

CONNECTED LIBRARIES

Ignite your imagination

AGENDA

Board Meeting

Wednesday 26 June 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 29 May 2024.	
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IN CAMERA

CC18/2024 TRANSITION REPORT

Report prepared by Beth Luppino

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CC19/2024 CEO PERFORMANCE REVIEW SUBCOMMITTEE

Report prepared by Steve Coldham

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CC20/2024 EMPLOYMENT MATTER

Report prepared by Beth Luppino

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STRATEGIES/PLANS

CL21/2024 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 adoption.

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 the Library Plan 2021-2025 (updated February 2024) was presented to the Board at the April meeting, it was resolved:

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

City of Casey considered and approved the endorsed CL Library Plan 2021-2025 (updated February 2024) at its Council meeting on 21 May.

Following Council's endorsement, the Library Board can now consider the adoption of the Plan.

RECOMMENDATIONS

1. **That the Board adopts the Library Plan 2021-2025 (Updated February 2024).**
2. **That CL forward a copy of the adopted Library Plan 2021–2025 (Updated February 2024) to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.**

Casey Cardinia Libraries

(Trading as Connected Libraries)

Library Plan 2021–2025



‘Inspiring spaces where
everyone is free to
discover possibilities’



Casey
Cardinia
Libraries

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.

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.

SUSTAINABLE DEVELOPMENT GOALS

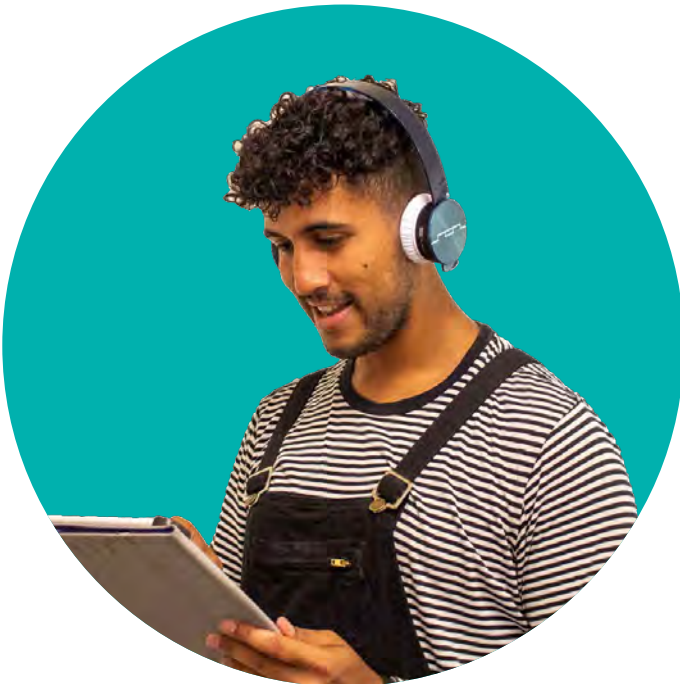


Library Plan

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 411,158 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 library resources 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.

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.

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.

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.

5.5

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

Where we are now

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.

Objectives	Actions	Outcomes and measures
Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information	<ul style="list-style-type: none">Strengthen the accessibility of library branchesStrengthen accessibility of digital platformsOffer a broad range of opening hours that meet community needsImplement the Customer Experience FrameworkImplement the Social Inclusion Strategy	<ul style="list-style-type: none">People feel safe and welcomePeople can easily access library services how and when they need them (location, opening hours, physical spaces)People who visit our branches feel happierPeople can easily access our digital platforms
	<ul style="list-style-type: none">Provide free access to Wi-Fi and ICT within library branchesProvide free access to a popular and well used collectionWe do not charge overdue fines	<ul style="list-style-type: none">Communities have free access reading materials, information, physical and digital 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
Bridging the Digital Divide	<ul style="list-style-type: none">Provide digital resources that encourage safe adoption of technology in our communityIncrease digital literacy in our community with through programming, services, and digital resourcesSustained investment in digital services to the community, including the expansion of fast, free, Wi-FiCCLC work with key partners to help bridge the digital divide in our community	<ul style="list-style-type: none">Increase in the range of Information Communication Technology (ICT) resources available for community useMore community members are able to safely and freely access digital information and collectionsLevels of digital literacy and inclusion increase in our community
	<ul style="list-style-type: none">Lift staff capacity to support community to access information and programmingSustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	<ul style="list-style-type: none">Staff feel confident in their ability so support communities to access resourcesDigital improvements are reviewed regularly and funded appropriately

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Establish a new digital library branch 	<ul style="list-style-type: none"> • 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.

Objectives	Actions	Outcomes and measures
Support council to make evidence-based decisions about investment in library services	<ul style="list-style-type: none">Strengthen data collection, management and reportingSupport council in their strategic decision making with relevant quantitative and qualitative evidence	<ul style="list-style-type: none">Enhanced data collection and reportingCouncil 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	<ul style="list-style-type: none">Explore and invest in joint planning and programming across councilExplore new service delivery models that utilise shared digital and physical assets	<ul style="list-style-type: none">Increase in the number of joint programs and servicesJoint service delivery models are regularly consideredCouncil teams are supported to consider, develop and deliver new library infrastructure

“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
Develop partnerships that enhance learning, knowledge and wellbeing in our communities	<ul style="list-style-type: none">Strengthen partnerships with community organisations to increase access to information and knowledgeWork with partners to deliver library services and programming to a wider audiencePartnerships are reviewed annually to ensure the community benefitsDeepen engagement with education providers to facilitate clear learning pathways for our communities	<ul style="list-style-type: none">Increase in the number of joint programs and services provided to our communityWorking 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	<ul style="list-style-type: none">Continue to actively engage with PLV and Libraries Victoria Consortium	<ul style="list-style-type: none">CCLC is engaged in state-wide advocacy and supports plans to advance shared service models across VictoriaCCLC 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.

Objectives	Actions	Outcomes and measures
Community connections strengthened through our programming and partnerships	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

“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
Actively encourage health and wellbeing in our community	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Increase awareness of CCLC's services and resources through strategic marketing, public relations and outreach activities • Inform communities about the library's impact 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Maintain and refine the strategy that will inform CCLC's approach to inclusive community engagement 	<ul style="list-style-type: none"> • 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

Objectives	Actions	Outcomes and measures
Integrate CCLC values throughout the organisation	<ul style="list-style-type: none"> Recognise and celebrate staff who live CCLC's values Work with all library team members to reinforce CCLC's values 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Community have the opportunity to contribute to library planning
Strengthen staff capacity to innovate and respond effectively to community needs	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

"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
Know and understand our impact	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Apply for funding and grant opportunities Raise funds through donations and sponsorships from our community 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none">• Robust oversight of CCLC by the Board• Board performance evaluation conducted annually• Compliance with relevant legislation	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	CL	CL	CL	CL	CL
	Actual 2021/22	Actual 2022/23	Target 2023/24	Updated Projections 2023/24	Target 2024/25	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.

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
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**Casey
Cardinia
Libraries**

CL22/2024 BUDGET 2024-2025

Report prepared by Emily Ramaswamy

Purpose

To present the Board with Connected Libraries Budget 2024-2025 for adoption.

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 approved by staff and Fair Work. The employee costs in the draft budget are updated to incorporate those outlined in the agreement.

At the April meeting, the Board considered the endorsement of the detailed Draft Budget 2024-2025, and it was resolved:

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.*

CL received no community submissions related to the advertised budget.

City of Casey considered and approved the endorsed CL Budget 2024-2025 at its Council meeting on 21 May.

Following Council's endorsement, the Library Board can now consider the adoption of the Budget.

RECOMMENDATIONS

- 1. That the Board adopts CL Budget 2024-2025.**

CONNECTED LIBRARIES

Ignite your imagination

Budget 2024-2025

Endorsed: 24 April 2024

Updated: 06 June 2024

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

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

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

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

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

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

Teamwork

- When we all contribute we excel
- We play to each other's strengths
- We can achieve our goals together (replaces)
- Together we can overcome any challenge)

Our Approach

- | | |
|---|---|
| • We put people first | • Momentum not perfection |
| • Pay it forward | • Encourage each other to take calculated risks |
| • Follow up and reciprocate good deeds | • Build confidence and resilience by working to our strengths |
| • Help each other grow | • Encourage authentic and courageous conversations |
| • Share our stories and learn from each other | • Embrace the opportunity to learn when, things don't go as planned |
| • Share ideas freely | • Acknowledge our partners |
| • Quick little steps | • Celebrate success |
| • Give new things a go | |

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.

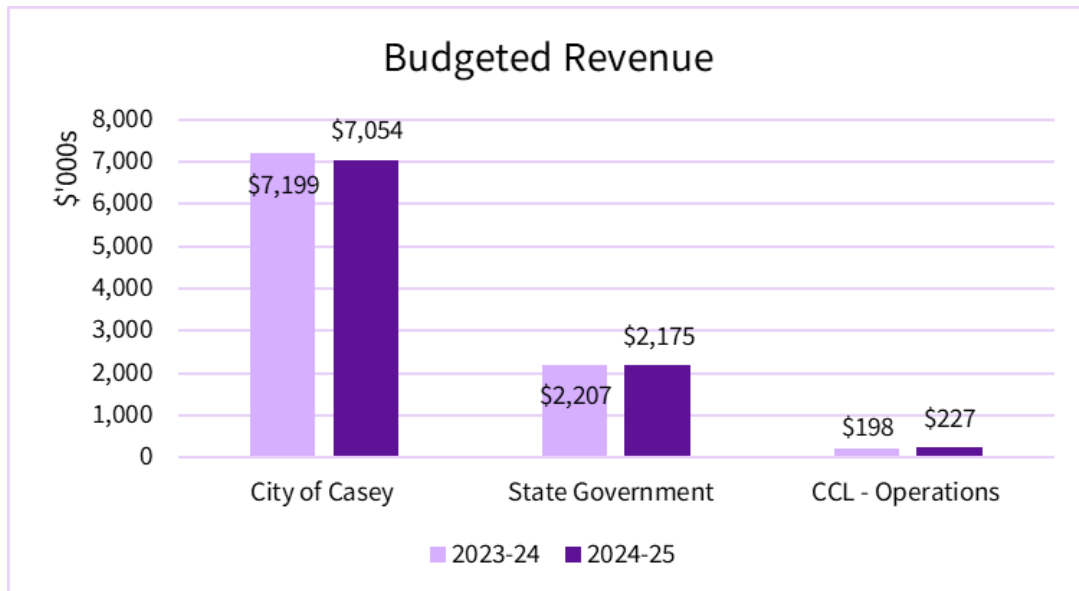
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

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.

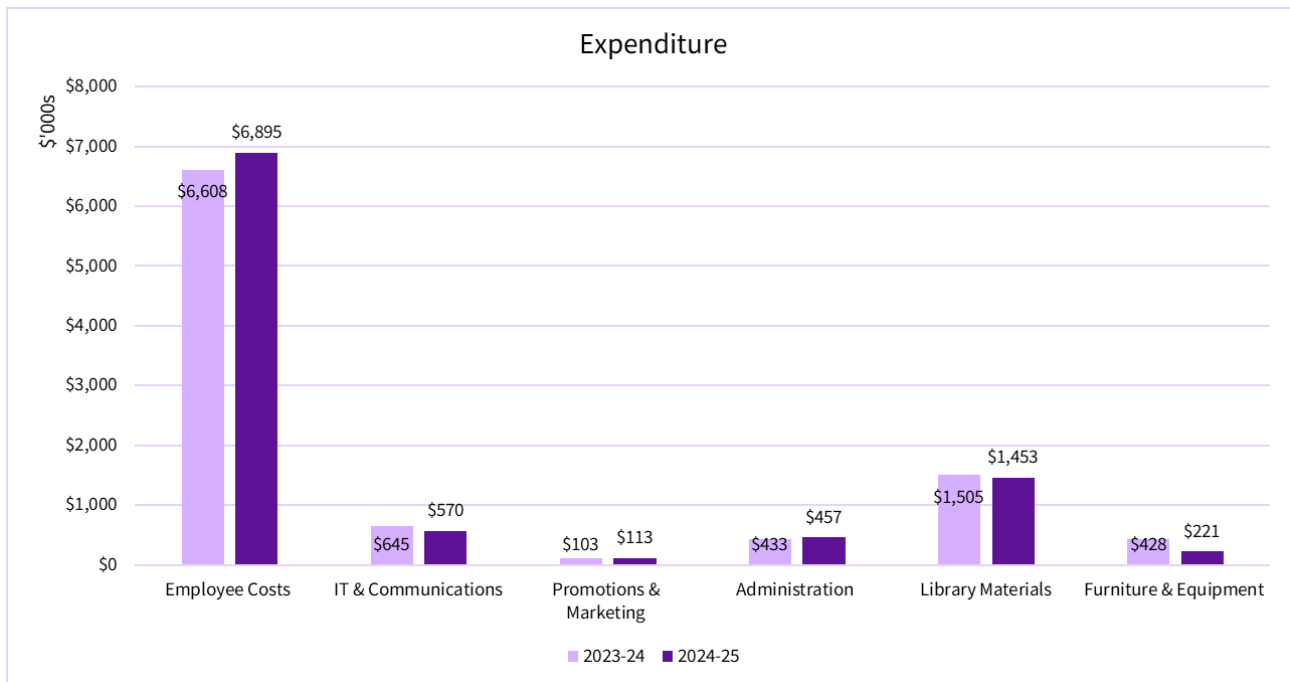
Revenue

	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



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
<i>Recurrent Funding</i>	<i>6,845,580</i>	<i>7,033,833</i>
<i>One-off Project Funding</i>	<i>353,000</i>	<i>0</i>
<i>Independent Board Member Funding</i>	<i>0</i>	<i>20,000</i>
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
<i>Ongoing Collection Maintenance</i>	<i>1,056,373</i>	<i>1,089,680</i>
<i>New Branch Collection</i>	<i>90,000</i>	<i>0</i>
Motor Vehicles	152,000	60,800
Furniture & Equipment	276,362	160,662
<i>Ongoing Equipment Purchasing</i>	<i>156,362</i>	<i>160,662</i>
<i>New Branch & Lockers Set-up</i>	<i>120,000</i>	<i>0</i>
	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 2023-24 \$	Budget 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	Budget
	2023-24	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	Budget
	2023-24	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 employment 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
	2023-24	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)

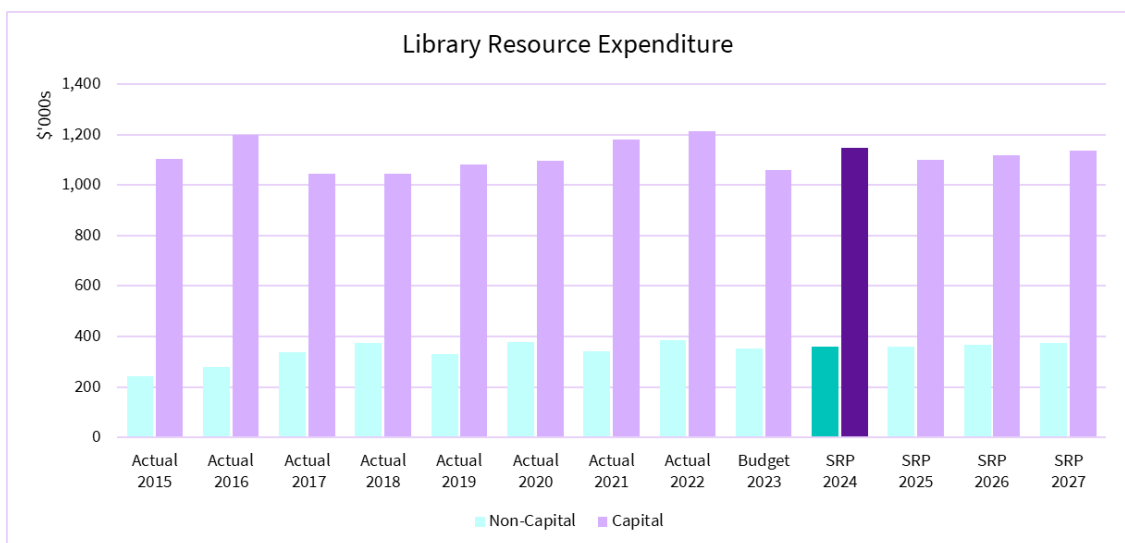
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget	Budget
	2023-24	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



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

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¢ (<i>per single sided page</i>)	A4 \$1.00 (<i>per single sided page</i>)	All sizes and colours Free per page
A3 30¢ (<i>per single sided page</i>)	A3 \$1.50 (<i>per single sided page</i>)	

7. **Inter Library Loans:**

Tertiary/ Special and other charging libraries **\$33.60**

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

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¢ <i>(per single sided page)</i>	A4 \$1.00 <i>(per single sided page)</i>	Hi Resolution \$11.00
A3 30¢ <i>(per single sided page)</i>	A3 \$1.50 <i>(per single sided page)</i>	Low Resolution \$5.50

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

CL23/2024 STRATEGIC RESOURCE PLAN 2024-2028

Report prepared by Emily Ramaswamy

Purpose

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

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 Regional 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.

At the April Meeting, the Board were presented the final Draft Strategic Resource Plan 2023-2027, it was resolved:

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.*

City of Casey considered and approved the endorsed CL Strategic Resource Plan 2024-2028 at its Council meeting on 21 May.

Following Council's endorsement, the Library Board can now consider the adoption of the Strategic Resource Plan.

RECOMMENDATIONS

- 1. That the Board adopts CL Draft Strategic Resource Plan 2024-2028.**
- 2. That CL forward a copy of the adopted Strategic Resource Plan 2024-2028 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.**

CONNECTED LIBRARIES

Ignite your imagination

Strategic Resource Plan 2024-2028

Endorsed: 24 April 2024

Updated: 06 June 2024

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- Together we can overcome any challenge)

Our Approach

- | | |
|---|---|
| • We put people first | • Momentum not perfection |
| • Pay it forward | • Encourage each other to take calculated risks |
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1.0 Executive Summary

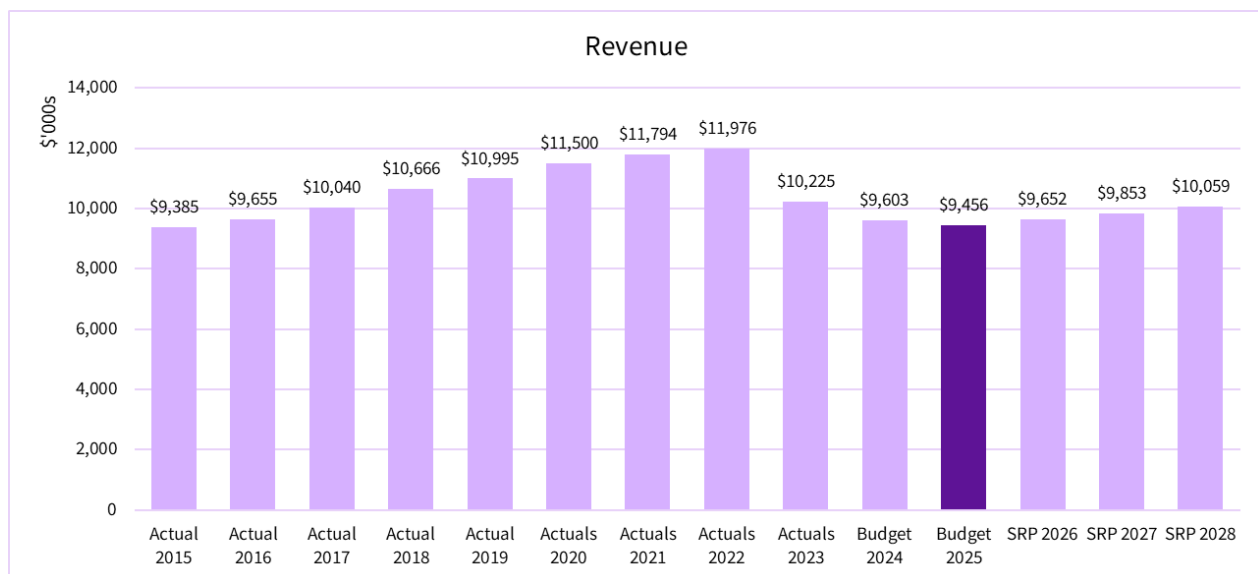
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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.

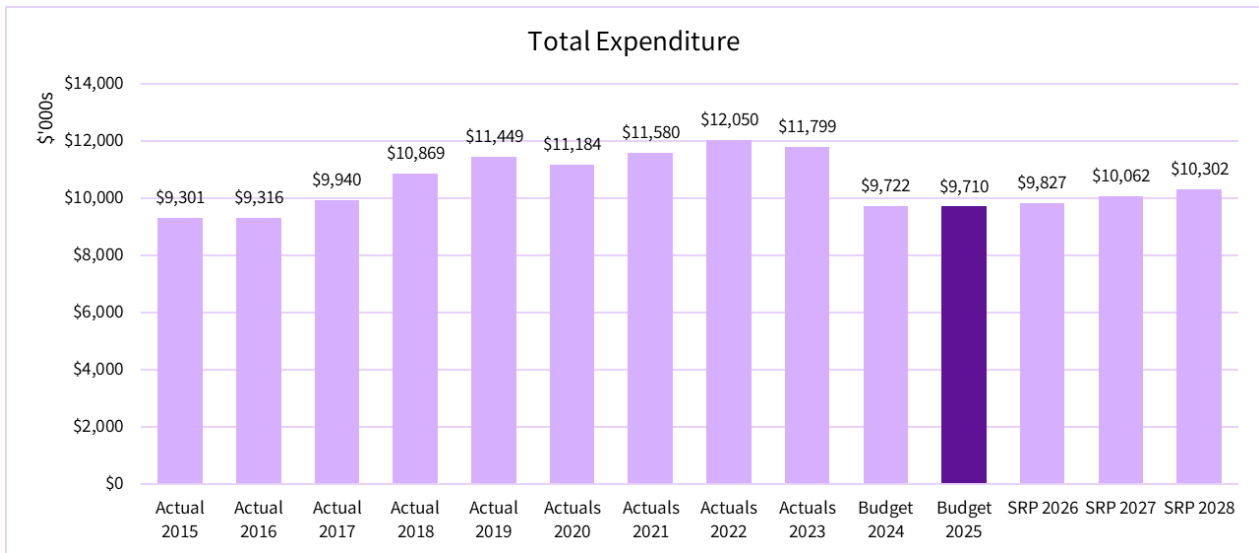
Connected Libraries (CL) is funded by the City of Casey and the State Government.

