not, of course, prevent the will or instrument giving the trustee power to meet proper administrative expense. Proper and 'reasonable' costs of establishing, promoting and managing an ancillary fund include such inevitable and incidental items as bank charges, stationery costs and accounting and audit fees relating expressly to the fund. However, 'reasonable' costs would not include an apportionment of normal expenses which an organisation may have necessarily incurred prior to the establishment of an ancillary fund.

Examples

Public funds

***Note:** the cases described in Examples 1 and 2 dealt with the former paragraph 78(1)(a) (now subsection 78(4)) and its special provisions (now subsection 78(5)).

Example 1

48. A taxpayer creates a trust fund and makes donations of property (shares) to that fund. The trust deed provides that the fund is exclusively for the purposes of providing money, property or benefits to or for funds, authorities and institutions referred to in subsection 78(4). The deed also states that the fund will solicit and accept donations from members of the public.

49. Two invitations to the public to subscribe are made in 'extraordinary' advertisements published in local papers, but in a form which is designed to discourage, rather than encourage, donations. No public donations are in fact received, so that the taxpayer is the sole contributor.

50. The trust fund is not considered to be a 'public fund'. There was no public initiative in its establishment, nor did it attract any public financial participation. From its actions there did not appear to be any intention to attract public participation (*Bray v. FC of T* 78 ATC 4179; (1978) 8 ATR 569.)

Example 2

51. A foundation is established by a taxpayer and others to help needy pupils of a particular State school in a disadvantaged area. The involvement of persons other than the taxpayer is minimal and the cause being promoted is established and maintained as a private cause of the taxpayer. In this context, the foundation is not a public fund for the purposes of subsection 78(5) (*Case X13* 90 ATC 165; *AAT Case 5560* (1989) 21 ATR 3132.)

Example 3

52. A trust fund is established to provide benefits to a child with a severe medical condition. The trustees of the fund are the guardians of the child and the family lawyer. Although it is stated that donations would be sought from the public, the only donors to the fund are the guardians and family members. If the child's guardians needed to purchase some item for the child, then they 'donated' the money to the

fund and the fund purchased the item. The fund in this instance will not be considered to be a public fund for the purposes of subsection 78(5).

Dissolution clause

Example 4

53. The following is an example of a commonly used and acceptable dissolution clause:

'If upon the winding up or dissolution of the ABC Fund there remains, after satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the ABC Fund but shall be given to or transferred to some other institution or institutions having objects similar to the objects of the ABC Fund and which is a fund, authority or institution approved by the Commissioner of Taxation as a fund, authority or institution referred to in subsection 78(4) of the *Income Tax Assessment Act 1936*.'

It should be noted that any surplus money or other assets held by public funds can be transferred to funds qualifying under subsection 78(4) or 78(5) or a combination of subsections 78(4) and 78(5) funds.

Example 5

54. A church establishes a public fund for the relief of persons in necessitous circumstances in terms of item 4.1.3 of table 4 in subsection 78(4). As gifts to the general funds of a church are not deductible to donors it is not acceptable to provide that on the dissolution of the fund surplus cash and property are transferred to the general funds of the church. Surplus cash and property may only be transferred to some other fund, authority or institution with tax deductible gift status. That entity may be, for example, another tax deductible fund conducted by the church, a tax deductible organisation associated with the church or some other unassociated entity, as long as it is recognised in terms of subsection 78(4) or 78(5).

Ancillary funds

Example 6

55. A shire council organises an annual charitable appeal (for example, a Christmas appeal). A fund is established by trust deed which is open to contributions from the public. The fund is administered by three trustees who are the president, secretary and chairman of the Finance Committee of the shire. The trust deed

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requires that any replacement trustees are to have a degree of responsibility to the public. The funds of the trust are to be applied exclusively for the purposes set out in subsection 78(5). The trustees are expressly limited to making investments in 'trustee securities'. The dissolution clause requires any remaining assets in the fund to be distributed solely to institutions which qualify for gift deductibility status under items 1.1.1 (a public hospital) or 4.1.1 (a public benevolent institution) in tables 1 and 4 respectively of subsection 78(4).

56. The fund would be approved as an ancillary fund.

Example 7

57. Employers may set up a foundation or fund into which staff make periodic donations. The purpose of the fund may be to channel donations to public benevolent institutions or overseas aid funds; or alternatively, to a public fund set up to assist staff members who have been affected by natural disasters such as earthquakes or floods. These foundations may obtain tax deductible gift status by setting up a public fund which satisfies the requirements set down in subsection 78(5). Alternatively community chests (that is, a fund for unspecified charitable purposes) may be set up in such a way as to fall within the ancillary fund provisions.

Previous Rulings

58. Taxation Rulings IT 2194 and IT 2259 and Taxation Determinations TD 92/111 and TD 93/191 are now withdrawn. To the extent that the principles in those Rulings are still applicable they have been incorporated into this Ruling.

Commissioner of Taxation

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- ITAA 78(4)
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- ITAA 78AA
- ITAA 78AB

case references

- Bray v. FCc of T 78 ATC 4179;
(1978) 8 ATR 569
- Case X13 90 ATC 165; AAT Case
5560 (1989) 21 ATR 3132



Taxation Ruling

Income tax: public libraries, public museums and public art galleries

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Preamble

*The number, subject heading (the title), **Class of person/arrangement**, **Date of effect** and **Ruling** parts of this document are a ‘public ruling’ for the purposes of Part IVAAA of the **Taxation Administration Act 1953** and are legally binding on the Commissioner. The remainder of the document is administratively binding on the Commissioner. Taxation Rulings TR 92/1 and TR 97/16 together explain when a Ruling is a public ruling and how it is binding on the Commissioner.*

What this Ruling is about

1. This Ruling sets out the views of the Australian Taxation Office (‘ATO’) on what is a public library, public museum and public art gallery for purposes of gift deductibility under Division 30 of the *Income Tax Assessment Act 1997* (‘the Act’). The terms ‘public library’, ‘public museum’ and ‘public art gallery’ (and an institution consisting of any 2 or more of them) appear as recipients of gifts in item 4 of the table in section 30-15 of the Act (gifts under the Cultural Gifts Program), Subdivision 30-B items 12.1.2 –12.1.5 in section 30-100 and Subdivision 30-D (testamentary gifts under the Cultural Bequests Program).

Class of person/arrangement

2. It applies to:

- persons claiming income tax deductions for gifts to a public library, public museum or public art gallery under Division 30 of the Act; and
- recipients of gifts seeking to be recognised as public libraries, public museums or public art galleries under Division 30 of the Act.

Previous Rulings

3. This Ruling replaces guidelines set out in Taxation Rulings IT 290, IT 2020, IT 2032 and IT 2676 dealing with such gifts. These

Taxation Rulings will be withdrawn on the date of issue of this Ruling.

Date of effect

4. This Ruling applies to years commencing both before and after its date of issue. However, the Ruling does not apply to taxpayers to the extent that it conflicts with the terms of settlement of a dispute agreed to before the date of issue of the Ruling (see paragraphs 21 and 22 of Taxation Ruling TR 92/20).

Ruling

5. The terms ‘public library’, ‘public museum’ and ‘public art gallery’ are not defined in the Act. Nor are they technical terms. They are to be understood in their ordinary or everyday meaning. We expect a public library, public museum or public art gallery to have the following features:

- its collection is made available to the public;
- it is owned or controlled by a government or quasi-government authority, or by persons or an institution having a degree of responsibility to the public;
- it is constituted as a library, museum or art gallery, other people recognise it as such, and it conducts itself in ways that are consistent with such a character; and
- it is an institution.

Available to the public

6. We accept the collection of a library, museum or art gallery as being available to the public where it is for use by the public or a section of the public. If such access is minor, the institution is not a public library, museum or art gallery. It is not necessary that a collection be made indiscriminately available. Limitations on access can be consistent with availability to the public where they are to protect the collection, ensure orderly access and efficient operation.

7. We accept that students attending a public educational institution are a section of the public, in this context.

Public responsibility

8. We accept that persons or institutions have a degree of responsibility to the public in the circumstances explained in Taxation Ruling TR 95/27 at paragraphs 7, 21, 22 and 23.

9. Where a library, museum or art gallery is carried on by an organisation and operated for the profit or gain of its owners or members, the facility is not public. However, the charging of appropriate fees is not, in itself, inconsistent with being a public library, museum or art gallery.

Institution

10. An entity, whether a corporation, trust or government body, is accepted as a public library, museum, or art gallery itself, where the purpose and activities of the entity are wholly those of the library, museum, or art gallery. Where other purposes and activities are evident, we only accept the entity as a public library, public museum, or public art gallery if they are minor and consistent with the purposes and activities of a public library, museum, or art gallery.

11. Where an entity itself is not a public library, museum, or art gallery, a part of the entity may be accepted as a public library, museum, or art gallery provided:

- the affairs of the library, museum, or art gallery are separate from the general affairs of the entity;
- the public can readily distinguish the library, museum, or art gallery from the rest of the entity;
- the collection is readily identifiable to the public as the public collection of a library, museum, or art gallery;
- the accounts of the library, museum, or art gallery are separate from those of the rest of the entity; and
- any gifts made to the library, museum or art gallery are used only for library, museum or art gallery purposes.

In Australia

12. To be eligible to receive deductible gifts under Division 30 of the Act, the public library, public museum or public art gallery must be in Australia. If a facility, recognised as a public library, museum or art gallery, is established in Australia and makes its collection permanently available to the public in Australia, we accept that it is in Australia.

13. Borrowing from and temporarily lending exhibits to overseas public libraries, museums and art galleries do not, in themselves, prevent an institution from being in Australia.

Explanations

14. The terms public library, public museum and public art gallery are not defined in the Act. In determining whether an institution is a 'public library', 'public museum' or 'public art gallery' we apply the ordinary or natural meaning of the words.

15. *The Macquarie Dictionary* explains the following terms:

- a **'museum'** as:
'a building or place for the keeping, exhibition, and study of objects of scientific, artistic, and historical interest';
- a **'gallery'** as:
'a room, series of rooms, or building devoted to the exhibition of works of art ... a collection of art for exhibition';
- a **'library'** as:
'a place set apart to contain books and other literary material for reading, study, or reference, as a room, set of rooms, or building where books may be read or borrowed ... a collection of manuscripts, publications, and other materials for reading, study, or reference'.

16. While the definitions adopted by various cultural bodies, such as the International Council of Museums ('ICOM'), may assist in understanding the scope of the terms 'public library', 'public museum' or 'public art gallery' we do not accept such definitions in so far as they go beyond the ordinary meaning.

17. While it would be expected that, ordinarily, a library, museum or art gallery would be located within a building, this is not always the case. Deductible gift status as a museum has been granted to public botanical gardens and zoological parks and gardens. Non-display functions such as collecting, research, recording, preserving and education are significant operations of a museum.

Available to the public

18. To be a public library, museum or art gallery it must be open to the public. This does not necessarily mean the whole community.

It may mean a section of the community, provided it is a wide and substantial section of the community. A library made available to a body of students at a public educational institution has, therefore, been accepted as a library open to the public. A public educational institution is generally a school, college or university operated on a non-profit basis. It is not relevant that the institution is generally known or described as 'public' or 'private'. The fact that an institution charges fees does not necessarily affect its status as a public educational institution. However, a profit motive in the founders of an institution almost certainly excludes it from being a public educational institution: *Trustees of the Cardinal Vaughan Memorial School v. H.E Ryall (Surveyor of Taxes)* (1920) 7 TC 611. An organisation operated merely for the joint benefit of its members, for example, a professional association, is not a public educational institution.

19. In deciding whether other institutions make their collections available to the public, some guidance is given by the principles *In re Income Tax Acts (No 1)* [1930] VLR 211. This case considered whether a benevolent asylum was 'public'. The asylum had been founded and controlled by Freemasons for the benefit of Freemasons and their wives and widows. The Court held that the institution was not carried on for the benefit of the public. The word 'public' in relation to institutions connotes 'the carrying on of the institution for the benefit of the public generally, or at least of a definitely ascertainable section of the public, where the benefit of the institution is available without discrimination to every member of the public or of that section of it' (per Lowe J at [1930] VLR 222).

20. By example, Lowe J went on to suggest that a club, literary society or trade union would not be construed as public. He distinguished these associations by the power they had to admit or exclude members of the public. The provision of rules and regulations, which accorded some arbitrary test before membership, distinguished these bodies. Public character was missing due to selective membership. Where admission to membership of a body or inclusion in a class depends on the consent of members or of a committee of members, it is not provided for 'a section of the public'. Such associations exist for the benefit of their members, not the public or a section of the public.

21. Accordingly, where an association substantially limits use of its library, museum or art gallery to its members, or an employer substantially limits use to its employees and contractors, it is not available to the public. Even though a large number of people may be able to use such a collection, they are not doing so as members of the public. Alternatively, if an association makes its library, museum or art gallery substantially available to the public, it could be a public library, museum or art gallery. Minor access to the public, for example, only by way of inter library loans, is not sufficient.

Public responsibility

22. We accept that persons or institutions have a degree of responsibility to the public where the requirements of Taxation Ruling TR 95/27 are met. That Ruling provides guidance on persons who are considered to have a degree of responsibility to the community. It also explains public character in relation to organisations that may fail to display public character in themselves, due to selective membership, but have well-recognised community service functions.

23. Private enterprises may have occasion to incorporate displays into their operations which have functions similar to a museum, i.e., collection, preservation, research, study and education. However, the primary purpose of these displays is not accepted as being consistent with a public museum. These displays exist to assist promotion of their product or as exhibits ancillary to other activities provided by their commercial operations.

Purpose and functions

24. Whether an institution is a public library, museum or art gallery depends on the purposes for which it is constituted, how people recognise it, and the ways it operates.

25. Matters that manifest the purpose for which an institution is constituted include its name, governing documents, objectives and policies, acquisition policy, advertising, staffing, and membership of associations. If these do not indicate the purpose of the institution is to be a library, museum or art gallery, we do not accept that it is such.

26. Libraries, museums and art galleries operate to collect, preserve and maintain their collections, and make them available for use. Museums also study, research and educate people in their fields of specialisation. If an institution's activities are not consistent with these functions we do not accept it as a library, museum or art gallery. The mere possession of a collection of literature, artefacts or artworks is unlikely, on its own, to make an institution a library, museum or art gallery.

27. Accordingly, it is necessary to review an institution's governing documents, the character of the services it provides, its objectives and policies, its acquisition policy, ownership of its assets, its controls, staffing, membership of associations and its financial organisation. Where purposes and activities other than those of a public library, museum or art gallery are evident, it is necessary to determine whether they are minor and consistent with the purposes and activities of a public library, museum or art gallery.

Collection

28. We do not specify what items can form the collections of libraries, museums and art galleries. However, we recognise that the nature of such institutions can place limits, especially in relation to cultural value and human interaction. We have accepted living plants and wild animals as the exhibits of museums. Buildings or places of historical significance can comprise a museum's collection where they are used only in that way and are recognised by the public as such. For example, a court house may be of architectural and historical significance. However, if it still operates as a court house and is primarily regarded by the community as a court house, then the building and any funds donated towards its restoration would not be accepted as being for the purposes of a public library, public museum or public art gallery. Similarly, a memorial may be of historical significance; however, its primary function is as a memorial not as a museum.

29. The terms library, museum and art gallery imply that exhibits of literature, artefacts and art are collected. The collecting of exhibits of fauna and flora for holding and display may be consistent with the function of a museum. Such activity is absent in merely setting aside a natural area as a nature reserve, irrespective of the flora and fauna located in the reserve.

Use and display

30. Making their collections available for use is a distinguishing feature of libraries, museums and art galleries. The modes of use include lending, display, making available for reading (including over the Internet), and vary with the sort of institution and its particular purpose. The mere storage of artefacts without display or regular lending is insufficient.

31. The display of artworks or artefacts is not sufficient to be a museum or art gallery. They must be displayed in such a way that viewers engage them as part of the collection of the museum or art gallery. While display in a building or separate place may be most common, it is not essential. Display in a building or separate place enables an institution readily to distinguish the library, museum or art gallery from the rest of the institution. For other displays, the items must be clearly identifiable to the public as part of the particular collection. In addition, they must be integrated with the other functions of a museum or art gallery.

32. For example, a collection of statues and art work commissioned by a public authority and displayed in an open air forum could be accepted as a public art gallery where:

- it is clearly identifiable to the public as belonging to that public collection;
- it is supported by an administration consistent with an art gallery's operation; and
- the collection was added to, maintained, publicised and operated in the normal manner of an art gallery.

The exhibits would need to be displayed in such a way that viewers are able to clearly identify the exhibits as belonging to the organisation's museum or art gallery. In contrast, a display of works of art or artefacts scattered throughout a building that is used primarily for another purpose would not, of itself, be accepted as a public art gallery or museum.

33. To encourage the use, education and enjoyment of a collection, interactive displays may be provided. For example, railway preservation exhibits may entail the use of the exhibit. It is recognised that exhibits of this nature lend themselves to display of the use of the exhibit. Provided the purpose and other activities, such as collection, preservation, research and display, are consistent with being a museum, we accept that the train can comprise part of the museum where the exhibit is part of a permanent display made available to the public.

34. The occasional display of exhibits outside an institution's premises can be consistent with the purpose of a library, museum or art gallery. Lending to other libraries, museums or art galleries is an accepted function.

Ownership and control of the collection

35. The ownership and control of its own collection is consistent with being a library, museum or art gallery. This does not prevent, of course, borrowing from other institutions. Artefacts or artworks not belonging to the institution or to other public libraries, museums or art galleries because, for example, they belong to enthusiasts, artists or dealers, are an indicator against it being a public library, museum or art gallery. Functions of merely providing facilities for display, storage and maintenance by private owners are not consistent with being a public library, museum or art gallery.

Preservation

36. A function of libraries, museums and art galleries is the preservation of their collections. A fundamental practice of collecting for only short periods followed by disposal is inconsistent with being a library, museum or art gallery. For example, an entire exhibition

established for a limited term (for example, 12 months) and dismantled at the end of the term, is unlikely to satisfy this primary function. However, disposals as part of a regular program of maintenance can be an acceptable practice, depending on the sort of institution. This may be caused by the need for new exhibits.

