CONNECTED LIBRARIES

Ignite your imagination

AGENDA

Board Meeting
Wednesday 24 April 2024
4.00pm

Online Teams

1. **Present**

2. **Apologies**

3. **Acknowledgement of the Traditional Owners**

4. **Declaration of Conflicts of Interest**

5. **Confirmation of the Minutes of the Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) Board Meeting held on Wednesday 28 February 2024.**

STRATEGIES/PLANS

CL09/2024   DRAFT LIBRARY PLAN 2021–2025 (Updated February 2024)

Report prepared by Beth Luppino

Purpose

To provide the Board with CL Library Plan 2021–2025 (updated February 2024) for endorsement, with adjusted Key Measure Outputs as presented at the February 2024 Board meeting.

CL Library Plan reference – 4.5, 4.6

Discussion

The last major review of CL's Library Plan took place in 2021. It was adopted by the Board in June 2021.

CL has completed the annual review of the Library Plan 2021-2025 (last updated April 2023).

At the February meeting, the Board reviewed the revised Key Measure Output targets. The targets were revised by the CL Executive and updated based on previous year performance and year to date results, along with any other contributing factors that may influence performance.

An annual update was also completed of the plan's Foreword to reflect the change in Board Chair and the prior 12 months.

The final draft of CL Library Plan 2021-2015 (updated February 2024) attached has been presented ready for the Board to endorse in line with statutory requirements.

RECOMMENDATIONS

1. **That the Board endorses the Library Plan 2021-2025(Updated February 2024).**

Casey Cardinia Libraries

(Trading as Connected Libraries)

Library Plan 2021–2025

'Inspiring spaces where everyone is free to discover possibilities'

Casey Cardinia **Libraries**

1   Foreword

The Casey Cardinia Library Corporation (CCLC) began trading as 'Connected Libraries' on 1 June 2023. The change of name reflects the withdrawal of Cardinia Shire Council from the Regional Library in late 2022, and our subsequent transition to City of Casey-focused services.

The change presented an opportunity to review how our services meet the needs of the growing communities across the municipality, and sharpen our focus on emerging communities in Casey. It has been an exciting opportunity to understand the current and future profile of people who live and work here, and to test our existing knowledge and perceptions.

The CCLC team are deeply committed to providing safe spaces for our communities to gather, learn and grow.

The new name was born out of many ideas that flowed through from library staff and the Casey community through our 'Library Naming competition' late 2022. It is wonderful that the new name was suggested by our community of library users – the theme of connection came up so many times in the suggestions we received that it was simply too strong to ignore.

'Connected Libraries' reflects our service which is modern, forward thinking, with a focus on connecting people with information and each other in the digital age.

We believe in every person's right to knowledge and resources. Libraries are not just a place to discover stories but where people can come together, connect, create, and thrive.

Over the remaining life of this plan our focus will be on the provision of targeted lifelong learning opportunities, beautiful spaces, opportunities for people to connect with each other and taking our services beyond the walls of our existing branches to the fast-growing residential areas in Casey's southern regions.

While our journey through change and innovation has sharpened our focus in some areas of service delivery, our library's Vision, Mission and Values remain steady and are central to everything that we do. They are a clear reflection of our culture and the way we do things. We look forward to the implementation of this Library Plan across the next two years and hope you are as inspired as we are.

Regards

Penny Holloway Board
Chairperson
(February 2024)

Beth Luppino
CEO
(February 2024)

"Bad libraries only build collections. Good libraries build services (and a collection is only one of many). Great libraries build communities."

R. David Lankes, Expect More: Demanding Better Libraries For Today's Complex World.

2   Introduction

Casey Cardinia Libraries (trading as Connected Libraries) is one of Victoria's largest public library services and serves one of the fastest growing areas in the Country.

We contribute to building strong, healthy and resilient communities by providing:

- programs and resources that support education, lifelong learning, and literacy development
- free and equitable access for all
- a safe space where everyone is welcome

The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) shows that for every dollar invested in CCL the community receives a return of $5.00. CCL are funded principally by the City of Casey and the Victorian State Government. We support a rapidly growing and diverse community of more than 392,000 people.

The role of libraries.

Today's libraries play a central role in a thriving connected community. More than a place to access knowledge and information, they provide a trusted, safe, welcoming and nurturing 'third space' – a lounge room, an office, a play room, a place to meet.

United Nations Sustainable Development Goals

Casey Cardinia Libraries support the visions of City of Casey to create liveable, healthy and productive communities.

Globally, libraries are acknowledged as playing an important role in meeting the UN 2030 Sustainable Development Goals (SDGs) by providing access to lifelong learning. In particular, libraries support the achievement of the following SDGs.

Goal 1: No poverty.

Goal 3: Good health and well-being.

Goal 4: Quality education.

Goal 5: Gender equality.

Goal 8: Decent work and economic growth.

Goal 9: Industry, innovation and infrastructure.

Goal 10: Reduced inequalities.

Goal 11: Sustainable cities and communities.

Goal 13: Climate action.

Goal 16: Peace, justice and strong institutions.

Goal 17: Partnerships for the goals.

Library Plan

This Plan provides guidance on how we will continue to strengthen our role in achieving council and global goals in the context of the communities that we serve.

The Plan brings together insights and feedback from:

- Membership data
- Organisational performance survey (n = 65)
- Shape your local library community survey (n = 1034)
- Shape your local library staff survey (n = 65)
- Shape your local library Council staff (n=23)
- Shape your local library community partner survey (n=17)
- City of Casey Shape your local library report
- Interviews with Board members
- Public Libraries Victoria data 2020
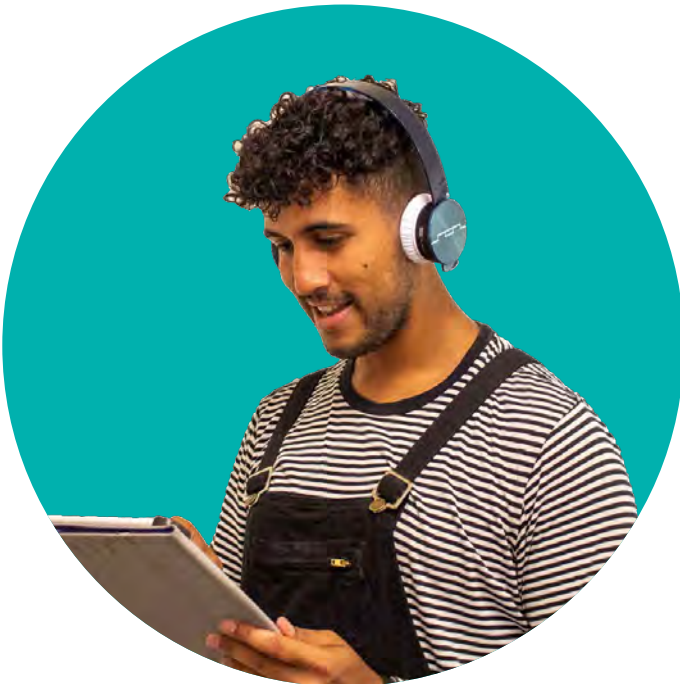
We are growing

The City of Casey is forecast to grow by 39.64% between 2024 – 2046 (from 4111,158 to 574,124).

The largest growth will be in new residential areas particularly those around Clyde, Clyde North, Cranbourne East and Cranbourne West.

We are young

Growth in our communities will come mainly from working age population groups and young people. Almost 30% of residents in the City of Casey are under 19 years old compared to 24% of the Greater Melbourne population. The City of Casey's median age is 34 years and 57% of household are with children.

We are diverse

The communities served by CCLC speak over 140 languages and are from over 150 cultural groups. There are particularly large communities of people from India, Sri Lanka, China, Afghanistan and Philippines. A high proportion of our communities are recent arrivals – 14% of residents in the City of Casey arrived in Australia in the last 5 years.

This young and diverse population are key library users, suggesting that demand for libraryresources is likely to increase significantly in the coming four years.

COVID-19

COVID-19 has had a profound impact on communities and how CCLC delivers services. While challenging, it also provided an opportunity for CCLC to showcase its leadership, innovation and adaptability.

In response to the pandemic, we expanded our digital collections and digital programming, created new services like click and collect, Library at Home, home delivery and connected with at-risk people in our community through wellbeing calls. We learned to deliver services in an entirely new way that was deeply appreciated by the community.

Notably, COVID-19 is likely to have an ongoing impact on how and where we work. Around 30% of people worked from home during COVID-19 (ABS, September 2020) These changes mean that libraries will play an even more important role providing key social and economic infrastructure to support workers and students.

Diverse, growing community

City of Casey is expected to grow significantly in the coming years, led by the growth of young families and migrants – key users and beneficiaries of library services. There is considerable scope to work together with council and community partners to reach and connect CALD populations who are most likely to benefit from having free access to information, materials and resources.

Digital engagement – Bridging the Divide

COVID-19 led to the accelerated roll out and use of digital materials, resources and programming across all sectors. Increase in community engagement with CCLC eResources and online offerings accelerated significantly during 2020 due to COVID-19. The growth in digital capability will also be important to the City of Casey's smart city and education goals.

The benefits of digital engagement need to be balanced against the challenges faced in reaching and connecting with diverse communities, virtually. Notably access to ICT resources and digital literacy are still barriers for significant parts of the population. Migrants from non-English speaking countries are less connected (81.6%) than those Australian born (87.6%) (ABS 2018). In 2020, the Australian Digital Inclusion Index score for Outer South East Melbourne was 61.6. This is the lowest score for Metro Melbourne (average 64.4) Source: Measuring Australia's Digital Divide: Australian Digital Inclusion Index.

Public libraries have a well-defined role providing fast free Wi-Fi and access to personal computers and other devices. Increasingly libraries are also taking responsibility for the provision of digital literacy training.

Member Council & Local Government Act 2020

COVID has also had a significant impact on our Member Council, City of Casey. Notably the Annual Rate Cap means that Councils will need to continue to explore innovative shared service models to meet its goals. This will constrain funding of much needed new library infrastructure.

The Local Government Act 2020 will also impact on how councils do business. Councils will need to strengthen engagement with communities to ensure that council priorities are informed by community feedback.

Libraries enjoy a high level of trust within communities and can support Member Council engagement, education and program delivery.

The Local Government Act 2020 has called time on the Regional Library Corporation model. CCLC Board resolved to allow Cardinia Shire to withdraw from the Regional Library Agreement on 30 November 2022. City of Casey remains as the sole member of the Regional Library Agreement, with the view to supporting CCLC to transition to a compliment entity in the years to come.

Health and Wellbeing

COVID-19 reinforced the importance of health and wellbeing in our community.

Council recognises that health and wellbeing is a key priority and CCLC actively supports their Municipal Public Health and Wellbeing strategies.

Libraries help to strengthen health and wellbeing by increasing access to information and services that support health and wellbeing for our staff and community. Libraries can also provide a safe and trusted space for those who need it. They play a vital role fostering social inclusion and bringing people together from all walks of life.

Climate change and sustainability

Casey - like most of south-east Australia - is expected to experience hotter days much lower amounts of average rainfall in the coming years, increasing the risk of fire and extreme storm. Council recognises the need to proactively address these changes.

Libraries can address climate change by providing information, enabling collaboration and decision making in the community to address climate change. Importantly, libraries also provide shelter from extreme climate emergencies.

CCLC are committed to the State Government's TAKE2 sustainability program and will continue to look for ways to minimise our environmental footprint and educate our community about ways to support the environment.

5 Our libraries

5.1 Vision

Inspiring spaces where everyone is free to discover possibilities.

5.2 Mission

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

5.3 Values and guiding behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

5.4 Services we deliver

Public libraries offer one of the last free open doors in our community.

We have libraries located at Bunjil Place, Cranbourne, Doveton, Endeavour Hills, Hampton Park and a Library Lounge at Cranbourne West Community Hub. We have Library Lockers available at Cranbourne West, Manna Gum Family and Community Hub and Orana Community Place.

We deliver:

- An extensive library collection that provides our community with access to a wide range of physical and electronic items, fiction, non-fiction books, magazines, newspapers and audio supporting literacy, reading, learning, information and leisure.
- Events and programs across a range of areas including: to support parenting, English education, study, Indigenous engagement, children's literacy, diversity and inclusion, social connection, digital literacy and mental health and wellbeing.
- Resources and support for CALD communities including English conversation classes, preparation for citizenship tests, more LOTE collections and culturally safe spaces.
- Digital and technology services including access to free Wi-Fi, public internet PCs and sessions to help the community use technology in their everyday lives
- Outdoor events and programs
- Delivering the library collections direct to housebound community members.

Victoria's public libraries deliver place-based strategies to create safe welcoming spaces for people. Books are in the DNA of public libraries. They are one of the signature elements that community expect when they visit the library. Programs and events that offer lifelong learning opportunities are also part of our core service. We have a mixture of new and older physical infrastructure in our established service areas and a demand for our services in growth areas throughout Casey's southern pockets.

City of Casey is now the sole member of the Regional Library Agreement, and operates within a constrained financial environment. We are focused on providing the right services to our community (the ones they really need and want) without waste so we can keep pace with our region's population growth.

5 Our libraries

5.5 Our partners

CCLC help build and strengthen our communities through innovative partnerships with service providers. We enjoy a high level of trust in the community, which means we are well placed to support community engagement activities.

We work with council teams across the arts, early childhood development, youth, family, environment, social inclusion, health and wellbeing, economic development, local history, education and training to deepen our shared impact.

Our partners value CCLC's role in facilitating free access to information and resources, as well as providing a space for learning, meeting and relaxing. They also value our role in providing education programs and events alongside access to digital resources.

By working together with council and partners, we achieve greater impact with the same resources. Through working with CCLC:

- 66.5% of council teams and 56% of community partners agree that they have been able to achieve a greater impact with the same resources.
- 54% of council teams and 56.25% of community partners agree that they have been able to run activities in a more efficient manner.