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



2.0 Financial Statements 2024–2028

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
Revenue					
Council Contributions	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
<i>Recurrent Funding</i>	<i>6,845,580</i>	<i>7,033,833</i>	<i>7,227,813</i>	<i>7,427,128</i>	<i>7,631,924</i>
<i>One-off Project Funding</i>	<i>353,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Independent Board Member Funding</i>	<i>0</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>
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 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
Capital Expenditure					
Library Materials	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
<i>Ongoing Collection Maintenance</i>	<i>1,056,373</i>	<i>1,089,680</i>	<i>1,104,074</i>	<i>1,118,665</i>	<i>1,133,456</i>
<i>New Branch Collection</i>	<i>90,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Motor Vehicles	152,000	60,800	0	0	0
Furniture & Equipment	276,362	160,662	162,871	165,110	167,380
<i>Ongoing Equipment Purchasing</i>	<i>156,362</i>	<i>160,662</i>	<i>162,871</i>	<i>165,110</i>	<i>167,380</i>
<i>New Branch & Lockers Set-up</i>	<i>120,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	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 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 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

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 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 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 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 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)

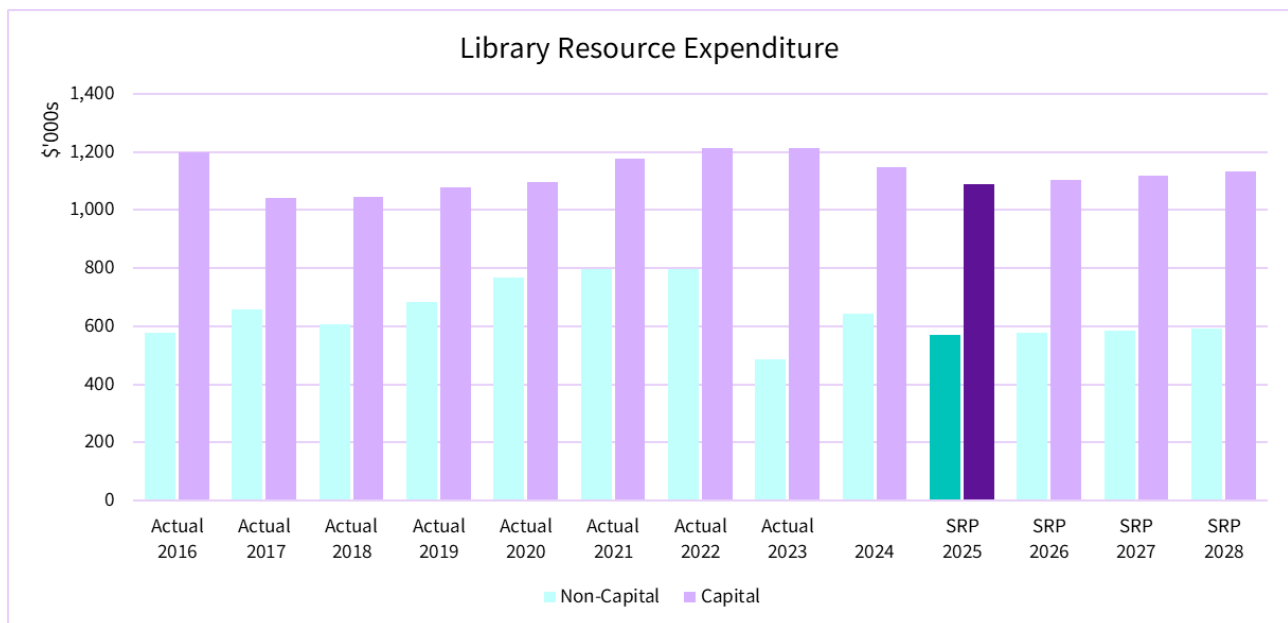
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 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			



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

CL24/2024 ANNUAL ACTION PLAN 2024-2025

Report prepared by Beth Luppino

Purpose

To present the Board with Connected Libraries Annual Action Plan for 2024-2025.

CL Library Plan reference – 4.5, 4.6

Discussion

In line with the CL Library Plan 2021-2025 (Updated February 2024), an Action Plan has been prepared for 2024-2025. The Library Plan is the primary planning document that informs our strategic direction, and the Action Plan articulates the activities, timelines and outcomes that bring the Plan to life.

In this last year of the current Library Plan, Connected Libraries seeks to further our work in literacy development for children and young people, develop strong partnerships with organisations that share our goals and values, and by creating positive opportunities for social connection for people of all ages.

The transformation that has occurred over the lifespan of the current Library Plan has resulted in a forward-thinking, modern library service with a growing membership and new service points across Casey.

We recognise that our libraries contribute to better health and wellbeing outcomes for our community, and we continue to seek opportunities to meet their needs through:

- Provision of safe, supportive spaces to learn and thrive
- A workforce trained to understand and support social inclusion in our community
- Providing free access reading materials, information, physical and digital resources
- Increasing the range of Information Communication Technology (ICT) resources, lendable devices and digital collections available for community use
- Innovative outreach planning to enable people to access our services beyond our four walls

Please note the Key Activities that have been outlined for the coming year, under each of the Library Plan Actions.

CL is committed to enhancing learning, knowledge and wellbeing in the City of Casey.

RECOMMENDATIONS

- 1. That the Board notes the Annual Action Plan 2024-2025.**

1 A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information							<ul style="list-style-type: none"> • 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
		1.1.1	Strengthen the accessibility of library branches	Review and update Access Keys (supports community of all abilities to feel welcome in library spaces)	GMCE	Marketing	Dec-2024	<ul style="list-style-type: none"> • CL branches are accessible to all - community can easily access our libraries buildings and services
		1.1.2	Strengthen accessibility of digital platforms	Add shortcut to accessibility feature to public PCs Desktops.	GMCE GMFDO	Marketing & Dig Ops	Dec-2024	<ul style="list-style-type: none"> • Increased engagement with our digital platforms including website, social media, online content, CL app as well as in branch technology • Draw on community feedback to inform and enhance our digital platforms
		1.1.3	Offer a broad range of opening hours that meet community needs	Adjust opening hours seasonally in line with community usage/visitation patterns	GMCE, Branch Managers	Exec	Ongoing	<ul style="list-style-type: none"> • Community feedback and advice is used as evidence to support branch opening hours
		1.1.4	Implement the Customer Experience Framework	Deliver "Design Thinking" projects with staff around the Customer Experience framework.	GMCE	Leadership	Jun-2025	<ul style="list-style-type: none"> • People can easily access library services how and when they need them (location, opening hours, physical spaces) • People who visit our branches feel happier
		1.1.5	Implement the Social Inclusion Strategy	Maintain and adhere to Equal Opportunity Policy (incorporates Social Inclusion) and provide Traineeship opportunity for diverse communities	GMCE GMOD	Exec	Ongoing	<ul style="list-style-type: none"> • Our diverse community feel safe, supported and included when they engage with CL • Our staff are trained, understand and support social inclusion in our community
1.2	Core services that are free and accessible							<ul style="list-style-type: none"> • Communities have free access reading materials, information, physical and digital resources
		1.2.1	Provide free access to Wi-Fi and ICT within library branches	Provision of additional lendable technology to community.	GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> • Community access library lendable devices and in-branch technology services
		1.2.2	Provide free access to a popular and well used collection	A targeted weeding program to reduce underutilised collections remove out dated stock.	GMCE	Collections Team	Jun-2025	<ul style="list-style-type: none"> • Our collection meets key statewide benchmarks for currency and usage • Our collection (physical and digital) is well used - loans and turnover
		1.2.3	We do not charge overdue fines	Annual Review of User Fees and Charges	GMFDO	Exec	Nov-2024	<ul style="list-style-type: none"> • Remove barriers to participation

1 A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
1.3	Bridging the Digital Divide							<ul style="list-style-type: none"> • 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
		1.3.1	Provide digital resources that encourage safe adoption of technology in our community	Develop a Digital Safety page on CL website supporting cyber-education.	GMCE GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> • More community members are able to safely and freely access digital information and collections
		1.3.2	Increase digital literacy in our community through programming, services, and digital resources	Digital Literacy Guide, released seasonally. Deliver digital literacy sessions at external sites to broaden reach.	GMCE GMFDO	Dig Lit Marketing	Jun-2025	<ul style="list-style-type: none"> • More community members are able to access digital literacy sessions • Increase in the range of Information Communication Technology (ICT) resources available for community use • Levels of digital literacy and inclusion increase in our community
		1.3.3	Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	Review of Wi-Fi coverage and performance across library branches.	GMCE GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> • Community have greater access to quality Wi-Fi across our libraries
		1.3.4	CL work with key partners to help bridge the digital divide in our community	Partner with local organisations to provide spaces and access to technology for Digital Literacy training.	GMCE GMFDO	CALD Outreach Digital Literacy Teams	Jun-2025	<ul style="list-style-type: none"> • Community have access to digital literacy training • Levels of digital literacy and inclusion increase in our community
1.4	Resources and skills to support access to knowledge and information							<ul style="list-style-type: none"> • Staff feel confident in their ability so support communities to access resources • Digital improvements are reviewed regularly and funded appropriately
		1.4.1	Lift staff capacity to support community to access information and programming	Conduct a skills-gap analysis survey to enable staff to identify development/training opportunities.	GMOD GMCE	Dig Lit	Dec-2024	<ul style="list-style-type: none"> • Our staff are continually upskilled to support community needs in accessing information
		1.4.2	Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	Provide training opportunities to staff to engage with emerging technologies.	GMFDO	Dig Lit Dig Ops	Jun-2024	<ul style="list-style-type: none"> • Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastructure to our community

1 A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
1.5	Deliver accessible programs and services that support reading, writing and lifelong learning							<ul style="list-style-type: none"> • 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
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	Expand CL Book Groups to include additional outdoor events and youth.	GMCE	CYS Outreach	Feb-2025	<ul style="list-style-type: none"> • Our communities reading, writing and lifelong learning skills are enhanced • The community recognise CL as an active contributor to literacy
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing library services and programs	Strengthen partnership with NDIS and identify improvement opportunities.	GMCE	Dig Ops Leadership	Dec-2024	<ul style="list-style-type: none"> • More people are reached through events and programming
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	Offer literacy and learning programs/events with: Casey Tech, RBG Cranbourne, Casey Best Start, Dad's Matter and City of Casey Youth team.	GMCE GMFDO	Leadership	Ongoing	<ul style="list-style-type: none"> • Demonstrated connection and engagement with partners • Our communities reading, writing, lifelong learning skills and wellbeing are enhanced • Positive community feedback • Increased library visitation, membership and engagement (physical and digital) as a result of partnerships
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	Offer STEAM sessions during school holiday programs in branches and outreach locations.	GMCE	CYS Outreach	Jun-2025	<ul style="list-style-type: none"> • STEAM programs run in our branches throughout the region are well attended
		1.5.5	Facilitate accessible programs and activities that promote physical, mental and social health	Deliver Chatty Café program in Hampton Park.	GMCE	Adult Programs Hampton Park Team	Jun-2025	<ul style="list-style-type: none"> • Increase social interactions by getting people chatting
1.6	A new digital library to enhance access to knowledge and information							<ul style="list-style-type: none"> • Communities can access an integrated digital library collections and services. • Library users agree that the digital library enhances access to knowledge and information.
		1.6.1	Review and update digital library branch content	Use QR codes in branch to link physical collections to digital collections.	GMCE	Marketing & Collections Dig Ops	Nov-2024	<ul style="list-style-type: none"> • Communities can access an integrated digital library collections and services.

2 Partnership and innovation

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
2.1	Support councils to make evidence-based decisions about investment in library services							<ul style="list-style-type: none"> Enhanced data collection and reporting Council make evidence-based decisions in relation to library infrastructure that meet our community needs
		2.1.1	Strengthen data collection, management and reporting	Engage with Council and external partner to provide Business Insights dashboard.	GMFDO	Exec	Jun-2025	<ul style="list-style-type: none"> Enhanced data collection and reporting Council is engaged in service innovation and improvement of libraries in the Casey region
		2.1.2	Support council in their strategic decision making with relevant quantitative and qualitative evidence	Align data collection measures with Council measures (in Library service level Agreement)	CEO GMCE	Exec	Dec-2024	<ul style="list-style-type: none"> CL engagement with relevant council departments and working parties on community library service and facilities needs State-wide library census data provided to council
2.2	Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design							<ul style="list-style-type: none"> 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 Our partnerships deliver enhanced learning and wellbeing outcomes for the community
		2.2.1	Explore and invest in joint planning and programming across council	Continue participation in Casey Best Start partnership	GMCE	CYO	Ongoing	<ul style="list-style-type: none"> Joint programming and events with Council
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	Participate in Co-Design workshops with Council on proposed Cranbourne Hub development	CEO GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> Council teams are supported to consider, develop and deliver new library infrastructure Increased library visitation, membership and engagement (physical and digital)
2.3	Develop partnerships that enhance learning, knowledge and wellbeing in our communities							<ul style="list-style-type: none"> 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
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	Develop partnership with new facilitator of Pools and Leisure Centres, Aligned Leisure	GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> Working partnerships provide the community with greater information and knowledge that enhance their wellbeing
		2.3.2	Work with partners to deliver library services and programming to a wider audience	Deliver programs and activities with Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale	GMCE	Outreach	Ongoing	<ul style="list-style-type: none"> Increased library visitation, membership and engagement (physical and digital)
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	Develop Partnership Management Framework to facilitate annual reviews.	GMCE	Partnerships Leadership	Dec-2024	<ul style="list-style-type: none"> 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
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	Support transition of children into primary school through our early years programs. Explore option to deliver or partner with existing pathways to tertiary education session.	GMCE	CYS	Jun-2025	<ul style="list-style-type: none"> Working relationships are established and fostered with partners across the breadth of the Education sector in the region

2 Partnership and innovation

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes
								<small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
2.4	Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium							<ul style="list-style-type: none">• CL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria• CL is an active member of the Libraries Victoria Consortium
		2.4.1	Continue to actively engage with PLV and Libraries Victoria Consortium	Leadership Team participation in Special Interest groups	CEO	Leadership	Ongoing	<ul style="list-style-type: none">• Active ongoing participation in the Libraries Change Lives Campaign• The role of public libraries is embraced and understood by the community• Awareness and appreciation of the leadership role libraries plays in a regional and State-wide context

3 Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
3.1	Community connections strengthened through our programming and partnerships							<ul style="list-style-type: none"> Communities are connected through the library to council and community programs and services CL, Council and community organisations are able to reach a larger, more diverse community Communities are actively engaged and consulted in CL's development. Community connections are strengthened
		3.1.1	Deliver programs and services across the region that strengthen social connection	Showcase key projects on our website to increase visibility of our impact.	GMCE	Marketing	Jun-2025	<ul style="list-style-type: none"> Community connections are strengthened through library programs and promotion Community members are more connected with each other Community feedback demonstrates library programs improve participants social connection
		3.1.2	Partner with council teams and community organisations to engage our community through programs and outreach activities	Deliver services in Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale (as per 2.3.2)	GMCE	Outreach	Jun-2025	<ul style="list-style-type: none"> Working precinct and community partnerships enrich programs and activities for our community Increased library visitation, membership and engagement (physical and digital)
		3.1.3	Support the Friends of CCLC to engage with and promote CCLC to the wider community	Engage and consult with Friends of CCLC on development of the Library Plan 2025-2029	CEO	Marketing	Nov-2024	<ul style="list-style-type: none"> Friends of CCLC group engaged with our libraries and act as advocates for our service
3.2	Actively encourage health and wellbeing in our community							<ul style="list-style-type: none"> Deliver 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
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	Develop a new partnership with Aligned Leisure to deliver regular programs each season	GMCE	Partnerships Leadership	Dec-2024	<ul style="list-style-type: none"> Successful community partnerships that enrich programs and activities for our community
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	Deliver and promote Health and Wellbeing through events across Men's and Women's Health week	GMCE	Adult Programs	Jun-2025	<ul style="list-style-type: none"> Collections, programs and information services empower communities to improve their own Health and Wellbeing
		3.2.3	Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	RUOK week programming for early years Physical activity/health programs during school holiday programs Mental health, physical health and social connection programming in adult seasonal program.	GMCE	CYS Adult Programs	Jun-2025	<ul style="list-style-type: none"> Communities are connected through the library to council and community health and wellbeing services Deliver programs and services that support health and wellbeing
		3.2.4	Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living	Partner with council health and wellbeing team to identify local health providers and promote opportunities for community.	GMCE	Partnership	Mar-2025	<ul style="list-style-type: none"> Working relationships with partners across the breadth of the Health and Wellbeing sector in the region
		3.2.5	Align CL services with City of Casey's municipal public health and wellbeing plans	Deliver programs aligning with Council objectives in key Health Domains - 16 Days of Activism, Seed Library and food/health programs	GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> Library health and wellbeing programs align with Council Health and Wellbeing strategy

3 Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
3.3	Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services							<ul style="list-style-type: none"> • 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 • CL 'Innovate' Reconciliation Action Plan is completed
		3.3.1	Work with council teams and community partners to support CALD communities to engage with council and library services and programs	Develop relationship with Council's Inclusion officers to develop directory of services and cross promote library activities	GMCE	CALD	Apr-2025	<ul style="list-style-type: none"> • Provision of information in appropriate community languages
		3.3.2	Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	Deliver programs that celebrate community cultural groups and promote inclusion and social connection - Harmony week, Eid, Lunar New year	GMCE	CALD	Jun-2025	<ul style="list-style-type: none"> • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities
		3.3.3	CL continues its journey to reconciliation	Assessment of new RAP with the CL RAP committee	CEO	Exec	Sep-2024	<ul style="list-style-type: none"> • Continued reconciliation journey
		3.3.4	Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	Develop a First Nations collection in consultation with local Aboriginal communities	GMCE	DOV TL	Jun-2025	First Nations communities access library collections and lifelong learning opportunities
3.4	Inform and engage community about our library services							<ul style="list-style-type: none"> • Community members are aware of, and appreciate the libraries' services and resources • Community members are aware of, and appreciate the impact of libraries • CL delivers year on year growth in visits, loans, membership and program attendance
		3.4.1	Increase awareness of CL's impact, services and resources through strategic marketing, public relations and outreach activities	Target new library users through high traffic external locations including shopping centres and train stations	GMCE CEO	Marketing	Mar-2025	<ul style="list-style-type: none"> • CL delivers year on year growth in visits, loans, membership and program attendance
		3.4.2	Inform communities about the library's impact	Develop community campaign highlighting the impact of library services through real member stories.	GMCE	Marketing	Mar-2025	<ul style="list-style-type: none"> • Community members are aware of, and appreciate the impact of libraries
3.5	Social inclusion strategy that guides inclusive community engagement							<ul style="list-style-type: none"> • CL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities
		3.5.1	Maintain and refine the strategy that will inform CL's approach to inclusive community engagement	Deliver Social Inclusion outcomes through seasonal program plans by including programs for diverse communities.	CEO GMCE GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> • Diverse communities are celebrated, and considered in the planning and delivery of services and programs

4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
4.1	Integrate CL values throughout the organisation							<ul style="list-style-type: none"> Staff embrace CL's values and incorporate them into their day to day work
		4.1.1	Recognise and celebrate staff who live CL values	Celebrate staff living CL values through Value Awards and announcing Value Champions at Staff Professional Development Day.	GMOD	Exec	Oct-2024	<ul style="list-style-type: none"> Staff engagement shows increased understanding and support of CL values CL staff engagement with the Workforce Development Plan, and working to their strengths inline with CL values
		4.1.2	Work with all library team members to reinforce CL values	Incorporate CL values in the development of new Library Plan	GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> CL staff share belief in the value of the services we provide and the communities we support CL staff take calculated risks and embrace opportunities for growth Staff engagement survey(s) show understanding and support of CL values
4.2	Partner with community to design and strengthen positive impact of library services							<ul style="list-style-type: none"> Community have the opportunity to contribute to library planning
		4.2.1	Involve community in making key decisions about CL's infrastructure, services and programming	2024 Survey gathers information for new Library Plan	CEO	Marketing	Dec-2024	<ul style="list-style-type: none"> Community have the opportunity to contribute to library planning Community engagement through surveys and feedback
		4.2.2	Engage with Friends of CCLC to review and develop library initiatives	Consult FOCL in the development of the new Library plan 25-29	CEO	Marketing	Jun-2025	<ul style="list-style-type: none"> Community have the opportunity to contribute to library planning
4.3	Strengthen staff capacity to innovate and respond effectively to community needs							<ul style="list-style-type: none"> Staff have the opportunity to contribute to library planning Staff are informed about CL's planning and priorities Staff feel confident in their ability to engage and support customers CL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve
		4.3.1	Encourage staff to work to their strengths	Emerging Leaders and Working Styles programs and engagement delivered.	GMOD	Leadership	Jun-2025	<ul style="list-style-type: none"> Strengths conversations through Increment reviews and performance planning
		4.3.2	Provide staff with opportunities to co-design services and programs	Training on co-design principles for leaders	GMCE	Leadership	Feb-2025	<ul style="list-style-type: none"> Staff conversations that encourage creativity and innovation in service delivery and program planning
		4.3.3	Provide staff with regular updates on CL's performance, including community feedback	Report community feedback, survey results, stories and performance to staff	CEO	Exec	Ongoing	<ul style="list-style-type: none"> CL staff share belief in the value of the services we provide and the communities we support Community feedback is communicated to staff regularly and positive stories pulled together in the annual report Monthly performance statistics are available for staff
		4.3.5	CL is an inclusive employer	Utilisation of volunteers within our community across the libraries	GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> CL workforce is diverse and represents the community we serve