Staffing

37. The employment of qualified librarians or curators, although not essential, is an indicator that an institution is a library, museum or art gallery. While the degree of expertise may vary with the size and nature of the institution, the lack of appropriate knowledge and skills may indicate the institution is not a library, museum or art gallery.

Organisations lacking the required purpose and function

38. A fund established to support a library, museum or art gallery would not, in itself, be recognised as library, museum or art gallery. However, public funds established under a will or instrument of trust solely to provide money, property or benefits to a public library, public museum or public art gallery may be accepted as ancillary funds for gift deduction purposes: see item 2 of the table in section 30-15 of the Act. These gift deductible funds are explained in Taxation Ruling TR 95/27.

39. Support organisations such as the ‘Friends of’ an art gallery or museum, are not accepted as libraries, museums or art galleries. The function and purpose of these groups are to provide support for these institutions; for example, assistance with education. Their purpose and function are not consistent with those of a public library, museum or art gallery, i.e., collection, preservation, research, study, education, display and maintenance of a collection. They may assist in the provision of any one or a number of these functions, but would not be responsible for delivering all functions. Nor would they be recognised by the public as libraries, museums or art galleries.

40. Hobby associations and clubs may display their personal collections to the public. Functions similar to a museum may be evident, such as display, collection, restoration, research and education. However, the overall function and purpose of the display is not consistent with a public library, museum or art gallery. The association exists primarily to provide services and facilities for its members.

41. An exhibition set up by a business as part of its promotion could have many similar functions to a museum. However, the collection is held to improve the efficiency of the business rather than for purposes consistent with being a museum.

42. A collection of resources may be accumulated over time and stored in a common area. The display of these resources would not, in itself, be accepted as a library, museum or art gallery. We would require the collection to incorporate other features of a public library, museum or art gallery. Display of a collection is only one of the functions of these institutions. The purpose and function of the collection should incorporate other features consistent with those of a public library, museum or art gallery.

43. Preservation schemes that encourage people to preserve their buildings of historical and architectural significance are not accepted as museums.

Examples

Example 1

44. A school run by a religious society has set aside a separate room exclusively for use as a library. A collection of books is kept in the room for reading or borrowing by the students. The books are clearly marked as belonging to the library. They are catalogued and maintained by a library technician. The library is open only during school hours. The school maintains separate accounts for the library. Although the school charges fees to the students, it is not a profit-making organisation.

45. In these circumstances, the school library is a public library. The school is a public educational institution, its students are a section of the public, and the library is a separate institution. (See paragraph 11).

Example 2

46. Members of an engineering association are provided with access to the association's library on membership. The library is available solely to members of the association.

47. We do not accept that the library is a public library. Even if there was a large number of members this would not cause the collection to be available to a section of the public. Limiting access to the association's members is inconsistent with the library having a public character.

Example 3

48. A society of enthusiasts restore horse drawn carriages. The carriages are bought and restored by the society. The society's site

contains a workshop, a period road, and a shed in which completed carriages are displayed, along with memorabilia and information, three days per week. Members who own horses bring them to draw the carriages on Sundays. The public visit the displays and ride in the carriages. No individuals profit from the venture and the society's rules and regulations ensure it is controlled by persons who are responsible to the public (see paragraphs 8 and 22).

49. The society is operating a public museum.

Example 4

50. A group of train enthusiasts have a common interest in constructing mini replicas of engines. Individuals own their own engines. The group lays tracks in a local park, a miniature railway station is erected and food, drinks and merchandise, bearing the insignia of the club, are sold. The club members make their engines available to the club on the last day of every month and invite the general public for a small fee to ride their model trains. The fees generated from the train rides are fed back into the club for further development of the park, the tracks and a workshop for use by the club members.

51. There is no public museum. The main function and purpose is to provide facilities for the mini train enthusiasts. The display and use of the facilities by the general public once a month does not alter this purpose.

Example 5

52. A club acquires an historic warplane. Memorabilia in the form of photos at various stages of restoration, aerial reconnaissance photos, apparel worn by aircrew, defused armaments, etc., are displayed. The objects of the club are listed as providing access to the plane and memorabilia by the general public and restoring the plane for the use and enjoyment of contributing members. The display is available to the public once a month and on special request. Members who are pilots can fly the plane depending on their contributions to the club.

53. The main purpose and function of the association are not considered to be those of a public museum. While the facilities and memorabilia are made available to the public, the purpose of the club is primarily to restore the plane for the use and enjoyment of the contributing members.

Example 6

54. A private hospital lines its corridors with paintings provided by budding local artists. Some are owned by the hospital and others are for sale by the artists. Details of the artists and the subject matter are listed below the paintings. Hospital administrators, who are not qualified curators, ensure that the turnover of exhibits is regularly maintained.

55. We do not accept that the corridors of the hospital are being used as an art gallery. The paintings are not held in a way that a public art gallery would hold its collection. Also, there is insufficient indication of a separate institution.

Example 7

56. A government building contains items of historical and architectural significance. Twice a year it opens its rooms and gardens to the general public. The remainder of the year the building operates as the offices of a government department.

57. This venue would not be accepted as a public museum or public art gallery. The venue's primary function is to provide accommodation for the government department. In addition, other functions consistent with a public museum and art gallery are not evident.

Example 8

58. A local association is set up to acquire the site of a former mill and associated machinery. It co-locates the machinery and abandoned sheds within the mill grounds. Photographs and research into the workings of the mill are collected by the association. An entrance fee is charged to enter the site, and all money collected is fed back into restoration and maintenance of the project. Qualified staff are engaged by the association and assistance is also provided by volunteers. No individuals profit from the association and it is controlled by persons responsible to the public for the public benefit (see paragraphs 8 and 22). The association has no other purposes or activities.

59. The association is accepted as a public museum.

Example 9

60. The local council proposes to decorate a skate ramp with murals. The main purpose and function of the facility are to provide a venue for the youth of the city to use their skateboards in a specially constructed facility rather than the local streets.

61. The decoration of the facility with murals is not considered to alter the purpose of the venue to that of an art gallery.

Detailed contents list

62. Below is a detailed contents list for this Ruling:

	Paragraph
What this Ruling is about	1
Class of person/arrangement	2
Previous Rulings	3
Date of effect	4
Ruling	5
Available to the public	6
Public responsibility	8
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Available to the public	18
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TR 2000/10

Commissioner of Taxation

28 June 2000

Previously released:

Previously released in draft form as
TR 1999/D18

Related Rulings/Determinations:

TR 95/27

Subject references:

- botanic gardens
- donations
- gifts
- libraries
- public libraries
- public museums
- school libraries

Legislative references:

- ITAA 1997 Division 30
- ITAA 1997 30-15 item 4
- ITAA 1997 30-100 item 12.1.2
- ITAA 1997 30-100 item 12.1.3
- ITAA 1997 30-100 item 12.1.4
- ITAA 1997 30-100 item 12.1.5
- ITAA 1997 Subdiv 30-D

Case references:

- *In re Income Tax Acts* (No 1)
[1930] VLR 211
- *Trustees of the Cardinal Vaughan
Memorial School v. H.E Ryall
(Surveyor of Taxes)* (1920) 7 TC
611

ATO references:

NO 99/18211-3

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CC03/2017 PROCUREMENT POLICY UPDATE

Report prepared by Pam Vickers

Purpose

To inform the Board of the updated Attachment 1 of the Procurement Policy reflecting the changes in leadership and responsibility within CCL.

Discussion

The Procurement Policy is reviewed annually and was last reviewed and adopted by the Library Board in June 2016.

This Procurement Policy is made under Section 186a of the *Local Government Act 1989*. This section of the Act requires the Corporation to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Corporation. Included in the Policy is Attachment 1 Delegation of Authorities.

CCL has recently made changes to the organisation's structure and new appointments to the Corporate Management Team. The attached schedule reflects the revised delegation of Authority for the Information and Technology Manager, the Customer Experience Manager and change in position description for the Community Programs and Engagement Coordinator.

RECOMMENDATIONS

- 1. That the Board approve the amendments to Attachment 1 Delegation of Authority of the Procurement Policy.**

Attachment 1

Delegations of Authority

Chief Executive Officer

- Purchase orders to the value of \$149,999
- Contracts to the value of \$149,999
- Appointment to register of pre-qualified suppliers
- Approval of payroll signoff (Kronos)
- Credit Card access

Finance Manager

- Purchase orders to the value of \$75,000
- Contracts to the value of \$10,000 per year
Life up to 5 years
- Approval of payroll signoff (Kronos)
- Credit Card access

Customer Experience Manager

- Purchase orders to the value of \$30,000 (Library materials)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year
Life up to 2 years

Community Programs & Engagement Coordinator

- Purchase orders to the value of \$20,000 (Library materials)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year
Life up to 2 years

Information & Technology Manager

- Purchase orders to the value of \$50,000 (IT Hardware and Software)
- Contracts to the value of \$10,000 per year
Life up to 2 years

Information Services Coordinator

- Purchase orders to the value of \$20,000 (Databases, Hardware and Software)
- Contracts to the value of \$10,000 per year
Life up to 2 years

Operations Manager

- Purchase orders to the value of \$10,000 (Training)
- Approval of payroll signoff (Kronos)

All authority granted is to within allocated and approved budgets.

CC04/2017 BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham and Pam Vickers

Purpose

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

Discussion

Facilities Development Plan

The Facilities Development Plan has been reviewed to assist the organisation with a more strategic approach to facilities development and planning.

It is a critical document for CCL as we fulfil our vision 'Inspiring spaces where everyone is free to discover possibilities'.

CCL has included a table of expenditure for minor capital works. We have also included additional equipment expenditure to be funded through CCL's balance sheet to help develop creative spaces for younger people in all our libraries. The Branch Managers provided feedback on their branches ideas for creative spaces.

The appendices in the Facilities and Development Plan include further resources and industry standards, ongoing building maintenance requirements and Asset Class descriptions.

Relocation of Casey Cardinia Libraries Headquarters - For Discussion

The CEO has had preliminary discussions with the Member Councils about the potential relocation of Casey Cardinia Libraries Headquarters (CCL HQ) within the next 12 months.

Background

CCL HQ has been located at 65 Berwick – Cranbourne Road for the last 20 years. Approximately 20 people work at CCL HQ. This includes the Corporate Management Team, key administrative functions and Technical Services.

The building is owned by the City of Casey and a new five year commercial lease was signed in November 2016. The annual cost of the lease is \$57,000 plus expenses. Future annual increases are linked to CPI. There is an exit clause that allows CCL to give 6 months' notice of intention to depart.

CCL HQ is cluttered and lacks amenity. There are ongoing issues with plumbing and air conditioning. Working conditions are unlikely to improve as the building is past its use by date.

Public transport linkages to 65 Berwick – Cranbourne Road are weak and connecting road infrastructure is increasingly congested.

CCL HQ is located in the same building as the Cranbourne Library; however Cranbourne is at the southern end of the CCL service area. This means physical connectivity between CCL HQ and the branches is stretched.

CCL HQ has traditionally had a 'command and control' culture where decision making was centralized. The focus is now on empowerment of staff to make decisions and take responsibility for their actions.

There are strategic benefits for CCL HQ to be co-located with either a member Local Government, or a library service.

CCL branches do not have the physical capacity to accommodate essential administrative functions and the leadership team.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

The City of Casey and Cardinia Shire Council have indicated that they may have space depending on CCL requirements.

City of Casey is willing to make a limited number of work stations available at Bunjil Place and may also have dedicated space available at VIBE after the move to Bunjil Place.

Cardinia Shire Council is willing to negotiate the lease of vacant space on the third floor at their Officer offices.

Considerations

It is highly unlikely that the Technical Services Team would relocate with the leadership team, given the space they require to operate in their current form.

A review of the role and function of the Technical Services Team will be conducted before the end of the Financial Year.

CCL is planning to migrate all of its ICT functions to the cloud within the next 12 months. The leadership team and previously centralized support functions will be more mobile.

Relocation prior to the Bunjil Library opening and/ or migration of ICT functions to the cloud would be problematic.

Summary of Costs

CCL HQ @ Cranbourne

Outgoings	Annual Amount
Lease	\$57,000
Electricity	\$4524
Water	\$2,271
Security	\$269
Cleaning	\$7,513
Total	\$71,578

Other considerations

- New furniture and equipment
- ICT equipment
- Cost of relocation

Comparable costings should be available at the next Board Meeting.

Updated Council Asset List

An up to date furniture and asset schedule will be provided to the Member Councils in line with 2012 Regional Library Agreement.

RECOMMENDATIONS

1. That the Facilities Development Plan be noted and provided to key stakeholders in Member Councils.
2. That the Business Case for Relocation of CCL Headquarters be further developed in consultation with Member Councils
3. That the Board note the additional allocation of funds from CCL balance sheet towards Creative Spaces in our libraries



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

Facilities Development Plan 2017 - 2021

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1.0 Introduction

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

**'Bad libraries build collections, good libraries build services,
great libraries build communities.'** *R.David Lankes.*

CCL have a vital role building happier, healthier and more resilient communities.

Public Libraries contribute to lifelong learning, provide access to digital technology, build community resilience and contribute to positive socio-economic outcomes.

CCL vision is *'Inspiring spaces where everyone is free to discover possibilities.'*

Our Values of: Teamwork, Love of Learning, Fairness, Creativity, Social Intelligence and Humour underpin the way we work together with community.

We are proud of the fact that our libraries are safe and welcoming. We love books and place a high value on making information easily accessible to people by various means. Our free events inspire creativity and bring people together. One of the most popular services we provide is free 24/7 Wi-Fi.

2.0 Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 400,000 people.

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

In 2015-16 Casey Cardinia Libraries had approximately 115,000 members and received 2.1 million visits across the network.

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

Libraries are an integral part of the community, as new areas are developed, new or refurbished libraries will be required to meet the demands.

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

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

2.1 City of Casey

The City of Casey is the third fastest growing municipality in Victoria and the eight fastest in Australia. By 2031 it is predicted to have a population of 431,789. It is the largest municipality in Victoria.

The main residential and commercial area is centred along the Princes and South Gippsland Highways and includes two major regional shopping centres. The City of Casey has significant commercial and light industrial activity in the Hallam area, together with a very strong retail service sector serving the large residential areas. The area to the south, east and west of Cranbourne is the primary growth area for residential population.

Despite the massive housing development that continues to characterise Casey, there are still some significant areas of market gardening, small farming and grazing. These are currently located primarily in the northern foothills area and in the Five Ways/Devon Meadows areas. The coastal fringe of Westernport Bay includes coastal reserve areas and villages. The extension of the urban boundary has now meant that the area around Clyde is expected to see substantial housing development towards 2030. Clyde (including the growth area and Clyde North) is predicted to have a population of 50,260 by 2031.

The City of Casey has identified a number of key 'centres of gravity' within the City:

Regional Centres

- Narre Warren CBD
- Cranbourne area – (CBD)

4 sub-regional centres

- Berwick
- Casey-Central (Narre Warren South)
- Hampton Park
- Endeavour Hills

Location of branches at the primary centres will assist in ensuring that rail and bus access is available for those that do not have general access to private vehicles. Surveys of library users show that a significant percentage combine library visits with shopping or with trips to pick up children. The costs of private/public transport are likely to ensure this continues.

The extension of the Urban Growth Boundary (UGB) added further complexity to library service issues in Casey. Cranbourne will have its own growth issues and the impact of the Clyde population is likely to be significant.

2.2 Cardinia Shire

Cardinia Shire is situated on the south-eastern edge of the metropolitan growth area, and comprises both rural hinterland and the urban growth corridor.

Cardinia Shire's population is young and is expected to continue to grow at record levels. Typical populations by 2031 will be: Pakenham 70,750; Officer 28,140; Hills sub-region 22,500; and rural subregion 19,250.

Pakenham will continue to grow and develop as the Major Activity Centre, but will be linked by a large ribbon of residential and retail development through Officer and Beaconsfield. By 2031, the population of the Growth Area subregion is expected to be 120,800 people.

Officer will see major development both north and south of the Princes Highway. It will become a major centre in its own right.

Emerald is expected to remain the largest population centre outside of the Pakenham/Officer/Beaconsfield ribbon. The Hills district population will see only limited growth.

The smaller townships such as Bunyip, Garfield, Tynong and Kooweerup will undergo some limited development (in-filling of available township land) but retain their semi-rural flavour.

3.0 Roles and Responsibilities

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

The State Government loves libraries and has a positive long term (30 years) view of how they will support community life <http://www.infrastructurevictoria.com.au/30-year-strategy>. They recognise the need to increase funding for the development of public libraries, however the role of building/refurbishing them still sits largely with Local Government.

The City of Casey and Cardinia Shire councils are signatories to a Regional Library Agreement, which clearly defines the responsibilities of the Member Councils and CCL with respect to development, management and maintenance of library infrastructure.

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

CCL have a responsibility to ensure that assets are appropriately managed and recorded. Reporting procedures are in place to notify building maintenance departments within Council of any maintenance or building issues as they occur.

CCL is responsible for the operation of the library service, including asset management of the book stock, computer systems, telephones and communications and staffing.

4.0 Strategic Considerations

Challenges and Opportunities

Budgets and Funding The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies. Our people should understand and own our financial performance.

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

Communication As we embrace change, we have the opportunity to improve the way we communicate with each other and our community. Active listening, engaging in conversations and leveraging technology are key opportunities.

Growth/ Demographics The Casey Cardinia region is growing and diversifying swiftly. The pressure on our services through increased patronage means we need to be looking for new ways to deliver key services to our community. This will require a deeper understanding of our community needs and a willingness to engage with partners in different ways.

Staffing The jobs of the future are cognitive and non-routine. We need to consider how we get best value from our people. We have great people working at CCL doing good work. We have an opportunity to empower staff to make decisions with a robust vision and clear set of values.

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

We have an opportunity to improve the way we operate. We can achieve significant efficiencies by updating and integrating our systems and automating non-cognitive routine tasks.