Our partnerships have also enabled council teams and community organisations to reach a larger, more culturally and socioeconomically diverse audience:

- 52.5% of council teams and 62.5% of community partners agree that together we have reached a larger audience.
- 62.5% of council teams and 37.5% of community partners agree that our partnership has enabled them to reach a more culturally and linguistically diverse audience.
- 62.5% of council teams and 50% of community partners agree that working together has enabled them to reach a more socioeconomically diverse audience.

CCLC will deepen our connections with council teams and partners. By jointly planning programming and service innovations, we can create a greater return on our shared investment.

Our partners provide specialist expertise that enhance the library's ability to support community through educational opportunities, essential support services and access to quality information.

6.1   The difference we make

Libraries play an essential role in providing communities with free access to reading materials, resources, information .

Our libraries also:

- Provides communities with welcoming and safe places. 87% members agree that the libraries are welcoming, 79% say they feel safe.

- Enhances community connections. One third agreed that CCLC has enabled them to participate more in their local community (e.g. events, services, activities) since visiting the library. Over 50% agreed that the library helps them feel connected to 'my local community'. 58% said that libraries help them feel included in the community.

- Inspires learning. 86% agree that the libraries foster learning. 66.5% agree that there are relevant programs and services (e.g. Wi-Fi, digital collections, library staff) available to help their learning. 38.5% agree that they participate more in learning after visiting their local library.

For many, our libraries provide access to learning opportunities and resources that they would not have otherwise had access to.

- 49% agree that CCLC has provided access to education opportunities that they would not otherwise have had.
- Almost 20% say that they visit/access library to access free ICT resources.

Our libraries also play a key role in enhancing wellbeing. CCLC played a particularly important role during COVID in supporting communities by keeping them connected through online programs and providing access to a range of reading and learning materials. 76% of our community agree that they are happier after visiting the library.

CCLC are the welcoming front door for people who want free to access knowledge, connection and inspiration.

Strategic Area 1:
A Place to Gather and Learn

Create safe, welcoming spaces that provide free access to information, knowledge and resources.

"I love an opportunity to take my kids to a place that gets them excited about books and reading. The staff have also always been friendly and welcoming."

Objectives	Actions	Outcomes and measures
Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information	• Strengthen the accessibility of library branches • Strengthen accessibility of digital platforms • Offer a broad range of opening hours that meet community needs • Implement the Customer Experience Framework • Implement the Social Inclusion Strategy	• People feel safe and welcome • People can easily access library services how and when they need them (location, opening hours, physical spaces) • People who visit our branches feel happier • People can easily access our digital platforms
Core services that are free and accessible	• Provide free access to Wi-Fi and ICT within library branches • Provide free access to a popular and well used collection • We do not charge overdue fines	• Communities have free access reading materials, information, physical and digital resources

Objectives	Actions	Outcomes and measures
Bridging the Digital Divide	• Provide digital resources that encourage safe adoption of technology in our community • Increase digital literacy in our community with through programming, services, and digital resources • Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi • CCLC work with key partners to help bridge the digital divide in our community	• Increase in the range of Information Communication Technology (ICT) resources available for community use • More community members are able to safely and freely access digital information and collections • Levels of digital literacy and inclusion increase in our community
Resources and skills to support access to knowledge and information	• Lift staff capacity to support community to access information and programming • Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	• Staff feel confident in their ability so support communities to access resources • Digital improvements are reviewed regularly and funded appropriately

How we will get there

Strategic Area 1:
A Place to Gather and Learn

Objectives	Actions	Outcomes and measures
Deliver accessible programs and services that support reading, writing and lifelong learning	• Deliver events and programs that support reading, writing and lifelong learning • Provide opportunities for people with lived experience of disability to be involved in developing and reviewing a strategy for producing information in accessible formats • Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning • Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) • Facilitate accessible programs and activities that promote physical, mental and social health	• More people are reached through events and programming • More joint programs and services are delivered to enhance reading, writing and lifelong learning • Increase in the number programs and activities that promote STEAM • Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM
A new digital library to enhance access to knowledge and information	• Establish a new digital library branch	• Communities can access an integrated digital library collections and services. • Library users agree that the new digital library enhances access to knowledge and information.

Strategic Area 2: Partnership and innovation to achieve shared goals

Strengthen partnerships and encourage innovation to broaden and deepen our impact.

"I appreciate how friendly and helpful staff are and accommodating. We borrow a lot of books as a homeschool family, and have really benefited from all the resources."

Objectives	Actions	Outcomes and measures
Support council to make evidence-based decisions about investment in library services	• Strengthen data collection, management and reporting • Support council in their strategic decision making with relevant quantitative and qualitative evidence	• Enhanced data collection and reporting • Council make evidence-based decisions in relation to library infrastructure that meet our community needs
Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design	• Explore and invest in joint planning and programming across council • Explore new service delivery models that utilise shared digital and physical assets	• Increase in the number of joint programs and services • Joint service delivery models are regularly considered • Council teams are supported to consider, develop and deliver new library infrastructure

Objectives	Actions	Outcomes and measures
Develop partnerships that enhance learning, knowledge and wellbeing in our communities	• Strengthen partnerships with community organisations to increase access to information and knowledge • Work with partners to deliver library services and programming to a wider audience • Partnerships are reviewed annually to ensure the community benefits • Deepen engagement with education providers to facilitate clear learning pathways for our communities	• Increase in the number of joint programs and services provided to our community • Working relationships are established and fostered with partners across the breadth of the Education sector in the region
Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium	• Continue to actively engage with PLV and Libraries Victoria Consortium	• CCLC is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria • CCLC is an active member of the Libraries Victoria Consortium

"" **As someone who is careful about where I go, because of accessibility issues, I am impressed with everything that is currently available and the services offered. I find the staff are the libraries' major asset and their willingness to order in books.** ""

Strategic Area 3: Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

"It is a place to go to get away from your troubles for just a little while. Sometimes all you need is a smile and a good book!! I am 92 years next month and the help is essential."

Objectives	Actions	Outcomes and measures
Community connections strengthened through our programming and partnerships	• Deliver programs and services across the region that strengthen social connection • Partner with council teams and community organisations to engage our community through programs and outreach activities • Support the Friends of CCLC to engage with and promote CCLC to the wider community	• Communities are connected through the library to council and community programs and services • CCLC, Council and community organisations are able to reach a larger, more diverse community • Communities are actively engaged and consulted in CCL's development • Community connections are strengthened

Objectives	Actions	Outcomes and measures
Actively encourage health and wellbeing in our community	• Work with council teams and community partners to enhance health and wellbeing • Deliver programs and services that support communities to strengthen their health and wellbeing • Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection • Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/ healthy living • Align CCLC services with Member Councils' municipal public health and wellbeing plans	• Increase in the number of programs and services that support health and wellbeing • Communities are connected through the library to council and community health and wellbeing services • Communities access information and programs that support health and wellbeing • Working relationships with partners across the breadth of the Health and Wellbeing sector in the region. • Library users are healthier and more knowledgeable about their own wellbeing

Strategic Area 3:
Facilitate community connection and wellbeing

Objectives	Actions	Outcomes and measures
Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services	• Work with council teams and community partners to support CALD communities to engage with council and library services and programs • Deliver programs and services that empower CALD communities to access social and wellbeing supports and services • CCLC continues its journey to reconciliation • Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	• Increase in the number of joint services, resources and programs for CALD communities • CALD communities feel that they are supported to access services and resources • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities • CCLC 'Innovate' Reconciliation Action Plan is completed
Inform and engage community about our library services	• Increase awareness of CCLC's services and resources through strategic marketing, public relations and outreach activities • Inform communities about the library's impact	• Community members are aware of, and appreciate the libraries' services and resources • Community members are aware of, and appreciate the impact of libraries • CCLC delivers year on year growth in visits, loans, membership and program attendance
Social inclusion strategy that guides inclusive community engagement	• Maintain and refine the strategy that will inform CCLC's approach to inclusive community engagement	• CCLC adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities

Strategic Area 4: Organisational excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

"I love the opportunities to discover books, events, authors etc that I may not have otherwise, and the inclusivity– seeing a broad range of community members at home there."

Objectives	Actions	Outcomes and measures
Integrate CCLC values throughout the organisation	• Recognise and celebrate staff who live CCLC's values • Work with all library team members to reinforce CCLC's values	• Staff embrace CCLC's values and incorporate them into their day to day work
Partner with community to design and strengthen positive impact of library services	• Involve community in making key decisions about CCLC's infrastructure, services and programming • Engage regularly with Friends of CCLC to review and develop library initiatives	• Community have the opportunity to contribute to library planning
Strengthen staff capacity to innovate and respond effectively to community needs	• Encourage staff to work to their strengths • Provide staff with opportunities to co-design services and programs • Provide staff with regular updates on CCL's performance, including community feedback • Strengthen capacity of staff to engage and support the community • CCLC is an inclusive employer	• Staff have the opportunity to contribute to library planning • Staff are informed about CCLC's planning and priorities • Staff feel confident in their ability to engage and support customers • CCLC has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve

Objectives	Actions	Outcomes and measures
Know and understand our impact	• Explore opportunities to strengthen data collection within CCLC • Work with partners to track and understand CCL's impact across council goals • Report on CCLC's impact annually	• CCLC regular collects and reports on its impact • CCLC's board, council staff and community organisations are aware of CCL's impact
Seek funding opportunities that enhance our capacity to support the community	• Apply for funding and grant opportunities • Raise funds through donations and sponsorships from our community	• Additional services and programs are delivered as a result of funds raised

Strategic Area 4: Organisational excellence

Objectives	Actions	Outcomes and measures
Good Governance and compliance with legislative requirements	• Robust oversight of CCLC by the Board • Board performance evaluation conducted annually • Compliance with relevant legislation	• An informed and engaged Board • A reputation for good governance practices • Unqualified Audit Opinion from Victorian Auditor General's Office
Provision of strategic guidance and support to Member Council	• Strong connections across the public library sector at a national and state level. • Provide guidance and support to Member Council on the future development and delivery of library services • Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	• Our community has access to high quality library services • Our communities are stronger, healthier and better connected

> " **I read many books in my native language. Hampton Park library has many books in my native language so I love to go there even though its bit far from my home.** "

8 Key performance indicators

- People who use our services are inspired, engaged and enthused
- Our community value the services we provide
- The number and quality of partnerships we develop with external organisations
- Development and delivery of the CCL Library Plan 2021 – 2025 and associated plans and policies
- Development of a high performing workforce with positive and inclusive culture
- Sound financial and operational management of CCL
- CCL complies with statutory and funding requirements

9 Measurement methods

Casey Cardinia Libraries gathers feedback and statistics on our performance through a range of methods:

- Community surveys, anecdotal feedback and case studies
- Net Promoter Score
- Investment attracted for new libraries, services and programs
- Staff surveys and anecdotal feedback
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework
- Sustainable financial position

Notes:

- *Actuals for Virtual Visits and Digital Loans for 2022/23 and prior include Cardinia Shire members.*
- *Revised projections for 2023/24 are based on 5 existing branches.*
- *Targets for 2024/25 onwards are based on 5 existing branches. the Library Lounge and 3 locker locations.*

For more detail:

- *Local Government Reporting Framework measures go to City of Casey websites*
- *Key Performance Indicators can be sourced from the Annual Survey of Public Libraries*
- *Australian Library and Information Association (ALIA) Guidelines, Standards and Outcome Measures for Australian Public Libraries – 2020*

9.1 Our key measure outputs

Measure	CL Actual 2021/22	CL Actual 2022/23	CL Target 2023/24	CL Updated Projections 2023/24	CL Target 2024/25	CL Target 2025/26
Engagement						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	100,188	146,257	259,260	*150,000*	156,297	162,142
Net Promoter Score (Community Survey)	75.5	N/A	65	*65*	65	65
Memberships*	74,210	77,341	93,870	*94,000*	98,000	101,000
Visits						
Visits – physical	351,484	654,600	958,070	*795,599*	829,000	860,000
Visits – virtual	939,118	914,916	695,085	*795,000*	829,000	854,000
Total visits (physical and virtual)	*1,290,602*	*1,569,516*	*1,653,155*	*1,590,599*	*1,658,000*	*1,714,000*
Program and events attendance	26,783	49,505	70,775	*63,420*	63,500	65,900
Collection						
Loans - physical	1,017,653	1,234,911	-	*1,240,000*	1,293,000	1,333,000
Loans - digital	772,269	783,053	-	*709,000*	739,000	762,000
Loans (total physical and digital)	*1,789,922*	*2,017,964*	*1,971,270*	*1,949,000*	*2,032,000*	*2,095,000*
Turnover rate – physical items	4.6	5.2	7.0	*5.2*	5.2	5.2
Turnover rate – digital items	32.6	6.4	20.0	*6.4*	6.4	6.4
Physical quality of library collection (age of collection - less than 5 years)	69.7%	76.0%	68.0%	*76.0%*	75.0%	75.0%
Cost of Delivery						
Cost of library service per capita	$23.82	$25.85	$23.08	$22.46	$22.58	$22.58
Cost of library service per physical visit (total expenditure)	$34.26	$17.63	$9.79	$11.61	$11.60	$11.54

Figures include Cardinia Shire members – unable to identify split with members, from Cardinia Withdrawal.

10   Listening and learning

CCLC 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 that inform this plan.

As part of the library planning process CCLC consulted widely. We appreciate the time and thought invested by library users, community members and stakeholders who freely shared their ideas, suggestions and feedback.

This plan is informed by:

- A biannual Online Community Survey
- In depth interviews with community groups and individuals
- Annual internal Organisational Health Check
- Board members
- Key staff at City of Casey
- Conversations across the organisation
- State Government, Public Libraries Victoria, State Library Victoria and Council Plans
- Victorian Public Libraries 2030 Strategic framework
- Australian libraries support the Sustainable Development Goals.

For more information about Connectd Libraries visit

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CL10/2024   DRAFT BUDGET 2024-2025

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Casey Cardinia Libraries Draft Budget 2024-2025 for endorsement.

CL *Library Plan reference – 4.5, 4.6*

Background

A draft budget for the 2024-2025 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Budget considers key decisions made by the CL Board throughout the course of the 2023–2024 financial year. This budget is based on a principle of "business-as-usual" for the six existing CL branches and assumes full planned operation of the three innovation projects currently in progress (Cranbourne West Library Lounge, Library Lockers and Outreach Van).