4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>
4.4	Know and understand our impact							<ul style="list-style-type: none"> CL regularly collects and reports on its impact CL's board, council staff and community organisations are aware of CL's impact
		4.4.1	Explore opportunities to strengthen data collection within CL	Engage with Council and external partner to provide Business Insights dashboard.	CEO GMFDO GMCE	Exec	Dec-2024	<ul style="list-style-type: none"> Deliver Business Insights Dashboard to provide staff the tool to monitor performance
		4.4.2	Work with partners to track and understand CL's impact across council goals	Monthly reporting to council on Innovations Projects	CEO	Exec	Ongoing	<ul style="list-style-type: none"> Community engagement with the library - visits (physical and virtual), membership CL regularly collects and reports on its impact
		4.4.3	Report on CL's impact annually	Develop Annual Report	CEO	Exec	Sep-2024	<ul style="list-style-type: none"> Annual Report
4.5	Seek funding opportunities that enhance our capacity to support the community							<ul style="list-style-type: none"> Additional services and programs are delivered as a result of funds raised
		4.5.1	Apply for funding and grant opportunities	Apply for Science Week and Be Connected grants	CEO GMFDO GMCE	Leadership	Jun-2025	<ul style="list-style-type: none"> Applications for funding and grants completed Success in receiving funding and grant opportunities
		4.5.2	Raise funds through donations and sponsorships from our community	Fundraising campaign for Homelessness and community "Deliver Joy".	CEO	Marketing	Dec-2024	<ul style="list-style-type: none"> Additional services and programs are delivered as a result of funds raised (donations passed on to community partners)
4.6	Good Governance and compliance with legislative requirements							<ul style="list-style-type: none"> An informed and engaged Board A reputation for good governance practices Unqualified Audit Opinion from Victorian Auditor General's Office
		4.6.1	Robust oversight of CL by the Board	Strategic Planning Workshop and development of Library Plan 2025-2029	CEO	Exec	Oct-2024	<ul style="list-style-type: none"> Library Plan 2025-29
		4.6.2	Board performance evaluation conducted annually	Board members sign Board Code of Conduct	Chairperson CEO (admin only)	Exec	Jan-2025	An informed and engaged Board
		4.6.3	Compliance with relevant legislation	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> Annual Financial Report (July) VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep Fringe Tax Benefit (Annual – May) BAS - Quarterly CCL Insurance Declarations (Jun) Workcover Remuneration Declaration (Aug/Sep) Annual Report Forwarded to the Minister by Sep 30 	<ul style="list-style-type: none"> Compliance with Local Government Act (1989) Compliance with Industrial Relations and Human Resource practices. Compliance with Occupational Health and Safety including psychosocial and Child Safety Standards Compliance with Gender Equality Act Meeting financial legislative and reporting requirements Service and license agreements with member councils maintained Delivery and completion of the Annual Report

4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes
								<i>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</i>
		4.6.4	Annual Budget	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> Proposed budget approval by CL Board. Forwarded to Minister by Aug 31 Quarterly Budget report to Board - Apr, July, Oct & Jan Draft Budget presented to the Board (Nov2024) Budget endorsement by the Board. (Feb/Mar) Public notice – request submissions. (May) June 2025 Budget Approval by CL Board. 	<ul style="list-style-type: none"> All our activities are governed by sound financial and business management principles Annual Budget comes within +/- 5% projections Maintain working capital ratio above 1.3 The Board provides good governance and advice.
		4.6.5	Library Plan	Compliance with listed outcomes	CEO	Exec	<ul style="list-style-type: none"> Forwarded to Minister by Aug 31 	<ul style="list-style-type: none"> Development of Library Plan 2025-2029 Review of our Library Plan on an annual basis Lodged on time and in accordance with Local Government Act (1989)
		4.6.6	Strategic Resource Plan (SRP)	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> Adopted by CL Board June 2024 Copy to Minister before Aug 31. 	<ul style="list-style-type: none"> Lodged on time and in accordance with Local Government Act (1989)
4.7	Provision of strategic guidance and support to Member Council							<ul style="list-style-type: none"> Our community has access to high quality library services Our communities are stronger, healthier and better connected
		4.7.1	Strong connections across the public library sector at a national and state level.	Participate in the PLV Executive and influence advocacy for public libraries at a National and State level	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> Active participation and engagement with PLV
		4.7.2	Provide guidance and support to Member Council on the future development and delivery of library services	Participant in future masterplan and precinct planning discussions for Cranbourne	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> The role of public libraries is embraced and understood by Member Council Recognition of CL as an active contributor to community life and wellbeing Better community outcomes
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Involvement in Community Service Organisations partner network	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> Our communities are stronger, healthier and better connected

CL25/2024 BENEFICIAL ENTERPRISE

Report prepared by Beth Luppino

Purpose

To present the Board with the Draft Connected Libraries Constitution and Draft Connected Libraries Agreement for consideration and endorsement. These documents will support the operations of a beneficial enterprise 'Connected Libraries Ltd', a not-for-profit Public Company Limited by Guarantee.

CL Library Plan reference – 4.5, 4.6

Discussion

Connected Libraries is operating as a sole member library corporation under the library transition provisions of the Local Government Act 2020 (the Act). The current corporation is required to be wound up by 30 June 2031. No new members can be admitted into its current corporate form.

City of Casey Council officers brought a report to the Council meeting on April 16. The purpose of the report was 'To seek Council's endorsement to support Casey Cardinia Library Corporation (trading as Connected Libraries) to transition to a beneficial enterprise under the Local Government Act 2020.'

The result was two recommendations, that Council:

1. *Notes that Casey Cardinia Library Corporation (CCLC, trading as Connected Libraries) is beginning the process of transitioning to a beneficial enterprise, as required under the Local Government Act 2020.*
2. *Endorses Council Officers to proceed with supporting CCLC to transition to a beneficial enterprise while ensuring that all legal obligations for Council are met.*

Following these recommendations, Connected Libraries engaged Sharrock Pitman Legal Pty Ltd to assist with progressing the transition. They reviewed the current Regional Library Agreement and provided a draft Constitution and draft Agreement for a new corporate entity for the Board's consideration. The draft Constitution is attached and includes all clauses that are legally required for the company limited by guarantee. The draft Agreement is also attached, which is an Agreement between three parties – Connected Libraries Ltd (the new entity), City of Casey (the 'founding member' of the new entity) and Casey Cardinia Library Corporation (the current entity).

The expected timeframe for trading to fully commence under the new entity 'Connected Libraries Limited' is 1 July 2025.

The Draft Constitution and Draft Agreement are presented to the Board for consideration, and if thought fit, endorsement. Upon endorsement, both documents will be forwarded to City of Casey for consideration and approval. Once Council formally advises the Draft Constitution and Draft Agreement are approved, they will return to the Board for formal adoption. These documents will support the formation of the new entity, with City of Casey being the sole founding member of the Company.

The transition to the new entity will not impact the object, purpose or operations of our current Library Service, and will enable Connected Libraries and the Member Council to comply with the Local Government Act 2020.

Conclusion

In accordance with the requirements of the Local Government Act 2020, Connected Libraries will establish a new beneficial enterprise registered as Connected Libraries Limited – a not-for-profit Public Company Limited by Guarantee. The Board may consider and if thought fit, endorse the Draft Constitution and Draft Agreement for the new entity before both documents are forwarded to City of Casey for consideration.

RECOMMENDATIONS

1. **That the Board endorses the Draft Connected Libraries Ltd Constitution, and the Draft Connected Libraries Agreement.**
2. **That CL forward the endorsed Draft Connected Libraries Ltd Constitution, and the Draft Connected Libraries Agreement to City of Casey for consideration and approval.**

3. That the Board notes CL will adopt the Connected Libraries Ltd Constitution, and the Connected Libraries Agreement after the City of Casey advise formal approval of both documents.
4. That the Board notes the intent to operate as the new entity from 1 July 2025.

Constitution:

Connected Libraries Ltd

A Public Company Limited by Guarantee

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1 Preamble

- (a) Casey-Cardinia Library Corporation ABN 38 577 892 449 was established in 1996 a regional library corporation under section 196 of the *Local Government Act 1989* (Vic), pursuant to the Original Agreement.
- (b) In around November 2022, Cardinia Shire Council withdrew from the Casey-Cardinia Library Corporation, leaving Casey City Council as the sole member of the Casey-Cardinia Library Corporation.
- (c) Casey-Cardinia Library Corporation has been operating under the registered business name 'Connected Libraries', which was registered in April 2023.
- (d) In accordance with section 330(4) of the *Local Government Act 2020* (Vic), as an existing regional library, the Casey-Cardinia Library Corporation must be wound up by 1 July 2031.
- (e) Section 110(1) of the *Local Government Act 2020* (Vic) allows the Founding Member Council to become the founding member of, and participate in the formation of, a corporation and appoint directors.
- (f) Therefore, on [date TBA], the Founding Member Council resolved to apply section 110 of the *Local Government Act 2020* (Vic) to establish the Company as a new not-for-profit, public library, registered as a company limited by guarantee under the Corporations Act.

2 Name of Corporation

The name of the company is **Connected Libraries Ltd.**

3 Status of the Constitution and replaceable rules

This is the Constitution of the Company. The provisions of the Corporations Act that apply as replaceable rules are displaced by this Constitution and accordingly do not apply to the Company.

4 Interpretation

4.1 Definitions

In this Constitution unless the contrary intention appears:

Auditor means the person appointed for the time being as the auditor of the Company.

ABN means Australian Business Number.

ACNC means the Australian Charities and Not-for-profits Commission.

ACNC Act means the *Australian Charities and Not-for-profits Commission Act 2012* (Cth) and includes any regulations made under the ACNC Act and any rulings or requirements of the Commissioner made under the ACNC Act having application to the Company.

ASIC means the Australian Securities and Investments Commission.

Appointed Board Member means a Director appointed pursuant to clause 18 from

time to time.

Board means the Directors present at a meeting, duly convened as a Board meeting, at which a quorum is present.

Business Day means a day which is not a Saturday, Sunday or bank or public holiday in Melbourne, Victoria, Australia.

Company means **Connected Libraries Ltd (ACN)**.

Constitution means this constitution as amended from time to time.

Corporations Act means the *Corporations Act 2001* (Cth).

Deductible Contributions mean a contribution of money or property as described in item 7 or item 8 of the table in section 30-15 of the Tax Act in relation to a fundraising event held for that purpose.

Director means a person who is a director for the time being of the Company and **Directors** means more than one Director.

Founding Member Council means Casey City Council.

Gifts mean gifts of money or property for the Objects of the Company.

ITAA97 means the *Income Tax Assessment Act 1997* (Cth).

Member means the Members, Member Councils and any other person or entity that is, or is registered as, a member of the Company in accordance with clause 8.

Members mean more than one Member.

Membership means being a Member of the Company.

Member Councils means Casey City Council, and, where a subsequent Council is admitted as a Member, includes that Council.

Objects mean the objects of the Company set out in clause 5.1.

Original Agreement means the agreement made in 1996 between Casey City Council ABN 43 320 295 742 and Cardinia Shire Council ABN 32 210 906 807 that formed the Casey-Cardinia Library Corporation.

Property means any real, personal, tangible, intangible, moveable or immovable property of any kind wherever situated including money and choses in action.

Register of Members means the register of Members maintained pursuant to the Corporations Act.

Replaceable Rules means the replaceable rules applicable to a public company limited by guarantee set out in the Corporations Act.

Representative means a Member's representative as appointed under clause 15.

Rule means a rule, by-law or policy made by the Directors in accordance with Clause 19(d) and includes all rules, by-laws or policies previously adopted by Connected Libraries and which become the rules, by-laws or policies of the Company at the date of incorporation of the Company.

Secretary means any person appointed for the time being as, or to perform the functions of, secretary of the Company.

Tax Act means the *Income Tax Assessment Act 1997* (Cth) and the *Income Tax Assessment Act 1936* (Cth) as appropriate.

4.2 Interpretation

In this Constitution:

- (a) the words “including”, “include” and “includes” are to be construed without limitation;
- (b) a reference to legislation is to be construed as a reference to that legislation, any subordinate legislation, regulations and instruments made under it, and that legislation and subordinate legislation, regulations and instruments, as amended, re-enacted or replaced from time to time;
- (c) a reference to a “person” includes a corporate representative appointed pursuant to section 250D of the Corporations Act;
- (d) headings are used for convenience only and are not intended to affect the interpretation of this Constitution;
- (e) a reference to a meeting includes a meeting by digital or other technology where all attendees have reasonable opportunity to participate;
- (f) a reference to a person being present in person includes an individual participating in a meeting as described in clause 4.2(e);
- (g) a reference to a person being present includes an individual participating in a meeting in person or through a Representative; and
- (h) a word or expression defined in the Corporations Act and used, but not defined, in this Constitution has the same meaning given to it in the Corporations Act when used in this Constitution.

4.3 Operation of Corporations Act

While the Company is a registered charity under the ACNC Act the provisions of the Corporations Act in Part 2G.2 and Part 2G.3¹ apply as if section 111L(1) of the Corporations Act was not enacted and if one of those provisions includes a reference to lodging documents with or notifying ASIC that requirement does not apply to the Company.

4.4 Signing

Where, by a provision of this Constitution, a document including a notice is required to be signed, that requirement may be satisfied in relation to an electronic communication of the document in any manner permitted by law or by any State or Commonwealth law relating to electronic transmissions, or in any other manner approved by the Directors.

5 Objects and purpose

5.1 Objects and purpose

The Object and principal purpose of the Company is to be a charity (with charitable sub-type advancing culture) and a public library (endorsed as a deductible gift recipient under item 12.1.2 of the table of cultural organisations set out in section 30-100 of the ITAA97) pursuing the following charitable objects:

- (a) to operate library branches and provide library services to and within the Member Councils, and to provide similar services to other Councils, Beneficial Enterprises or library corporations;
- (b) to provide other services, resources, digital services and programs aimed at meeting the information, recreational, educational, placemaking, business, economic and cultural needs of the diverse communities of the Member Councils and other communities to whom the Company provides services (if

¹ Part 2G.2 and 2G.3 are provisions in relation to meetings of members and keeping minutes

any) in an equitable, effective, efficient, responsive and forward-looking manner in accordance with these Objects and the values and objectives as determined by the Board;

- (c) to act as trustee and to perform and discharge the duties and functions incidental to acting as a trustee where this is incidental or conducive to the attainment of these Objects; and
- (d) to do such things as are incidental or ancillary to the attainment of these Objects.

5.2 Limitation of Powers

The Company is prohibited from making distributions to Members and paying fees (or other remuneration) to the Directors. The Secretary must approve all other payments the Company makes to Directors and provide a report on any such payments at the first available general meeting.

5.3 Non profit

The assets and income of the Company must be applied solely in furtherance of the Objects, and no portion shall be distributed, paid or transferred directly or indirectly by way of dividend, bonus or by way of profit to members, directors or any trustees of the Company.

5.4 Payment in good faith

Clause 5.3 does not prevent payment, directly or indirectly, in good faith to a Member:

- (a) of reasonable remuneration for services to the Company;
- (b) for goods supplied in the ordinary course of business;
- (c) of fair and reasonable interest on money borrowed from a Member at a rate not exceeding that fixed for the purposes of this clause 5.4(c) by the Company in a general meeting;
- (d) of reasonable rent for premises let by a Member;
- (e) a contribution towards a grant or project in furtherance of the Objects and Purposes of the Company; or
- (f) otherwise in furtherance of the Objects and Purposes of the Company.

5.5 Conduit Policy

Any allocation of funds or property to other persons or organisations must be made in accordance with the Objects of the Company and must not be influenced by the preference of the donor.

6 Amendment of this Constitution

6.1 Amendment by Special Resolution

This Constitution may be modified or repealed only by a special resolution of the Company in a general meeting.

6.2 Date of effect of the amendment

Any modification or repeal of this Constitution takes effect on the date the special resolution is passed or any later date specified, or provided for, in the resolution.

6.3 Notification to the ACNC

The Company will notify ASIC or, if a registered charity, the ACNC (as applicable)

of any modification or repeal of this Constitution within the time specified in the ACNC Act or the Corporations Act.

7 Member's Liability

7.1 Liability to contribute

Each Member during the year ending on the day of the commencement of the winding up of the Company, undertakes to contribute to the property of the Company for:

- (a) payment of debts and liabilities of the Company;
- (b) payment of the costs, charges and expenses of winding up; and
- (c) any adjustment of the rights of the contributories among Members.

7.2 Limited liability

The amount that each Member or past Member is liable to contribute under clause 7.1 is not to exceed \$1.00.

8 Membership

8.1 Founding Member

The Founding Member Council is the sole founding Member of the Company.

8.2 Categories of membership

Additional categories and classes of members, if required, may be created by a special resolution of the Members of the Company in a general meeting.

8.3 Admission as a Member

The Company may admit a body corporate as a Member where:

- (a) The applicant is eligible under clause 8.5 and makes an application to the Directors in accordance with clause 8.6;
- (b) The Board recommends to the Members that the applicant be admitted as a member; and
- (c) The existing Members agree in writing to admit a new Member, and where a Member is a Council where that Council has approved the admission of a new Member at a Council meeting.

8.4 Becoming a Member

Subject to the Corporations Act, a body corporate or government entity becomes a Member on the registration of that body corporate's name in the Register of Members.

8.5 Eligibility for Membership

To be eligible to be a Member, a body corporate or government entity must:

- (a) be:
 - (i) a local government Council in the State of Victoria; or
 - (ii) a body corporate conducted by a local government Council in the State of Victoria (or a subsidiary of same); or
 - (iii) a company, association, partnership or other organisation (whether incorporated or not) which supports the objects and purposes of the

Company in the opinion of the Board; and

- (b) be nominated by one (1) existing Member;
- (c) consent in writing to become a Member; and
- (d) agree to be bound by this Constitution.

8.6 Application for Membership

- (a) Only a body corporate or government entity that satisfies the eligibility requirements for Membership may apply for Membership.
- (b) The Board may prescribe the process, information and supporting documents required for an applicant to apply for Membership and the form in which the application for Membership is to be made.
- (c) An application for Membership must:
 - (i) be in writing signed by the applicant;
 - (ii) if the Board has prescribed the form of the application for Membership, be in that prescribed form; and
 - (iii) be accompanied by the membership fee, if any, determined by the Directors.

8.7 Consideration for application for Membership

- (a) At the first meeting of the Board after an application for Membership has been received by the Board, the Board must consider the application and in their discretion either accept, accept subject to conditions, defer the decision to a subsequent meeting of the Board or reject the application.
- (b) If the Board accepts the application for Membership, or accepts subject to conditions, the application must be submitted to the Members for consideration;
- (c) The Members may only accept an application in accordance with clause 8.3(c).
- (d) The Board and the Members are not required to give reasons for refusing an application for membership.

8.8 Membership fees

The Members must pay such membership fees as prescribed from time to time by the Directors, subject to approval by special resolution of the Members in a general meeting.

8.9 Registration as a Member

If the Company accepts an application for Membership, as soon as practicable, the Secretary must notify the applicant of the decision and must register the name of the body corporate in the Register of Members and record any conditions imposed on that Member's Membership.

8.10 Board composition upon admission of additional Members

- (a) Prior to admitting the first additional Member after the date of incorporation of the Company, the Company, the Founding Member Council and the proposed new Member shall enter into discussions about the requirements for the composition of the Board that will thereafter apply, on the basis that the requirements in clause 18.1 shall no longer be suitable where there are two (2) Members. The Founding Member Council shall do all things necessary to amend or vary this Constitution in order to give effect to any such agreed requirements. In the absence of any such agreement between the Founding Member Council and the proposed new Member, the provisions of clause 18.2

shall apply.

Prior to admitting any further additional Member(s) after the admission of a second Member to the Company, then the Company, the then-Members and the proposed new Member(s) must agree on any other requirements for the composition of the Board that will thereafter apply, on the basis that the requirements in clauses 18.1 and 18.2 shall no longer be suitable where there is greater than two (2) Members. The then-Members shall do all things necessary to amend or vary this Constitution in order to give effect to any such agreed requirements.

9 Rights of Members are non-transferable

The rights and obligations of a Member are specific to that body corporate and are not transferable.

10 Cessation of Membership

10.1 Cessation of Membership

A Member ceases to be a Member:

- (a) if the Member resigns as a Member in accordance with this Constitution;
- (b) if the Member is expelled as a Member in accordance with this Constitution;
- (c) if the Member is being wound up or ceasing to exist;
- (d) if the Member is placed under external administration (other than the appointment of an administrator pursuant to section 230 of the *Local Government Act 2020* (Vic)) or becomes insolvent

unless the Members (but not including a Member whose membership is the subject of this clause) unanimously resolve for that Member to remain a Member of the Company.

10.2 Resignation of Member

A Member may resign from the Company by giving the Board at least 12 months' notice.

10.3 Termination of membership

- (a) A Member may recommend to the Board that the Company terminate the membership of a Member if the Member is of the view that the Member is not complying with its obligations as a Member of the Company.
- (b) At the first meeting of the Board after a recommendation is received to terminate a Membership, the Board must consider termination and in their discretion and subject to clause 10.3(c) either accept, accept subject to conditions, defer until further information is provided or reject the recommendation. Any such decision must be based on one of the following substantive grounds:
 - (i) the Member has failed to pay any fee that may be prescribed by the Directors pursuant to clause 8.8 within 12 months after the fee was due and payable;
 - (ii) where the Member's Appointed Board Member positions have been vacant for 12 months, or no Appointed Board Member appointed by that Member has attended Board meetings for 12 months;
 - (iii) the Member has failed to attend 3 consecutive general meetings of the Company;
 - (iv) the Member refuses or neglects to comply with this Constitution; or

- (v) the Member engages in conduct which is prejudicial to the interests of the Company.
- (c) Before deciding to accept or accept subject to conditions the recommendation the Board must provide the Member whose Membership is under consideration notice of the proposed action and provide the Member with an opportunity to respond. The Board must allow the Member at least 14 days from when the Board provides the notice to respond to the notice;
- (d) If the Board decides to accept or accept subject to conditions the recommendation must be submitted to the Members for consideration;
- (e) The Board's final resolution on the termination is subject to each Member (but not including a Member whose membership is the subject of this clause) agreeing in writing to terminate the Member; and
- (f) If the Members (but not including a Member whose membership is the subject of this clause) agree in writing to terminate the Member, the Board must terminate the Membership of that Member by giving 14 days' notice of the termination to that Member.
- (g) If a dispute arises regarding the termination of a Member's membership under this clause 10.3, the dispute resolution procedure contained in clause 34 must be followed.