5.0 Objectives and Desired Outcomes

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

5.1 Minor Capital Works for 2017-18

5.1.1 Casey Cardinia Libraries

To bring alive CCL vision" Inspiring spaces where everyone is free to discover possibilities" the library will introducing new casual furniture, bean bags and interactive games into it libraries, Listed below is the furniture and equipment to be purchased from CCL funds

Total \$51,800

Description	Cardinia Mobile	Emerald	Pakenham
Stand for CCL publicity		500	500
Replace lounge chairs			
Children's furniture			
Ottomans/ casual seating			1,200
Children's Floor board games		500	1,000
Junior furniture: resin seats, tables and lily pads		1,000	1,200
Bean bags		800	3,000
Total	\$0	\$2,800	\$6,900

Description	Cranbourne	Doveton	Endeavour Hills	Hampton Park	Narre Warren
Stand for CCL publicity	500	500	500	500	500
Replace lounge chairs	3,000	1,200	2,400	2,400	
Children's furniture	1,000	1,800	1,000	1,800	
Ottomans/ casual seating	1,000	1,200	1,000	1,200	
Children's Floor board games	1,000	600	1,000	1,000	1,000
Junior furniture: resin seats, tables and lily pads	2,000	1,500	2,000	700	
Bean bags	3,000	2,100	2,200	2,500	
Total	\$11,500	\$8,900	\$10,100	\$10,100	\$1,500

5.1.2 Member Council Minor Capital Works

Minor Capital Works - Cardinia Shire

Description	Cardinia Mobile	Emerald	Pakenham
Stand for CCL publicity		500	500
Tables/desk			1,200
Replace stackable chairs		2,500	3,500
Foldable tables		2,400	
Mobile Safety Step Stools		500	
Total	\$0	\$5,900	\$5,200

Total \$11,100

Minor Capital Works - City of Casey

Description	Cranbourne	Doveton	Endeavour Hills	Hampton Park	Narre Warren
Book Trolleys	3,000	1,000			
Replace stackable chairs	3,000		2,000		
Foldable tables	2,500			2,500	
Work station	800				
Coffee tables		300		300	
Study tables			2,000	1,500	
DVD shelving			2,500		
Flat book display		900			
Gaming Console units		1,200		1,200	
Meeting room tables	3,600		3,600	3,000	
Total	\$12,900	\$3,400	\$10,100	\$8,500	\$0

Total \$34,900

6.0 Branch Overview and Needs

6.1 Bunjil Place

The City of Casey's new Civic Centre, Bunjil Place is due to be completed mid-2017.

The new Bunjil Library will be around 1920 square metres over three levels, with specialised children's spaces, information technology and youth spaces, as well as improved book displays. The library will be fully integrated in the main complex, and is expected to serve at least 1,500 visitors per day.



Ongoing Building Maintenance Requirements

Refer to Appendix 2.

Strategic Considerations

Enhancing new technology improving the Customer Experience.

Future Building Requirements

Short term (twelve months)

- New furniture and equipment is being procured for the opening of the new library in second half of 2017

6.2 Cardinia Mobile

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



Fast Facts:

Address:	Housed at Pakenham Depot, Purton Road, Pakenham, 3810
Established:	1973, 1992 and 1999
Prime mover:	2005 and 2013
Refurbish trailer:	March/April 2010
Hours open weekly:	37.25 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
98,943	56,898	2,972	13,043

Strategic Considerations

The Mobile Library trailer was refurbished and reskinned in 2010. The trailer needs to be replaced or have a completely refurbishment. A funding bid has been lodged with the State Government's 2017 Living Libraries fund by Cardinia Shire Council.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- Replacement of Trailer
- Establishment of free Wi-Fi
- Gembrook – relocation from existing site to out the front of the Community Centre
- Alterations to the timetable for a Thursday, including additional site visit to Nar Nar Goon.

6.3 Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex, which comprises of various sporting and community facilities, an aquatic centre, a rehearsal facility, Radio 3SER and a traffic school. Regional Library HQ is collocated with Cranbourne Library.



Fast Facts:

Address: 65 Berwick-Cranbourne Road, Cranbourne 3977
 Established: 1996 (1978 – original opening at a different location)
 Renovation and expansion: 2002, 2014 the branch was recarpeted,
 Size (currently): 1,440 square metres
 Hours open weekly: 54 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
508,808	204,845	22,776	70,937

Strategic Considerations

Cranbourne Library had the second highest loans in 2015-16 across the CCL network.

Cranbourne is a major regional centre and is experiencing record growth in population which will continue for at least the next 20 years.

While a new library in Clyde is still a decade away, there is a growing need for expansion and refurbishment of the Cranbourne Library to meet short term demand.

With the proposed relocation of CCL HQ there is significant potential for reshaping the Cranbourne Library to meet increased demand from residents and better cater to community needs.

Consideration should also be given to the construction of a new library in the existing precinct.

The Narre Warren Historical Society will be collocated with the Cranbourne Library in 2017 creating an additional small meeting space within the library.

Building review – Challenges and Opportunities

- The entrance to the library has a large vertical facade which detracts from the entrance and is an obstacle for people who have challenges walking unaided.
- There is an enclosed area within the foyer for the afterhours chute and access to the public toilets. The foyer is not a welcoming space for visitors
- As you enter the library there is an oversized customer service desk that houses a large number of trolleys for book returns. The counter tops are badly worn.
- The building has a relatively high profile from the main road, but the library does not leverage the potential visibility.
- More work needs to be done to create stronger visual linkages with other key recreational assets in the precinct

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- New entrance - redesign and makeover the foyer as a returns space or welcoming public space where people can gather
- Replace existing circulation desk with a smaller unit or service pods to open up floor space and make library more welcoming
- Narre Warren Historical Society relocation to incorporate repurposing of storage room to a gathering place for library users
- CCL signage needs updating to raise profile of the service to passing traffic

Medium term (1-4 years)

Option 1

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

Option 2

- Refurbish and redesign current library and HQ areas including all utilities
- Automation of returns system eg introduction of self-return kiosks, upgrade of the after-hours return chute and automated sorting system
- Utilise space created by relocation of HQ to create more study spaces and meeting rooms

Longer term (5 years+)

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

6.4 Doveton Library

Doveton Library is near the Autumn Place Shopping Centre. The current building opened in 1982. The library was extended in September 2008 to include a community meeting room, IT area and new entrance. The library was fully refurbished in May 2014, including new carpet, painting upgrade amenities and staff area.



Doveton Library is the smallest library in the CCL network but it serves a community with significant needs. It is an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home.

The library is highly valued by local users. Community use of computers, free Wi-Fi, photocopying/printing and programs is growing. Book borrowing is in decline.

Fast Facts

Address:	Autumn Place, Doveton, 3177
Established:	1982
Refit and expansion:	2008, 2014 the branch received extensive refurbishment.
Size (currently):	320 square metres
Hours open weekly:	25.5 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
51,608	35,634	3,232	18,514

Strategic Considerations

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

Opening Hours

Currently the library is closed on a Wednesday there is no late night opening and it closes at 12noon on a Saturday. A review of the opening hours across the network has recommended that the service hours at Doveton are expanded to meet community needs,

City of Casey has developed a master plan for Autumn Place after a community consultation process. This plan sees a new library incorporated into a community hub.

CCL recommends that at least 800 square metres is allocated for the new library.

Building review – Challenges and Opportunities

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

The presentation of the library as you walk into the branch is old, but welcoming. The external surrounds are neat and tidy, however the windows and façade require repainting. Internal and external signage needs renewal.

The collection has been regularly trimmed to create more space for people, but the library floor is still crowded and constrained. The short term focus needs to be on acquisition of furniture and displays that help to maximise use of existing space.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- New lounge chairs
- External Garden Water tap (removable top)
- More power points. Charging station for mobile devices.
- Flexible folding table for meeting room
- New displays, shelving
- New end panels for shelving
- Funky children's furniture.
- External CCL signage needs updating to promote the service to passing traffic.

Medium term (1-4 years)

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

Longer term (5 years+)

- New library to be constructed as a part of the Doveton Community Hub.

6.5 Emerald

Emerald Library is a community facility servicing the Hills district and surrounding areas. The library faces onto a sports oval and there is a community hall at the rear of the Library.

The library is co-located with a toy library and has a small children's playground next door.



The Hills district is predominantly a family area, trending to older households with no children. There is interest in alternative lifestyles, arts based cultural pursuits and home and alternative schooling.

Fast Facts

Address: 400B Belgrave-Gembrook Road, Emerald, 3782
 Established: July 2006
 Refit and expansion: N/A
 Size (currently): 420 square metres
 Hours open weekly: 43.5 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
179,063	93,241	6,364	25,610

Building review – Challenges and Opportunities

Emerald Library patronage has rapidly grown since its opening. Services and activities offered are limited by the space available.

When the library was built in 2006, the community meeting room in the building envelope was designed to be easily converted into additional library space if alternate meeting room space became available for the community.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. There are currently challenges with poorly maintained gardens, overgrown shrubs and a lack of attention being paid to maintenance of timber work on the building exterior.

Strategic Considerations

There is a proposed redevelopment of the entire site (leaving the library intact) by Council, however there is resistance to change in the community.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months).

- Gardens need more regular maintenance
- Railings along pedestrian walkways need upgrading
- Carparks need new line marking
- Repaint foyer and install new furniture
- Bean bags and breast feeding chair
- Enhanced street signage (VicRoads)
- Powerpoints/charging stations
- Relocated internal door control panel
- Create opening between meeting room and library to maximise utilisation of space by community
- The children's playground should be properly signed (and named)

Medium term (1-4 years)

- Improved lighting in the lower carpark
- Remove internal electronic doors and people counter to external doors to create a more dynamic space

Long term (5 years+)

- Upgrade of current toilet facilities

6.6 Endeavour Hills Library

Endeavour Hills is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre and skate park. The library was extended in 2007 and refurbished in November 2014 with new carpet, lighting, plasterboard ceiling and a new coat of paint.



The library has a warm and welcoming feel when people enter. It is traditional in appearance but provides contemporary services and resources to the community. Lots of people who use this branch do so to avoid busier and bigger branches.

The library is servicing an increasingly diverse population. People speaking languages other than English is expanding, persons post-retirement age is high in number, and yet nearly a quarter of the population are also under the age of 18 and predominantly school age.

Fast facts

Address:	Raymond McMahon Boulevard, Endeavour Hills, 3802
Established:	1987
Refit and expansion:	2007, 2014
Size (currently):	730 square metres
Hours open weekly:	54 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
288,739	123,280	11,242	51,476

Strategic Considerations

The new community square is a big improvement on what existed prior, however there needs to be a significant collaborative effort amongst tenants to create an events program that activates the space.

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

Building review – Challenges and Opportunities

The library building both externally and internally presents well. Council has undertaken major works to redevelop the carpark and the entries to the Library and Leisure Centres, introducing a “pop up” café and creating an open town square. Stage 1 is complete and Stage 2 commences in 2017.

Stage 2 will provide an opportunity to increase pedestrian access from the Shopping Centre carpark and upgrade the Skate Park. There is also a Stage 3 planned beyond 2018 which hopes to see the Endeavour Hills Neighbourhood Centre and the Library collocated in a two-storey building.

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

The library was constructed on traditional principles. The branch could be reconfigured at relatively low cost to keep the library looking fresh and contemporary

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

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

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- CCL signage needs updating to promote the service to passing traffic
- There are opportunities to leverage shared community space and provide library services in the town square.
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)
- After Hours Shute is damaged and needs repair
- New furniture including bean bags

Medium term (1-4 years)

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

Longer term (5 years+)

- Expand the library building to be multilevel and collocate the Endeavour Hills Neighbourhood Centre into the building footprint.
- Reconfigure internal layout and refurbish.

6.7 Hampton Park

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

The library was extended when the Youth Centre was built in 2010 and re-carpeted after a severe rain event and inundation in 2011.



Fast Facts

Address:	Stuart Avenue, Hampton Park, 3976
Established:	2004
Refit and expansion:	2010
Size (currently):	730 square metres
Hours open weekly:	50 hours

Vital Statistics 2015 - 16

Circulation	Visits	Members	Items
284,878	169,260	12,233	42,291

Strategic Considerations

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

Opportunities to encourage the co-location of other community services including Maternal and Child Health should be actively pursued.

Building review

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

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

The staff room and kitchen are not sufficient for staff needs, which results in storage problems.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. This library is located at the rear of the shopping centre and is impacted by litter and dust blown in off the street.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- Purchase chairs and small coffee table to create café style space
- Replace water stained tiles in ceiling
- Create bin enclosure to hide bins from meeting room
- Kitchenette with lockable door and cupboard space in meeting room
- Repaint meeting room
- Bean bags and comfortable chairs
- Expanded space for communications equipment.

Medium term (1-4 years)

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

Long term (5 years+)

- This is a relatively new library. It is important that general maintenance is kept up to avoid deterioration of the asset
- Consideration should be given to the creation of a Community Hub encompassing the community hall, Youth Centre, Library, Neighbourhood House, Maternal Child and Health centre and other compatible amenities.

Longer opening hours to match Endeavour Hills

6.8 Narre Warren

The Narre Warren Library is located close to the City of Casey Council offices, the Casey 'Arc' Aquatic Centre as well as Westfield Fountain Gate.



Fast facts

Address: Overland Drive, Narre Warren, 3805
 Established: 1978, 1992
 Refit and expansion: 2008 the branch was repainted and recarpeted, size remains the same.
 Size (currently): 1,300 square metres
 Hours open weekly: 61 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
67,5013	328,753	35,342	85,986

Building review

The library was opened in 1992 and is the largest and busiest library in the region.

This library is moving to Bunjil Place in 2017. Building works and major maintenance should be kept to a minimum.

Strategic Considerations

The City of Casey is currently building a new cultural and civic precinct known as Bunjil Place that will include a new Library, performing arts venue, gallery council chambers and offices.

The project is due to be completed in October 2017.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Not applicable

6.9 Pakenham

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



Fast Facts

Address:	Corner John Street and Henry Street, Pakenham, 3810
Established:	1979, 1991
Temporary Relocation	2009
New building	2011
Size (currently):	1,200 square metres
Hours open weekly:	57 hours

Vital Statistics 2015-16

Circulation	Visits	Members	Items
437,523	271,110	20,738	58,334

Building review – Challenges and Opportunities

Pakenham Library had the second highest visits in 2015-16 across the CCL Network.

The Pakenham Library is located close to the Pakenham CBD and shopping precinct. The facility serves the community well. As furniture and fittings begin to show signs of wear they are replaced keeping the overall look and feel of the library modern and friendly. With the volume of foot traffic in the building the floor surfacing will need to be replaced by 2021.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. The exterior of the building and surrounding gardens have been poorly maintained and this detracts from what is a new and contemporary building. There are recent signs that the cleaning regime will be improved.

There is an ongoing challenge with poor lighting in the foyer and public toilets

There are issues with acoustics in the library as noise travels very quickly across the facility. Complaints are regularly received about the level of noise particularly during story time and kids activities.

Strategic Considerations

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

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

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Building Requirements

Short term (twelve months)

- There is a need to open up the large meeting room to make it more accessible and allow a clear line of sight from the main customer service area
- Lighting in the foyer and toilets needs to be enhanced to make the spaces safer and more welcoming
- Anti – fatigue matting in the customer service area
- Upgrade Returns chute
- New furniture including smaller footprint chairs and bean bags

Medium term (1-4 years)

- Replacement of floor coverings in the library

DRAFT

6.10 Library Headquarters

CCL HQ is collocated with Cranbourne Library.

Fast Facts

Address:	65 Berwick-Cranbourne Road, Cranbourne 3977
Established:	1996
Expansion:	2011
Size (currently):	550 square metres



Building review – Challenges and Opportunities

Carpet was replaced in 2014 when the Cranbourne branch was recarpeted. The office space walls are vinyl clad partitions. The internal face of the external is covered in front runner which is now 20 years old and needs to be replaced.

There are ongoing challenges with plumbing and air conditioning.

The current location is not ideal for a regional library HQ and workers use up to 15 permanent car parking places in the precinct.

Strategic Considerations

The core roles and functions delivered from HQ will change over the next 12 months. This may mean that we will not require the same amount of floor space.

A five year lease was signed with the City of Casey in November 2016.

Both City of Casey and Cardinia Shire Council have expressed interest in hosting CCL HQ at their offices.

If CCL HQ relocates there is the potential for the expansion of the Cranbourne Library into the vacated space.

Ongoing Building Maintenance Requirements

Refer to Appendix 2

Future Requirements

Short term (twelve months)

- Develop business case for relocation of HQ to collocate with either City of Casey or Cardinia Shire Council

7.0 Major Branch Works and New Facilities

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

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

Cardinia Mobile Library

The Cardinia Mobile Library consists of two components:

- Prime mover
- Trailer

Both components are treated as vehicle plant and maintained/supported by the Cardinia Shire Depot.

The prime mover is replaced on an approximately 5 year cycle, in accordance with a replacement process managed by the Cardinia Shire. This established procedure has worked well.

The trailer was originally constructed in 1999. A mobile Library trailer requires specialist knowledge and expertise in construction to ensure longevity and 'fit for purpose' construction. There are only a small number of specialist builders in Australia with experience of such trailers. The trailer was extensively refurbished in 2010 by the manufacturers (Brimarco) in Ballarat.

A funding application has been lodged by Cardinia Shire Council through the State Governments 2017 Living Libraries Fund for refurbishment of the trailer. CCL has actively supported the application.

Doveton Library

The library will be co-located in a community precinct together with other community services. It will provide dynamic spaces and facilities for study, research and work, and encourage communal learning.

The library will continue to provide access to content while facilitating content creation. The library building will be larger, open, flexible and spacious venue that can seamlessly accommodate a range of customer needs and activities throughout the day.

7.1 Future Service Points

Clyde

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

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

A Library branch located at Clyde will obviously directly serve the growing community located at Clyde and Clyde North. It will also have some drawing power for the Cranbourne/Cranbourne East populations and is also likely to draw use from the lower areas of Berwick South.

Officer Community Hub

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

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

The proposed Hub included spaces for:

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

8.0 Conclusions and Recommendations

CCL plays a vital role across the region delivering services and building community resilience. We are able to do this because of the ongoing support and commitment of our Member Councils and State Government.

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

We have short term needs which include a sharper focus on maintenance and presentation of existing assets. A well-kept library sends a strong message of care and confidence to its community.