The final version of the Budget will be presented to the Board for adoption in June 2024 after it has been advertised to the community in May.

Discussion

Following a period of negotiation, the new Connected Libraries Enterprise Agreement has been forwarded to FairWork for consideration. The employee costs in the draft budget have been updated to incorporate those outlined in the agreement.

The Board should now consider the endorsement of the attached detailed Draft Budget 2024-2025, after which it will be forwarded to the Member Council for community consultation and consideration.

RECOMMENDATIONS

1. **That the Board endorses CL Draft Budget 2024-2025.**
2. **That CL forward the endorsed CL Budget 2024-2025 to the City of Casey for adoption.**
3. **That CL advertise the CL Budget 2024–2025 prior to adoption.**
4. **That the Board notes CL will adopt the CL Budget 2024–2025 after the City of Casey advise formal approval of the Budget.**

CONNECTED LIBRARIES

Ignite your imagination

Budget
2024-2025

Draft: 18 April 2024

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Creativity

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

Fairness

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

Humour

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

Love of Learning

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

Social Intelligence

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

Teamwork

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

Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go

- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

1.0 Executive Summary

The 2024–2025 budget has been developed in consultation with key staff, Board members, and the local community. A draft version was presented to the Board at the February 2024 Board meeting.

The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

Connected Libraries (CL) is funded by the City of Casey and the State Government.

The 2024–2025 budget takes into account key decisions made by the CL Board made throughout the course of the 2023-2024 financial year. This Budget is based on the current staffing model, allowing for continued provision of service to the community whilst maintaining Member Council contributions within rate cap.

Revenue

	Budget 2023-24	Budget 2024-25
City of Casey	7,198,580	7,053,833
	74.96%	*74.59%*
State Government	2,207,392	2,175,404
	22.99%	*23.00%*
CL - Operations	197,515	226,995
	2.06%	*2.40%*
Total Income	**9,603,487**	**9,456,232**
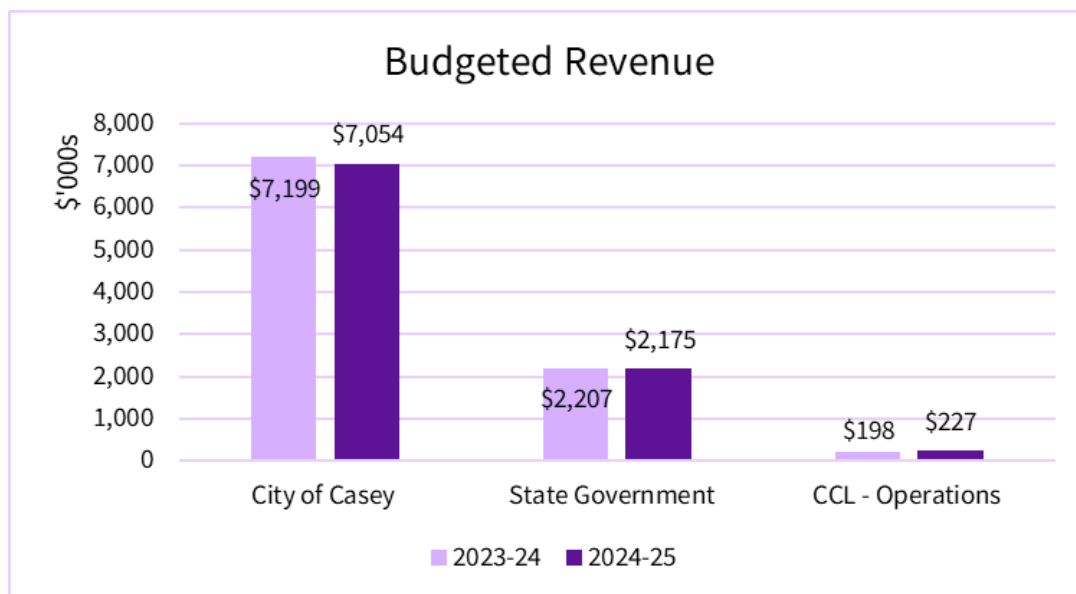
Expenditure

	Budget 2023-24	Budget 2024-25
Employee Costs	6,607,846	6,895,239
IT & Communications	645,000	570,000
Promotions & Marketing	102,960	112,900
Administration	433,303	457,309
Other Expenses	417,303	441,309
Auditor Remuneration	16,000	16,000
Library Materials	1,505,013	1,453,280
Library Materials - Expense	358,640	363,600
Library Materials - Capital	1,146,373	1,089,680
Furniture & Equipment	428,362	221,462
Total Expenditure	9,722,484	9,710,190

CL | CONNECTED LIBRARIES
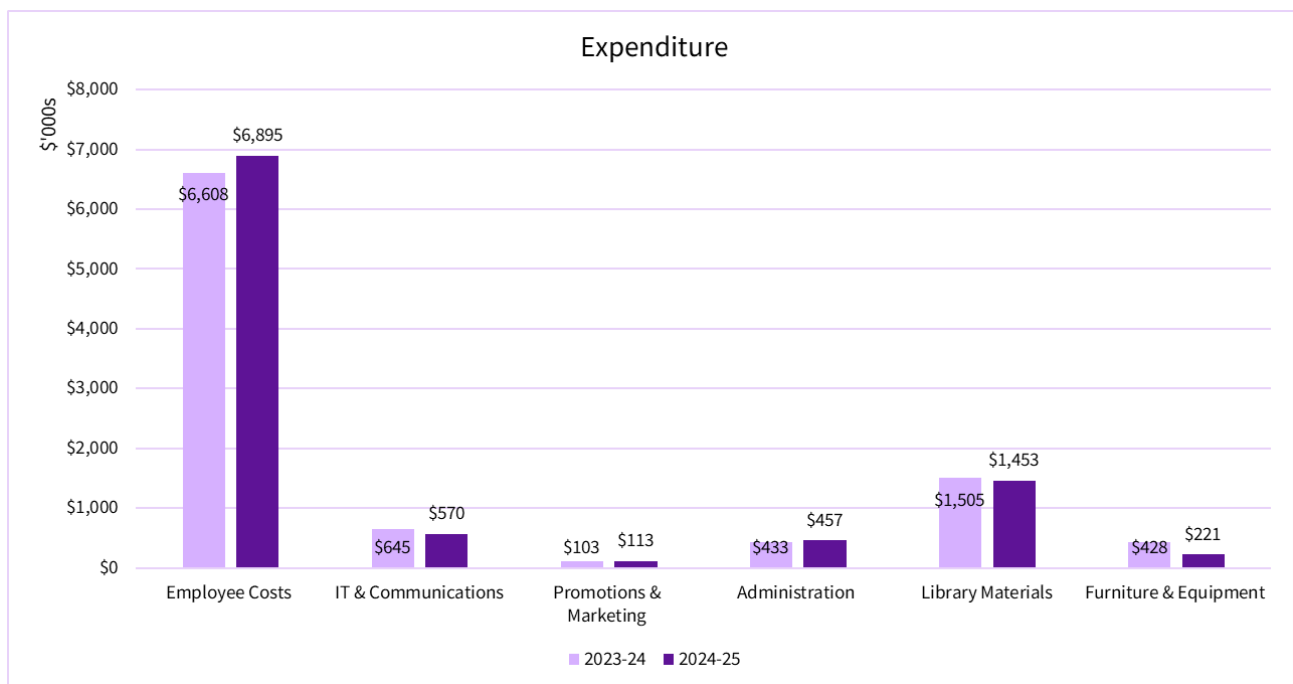
2.0   Budgeted Financial Statements 2023–2024

Comprehensive Income Statement For the Years ending June 30	Budget 2023-24	Budget 2024-25
Revenue		
Council Contributions	7,198,580	7,053,833
Recurrent Funding	*6,845,580*	*7,033,833*
One-off Project Funding	*353,000*	*0*
Independent Board Member Funding	*0*	*20,000*
State Government Grants	2,207,392	2,175,404
Interest on Investments	87,500	118,000
Other Income	110,015	108,995
Total Income	9,603,487	9,456,232
Expenditure		
Employee Costs	6,607,846	6,895,239
IT & Communications	645,000	570,000
Library Materials	358,640	363,600
Promotions & Marketing	102,960	112,900
Administration	433,303	457,309
Depreciation	1,085,721	1,070,521
Total Expenditure	9,233,471	9,469,569
Net Gain(loss) disposal of plant & Equipment	0	0
Total comprehensive result	370,017	(13,337)

Balance Sheet As at June 30		
	Budget 2023-24	**Budget 2024-25**
ASSETS	$	$
Current Assets		
Cash Asset	70,000	70,000
Financial Assets	2,447,844	2,149,602
Receivables	60,000	60,000
Inventories		
	2,577,844	2,279,602
Non-Current Assets		
Fixed Assets	3,727,462	3,968,083
Right-of-use assets	0	0
TOTAL ASSETS	**6,305,307**	**6,247,686**
LIABILITIES		
Current Liabilities		
Payables	462,712	214,491
Lease Liabilities	0	0
Employee Entitlements	1,537,754	1,187,087
	2,000,465	1,401,578
Non-Current Liabilities		
Employee Entitlements	178,909	92,519
Lease Liabilities	0	0
TOTAL LIABILITIES	**2,179,374**	**1,494,097**
NET ASSETS	4,125,932	4,753,588
EQUITY		
Members Contribution on Formation	1,528,173	1,562,887
Accumulated Surplus	2,597,759	3,190,701
TOTAL EQUITY	4,125,932	4,753,588

Statement of Change in Equity As at June 30			
2024			
Bal at the beginning of the financial year	4,396,909	2,834,022	2,051,239
Comprehensive result	370,017	370,017	
Balance at end of financial year	4,766,925	3,204,038	2,051,239
2025			
Bal at the beginning of the financial year	4,766,925	3,204,038	2,051,239
Comprehensive result	(13,337)	(13,337)	
Balance at end of financial year	4,753,588	3,190,701	2,051,239

Statement of Capital Works For the Years ending June 30	Budget 2023-24	Budget 2024-25
Capital Expenditure		
Library Materials	1,146,373	1,089,680
Ongoing Collection Maintainence	*1,056,373*	*1,089,680*
New Branch Collection	*90,000*	*0*
Motor Vehicles	152,000	60,800
Furniture & Equipment	276,362	160,662
Ongoing Equipment Purchasing	*156,362*	*160,662*
New Branch & Lockers Set-up	*120,000*	*0*
	1,574,735	1,311,142

Statement of Human Resources For the years ending June 30	Revised 2023-24	Budget 2024-25
Staff Expenditure		
Employee costs - Operating	6,607,846	6,895,239
Total Staff Expenditure	**6,607,846**	**6,895,239**
	EFT	EFT
Staff Numbers	66	66
Permanent full time	27	27
Permanent part time	78	78

Statement of Cash Flows		
Year ended June 30		
	Revised	Budget
	2023-24	2024-25
	$	$
Cash Flow from Operating Activities		
Income from:		
Council Contributions	7,198,580	7,053,833
Government Grants	2,207,392	2,175,404
Interest Income	87,500	118,000
Overdue Fines	0	0
Other Income	110,015	108,995
	9,603,487	9,456,232
Payments for:		
Employee Costs	6,607,846	6,895,239
Library Materials	358,640	363,600
Computer Services	645,000	570,000
Other Costs	563,413	570,209
	8,174,899	8,399,048
Net Cash Inflow from Operating Activities	1,428,588	1,057,184
Cash Flow from Investing Activities		
Payments for:		
Proceeds for sale of Plant & Equipment	0	0
Payment for Books, Furniture, Plant & Equipment	(1,574,735)	(1,311,142)
Net Cash (Outflow) from Investing Activities	(1,574,735)	(1,311,142)
Net Increase/Decrease in Cash	(146,147)	(253,958)
Cash at the beginning of the year	2,619,707	2,473,560
Cash Held at End of Year	2,473,560	2,219,602

3.0   Notes to the Budgeted Financial Statements 2023-2024

1 - Council Contributions

Councils Contribution	Budget 2023-24	Budget 2024-25
Population*	403,869	411,158
Councils Contribution	7,198,580	7,053,833
Average Contrib per Capita	$17.82	$17.16
2020 Victorian RLCs Average Contribution per capita**	$	31.56

*Forecast population estimate source https://forecast.id.com.au
**Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2 - State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2024. The state funding is primarily calculated on population and in FY2024 there was a 0% increase in the amount received.