11 Maintenance of Register

11.1 Register of Members

The Secretary must maintain a Register of Members setting out:

- (a) the name and address of each Member;
- (b) the date on which each person became a Member;
- (c) any conditions imposed on a Member's Membership; and
- (d) in respect of each body corporate who has ceased to be a Member, the date on which that body corporate ceased to be a Member.

11.2 Inspection of Register of Members

The Company must provide access to the Register of Members in accordance with the Corporations Act.

12 General Meetings

12.1 Annual general meetings

The Company must hold an annual general meeting:

- (a) within 18 months of incorporation; and
- (b) after the first annual general meeting, in each financial year.

The Board shall convene the annual general meeting.

12.2 Business at an annual general meeting

The business of an annual general meeting may include any of the following, even if not referred to in the notice of meeting:

- (a) the consideration of the annual financial report, directors' report and auditor's report;
- (b) the appointment of the auditor; and
- (c) determination of auditor's remuneration.

12.3 Director convening a general meeting

Any Director or the Directors may convene a general meeting.

12.4 Meetings requested by Members

- (a) If the Board receives a request from a Member or Members with a right to vote at any general meeting the Board must convene a general meeting within 21 days after the date of receipt of that request.
- (b) The request must detail any proposed resolution, the names of the Members requesting the meeting and be signed by all of the Members making the request. For this purpose, the signatures of the Members may be contained in more than one document.
- (c) A general meeting requested by the Members must be held no later than two calendar months after the request is received.

12.5 Notice of general meeting

At least 21 days' notice of a general meeting must be given to the Members, Directors and Auditor. The notice must:

- (a) state the date, time and place (or places) of the meeting;
- (b) state the general nature of the business to be conducted at the meeting; and
- (c) state any proposed resolutions.

12.6 Shorter notice of general meeting

Subject to the Corporations Act, a shorter notice of a general meeting may be given if the calling of the notice of the general meeting on shorter notice is agreed to by all Members entitled to attend and vote at the meeting and any such general meeting will be treated as having been duly convened.

12.7 Notice of resumption of an adjourned meeting

If a general meeting is adjourned for 30 days or more, at least 30 days' notice must be given to the Members, Directors and Auditor of the day, time and place (or places) for the resumption of the adjourned general meeting.

12.8 Use of technology

A general meeting may be held in one place or two or more places. If a general meeting is held in two or more places, the Company must use technology that gives Members a reasonable opportunity to participate at that general meeting.

12.9 Postponement or cancellation of a general meeting

- (a) Subject to this Constitution and the Corporations Act, the Board may change the place (or places) of a general meeting, or postpone or cancel a general meeting.
- (b) If a general meeting is convened pursuant to a request by Members, the Board may not postpone or cancel the general meeting without the consent of the requesting Members.

12.10 Notice of change, postponement or cancellation of a meeting

- (a) If the Directors have convened a general meeting, the Board may change the place (or places) of the general meeting, postpone or cancel the general meeting. If a Director has convened a general meeting, only the Director who convened the general meeting may change the place (or places) of the general meeting, or postpone or cancel the general meeting.
- (b) If the Board changes the place (or places) of a general meeting, notice must be given to each Member and each person entitled to receive notice

of the meeting of the new place (or places) of the meeting.

- (c) If the Board postpones a general meeting, notice must be given to each Member and each other person entitled to receive notice of the new date, time and place (or places) of the meeting.
- (d) If the Board cancels a general meeting, notice must be given to each Member and each other person entitled to receive notice of general meetings.

12.11 Omission to give notice relating to a general meeting

No resolution passed at or proceedings at any general meeting will be invalid because of any unintentional omission or error in giving or not giving notice of:

- (a) that general meeting;
- (b) any change of place (or places) of that general meeting;
- (c) postponement of that general meeting, including the date, time and place (or places) for the resumption of the adjourned meeting; or
- (d) resumption of that adjourned general meeting.

13 Proceedings at general meetings

13.1 Quorum

- (a) A quorum at a general meeting is where a Representative of each of the Members is present in person. The quorum must be present at all times during the general meeting.
- (b) However, the quorum requirement shall not apply with respect to the Representative of a particular Member where a Representative of that Member did not attend the prior general meeting, provided that after the general meeting the Company advised the Member in writing that its Representative did not attend the general meeting.

Lack of Quorum

- (c) If a quorum is not present within 30 minutes after the time appointed for a general meeting (or any longer period of time as the chair may allow) or ceases to be present at any time during the general meeting, the general meeting:
 - (i) if convened by a Director or on the request of Members, is dissolved; or
 - (ii) in any other case:
 - (A) is adjourned to be resumed on a day, time and place (or places) as the chair determines or if the chair is not present as the Directors or Director at the meeting may determine; or
 - (B) if the Directors do not so determine, no Director is present or no Director present so determines:
 - (1) the date for the resumption of the adjourned general meeting will be on the same day in the next week;
 - (2) the time for the resumption of the adjourned general meeting will be at the same time as the adjourned meeting; and

- (3) the place (or places) for the resumption of the adjourned general meeting will be at the same place (or places) as the adjourned meeting.
- (d) If a quorum is not present within 30 minutes after the time appointed for the resumption of the adjourned general meeting or ceases to be present during the meeting, the general meeting is dissolved.

13.2 Chairing general meetings

- (a) The chair of the general meeting will be the Director elected for the time being as chair of the Board meetings.
- (b) If the chair is not present within 15 minutes after the time appointed for any general meeting or if the chair is unwilling or unable to act as chair for the whole or any part of that general meeting, the Directors present may elect a Director present to chair that general meeting.
- (c) If no Director is elected or if all the Directors present decline to take the chair for the whole or any part of that general meeting, or the Members present otherwise determine that they wish to appoint a different person as chair, the Members present may elect a Member present (in person through their Representative) to chair for the whole or any part of that general meeting. If the Members do not so elect a chair, the meeting will be adjourned to be resumed on the same day, at the same time and the same place (or places) in the following week.

13.3 Conduct of general meetings

The chair of each general meeting has charge of the conduct of that meeting, including the procedures to be adopted and the application of those procedures at that meeting.

13.4 Adjournment

- (a) The chair of a general meeting may adjourn the meeting to another date, time and place (or places) if it appears to the chair that it is likely to be impracticable to hold or to continue to hold the meeting because of the number of Members who wish to attend but who are not present.
- (b) If a majority of Members present at a general meeting in person determine that the meeting should be adjourned, the chair must adjourn the meeting to another date, time and place (or places) determined by the chair.
- (c) No business may be transacted on the resumption of an adjourned or postponed general meeting other than the business referred to in the notice convening the adjourned or postponed general meeting.

14 Proxy

A Member must not appoint a proxy to attend a general meeting or vote on their behalf.

15 Body Corporate Representative

15.1 Appointment of a Corporate Representative

- (a) Each Member that is not a natural person must appoint a natural person as its Representative to exercise on its behalf any or all of the powers it may exercise:
 - (i) at meetings of the Members;
 - (ii) at meetings of creditors or debenture holders; or

- (iii) relating to resolutions to be passed without meetings.
- (b) The appointment of a Representative may be a standing one.

15.2 Authority to act as a Representative

- (a) An appointment of a Representative must be in writing and be signed by the Member appointing the Representative and state:
 - (i) the Member's name and address, or
 - (ii) the Company's name;
 - (iii) the Representative's name or the name of the office held by the Representative; and
 - (iv) the general meeting at which the Representative may act, or if the appointment is a standing one, a clear statement to that effect.
- (b) The instrument appointing the Representative may specify the manner in which the Representative must vote on any particular resolution and may restrict the exercise of any power.
- (c) The Company may rely on an instrument appointing a Representative as definitive evidence that the Representative has been validly appointed in accordance with the rules and procedures of that Member for the making of such an appointment.

15.3 Instrument to be received by the Company

- (a) An instrument purporting to appoint the Representative is not valid unless it is received by the Company at least 48 hours before the general meeting or, in the case of an adjourned meeting, at least 48 hours before the resumption of an adjourned general meeting.
- (b) An instrument appointing a Representative must be received by the Company at any of the following:
 - (i) the registered office; or
 - (ii) a place or electronic address specified for that purpose in the notice of the general meeting.

15.4 Revocation of appointment of Representative

The appointment of a Representative may be revoked by the Member who appointed the Representative by notice to the Company from the Member stating that the appointment of the Representative is revoked or by appointing a new Representative.

16 Voting

16.1 Entitlement to vote

Each Member entitled to vote at a general meeting may vote in person through their Representative. Each Member has one vote, whether on a show of hands, or a poll.

16.2 No Casting vote

If there is an equality of votes, either on a show of hands or on a poll, then the chairperson of the meeting is not entitled to a casting vote in addition to any votes to which the chairperson is entitled as a Member or Representative, and consequently, the resolution fails.

16.3 Voting on resolution

At any general meeting, a resolution put to a vote must be determined by a show

of hands unless a poll is demanded in accordance with this Constitution. A resolution is taken to be carried if a simple majority of the votes cast on the resolution are in favour of it.

16.4 Objection to right to vote

- (a) A challenge to a right to vote at a general meeting:
 - (i) may only be made at that general meeting; and
 - (ii) must be determined by the chair.
- (b) A determination made by the chair in relation to a challenge to a right to vote is binding on all Members and is final.

16.5 Written resolutions

Members may pass a resolution without a general meeting being held if all the Members entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document. For this purpose, signatures of the Members may be contained in more than one document and a signature includes an electronic signature.

16.6 Minutes

- (a) Unless a poll is demanded in accordance with this Constitution, a declaration by the chair that a resolution has, on a show of hands, been:
 - (i) carried;
 - (ii) carried unanimously;
 - (iii) carried by a particular majority; or
 - (iv) lost or not carried by a particular majority,is conclusive evidence of the fact declared. An entry to that effect made in the minutes book of the Company and the minutes are adopted at the next general meeting is evidence of that fact unless the contrary is proved.
- (b) After each general meeting, the Directors must record or cause to be recorded in the minutes book:
 - (i) the proceedings and resolutions of each general meeting;
 - (ii) any declarations at each general meeting; and
 - (iii) all resolutions passed by Members without a general meeting.
- (c) The chair, or the chair of the next meeting, must sign the minutes within three (3) months after the general meeting.
- (d) The minute books must be kept at the registered office of the Company.
- (e) Members may inspect the minute books between the hours of 9.00 am and 5.00 pm on any Business Day. No amount may be charged for inspection.

16.7 Disputes to be resolved by the chair

The chair will determine any dispute in relation to any vote, and the determination of the chair is binding on all Members and is final.

17 Poll

17.1 Chair may determine to take a poll

The chair of a general meeting may determine that a poll be taken on any resolution.

17.2 Right to demand a poll

A poll may be demanded on any resolution at a general meeting other than the election of a chair or the question of an adjournment by any Member present at the meeting.

17.3 Procedure for demanding a poll

- (a) A poll may be demanded:
 - (i) before a vote on a show of hands is taken;
 - (ii) before the result of a vote on a show of hands is declared; or
 - (iii) immediately after the result of a vote on a show of hands is declared.
- (b) If a poll is demanded on the election of a chair or the question of an adjournment, it must be taken immediately. If a poll is demanded on any other matter, it may be taken in the manner and at the time and place (or places) as the chair directs.
- (c) Other than where a poll is demanded on the election of a chair or the question of an adjournment, a demand for a poll may be withdrawn at any time by the person or persons who demanded it. A demand for a poll which is withdrawn does not invalidate the result of a show of hands declared before the demand for the poll was made.
- (d) Other than where a poll is demanded on the election of a chair or the question of an adjournment, a demand for a poll does not prevent the general meeting from continuing for the transaction of any business.

18 Appointment and removal of Directors

18.1 Number and Composition of Directors if sole Founding Member Council

For such time as the Founding Member Council is the sole Member of the Company:

- (a) The Company shall have up to five (5) Directors comprising:
 - (i) up to three (3) Directors who are officers, representatives, councillors or employees of the Founding Member Council ("**Council Directors**"); and
 - (ii) up to two (2) independent Directors ("**Independent Directors**")

provided always that the number of Independent Directors may never exceed the number of Council Directors.
- (b) Council Directors shall be nominated by the Founding Member Council and appointed on the basis of their skills, background and expertise deemed necessary or desirable by the Board, and shall consist of up to:
 - (i) two (2) Directors appointed by the Chief Executive Officer of the Founding Member Council; and
 - (ii) one (1) other officer, representative, councillor or employee of the Founding Member Council appointed by the Founding Member Council.
- (c) The Founding Member Council may, in its absolute discretion, remove from office any Council Director, or appoint another officer, representative, councillor or employee of the Founding Member Council to act as a substitute in place of any of its Council Directors provided that any such substitute must be properly appointed as a Director pursuant to this Constitution and the Corporations Act.
- (d) A Council Director or their substitute shall hold office until the earlier of:
 - (i) the term of his/her appointment by the Founding Member Council

expiring;

- (ii) their removal by the Founding Member Council; or
 - (iii) the person resigning or ceasing to be a representative, an officer, a councillor or employee of the Founding Member Council.
- (e) the Founding Member Council must nominate a new Council Director as soon as possible after a Council Director vacancy arises.
- (f) Independent Directors shall be nominated by the Founding Member Council on recommendation of its Chief Executive Officer and are not required to be officers, representatives, councillors or employees of the Founding Member Council. Independent Directors shall be selected in accordance with any applicable Rules and on the basis of their skills, background and expertise as may be considered by the Chief Executive Officer of the Founding Member Council to be necessary or desirable for the effective governance of the Company.
- (g) An Independent Director shall hold office:
- (i) for a maximum initial term of four (4) years term; and
 - (ii) subject to mutual agreement by the Chief Executive Officer of the Founding Member Council, the Board and the Independent Member, a further term of up to four (4) years

subject to the other provisions of this clause 18.

18.2 Number and Composition of Directors if Two Members

- (a) In the event that one (1) additional Member is admitted to the Company after the registration of the Company (so that, for the avoidance of doubt, there are two (2) Members in total) then:
- (i) Each Member (including both the Founding Member Council and the new Member) shall be entitled to appoint two (2) Directors being:
 - A. One (1) Councillor if the Member is a Member Council; and
 - B. One (1) officer or employee of that Member**("Member Directors")**; and
 - (ii) The Company shall have up to three (3) independent Directors **("Independent Directors")**
- provided always that:
- (iii) if the Member is not a Member Council, then both of its Member Directors may be officers or employees of that Member;
 - (iv) the number of Independent Directors may never exceed the number of Member Directors; and
 - (v) upon any additional Member(s) being admitted to the Company, the composition of the Board shall be in accordance with any requirements that the then-Members and the proposed new Member(s) may agree prior to the admission of the additional Member(s).
- (b) Member Directors shall be nominated by their relevant Member and appointed on the basis of their skills, background and expertise deemed necessary or desirable by the Board.
- (c) Any Member may, in its absolute discretion, remove from office any Member Director, or appoint another person to act as a substitute in place of any of its Member Directors, provided the provisions of this clause are met and any such substitute must be properly appointed as a Director pursuant to this

Constitution and the Corporations Act.

- (d) A Member Director or their substitute shall hold office until the earlier of:
 - (i) the term of his/her appointment by their relevant Member expiring;
 - (ii) their removal by their relevant Member; or
 - (iii) the person resigning or ceasing to be a representative, an officer, a councillor or employee (as the case may be) of the their relevant Member.
- (e) A Member must nominate a new Member Director as soon as possible after a Member Director vacancy arises.
- (f) Independent Directors shall be nominated by the Members on recommendation of the Board and are not required to be officers, representatives, councillors or employees of the Members. Independent Directors shall be selected in accordance with any applicable Rules and on the basis of their skills, background and expertise as may be considered by the Board to be necessary or desirable for the effective governance of the Company.
- (g) An Independent Director shall hold office:
 - (i) for a maximum initial term of four (4) years term; and
 - (ii) subject to mutual agreement by the Board and the Independent Member, a further term of up to four (4) years

subject to the other provisions of this clause 18.

18.3 General Requirements

- (a) Once appointed, and subject to the provisions of this clause 18, an Appointed Board Member holds office in accordance with clause 18.6.
- (b) A Member that has nominated an Appointed Board Member may withdraw their nomination at any time if the person so nominated no longer holds office with that Member or is no longer suitable to be nominated as the Appointed Board Member.
- (c) The Members may create additional Board positions and elect other Directors as the Members determine at a general meeting.
- (d) Generally, Members may appoint their Director(s) at an Annual General Meeting or, where a Member does not have an Appointed Board Member, by providing notice in writing to the Company appointing a person to be the Member's Appointed Board Member.

18.4 Retirement or Vacancy

The Company may, at a General Meeting at which:

- (a) a Director retires or otherwise vacates office; or
- (b) a Director vacancy exists by operation of clause 18.9 or otherwise,

request that the Board seeks a new nomination from the Member for an Appointed Board Member in accordance with clause 18.1 or clause 18.2, as applicable.

18.5 Qualifications of Directors

- (a) To be eligible for the office of Director a person must consent in writing to act as a Director and provide the Company Secretary with a valid Director Identification Number.
- (b) In the event that it is required under a law, regulation or guideline applicable to the Company, the Company must ensure that a majority of the Directors are persons who have the requisite level or degree of responsibility to the general

public.

18.6 Terms and retirement of Directors

- (a) Subject to any other relevant provision in this clause 18, Directors are elected for terms of four (4) years.
- (b) At each Annual General Meeting, any Director who has held office for four (4) years or more since last being elected, must retire from office but subject to any other relevant provision in this clause 18 is eligible for reappointment. A retiring Director holds office until the conclusion of the meeting at which that Director retires.
- (c) The Members may by ordinary resolution increase or decrease the period of time for which a Director holds office.
- (d) The Members may by ordinary resolution remove any Director who is not an Appointed Board Member before the expiration of that Director's period of office.

18.7 Reappointment of Directors

Subject to any other relevant provision in this clause 18, Directors are entitled to seek reappointment as Directors provided that they are still nominated by the Member as an Appointed Board Member (where applicable) and the Director's period of continuous service to the Company does not exceed a period of eight (8) years unless the Members, by ordinary resolution in General Meeting or unanimous written resolution, elect to waive this requirement for a particular Director.

18.8 Casual vacancy or additional Director

- (a) The Directors must request a new nomination from the relevant Member to fill a vacant Appointed Board Member position in accordance with clause 18.1 or 18.2, as applicable.
- (b) The Directors may at any time appoint any person meeting the requirements of this clause 18 to be a Director, either to:
 - (i) Fill a casual vacancy, other than a vacancy of an Appointed Board Member;
 - (ii) Appoint an additional Director, where the Members have approved but not filled a Board position.
- (c) A Director appointed under this clause 18.8(b) holds office until the conclusion of the next Annual General Meeting of the Company but is eligible for appointment at that meeting.

18.9 Vacation of office of Director

In addition to the circumstances in which the office of a Director becomes vacant under the Corporations Act or this clause 18, a person ceases to be a Director and the office of Director is vacated if the person:

- (a) is removed from office as a Director by a resolution of the Company at a general meeting;
- (b) ceases to be eligible under this clause 18;
- (c) resigns as a Director by notice in writing to the Company;
- (d) is no longer nominated by the Member as its Appointed Board Member under this clause 18;
- (e) if the person is subject to assessment or treatment under any mental health law and the Board resolves that the person should cease to be a Director;
- (f) dies;
- (g) is disqualified from acting as a Director under the Corporations Act;

- (h) is absent from three (3) consecutive Board meetings without leave of absence from the Board.

19 Powers and duties of Board

- (a) Subject to this Constitution and the Corporations Act, the activities of the Company are to be managed by, or under the direction of, the Board.
- (b) Subject to this Constitution and the Corporations Act, the Board may exercise all powers of the Company that are not required to be exercised by the Company in a general meeting and shall always act in accordance with any relevant Rules in relation to the governance of the Company and the Board.
- (c) The powers of the Board include the power to:
 - (i) borrow or otherwise raise money;
 - (ii) mortgage, charge (including in the form of a floating charge) any of the Company's assets (both present and future); and
 - (iii) issue debentures and other securities, and any instrument (including any bond).
- (d) Subject to this Constitution, the Directors may from time to time by resolution make and rescind or alter any relevant Rules which are binding on the Members for the management and conduct of the business of the Company.
- (e) The rules, by-laws or policies previously adopted by the Casey-Cardinia Library Corporation shall become the rules, by-laws or policies of the Company at the date of incorporation of the Company, except where they may be inconsistent with any provisions of this Constitution.

20 ACNC governance standards

The Company and each Director must comply with the duties described in governance standard 5 as set out in the regulations made under the ACNC Act and such other obligations as apply under the ACNC Act and the Corporations Act from time to time.

21 Delegation

- (a) The Board may delegate any of its powers to:
 - (i) a Director;
 - (ii) a committee in accordance with clause 22;
 - (iii) an employee of the Company; or
 - (iv) any other person.
- (b) The power may be delegated for such time as determined by the Directors and the Directors may at any time revoke or vary the delegation.
- (c) The delegate must exercise the powers delegated in accordance with any directions of the Directors, and the exercise of the power by the delegate is as effective as if the Directors had exercised it.
- (d) The Directors may continue to exercise any power they have delegated.