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

CCL HQ should be relocated to a more central point in the library network and ideally collocated with one of the Member Councils.

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

Appendix 1 – Further resources - Industry standards

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

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

ALIA recommends *People Places: A Guide for Public Library Buildings in New South Wales*, State Library of New South Wales, 3rd ed., June 2012. as a guideline.

This also provides a tool on predicting a library space needed by a community forecast.

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

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

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

Appendix 2 – Ongoing Building Maintenance Requirements

	Cardinia Mobile	Cranbourne	Doveton	Emerald	Endeavour Hills	Hampton Park	Narre Warren/ Bunjil Place	Pakenham	Library HQ.
Carpeting steam Cleaning <ul style="list-style-type: none"> Branches annually Mobile quarterly 	✓	✓	✓	✓	✓	✓	✓	✓	✓
Air-conditioning Maintenance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Meeting, Task and Lounge Chairs cleaned	✓	✓	✓	✓	✓	✓	✓	✓	
Interior Window Cleaning <2mt	✓	✓	✓	✓	✓	✓	✓	✓	✓
Interior Window Cleaning > 2mt	✓	✓	✓	✓	✓	✓	✓	✓	✓
Automated Electronic doors maintenance	✓	✓	✓	✓	✓	✓	✓	✓	
External Windows	✓	✓	✓	✓	✓	✓	✓	✓	✓
Building walls to be cleaned and de-cobweb annually	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gutters/ roofs checked and cleared annually		✓	✓	✓	✓	✓	✓	✓	✓
Gardens /Landscapes maintained regularly		✓	✓	✓	✓	✓	✓	✓	✓
Storm Drains checked and cleared annually		✓	✓	✓	✓	✓	✓	✓	✓
Update and maintain all external signage	✓	✓	✓	✓	✓	✓	✓	✓	✓
Routine Mechanical Maintenance	✓								
Maintenance of Mobile sites regularly	✓								
Cardinia Mobile Truck and trailer clean monthly	✓								

Appendix 3 – Asset Class Descriptions

The asset classes have been defined and categorised with repair options and replacement timelines.

Minor Capital: Furniture and Fittings

Description	Useful Life	Maintenance program*	Replacement
Standard metal Shelving, posts, joiners	10-12 years	N/A	Replace at 12years+
End panels	10 years	N/A	Replace at 10 years
Specialist Shelving units	10 years	N/A	Replace at 10 years
Book Trolleys/mobile shelving units	8 - 10 years	Ongoing maintenance, check welding joins, replace worn casters	Replace between 8 – 10 years
Lounge/ casual seating	5-7 years	Re upholster 5 years if viable	Replace at 7 years
Stackable or visitor chairs	5-7 years	Re upholster 4 years if viable	Replace at 7 years
Tables: Study desks Occasional tables Office desks	10-12 years	N/A	Replace at 12 years
Ergonomic Chairs	5-7 years		Replace at 7 years

* Maintenance as part of the asset class refers to prolonging the items life.

Standard Shelving

CCL has worked at standardising the shelving and colour across all libraries. Branches open prior to 1990 opened with different colours; during the 1990's the colour of choice was pink. CCL has slowly moved to light grey. Endeavour Hills still has some blue posts but the majority of the branch is now grey. Narre Warren, Doveton and Cranbourne have a mixture of pink and grey. The newer libraries Hampton Park, Emerald and Pakenham all have grey shelving. The grey shelving provides a natural background colour.

End Panels

The shelving bay end panels play an important role in libraries for directional information, displays and presentation. Laminated beech end panels have been progressively introduced at Cranbourne, Endeavour Hills, Hampton Park, Narre Warren and Emerald. These are more versatile, the presentation looks professional and the placement of signage and displays is easier. The new Pakenham Library included purpose built end panels to match the architect's colour scheme of the branch.

Specialist Shelving Units

Special shelving units to house audio visual materials (DVD collections for example) have been purchased and as the collections expand and evolve this will be built into the minor capital works programs as required.

Book Trolleys/ Mobile Shelving Units

Book trolleys are used primarily to move stock around the libraries and to house small collections for short periods of time. CCL is replacing older trolleys due to wear and tear with a range of different size trolleys.

Lounge/ Casual Seating

Casual and comfortable seating present an atmosphere that is relaxing and inviting to the public. It encourages the use of the library and facilities for all ages. Seating has been progressively updated and replaced at all branches however this is an ongoing process to maintain the presentation and appearance of the facilities. The lounge seating is constantly being moved and in high demand reducing the life of the furniture. Bean bags are very popular despite challenges with maintenance.

Stackable or Visitor Chairs

The stackable chairs are used in the meeting rooms, at public PC stations, patron service points and around the library. The age of most of the chairs would be over ten years and some have been re-covered. New stackable chairs are being introduced progressively where possible.

Tables, Study Desks, Occasional Tables and Work Stations

Tables and work stations have been purchased and replaced to meet the requirements of the branch. For example, the introduction of new public PCs requires new work stations. Due to the increased demand for study tables for laptop and tablet study and Wi-Fi use, additional study tables have been placed in the branches. The success of the public internet hot desk at Pakenham prompted the installation of similar units at Narre Warren, Cranbourne and Endeavour Hills in 2012. Hampton Park's internet computer desks were replaced with a different style due to space constraints.

Ergonomic Chairs

Ergonomic chairs at workstations are a critical piece of equipment for staff and must meet Occupational Health and Safety standards. Generally it is the gas lift mechanism which fails, reducing the life of the chair and requiring replacement.

Other Furniture and Fittings

This includes specially made furniture, for example: the games consoles cabinets, children's furniture, window blinds, etc. Children's furniture in attractive colours and of sturdy construction is important to encourage use of the junior areas.

Power points

Due to the changing demands of our library users, power points and charging stations are increasingly in demand.

Major Capital Works: Joinery and Fittings

Description	Useful Life	Maintenance program	Replacement
Circulation desk	10-12 years	Regular review of the top surface.	12 years
Flooring	10 years	Regular reviews to ensure satisfies OH&S requirements	Replace at 10 years
Lighting, Electrical wiring		City of Casey has introduced Audits and maintenance programs.	Changed and updated in response to building modifications etc.
Automated Doors		On-going regular maintenance	
External Directional Signage	5 years	N/A	5 years

* Maintenance as part of the asset class refers to prolonging the items life.

Circulation Desk

The circulation desk/area is where library staff primarily serve the public, with tasks involving a substantial amount of manual handling (include borrowing or returning items, information enquiries or signing up new memberships).

Large circulation desks by their nature are a barrier to the public and can look cluttered and messy. There has been a move away from the large circulation desks introducing friendlier small hubs and RFID self-serve kiosks within the library and a discrete room for item returns, trolleys, sorting and the movement and manual handing of stock in general.

Flooring

The branch flooring includes carpet tiles in the library and a variety of vinyl or tile surfaces in wet areas and foyers.

Ergonomic flooring should be used in areas where staff stand for extended periods of time.

Lighting/ Electrical Wiring

The newer branches have been architecturally designed to allow as much natural light in as possible. The library buildings incorporate a variety of lights include florescent tubes, downlights and spotlights directed onto special displays.

New lighting should consider both environmental concerns and the need to ensure that our libraries and entrance points are warm and welcoming

Automated Doors

With the exception of Doveton all branches include automated doors. The design of the airlocks and the use of single or double doors vary depending on individual buildings. Regular maintenance of automatic doors is required.

External Directional Signage

Libraries require external directional signage to enable the public to easily locate the library, its entry and exits, and the after-hours chute from any direction.



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Development of Creative and Community Spaces 2017

Cranbourne

Doveton

Emerald

Endeavour Hills

Hampton Park

Pakenham

Cranbourne – the dream awakens

Separate space clearly defined by an entrance and/or different floor coverings. Lower, colourful book-shelves within reach for the children to browse. Colourful/ children friendly shelf ends. Areas for the children to sit and read in comfort such as cubbies/ play areas with floor cushions or special child friendly seating



Doveton – creating inspiring spaces

Aims

- Creating a great first impression as you walk in to the library
- Introduces the library as a contemporary space
- Wonder Wall enticing borrowers to discover new titles
- Inviting borrowers to relax and browse
- Continuous improvement



Emerald – creating inspiring spaces

Keeping with the theme of "community space" it would be wonderful to transform the spaces into a light filled space with an environmental/natural theme in keeping with the values and aesthetic of the Hills.

Shelves could be lower within reach with a few creative "sculptures"
A smaller person computer area would be great too.



Hampton Park – creating inspiring spaces

Provide more opportunities for adults and children to sit together when reading to each other.

Funky end panels on shelving units to promote and display

Use of glass panels in the kids section

Hooks and potentially a net put up over the kids section so we can hang cool stuff from there.

Introduce dress ups, puppets, giant games to encourage interaction, play and learning.



SEMI CIRCLE OTTOMAN

- Semi Circle Ottoman
- These easy to move Semi Circle Ottomans are versatile for any part of your library
- Place 2 together to create a circle or use individually
- The small Semi Circle Ottoman is perfect to fit onto the end of a Sofa Seating (page 138), or the large fits when 2 Sofa Seats are back to back
- Units sold individually
- 100% Australian Made

Available fabric ranges



Pakenham – creating inspiring spaces

Inspirational sensory spaces for young people

Our overall vision is to create an atmosphere that allows carers and children to engage in activities that support our ethos of a safe space and haven for Cardinia families



CC05/2017 INFORMATION TECHNOLOGY

Report prepared by Michelle McLean and Daniel Lewis

Purpose

To provide the Board with relevant material with regards to the Information and Technology strategies within the organisation.

Discussion

Intranet

Providing staff with a central access point within our secure private network will empower our staff with the knowledge and information required to effectively assist our community. This centralised digital presence dedicated to staff will form an important focal point for internal communication and collaboration, providing a single starting point to access internal and external resources.

An Intranet will remove the reliance staff have to access the website for information about our own services – currently skewing any website analytics from collecting accurate user/marketing data – and will provide measureable statistics on how effectively we are communicating and engaging with our staff.

Initial planning has been undertaken in regards to usage cases and implementation plans, the final business case will be finalised by end of February with the view of an initial beta rollout in March of this year and organisation release in April.

Website

Building a strong digital presence that is both appealing to current members of the library and encouraging the community as a whole to engage with us is critical. An effective website will be an ongoing evolution of testing, evaluating and improving to ensure we do not just meet current expectations but exceed future ones as well.

An new website will be created to replace the existing site, with the focus on visually appealing styling to create emotive responses within the audience and encourage the end-user to opt-in, with the designation of opting in to be determined by their current membership status – current members opt-in taking the user to our catalogue to reserve services and general community (i.e. not a member) opt-in taking the user to a membership sign-up form.

Taking a staged release approach to expedite the replacement of the current site, we will design a website home page to meet four key principles (stated below) in February for an initial launch in March and further addition/customisation over the next six (6) months.

Key Website Principles – February 2017 Release

- Visually Stunning Experience
- Joint Opt-Ins
- Security Protocols (HTTPS)
- Language Other Than English

Cardinia Mobile Library

Late 2016 saw an update to the communication platform of the Cardinia Mobile Library in conjunction with communications partner, Telstra. This has given our mobile library service a more resilient communications platform, including improving their access to the CCL network across each of their site locations.

This improvement in network reception will be further improved by subsequent projects, like the CCL Intranet, that will remove the staff requirements for remote desktop access – limiting bandwidth on the communications platform as well as specific server allocations for windows RDP.

ICT Roadmap

It is important that we ensure we are matching our short-time and long-term goals effectively. Reviewing the 2016 ICT Project Map with current focus projects (above) will ensure that we can reach an informed position around the current and future information and technology needs of CCL.

An initial framework will be created in February and then passed to potential external contractors in March, who will bring additional insights into the framework to build a solid roadmap for CCL through to 2020.

Conclusion

CCL are excited by the possibilities that new ICT initiatives will provide. CCL look forward to improved user experiences for both staff and library users.

RECOMMENDATIONS

- 1. That the Information Technology Report be noted.**

CC06/2017 PEOPLE AND CULTURE

Report prepared by Marika Szendroe

Purpose

To provide an update on team development and staffing opportunities.

Discussion

New Leaders Join CCL

Daniel Lewis is the new Information Services and Technology Manager. Daniel has run his own business (PASME), worked as an IT consultant and held a key role with Outlook Employment. Daniel is passionate about the user experience and facilitating the best use of available and new information technology. Daniel joined the CCL team on February 7, 2017.

Beth Luppino is the new Customer Experience Manager. Beth has a strong background in public libraries and has held a range of positions in children's and youth, team leader, branch manager, information and coordinator library services. Beth is a member on the PLVN Collections committee. Beth will join the team on March 14, 2017.

Narelle Stute (Endeavour Hills Branch Manager) will act as Customer Experience Manager in the interim.

A note of thanks has been sent to our two external interview panel members – Ms Natalie Brown Library Services Senior Coordinator Greater Dandenong Libraries and Mr Chris O'Connor Digital Manager City of Casey.

New Library Officers

Ten former Shelves started their training to become part time Library Officers. They are replacing other Officers that have changed hours or left having completed their academic studies. The group has two to three years' experience with CCL already. This group also brings some very valuable languages into the service – Dari, Sinhalese and Chinese (and some Mandarin).

Branch Manager Rotation

During January a number of our branch managers worked at other branches and with different teams. This provided a platform for personal and professional development as well giving the team members the opportunity to engage with other managers. Thank you to Celia Rice, Nilupa Mahanama and Kimberley Visser.

Traineeships

CCL will offer 2 traineeships to graduate library studies students in the coming weeks. CCL has received positive feedback and 12 applications in response. CCL has also been in contact with MAX Employment about traineeship opportunities for indigenous students.

Professional Development February to June 2017

- ALIA Online Conference (Sydney) – Chris Buckingham is representing CCL (Feb 13 – 16).
- Shared Leadership Learning Forum– February
- AIM one day conference March
- Manage Aggressive Behaviour – May
- Reading Matters two day Conference – June
- Mel Neil from Mind Fitness will facilitate the establishment of a leadership development program within CCL that will focus on development of leadership/ resilience and social intelligence. The graduates from the State Library of Victoria's Shared Leadership Program will support the design and delivery of the program.

Organisational Health Check (climate survey)

Mel Neil from Mind Fitness conducted an online staff survey in December - January. The results have been considered by CMT and LMT

Board perspectives are most welcome.

RECOMMENDATIONS

- 1. That the People and Culture Report be noted.**
- 2. That the Board acknowledge the significant contribution made by Cenza Fulco and Michelle McLean over the past 8 months as Acting Managers.**

Casey Cardinia Libraries Corporate Management Team New Team Members – February – March 2017

Daniel Lewis **Information Services and Technology Manager**

Daniel Lewis is the newly appointed Information Services and Technology Manager at Casey Cardinia Libraries. He is responsible for the Information and Technology utilised to deliver services to its members and empower our community.

Through his career, Daniel, has been responsible for engaging with staff, clients and the community at large to deliver amazing outcomes – from streamlining payroll systems to free up key staff through to bespoke technology in both the hardware and software environments.

The past 6 years has seen Daniel lead two technological based companies through start-up and achieve success for investors, staff and clients alike. His passion for the end user experience and his drive to make technology match the business need is two key focal points within his role.



Daniel, his wife – Holly – and his two children have been library members for several years and are regular users of library services, including borrowing collection items and attending holiday programs at several of our branches. It is this involvement that first brought this opportunity to their attention and their drive to give back to the community is what drove Daniel to seek this opportunity so fervently.

“Empowering People” is a core value of Daniel’s and he is looking forward to the path we at Casey Cardinia Libraries are to lay out for the region and beyond.

Beth Luppino

Customer Experience Manager

Beth Luppino is the newly appointed Customer Experience Manager at Casey Cardinia Libraries. She is a qualified librarian with extensive management and leadership experience in library services. Over the past ten years Beth has coordinated library services for the City of Maribyrnong, and has a deep understanding of contemporary issues facing libraries and a long-term vision of the future of information services. This requires a focus on strategic development, a user-centred approach to process improvement, innovation and planning for a digital future in response to the changing needs of the community.

Beth has a strong academic background, and supports her library qualification with a Graduate Diploma in Education, and a first class Honours Bachelor degree from the Melbourne University Conservatorium of Music. Her early work experience focused on education and classical performance, before moving into Information Management – and with two other librarians in the family, and a love of literature and learning, this was no great surprise.



Her management experience has incorporated strategic development of library services, change management, budget management, staff management, recruitment, business planning, collection management, library program development, outreach services and marketing. An alumni of the Aurora Leadership Institute, and the State Library of Victoria Shared Leadership program, she has a depth of experience in managing and leading staff, and loves to build happy, creative and successful teams.

Throughout her public library career Beth has consistently been a member of state-wide committees, including ALIA Victoria, and Public Libraries Victoria Network Marketing and Collections special interest groups, and been invited to peer review for the Australian Library and Information Journal. She has worked with other managers from Public Libraries in Victoria, and at a national level, to consolidate models of best practice and development. This includes the shift towards increasing the digital resources profile of the collection to accord with community demand as well as exploring other technological needs of the community, expanding programming to engage people of all ages and stages, and seeking partnerships and alliances with external organisations to enhance existing resources.

She is a passionate advocate of the role libraries play in educational pathways, information services support, digital literacy development, and access for all.



Organisation Survey Results
2017
Summary & Commentary

- Section 1 Demographics**
- Section 2 Values In Action**
- Section 3 Individual Perspective**
- Section 4 Organisational Perspective**
- Section 5 Future Perspective (Optimism)**

Section 1 Demographics

Response Statistics

85 complete responses from the total workforce is an excellent response rate and should give you confidence that the results that you have are widely representative across the organisation.

Employment Classification

Observations

- The workforce is heavily weighted to Part Time classification.

Considerations

- Is this the correct mix to take the organisation where it needs to go?
- What is the right mix and how do we get there?

Age of the workforce

Considerations

- How do we prepare for transition as people approach retirement?
- How do we attract younger people into our workforce?

Years of service

Observations

- Length of service is very healthy

Considerations

- How do we provide opportunities to keep people highly engaged if there are limited movement opportunities due to length of stay?