State Funding	Revised 2023-24	Budget 2024-25
Population	403,869	411,158
State Funding	2,207,392	2,175,404
Average Contrib per Capita	$5.47	$5.29

3 - Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement expired 24 November 2023 and all employment costs have been calculated to take into account the salary increases that were included in the new agreement submitted to FairWork. Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Not included in the 2025 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at December 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget 2023-24	Budget 2024-25
Employee Costs	6,607,846	6,895,239
Total Staffing EFT	66	66
% of total expenditure	67.96%	71.01%
Population	403,869	411,158
Expenditure per capita	$16.36	$16.77
2020 State Average Expenditure per capita		$25.09

4 - Information & Communications Technology (ICT)

The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2023-24	Budget 2024-25
Telecommunications	55,000	55,000
Data Communications	125,000	106,700
ILMS	50,000	50,000
Computer Software & Support	415,000	358,300
Total ICT	**645,000**	**570,000**
% of total expenditure	7.89%	6.79%
Population	403,869	411,158
Expenditure per capita	$1.60	$1.39

5 - Library Resources and Materials

CL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Revised 2023-24	Budget 2024-25
Non-Capital	358,640	363,600
Capital	1,146,373	1,089,680
Total Library Resources	**1,505,013**	**1,453,280**
% of total expenditure	18.41%	17.30%
Population	403,869	411,158
Expenditure per capita	$3.73	$3.53
2020 State Average Expenditure per Capita		$5.78
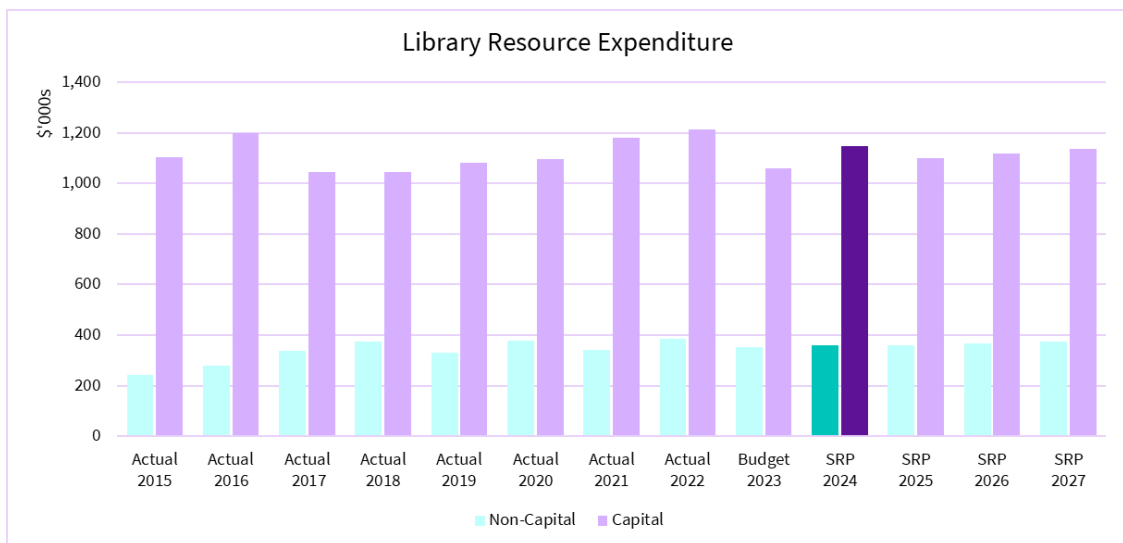
Library Resource Expenditure

4.0   Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are six service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Cranbourne West Library Lounge

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5.0   Schedule of Fees and Charges: 2024-2025

1. **Replacement membership cards: $3.30** to replace a lost card.

2. **Replacement single disks (from sets):** A standard **$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.

3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than $10.00 must be accompanied by the receipt. Minor damage incurs a charge of $3.30.

4. **Libraries Victoria Lost or damaged processing: $5.50** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.

5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

6. **Photocopying and printing:**

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**All sizes and colours**
A3 30¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Free per page**

7. **Inter Library Loans:**
   Tertiary/ Special and other charging libraries **$32.40**
   Victorian Public Libraries and other non-charging public libraries **$5.00**
   Libraries Victoria Items are free

8. **Other Charges:**
   Library Bags (New member Free), Replacement Bags   **$2.00**
   Ear Buds   **$2.00**
   USB Sticks   **$10.00**
   Book clubs (per annum)   **$100.00**

9. **Library Meeting Room Hire:**
   General Rate: **$30.00 per hour**
   Community Rate: **$15.00 per hour**
   (Conditions apply – refer to the Bookings Policy)

   Creative Rate: **$15.00 per hour**
   Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. **Local History Reproduction Fees:**
    Contact: Local History Officer
    At Cranbourne Library (03) 5990 0150

CONNECTED LIBRARIES

Local History Schedule of Reproduction Fees

As the custodian of the Casey & Cardinia Local History Archive, CL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee**. CL does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner.

The fees stated below are for the publication of ONE item for ONE specified purpose. If another use is required, a new application must be made. A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**Hi Resolution $11.00**
A3 30¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Low Resolution $5.50**

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CL11/2024   DRAFT STRATEGIC RESOURCE PLAN 2024-2028

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Connected Libraries Draft Strategic Resource Plan 2024-2028 for endorsement.

CL Library Plan reference – 4.5, 4.6

Background

CL Strategic Resource Plan aligns with CL Library Plan requirements under the Local Government Act 1989, Section 125 and the Reginal Library Agreement. The Strategic Resource Plan identifies the resources required to meet the strategic objectives outlined in the Library Plan.

Discussion

The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community. The 2024-2028 Strategic Resource Plan (SRP) considers key decisions made by the CL Board made throughout the course of the 2023–2024 financial year.

RECOMMENDATIONS

1. **That the Board endorses CL Draft Strategic Resource Plan 2024–2028.**
2. **That CL forward the endorsed CL Strategic Resource Plan 2024-2028 to the City of Casey for adoption.**
3. **That the Board notes CL will adopt the CL Strategic Resource Plan 2024-2028 after the City of Casey advise formal approval.**

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Strategic Resource Plan 2024-2028

Contents

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

Our Values and Guiding Behaviours

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

Fairness
- We treat people fairly and recognise them as individuals
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Humour
- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

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

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

Teamwork
- When we all contribute, we excel
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Our Approach

- We put people first
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- Momentum not perfection
- Encourage each other to take calculated risks
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- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

1.0   Executive Summary

The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

Connected Libraries (CL) is funded by the City of Casey and the State Government.

The 2024-2028 Strategic Resource Plan (SRP) takes into account key decisions made by the CL Board made throughout the course of the 2023–2024 financial year. This SRP is based on the current staffing model, allowing for continued provision of service to the community whilst maintaining Member Council contributions within rate cap.

	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
City of Casey	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
	74.96%	*74.59%*	*75.09%*	*75.59%*	*76.07%*
State Government	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
	22.99%	*23.00%*	*22.54%*	*22.08%*	*21.63%*
CL - Operations	197,515	226,995	228,493	230,010	231,547
	2.06%	*2.40%*	*2.37%*	*2.33%*	*2.30%*
Total Income	**9,603,487**	**9,456,232**	**9,651,710**	**9,852,542**	**10,058,875**
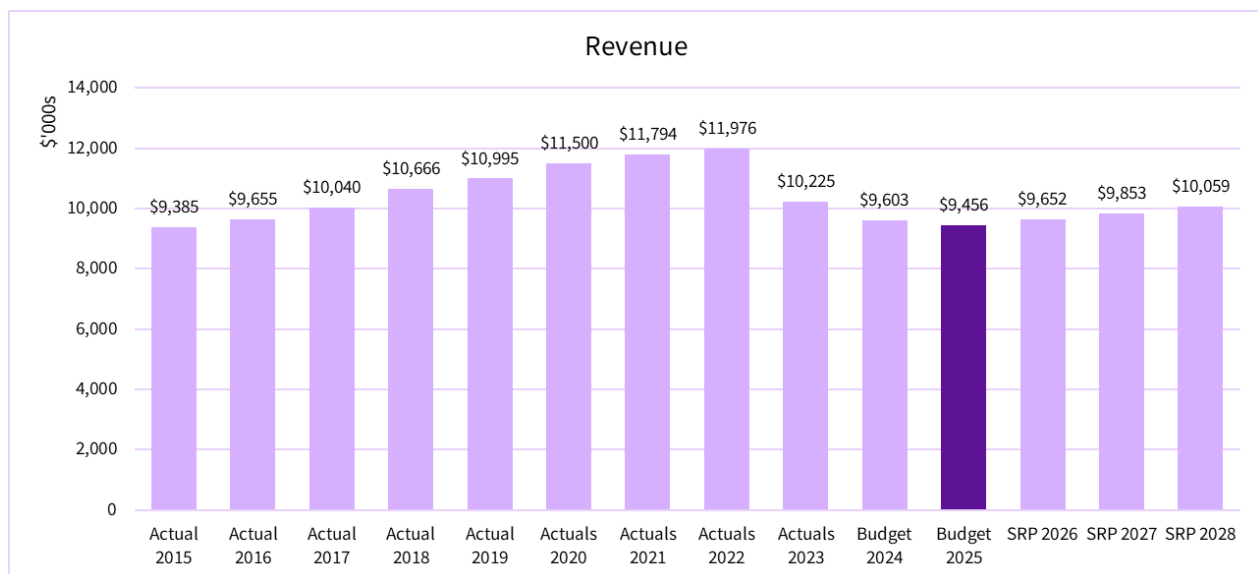
	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
IT & Communications	645,000	570,000	577,838	585,783	593,838
Promotions & Marketing	102,960	112,900	115,365	117,878	120,443
Administration	433,303	457,309	413,696	420,602	427,599
Other Expenses	417,303	441,309	397,476	404,159	410,930
Auditor Remuneration	16,000	16,000	16,220	16,443	16,669
Library Materials	1,505,013	1,453,280	1,472,674	1,492,325	1,512,256
Library Materials - Expense	358,640	363,600	368,600	373,660	378,800
Library Materials - Capital	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
Furniture & Equipment	428,362	221,462	162,871	165,110	167,380
Total Expenditure	9,722,484	9,710,190	9,827,465	10,061,808	10,302,210

Total Expenditure

Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actuals 2020	Actuals 2021	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	SRP 2026	SRP 2027	SRP 2028
$9,301	$9,316	$9,940	$10,869	$11,449	$11,184	$11,580	$12,050	$11,799	$9,722	$9,710	$9,827	$10,062	$10,302
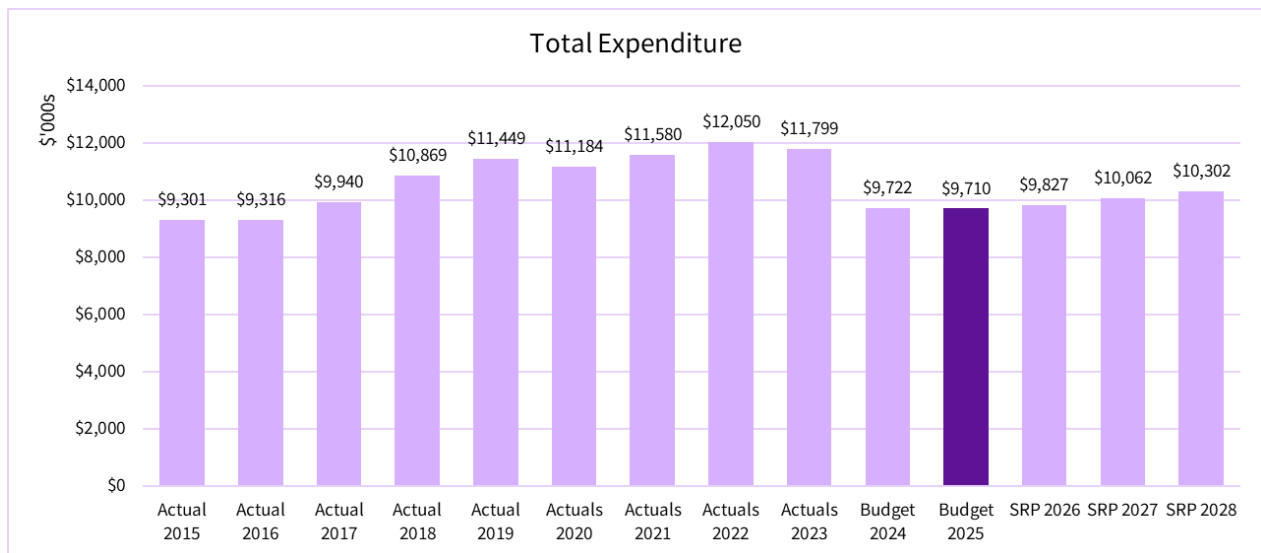
2.0   Financial Statements 2024–2028

Comprehensive Income Statement For the Years ending June 30					
	Budget	**Budget**	**Forecast Est**	**Forecast Est**	**Forecast Est**
	2023-24	**2024-25**	**2025-26**	**2026-27**	**2027-28**
Revenue					
Council Contributions	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
Recurrent Funding	*6,845,580*	*7,033,833*	*7,227,813*	*7,427,128*	*7,631,924*
One-off Project Funding	*353,000*	*0*	*0*	*0*	*0*
Independent Board Member Funding	*0*	*20,000*	*20,000*	*20,000*	*20,000*
State Government Grants	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Interest on Investments	87,500	118,000	118,000	118,000	118,000
Other Income	110,015	108,995	110,493	112,010	113,547
Total Income	9,603,487	9,456,232	9,651,710	9,852,542	10,058,875
Expenditure					
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
IT & Communications	645,000	570,000	577,838	585,783	593,838
Library Materials	358,640	363,600	368,600	373,660	378,800
Promotions & Marketing	102,960	112,900	115,365	117,878	120,443
Administration	433,303	457,309	413,696	420,602	427,599
Depreciation	1,085,721	1,070,521	1,085,200	1,100,100	1,115,200
Total Expenditure	9,233,471	9,469,569	9,645,720	9,878,133	10,116,574
Net Gain(loss) disposal of plant & Equipment	0	0	0	0	0
Total comprehensive result	370,017	(13,337)	5,990	(25,591)	(57,699)

Balance Sheet As at June 30					
	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
ASSETS	$	$	$	$	$
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,447,844	2,149,602	1,973,847	1,784,581	1,571,246
Receivables	60,000	60,000	60,000	60,000	60,000
Inventories					
	2,577,844	2,279,602	2,103,847	1,914,581	1,701,246
Non-Current Assets					
Fixed Assets	3,727,462	3,968,083	4,149,828	4,333,503	4,519,139
Right-of-use assets	0	0	0	0	0
TOTAL ASSETS	**6,305,307**	**6,247,686**	**6,253,676**	**6,248,085**	**6,220,386**
LIABILITIES					
Current Liabilities					
Payables	462,712	214,491	179,302	153,997	137,126
Lease Liabilities	0	0	0	0	0
Employee Entitlements	1,537,754	1,187,087	1,219,732	1,262,422	1,306,607
	2,000,465	1,401,578	1,399,034	1,416,419	1,443,733
Non-Current Liabilities					
Employee Entitlements	178,909	92,519	95,064	97,678	100,364
Lease Liabilities	0	0	0	0	0
TOTAL LIABILITIES	**2,179,374**	**1,494,097**	**1,494,097**	**1,514,097**	**1,544,097**
NET ASSETS	4,125,932	4,753,588	4,759,578	4,733,987	4,676,288
EQUITY					
Members Contribution on Formation	1,528,173	1,562,887	1,562,887	1,562,887	1,562,887
Accumulated Surplus	2,597,759	3,190,701	3,196,691	3,171,100	3,113,401
TOTAL EQUITY	**4,125,932**	**4,753,588**	**4,759,578**	**4,733,987**	**4,676,288**