22 Committees

22.1 Delegation to committees

- (a) The Directors may delegate any of their powers, to a committee which may consist of one or more Directors and such other persons as they think fit.
- (b) A committee to which any powers have been delegated under clause 22.1(a) must exercise those powers in accordance with any directions of the Directors. A power so exercised is taken to have been exercised by the Directors.
- (c) Notwithstanding any delegation of authority under this clause 22.1, the Directors remain responsible for any decisions of a committee appointed by them and must ensure that the committee exercises its powers appropriately.

22.2 Meetings of committees

A committee may meet and adjourn as it considers appropriate.

22.3 Chairperson of a committee

The members of a committee may elect one of their number as chairperson of their meetings. If a meeting of a committee is held and:

- (a) a chairperson has not been elected; or
- (b) the chairperson is not present within 10 minutes after the time appointed for the holding of the meeting or is unable or unwilling to act;

then the committee members involved may elect one of their number to be chairperson of the meeting.

22.4 Determination of questions

- (a) Questions arising at a meeting of a committee are to be determined by a majority of votes of the members present and voting.
- (b) In the event of an equality of votes, the chairperson of the meeting does not have a casting vote.

23 Negotiable instruments

All negotiable instruments and all receipts for money paid to the Company must be signed, drawn, accepted, endorsed or otherwise executed in such manner as the Board may determine.

24 Remuneration and reimbursement for expenses

24.1 Remuneration of Independent Directors

The Company may, by resolution at a general meeting, determine the remuneration of the Independent Directors (if any), provided that such remuneration is:

- (a) reasonable and proportionate to the administration services provided by the Independent Directors to the Company, including any specific factors relating to a particular Independent Director or group of Independent Directors (for example, the Chair);
- (b) always compliant with any relevant legal requirements including, but not limited to, the ACNC Act, the Corporations Act, Charity Fund Rules, Governance Standards and any other applicable legislation and regulations;
- (c) disclosed in the Company's financial statements in accordance with applicable accounting standards and regulations; and
- (d) reviewed periodically to in light of the above and the Company's financial position and performance.

24.2 For the avoidance of doubt, no Director shall be entitled to receive remuneration unless they are an Independent Director or in accordance with clause 24.4.

24.3 Records

The Company shall maintain proper records of all remuneration paid to Directors, which shall be available for inspection by members and regulatory authorities as required by law.

24.4 Reimbursement of expenses

Directors are entitled to be reimbursed by the Company for reasonable costs and expenses incurred or to be incurred in connection with attendance at meetings of the Board and committees of the Board, if approved by the Board.

25 Board meetings

25.1 Convening meetings

- (a) In the ordinary course, the Secretary will convene Board meetings in accordance with the determinations of the Board.
- (b) A Director may at any time convene a Board meeting by notice to the other Directors.

25.2 Notice of meetings

- (a) Reasonable notice of each Board meeting must be given to the Directors entitled to receive a notice (if any).
- (b) Each notice must state:
 - (i) the date, time and place (or places) of the Board meeting;
 - (ii) the general nature of the business to be conducted at the Board meeting; and
 - (iii) any proposed resolutions.

25.3 Omission to give notice

No resolution passed at or proceedings at any Board meeting will be invalid because of any unintentional omission or error in giving or not giving notice of:

- (a) that Board meeting;
- (b) any change of place (or places) of that Board meeting;
- (c) postponement of that Board meeting; or
- (d) resumption of that adjourned Board meeting.

25.4 Use of technology

A Board meeting may be held in one, two or more places using such technology as determined by the Board and set out in the notice. The Board must use technology that gives Directors a reasonable opportunity to participate at that Board meeting. The clauses relating to meetings of Directors apply to each such meeting in the usual manner.

25.5 Quorum at meetings

- (a) A quorum at a Board meeting is where each Member has their Appointed Board Member(s) present in person. The quorum must be present at all times during the Board meeting.
- (b) However, the quorum requirement shall not apply with respect to the Appointed Board Member(s) of a particular Member:

- (i) where that Member has not appointed an Appointed Board Member within 2 months of that Appointed Board Member's position becoming vacant; or
- (ii) where a Member's Appointed Board Member has failed to attend the prior two Board meetings, provided that after each Board meeting the Company advised the Member in writing that its Appointed Board Member failed to attend the Board meeting.

25.6 Chair of meetings

- (a) A chair shall be appointed by the Board from among the Independent Directors. Further, the Board may determine to appoint a deputy chair in the same manner, in the discretion of the Board.
- (b) The chair (and deputy chair, if applicable) shall be appointed on a 24 month rotational basis, with Independent Directors holding the position(s) on rotation. However, nothing in this clause shall prevent the chair or deputy chair from being appointed for a subsequent term.
- (c) If the chair is not present within 15 minutes after the time appointed for a Board meeting or if the chair is unwilling or unable to act as chair for the whole or any part of that Board meeting, then the deputy chair (if applicable) shall chair the Board meeting, and if there is no deputy chair or the deputy chair is not present or is unwilling or unable to act as chair for the whole or any part of the Board meeting, the Directors present may elect another Independent Director present to chair that Board meeting. If the remaining Independent Directors are absent or are present but unwilling or unable to act as chair as aforesaid, the Directors present may elect any other Director present to chair that Board meeting.
- (d) Notwithstanding the other provisions of this clause, the Board may fill a vacancy in the chair or deputy chair positions as it considers appropriate.

25.7 Conduct and passing resolutions at meetings

- (a) Board meetings shall be conducted in accordance with any applicable Rules of the Company.
- (b) A resolution of the Board must be passed by a majority of the votes cast by the Directors entitled to vote on the resolution.
- (c) Each Director present in person is entitled to vote and has one vote.

25.8 No Casting vote

If on any resolution an equal number of votes is cast for and against a resolution, the chair does not have a casting vote in addition to any vote cast by the chair as a Director and subsequently, the resolution is lost.

25.9 Conduct of meetings

The chair of each Board meeting has charge of the conduct of that meeting, of the procedures to be adopted and the application of those procedures at that meeting.

25.10 Written resolutions

The Board may pass a resolution without a Board meeting being held if all the Directors entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document. For this purpose, signatures can be contained in more than one document, with each document to be identical to each other document and a signature can be an electronic signature.

25.11 Minutes of meetings

- (a) Within one month after each Board meeting, the Directors must record or cause to be recorded in the minute books:
 - (i) the proceedings and resolutions of each Board meeting; and
 - (ii) all resolutions passed without a Board meeting.
- (b) The chair, or the chair of the next Board meeting, must sign the minutes within one month after the meeting.
- (c) The minute books must be kept at the registered office of the Company.
- (d) The Directors may inspect the minute books between the hours of 9.00 am and 5.00 pm on any Business Day. No amount may be charged for inspection.

26 Director's conflict of interests

26.1 Declaration of interest

- (a) Any Director who has a material personal interest in a contract or proposed contract of the Company, holds any office or owns any property such that the Director might have duties or interests which conflict or may conflict either directly or indirectly with the Director's duties or interests as a Director, must give the Board notice of the interest at a Board meeting.
- (b) A notice of a material personal interest must set out:
 - (i) the nature and extent of the interest; and
 - (ii) the relation of the interest to the affairs of the Company.
- (c) The notice must be provided to the Board at a Board meeting as soon as practicable.

26.2 Voting by interested Directors

A Director who has a material personal interest in a matter that is being considered at a Board meeting must not:

- (a) vote on the matter at a meeting; or
- (b) be present while the matter is being considered at the meeting, and accordingly will not count for the purposes of determining whether there is a quorum.

27 Appointment of Secretary and Chief Executive Officer

27.1 Secretary

- (a) The Company must have at least one Secretary. The Board has the power to appoint a natural person to act as secretary on the terms and for such period as the Board may determine.
- (b) Any Secretary appointed may be removed at any time by the Board.

27.2 Chief Executive Officer

- (a) The Directors may appoint a Chief Executive Officer on such terms and conditions (including as to remuneration) as they consider appropriate.
- (b) The Directors may delegate any of their powers to the Chief Executive Officer:
 - (i) on the terms and subject to any restrictions they decide; and
 - (ii) so as to be concurrent with, or to the exclusion of, the powers of the Board,

and may revoke the delegation at any time.

- (c) The Chief Executive Officer may be invited to attend all meetings of the Directors, but may not hold the office of a Director and is not entitled to vote.
- (d) The Directors shall review the CEO's performance at least annually.
- (e) In addition to any responsibilities imposed on the CEO, the CEO shall be responsible to the Board for the finances and day to day administration and operation of the Company including the implementation of the Library Plan, Strategic Resource Plan, Annual Budget, delivery of the service and administrative support for the Board and any other duties specified.

28 Removal and remuneration of Auditor

28.1 Remuneration of Auditor

The remuneration of the Auditor may be determined by the Company at a general meeting. If the remuneration is not determined at a general meeting, it may be determined by the Directors at a Board meeting.

28.2 Removal of Auditor

- (a) The Company may remove an Auditor by resolution at a general meeting.
- (b) At least two months' notice must be given to the Company of the intention to move a resolution to remove an Auditor at a general meeting.
- (c) If notice of an intention to move a resolution to remove the Auditor at a general meeting is received by the Company, the Auditor must be given a copy of the notice as soon as practicable.
- (d) The notice of an intention must also inform the Auditor that the Auditor:
 - (i) may submit written representations to the Company within seven days after receiving the notice and that the Auditor may request the Company to send a copy of the written representations to the Members before the resolution is put to a vote; and
 - (ii) may speak at the general meeting or request that the written representations be read at the general meeting at which the resolution is voted upon.

28.3 Auditor's attendance at general meetings

The Auditor must be notified of, and may attend, any general meeting. The Auditor is entitled to be heard at any general meeting it attends on any part of the business of the general meeting which concerns the Auditor.

29 Execution of documents

Documents executed for and on behalf of the Company must be executed by:

- (a) Directors;
- (b) a Director and the Secretary; or
- (c) the Chief Executive Officer under delegation.

30 Financial records

30.1 Member's access to financial records

A Member or any other person may inspect financial or any other records of the Company where such inspection is authorised by the Board or its delegate, or required by law or by order of a court with jurisdiction.

30.2 Directors' access to financial records

Any Director may at any time access and inspect any financial and any other record of the Company, other than those protected by privacy principles, freedom of information or other legislation.

30.3 Access to financial records after ceasing to be a Director

The Board may determine that any person who is to cease or has ceased to be a Director may continue to have access to and inspect any financial record and any other record of the Company relating to the time during which the person was a Director, if required by law or by order of a court.

31 Notices

31.1 General

Any notice, statement or other communication under this Constitution must be in writing, except that any notice convening a Board meeting does not need to be in writing.

31.2 How to give a communication

In addition to any other way allowed by the Corporations Act, a notice or other communication may be given by being:

- (a) personally delivered;
- (b) left at the person's current address as recorded in the Register of Members;
- (c) sent to the person's address as recorded in the Register of Members by pre-paid ordinary mail or, if the address is outside Australia, by pre-paid airmail; or
- (d) sent by email to the person's current email address for notices.

31.3 Communications by post

A communication is given if posted:

- (a) within Australia to an Australian address, four Business Days after posting;
- (b) outside Australia or to an address outside Australia, ten Business Days after posting.

31.4 Communications by email

A communication is taken to be given if sent by email immediately on sending the email unless the sender receives a delivery failure notification indicating that the email has not been delivered to the information system of the recipient.

31.5 After hours communication

If a communication is given:

- (a) after 5.00 pm in the place of receipt; or
- (b) on a day which is a Saturday, Sunday or bank or public holiday in the place of receipt,

it is taken as having been given at 9.00 am on the next day which is not a Saturday,

Sunday or bank or public holiday in that place.

32 Indemnity and insurance

32.1 Indemnity

- (a) To the extent permitted by the Corporations Act and subject to the Corporations Act, the Company may indemnify each officer of the Company in respect of any liability, loss, damage, cost or expense incurred or suffered or to be incurred or suffered by the officer in or arising out of the conduct of any activity of the Company or the proper performance of any duty of that officer.
- (b) The indemnity in clause 32.1(a):
 - (i) is enforceable without the officer first having to make a payment or incur an expense;
 - (ii) is enforceable by the officer notwithstanding that the officer has ceased to be an officer of the Company; and
 - (iii) applies to any liability, loss, damage, cost or expense incurred or suffered or to be incurred or suffered by the officer, whether incurred before or after the date of this Constitution.

32.2 Documenting indemnity

The Company may enter into an agreement containing an indemnity in favour of any officer. The Board will determine the terms of the indemnity contained in the agreement.

32.3 Insurance

- (a) To the extent permitted by the Corporations Act and subject to the Corporations Act, the Company may pay any premium in respect of a contract of insurance between an insurer and an officer or any person who has been an officer of the Company in respect of the liability suffered or incurred in or arising out of the conduct of any activity of the Company and the proper performance by the officer of any duty.
- (b) If the Board determines, the Company may execute a document containing rules under which the Company agrees to pay any premium in relation to such a contract of insurance.

33 Winding up and revocation

33.1 Winding up of the Company

- (a) In the case of the winding-up of the Company, any surplus assets that remain after the satisfaction of all debts and liabilities, then, subject always to clause 33.2, those surplus assets must be transferred to another organisation with charitable purposes which is not carried on for the profit or gain of its individual members.
- (b) The organisation will be determined by a special resolution of the Members at or before the time of dissolution.

33.2 Transfer of surplus assets – deductible gift recipients

- (a) Where the Company has been endorsed as a deductible gift recipient under Subdivision 30 BA of the Tax Act, either as an entity or in relation to a fund or an institution it operates, then where:
 - (i) the Company is wound up;

- (ii) the fund or institution is wound up; or
- (iii) the endorsement under Subdivision 30 BA of the Tax Act is revoked;
- (b) any surplus:
 - (i) Gifts;
 - (ii) Deductible Contributions; and
 - (iii) money received by the Company because of such Gifts or Deductible Contributions,

remaining after payment of all liabilities must be transferred to one or more organisations, funds or institutions that comply with clause 33.1 and are deductible gift recipients.

34 Dispute resolution

34.1 Handling a dispute

Where there is a dispute, grievance or another disagreement between a Member and the Company, or between a Member and a Member, whether arising out of the application of this Constitution or otherwise (**Dispute**), then the party raising the Dispute must, prior to the commencement of any proceedings in a Court or Tribunal or before any authority or board, notify the other party in writing of the nature of the Dispute, and the following must occur:

- (a) the parties must in the period of 14 days from the service of the notice of the Dispute (Initial Period) use their best endeavours to resolve the Dispute;
- (b) if the parties are unable to resolve the Dispute within the Initial Period, then the Dispute must be referred for mediation to a mediator agreed by the parties;
- (c) if the disputants are unable to agree on a mediator within 7 days of the expiration of the Initial Period, the parties may request the President of the Law Institute of Victoria to nominate a mediator to whom the Dispute will be referred;
- (d) the costs of the mediation must be shared equally between the parties; and
- (e) where:
 - (i) the party receiving the notice of the Dispute fails to attend the mediation required by clause 34.1(b);
 - (ii) the mediation has not occurred within 6 weeks of the date of the notice of the Dispute; or
 - (iii) the mediation fails to resolve the Dispute;

then the party serving the notice of Dispute will be entitled to commence any proceedings in a Court or Tribunal or before any authority or board in respect of the Dispute.

34.2 Urgent interlocutory relief

The procedure in clause 34.1 will not apply in respect of proceedings for urgent or interlocutory relief.

Schedule 1

Appointment of Representative at a General Meeting

Connected Libraries Ltd

ACN

The Member: (name)

of (address)

being a member of the above named Company hereby appoint

..... (name)

of (address)

as our Representative to attend and vote for us on our behalf at the meeting of the members of the Company to be held on the day of 20 and at any adjournment of that meeting.

[TO BE INSERTED IF DESIRED] This form is to be used in favour of/against the resolution (Strike out whichever is not desired)

[INSERT DETAILS OF SPECIFIC RESOLUTIONS IF DESIRED]

Signed:

Name:

Position:

Dated:

This notice must be returned to Connected Libraries Ltd ACN at:

[ADDRESS/EMAIL ADDRESS/FAX No]

by [TIME] on [DATE]

[INSERT SPECIFIC DETAILS ENSURING THAT THE TIME IS 48 HOURS BEFORE THE TIME FOR THE MEETING]

Library Agreement:

Connected Libraries Ltd
ACN ###

and

Casey City Council
ABN 43 320 295 742

and

Casey Cardinia Library
Corporation
ABN 38 577 892 449

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Part A – Details

Party details	Connected Libraries Ltd Details	
	Connected Libraries Ltd ACN ### of Locked Bag 2400, Cranbourne VIC 3977 (CL)	Representative: Chief Executive Officer, Beth Luppino Email: beth.luppino@connectedlibraries.org.au
	Council Details	
	Casey City Council ABN 43 320 295 742 of Bunjil Place, 2 Patrick Northeast Drive, Narre Warren VIC 3805 (Casey Council)	Representative: Chief Executive Officer, Glenn Patterson Email: g.patterson@casey.vic.gov.au
	CCLC Details	
	Casey Cardinia Library Corporation ABN 38 577 892 449 of Locked Bag 2400, Cranbourne VIC 3977 (CCLC)	Representative: Chief Executive Officer, Beth Luppino Email: beth.luppino@cclc.vic.gov.au

RECITALS

- A. In 1996, Casey Cardinia Library Corporation ABN 38 577 892 449 (**CCLC**) was established according to an agreement between Casey City Council ABN 43 320 295 742 (**Casey Council**) and Cardinia Shire Council ABN 32 210 906 807 (**Cardinia Shire**), pursuant to section 196 of the *Local Government Act 1989* (Vic). The purpose of the Original Library Corporation was to provide library and related services within the LGAs of Casey Council and Cardinia Shire (**the Library Service**).
- B. On 30 November 2022, Cardinia Shire withdrew from CCLC (and, accordingly, from the Library Service), leaving Casey Council as the sole member of CCLC.
- C. Section 330(4) of the *Local Government Act 2020* (Vic) requires that CCLC, as an existing regional library corporation, must be wound up by 1 July 2031.
- D. Section 110(1) of the *Local Government Act 2020* (Vic) allows for one or more Councils to participate in any of the following beneficial enterprises:
 - (a) becoming a member of a corporation;
 - (b) participating in the formation of a corporation, trust or other body;

- (c) acquiring shares in a corporation, trust or other body; or
 - (d) entering into a partnership or joint venture with any other person or body.
- E. Therefore, on [insert date], Casey Council resolved to apply section 110 of *the Local Government Act 2020* (Vic) to establish the Company as a new not-for-profit, charitable public library organisation, registered as a company limited by guarantee under the *Corporations Act 2001* (Cth).
- F. The Company is established as a beneficial enterprise to succeed CCLC and to operate the Library Service previously operated by CCLC. To that end, the Constitution of the Company sets out the following charitable objects of the Company:
- (a) to operate library branches and provide library services to and within the Member Councils, and to provide similar services to other Councils, Beneficial Enterprises or library corporations;
 - (b) to provide other services, resources, digital services and programs aimed at meeting the information, recreational, educational, placemaking, business, economic and cultural needs of the diverse communities of the Member Councils and other communities to whom the Company provides services (if any) in an equitable, effective, efficient, responsive and forward-looking manner in accordance with these objects and the values and objectives as determined by the Board;
 - (c) to act as trustee and to perform and discharge the duties and functions incidental to acting as a trustee where this is incidental or conducive to the attainment of these objects; and
 - (d) to do such things as are incidental or ancillary to the attainment of these objects.
- G. Casey Council, the Company and CCLC now enter into this Agreement to record their agreed terms for:
- (a) The initial contribution and transfer of assets, licences, operations and activities from CCLC to the Company;
 - (b) Financial and other contributions by Casey Council to the Company;
 - (c) The services to be provided by the Company to Casey Council; and
 - (d) Other matters that are relevant to the relationship between the parties.

Part B – Signing Page

Executed as an Agreement

EXECUTED BY CASEY CITY COUNCIL by being signed by the persons authorised to sign on behalf of the Council	EXECUTED BY CONNECTED LIBRARIES LTD by being signed by the persons authorised to sign on behalf of the Company
<i>Signature of duly authorised person</i>	<i>Signature of duly authorised person</i>
Chairperson	Chair Administrator
<i>Role</i>	<i>Role</i>
<i>Signature of duly authorised person</i>	<i>Signature of duly authorised person</i>
Chief Executive Officer	Chief Executive Officer
<i>Role</i>	<i>Role</i>
<i>Date</i>	<i>Date</i>

THE COMMON SEAL of CASEY CARDINIA LIBRARY CORPORATION ABN 38 577 892 449 is fixed in accordance with a resolution made by CCLC on [REDACTED] in the presence of its duly authorised persons:
Signature of duly authorised person
Chairperson
Role
Signature of duly authorised person
Chief Executive Officer
Role
Date

Part C – Terms and Conditions

1. Term

- A. This Agreement will commence on the Commencement Date and continues to be binding on Casey Council while it remains a member of the Company and, insofar as is relevant and appropriate in respect to continuing obligations, after it has ceased to be a member of the Company.

2. Purpose and Objectives

- A. The purpose of this Agreement is to govern the relationship between the Company and Casey Council:
- (a) in order for the Company to, without limitation:
 - (i) provide resources and programs to promote literacy, provide free access to information, encourage a culture of lifelong learning and contribute to positive socio-economic outcomes across the community in an equitable, effective, efficient, responsive and forward-looking manner in accordance with the values and objectives set out in any applicable Library Plan;
 - (ii) provide or ensure the provision of, subject to any Service Level Agreement or any conditions attached to any State Government library subsidies and grants to the Company or Casey Council, a quality, customer-focused library service for the Casey Council LGA;
 - (iii) provide Additional Services;
 - (iv) comply with by-laws relating to the Company;
 - (v) perform any other functions which are conferred on the Company under this Agreement or the Act including defining overall policy objectives, developing strategic policy and a Financial Strategy, developing a Library Plan, developing an Annual Budget and preparing an Annual Report;
 - (vi) tender for the provision of services and monitor contracts under which services are provided; and
 - (vii) to do all things necessary or expedient in accordance with this Agreement and the Act for the carrying out of its functions.
 - (b) including with respect to:
 - (i) Casey Council's initial contribution and transfer of Founding Council Assets to the Company; and
 - (ii) Casey Council's ongoing support and contribution to the Company of certain sums of money annually.
- B. In the event of an inconsistency between this Agreement and the Constitution, this Agreement shall take precedence to the maximum extent permitted by law.
- C. Casey Council will act, and execute such further instruments, consents and make such decisions and vote on resolutions of meetings of the Company and exercise its powers of appointment to the Board, so as to give full effect to the provisions of this Agreement.
- D. The Company acknowledges that Casey Council has agreed to regulate its conduct in accordance with this Agreement. The Company will conduct its business and affairs by ensuring that it will act on lawful resolutions and directions given by Casey Council in accordance with this Agreement in respect of any matter which is governed or regulated by this Agreement.
- E. CCLC joins this Agreement to record the transfer of its assets and liabilities to the Company in accordance with the provisions of this Agreement.