Commute to work from home

Observations

- People with a commute of less than one hour have better wellbeing outcomes than those with a commute time of greater than one hour

Section 2 Values In Action

CREATIVITY

Self	74%
Other	55%
Leadership	52%

TEAMWORK

Self	96%
Other	75%
Leadership	69%

LOVE OF LEARNING

Self	89%
Other	65%
Leadership	65%

FAIRNESS

Self	94%
Other	74%
Leadership	65%

SOCIAL INTELLIGENCE

Self	87%
Other	77%
Leadership	67%

HUMOUR

Self	86%
Other	80%
Leadership	56%

NB: These numbers represent the combined scores of Nearly Always and Quite Often

Observations

- People generally rate their own behaviour much higher than others – this is not unusual
- Except for Humour there is consistency with Other and Leadership scores

Considerations

- How tolerant of the circumstances of others are people generally?
- How open are they to questioning why others might behave in certain ways?
- How consistent is the understanding of what each value looks like or is aspired to look like?
- What can the Leadership team do to more overtly live and communicate the values in decision making?

Section 3 Individual Perspective

Observations

- A high level of job satisfaction exists (81%)
- Three quarters of the workforce feel well informed (75%)
- A high number of people feel they make a difference (85%)
- 63% of people feel valued 37% do not
- 55% of people feel they get to use their skills at work often
- Significantly most people feel they are well skilled
- Only 42% of people feel they are involved in decision making

Considerations

- How can we better communicate the value of our people?
- How can we better support people to use their strengths every day?
- How can we provide more opportunities for people to be involved in decision making?
- How can we more overtly celebrate the difference that people feel they make?
- How can we leverage and build upon the innate satisfaction that people are getting from their job?

Section 4 Organisational Perspective

Observations

- 40% of people do not have a clear sense of the Leadership's strategy or plan
- Three quarters of people are proud of where they work and would recommend it to others
- Less than half of people feel there are growth and progression opportunities
- Only 35% of people believe that the Leadership fully understands the skills and capabilities in the organisation
- Less than half of people believe that branches work well together
- 62% of people believe the Leadership is honest and trustworthy
- 60% of people think that conflicts and problems are dealt with poorly

Considerations

- How can we better communicate the strategic direction?
- How can we ensure that the Leadership Team consistently represent the strategic direction?
- How can branches foster a higher level of cooperation with each other?
- Is there a culture of competition between branches playing out in decision making?
- How can we scope the strengths and capabilities of our people so that we fully understand them?
- How can we then ensure that we are giving people opportunities to participate in activities that tap into those capacities?
- What is our current process and policy around dealing with conflict?
- What do we demonstrate ourselves?
- Do people have the skills and support to have 'real' conversations?

Section 5 Future Perspective (Optimism)

Observations

- There is a high level of optimism about the future of the organisation (85%)
- There is less optimism about individual jobs (63%)
- Only a quarter of people are thinking about leaving

Considerations

- How can we leverage off the high level of optimism about the organisation and translate that into personal connection with people's jobs?
- How can we genuinely understand why some people may be thinking of leaving and assist them in making the right decision for themselves?

CC07/2017 OPERATIONS

Report prepared by Chris Buckingham

Purpose

To describe CCL's monthly performance from November 2016 to January 2017.

Discussion

Visits and Loans

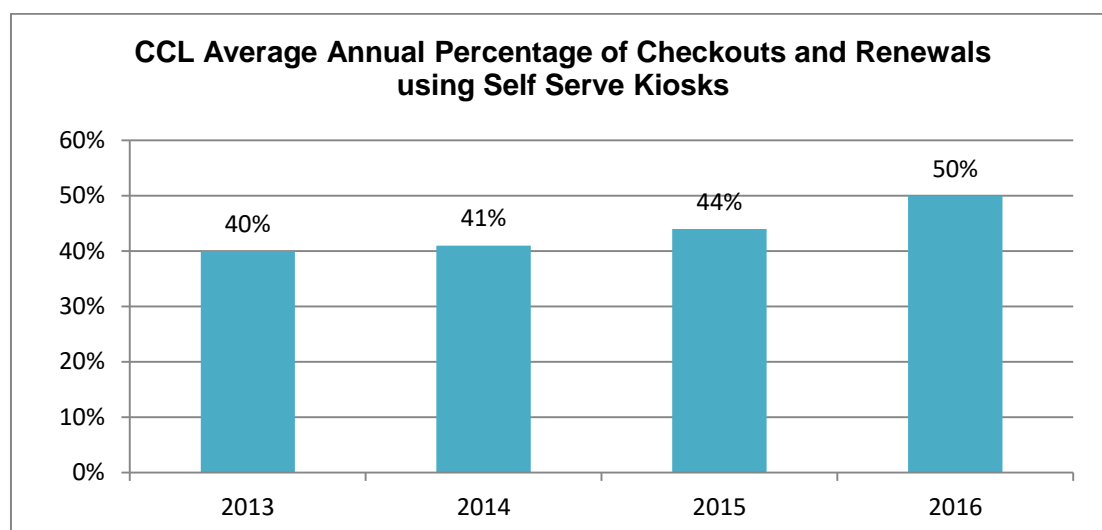
CCL continued to experience a gentle decline in loans in the months leading up to the end of the year. January saw an increase in loans and similarly with visits; there were 166,044 visits in January, an increase from 144,150 visits in December. November, December and January all had branch closed days including Melbourne Cup, the all staff planning day and the Christmas New Year public holidays.

The Beonic People Counters have been operational for over twelve months and now provide a true year on year comparison. Visits have been fairly stable. The minor drops from the previous year ranged from decline of 1.49 (December) to an increase of 0.33 percent (November) across the region. Cranbourne, Doveton, Hampton Park, Pakenham and Cardinia Mobile all experienced increases from 2015 to 2016 for the same month (November and December).

The community may have experienced issues relating to accessibility to Narre Warren Library over this period with parking and demand over the peak period at Westfield; this may have impacted on library use, however this was also in-line with the trend across all our libraries in December.

Since RFID was introduced, the community have been provided the opportunity to self-serve and checkout and or renew items at the kiosks. Kiosk usage varies from branch to branch. All branch managers recognise the benefits of lifting kiosk use and CCL plan to run a mini campaign internally to encourage greater uptake.

Kiosk usage continues to increase year on year, with the average for CCL in 2016 being 50 percent an increase of 6 percent from 2015.



Digital Services

The upward trend in Wi-Fi usage continues. Wi-Fi is preferred method for internet access at CCL. CCL now offer 24/7 free Wi-Fi services at all branches (with the exception of Cardinia Mobile). CCL went 24/7 with Wi-Fi in November 2016. It was a soft launch and it first was promoted in the last newsletter February.

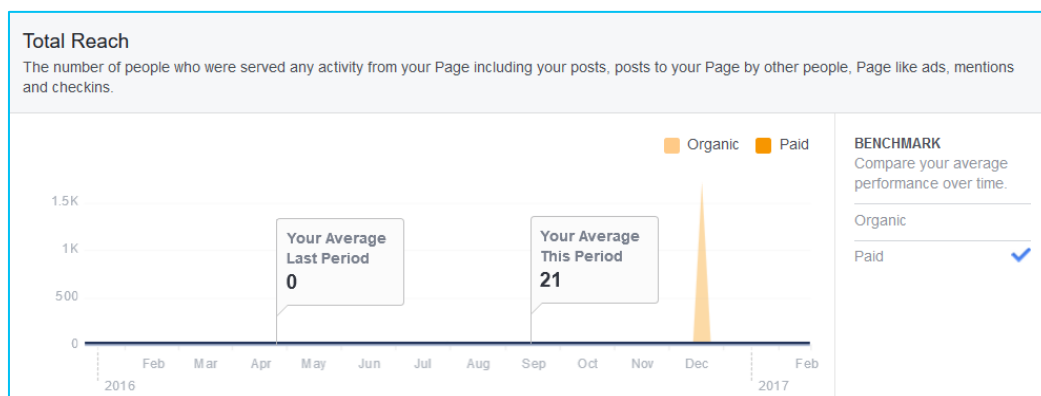
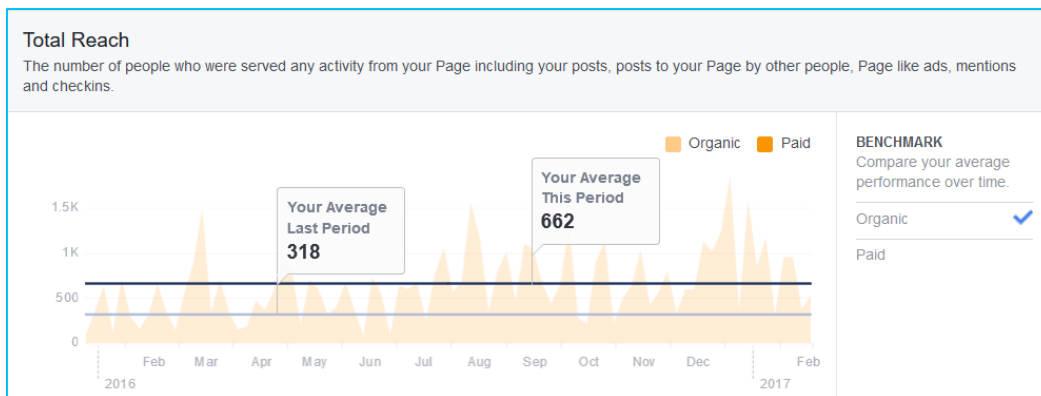
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November was the strongest performing month over the period with 15,300 Wi-Fi logins. Wi-Fi and internet usage over the three months follows the same pattern as loans and visits, with a decline experienced in December and picking up again in January.

Blog visits are down, this is something that will be review as part of the Social Media strategy.

Engagement with CCL FB page by community has increased significantly over the past 3 months. CCL FB page has a total of 1,537 likes.

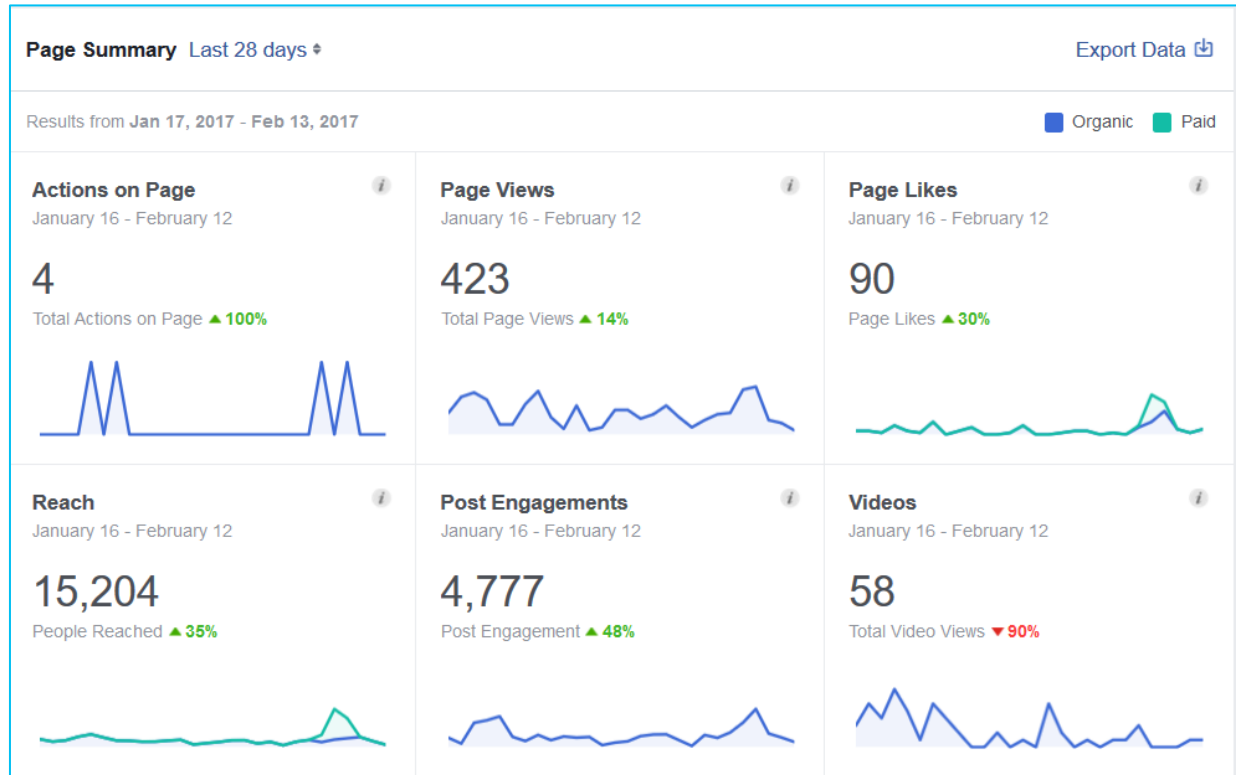
The average total reach for CCL FB page has increased over the last 6 months compared to the previous period as shown below (first graph is organic reach, second is paid). Some posts in the last 3 months have reached well over 1k.



Engagement is an indicator of interaction beyond views; this means posts clicks, reactions and shares. The average post engagement for our page has increased in the last 3 months in particular.

CCL FB page summary for the last 28 days displayed below illustrates the increase in all metrics except video views.

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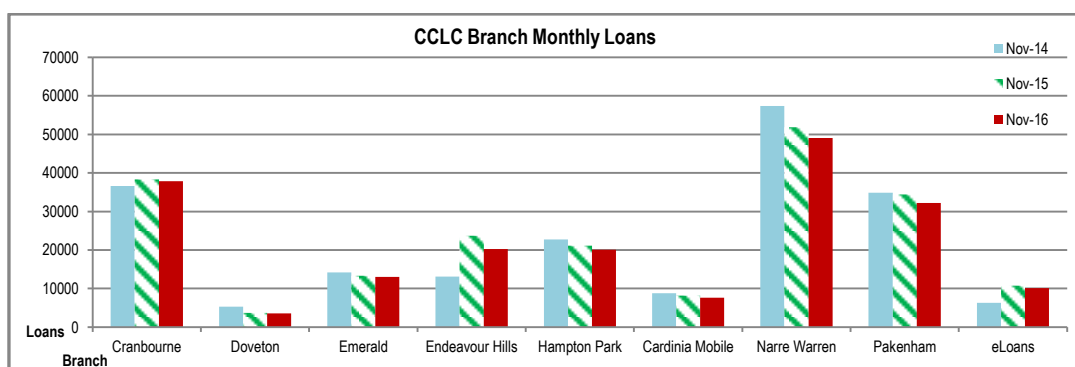


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Visits and Loans – November 2016

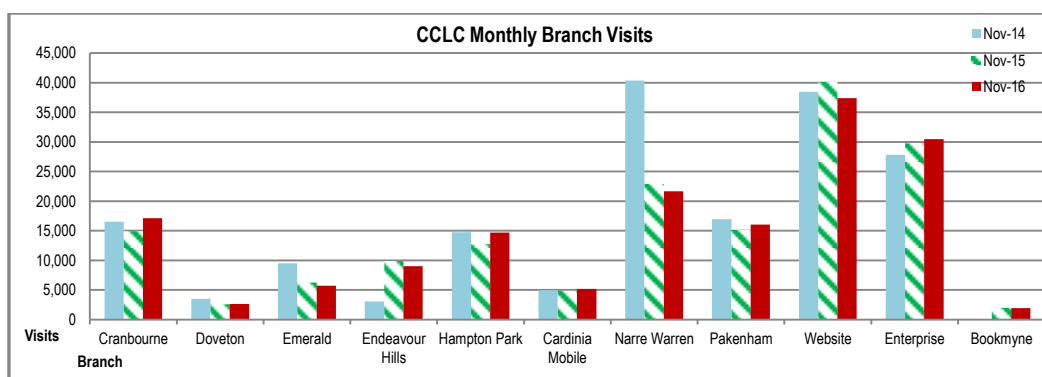
Loans

Branch	Nov-14	Nov-15	Nov-16	% Variation 2015/ 16
Headquarters	1,237	923	1,274	38.0%
Cranbourne	36,577	38,374	37,817	-1.5%
Doveton	5,335	3,703	3,536	-4.5%
Emerald	14,180	13,384	13,034	-2.6%
Endeavour Hills	13,102	23,704	20,274	-14.5%
Hampton Park	22,762	21,148	20,057	-5.2%
Cardinia Mobile	8,786	8,234	7,655	-7.0%
Narre Warren	57,337	51,898	49,051	-5.5%
Pakenham	34,887	34,421	32,209	-6.4%
Region	194,203	195,789	184,907	-5.6%
eLoans	6,291	10,814	10,117	-6.4%
Total Loans	200,494	206,603	195,024	-5.6%



Visits

Branch	Nov-14	Nov-15	Nov-16	% Variation 2015/ 16
Cranbourne	16,532	14,919	17,130	14.8%
Doveton	3,505	2,586	2,637	2.0%
Emerald	9,498	6,286	5,708	-9.2%
Endeavour Hills	3,096	9,861	9,019	-8.5%
Hampton Park	14,757	12,738	14,669	15.2%
Cardinia Mobile	4,961	4,854	5,159	6.3%
Narre Warren	40,343	22,918	21,647	-5.5%
Pakenham	16,939	15,142	16,022	5.8%
Region	109,631	89,304	91,991	3.0%
Website	38,487	40,142	37,371	-6.9%
Enterprise	27,826	29,781	30,481	2.4%
Bookmyne		1,989	1,913	-3.8%
Total Virtual	66,313	71,912	69,765	-3.0%
Total Visits	175,944	161,216	161,756	0.3%