Statement of Change in Equity			
As at June 30			
2024			
Bal at the beginning of the financial year	4,396,909	2,834,022	2,051,239
Comprehensive result	370,017	370,017	
Balance at end of financial year	4,766,925	3,204,038	2,051,239
2025			
Bal at the beginning of the financial year	4,766,925	3,204,038	2,051,239
Comprehensive result	(13,337)	(13,337)	
Balance at end of financial year	4,753,588	3,190,701	2,051,239
2026			
Bal at the beginning of the financial year	4,753,588	3,190,701	2,051,239
Comprehensive result	5,990	5,990	
Balance at end of financial year	4,759,578	3,196,691	2,051,239
2027			
Bal at the beginning of the financial year	4,759,578	3,196,691	2,051,239
Comprehensive result	(25,591)	(25,591)	
Balance at end of financial year	4,733,987	3,171,100	2,051,239
2028			
Bal at the beginning of the financial year	4,733,987	3,171,100	2,051,239
Comprehensive result	(57,699)	(57,699)	
Balance at end of financial year	4,676,288	3,113,401	2,051,239

Statement of Capital Works For the Years ending June 30					
	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Capital Expenditure					
Library Materials	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
Ongoing Collection Maintainence	*1,056,373*	*1,089,680*	*1,104,074*	*1,118,665*	*1,133,456*
New Branch Collection	*90,000*	*0*	*0*	*0*	*0*
Motor Vehicles	152,000	60,800	0	0	0
Furniture & Equipment	276,362	160,662	162,871	165,110	167,380
Ongoing Equipment Purchasing	*156,362*	*160,662*	*162,871*	*165,110*	*167,380*
New Branch & Lockers Set-up	*120,000*	*0*	*0*	*0*	*0*
	1,574,735	1,311,142	1,266,945	1,283,775	1,300,836

Statement of Human Resources For the years ending June 30					
	Revised	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Staff Expenditure					
Employee costs - Operating	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
Total Staff Expenditure	**6,607,846**	**6,895,239**	**7,085,021**	**7,280,110**	**7,480,694**
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	66	66	66	66	66
Permanent full time	27	27	27	27	27
Permanent part time	78	78	78	78	78

CL | CONNECTED LIBRARIES

Statement of Cash Flows Year ended June 30					
	Revised 2023-24 $	Budget 2024-25 $	Forecast Est 2025-26 $	Forecast Est 2026-27 $	Forecast Est 2027-28 $
Cash Flow from Operating Activities					
Income from:					
Council Contributions	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
Government Grants	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Interest Income	87,500	118,000	118,000	118,000	118,000
Overdue Fines	0	0	0	0	0
Other Income	110,015	108,995	110,493	112,010	113,547
	9,603,487	9,456,232	9,651,710	9,852,542	10,058,875
Payments for:					
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
Library Materials	358,640	363,600	368,600	373,660	378,800
Computer Services	645,000	570,000	577,838	585,783	593,838
Other Costs	563,413	570,209	529,061	538,480	548,042
	8,174,899	8,399,048	8,560,520	8,778,033	9,001,374
Net Cash Inflow from Operating Activities	1,428,588	1,057,184	1,091,190	1,074,509	1,057,501
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,574,735)	(1,311,142)	(1,266,945)	(1,283,775)	(1,300,836)
Net Cash (Outflow) from Investing Activities	(1,574,735)	(1,311,142)	(1,266,945)	(1,283,775)	(1,300,836)
Net Increase/Decrease in Cash	(146,147)	(253,958)	(175,755)	(209,266)	(243,335)
Cash at the beginning of the year	2,619,707	2,473,560	2,219,602	2,043,847	1,834,581
Cash Held at End of Year	2,473,560	2,219,602	2,043,847	1,834,581	1,591,246

3.0 Notes to the Strategic Resource Plan Financial Report
2024-2028
1 Council Contributions

Councils Contribution	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Population*	403,869	411,158	426,000	439,497	453,035
Councils Contribution	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
Average Contrib per Capita	$17.82	$17.16	$17.01	$16.94	$16.89
2020 Victorian RLCs Average Contribution per capita**				$	32.23

*Forecast population estimate source https://forecast.id.com.au
**Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2024. The state funding is primarily calculated on population and in FY2024 there was a 0% increase in the amount received. For the purposes of this SRP, it is assumed that 0% increase on Government Grants will be received each year.

State Funding	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Population	403,869	411,158	426,000	439,497	453,035
State Funding	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Average Contrib per Capita	$5.47	$5.29	$5.11	$4.95	$4.80

3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement expired 24 November 2023 and all employment costs have been calculated to take into account the salary increases that were included in the new agreement submitted to FairWork. Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Not included in the 2025 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at December 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
Total Staffing EFT	66	66	66	66	66
% of total expenditure	67.96%	71.01%	72.09%	72.35%	72.61%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	$16.36	$16.77	$16.63	$16.56	$16.51
2020 State Average Expenditure per capita					$25.09

4 Information & Communications Technology (ICT)

The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Telecommunications	55,000	55,000	55,756	56,523	57,300
Data Communications	125,000	106,700	108,167	109,654	111,162
ILMS	50,000	50,000	50,688	51,385	52,092
Computer Software & Support	415,000	358,300	363,227	368,221	373,284
Total ICT	**645,000**	**570,000**	**577,838**	**585,783**	**593,838**
% of total expenditure	7.89%	6.79%	6.75%	6.67%	6.60%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	$1.60	$1.39	$1.36	$1.33	$1.31

5 Library Resources and Materials

CL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Non-Capital	358,640	363,600	368,600	373,660	378,800
Capital	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
Total Library Resources	**1,505,013**	**1,453,280**	**1,472,674**	**1,492,325**	**1,512,256**
% of total expenditure	18.41%	17.30%	17.20%	17.00%	16.80%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	$3.73	$3.53	$3.46	$3.40	$3.34
2020 State Average Expenditure per Capita		$5.78			
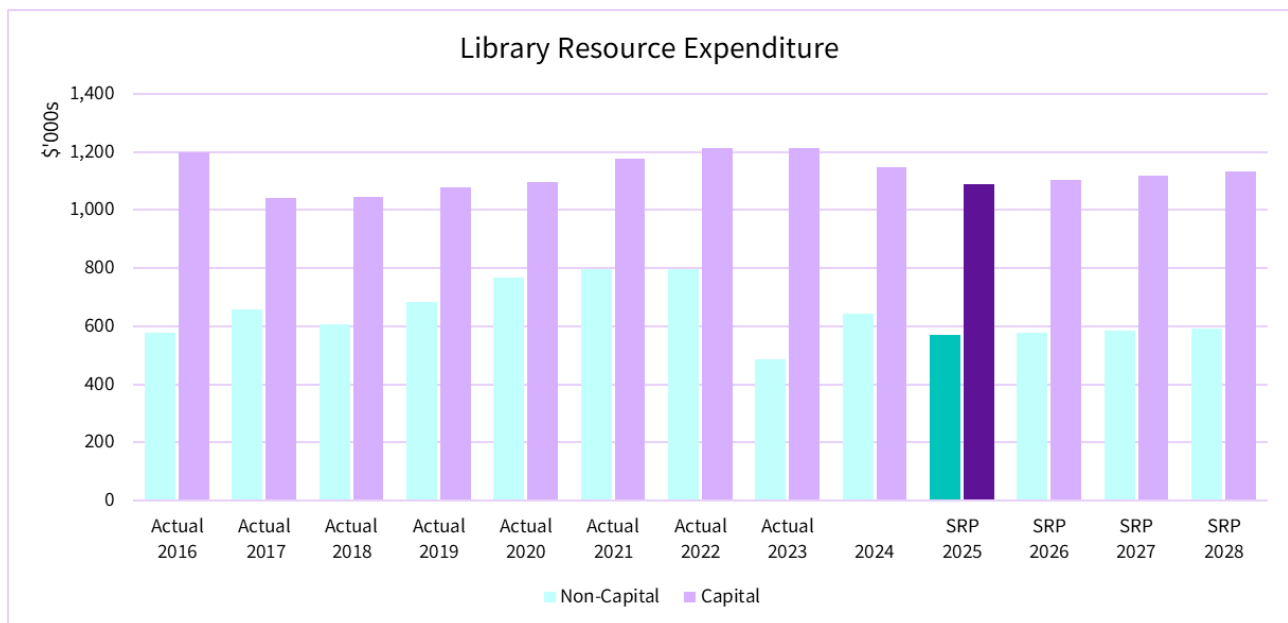
Library Resource Expenditure

4.0   Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are six service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Cranbourne West Library Lounge

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au

IN CAMERA

CC12/2024	**TRANSITION REPORT**

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OFFICERS REPORTS

CL13/2024	FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on Connected Libraries' financial performance as at 31 March 2024.

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 March 2024	Total Budget 2023-24	Budget YTD March 2024	Actual YTD March 2024	Variance	% Actual Vs Budget
Income					
Council Contributions	7,198,580	5,487,185	5,530,508	43,323	0.8%
Government Grants	2,207,392	2,207,391	2,175,404	(31,987)	(1.4%)
Interest on Investments	87,500	65,628	114,896	49,268	75.1%
Other Income	110,015	76,913	92,077	15,164	19.7%
Total Income	9,603,487	7,837,117	7,912,886	75,768	1.0%
Expenditure					
Employee Costs	6,607,846	4,923,194	4,684,022	239,172	4.9%
IT & Communications	645,000	493,753	429,211	64,542	13.1%
Library Materials	357,880	302,779	265,703	37,076	12.2%
Promotions & Marketing	102,960	65,107	67,880	(2,773)	(4.3%)
Administration	433,303	328,524	279,474	49,050	14.9%
Depreciation	1,085,721	692,208	712,981	(20,773)	(3.0%)
Total Expenditure	9,232,711	6,805,565	6,439,271	366,294	5.4%
Net Gain(loss) disposal of plant & equip	0	0	300	300	
Net result for the reporting period	370,777	1,031,552	1,473,915	442,362	42.9%

<u>Income</u>

Council Contributions

It is expected that the year will close out with Council Contributions being $62k better than Budget. This is due to the original budgeting of the projects and the Council's preference that all costs be paid by CL directly, then billed on to Casey ($43k of costs relating to furniture and site works expected to be paid by Council directly when the FY24 Budget was prepared). $19k was also unbudgeted as revenue for the reimbursement of Independent Board Directors fees.

Government Grants

PLFP and PRC State Government funding received for the year was lower than expected (0% uplift on prior year), this shortfall will be a permanent variance.

Interest on Investments

Tight cash-flow control and higher than budgeted interest rates had led the organisation to overperform in term deposits. Rates available have continued to increase and it is now expected that FY24 will close at least $85k ahead of budget in Interest revenue, helping to offset the loss of State Government Revenue.

Other Income
Other Income is on track and is expected to finish the year in line with Budget.

Expenditure
Employee Costs
Employee Costs are currently under budget due to the delay in signing of the new Enterprise Agreement (now with FairWork awaiting consideration and approval). The current proposed offer would see pay rises back-paid to the end of November 2023, so savings achieved so far are considered a timing-only variance. If the approved agreement is not received back by the end of June, backpay estimates will be calculated and accrued to the current financial year.

IT & Communications
IT & Communications are underspent largely due to the timing of invoices and a later than expected project timeline due to unplanned changes in staffing. There have been some savings in new contracts and tighter management of software licenses, as such $30k will be a permanent saving.

Promotions & Marketing
Promotions & Marketing is on slightly overspent YTD, and is expected to finish the year $12k overspent, due to the original budget allocation of the innovation projects. Savings in administration where the budget was originally planned will offset this overspend.

Administration
Administration is currently $49k underspent, $12k will remain underbudget due the Innovation Projects costs aligning with Marketing.

Capital Expenditure Month Ended 31 March 2024	Total Budget 2023-24	Budget YTD March 2024	Actual YTD March 2024	Variance	% Actual Vs Budget
Library Materials	1,147,133	952,926	856,389	96,537	10.1%
Motor Vehicles	152,000	110,000	75,077	34,923	31.7%
Furniture & Equipment	276,362	225,240	208,078	17,162	7.6%
Capital Exp. for the reporting period	1,575,495	1,288,166	1,139,544	148,622	11.5%

Capital Expenditure
Library Materials
Underspend on Library Materials is a purely timing variance. Some suppliers have been late on invoicing for stock already received.

Motor Vehicles
Motor Vehicles is expected to be $75k underspent at the end of the financial year, due to the delay in replacement of CEO vehicle that was scheduled to occur in April. Stock availability and lengthy wait times currently being experienced have pushed the expected vehicle replacement to occur in FY25. The new library outreach van was also less costly up front, but more was invested into the new Cranbourne West Library Lounge furniture and equipment within the approved Project Funding.

Furniture & Equipment
Whilst currently underspent, it is expected that Furniture & Equipment will be $50k overspent at the end of the financial year (relating to Cranbourne West). This is offset by the $44k additional Council Contributions revenue and the underspend in Motor Vehicles relating to the Innovation Projects.