3. Board of the Company

- A. The parties acknowledge and agree that the primary objective of the Board is to achieve the best library service outcomes now and into the future for the communities of the Member Councils within the context of the Member Councils' available resources and competing demands.
- B. Without limiting the duties and responsibilities of the Board at law and in accordance with the Constitution, the role of the Board generally is to:

- (a) ensure that the library services provided by the Company are provided in accordance with the Library Plan, Strategic Resource Plan and Annual Budget;
- (b) provide leadership by establishing the Company's strategic objectives and monitoring their achievement against pre-determined service levels and Key Performance Indicators;
- (c) maintain the sustainability and viability of the Company by ensuring that resources are managed in a responsible and accountable manner;
- (d) identify and consider the economic and financial consequences of its deliberations;
- (e) advocate on behalf of the library service to other key stakeholders in business, community and government;
- (f) act as a responsible partner of the Member Councils by taking into account the aspirations and needs of the community;
- (g) ensure that the library service continues to contribute to the social value of the community; and
- (h) determine on an annual basis as part of the budget process, the requirement for provision of an internal audit function.

4. Assets and Operating Costs

Premises

A. Each party acknowledges and agrees that:

- (a) as at the Commencement Date, the Company occupies, or will occupy each Premises (as set out in Schedule 1);
- (b) the Company's occupancy of each Premises may be subject to a separate agreement between Casey Council and the Company as agreed from time to time, that sets the obligations and the responsibilities of each party including, without limitation, in respect of costs;
- (c) where the Company agrees to assume responsibility for specific maintenance, repair, replacement and/or operating costs of a Premises or Casey Council wishes to add a new or change an existing Premises; the Company and Casey Council shall negotiate in good faith a change to Casey Council's annual contribution to the Company to reflect the specific addition, change, maintenance, repair, replacement and/or operating costs as applicable; and
- (d) the Company shall, unless otherwise agreed by the Board, be responsible for its own operating costs.

Initial Contribution of Assets

- B. Casey Council records that CCLC holds or has the use of assets provided by or obtained for the benefit of libraries operated by CCLC within the Casey Council LGA.**
- C. The parties record that:**
 - (a) CCLC holds the Founding Council Assets set out in Schedule 2 for the use of library branches within the LGA of Casey Council; and
 - (b) Casey Council has made available to CCLC the Premises set out in Schedule 1 for the purpose of operating the library branches.
- D. Legal title and ownership of Founding Council Assets held by CCLC as at the date of incorporation of the Company shall be deemed to be transferred to the Company upon the incorporation of the Company [or insert such later date if preferred e.g. 1 July 2025], and the parties shall do all things reasonably necessary to effect the transfer of such assets.**
- E. The Company shall assume the rights and responsibilities of CCLC with respect to the Premises at the date of incorporation of the Company [or insert such later date e.g. 1 July 2025].**

Future Contributions of Assets

- F. Casey Council may make a Specific Contribution of assets to the Company at any time.
- G. Subject to any specific agreement at the time of Casey Council making the Specific Contribution, the Company shall utilise the Specific Contribution for the benefit of libraries within the LGA of Casey Council.

General Provisions Relating to Assets

- H. The Company will hold and have the benefit and use of Council Assets for the purpose of providing library services to Casey Council in accordance with this Clause 4.
- I. During the Term of this Agreement, the Company must maintain a register of:
 - (a) the Assets held by the Company, including their net asset value and location; and
 - (b) the register maintained by the Company in accordance with this clause, must be:
 - (i) updated within three (3) months of the end of each financial year; and
 - (ii) audited and included in the Annual Budget and accounts.
- J. Casey Council must, unless otherwise agreed by the Board, give not less than 12 months' notice in writing to the CEO of its intention to withdraw Council Assets or Premises used by the Company to provide library services.
- K. Subject to sub-clause J, nothing in this Agreement generally requires Casey Council to continue to provide the Premises, Council Assets or services to the Company as at the Commencement Date or subsequently, nor restricts Casey Council from adding to, changing or withdrawing any of the Premises, Council Assets or services provided to the Company.
- L. Where Casey Council adds to, changes or otherwise withdraws any of the Premises or Council Assets provided to the Company and that leads to excess staff, then Casey Council will be liable for the redundancy costs for excess staff (whether deployed in library branches, the administration of the Company or otherwise).
- M. The Company must use best endeavours to redeploy the affected staff within the Company.

5. Strategic Planning

- A. On or before 1 May each year during the Term, the CEO must provide the Council with a copy of the Company's proposed:
 - (a) Library Plan; and
 - (b) Strategic Resource Plan,as endorsed by the Board.
- B. The Company must not deviate from any plan approved in writing by Casey Council without first obtaining the Council's prior written approval.
- C. Subject to sub-clause D, the Company must adopt a Library Plan and Strategic Resource Plan on or before 1 July each year during the Term.
- D. The Company shall not adopt a Library Plan or Strategic Resource Plan which has not been approved in writing by Casey Council, unless Casey Council has not provided approval or specified its objections by 1 June, in which case the Company may adopt a Library Plan and Strategic Resource Plan on or before 1 July.

6. Annual Budget

- A. By 15 December each year during the Term of this Agreement, the CEO will provide formal advice to Casey Council of the expected contribution and draft budget for the next financial year, to inform budget planning.

- B. On or before 28 February each year during the Term of this Agreement, the CEO must provide Casey Council with advice on the expected contribution in the draft Annual Budget and if required will propose an alternative amendment.
- C. The proposed Annual Budget shall be developed in accordance with general accounting principles and include:
 - (a) current financial statements showing assets and liabilities, including funds held by the Company;
 - (b) the amount of the proposed contribution of Casey Council to the Company for the financial year commencing 1 July;
 - (c) the amount of funds expected to be received by the Company from any other sources for the financial year commencing 1 July;
 - (d) the amounts and expenses payable by the Company, including under contracts with service providers who have successfully tendered to provide services to the Company for the financial year commencing 1 July.
- D. The Company shall endeavour, within two days following the April Board meeting (but no later than 30 April) each year, to provide Casey Council with a draft copy of the Company's proposed Annual Budget as endorsed by the Board.
- E. On or before 1 June each year during the Term of this Agreement, Casey Council will advise the Company of its expected contributions to the Annual Budget and, if appropriate, may provide a response and/or propose a variation to the Annual Budget to the Company in writing.
- F. The Board must not adopt an Annual Budget or a revised Annual Budget, which has not been approved by a resolution made at an ordinary meeting or special meeting of Casey Council, unless Casey Council has not provided approval or specified its objections by 22 June each year during the Term, in which case the Company may adopt an Annual Budget or revised Annual Budget.

7. Annual Financial Contributions by Casey Council

- A. The financial contributions by Casey Council in any given year shall be calculated with the purpose of covering the ongoing operational costs of the Company, other than operational costs that can be funded by revenue generated by the Company or obtained by the Company through other external funding.
- B. The amount to be contributed to the Company by the Council each year during the Term, shall be the sum of:
 - (a) the amount specified in the Company's adopted Annual Budget;
 - (b) all State Government library subsidies and grants received by Casey Council (or paid directly to the Company) for library services;
 - (c) funds received by Casey Council from any other sources for library services to be provided by the Company; and
 - (d) any additional contributions necessary for the provision of Additional Services to Casey Council.
- C. Casey Council's financial contribution to the Company under this Clause 7 shall, subject to the receipt by Casey Council of a valid tax invoice and anything to the contrary in an adopted Annual Budget, be paid in equal monthly instalments by the 15th day of each month during the Term.
- D. If the Annual Budget has not been adopted before 1 July each Year during the Term of this Agreement, then the monthly payment shall be the same amount as the last month of the previous financial year. Once the Annual Budget has been adopted, the next monthly payment after the adoption shall include any adjustment necessary to ensure the year to date instalments meet the agreed year to date contribution levels for the adopted Annual Budget.
- E. All other Council contributions received by Casey Council under Clause 7(B)(c) shall be paid to the Company within one month of receipt of the monies by Casey Council, or as otherwise agreed.

- F. Casey Council shall be responsible for the Company's costs in providing any Additional Service or resources requested by the Council under Clause 7(B)(d) and such costs are to be paid within 30 days of Casey Council receiving a valid invoice from the Company, or as otherwise agreed.
- G. Interest shall be paid on any amount payable under Clause 7(B)(a), which is not received by the CEO within 14 days of the due date at the rate fixed by the Governor in Council for the purposes of section 172 of the Local Government Act and calculated monthly from the date the amount became due until the date it is received by the CEO.

8. Annual Reporting and Accounts

- A. The CEO shall provide Casey Council with the Company's Annual Report, including audited financial statements, within three (3) months of the end of each financial year.
- B. The CEO shall endeavour to forward relevant preliminary information to Casey Council that underpins the Council's draft financial statements by 10 August each year during the Term of this Agreement.
- C. The Company must provide Casey Council with quarterly financial reports which include an operating statement reporting the Company's performance to budget and any other Key Performance Indicators as detailed in the Library Plan, Strategic Resource Plan, Annual Budget and/or any Service Level Agreement.

9. Exit of Casey Council

- A. Casey Council must, unless otherwise agreed by the Board, give not less than twelve (12) months' notice in writing to the CEO of its intention to withdraw from this Agreement.
- B. If Casey Council has given notice under clause 15.1, it must, unless otherwise agreed by the Company, withdraw from this Agreement on 30 June in any year.
- C. If Casey Council withdraws from this Agreement while it is the sole Member of the Company, the assets held by the Company will be dealt with in accordance with the Constitution and any applicable law or regulation.
- D. The Company may charge to Casey Council its reasonable substantiated costs associated with complying with any direction given by Casey Council under this Clause, which shall include but are not to be limited to:
 - (a) redundancy costs for excess employees (whether deployed in library branches, the administration of the Company or otherwise);
 - (b) where contracts for goods and services are affected, the full cost of any additional payments for variations to contractual arrangements resulting from the withdrawal; and
 - (c) any other liabilities, including contingent liabilities, of the Company that arise in connection with such withdrawal.

10. Dispute Resolution

- A. If any Dispute arises under this Agreement, the parties will follow the dispute resolution procedure set out in the Constitution.

11. General

Notices

- A. Unless expressly stated otherwise in this Agreement, all notices, certificates, consents, approvals, waivers and other communications in connection with this Agreement must be:
- (a) in writing
 - (b) signed
 - (c) left at the address of the party as stated in the Details and updated from time to time, sent by prepaid ordinary post, sent by email, or given in any other way permitted by Law.
- B. Notices, certificates, consents, approvals, waivers and other communications take effect from the time they are received unless a later time is specified.

Amendment

- C. An amendment to this Agreement has no effect unless it is in writing and signed by all parties to the Agreement.
- D. The transfer of Council Assets to, or the making of additional Premises available for the use of the Company pursuant to clause 4, will not constitute an amendment to this Agreement.

Counterparts

- E. This Agreement may be signed in counterparts and all counterparts taken together constitute one document.

Costs

- F. Each party must pay its own costs in respect of this Agreement and the documents and transactions contemplated by this Agreement.

Severance

- G. A term or part of a term of this Agreement that is illegal or unenforceable may be severed from this Agreement and the remaining terms or parts of the terms of this Agreement shall continue in force.

No waiver

- H. A party does not waive a right, power or remedy if it fails to exercise or delays in exercising the right, power or remedy. A single or partial exercise of a right, power or remedy does not prevent another or further exercise of that or another right, power or remedy. A waiver of a right, power or remedy must be in writing and signed by the party giving the waiver.

Governing Law

- I. This Agreement is governed by the law applicable in Victoria, Australia, and each party submits to the non-exclusive jurisdiction of the courts of Victoria.

Relationship to other agreements

- J. This Agreement must be read in conjunction with the Constitution, any attachments, policies, local laws, Service Level Agreements or other documents, howsoever described, which are issued, created or amended from time to time and incorporate, or are referable to (whether express or implied), the terms of this Agreement.

12. Interpretation

A. In this Agreement unless the contrary intention appears:

Additional Service means any additional or ancillary services provide to the Council which does not form part of the Company's Ordinary Business of providing library services to the Council and which is identified as an additional service by a resolution of the Board.

Agreement means this agreement, as may be amended from time to time, and includes any schedule or annexure to it.

Annual Budget means the annual budget prepared by the Company in accordance with clause 13.

Annual Report means annual report prepared by the Company in accordance with clause 15.

Beneficial Enterprise has the meaning given to that term in section 110 of the *Local Government Act 2020* (Vic).

Board means the board of the Company.

Business Day means a day that is not a Saturday, Sunday or public holiday in Melbourne, Victoria.

Company means Connected Libraries Ltd (ACN ###), 65 Berwick-Cranbourne Road, Cranbourne, VIC 3977.

Company Assets means the Company assets owned and used by the Company to provide library services, as set out in Schedule 2, and updated from time to time in accordance with this Agreement, but excludes any Premises.

Casey Council means Casey City Council ABN 43 320 295 742 of Bunjil Place, 2 Patrick Northeast Drive, Narre Warren VIC 3805.

CEO means the Chief Executive Officer of the Company.

Commencement Date means [TBC]

Constitution means the Constitution for the Company, as varied from time to time.

Founding Council Assets means the assets owned by the Founding Council and on and following the formation the Company, used by the Company to provide library services, but excludes any Premises.

Details means Part A – Details.

Dispute means any dispute, grievance, disagreement or difference between the Council and the Company which arises out of or in connection with this Agreement.

Key Performance Indicator or **KPI** means any key performance indicator relating to the services provided by the Company, or as otherwise agreed or amended between the parties from time to time.

Law means any applicable statute, regulation, by-law, ordinance or subordinate legislation in force from time to time, and includes common law and the principles of equity, the guidelines and requirements of Regulatory Authorities and any industry codes of conduct applicable to either party or the activities performed under this Agreement, as in effect and applicable from time to time.

LGA means Local Government Area.

Library Plan means the library plan prepared by the CEO in consultation with the Council, containing the statement of the corporate direction of the Company during a rolling four (4) year period and including the Company's objectives, strategies, strategic indicators for monitoring the achievement of objectives aligned to Council's strategic documents, and any other information reasonable required by the Council or Law.

Local Government Act means the *Local Government Act 2020* (Vic).

Member Councils means the Member Council(s) and any other body corporate who is, or who is registered as, a member of the Company pursuant to the Constitution of the Company.

Ordinary Business means the provision of 'business as usual' library services to the Member Councils as determined by the Board, that is not considered by the Board, acting reasonably, to be an Additional Service or special project.

Premises means each library branch or administrative property owned or rented by the Member Councils and occupied by the Company for the purpose of the Company operating library branches, as set out in Schedule 1

Regulatory Authority means any court or government body, including any political subdivision thereof, including any ministry, department, commission, board, tribunal, bureau, agency, or other regulatory, administrative, monetary, fiscal, judicial or governmental authority or instrumentality, and further including any semi-governmental or quasi-governmental person or entity exercising the functions of any of these.

Service Level Agreement means any service level agreement entered into by the Member Councils and the Company containing minimum service levels and KPIs agreed by the parties from time to time, that the Company must achieve when performing a service.

Specific Contribution means specific contributions made to the Company by a Member Council for the benefit of libraries and library branches within the LGA of that Member Council.

Strategic Resource Plan means any strategic resource plan prepared by the CEO in consultation with the Member Councils in accordance with the section 126 of the Act, containing:

- (a) a program for the delivery of services by the Company for rolling 4 years periods and identifies the financial and other resource requirements of the Company; and
- (b) asset replacement plan aligned with the term of the Library Plan.

B. In this Agreement, unless the contrary intention appears:

- (a) the singular includes the plural and vice versa, and a gender includes other genders;
- (b) another grammatical form of a defined word or expression has a corresponding meaning;
- (c) a reference to A\$, \$A, dollar or \$ is to Australian currency;
- (d) a reference to time is to Victoria, Australia time;
- (e) a reference to a party includes the party's executors, administrators, successors and permitted assigns and substitutes;
- (f) a reference to a person includes a natural person, partnership, body corporate, association, governmental or local authority or agency or other entity;
- (g) a reference to a statute, ordinance, code or other law includes regulations and other instruments under it and consolidations, amendments, re-enactments or replacements of any of them;
- (h) the meaning of general words is not limited by specific examples introduced by including, for example or similar expressions;
- (i) a rule of construction does not apply to the disadvantage of a party because the party was responsible for the preparation of the Agreement or any part of it;
- (j) if a day on or by which an obligation must be performed or an event must occur is not a Business Day, the obligation must be performed or the event must occur on or by the next Business Day; and
- (k) headings are for ease of reference only and do not affect interpretation.

Schedule 1 – Premises

Library	Street Address	Suburb	State	Postcode	Asset Number
Bunjil Place Library	2 Patrick Northeast Drive	Narre Warren	VIC	3805	#B214
Cranbourne Library	Casey Complex 65 Berwick-Cranbourne Road	Cranbourne	VIC	3977	#B42
Cranbourne West Library Lounge	Cranbourne West Community Hub 4 Flicka Blvd	Cranbourne West	VIC	3977	XXX
Doveton Library	28 Autumn Place	Doveton	VIC	3177	#B98
Endeavour Hills Library	10 Raymond McMahon Blvd	Endeavour Hills	VIC	3802	#B117
Hampton Park Library	26 Stuart Ave	Hampton Park	VIC	3976	#B146
the Company Administration Office	Casey Complex 65 Berwick-Cranbourne Road	Cranbourne	VIC	3977	#B42
Library Lockers					
Cranbourne West Community Hub	4 Flicka Blvd	Cranbourne West	VIC	3977	
Manna Gum Family and Community Centre	2-16 Calgary Way	Clyde North	VIC	3978	
Orana Community Place	16-18 Playwright Street	Clyde North	VIC	3978	

Schedule 2 – Founding Council Assets Register

DRAFT

OFFICERS REPORTS

CL26/2024 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 May 2024

	Total Budget 2023-24	Budget YTD May 2024	Actual YTD May 2024	Variance	% Actual Vs Budget
Income					
Council Contributions	7,198,580	6,628,115	6,671,438	43,323	0.7%
Government Grants	2,207,392	2,207,391	2,180,404	(26,987)	(1.2%)
Interest on Investments	87,500	80,212	154,020	73,808	92.0%
Other Income	110,015	98,491	108,254	9,763	9.9%
Total Income	9,603,487	9,014,209	9,114,116	99,907	1.1%
Expenditure					
Employee Costs	6,607,846	5,962,267	5,763,381	198,886	3.3%
IT & Communications	645,000	592,087	543,599	48,488	8.2%
Library Materials	357,880	332,709	301,624	31,085	9.3%
Promotions & Marketing	102,960	94,470	99,377	(4,907)	(5.2%)
Administration	433,303	380,241	356,328	23,913	6.3%
Depreciation	1,085,721	846,032	871,422	(25,390)	(3.0%)
Total Expenditure	9,232,711	8,207,806	7,935,730	272,076	3.3%
Net Gain(loss) disposal of plant & equip	0	0	300	300	
Net result for the reporting period	370,777	806,403	1,178,685	372,283	46.2%

Income

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 \$80k 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. The once-off Cost of Living Bonus was paid and included in May YTD financials, backpay relating to percentage increase was processed in the first pay of June. In an effort to reduce employee provision balances, a number of staff have taken annual leave over the last 8 weeks (and continuing until 30 June), this will result in employee costs coming in under budget (still within the 5% tolerance).

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 slightly overspent YTD, and is expected to finish the year \$10k overspent, due to the original budget allocation of the innovation projects. Savings in administration where the budget was originally allocated will offset this overspend.

Administration

Administration is currently \$24k underspent, \$10k will remain underbudget due the Innovation Projects costs aligning with Marketing.

Capital Expenditure Month Ended 31 May 2024	Total Budget 2023-24	Budget YTD May 2024	Actual YTD May 2024	Variance	% Actual Vs Budget
Library Materials	1,147,133	1,112,258	1,071,223	41,035	3.7%
Motor Vehicles	152,000	152,000	75,077	76,923	50.6%
Furniture & Equipment	276,362	251,300	338,014	(86,714)	(34.5%)
Capital Exp. for the reporting period	1,575,495	1,515,558	1,484,315	31,243	2.1%

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 will remain \$76k 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 \$70k overspent at the end of the financial year. \$50k of this relating to Cranbourne West, and is offset by the \$44k additional Council Contributions revenue and the underspend in Motor Vehicles relating to the Innovation Projects. \$20k relating to the purchase (unbudgeted) of 10 Lendable Laptops for Hampton Park Library, funded through a \$25k Donation received in March.