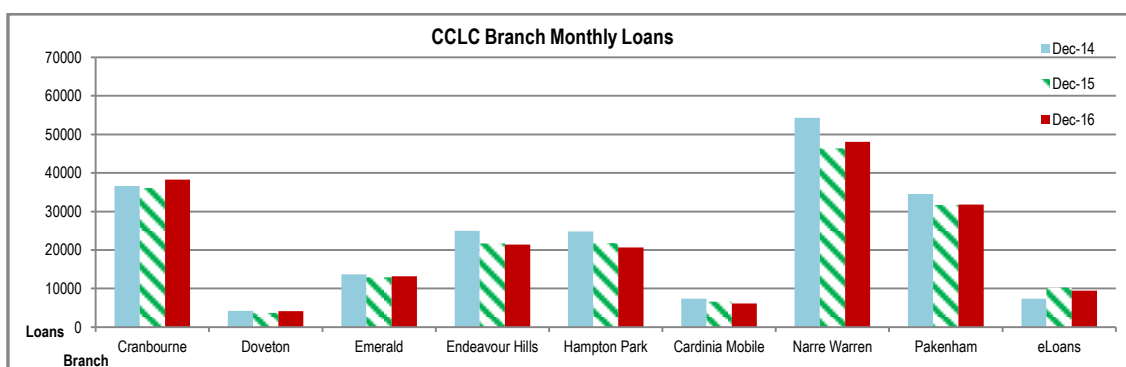


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Visits and Loans – December 2016

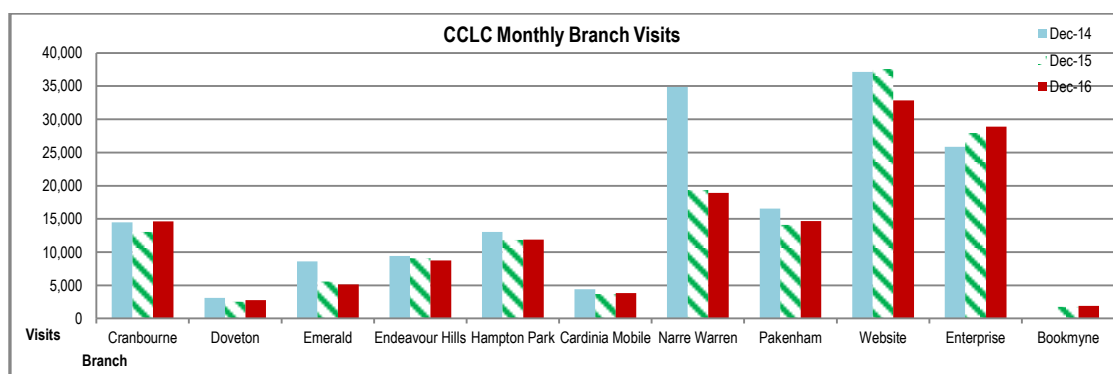
Loans

Branch	Dec-14	Dec-15	Dec-16	% Variation 2015/ 16
Headquarters	748	1,032	1,253	21.4%
Cranbourne	36,620	36,066	38,256	6.1%
Doveton	4,268	3,754	4,176	11.2%
Emerald	13,671	12,940	13,165	1.7%
Endeavour Hills	25,023	21,727	21,434	-1.3%
Hampton Park	24,795	21,811	20,668	-5.2%
Cardinia Mobile	7,346	6,619	6,104	-7.8%
Narre Warren	54,249	46,435	48,088	3.6%
Pakenham	34,490	31,673	31,768	0.3%
Region	201,210	182,057	184,912	1.6%
eLoans	7,423	10,303	9,447	-8.3%
Total Loans	208,633	192,360	194,359	1.0%



Visits

Branch	Dec-14	Dec-15	Dec-16	% Variation 2015/ 16
Cranbourne	14,502	13,014	14,632	12.4%
Doveton	3,095	2,503	2,762	10.3%
Emerald	8,600	5,541	5,120	-7.6%
Endeavour Hills	9,408	9,064	8,725	-3.7%
Hampton Park	13,022	11,836	11,895	0.5%
Cardinia Mobile	4,401	3,663	3,818	4.2%
Narre Warren	34,888	19,333	18,902	-2.2%
Pakenham	16,556	14,110	14,652	3.8%
Region	104,472	79,064	80,506	1.8%
Website	37,151	37,564	32,842	-12.6%
Enterprise	25,857	27,942	28,901	3.4%
Bookmyne		1,767	1,901	7.6%
Total Virtual	63,008	67,273	63,644	-5.4%
Total Visits	167,480	146,337	144,150	-1.5%

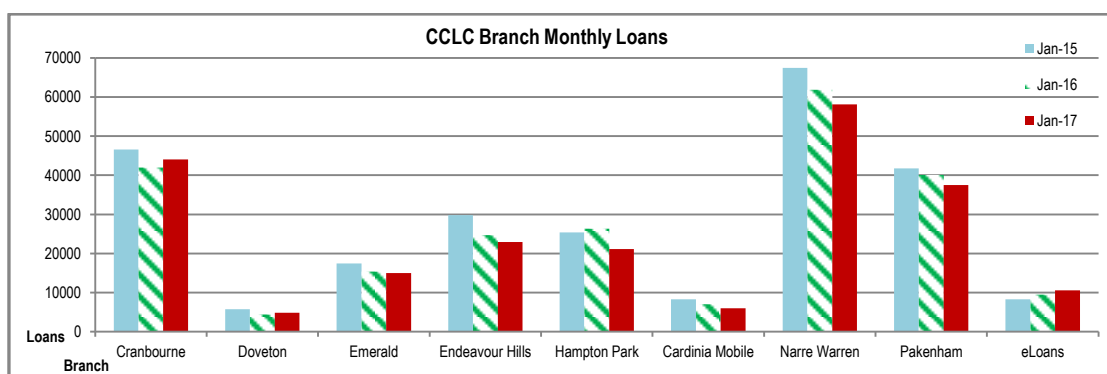


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Visits and Loans – January 2017

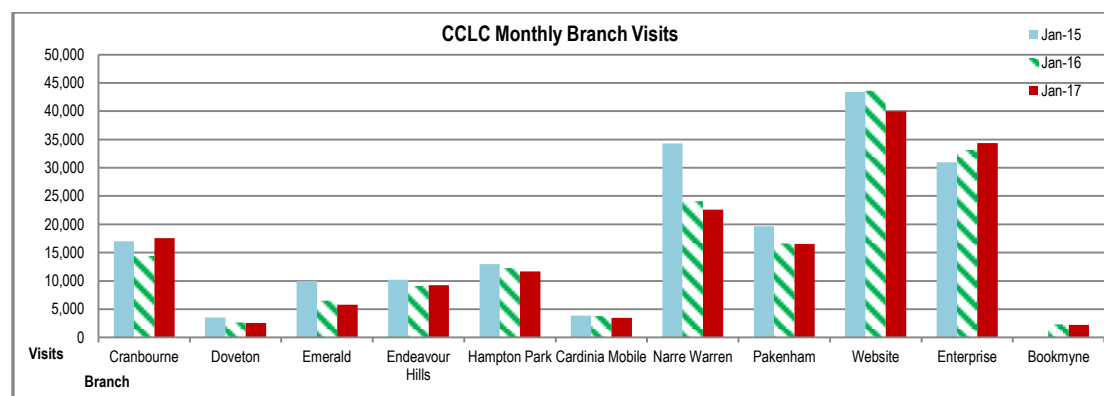
Loans

Branch	Jan-15	Jan-16	Jan-17	% Variation 2015/ 16
Headquarters	1,912	1,207	1,158	-4.1%
Cranbourne	46,572	41,963	44,042	5.0%
Doveton	5,753	4,432	4,865	9.8%
Emerald	17,432	15,390	15,035	-2.3%
Endeavour Hills	29,837	24,714	22,930	-7.2%
Hampton Park	25,389	26,396	21,172	-19.8%
Cardinia Mobile	8,326	7,079	5,978	-15.6%
Narre Warren	67,480	61,899	58,095	-6.1%
Pakenham	41,729	40,144	37,540	-6.5%
Region	244,430	223,224	210,815	-5.6%
eLoans	8,331	9,496	10,592	11.5%
Total Loans	252,761	232,720	221,407	-4.9%



Visits

Branch	Jan-15	Jan-16	Jan-17	% Variation 2015/ 16
Cranbourne	16,983	14,372	17,577	22.3%
Doveton	3,523	2,618	2,586	-1.2%
Emerald	9,951	6,456	5,790	-10.3%
Endeavour Hills	10,191	9,071	9,260	2.1%
Hampton Park	12,978	12,226	11,692	-4.4%
Cardinia Mobile	3,845	3,757	3,469	-7.7%
Narre Warren	34,336	24,044	22,609	-6.0%
Pakenham	19,638	16,620	16,512	-0.6%
Region	111,445	89,164	89,495	0.4%
Website	43,402	43,603	39,981	-8.3%
Enterprise	30,971	33,106	34,361	3.8%
Bookmyne		2,302	2,207	-4.1%
Total Virtual	74,373	79,011	76,549	-3.1%
Total Visits	185,818	168,175	166,044	-1.3%



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Digital Services

Digital Services - November 2016

Internet Bookings

Branch	No. of PCs	Nov-15	Nov-16	% Variation 2015/ 16	Total Avail
Cranbourne	12	1,394	1,785	28.0%	2,832
Doveton	9	450	375	-16.7%	959
Emerald	7	585	680	16.2%	1,344
Endeavour Hills	10	1,247	1,146	-8.1%	2,360
Hampton Park	16	1,479	1,650	11.6%	3,488
Cardinia Mobile	1	11	14	27.3%	162
Narre Warren	19	2,917	2,925	0.3%	5,054
Pakenham	18	2,387	2,215	-7.2%	4,464
Total	92	10,470	10,790	3.1%	20,662
Total year to date		57,800	71,949	24.5%	



Wireless Network Bookings

Branch	Nov-15	Nov-16	% Variation 2015/ 16
Cranbourne	2,520	3,060	21.4%
Doveton	240	240	0.0%
Emerald	750	750	0.0%
Endeavour Hills	1740	1,350	-22.4%
Hampton Park	2,280	2,820	23.7%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,190	4,140	-20.2%
Pakenham	2,760	2,940	6.5%
Total	15,480	15,300	-1.2%



Blog Visits

November	Nov-15	Nov 16	% Variation
Book Swamp	5	4	-20.0%
Invisible Ink	1,934	1,395	-27.9%
Links To Our Past	1,464	1,831	25.1%
Quicksand	65	57	-12.3%
Reading Rewards	573	1,147	100.2%
Great War	604	264	-56.3%
TOTAL	4,645	4,698	1.14%

E-Learning

November	Nov-15	Nov 16	% Variation
Busy Things	1055	6,538	519.7%
Road to IELTS	54	91	68.5%
Transparent Language	250	69	-72.4%
Your Tutor	180	194	7.8%
TOTAL	1,539	6,892	347.82%



Electronic Resources

November	Nov-15	Nov 16	% Variation
Axis 360 e-Books	149	139	-6.7%
Bolinda eAudiobooks	1,950	2,523	29.4%
Bolinda eBooks	2,280	2,645	16.0%
Britannica Online	79	126	59.5%
Choice	0	65	
Comics Plus	0	49	
Freegal Music	1,960	1,924	-1.8%
Press Display	1,851	1,010	-45.4%
Story Box Library	5	60	1100.0%
Tumblebooks	1,058	287	-72.9%
Zinio	1,448	1,289	-11.0%
TOTAL	10,780	10,117	-6.15%

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
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Digital Services - December 2016

Internet Bookings

Branch	No. of PCs	Dec-15	Dec-16	% Variation 2015/ 16	Total Avail
Cranbourne	12	1,052	1,477	40.4%	2,880
Doveton	9	368	468	27.2%	1,067
Emerald	7	538	524	-2.6%	1,348
Endeavour Hills	10	1,137	1,142	0.4%	2,400
Hampton Park	16	1,460	1,520	4.1%	3,584
Cardinia Mobile	1	18	19	5.6%	167
Narre Warren	19	2,313	2,456	6.2%	5,111
Pakenham	18	2,149	2,051	-4.6%	4,536
Total	92	9,035	9,657	6.9%	21,092
Total year to date		66,835	81,606	22.1%	



Wireless Network Bookings

Branch	Dec-15	Dec-16	% Variation 2015/ 16
Cranbourne	2,139	2,263	5.8%
Doveton	279	403	44.4%
Emerald	651	558	-14.3%
Endeavour Hills	1209	1,116	-7.7%
Hampton Park	1,922	2,077	8.1%
Cardinia Mobile	0	0	0.0%
Narre Warren	4,712	3,317	-29.6%
Pakenham	2,108	2,294	8.8%
Total	13,020	12,028	-7.6%



Blog Visits

December	Dec-15	Dec-16	% Variation
Book Swamp	17	1	-94.1%
Invisible Ink	1,028	1,160	12.8%
Links To Our Past	1,509	1,804	19.5%
Quicksand	57	20	-64.9%
Reading Rewards	1,070	581	-45.7%
Great War	272	281	3.3%
TOTAL	3,953	3,847	-2.68%

E-Learning

December	Dec-15	Dec-16	% Variation
Busy Things	7081	7,292	3.0%
Road to IELTS	54	107	98.1%
Transparent Language	193	81	-58.0%
Your Tutor	15	38	153.3%
TOTAL	7,343	7,518	2.38%



Electronic Resources

December	Dec-15	Dec-16	% Variation
Axis 360 e-Books	127	208	63.8%
Bolinda eAudiobooks	1,757	2,408	37.1%
Bolinda eBooks	2,108	2,513	19.2%
Britannica Online	415	60	-85.5%
Choice		67	
Comics Plus		28	
Freegal Music	1,933	1,716	-11.2%
Press Display	1,688	1,016	-39.8%
Story Box Library	35	27	-22.9%
Tumblebooks	632	244	-61.4%
Zinio	1,608	1,160	-27.9%
TOTAL	10,303	9,447	-8.31%

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

Digital Services – January 2017

Internet Bookings

Branch	No. of PCs	Jan-16	Jan-17	% Variation 2015/ 16	Total Avail
Cranbourne	12	1,309	1,822	39.2%	2,832
Doveton	9	447	477	6.7%	999
Emerald	7	547	600	9.7%	1,330
Endeavour Hills	10	1,140	1,167	2.4%	2,360
Hampton Park	16	1,509	1,773	17.5%	3,456
Cardinia Mobile	1	19	10	-47.4%	161
Narre Warren	19	2,790	2,639	-5.4%	5,111
Pakenham	18	2,531	2,093	-17.3%	4,518
Total	92	10,292	10,581	2.8%	20,767
Total year to date		77,127	92,187	19.5%	



Wireless Network Bookings

Branch	Jan-16	Jan-17	% Variation 2015/ 16
Cranbourne	2,511	2,883	14.8%
Doveton	341	403	18.2%
Emerald	620	589	-5.0%
Endeavour Hills	1302	1,240	-4.8%
Hampton Park	2,015	2,046	1.5%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,177	3,751	-27.5%
Pakenham	1,743	2,790	60.1%
Total	13,709	13,702	-0.1%



Blog Visits

January	Jan-16	Jan-17	% Variation
Book Swamp	43	0	-100.0%
Invisible Ink	770	1,412	83.4%
Links To Our Past	1,649	1,832	11.1%
Quicksand	33	0	-100.0%
Reading Rewards	718	0	-100.0%
Great War	287	126	-56.1%
TOTAL	3,500	3,370	-3.71%

E-Learning

January	Jan-16	Jan-17	% Variation
Busy Things	9,350	8,503	-9.1%
Road to IELTS	97	48	-50.5%
Transparent Language	394	48	-87.8%
Your Tutor	74	37	-50.0%
TOTAL	9,915	8,636	-12.90%



Electronic Resources

January	Jan-16	Jan-17	% Variation
Axis 360 e-Books	155	182	17.4%
Bolinda eAudiobooks	1,844	2,875	55.9%
Bolinda eBooks	2,306	2,717	17.8%
Britannica Online	119	54	-54.6%
Choice		8	
Comics Plus		46	
Freegal Music	1,882	1,759	-6.5%
Press Display	1,145	1,111	-3.0%
Story Box Library	9	9	0.0%
Tumblebooks	730	399	-45.3%
Zinio	1,270	1,432	12.8%
TOTAL	9,460	10,592	11.97%

RECOMMENDATIONS

1. That the Operations Report be noted.

CC08/2017 COMMUNITY ENGAGEMENT

Report prepared by Cenza Fulco and Narelle Stute

Purpose

The purpose of the Community Engagement Report is to provide an update on CCL programs, events and partnerships.

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

1000 Books

CCL provides a range of programs to promote literacy in the early years. '1000 Books Before School', a program which encourages parents and carers to read 1000 books with their children before they begin school, is open for registration at CCL. CCL is excited to be a part of this fantastic initiative through State Library Victoria and Public Libraries Victoria Network.

Cr Damien Rosario helped launch the CCL 1000 Books Campaign at Doveton Library on Thursday February 9.



Forgiving Tree

The CCL Forgiving Tree Campaign ended 31 December at 1pm. The campaign was a huge success. CCL made a positive contribution together with our community that was above and beyond the already high expectations of a public library service.

Cranbourne Library was selected as recipient of the 2017 Holt Australia Award. The award recognises significant contribution that special members of the community, volunteers and philanthropists make to the community, sporting and service organisations the local area



Fines Forgiven but Community Kindness not Forgotten, media release 3 January 2017.

The Casey Cardinia Libraries Forgiving Tree Campaign has delivered an impressive result for the community in the lead up to Christmas.

More than \$15,000 worth of food and gifts were donated to local people in need. Nearly \$14,000 library fines and fees were forgiven. Close to \$18,000 worth of lost items were returned and surprisingly just over \$8,000 worth of fines and fees were paid.

Throughout December, library members could make a donation to the Forgiving Tree in their local branch and have their outstanding fines or fees waived.



The goal was to encourage people to pay it forward, look after their neighbours and wipe the slate clean before the end of the year.

Forgiving Trees were established in Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren and Pakenham libraries as well as the Cardinia Mobile Library Service.

Mr Chris Buckingham, CEO Casey Cardinia Libraries said: 'We knew that setting up the Forgiving Trees in our libraries was the right thing to do. The heartwarming response from our wonderfully diverse community was inspiring.'

Casey Cardinia Libraries worked with local charities and partners including the 4Cs in Pakenham, Cranbourne Information & Support Service, WAYSS, Barry Plant Emerald, Puffing Billy, Transit in Narre Warren, the Salvation Army in Doveton and Hampton Park Community House.

'We are very grateful to all the people and partners who gave so much throughout December. Together we have made a positive difference in the lives of hundreds of local families at this special time of year.' Said Mr Buckingham.