Credit Card Expenditure

Card Holder	Transaction Date	Detail	$
Chief Executive Officer			
February Statement	29/01/2024	Amazon Marketplace AU - Qty 2 boxes of Mini Art Canvases for 2024 Tiny Art Show	$287.18
	29/01/2024	Amazon Marketplace AU - Qty 1 boxes of Mini Art Canvases for 2024 Tiny Art Show	$143.59
	29/01/2024	News Pty Ltd - Subscription renewal for the Herald Sun Newspaper for Bunjil Place Library	$494.00
	30/01/2024	Kmart - Qty 3 x Small storage canisters for coffee, tea, sugar storage - Cranbourne West Library Lounge	$28.00
	30/01/2024	Company Director - Company Directors Journal and standard 12-month membership for Beth Luppino	$880.00
	31/01/2024	Picstore Star Photos - Photos of Cranbourne West Library Lounge	$40.00
	1/02/2024	Spotlight Fountain Gate - Ribbon for official opening of Cranbourne West Library Lounge and Outreach Van	$26.00
	1/02/2024	Kmart - Boardgames purchased for monthly Childrens Program	$116.00
	2/02/2024	QBD The Bookshop - Big Summer Read prize winners vouchers	$250.00
	2/02/2024	Amazon AU Retail - Boardgames purchased for monthly Childrens Program	$21.00
	9/02/2024	Kmart - Lucky Dip children's prizes for Cranbourne West Library Lounge Launch Party	$96.75
	14/02/2024	News Pty Ltd - Subscription renewal for the Herald Sun Newspaper for Endeavour Hills Library	$494.00
	22/02/2024	Fairfax Newspapers - Subscription renewal for The Age newspaper for Bunjil Place Library	$743.08
	26/02/2024	QBD The Bookshop - Big Summer Read prize winners voucher for Doveton Winner	$50.00
	26/02/2024	Buzzsprout - Podcasting - Bookmatters	$18.90
Total February 2024			**$3,688.50**
March Statement	27/02/2024	Picstore Star Photos - Images taken by Star News Group - Cranbourne West	$25.00
	27/02/2024	Picstore Star Photos - Images taken by Star News Group - Cranbourne West	$25.00
	13/03/2024	Butterfly Foundation - Donation in lieu of speakers fee for Jelena Dokic Adult Program on 14.3.2024	$200.00
	13/03/2024	QV Carpark Melbourne - SLV event - Debra Rosenfelt	$20.00
	14/03/2024	Master Locksmiths Association - Qty 2 x MLAK keys ordered for the Bunjil Place Library for accessing the disability toilets	$50.00
	20/03/2024	Fresh Flowers - Flowers for staff development	$266.00
	24/03/2024	Buzzsprout - Podcasting - Book Matters	$18.99
	25/03/2024	Art Shed Online - Qty 3 x 5pc watercolour paint brush set for Pet Portrait - Adult Program	$38.95
	25/03/2024	Big W Online - Qty 5 Watercolour palettes & qty 4 A4 Watercolour pads for Pet Portraits - Adult Programs	$111.00
Total March 2024			**$754.94**
TOTAL			**$4,443.44**

Card Holder	Transaction Date	Detail	$
General Manager, Finance and Digital Operations			
February Statement	30/01/2024	Company Director - Company Directors Journal and standard 12-month membership for Emily Ramaswamy	$880.00
	5/02/2024	Adobe Creative Cloud - Adobe Creative Cloud Licences	$445.28
	5/02/2024	Adobe Creative Cloud - Audition Software	$39.98
	6/02/2024	Amazon AU - Qty 2 - Harry Potter Box Sets for Cranbourne West Collection	$121.16
	9/02/2024	Amazon Marketplace AU - Wireless Door Bell for Cranbourne West Library Lounge	$13.49
	9/02/2024	Amazon Marketplace AU - Wireless Door Bell for Doveton Library	$13.49
	9/02/2024	Amazon Marketplace AU - Webcam for Laptop - IT Department	$54.99
	12/02/2024	Amazon Web Services - Website Hosting - January 2024	$1,300.07
	14/02/2024	ZLR Lam Thanh Phan - Lightning to 3.5mm audio cable - IT Department	$15.00
	15/02/2024	Amazon Marketplace AU - Qty 1 J-Tech Ergonomic Vertical Mouse - Staff OHS	$59.31
	19/02/2024	Woolworths - Qty 48 Bottles of Water for Cranbourne West Library Lounge Launch Party	$19.00
	20/02/2024	Amazon Prime AU - Prime Membership Fee for February	$9.99
	22/02/2024	Woolworths - Floral arrangement for thankyou gift - Staff Development	$30.00
	23/02/2024	Elementor - Elementor Pro Essential Annual renewal	$77.19
	26/02/2024	Scorptec Computers - Qty 2 - USB-C for hard drive data backups	$98.98
Total February 2024			**$3,177.93**
March Statement	3/03/2024	Amazon Web Services - Website Hosting - February 2024	$1,324.70
	5/03/2024	Adobe Creative Cloud - Adobe Creative Cloud Licences	$445.28
	5/03/2024	Adobe Creative Cloud - Audition Software	$39.98
	13/03/2024	Amazon Marketplace AU - Qty 4 x Switch controllers for Endeavour Hills Library	$135.96
	13/03/2024	Zoom.US - Zoom One Pro x Qty 4 -Annual subscription for period 13.3.24 to 12.3.2025	$922.46
	19/03/2024	Woolworths Online - Food purchased to celebrate our New Values with a morning tea at each branch	$493.63
	19/03/2024	Amazon Prime AU - Prime Membership Fee for March 2024	$9.99
	19/03/2024	Amazon Marketplace AU - Qty 2 x Voice Amplifier with Microphone Headset for Outreach Van outdoor events	$150.00
	20/03/2024	Melbourne Onstreet Parking – Parking to attend Childrens Library with Beth Luppino	$7.00
Total March 2024			**$3,529.00**
TOTAL			**$6,706.93**

Bank Reconciliation

A Bank Reconciliation is available on request.

FY2024 Audit Schedule

VAGO will be completing the 2024 Financial Statements Audit and have scheduled the below key stages (subject to change):

- Planning visit–Monday 26 to Wednesday 28 February (Completed)

- Interim Audit– Thursday 23 to Monday 27 May
- Final Audit – Monday 30 September to Friday 4 October
- Signing of Financial Statements by the Chairperson, CEO & GMFDO – Wednesday 23 October 2024
- Annual Report due to be submitted to the Minister for Local Government Thursday 31 October 2024.

The Draft Audit Strategy has been attached with no areas that are of particular concern to the organisation from last year.

Conclusion

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

Connected Libraries is in a sound financial position.

RECOMMENDATIONS

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

Casey-Cardinia Library Corporation

Audit Strategy Memorandum
For the financial year ending 30 June 2024

Presented to the board meeting on 24 April 2024

Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2024.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the Casey-Cardinia Regional Library Corporation. This document covers matters we believe to be significant in the context of our work. This ASM will be discussed at the board meeting on 24 April 2024.

Acknowledgement

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

Yours sincerely

Travis Derricott
Sector Director, Financial Audit

Melbourne
18 April 2024

Contents

Casey-Cardinia Library Corporation Audit Strategy Memorandum 2023-24 | Presented to the board meeting on 24 April 2024

OFFICIAL

Introduction

Purpose of the audit strategy memorandum

This document outlines our planned approach to the audit of the Casey-Cardinia Regional Library Corporation financial report for the financial year ended 30 June 2024.

It is a key document for us to communicate with those charged with governance and management.

This document should be read in conjunction with our engagement letter addressed to Chair (dated 19 February 2024) and Chief Executive Officer (dated 18 August 2022).

Scope and purpose of the audit

Financial Report

The *Audit Act 1994* requires the Auditor-General to

→ form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 1989 and* the Local Government (Planning and Reporting) Regulations 2014 and the Australian accounting standards and to provide an audit report to you

→ provide a copy of the auditor's report to

  → the Minister responsible for your financial report, and
  → the Assistant Treasurer where we provide a modified audit opinion, or where the Auditor-General directs.

Independence

The Auditor-General is:

→ an independent officer of the Victorian Parliament

→ appointed under legislation to examine on behalf of parliament and taxpayers, the management of resources within the public sector

→ not subject to the control or direction of either parliament or the government.

The public

Parliament of Victoria

Executive government

Public sector services

VAGO

The auditor-general is an independent officer of Parliament

Planned audit approach

Risk identification and assessment	We understand your entity and its environment to:
	→ set materiality
	→ identify material transactions, balances, disclosures, and significant events
	→ identify and assess risks of material misstatement and the controls in place to mitigate these risks
	→ develop our audit strategy, including scope, timing, and direction of the audit—refer to **Appendix A** for the details of our planned approach.
Risk Response	We choose and execute procedures to obtain audit evidence. This may include:
	→ testing key manual and application controls
	→ performing substantive testing of transactions and balances
	→ substantive analytical procedures
	→ reliance on the work of others and specialist experts
	→ use of data analytics.
Reporting	We report:
	→ in our interim and final management letters, observations, and our recommendations to improve your internal controls and other identified deficiencies
	→ in our closing report, the outcome of our audit, informing you of financial reporting matters that are not related to internal controls
	→ our audit opinion in our audit report.

New and emerging developments

Entity specific Developments

Local Government Act 2020

The *Local Government 2020*, namely section 330(4), requires an existing regional library corporation to be wound-up in accordance with section 197G of the *Local Government Act 1989* before the expiry of the period of 10 years after the commencement of section 110.

A Council that is a member of an existing regional library may cease to be a member of that existing regional library before it is wound up.

The Library is dependent on contributions from its member Council, Casey City Council, to carry out its daily activities.

It is our understanding that there is no short plan to wind-up the Library or for the existing member Council to cease their membership and financial contribution to the corporation.

We will continue to monitor developments and should the situation change, we'll revisit our planned audit approach.

Transition to beneficial enterprise and legal name change

The Library has engaged lawyers to start the work on transition to a beneficial enterprise (a Company Limited by Guarantee) during FY24. This progress may take approximately eighteen months. Once the transition is completed, the legal name of the Library will be changed to "Connected Libraries".

We will continue to monitor the progression in relation to the transition and consider the impact on the audit.

Key risks and areas of audit focus

Financial Statements

We identified that the following financial statement balances / disclosures / areas pose a higher risk of material misstatement to your financial report. We will focus particular audit attention to these areas. In addition, we will perform procedures to obtain sufficient appropriate audit evidence on other material classes of transactions, balances, and disclosures in your financial report to obtain assurance that they are fairly presented.

Key risk of material misstatement	New in 2023-24	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1. Outsourced accounting function (payroll and purchasing)	No	Outsourced purchasing and payroll functions require that there are appropriate management oversight and monitoring of the third-party provider's activities. There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate. Material errors may occur due to ineffective of insufficient monitoring or preventative controls at the Library.	We will: → review the effectiveness of monitoring controls over the accuracy and completeness of the purchasing and payroll processing undertaken by Casey City Council on behalf of the Library and → perform an analytical review and substantiate any variances → perform cut-off testing.	Yes

Materiality

We use our professional judgement to decide what is material by considering qualitative and quantitative factors.

We use materiality to make judgements about the:

→ balances and disclosures that require detailed audit attention

→ amount of audit work we perform

→ effect of misstatements.

We start with an overall materiality for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

For our audit we use amounts less than overall materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. We call this 'performance materiality'. We will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are clearly trivial—an amount below which we judge those misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion. Our planning materiality levels are shown in the table.

Description	Benchmark^	Amount ($'000s)
Overall materiality	5% of total expenses	462
Performance materiality	50% of overall materiality	231
Clearly trivial threshold	5% of performance materiality	12

Note: ^materiality based on 2023-2024 budget

Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will promptly write to those charged with governance on significant internal control deficiencies that come to our attention during the audit.

Fraud

During our audit we ask those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider fraud risks are and if you have any knowledge of actual or suspected fraud. This includes considering the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti- corruption Commission (IBAC) where we become aware of any matter during our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

Waste, probity, and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

Audit timetable

Milestone	Date	Responsibility
Planning of our audit commences	23 February 2024	VAGO and Management
Draft audit strategy discussed at the board meeting	24 April 2024	VAGO and Management
Interim audit commences	23 May 2024	VAGO and Management
Draft financial report submitted to audit after internal quality assurance by management	30 September 2024	Management
Final audit commences	30 September 2024	VAGO and Management
Closing meeting with auditors	October 2024	VAGO and Management
Closing report discussed at the board meeting	23 October 2024	VAGO and Management
Financial report adopted and signed by governing body	23 October 2024	Management
Independent Auditor's Report signed*	25 October 2024	VAGO
Annual report printers proof provided to audit for review	October/November 2024^	Management
Final management letter issued by	October/November 2024~	VAGO

Note: ^ to be confirmed
Note: * date subject to VAGO receipt of signed financial report and management representation letter
Note: ~ to be issued no later than four weeks from date of audit report

The emergence of the COVID-19 pandemic has changed the way we undertake our audit delivery. In 2023, we released our Better Normal: a new way of working together information sheet that explained our hybrid model we now work under. This model involves engaging with you remotely, using either Microsoft Teams or your organisation's preferred platform, in addition to interacting in-person when it matters most (for high-value and high-impact collaboration), relative to your audit's circumstances (for example, if we need to work with you on a highly sensitive or contentious audit matter). Please ask your Sector Director for a copy of this information sheet if you require a refresh.

Fees and key contacts

Fees

We will advise you of the estimated audit fee in a separate letter.

Fees are based on our planned audit approach and will be billed progressively based on work complete.

Fees are subject to change if the scope, volume, or complexity of the audit changes.

Fees may change if agreed milestones are not met such as limited availability of key finance staff to assist the audit process.

Key contacts

Signing officer	Engagement leader	Team leader
Travis Derricott	Lee Blashki	Anoja Bandara
Sector Director, Financial Audit	Manager	Assistant Manager
travis.derricott@audit.vic.gov.au	lee.blashki@audit.vic.gov.au	anoja.bandara@audit.vic.gov.au
(03) 8601 7063 or 0409 149 542	0428 186 807	0459 854 488

Other information

Financial reporting updates

Financial reporting alerts

There are no major changes to accounting standards for 2023-24.

Minor amendments to AASB 101 *Presentation of Financial Statements* encourage financial report preparers to consider the adequacy of financial reporting disclosures:

- entities must disclose material as opposed to 'significant' accounting policies. Examples of circumstances when accounting policies are likely to be considered material to the financial statements are detailed in AASB 101 paragraph 117B.
- clarification that disclosure on how your entity has applied the accounting standards to their own circumstances is more useful than copying the requirements of the accounting standards.

Please refer to VAGO's financial reporting alerts on our website covering the latest significant accounting developments and guidance for public sector entities.