CONNECTED LIBRARIES BOARD MEETING
Wednesday 26 June 2024

Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
General Manager, Finance and Digital Operations			
April Statement	4/04/2024	Amazon Web Services - Website Hosting - March 2024	\$1,369.28
	8/04/2024	Adobe Creative Cloud - Adobe Creative Cloud Licences	\$445.28
	8/04/2024	Adobe Creative Cloud - Audition Software	\$39.98
	15/04/2024	Spotify - Spotify Premium one month access	\$12.99
	19/04/2024	Amazon Prime AU - Prime Membership Fee for April 2024	\$9.99
	22/04/2024	Adobe - Qty 1 Acrobat Pro Access	\$10.75
	22/04/2024	Yakchat - YakChat App SMS top up	\$161.94
	22/04/2024	Amazon Marketplace AU - Qty 20 Laptop cases for Hampton Park Library Lendable laptops	\$1,239.80
Total April 2024			\$3,290.01
May Statement	2/05/2024	Apple - Qty 1 iTunes voucher for loading apps onto ipads for digital literacy program	\$20.00
	2/05/2024	Yodeck Flipnode - Annual subscription to Yodeck Basic and Playbox	\$999.18
	6/05/2024	Adobe Creative Cloud - Adobe Creative Cloud Licences - including Audition Software	\$510.25
	9/05/2024	ChatGPT Subscription - ChatGPT Plus Subscription for 1 month	\$31.42
	10/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$15.43
	10/05/2024	Amazon Web Services - Website Hosting - April 2024	\$1,356.15
	13/05/2024	Spotify - Spotify Premium one month access	\$13.99
	14/05/2024	L'Arte Central Social Enterprise Cafe - Digital Operations planning day	\$79.00
	16/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$48.39
	16/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$23.67
	17/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$15.43
	17/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$15.43
	17/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$15.43
	17/05/2024	Oculus - Meta Quest purchases for the VR Headset for science week.	\$15.43
	17/05/2024	Oculus - Reversal of payment - refund from Oculus	-\$15.43
	17/05/2024	Woolworth Endeavour Hills - Cookies purchased for IDAHOBIT morning tea	\$6.00
	20/05/2024	Amazon Prime AU - Prime Membership Fee for May 2024	\$9.99
	20/05/2024	The Chatty Cafe Scheme - Membership and full listing on website	\$60.50
	24/05/2024	Adobe - Reversal of payment - refund for Adobe Stock	-\$39.59
	24/05/2024	Adobe - Reversal of payment - refund for Creative Cloud licenses	-\$151.77
	24/05/2024	Adobe - Reversal of payment - refund for Audition	-\$43.98
	24/05/2024	Adobe - Reversal of payment - refund for Acrobat Pro	-\$274.91
Total May 2024			\$2,710.01
TOTAL			\$6,000.02

CONNECTED LIBRARIES BOARD MEETING
Wednesday 26 June 2024

Card Holder	Transaction Date	Detail	\$
Chief Executive Officer			
April Statement	27/03/2024	Berwick Toyota - CL Vehicle - ITJ7AW regular service	\$335.29
	10/04/2024	Vic Roads IVR - CL Vehicle - ITJ7AW vehicle registration	\$825.23
	10/04/2024	Melbourne Office Supplies - Qty 3 Colby Album Easel Display for Outreach visits presentation	\$91.92
	18/04/2024	Red Earth Flowers - Flower bouquet for Hampton Park donation morning tea	\$78.00
	22/04/2024	Coles Narre Warren - Purchase of gift card for staff farewell	\$200.00
	22/04/2024	Aliexpress - Qty 30 personal desk fans for staff	\$360.03
	24/04/2024	Hallmark AU - Recordable storybook thank you present for Julie Goodwin Author visit	\$39.94
	24/04/2024	CellAED AS - Qty 2 CellAED personal defibs for Hampton Park and Doveton Libraries	\$1,221.95
	26/04/2024	Buzzsprout - Podcasting - Book Matters	\$19.19
Total April 2024			\$3,171.55
May Statement	15/05/2024	Wilson Parking - Parking when attending meeting in the CBD	\$79.00
	20/05/2024	News Pty Ltd - Subscription renewal for the Herald Sun Newspaper for Cranbourne Library	\$624.00
	20/05/2024	Amazon Marketplace AU - Qty 1 hard carrying case for Oculus Quest 2 VR Headset	\$54.99
Total May 2024			\$757.99
TOTAL			\$3,929.54

Card Holder	Transaction Date	Detail	\$
General Manager, Organisational Development			
April Statement		NIL Transactions	
Total April 2024			\$0.00
May Statement	14/05/2024	Tickets PLV CYS SI - Staff attendance at the PLV CYS SIG Annual Seminar 2024	\$263.41
	14/05/2024	Tickets PLV CYS SI - Staff attendance at the PLV CYS SIG Annual Seminar 2025	\$75.26
	20/05/2024	Knoxfield Florist - Purchase of flowers reflecting sympathy to staff member	\$107.00
	21/05/2024	ACON Pride Training - Qty 2 packs of 40 pronoun badges	\$544.00
	21/05/2024	Big W - Qty 4 packs of assorted socks for sock puppet children's program	\$48.00
Total May 2024			\$1,037.67
TOTAL			\$1,037.67

Bank Reconciliation

A Bank Reconciliation is available on request.

Procurement Policy

The Procurement Policy has been reviewed and updated to reflect changes, including City of Casey Chief Financial Officer.

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.**

PROCUREMENT POLICY

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1 PURPOSE

The purpose of this Policy is to:

- ensure consistency and control over Connected Libraries (CL) procurement activities;
- demonstrate accountability to stakeholders;
- provide guidance on ethical behaviour in public sector purchasing;
- support best practice in purchasing; and
- increase the probability of obtaining the best outcome for CL when purchasing goods and services.

Values

CL's organisational values underpin the expectations and behaviours outlined in this document.

2 SCOPE

This Procurement Policy is made under Section 186a of the Local Government Act 1989.

The Policy applies to all contracting and procurement activities at CL and is binding upon Board Members, Library employees, temporary employees, contractors and consultants while engaged by CL.

All CL's procurement activity is subject to the applicable:

- Legislative and regulatory provisions
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).

The key legislative requirements include:

- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
- Section 186A of the LGA (Procurement Policy)
- Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
- Competition and Consumer Act 2010.

This Policy ensures that CL contracting and purchasing activities:

- Support the strategies, aims and objectives of CL
- Achieve value for money and quality in acquiring goods
- Are shown to be undertaken fairly and in an ethical manner
- Seek continuous improvement, value for money and quality
- Support local business, encourage sustainable business practices and social procurement principles where possible.

3 POLICY STATEMENT

The following principles apply to all aspects of CL's procurement.

3.1 Value for Money

All persons engaged in purchasing decisions must aim to obtain best value-for-money for CL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CL will seek to minimise the cost of procurement by:

- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition
- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

3.2 Ethics and Probity

CL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CL procurement must exercise the highest standards of probity and will:

- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

3.3 Conflict of Interest

Board Members and members of staff (and all persons engaged in procurement on CL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 77 – 80, 95 LGA).

Board Members and members of staff shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict or have potential to conflict with their CL duties.

3.4 Fair and Honest Dealing

All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times. Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

3.5 Accountability and Transparency

All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

3.6 Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. *(Refer to other policies that interact with procurement).*

Staff must not authorise the expenditure of funds in excess of their financial delegation.

3.7 Gifts and Hospitality

No Board Member or member of staff shall, either directly or indirectly solicit gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CL is interested.

Staff are referred to the CL's Gifts and Hospitality Policy for details. [Gifts and Hospitality Policy](#)

Board Members and member of staff (and all persons engaged in procurement on CL's behalf) must adhere to relevant CL Policies and Procedures on Gifts and Hospitality.

3.8 Procurement Thresholds and Competition

Purchase of all goods and services with an estimated expenditure exceeding \$150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.

The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term and are to be inclusive of GST.

As an alternative however, purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CL to act on its behalf and CL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the CL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

3.9 Quotations, Specification and Tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchases with value between \$500 and \$5,000
 - Purchase order must be raised.
 - Only one quotation required.
- Purchases with value between \$5,001 and \$10,000
 - Purchase order must be raised.
 - Two written quotations required to be recorded.
- Purchases with value between \$10,001 and \$150,000
 - Purchase order must be raised.
 - Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CL or through a Government approved agent under ministerial order.

The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded, or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

3.10 Use of Corporate Credit Cards

Connected Libraries has four Westpac Bank Credit Cards to be used in circumstances outside of normal purchasing routines, these cards are allocated to the members of the Executive Team.

The cards are intended to facilitate the purchase of goods or payment for services when the normal invoice/accounts payable routines are not possible or inappropriate. Examples of such circumstances are:

- Booking of airline tickets for conference travel
- Booking accommodation for conferences
- Purchase of software or other items over the Internet
- Where a supplier is not able to provide a credit account or does not support the payment of goods/services via EFT.

Purchases made using the Corporate Credit cards are to be within the approved budget lines or the source of funds needs to be established prior to the commencement of purchase for any goods, services or works.

Under no circumstance may a Corporate Credit Card be used for private or personal purchases.

Unauthorised staff or personnel must not use or divulge a Corporate Credit Card number, and the Card PIN must only be used by the Credit Card Holder and may not be divulged to any other staff member or person.

After using the Credit Cards to undertake a transaction, a New Item transaction record must be completed within SharePoint and a valid receipt/tax invoice attached.

Withdrawal of cash using the Corporate Cards is strictly prohibited.

Any unauthorised transactions on the Credit Card Statement (eg. fraudulent or unidentified transactions) are to be reported to the Accounts Department as soon as they detected.

A lost or stolen card must be reported to the Accounts Department immediately.

3.11 Internal Controls

CL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CL employee is involved in each transaction
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

3.12 Risk Management

CL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

3.13 Sustainability

CL is committed to achieving environmental sustainability and supporting initiatives that have an impact on or contribute to the environment.

CL supports sustainable procurement practices including:

- Buying locally produced products and services
- Buying products that have recycled content eg paper
- Engaging suppliers who support sustainable business practices
- Buying durable products that have guarantees

Value-for-money purchasing decisions made by CL are made on the basis of whole-of-life cost and non-price factors impact of CL procurement on environment.

3.14 Support of Local Business

CL is committed to buying from local business where such purchases may be justified on value-for-money grounds.

3.15 Social Procurement

CL is committed to employing Social Procurement principles where practicable to help create positive social change. For example, encouraging the procurement of goods and services from Aboriginal and Torres Strait Islander businesses when appropriate.

4 RESPONSIBILITIES

Compliance, monitoring and review

The next annual review of this document is scheduled to be presented to the Board at the June 2025 Board meeting.

Reporting

No additional reporting is required.

Records management

Staff must maintain all records relevant to administering this policy in a recognised recordkeeping system.

5 DEFINITIONS

Board Members	individuals holding office on the CL Board, including Councillors and Officers.
CL	Casey-Cardinia Library Corporation trading as Connected Libraries being a legal entity under Local Government Act 1989.
Staff	Employees of CL, permanent, fixed term and casual employees
Probity	refers to a good process, one that has clear procedures consistent with organisations policies and legislation understood and followed from the onset.
Procurement	the entire process of acquisition of goods, services and works, including initial concept through to end of the useful life of an asset or service agreement or contract
Quotation	a formal process whereby suppliers or different parties are invited to submit a statement setting out the estimated cost for a particular good, service or work.
Social Procurement	when organisations use their own buying power to generate positive social value and outcomes above and beyond the value of the goods or services being procured.
Supplier/s	any organisation that supplies goods or services, includes but not limited to contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.

6 RELATED LEGISLATION AND DOCUMENTS

Our Governance Documentation

[Gifts and Hospitality Policy](#)

Our Forms and Templates

[Corporate Gift Register](#)

Other Related Documentation

[Competition and Consumer Act 2010.](#)

Legislative and regulatory provisions

Promulgated guidelines (including [Victorian Local Government Best Practice Procurement Guidelines 2013](#)).

[Section 186 of the Local Government Act \(LGA\) \(Power to enter into Contracts\)](#)

[Section 186A of the LGA \(Procurement Policy\)](#)

[Sections 208C of the LGA \(Best Value Principles\)](#)

[Sections 77-80, and 95 \(Conflict of Interest\)](#)

[Victorian State Government definition of Social Procurement](#)

7 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance & Digital Operations
Advisory Committee to Approval Authority	General Manager, Finance & Digital Operations
Administrator	Executive Assistant
Next Review Date	June 2025

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance & Digital Operations
Amendment Authority and Date	June 2024
Notes	This document is updated annually and presented to the Library Board

8 APPENDICES

Attachment 1 - Delegations of Authority

Chief Executive Officer

- Purchase orders to the value of \$149,999
- Contracts to the value of \$149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

General Manager Finance & Digital Operations

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

General Manager Customer Experience

- Purchase orders to the value of \$50,000 (Library materials and equipment)
- Purchase orders to the value of \$10,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

General Manager Organisational Development

- Purchase orders to the value of \$20,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

Digital Operations Manager

- Purchase orders to the value of \$20,000 (IT hardware and software)
- Contracts to the value of \$10,000 per year with a life up to 2 years

Collections Manager

- Purchase orders to the value of \$20,000 (Library materials & Databases)
- Contracts to the value of \$10,000 per year with a life up to 2 years

Children, Youth and Outreach Manager

- Purchase orders to the value of \$10,000 (Library materials & Program Costs)
- Contracts to the value of \$3,000 per year with a life up to 2 years

Marketing Manager

- Purchase orders to the value of \$5,000 (Marketing Costs)
- Contracts to the value of \$2,000 per year with a life up to 2 years

Endeavour Hills and Adult Programs Manager

- Purchase orders to the value of \$2,000 (Library materials & Program Costs)
- Contracts to the value of \$1,000 per year with a life up to 2 years

Cranbourne, Digital Literacy and Local History Manager

- Purchase orders to the value of \$2,000 (Databases, Hardware and Software)
- Contracts to the value of \$1,000 per year with a life up to 2 years

Hampton Park and CALD Manager

- Purchase orders to the value of \$2,000 (Library materials & Program Costs)
- Contracts to the value of \$1,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.

DRAFT

Attachment 2 - Connected Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Connected Libraries.:

Chief Executive Officer, Connected Libraries

- Elspeth Luppino

General Manager Finance & Digital Operations, Connected Libraries

- Emily Rachel Louise Ramaswamy

Chief Financial Officer, City of Casey

- Melissa Baker

Council Officer, City of Casey

- Glenn Andrew Patterson, Chief Executive Officer

Note: Westpac advise that any two signatories are able to sign jointly.

Authorised Officers to issue instructions only, regarding term deposits:

- General Manager Finance & Digital Operations, Connected Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

CL27/2024 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

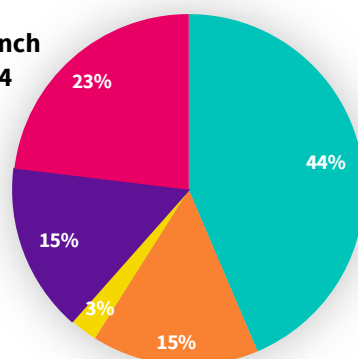
In this report we provide the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.

Occupational Health and Safety (Library Plan reference 4.6)

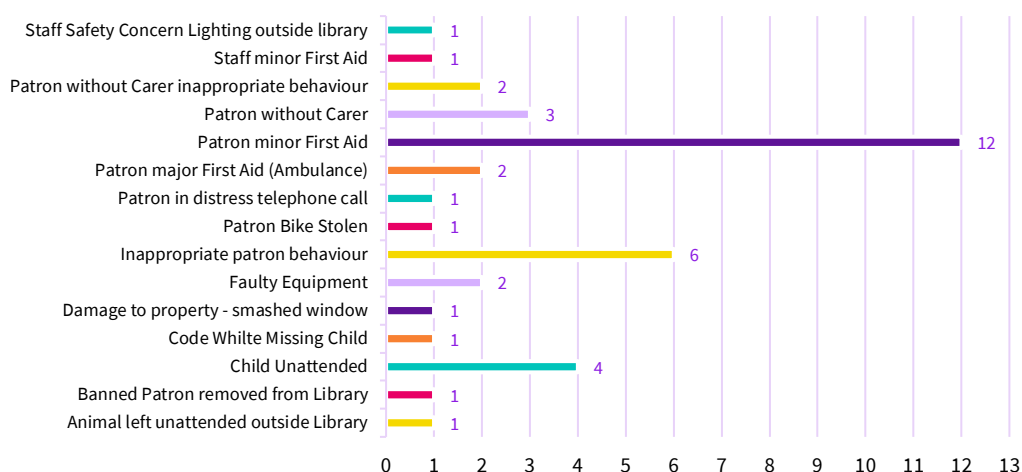
There has been a significant increase in the overall number of incidents throughout this reporting period 13 April – 14 June 2024. Important to note, patron minor First Aid has increased the most, and the period also covers the school holidays. Inappropriate patron behaviour occurrences including verbal abuse, were the same as the previous reporting period, and continues to be an area of concern. Staff training, mentorship and experience is a key focus to help aid staff with the confidence and skills to deal with these situations. At Bunjil Place Library we are continuing to navigate the inappropriate behaviour of a patron that requires a carer ranging from yelling in our libraries to inappropriate body exposure. Visitor Liaison at Bunjil Place are supporting our team to educate and demand the carer to always be on site with the patron when in our library space.

**Incident Reports by Branch
13 April - 14 June 2024**

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



Incident Reports by Type -13 April - 14 June 2024



Risk Management (*Library Plan reference 4.6*)

Risk Management Policy

An annual review of the Risk Management Policy was completed, including the rebranding to Connected Libraries plus minor updates such as the addition of reference to fixed term and casual workers, and psychosocial risks which now appear as part of the Risk Management Plan. The Board should note the below guiding principles are articulated in the policy:

Guiding Principles for Risk Management

- *All our staff have a responsibility to identify and manage the risks that relate to their areas of work that is consistent with CL policies and procedures on risk management.*
- *Risk management is used on a consistent and systematic basis in all areas and departments of CL operations with risks rated in accordance with our Risk Management Plan.*
- *Our risk management approach is consistent with the International Organisation for Standardisation: Risk Management – Guidelines ([ISO 31000:2018](#)) and CL Code of Conduct.*
- *The level of response to a risk needs to be proportionate to the level of the risk and risk appetite led by the Board.*
- *Where appropriate, CL will use risk-sharing as a means of managing risk eg. by using insurance in contracts with third party providers.*
- *CL is responsible for ensuring that staff and managers have the necessary skills and risk management tools to undertake effective risk management on a consistent basis across the Library.*

Quarterly Risk Management Plan review

The following content updates have been made to the Risk Management Plan. In addition, the risk ratings have been reviewed and updated accordingly.

Section	Risk	Change	Change to rating
Operational	Unattended children in Library	Mitigation - Staff trained and follow City of Casey implemented minimum age requirements for unattended children at Bunjil Place, after the implementation at Bunjil Place	No change
Operational	Staff assaulted in Library or on outreach visit	Mitigation – City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety as this is now waiting on City of Casey to review spending.	Changed to unlikely risk - 7
Operational	Staff assaulted in Library or on outreach visits (fatal)s	Mitigation – City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety as this is now waiting on City of Casey to review spending.	Changed to unlikely risk - 6
Operational	Domestic Violence Incident Staff	Mitigation – references the provision in our EA regarding Emergency Leave Domestic Violence	No change
Operational	Accident in Library causing harm to patron	Mitigation - new defibs purchased and available at Bunjil Place, Cranbourne, Doveton and Hampton Park, Endeavour Hills can utilise the YMCA defib.	No change
Operational	Staff Mental Health	This has been removed from Operational Risks as this is represented in the detail of Connected Libraries Psychosocial Risks	N/A
Psychosocial	Protection of Physical Safety	Mitigation - Panic Buttons now installed at Endeavour Hills	No change
Strategic and Operational	Data Security Breach or Cyber Attack	-	This has been downgraded slightly to 8, a truer representation of our mitigations
Operational	Bomb Threat	-	Changed to rare risk - 5

The quarterly top risks as identified in the Risk Management Plan for June 2024 include:

Top Risks - Operational

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

Top Risks - Strategic

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

Top Risks - Psychosocial

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

Conclusion

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

RECOMMENDATIONS

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

RISK MANAGEMENT POLICY

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1 PURPOSE

Purpose of this policy is to clearly articulate Connected Libraries (CL) commitment to risk management.

Connected Libraries (CL) is committed to developing a risk management culture, where risk management is seen as an important objective and achievement at all levels. All staff are alert to risks, are capable of an appropriate level of risk assessment and confident to report risks or opportunities perceived to be important to our values and guiding behaviours and priorities.

CL has a number of policies and procedures in place to address risks to the organisation and our people.

This policy represents a standardised approach to risk management that extends beyond traditional administrative controls and engages our people (staff, stakeholders and our community) in the identification and mitigation of risk.

The Risk Management Plan has been developed in accordance with [Victorian Government Risk Management Framework](#). CL's approach is consistent with the International Organisation for Standardisation (ISO) ensuring CL are working towards [ISO 31000:2018 \(Risk Management – Guidelines\)](#).

Values

CL's organisational values underpin the expectations and behaviours outlined in this document.

2 SCOPE

This policy is applicable to all staff employed by CL, working either full-time or part-time, permanent, fixed term or casual. This policy should be read in conjunction with the following CL documents:

- Risk Management Plan

3 POLICY STATEMENT

3.1 What is Risk and Risk Management?

A risk is defined as the effect of uncertainty (either positive or negative) on organisational objectives. Risks can be:

- Strategic (external context) eg. political, economic, social, technological, legal or reputational,
- Operational (internal context) affecting physical premises, people, procedures, processes, compliance or reporting or
- Psychosocial - (internal context) anything that could cause psychological harm (e.g. harm someone's mental health).

Risk management is the practice of identifying potential risks, analysing them and taking precautionary steps to reduce and/or curb the potential impacts.

When is Risk Management used in the Library?

Risk management is incorporated into all of our Library's functions and responsibilities in order to identify and manage opportunities and risks to be considered during:

- Strategic, business, service and workforce planning
- Budget planning and monitoring
- Planning, development and implementation of new service delivery models, programs or projects
- Changes to service delivery, projects or agreed levels of activity
- Planning, development, implementation and maintenance of new and existing information and communications technology hardware and software systems
- Development and implementation of new or revised policies, procedures and guidelines

- Planning and implementing capital projects and programs
- Procurement and acquisitions processes.