Summer Reading Club 2016 2017

CCL participated in the Summer Reading Club, coordinated by ALIA and the State Library of Queensland. The program began on the 1 December 2016 closing in a finale on 20 January 2017 at the Lynbrook Community Centre. Over 250 children and their carers were entertained by the Decent People Theatre Company and their Heroes and Villains Show, a comedy show where children help to create the story on the spot.



The Reading Club promotes our libraries and reading over the Summer school holidays. Participants pick up incentives like bookmarks, stickers and temporary tattoos as they read. 346 children aged 5-16 participated across all eight CCL Libraries and read over 9,180 books.

School Holiday Program – January 2017

CCL school holiday programs provided a range of programs to educate, entertain and inspire children and teens over the Summer break. Over 1,378 children and carers attended activities over two weeks in January.



At **Pakenham Library** the Minecraft co-design workshop was very successful, parents showed great appreciation for the high level of engagement displayed by their children, with one taking photos of the brainstorming boards to share with other school parents. Congratulations to Vicki who was mentioned in the Pakenham Gazette for her outstanding delivery of the starting school twilight tales session

The **Narre Warren Library** programs activities included origami book art where participants folded discard library books into works of art, Carp productions for 'Where's your Roar' a dinosaur spectacular.



At **Cranbourne Library** a comic workshop with Bernard Caleo, Melbourne-based comic artist was very popular with primary age children.

At **Endeavour Hills Library** Carp Productions kept their audience entertained with their humorous 'In a Galaxy Far Far Away' show. The audience enthusiastically participated in the skits and were engaged with lots of laughter suggesting the audience loved all the funny antics.

At **Doveton Library** Crazy Daisy the Clown entertained over 50 children. Everyone had fun and enjoyed practising spinning plates at the end. An Amazing Mazes Makerspace for children aged 7 plus focused on creating a marble run out of straws and cardboard. They used recycled box lids to create mazes, the participants had to design their mazes and constantly test and improve them.

At **Hampton Park Library** the holiday program involved popular STEM and STEAM based activities. Participants enjoyed sessions including Lego, a 'Tales around the World' storytime, 'Peghead Pete the Pirate', and a 'Dreamcatcher'. Bike locks at the Hampton Park Library got a work out during school holidays. On one occasion staff noticed one lock been used to secure five bikes.



Emerald Library held a variety of activities including a screening of The Secret Life of Pets movie, storytimes and a holiday Tinies Time and circus skills with Jade from Funfit. Emerald staff held a Play: ideas for everyday, a free play program using everyday ideas families can do at home to enhance play and learning (ages 1-4 years).

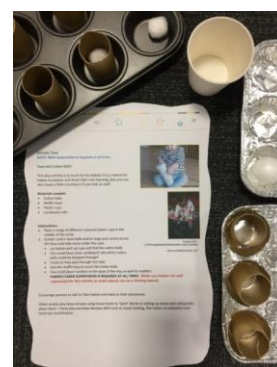
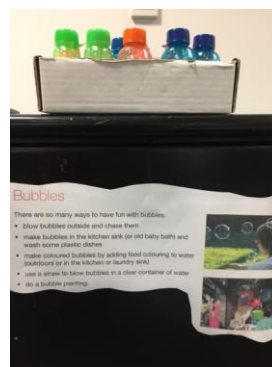
Looking Ahead to 2017 Children's and Youth Programs

CCL's Children's and Youth team have planned a range of programs to promote early literacy, a love of books and reading, and the Library as a fun place to hang out and make new friends.

Weekly programs such as **Baby Time**, **Tinies**

Time, and **Preschool Storytime** promote early

year's literacy and the role of the parent or carer as a child's first teacher.



Lego Club is a popular monthly program now expanded to all Libraries (except CMO); the aim is to engage children and families, enhance learning skill and highlight the important relationship between literacy and play. Evidence suggests that Lego is a great way of engaging children within the autism spectrum and children with other learning difficulties.

In 2017 Pakenham Library will introduce a Minecraft Club aimed at Minecraft enthusiasts. Designed to incorporate a wide range of crafts and activities, club members will join in collaborative builds, create Minecraft props, make stop animation films and help record their very own Minecraft iMovie

All these programs support STEM initiatives- Science, Technology, Engineering, Maths- helping all children to discover their potential.

Children and Youth Team in the Community

CCL's Children and Youth team are making contact with early childhood centres, first time parent groups and primary and secondary schools in their communities.

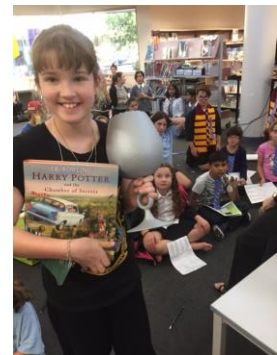
Pakenham Library will introduce a new dad's session to their current Maternal and Child Health visits to help support fathers participate in the literacy and language development of their children, and have partnered with the Pakenham Market to participate in a range of themed storytimes designed to promote library programs and resources.

At Hampton Park Library staff look forward to working closely with the Youth Centre in regards to the young, vibrant clientele who spend time in the library and youth centre, playing board games, playing Xbox and PlayStation, relaxing with friends and studying. One of Hampton Park Library's key events this year will be the Teen Photography competition with consultation already begun with local schools.

Harry Potter Book Night 2017

The Professors of Hogwarts – Harry Potter Book Night 2 February 2017. Once again, fans of all ages had the chance to celebrate J.K. Rowling's wonderful series passing the magic onto young readers who haven't discovered these unforgettable books.

At **Narre Warren Library** 40 attendees undertook two Hogwarts classes, it was a fun night for all including staff.



Excited and enthusiastic dressed up 8-18 year olds, gathered at **Emerald Library** to go through to Platform 9 ¾'s for a night of fun and magic. Witches and wizards tested their professors. Having the older teens mixed in with the younger kids meant that we had a great amount of knowledge on all the books being shared across the generations.



Adult programs

A wide range of adult programs are planned. Cultural Diversity Week brings together Victorians from all walks of life to promote community harmony and celebrate the many cultures that make our state so vibrant. CCL will be hosting some wonderful events to help celebrate the week 18 – 26 March.

Planned events over Autumn include author encounters, food, nature and wellbeing seminars, craft workshops, and Tech Savvy seminars. Our programs are now promoted in a dedicated Autumn events booklet.

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 February 2017

Program Attendances for CCL – November 2016– January 2017

November Program Attendances

Attendances at Youth Activities

Branch	Nov-15	Nov-16
Cranbourne	821	1,046
Doveton	130	220
Emerald	476	371
Endeavour Hills	448	659
Hampton Park	785	1,416
Cardinia Mobile	161	168
Narre Warren	877	1,347
Pakenham	762	905
Total	4,460	6,132

Attendances at Adult Activities

Branch	Nov-15	Nov-16
Cranbourne	3	104
Doveton	47	22
Emerald	52	37
Endeavour Hills	0	18
Hampton Park	35	43
Cardinia Mobile	0	0
Narre Warren	32	64
Pakenham	41	47
Total	210	335



December Program Attendances

Attendances at Youth Activities

Branch	Dec-15	Dec-16
Cranbourne	452	478
Doveton	150	156
Emerald	149	161
Endeavour Hills	760	806
Hampton Park	363	493
Cardinia Mobile	47	80
Narre Warren	548	486
Pakenham	375	447
Total	2,844	3,107

Attendances at Adult Activities

Branch	Dec-15	Dec-16
Cranbourne	50	2
Doveton	30	46
Emerald	0	45
Endeavour Hills	2	0
Hampton Park	107	1
Cardinia Mobile	0	0
Narre Warren	5	53
Pakenham	15	39
Total	209	186



January Program Attendances

Attendances at Youth Activities

Branch	Jan-16	Jan-17
Cranbourne	831	385
Doveton	97	109
Emerald	117	101
Endeavour Hills	236	165
Hampton Park	174	331
Cardinia Mobile	39	0
Narre Warren	133	223
Pakenham	410	482
Total	2,037	1,796

Attendances at Adult Activities

Branch	Jan-16	Jan-17
Cranbourne	0	3
Doveton	0	0
Emerald	17	25
Endeavour Hills	2	0
Hampton Park	0	8
Cardinia Mobile	0	0
Narre Warren	2	18
Pakenham	0	9
Total	21	63



Conclusion

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

RECOMMENDATIONS

1. That the Community Engagement Report be noted.



Anthony Byrne MP

FEDERAL MEMBER FOR HOLT

Cranbourne Library
Mrs Wendy Morrison
Casey Complex, Berwick-Cranbourne Road
Berwick-Cranbourne Road
Cranbourne VIC 3977

20 January 2017

Re: 2017 Holt Australia Day Awards

Dear Mrs Morrison,

Congratulations! The Cranbourne Library has been selected as a recipient of a 2017 Holt Australia Day Award.

The Holt Australia Day Awards recognise the significant contribution that special members of the public, volunteers and philanthropists make to the community, sporting and service organisations in our local area.

As part of Australia Day celebrations, I would like to invite you, your family, friends and representatives from your organisation to attend a special presentation ceremony in Hampton Park. Details are as follows:

Date	Australia Day Thursday, 26th January, 2017
Time	11:00 AM – 12:00 PM Registration from 10:30 am
Address	Grounds adjacent to the <u>Arthur Wren Hall</u> 20 Stuart Ave Hampton Park

Should you wish to discuss any of the details regarding the Awards, please do not hesitate to contact my office on 9796 7533.

I look forward to seeing you on Australia Day.

Yours sincerely,


Anthony Byrne MP
Federal Member for Holt



INFORMING
VICTORIA

CRANBOURNE INFORMATION & SUPPORT SERVICE INC.

A.B.N. 81 873 703 886 Inc. No. A0020246L



- 9 JAN 2017

Chris Buckingham
CEO, Casey-Cardinia Libraries
Locked Bag 2400
Cranbourne 3977

3 January 2017

Dear Chris

On behalf of the Committee of Management, volunteers, and staff of the Cranbourne Information & Support Service Inc (CISS), I would like to formally thank you and all the staff of the Cranbourne Library for the wonderful initiative of the Forgiving Tree. This wonderful enterprise resulted in a huge amount of toys and food being donated towards our Christmas Relief Program. We also loved the fact that the Forgiving Tree provided an opportunity for library customers to take part in an initiative that meant their fines were forgiven, they were more comfortable about accessing library services, and they were able to participate in strengthening and supporting their broader community.

As you know, CISS is a local, non-profit organisation that provides a number of support services to the Casey South community, and we are staffed by both volunteers and qualified, paid staff. The services we provide include information, referral, negotiation, financial counselling, personal counselling, and a No Interest Loans Scheme. The most requested service however is that of material aid, which we provide in the form of food parcels, food vouchers, chemist vouchers, petrol vouchers, education assistance, Myki Day Passes, Backpack Beds, toiletries, and baby goods including formula and nappies.

December and January are our busiest months of the year, and we see up to 40 families and individuals each day requesting assistance with material aid, school expenses, and toys. Christmas, combined with the ever-increasing costs of sending children to school, can be a very difficult time for families in our region.

Thank you once again for your generosity, and for your ongoing support of our organisation and the Casey South community.

Yours sincerely

Leanne Petrides
Executive Officer

CC09/2017 MARKETING AND COMMUNICATIONS

Report prepared by Chris Buckingham

Purpose

To inform the Board about the progress of the development of a comprehensive Marketing Communications Strategy and the Social Media Strategy.

Discussion

CCL is overhauling the way it engages and communicates with community. While several changes have already been implemented, it was necessary to bring some strategic perspectives to bear on existing marketing and communications activity.

Erica McInerney a social media expert with library experience has facilitated the development of CCL's new Social Media Strategy

Renee Street, Acting Manager Marketing and Communications has drafted a Marketing Communications Strategy to guide activity over the next four years.

They have identified the importance of engaging CCL team members in marketing and communications activity wherever possible.

RECOMMENDATIONS

- 1. That the Marketing Communications Strategy and Social Media Strategy are in final draft format available for Board review on request.**

GENERAL BUSINESS

CC10/2017 STRATEGIC PLANNING AND ESTABLISHMENT OF A NEW LIBRARY PLAN 2017 - 21

Report prepared by Chris Buckingham

Purpose

To advise the Board of the process undertaken in the development of the new Library Plan as required under the Local Government Act 1989 section 125 and provide a draft Library Plan for consideration.

Discussion

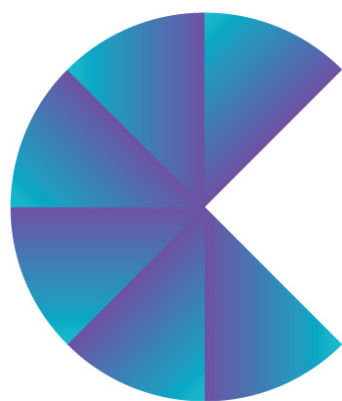
Renewing the CCL Library Plan has been a priority since the November Board Meeting. There has been extensive engagement with community and staff as the plan was being formulated.

While there needs to be further consideration given to the new Council Plans, the attached draft Library Plan gives a strong indication of the direction the organisation is heading.

A final version of the Library Plan along with the Strategic Resource Plan and an Annual Action Plan will be table for approval at the April Board Meeting.

RECOMMENDATIONS

- 1. That the Board note the draft Library Plan 2017 – 2020**
- 2. That the final version of the Library Plan 2017 – 2020 be tabled at the April Board Meeting.**



**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

DRAFT

**Library Plan
2017 - 2021**

The Journey from Good to Great!

Foreword

Public Libraries are expected to do much more than curate collections and lend books. In a time of rapid change, libraries have 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.

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We are funded principally by City of Casey, Cardinia Shire and the State Government. We support a rapidly growing and diverse community of nearly 400,000 people.

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

In 2015-16 Casey Cardinia Libraries had approximately 115,000 members and received 2.1 million visits across the network.

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

Libraries are an integral part of the community, as new residential areas are developed, new or refurbished libraries will be required to meet the growing demand.

In 1996-1997 Casey Cardinia Libraries had a collection of 230,661 items and opened to the public 247 hours per week. Today, there are seven fixed branches and one mobile library open 382.25 hours per week with a collection of 376,233. CCL in 2015-16 lent 2,661,973 items (physical and digital) from its collection of 376,233 items representing a turnover rate of 7.08.

CCL – Past, Present, Future

CCL has recently celebrated 20 years' service to the community. The role and function of public libraries has changed dramatically in this time as have the needs and expectations of our community.

We love books and we want people to read them, but we also place a high value on making quality information easily accessible to people by alternate means. Our free events inspire creativity and bring people together. One of the most popular services we provide is free 24/7 Wi-Fi.

CCL foster happier, healthier and more resilient communities. We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.

Public libraries will be judged more on the experiences we provide. To make the transition from good to great, we have to embrace change and do things differently.

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

We also have to actively listen and encourage participation. Our libraries and books are important, but the community we support is our first priority. We must value our customers' time and make it simple and easy to use our services.

Libraries are the 21st Century knowledge wells. We provide a safe haven and a place to explore. For those studying, seeking quality information, needing help to access quality content on the internet, those simply wanting to browse, children coming for storytime, those lost in a new town seeking services or directions and sometimes those simply seeking shelter. We help everyone - at no cost.

No matter how big or small, great public libraries are accessible and welcoming to all.

Our libraries host enormous reservoirs of potential in the people who visit. As library and information industry professionals we have a vital role helping them discover the possibilities.

We need to engage, enthuse and build the communities around us, or we will all gather dust along with our collections.

"Libraries are uniquely positioned and essential to build the capacity of the communities they serve to become sustainable, resilient, and regenerative."

ALA Resolution on the Importance of Sustainable Libraries, 2015.

Role and Trends of Public Libraries



Great public libraries are open, accessible and welcoming public spaces where people can read, learn and connect with others.

Rapidly changing technology will significantly influence the future development of libraries. We have an important role providing up to date information technology and encouraging people to use it well.

The knowledge that was held almost exclusively in books is now available online. Most people no longer need to visit the library

to do research, get access to information or for a leisurely read.

Technology will help shape the future of society, it will assist in obtaining and better use of information including via the internet, smart devices, technology advances may be the driving force to a more productive society. Online presence and services offered by libraries continue evolving.

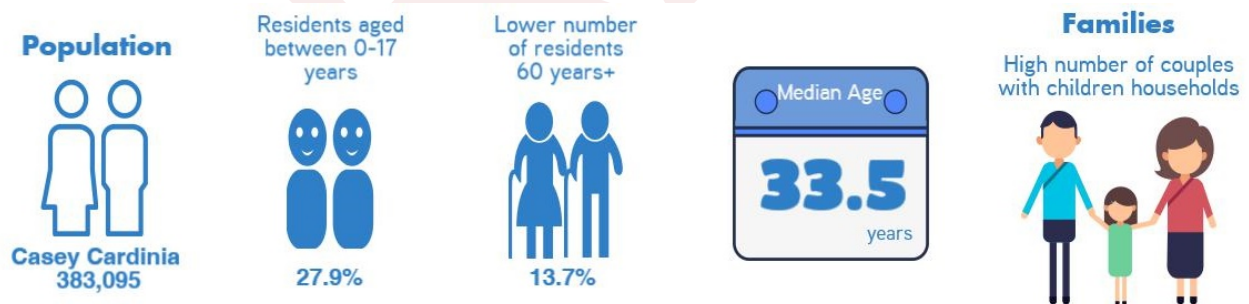
The traditional 'librarian' sitting behind the desk is no longer the norm. There is an expectation that library staff will actively engage and interact with the community in the library, online and outside the four walls. Library programs and activities are increasingly being built through partnerships with other organisations including schools, community organisations and other local government services.

Public libraries locally and or nationally are likely to encounter significant changes in demography. Significant trends include variations in population growth, internal-migration, arrival of new migrant groups, and an ageing population with increased life expectancy. These are all important factors when considering core functions including collection development, renewal of spaces and opening hours.

**'Bad libraries build collections, good libraries build services,
great libraries build communities.' R.David Lankes.**

Our Community - A Snapshot

In 1996, Casey Cardinia Region had a population of 188,488. There were five fixed branches and one mobile library. The annual loans were 1,485,455 across 75,904 members and 648,129 visits for 1996-1997. Over the past 20 years the population has more than doubled in growth to 383,095 with residential development and community migration across the regions 1,690 square kilometers.