Reports to Parliament

Results of Financial Audits

VAGO will table two reports summarising the results of the 2023-24 financial audits:

→ *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2023–24* (covering all sectors other than local government). We expect to table this report in November 2024.

→ *Local Government: Results of the 2023–24 Audits*. We expect to table this report by the end of 2024.

Performance Audits

→ A list of performance audits in progress are on [our website](#).

→ Details of planned performance audits are in our [Annual Plan](#).

Key VAGO links and resources

[VAGO's website](#)

[VAGO's role](#)

[Reports and Publications](#)

[Information privacy](#)

[Transparent Report](#)

[Complaints about VAGO](#)

[Public Sector Perspectives](#)

[Improving Public Sector Financial Reporting: Power of streamlining](#)

APPENDIX A
Planned audit approach

Material component ($million)	Inherent risk assessment* (Likely/Possible /Unlikely)	Controls reliance* (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement* (High/Moderate/ Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/ Low/Negligible)
Revenue and Income					
Contributions – Monetary Member Councils	Unlikely	No	No	Low	Low
Contributions – Monetary Government	Unlikely	No	No	Low	Low
Expenses					
Employee costs	Possible	No	No	Moderate	Moderate
Material and services	Unlikely	No	No	Low	Low
Depreciation and amortisation	Unlikely	No	No	Low	Low
Other expenses	Unlikely	No	No	Low	Low
Assets					
Cash and cash equivalents	Unlikely	No	No	Low	Low
Other financial assets	Unlikely	No	No	Low	Low
Plant and Equipment	Unlikely	No	No	Low	Low
Liabilities					
Trade and other payables	Unlikely	No	No	Low	Low
Employee provisions	Possible	No	No	Moderate	Moderate

Material component ($million)	Inherent risk assessment* (Likely/Possible /Unlikely)	Controls reliance* (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement* (High/Moderate/ Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/ Low/Negligible)
Equity					
Member contributions on formation	Unlikely	No	No	Low	Low
Accumulated surplus	Unlikely	No	No	Low	Low
Notes to the accounts					
Related parties	Possible	No	No	Moderate	Moderate
Commitments and contingencies	Unlikely	No	No	Low	Low
Key management personnel & other senior officer remuneration	Possible	No	No	Moderate	Moderate

Note *: We have changed our risk of material misstatement categories due to amendments to Australian auditing standard ASA 315 *Identifying and Assessing the Risk of Material Misstatement*. This standard is effective for financial reporting periods beginning after 15 December 2021. A summary of the changes and impact as per the table that follows.

Risk Category	What is this?	Impact from amendments to ASA 315?
Inherent risk	The likelihood of material misstatement before considering internal controls	No change – continues to be assessed as either unlikely, possible, or likely risk of material misstatement by considering whether risk escalation factors are present. A risk assessed as likely is a significant inherent risk – VAGO categorise significant risks as 'high' in our table above.
Control risk	The control risk associated with relevant controls that the auditor intends to rely upon and plans to test for operating effectiveness.	No change – continues to be categorised as high, moderate, or low depending on the auditor's preliminary assessment of the effectiveness of key controls. Please note, the control risk must be set as 'high' when controls are absent, poorly designed, or where the engagement team plans not to test them as it is not appropriate or efficient to do so.
Residual risk of material misstatement	The risk of a material misstatement after considering control effectiveness and inherent risk. It is the risk that the financial report may contain a material misstatement.	We have reduced our previous 5-point scale for the (residual) risk of material misstatement to a 4-point scale. We now classify risk of material misstatement as: → High → Moderate → Low, or → Negligible. Essentially, this will not change our audit approach. Our prior 5-point scale provided subtle differentiation in risk ratings to leverage reliance on substantive audit procedures where it is appropriate and efficient to do so. We are confident that this risk response is embedded into our engagement approach, and we will continue to leverage on these procedures to provide an efficient risk response.

CL14/2024   ORGANISATIONAL RISK

Report prepared by Beth Luppino and Janine Galvin

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

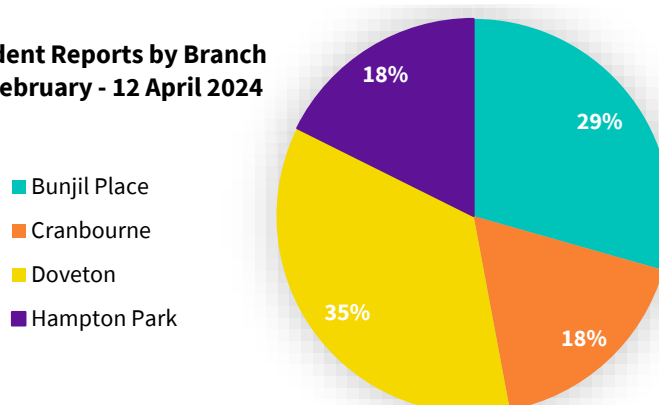*CL Library Plan reference –4.3, 4.6, 4.7*

Discussion
In this report we provide the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.

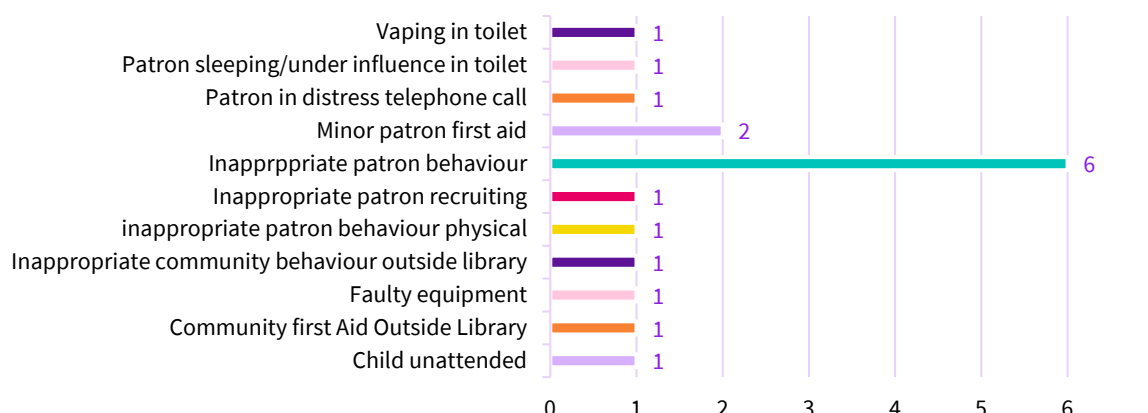**Occupational Health and Safety** *(Library Plan reference 4.6)*
There has been a drop in the overall number of incidents throughout this reporting period. Important to note, inappropriate patron behaviour continues to be our leading concern. Staff continue to gain more confidence and de-escalation skills through training, mentorship and experience.

Incident Reports by Branch
20 February - 12 April 2024

- Bunjil Place
- Cranbourne
- Doveton
- Hampton Park

Bunjil Place 29%, Cranbourne 18%, Doveton 35%, Hampton Park 18%

Note: No incidents at Endeavour Hills Library or Cranbourne West Library Lounge

Incident Reports by Type -20 February - 12 April 2024

Type	Count
Vaping in toilet	1
Patron sleeping/under influence in toilet	1
Patron in distress telephone call	1
Minor patron first aid	2
Inapprppriate patron behaviour	6
Inappropriate patron recruiting	1
inappropriate patron behaviour physical	1
Inappropriate community behaviour outside library	1
Faulty equipment	1
Community first Aid Outside Library	1
Child unattended	1

Enterprise Agreement *(Library Plan reference 4.3)*
Connected Libraries have now successfully lodged an application for approval of the new Enterprise Agreement with the FairWork Commission on 27 March 2024. CL Enterprise Agreement has received the initial assessment and has now been allocated to a commissioner for review.

The approval process with FairWork can take some time – we have been told to expect up to three months. We will need to wait until the EA is reviewed and approved by FairWork before it can be implemented, so backpay, wage increases, cost of living bonus as incorporated into the new Agreement will not be effective until the FairWork process is complete.

Staff involved in the negotiation process, CL Union delegates as well as Management representatives, should be commended on their professional and effective approach to negotiations through the process.

Risk Management *(Library Plan reference 4.6)*

Program Planning

We have inserted additional details and mitigations to our strategic risk, 'Reputation and brand', stating that risk assessments will be conducted on all programs considered at risk of inappropriate community behaviour. This will be applied to large-scale programs/events, but also smaller events depending on the nature of the program. Mitigations for managing risk for programs include creating bookings/ticketing to manage numbers, having additional staff onsite, and engaging security staff if required. This will appear in the Risk Management Plan when it comes to the Board for scheduled review in June.

Extreme Heat Policy

During the March 2024 heatwave in Melbourne across the Labour Day weekend, several metropolitan libraries (5) opened extended hours to provide refuge for their communities from the heat.

CL Executive have considered a similar approach to temporarily extending opening hours in the case of extreme heat.

Below are example staffing costs for branch opening hours at times the libraries are currently not open:

Location	Type	Hours	Cost
Cranbourne	Sunday	10am - 4pm	$ 2,408.00
Cranbourne	Public Holiday	10am - 4pm	$ 2,873.00
Bunjil Place	Public Holiday	10am - 4pm	$ 4,535.00
Endeavour Hills	Sunday	10am - 4pm	$ 1,719.00
Endeavour Hills	Public Holiday	10am - 4pm	$ 2,051.00

If Connected Libraries is closed (due to weekend or public holiday) and the forecast predicts extreme heat conditions, to support the community, the Executive team will consider the option of opening additional hours. Executive will consider timing, City of Casey approval, staff availability/risks and budgeting to support the decision process.

State Government Funding

In response to our letter of advocacy for library funding, CL CEO met with Gabrielle Williams, Member for Dandenong, at Doveton Library on April 4. The State Government budget 2024-2025 is predicted to be tough. CL's draft Budget 2024-2025 has included 0% increase on PLFP funding, but we are also modelling reduced funding scenarios. At this point, if there is a reduction, this could be limited to the Living Libraries Infrastructure program (capital funding) and not the recurrent PLFP program (therefore may not directly affect the budget). However, until the State budget details are announced, this remains an uncertainty.

Comprehensive Income Statement For the Years ending June 30		Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28	4 Year Total Net Result
State Government Contribution Estimate							
Current Estimate - 0% Increase in State Government Funding	Total Income	9,603,487	9,456,232	9,651,710	9,852,542	10,058,875	
	Total Expenditure	9,233,471	9,469,569	9,645,720	9,878,133	10,116,574	
	Total comprehensive result	370,017	(13,337)	5,990	(25,591)	(57,699)	(90,637)
2% Decrease in State Government Funding	Total Income	9,603,487	9,412,724	9,565,564	9,724,611	9,889,994	
	Total Expenditure	9,233,471	9,469,569	9,645,720	9,878,133	10,116,574	
	Total comprehensive result	370,017	(56,845)	(80,156)	(153,522)	(226,580)	(517,103)
5% Decrease in State Government Funding	Total Income	9,603,487	9,347,462	9,439,608	9,542,275	9,655,351	
	Total Expenditure	9,233,471	9,469,569	9,645,720	9,878,133	10,116,574	
	Total comprehensive result	370,017	(122,107)	(206,112)	(335,858)	(461,223)	(1,125,300)
10% Decrease in State Government Funding	Total Income	9,603,487	9,238,692	9,238,383	9,263,008	9,310,754	
	Total Expenditure	9,233,471	9,469,569	9,645,720	9,878,133	10,116,574	
	Total comprehensive result	370,017	(230,877)	(407,337)	(615,125)	(805,820)	(2,059,160)

Gender Equality Act – Regional Libraries *(Library Plan Reference 4.6)*

The Gender Equality Commission is coordinating a briefing session for all Library Corporations in late April 2024. This session will assign library delegates to establish a "Community of Practice" for the library sector and to provide guidance to the Commission.

At this stage of the process, for all future Connected Libraries policies (whether new or edited), Connected Libraries is required to assess whether the policy will have a direct and significant impact on the public (whether the primary target of the policy, service or program is the public). If the primary target of the policy is the public, Connected Libraries will conduct a gender impact assessment on the policy.

Conclusion

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

RECOMMENDATIONS

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

CL15/2024	OPERATIONAL PERFORMANCE

Report prepared by Janine Galvin and Melinda Rogers

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

CL Library Plan reference – 4.3, 4.4

Discussion
Connected Libraries reports to the Board on areas of performance including collections, visitation, digital engagement, memberships, marketing and social media engagement and events/programs.

Key Measure Outputs

Measure	Updated Projections 2023/24	Quarter 1 (Jul – Sep)	Quarter 2 (Oct-Dec)	Quarter 3 (Jan-Mar)	2023-2024 YTD
Engagement					
Utilisation of Technology (Wi-Fi, Public PC user in branch)	150,000	32,238	33,034	31,919	97,191
Net Promoter Score (Community Survey)	65	65	65	-	65
Memberships*	94,000	82,115	83,941	86,352	-
Visits					
Visits – physical	795,599	193,788	171,677	172,867	538,332
Visits – virtual	795,000	207,550	190,409	205,742	603,701
Visits total (physical and virtual)	*1,590,599*	*401,338*	*362,086*	*378,609*	*1,142,033*
Program and events attendance	63,420	16,472	15,238	12,688	44,398
Collection					
Loans – physical	1,240,000	330,052	280,531	310,097	920,680
Loans – digital	709,000	183,023	205,837	195,782	584,642
Loans total (physical and digital)	*1,949,000*	*513,075*	*486,368*	*505,879*	*1,505,322*
Physical quality of library collection (age of collection - less than 5 years)	76.0%	68.2%	69.4%	-	68.8%

*Membership on last day of the quarter
Note - Updated projections for 2023-2024 have been included as presented at the February Board meeting.

- Public PCs and Wi-Fi - we have achieved 64.8 percent of updated projections for 2023-2024.
- Membership – we currently have 92 percent of our 2023-2024 projection.
- Visitation – achieved 67.7 percent of physical visitation projections, and 75.9 percent of virtual visits projections for 2023-2024.
- Digital loans – Bolinda and Linkedin learning comparison data will not be relevant between this financial year and previous years due to a change in data measured, amendments have been made for previous months reporting for current financial year 2023-2024.
- Loans – physical and digital – achieved 77.2 percent of projections for 2023-2024.

Library Usage *(Library Plan reference 4.3)*
Community usage across our libraries continues to be strong. After the traditional trend in a drop in visitation in December, physical visitation has picked up again, in line with the start of the school year and studies.

Year on year for the same period, physical visits at Connected Libraries are up, with 156,251 from January 2023 to March 2023, compared to 172,867 for the same period in 2024. Financial year to date we have had 538,332 visits.

Cranbourne West Library Lounge had a bumper month in February with the official opening, and saw almost 1,500 community members visit in March.

VISITS	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	% Variation Feb/Mar
Cranbourne	11,261	8,428	10,459	10,051	10,393	3.40%
Doveton	3,803	3,034	3,309	3,681	3,556	-3.40%
Endeavour Hills	6,882	5,929	6,321	7,180	6,735	-6.20%
Hampton Park	8,326	6,116	6,522	8,852	8,542	-3.50%
Bunjil Place	25,880	17,888	25,983	27,986	28,487	1.79%
Cranbourne West-Lounge	-	-	586	2,726	1,498	-45.05%
Regional Total	**56,152**	**41,395**	**53,180**	**60,476**	**59,211**	**-2.09%**
Virtual Visits	62,862	56,274	71,282	65,960	68,500	3.85%
TOTAL	**119,014**	**97,669**	**124,462**	**126,436**	**127,711**	**1.01%**

Virtual visits continue to be strong. January saw a large increase on December, dropping in February before increasing 3.85 percent in March.

VIRTUAL VISITS	Nov-23	Dec-23	Jan-24	Feb 2024	Mar 2024	% Variation Feb/Mar
Website	33,133	30,859	38,369	36,963	38,690	4.67%
Enterprise	11,840	11,345	15,169	12,234	12,453	1.79%
CL App	17,889	14,070	17,744	16,763	17,357	3.54%
TOTAL	**62,862**	**56,274**	**71,282**	**65,960**	**68,500**	**3.85%**

Physical loans, eLoans and virtual visits followed the same trend with January increasing, painting the picture of community relaxing and enjoying one of our physical or virtual offerings over summer. There were over 118,000 physical items and 70,000 digital resources borrowed in January. Year on year for the same period January to March, loans - physical and eLoans, were up 9.7 percent.

Cranbourne West Library Lounge, and the three locker locations Cranbourne West, Manna Gum and Orana are going well since opening in late January. Technical difficulties in retrieving data for Orana Lockers have been rectified. Intermittent teething issues are dealt with as they happen – unreliable internet at Orana is causing some ongoing issues.

LOANS	Nov-23	Dec-23	Jan-24	Feb 2024	Mar 2024	% Variation Feb/Mar
Regional Support	1,458	1,241	1,351	1,435	1,525	6.27%
Cranbourne	27,718	25,749	35,732	28,604	27,779	-2.88%
Doveton	2,251	2,044	2,732	2,339	2,348	0.38%
Endeavour Hills	12,030	10,991	14,833	12,100	12,066	-0.28%
Hampton Park	9,148	8,664	11,570	8,764	8,925	1.84%
Bunjil Place	38,799	37,102	51,715	42,131	39,700	-5.77%
Cranbourne West - Lounge	-	-	251	1,576	1,755	11.36%
Cranbourne West - Locker	-	-	29	90	262	191.11%
Manna Gum Locker	-	-	19	137	205	49.64%
Orana Locker	-	-	3	24	97	304.17%
Locker Total	*0*	*0*	51	251	564	124.70%
Regional Total	**91,404**	**85,791**	**118,235**	**97,200**	**94,662**	**-2.61%**
eLoans	64,696	67,495	70,035	59,595	66,152	11.00%
TOTAL	**156,100**	**153,286**	**188,270**	**156,795**	**160,814**	**2.56%**

Memberships continue to increase month on month – 88,254 at the end of March, up from 87,668 at end of February. All membership changes include new members signing up, as well as ongoing regular database maintenance (where expired memberships are removed).

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader. Kanopy usage is strong increasing in March. Storybox and Tumblebooks dropped off in February and March after a solid month in January.

ELECTRONIC RESOURCES	Nov-23	Dec-23	Jan-24	Feb 2024	Mar 2024	% Variation Feb/Mar
Age Library Edition	670	748	831	762	918	20.47%
Bolinda eAudiobooks	6,223	6,398	6,841	6,119	6,621	8.20%
Bolinda eBooks	3,956	4,157	4,353	3,826	4,251	11.11%
Choice	282	287	288	197	278	41.12%
Kanopy	662	731	907	862	1,117	29.58%
Libby eAudiobooks	2,279	2,405	2,634	2,312	2,615	13.11%
Libby eBooks	1,287	1,343	1,594	1,221	1,399	14.58%
Libby eMagazines	4,561	4,347	4,443	3,484	3,573	2.55%
Press Reader	44,587	46,988	47,755	40,616	45,279	11.48%
Storybox Library	66	24	175	74	26	-64.86%
Tumblebooks	123	67	214	122	75	-38.52%
TOTAL	64,696	67,495	70,035	59,595	66,152	11.00%

Our Ancestry database usage increased sharply in March from 211 in February to 1,314 in March. This is likely attributable to the series of Family History Skills workshops held throughout March.

Public internet PC bookings saw a decline in March, and Wi-Fi usage remains steady. Year on year for the same period PC internet bookings and Wi-Fi usage are on par.

INTERNET	Nov-23	Dec-23	Jan-24	Feb 2024	Mar 2024	% Variation Feb/Mar
Cranbourne	815	809	934	1,049	908	-13.44%
Doveton	438	439	511	515	433	-15.92%
Endeavour Hills	531	461	523	569	504	-11.42%
Hampton Park	670	709	894	869	772	-11.16%
Bunjil Place	1,286	1,179	1,505	1,398	1,215	-13.09%
Cranbourne West - Lounge	-	-	11	14	10	-28.57%
TOTAL	3,740	3,597	4,378	4,414	3,842	-12.96%

Wi-Fi	Nov-23	Dec-23	Jan-24	Feb 2024	Mar 2024	% Variation Feb/Mar
Cranbourne	1,671	1,233	1,591	1,617	1,612	-0.31%
Doveton	577	539	592	622	561	-9.81%
Endeavour Hills	992	738	786	966	1,064	10.14%
Hampton Park	892	670	682	980	1,022	4.29%
Bunjil Place	2,700	1,442	2,341	2,170	2,170	0.00%
Cranbourne West - Lounge	-	-	72	229	208	-9.17%
TOTAL	6,832	4,622	6,064	6,584	6,637	0.80%

Engagement Statistics

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

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Nov 2023	76,648	31,062	0.82%
Dec 2023	76,344	35,926	1.94%
Jan 2024	75,980	36,679	2.46%
Feb 2024	78,963	31,360	2.26%
Mar 2024	79,124	28,866	2.29%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Nov 2023	831	343	5.05%
Dec 2023	836	371	13.59%
Jan 2024	837	373	6.33%
Feb 2024	836	356	3.47%
Mar 2024	836	345	3.35%

Social Media

	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024
Facebook	Followers: 9,330 Reach: 3,407	Followers: 9.334 Reach: 4.082	Followers: 9,343 Reach: 3,206	Followers: 9,349 Reach: 4,219	Followers: 9,373 Reach: 4,349
Instagram	Followers: 1,890	Followers: 1,905	Followers: 1,932	Followers: 1,951	Followers: 1,969

Programs and Events

Our regular weekly programs plus targeted programs continue to attract community across our libraries. Community were very happy to see the return of our regular programs in February, this is evident by the attendance to programs in February and March.

Early childhood and children continue to be a key target audience for our programs with Baby Rhyme Time, Storytime and Tinies Time being the most popular. Group visits, whether into the library or outreach have picked up again with the start of the new year. February attendance for all ages spiked with the official opening of the Cranbourne West Library Lounge that saw over 1,100 attend.

Target Audience	Jan 2024 – Attendance	Jan2024 - Sessions	Feb 2024 – Attendance	Feb 2024 - Sessions	Mar 2024 – Attendance	Mar2024 - Sessions
Early childhood	304	14	2,879	123	2,934	105
Children	449	23	1,317	87	1,307	76
Young Adult	47	3	63	4	11	1
Adults	217	39	691	84	562	65
Seniors	9	8	36	13	27	7
All ages (not specific)	418	6	1,191	8	226	10
TOTAL	**1,444**	**93**	**6,177**	**319**	**5,067**	**264**

Outcomes for our programs were largely focused on Literacy and Lifelong Learning. The exception being in January, where programs around Personal Development and Wellbeing attendance was higher than Literacy and Lifelong Learning, 802 and 561 attendees respectively.

Program Outcome	Jan 2024 – Attendance	Jan2024 - Sessions	Feb 2024 – Attendance	Feb 2024 - Sessions	Mar 2024 – Attendance	Mar2024 - Sessions
Literacy and lifelong learning	561	34	4,449	221	4,214	175
Digital inclusion	81	28	200	52	101	35
Personal development and wellbeing	802	31	1,427	37	635	39
Economic and workforce development	-	-	-	-	2	1
Stronger and more creative communities	-	-	40	5	60	11
Informed and connected citizens	-	-	61	4	55	3
TOTAL	**1,444**	**93**	**6,177**	**319**	**5,067**	**264**

RECOMMENDATIONS

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

CL16/2024   LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS

Report prepared by Beth Luppino

Purpose
To provide the Board with key achievements from the Library Plan 2021-2025.

CL Library Plan reference – 4.6 - Good governance and compliance with legislative requirements

Discussion
Values Update *(Library Plan Reference 4.1 – integrate CL values throughout the organisation)*
Organisational Values describe what an organisations stands for and can help create a point of difference in the broader sector.

Connected Libraries has adopted the following set of values which have served the organisation well and created sustained cultural change over the past 7 years: ***Creativity, Love of Learning, Teamwork, Social Intelligence, Humour.*** Each has a set of guiding behaviours that help to articulate how each value is intended to show up in our work and within our team.

At the Staff Professional Development Day in November 2023, we revisited these values and behaviours to ask:

> *Are they still serving us well?*
> *Are there any we now see as embedded in our DNA and we no longer need to name them?*
> *Are there any that no longer apply?*
> *Are there other values/behaviors that could serve us better?*

Deep conversation followed, facilitated by Mind Insurance CEO Mel Neil, where we made excellent progress towards landing on agreement. In January there was a staff survey to try to pinpoint the changes the team wanted to make.

There were 74 responses to the survey – demonstrating high engagement with the process. This data provided enough information to develop an updated set of Values and guiding behaviours:

Teamwork
When we all contribute, we excel; we play to each other's strengths; we can achieve our goals together.

Humour
Humour helps us to connect with each other; we like to laugh, bringing smiles to other people; we use humour to break down barriers and create a positive experience for everyone.

Creativity
We love learning and trying new things; we challenge the status quo if we believe a better way is possible; we support different ideas and allow others to give things a go.

Kindness
We are mindful of people's feelings; we are kind and compassionate and look for the best in others; we are accountable for our own behaviour and appreciate the differences in others.

Connection
We create spaces where people feel that they belong; we find ways to share our common humanity, interests and passions; we strive to be fully present and intentional in our interactions with others.

Enrichment
We look for ways to empower others to learn and participate; we strive to provide experiences that enhance the quality of a person's day and life; we provide opportunities for people to explore what is possible.

The CL Health and Wellbeing Team have recently introduced **"Value Awards."** Team members are encouraged to nominate their peers who have clearly demonstrated one of the values in their work. Recognition by peers has proven to work well for us, and strengthen positive culture. Some examples are included below:

> *Rasheed did a great job working with a group of children/teens for the Hampton Park FIFA competition Thursday April 11 2024. He relates very well with the young people, has a relaxed competent manner with them and was well organised. I am nominating him for the ''enrichment value" as he is adding such value to the service.*

> *Kindness and Connection. Jill is so patient and understanding with patrons. You can tell Jill really cares, and will go above and beyond for those in need.*

> *Suzie has displayed great leadership and really embodies our kindness and connection values. Suzie always puts patrons first and is very open to establishing strong community networks.*

> *Naomi inspires so many. She takes such great care with all the programs she runs, and builds great connections with the families of the library. Her Creativity is so impressive, and the Kindness she brings to every interaction is admirable.*

> *Julie is a star of creativity and enrichment. Finding solutions to the trickiest challenges or making suggestions to improve the Library.*

> *Mitch has truly adapted to our new values at Connected Libraries especially, when it comes to our value of Connection. It is clear to see that he naturally connects with the people he helps, even going above and beyond to make sure to put a smile on their face. Whether he is fixing cables or showing somebody how to print, he makes the most of his time on desk. Also, shoutout to him for promoting our Storytime events to mums visiting the library! Go Mitch!*

> *I would like to nominate Seema for her creativity and initiative. She approached me about running a bilingual Eid Storytime at Cranbourne. When the time came to run the session we had to make some changes to the craft at the last minute and Seema was able to come up with a creative alternative on the fly! The session went exceptionally well and we had a lot of very happy patrons at the end. Seema's ideas have been such a valuable contribution to the Youth Team at Cranbourne. Thanks Seema!*

> *Team Work Champion! Came to my rescue during a very busy School Holiday Art session, with set up, facilitating event and pack down - a very messy task!*
> *Their creativity also inspired the children's art pieces!*

The Values update has been an important conversation with the team, following several years of intense change. Organisational values have little impact unless they are understood and adopted by the whole team.

CL has completed this review ahead of the next phase of creating the next 4-year Library Plan later in 2024.

Conclusion
Through organisational excellence, Connected Libraries strengthens its capacity to lead, adapt and innovate in order to meet changing community needs. The Board continues to monitor progress on the deliverables of the Library Plan 2021-2025.

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

GENERAL BUSINESS

NEXT MEETING

Wednesday 26 June 2024 – 4.00pm – in person – location to be confirmed.