Casey will be the second largest growth Local Government Area (LGA) from 2011-2031 and Cardinia Shire will be the fourth fastest growth LGA. (Victoria in Future 2016 Population and household projections to 2051).



Vehicle ownership

Over 90% of households own at least one



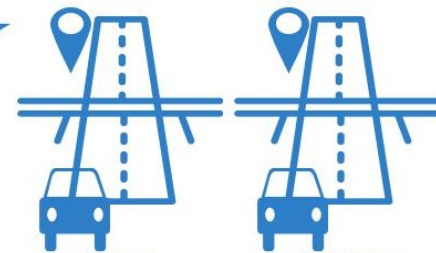
Transport to work

Approximately 70% use a car



Location of work

Live in the area, but work outside the area



Casey
59.3%

Cardinia
54.4%

Casey-Cardinia lies in the traditional lands of the Wurundjeri (Woi wurrung) and Boon Wurrung (also spelt Bunurong and Bun Wurrung) peoples. However, Indigenous people from many different groups live in the area.

Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Key languages other than English include Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. More than 4,500 Afghan-born people live in Casey, this is nearly half of all Afghan-born people in Victoria.

Education

More residents (15 years+) in our community hold vocational or no qualifications



69.4%



Employment

Over 94% of our residents are employed, over half are full-time



4.8% of the Victorian Indigenous population live in our community.

Both Casey (2002) and Cardinia (2014) have been declared Refugee Welcome Zones, pledging 'commitment in spirit to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community'.

Recent migrants: 'In 2014, recent migrants were less likely than people born in Australia to have someone outside the household they could confide in. Additionally, they were more likely to have experienced some form of discrimination, but less likely to have experienced two or more incidents of crime in the last 12 months.' (General Social Survey).

The rate of disability in the area is approximately 19% for both municipalities, with 5.8% of the population in Casey having 'disabilities causing profound or severe restriction of communication, mobility and personal self-care'. People with disabilities exist in all age groups.

'Organisation for Economic Co-operation and Development (OECD) data suggests that, compared with other OECD countries, Australia is below average in work-life balance (OECD, 2014b). The GSS data below supports the suggestion that Australians are feeling time-poor, showing that in 2014, 45% of women and 36% of men were always or often rushed or pressed for time, compared with 21% of women and 28% of men who were rarely or never rushed or pressed for time.'

Our community lead busy lives and time is precious. Over 94% of residents (15 years+) are employed. A high percentage of working people from Casey and Cardinia spend time commuting. This impacts on their leisure and family time. It also impacts their health and wellbeing.

A key target segment for CCL is young families and those providing support to children.

Casey Cardinia region has a larger number of couples with-children households 43% with a further 12% single parent households. There is also a higher percentage of residents than the Melbourne average providing unpaid childcare.

Libraries are classified as arts and culture and approximately 85 percent of the population in Victoria (aged 15 years+) attended at least one arts venue or event, and almost 80 percent in South-East Melbourne between June 2013 - July 2014.

Australia Council for Arts, January 2017.



Challenges and Opportunities

Budgets and Funding The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies. Our people should understand and own our financial performance.

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

Communication As we embrace change, we have the opportunity to improve the way we communicate with each other and our community. Active listening, engaging in conversations and leveraging technology are key opportunities.

Growth/ Demographics The Casey Cardinia region is growing and diversifying swiftly. The pressure on our services through increased patronage means we need to be looking for new ways to deliver key services to our community. This will require a deeper understanding of our community needs and a willingness to engage with partners in different ways.

Staffing The jobs of the future are cognitive and non-routine. We need to consider how we get best value from our people. We have great people working at CCL doing good work. We have an opportunity to empower staff to make decisions with a robust vision and clear set of values.

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

We have an opportunity to improve the way we operate. We can achieve significant efficiencies by updating and integrating our systems and automating non-cognitive routine tasks.



*"Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life."
Sidney Sheldon.*

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Values

Teamwork

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

Love of Learning

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

Fairness

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

Creativity

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

Social Intelligence

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

Humour

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

Our Approach

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

Our Goals

1. **The Knowledge Well** – Safe and welcoming places where everyone can gather, learn, create, share and grow.

Desired Outcomes

- More people visit our libraries and are happier for it
- Our libraries provide accessible real and virtual spaces which inspire our community
- Our core services are free and accessible
- We operate at the vanguard of publicly available information technology and encourage people to use it well.

2. **Leadership & Innovation** – Positive change through partnerships and teamwork.

Desired Outcomes

- That our community appreciates the work we do and value the services we provide
- We form robust partnerships with organisations that support learning, NFPs and business
- We are a positive advocate for public libraries and an active member of PLVN and SWIFT.

3. **Resilience** – Building capacity in our growing community.

Desired Outcomes

- We are connected with our community
- Investment in new infrastructure and services that support our community
- Recognised contribution to community well-being and social equity
- Ability to support emergency response and recovery in our community.

4. **Literacy** – We encourage reading and lifelong learning.

Desired Outcomes

- A community that loves to read
- Programs that encourage people of all ages to read and learn
- Provision of books and services which are free and accessible to everyone
- We help people gain information literacy through our services.

5. **Organisation Performance** – An outstanding and innovative organization.

Desired Outcomes

- Our people share belief in the value of the services we provide and the communities we support
- Our organisation is people focused and quick to embrace new ways of doing things
- Our people take calculated risks and embrace opportunities for growth
- All our activities are governed by sound financial and business management principles.

Key Performance Indicators

- Development and delivery of the CCL 2017 – 2021 Library Plan
- Development of a high performing workforce with positive culture
- Community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL is compliant with statutory and funding requirements

Measures

Casey Cardinia Libraries gathers feedback and statistics on its performance through a range of measures.

- Net Promoter Score (happy customers)
- Bi-annual Nexus survey 2016, 2018 & 2020
- Sustainable financial position (books balance)
- Investment attracted for new library services and programs
- Staff surveys
- Community surveys
- Volunteer programs that support literacy in our community established
- Selected lead indicators from the Annual Survey of Public Libraries.

The following table shows Key Performance Indicators from the Annual Survey of Public Libraries with actual performance, and targets for the next year. The latest available State average figures are supplied by Local Government Victoria and include all public library services in Victoria. The Swift figures include the 20 Victorian public library service members.

Measure	CCL Actual 2015/16	State Average 2015/16	CCL Target 2016/17
Active Library Members	11%	17%	17.5%
Attendance at library programs per '000 capita	180	314	200
Turnover rate – physical items	6.9	5.1	7.0
Turnover rate – digital items	12.3	3.7	5.0
Physical quality of library collection	69%	63%	69%
Cost of library service per capita	\$24.86	\$43.17	\$25.95
Cost of library service per visit	\$5.56	\$6.51	\$4.51
Staff EFT per '000 capita	0.20	0.33	0.20
Number of public access devices per '000 capita	0.49	0.75	0.50
Customer satisfaction rating	8.59	8.59	8.45

CCL participates bi-annually in a community survey conducted by Nexus Research (an independent company) together with participating Regional Library Corporations covering a total population of approximately 2.7 million people aged 14 years+. The survey of users and non-users evaluates satisfaction levels, awareness of services, reasons why non-users currently do not use the service and many other indicators. The table below shows CCL measures and results from the community survey to measure performance.

Measure	CCL Actual 2016	Regional* Average 2016	CCL Target 2016/17
Overall Satisfaction	8.59	8.48	8.45
Satisfaction rate with ease of location of resources	8.19	8.07	8.0
Satisfaction rate with range/quality of resources	8.03	8.01	7.95
Satisfaction with staff assistance	8.44	8.43	8.6
Satisfaction rate for Information Services	8.02	8.00	7.8
Satisfaction with Internet access at the Library	7.74	7.97	7.7
Satisfaction with access to Wi-Fi	7.51	7.88	7.6
Satisfaction of Lending Services	8.29	8.20	8.4
Satisfaction of presentation of buildings	8.06	8.05	8.2

**Regional average includes participating Regional Library Corporations Metro and Country Victoria and ACT.*



Across Australia, the proportion of people who feel that they have a say on important issues in their community all or most of the time has fallen from 29% to 25% from 2010 to 2014. Those who feel they have a say a little of the time or none of the time was almost 47% in 2014. (*General Social Survey, ABS*).

We recognize how important it is to engage and listen to our community, our stakeholders and our staff. We have employed a number of methods to gather insights.

As part of the library planning process CCL undertook extensive consultation through a variety of methods.

This plan is informed by:

- An online community survey (405 responses)
- All Staff Planning Day (100 people)
- Organisational Health Check (85 responses)
- Board membership drawn from Casey and Cardinia Councils
- Key staff at City of Casey and Cardinia Shire Council?
- Conversations across the organisation
- State Government, PLVN, SLV and Council Plans
- ALIA Standards and Guidelines

Key findings included:

Books are still really important. More than 75% of respondents to the community online survey indicated they visit to borrow or use print materials. Some part of this is likely perception. In many people's minds, libraries = books. This comes through clearly in the feedback as nearly 37% of people said something that stops them coming to the library is the fact that they can get books elsewhere.

Lack of time is a significant constraint on visitation and engagement. More than 42% of those who have not visited in 12 months cited time as a key factor. 26% of those not visiting mentioned that their priorities had changed.

Nearly 32% of respondents indicated that they come to the library to read.

The overall Net Promoter Score for CCL was 59. Our users are incredibly supportive of the service. 67% rated 9 or 10 on the scale of being likely to recommend the service to a friend, and a further 25% were at 7 or 8 so only 8% were between 0 and 6. People value our service and we need to make sure they are heard so they continue to do so. This is an exceptional response. It suggests that those that use our libraries love us. The challenge is convincing those who don't.

Feedback through the consultation also indicated that library users wanted comfortable furniture, attractive spaces and some quiet areas available. People also placed a high value on access to coffee and drinks as well as clean toilets.

The other thing that stood out was how many people asked for things that are already available. We really need to promote ourselves better and communicate our services and programs CCL needs to 'tell our story' to the community.

There was lots of feedback about the importance of friendly and approachable staff and customer service. This is the key to our service. People won't ask for help if they don't feel comfortable approaching us. A bad experience could put someone completely off using the library. A smile and an effort to say hello and make someone feel welcome may ensure that they keep coming back and feel comfortable in approaching us for more assistance or links to other services.

Relevant CCLC Policies and Plans:

- Regional Library Agreement (endorsed 24/10/2012, update draft in process February 2017)
- Local Law No 1 (September 2016)
- Library Budget/ Strategic Resource Plan (to be finalised by April 2017)
- Marketing and Communications Strategy 2017 – 2020 (draft February)

CC11/2017 CODE OF CONDUCT FOR BOARD MEMBERS

Report prepared by Chris Buckingham

Purpose

To consider the proposed Code of Conduct for Board Members

Discussion

See attached Code of Conduct for CCL Board Members.

RECOMMENDATIONS

1. That the Code of Conduct for CCL Board Members be adopted to by the Board.
2. That CCL Board Members sign the Code of Conduct before the next Board Meeting and provide a copy to the CEO.

DRAFT CCL Board Members Code of Conduct - 2017

Introduction

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

This Code of Conduct draws on a number of sources including Council Codes of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services.

It acknowledges the vision and values of the organisation, community expectations and good governance practice.

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

Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to all members of the CCL Board.

Primary Principles

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

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

General Principles

Section 76BA of the Act goes on to require that, in performing the role of a Councillor, a Councillor must also:

- Avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations.
- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person.

- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons.
- Exercise reasonable care and diligence and submit himself or herself to the lawful scrutiny that is appropriate to his or her office.
- Endeavour to ensure that public resources are used prudently and solely in the public interest.
- Act lawfully and in accordance with the trust placed in his or her as an elected representative.
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

CCL Vision and Values

Vision

'Inspiring spaces where everyone is free to discover possibilities'

Values

Teamwork

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

Love of Learning

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

Fairness

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

Creativity

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

Social Intelligence

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Humour

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

CCL Code of Conduct for Board Members

As a Board Member I:

1. Will support the organisation's vision and values.
2. Will act honestly, in good faith and in the best interests of the CCL as a whole.
3. Will use due care and diligence in fulfilling the functions of my office.
4. Recognise that my primary responsibility is to CCL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CCL.
5. Will not take advantage of being in the position of a CCL Board Member.
6. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CCL.
7. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CCL Board.
8. Will not make improper use of information acquired as a CCL Board Member.
9. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.
10. Will not engage in conduct likely to bring discredit to CCL.
11. Will comply at all times with the spirit, as well as the letter, of the law.
12. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.
13. Communicate well by making statements and requests in a clear and direct manner, and listening generously to others.
14. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.
15. Respect and acknowledge fellow Board Members, and appreciate individual contributions and the voluntary nature of their commitment.

Acknowledgement and Acceptance of the Code of Conduct

I acknowledge that I have received and read a copy of the Casey Cardinia Library Corporation's Board Members Code of Conduct.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature.....

Name (printed).....

Date.....

This signed Code of Conduct is available for inspection by members of the public.

CC12/2017 2012 REGIONAL LIBRARY AGREEMENT REVIEW

Report prepared by Chris Buckingham

Purpose

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

Discussion

At the CCL November Board Meeting it was noted that the 2012 Regional Library Agreement was due for review.

It was resolved that a Working Group be established to develop a discussion paper to inform the review of the 2012 Regional Library Agreement for the February Board meeting along with a timetable for consultation.

A Working Group has been established with the following representatives: Sally Curtain, Andrew Davis, Jenny Scicluna and Jo Harris. An initial scoping meeting has been held. The next planned meeting date is March 1st, 2017.

Mike Tyler, CEO City of Casey and Garry McQuillan CEO Cardinia Shire Council have been advised of the process.

RECOMMENDATIONS

- 1. That the Regional Library Agreement Report be noted.**

CC13/2017 ADVOCACY POLICY

Report prepared by Chris Buckingham

Purpose

To inform the Board of CCL Draft Advocacy Policy

Discussion

The City of Casey and Cardinia Shire Council will seek investment from State and Local Government for the construction and refurbishment of libraries in the region over the next 10 years.

Given the current Federal and State electoral cycle and the strategic significance of the Casey Cardinia Region there is value in advocating for support from local politicians.

It is possible for both LGAs to work collaboratively with CCL to attract investment in new libraries in a way that delivers great outcomes for communities across the region as and when they need them.

There is still some work to be done articulating the needs of the region with respect to investment in libraries.

While the order of priorities is being determined, the following points will guide advocacy activity:

- The Chairperson and CEO are the primary advocates for CCL, however all Board Members have a role to play supporting a coordinated approach.
- CCL has a responsibility to act in the best interests of its shareholders and the community.
- From time to time it is appropriate for Casey Cardinia Libraries (CCL) to engage with local politicians and key stakeholders to advocate for investment and or increased support.
- While CCL is a distinct and separate entity to its local government members, it is important that advocacy and engagement activities are coordinated with Member Councils to achieve complementary investment outcomes.
- Advocacy activity particularly for government investment in libraries should be coordinated between City of Casey, Cardinia Shire Council and CCL to ensure that maximum benefit can be leveraged for the region.
- If an opportunity is generated through CCL advocacy that may have implications for a member council eg funding request or displacement of an existing strategic priority, the relevant council officer representative(s) on the board should be notified immediately.
- Engagement with local members of parliament and key stakeholders should be communicated to the Board through the chairperson and noted in board reports.

RECOMMENDATIONS

1. That the Advocacy Policy be noted.

CC14/2017 CEO KPIs

Report prepared by Chris Buckingham

Purpose

To inform the Board of the development of the CEO's KPIs and associated measures.

Discussion

The Chairperson together with members of the Board and the CEO have discussed and proposed a draft set of KPIs for adoption by the Board.

It was proposed that:

- Measures can be re-negotiated by mutual agreement between Board and CEO
- Interim report against KPIs to be provided at the end of March 2017
- Annual report against KPIs to be provided as of end of Financial Year

RECOMMENDATIONS

- 1. That the CEO's KPIs be adopted.**

Casey Cardinia Libraries CEO - KPIs

	KPI	Measure	Performance Demonstration	Performance Rating
Strategy and Innovation	Develop and deliver the CCL 2017 – 2021 Strategic Plan	Development and delivery of 2017 – 18 Action Plan		Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
People and Culture	Develop high performing workforce with positive culture	Creation of CCL values that are owned by staff Staff engagement survey (Mel Neil) Development of Workforce Development Plan		Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory
Engagement	Community is consulted, engaged and enthused by CCL	Development and implementation of 2017 – 2021 Marketing and Communications Plan Delivery of 2017 – 18 Marketing Program inc brand launch CCL Brand launched and implemented Net Promoter Score gathered through annual community survey Library visitation and usage		Exceeds expectations Satisfactory Needs some improvement Highly unsatisfactory

	KPI	Measure	Performance Demonstration	Performance Rating
Operations	Efficient and effective management of the operations of the library service	<p>Lead the change process required for an efficient and effective move to Bunjil Place</p> <p>Development of plan to renew business systems – implementation of a new EMS incorporating finance, records and strategic human resources</p>		<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>
Finance	Sound financial and business management of CCL	<p>Annual Budget comes within +/- 5% projections</p> <p>Books balance with modest annual net surplus</p> <p>New revenue streams established though partnerships with external agencies and corporates</p>		<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>
Governance and Compliance	CCL compliance with statutory and funding requirements	<p>CCL Board is provided with timely, relevant and accurate information including briefings on issues and risks of strategic, financial and operational significance.</p> <p>Development and implementation of an Occupational Health and Safety Management System</p> <p>Establishment of a Risk Management Plan for CCL</p>		<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>
Additional Elements	Planned Personal Development Activity	<p>Active participation in PLVN and/or ALIA</p> <p>Formal Vs Informal Learning opportunities?</p>		<p>Exceeds expectations</p> <p>Satisfactory</p> <p>Needs some improvement</p> <p>Highly unsatisfactory</p>

Additional Notes

Measures can be re-negotiated by mutual agreement between Board and CEO

Interim report against KPIs to be provided at the end of March 2017

Annual report against KPIs to be provided as of end of Financial Year

NEXT MEETING

Wednesday 26 April at the City of Casey, VIBE.