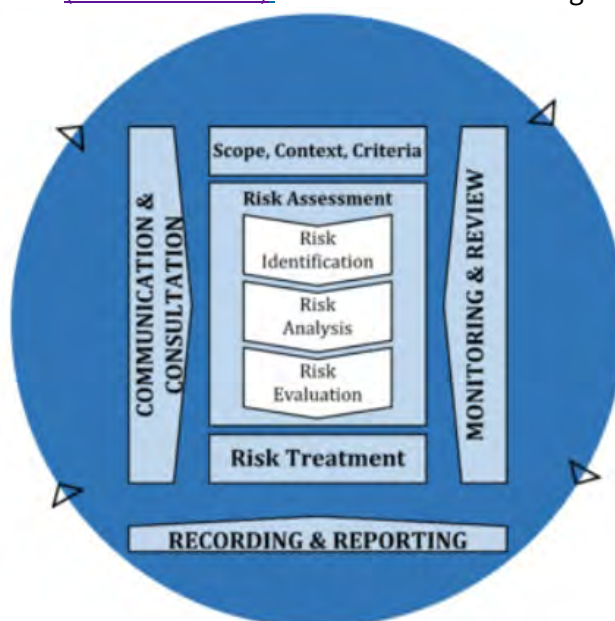
3.2 Guiding Principles for Risk Management

- All our staff have a responsibility to identify and manage the risks that relate to their areas of work that is consistent with CL policies and procedures on risk management.
- Risk management is used on a consistent and systematic basis in all areas and departments of CL operations with risks rated in accordance with our Risk Management Plan.
- Our risk management approach is consistent with the International Organisation for Standardisation: Risk Management – Guidelines ([ISO 31000:2018](#)) and CL Code of Conduct.
- The level of response to a risk needs to be proportionate to the level of the risk and risk appetite led by the Board.
- Where appropriate, CL will use risk-sharing as a means of managing risk eg. by using insurance in contracts with third party providers.
- CL is responsible for ensuring that staff and managers have the necessary skills and risk management tools to undertake effective risk management on a consistent basis across the Library.

4 RISK MANAGEMENT PROCESS

The risk management process occurs at both an organisation level ('top-down') and business unit level ('bottom-up'). All departments, branches and staff should apply risk management, categorise and rate risks in line with the Risk Management Plan. The level of response to a risk should be proportionate to the level of the risk, taking into account its effects and mitigation cost.

The risk management standard ([ISO 31000:2018](#)) illustrates the risk management process as follows:



4.1 Risk Assessment

Risk Identification

Risk identification determines what, where, when, why and how risks could arise, and the effect on achieving objectives. A range of internal and external sources can assist in the identification of risks, such as plans and policies or the outcomes of internal audits and reviews. CL relationships with stakeholders, partners, its staff, and the broader local community and its profile in the government, arts and cultural sectors are also influences.

Our risk categories are reviewed and updated regularly.

Risk Analysis

Risk analysis involves considering the range of potential causes or triggers, the sources of risk, any existing controls that may be in place to mitigate or deal with the risk and assessing their effectiveness.

This helps to produce a risk rating that is calculated by:

- i. Likelihood rating - an assessment of the potential frequency of occurrence without reference to known management controls and mitigating processes; and
- ii. Consequence rating - an assessment of the potential people, financial, reputation, compliance or business process/system impact.

Risk Evaluation

Risk evaluation is the process of evaluating by making a decision about a risk's severity and ways to manage it. Risks which have been identified through the risk analysis process are ranked and prioritised before risk treatment is undertaken. CL risk matrix and the ratings tables are included in the Risk Management Plan.

Risk Treatment

Risk treatment requires assessing and selecting one or more options for mitigating risks and implementing the selected options through a treatment plan, taking funding and other resource considerations into account. Risk treatment also involves formulating responses to deal with unacceptable risks, including actions to reduce the likelihood or consequences of an event and formulating contingency plans.

CL's treatment plan is documented below.

Retain/accept the risk	<ul style="list-style-type: none"> • If after controls are in place the risk is deemed acceptable the risk can be retained • Plans still need to be in place to manage/fund the consequences of the risk should it occur
Reduce the likelihood of the risk occurring	<ul style="list-style-type: none"> • Monitor • Preventative maintenance • Audit & compliance programs • Staff training • Policies and procedures
Reduce the consequences of the risk occurring	<ul style="list-style-type: none"> • Contingency planning • Disaster Recovery Plans • Offsite back up • Communications Plan • Emergency Procedures • Staff training
Transfer the risk	<ul style="list-style-type: none"> • Involve another party bearing or sharing part of the risk for example member councils as they own the library buildings • Outsourcing • Joint ventures (insurance)
Avoid the risk	<ul style="list-style-type: none"> • Decision to not proceed with the activity due to the likelihood it will generate risk

When a new risk is identified it is possible that the initial and current risk rating will be the same, until such time as the identified controls or treatments begin to be implemented.

4.2 Monitoring, Reporting and Review

The Executive Team leads the review of the Risk Management Plan quarterly in order to:

- ensure that appropriate controls and mitigation strategies are being implemented;
- assess that the target or residual risk ratings are being achieved; or
- take remedial action if the ratings are under threat of not being achieved.

The Library Board oversees the Executive Team's risk assessment findings and makes recommendations to CL.

CL is actively committed to ensuring that all decision making within the organisation involves the consideration of risk and the application of risk management by adhering to the key priorities listed below:

Key priority	Action	Responsible Officer	Date to be completed
Ongoing identification of risks through	<ul style="list-style-type: none"> incident reporting engagement with suppliers consultation with staff and stakeholders environmental scans for emerging issues that may impact CL 	Executive Team	Continually
Risk Management Plan	<ul style="list-style-type: none"> CL will identify and rank risks in collaboration with the Leadership Team (LT) and Occupational Health and Safety (OHS) Representatives 	Executive Team	
Update Risk Management Plan	<ul style="list-style-type: none"> update the risk register in consultation with LT, OHS Representatives and Committee and Consultative Committee 	GMOD	Quarterly basis
CEO read updated Risk Management Plan	<ul style="list-style-type: none"> acknowledge updated risk plan 	CEO	Quarterly basis
Organisational Risk report to CL Board	<ul style="list-style-type: none"> will provide updates on the management of risk at CL including the Top Risks 	GMOD	Quarterly basis
CL Board notification	<ul style="list-style-type: none"> of any events that have or are likely to have a Catastrophic or Major Impact on the organisation 	CEO	within 24 hours of occurrence or sooner if practicable

5 COMMUNICATION AND TRAINING

All staff will be informed of the Risk Management Policy and Risk Management Plan and have the opportunity to discuss risks and opportunities in their area of work. These documents are accessible on the intranet and changes communicated through staff intranet posts and emails.

Risk Management training will be provided to all members of the Leadership Team. All staff will be encouraged to complete the risk management modules that are available in LITMOS – the CL online learning platform.

6 RESPONSIBILITIES

The Library Board will:

- monitor the Risk Management Policy and Risk Management Plan
- provide strategic oversight and monitoring of risk activities
- discuss the recommended risk ratings and the risk appetite for specific business risks
- adopt the Risk Management Policy and Risk Management Plan.

The CEO will:

- establish a risk management culture that includes a focus on continuous improvement and identifying opportunities as well as risks
- ensure the Risk Management Policy and Plan are current and risk management strategies are implemented to mitigate risk
- ensure resources are allocated to risk management and to implementing controls and mitigation strategies
- integrate risk management into CL planning and governance processes
- report Risk Management Policy and Plan to the Library Board.

The General Manager, Organisational Development will:

- maintain the Risk Management Policy and Plan and reporting changes and updates to the CEO
- communicate the Risk Management Policy and Risk Management Plan to all staff
- provide support, assistance and learning and development in risk management.

The Executive Team will

- oversee the implementation of the Risk Management Policy and Risk Management Plan within their departments
- review the Risk Management Plan and confirms the risk ratings through discussion of CL risk appetite and tolerance and assessment of performance in implementing the controls and mitigation strategies
- ensure that risks pertinent to the business processes within their control are identified and managed. Cross-department risks are also considered.
- review the progress of their departments risk management processes and reporting issues as appropriate
- participate in the Executive Team's review of the Risk Management Plan.

Managers and Team Leaders will

- apply the Risk Management Policy and Risk Management Plan and relevant mitigation strategies within their areas
- review their risk management processes and reporting issues as appropriate
- implement recommendations of internal audits related to their areas of responsibility
- support and encourage staff in managing hazards and risk in the workplace.

All staff will

- support the Risk Management Policy and Risk Management Plan
- identify areas of risk and opportunity
- report incidents, near-misses, and other areas of concern to managers and supervisors
- comply with policy and procedural requirements to minimise CL's exposure to risk.

The Leadership Team, OHS Committee and Consultative Committee are CL core committees responsible for overseeing risk management processes and performance.

7 RECORDS MANAGEMENT

CL use a cloud-based incident reporting system called Elumina. All staff are required to report any incident or injury to staff or community member within 30 days of occurring on Elumina.

Staff must maintain all records relevant to administering this policy through the use of Elumina and CL related documentation.

8 DEFINITIONS

Control	an existing process, policy, device or practice that acts to minimise negative risk or enhance positive opportunities.
Elumina	online OHS software that enables employers to report and track all incidents and injuries in the workplace.
Residual risk	the remaining level of risk after risk treatment measures have been taken.
Risk	the effect of uncertainty on the achievement of objectives. The chance of something happening that will have an impact on objectives. It is measured in terms of likelihood and consequence. A risk can be strategic (external context) e.g. political, economic, social, technological, legal or reputational, or operational (internal context) affecting physical premises, people, procedures, processes, compliance or reporting.
Risk appetite	the amount and type of risk CL is prepared to pursue or retain. CL risk appetite is influenced by the risk ratings assigned to the core risk categories.
Risk management	the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects. The process of planning, organising, directing and controlling resources and activities in order to minimise potentially adverse consequences at the least possible cost in accordance with AS/NZS ISO 31000:2018.
Risk management process	the application of policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Staff (Library)	in the context of this includes any person directly employed by Connected Libraries (CL).

9 RELATED LEGISLATION AND DOCUMENTS

Our Documentation

[Casey Cardinia Libraries Enterprise Agreement](#)
[Emergency Phone Contacts](#)
[Employees Handbook](#)
[Library Plan](#)

Our Governance Documentation

[Child Safe Policies and Procedures](#)
[Digital Disaster Response and Recovery Plan](#)
[Disaster Response and Recovery Plan](#)
[Extreme Weather Conditions Policy](#)
[Health and Safety documents](#)
[Procurement Policy](#)
[Risk Management Plan](#)

Our Forms and Templates

Online Register of Injuries & Incidents – general
 Online Register of Injuries & Incidents – Child Safe Standards
[Risk Assessment Templates](#)

Other Related Documents

[ISO 31000:2018 Risk Management Guidelines](#)
[Victorian Government Risk Management Framework](#)

External Service Providers

City of Casey
 WorkSafe Victoria – publications and compliance codes
 Gallagher Bassett Workcover Services
 Productivity Matters – work site assessments
 Meerkin & Apel – Legal Advisors
 JLT – Insurers
 RSM - Auditors

10 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Chief Executive Officer
Advisory Committee to Approval Authority	Executive Team
Administrator	Executive Assistant
Next Review Date	May 2025

Approval and Amendment History	Details
Original Approval Authority and Date	Chief Executive Officer
Amendment Authority and Date	May 2024
Notes	This policy document includes content from the Risk Management Plan and sits above the Risk Management Plan. The Risk Management Plan is reviewed and updated quarterly.

CONNECTED LIBRARIES

Ignite your imagination

Risk Management Plan

26 June 2024

Risk Ratings Matrix

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

Risk Ratings

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Unattended children in the library	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child Child is approached by a stranger- hurt or removed from the space	5	4	9	Child safe Standards and policy regularly reviewed. Child Safe standards Training Incident response guidelines Staff trained and follow City of Casey implemented minimum age requirements for unattended children at Bunjil Place Child Safe Standards standing item in leadership meetings	5	3	8
Staff mental health	GMOD	Mental health in the post-pandemic work environment, CL transition over past 2 years, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted Staff Wellbeing surveys ET have frequent in-branch presence to enable staff to voice concerns Promote strong culture through executive leadership and broader Leadership team training Policies and procedures Values driven culture Actively support Consultative Committee	4	3	7
Staff assaulted in library or on outreach visits	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured	2	4	6	De-escalation Training Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety	4	3	7

Risk Ratings - Operational

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

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Inability to recruit suitably qualified staff	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	CL experienced significant vacancies over the last 12 months through the withdrawal of Cardinia and subsequent service review. This impacted customer experience and staff moral	3	4	7	Focus on recruiting staff with transferrable skills. Conduct succession planning Secondments Upskill existing staff through acting and backfill opportunities Leadership Training in recruitment	2	3	5
Domestic violence incident staff	GMOD	CL staff are at increased risk of having a domestic violence incident with partner	Staff injury -physically or mental and unable to work. Unsafe in own home	3	4	7	GMOD and Leadership Team in contact with staff identified at risk EAP promoted Emergency Leave and Domestic Violence provision included in CL EA	2	3	5
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Good compliance frameworks with clearly articulated policies and procedures Fully trained staff – Health & Safety Reps, Fire Wardens, RTW Coordinators. Elumina Incident Reporting	2	3	5
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine- unable to work Members of the community ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	2	4	6	Follow the advice of Victoria's Chief Health Officer Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	1	4	5

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Accident in the library causing harm to patron/staff	GMCE	CL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Management staff trained in emergency response management Communication to ET, Council, emergency service Health & Safety Reps act and provide guidance. First Aiders to be trained within the organisation. Defib available at Bunjil, Cranbourne, Doveton and Hampton Park. Endeavour Hills can utilise YMCA defib. Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	1	4	5	Ensure Emergency Management Procedures are reviewed and current Required staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Personal use of own vehicle	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	CL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand the policy.	1	3	4

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues. Libraries Victoria interlibrary loans have been temporarily suspended while new courier is put in place - this will impact loans for at least two months late 2022 and potentially beyond due to cost increases.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage. CL provides a bulk of the loans for LibVic - particularly Myli	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used Provide ad hoc inter-library loan service with neighbouring library(Myli) while Libs Vic is suspended.	1	3	4

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Decline in funding from Council or State Government for Library Services	CEO	The rate cap environment has now impacted on Council's ability to fund library services. State funding is not locked in, and has been impacted by post-pandemic economic environment.	Short fall in revenue will lead to decline in services and or visitor experience	5	4	9	Advocate for increased or longer term funding from State Government. Support Council to fund project initiatives that enhance service delivery and drive new membership.	4	4	8
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act	CL will have to change its governance arrangements in response to the new Act	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Support Council to transition to compliant entity by 2030.	5	2	7
Global warming - climate change	CEO	Insurability of assets due to building/ locations – flooding/bushfire/extreme weather risks Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Education of community about ways to live more sustainably Work in partnership with Member Council to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
Loss of reputation/ brand	CEO	CCLC is now trading as Connected Libraries. Public Libraries are trusted sources of information, providing access for all. Political and other socio-environmental changes could impact CL's ability to provide access to the whole community.	Community disengages with CL, visitation decreases.	5	3	8	CL stays up to date with emerging social and political issues, and is well connected with the PLV network , ALIA and other governing bodies. CL also works closely with Council on issues affecting community. Connected Libraries to conduct Risk Assessments on all programs considered "controversial" to reduce the risk of hateful and inappropriate community responses and reduce the risk of unrest within our library community.	5	2	7

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Poor enterprise risk management	CEO GMOD	CL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CL's capacity to respond to risk.	3	4	7	Revise Risk Management Plan on an annual basis Table the Top Risk Register with the Board on a quarterly basis	3	3	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S, Psychosocial legislation & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff in areas of compliance (child Safety, Health & Safety, Evacuation, RTW) Elumina Incident Reporting	2	3	5
Increase in Workcover Premiums	GMOD	CL has an aging workforce that has exposure to manual handling risks, and mental health risks due to the front-facing customer service we provide.	While CL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	5	3	8	Actively support a happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID to decrease manual handling. Regularly review processes for efficiencies Efficient RTW processes to provide quick return to work De-escalation training for frontline staff Trained Health & Safety Reps	3	2	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to library users CL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
Legal claim or proceedings against CL	CEO	CL has workforce of approx 115 staff and receives in excess of 1.2 million physical visits per annum.	CL incurs costs of defending against legal proceeding and is sued	3	3	6	Good compliance frameworks. Value driven culture. Modest annual budget allocated for consultancy fees to enable CL to seek advice if required.	2	3	5

Risk Ratings - Strategic

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Civility and Respect	GMOD GMCE	<p>In the workplace employees are respectful and considerate in their interactions with one another, as well as with community members and anyone else they may interact with.</p> <p>Civil and respect in the workplace relates to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor staff relationships and reduction in sick leave and turnover</p>	<p>If the workplace is lacking in civility and respect it can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal. A workplace without civility and respect exposes the organisation to the threat of more grievances and legal risks.</p> <p>An example of disrespectful behaviour is bullying, which can be associated with psychological complaints, depression, burnout, anxiety, aggression, psychomatic complaints and musculoskeletal health complaints. It can effect not only those involved but those around. Leads to exposure to high traumatic events or content.</p> <p>Organisations with civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This civility allows people to enjoy the environment, whether they are staff, community members or the like.</p>	5	5	10	<p>Code of Conduct, policies and procedures</p> <p>Staff de-escalating behaviour training</p> <p>OHS Safety regulations</p> <p>Hire Security in serious situations</p> <p>Incident Response Guidelines</p> <p>Mental Health Champions</p> <p>Value driven culture</p> <p>IT policies and procedures regarding accessible content.</p>	3	5	8
Protection of Physical Safety	GMOD GMCE	<p>It is important that staff physical safety is demonstrated in the workplace through policies, training, appropriate response to incidents or situations identified as risks and a dedication to ensure staff safety.</p> <p>Staff working in an environment that is perceived as physically safe will feel more secure and engaged. Higher levels of staff confidence of the safety protection in the workplace results in lower rates of psychological distress and mental health issues.</p>	<p>An organisation that fails to physical protect its staff in the workplace can be dangerous and runs the risk of staff being injured or becoming ill, and staff who do not see the workplace as a safe physical environment will feel less secure and less engaged.</p>	4	5	9	<p>OHS Reps</p> <p>OHS Committee</p> <p>Incident reporting guidelines</p> <p>OHS Workplace Assessment reviewed for risks and safety</p> <p>Headsets utilised in required branches</p> <p>Citywatch panic button at required branches</p> <p>Incident response guidelines</p> <p>Evacuation policies and procedures</p> <p>Manual Handling training</p>	3	5	8

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Organisational Culture	GMOD GMCE	Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty. A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.	Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being. A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.	5	4	8	Strong executive leadership Skilled leadership team Policies and procedures Value driven culture EAP - Converge Consultative Committee	3	4	7
Workload Management	GMOD GMCE	A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support. Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.	Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy. Excessive workload is on the main reasons employees are negative about their jobs and their employers.	4	4	8	Leadership keep abreast of team workloads and requirements of role. Leadership supports staff to succeed Strong succession planning and training of more junior staff	3	4	7

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Clear Leadership and Expectations	GMOD GMCE	<p>Effective leadership and support helps staff know what they need to do, how their work contributes to the organisation and whether there are impending changes. It increases staff morale, resilience, and trust; and decreases staff frustration and conflict.</p> <p>Good leadership results in higher job well-being, reduced sick leave, and reduced early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees</p>	<p>Leaders who are more instrumental in their approach (ie. focusing on producing outcomes with little attention to the big picture, the psychosocial dynamics within the organisation, and the individual staff) are more likely to get staff health complaints including general feelings of malaise, irritability, and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for staff and can undermine the legitimacy of program, policy and/or service intended to support staff.</p> <p>Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.</p>	4	4	8	<p>Leadership Mentor and Training Program</p> <p>Leadership Team Meetings</p> <p>Leadership individualised workplans and training plans</p> <p>Band 5 Mentor and Training Program</p> <p>Band 5 Team Meetings</p> <p>Band 5 individualised workplans and training plans</p> <p>Band 4 Mentor and Training Programs</p> <p>Band 4 Individualised workplans and training plans</p>	2	4	6
Balance	GMOD GMCE	<p>The recognition of the need for balance between the demands of work, family and personnel life. Everyone has multiple roles and are not only an employee, (eg. parent, partner). Multiple roles can be enriching and allow for individual strengths and responsibilities but conflicting responsibilities can lead to role conflict or overload.</p> <p>Work-life balance is a state of well-being allowing a person to effectively manage multiple responsibilities at work, at home and in their community. Work-life balance is different for everyone and it supports physical, emotional, family and community health and does so without grief, stress, or negative impact.</p>	<p>When conflict between roles occurs, the person's health and well-being are undermined. The imbalance can lead to: constant tiredness, bad temper, inability to progress, high job stress resulting in dissatisfaction with work and being absent either physically or mentally. The effects can lead to additional stress-related illness, and the impact on the organisation can include increased costs due to benefit payouts, absenteeism, disability and turnover.</p>	3	4	7	<p>Accommodate work life balance where possible and acknowledge contributing factors including age, cultural, gender, family, marital status, care giver demands, socio economic status and many others.</p> <p>Working From Home 60/40 Hybrid Model available for non Customer Facing Staff</p>	2	4	6

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Engagement	GMOD GMCE	<p>Staff engagement in their jobs where they enjoy and feel connected to the team and organisation feel motivated to do their job well. Engaged staff feel connected when they can relate to, are committed to the overall success of the organisation - its values, approach and strategies.</p> <p>Engagement is important for staff individual satisfaction and psychological health and leaders to great community outcomes and satisfaction, enhanced productivity, greater morale and motivation, and increase organisation behaviours that benefit the individual and the organisation.</p>	Lack of engagement can lead to negative economic impact and productivity losses, psychological and medical consequences, risk of greater staff turnover, workplace deviance, counterproductive behaviour and withdrawal behaviours.	3	4	7	<p>Connected Libraries Strategic Plan aligned with individual staff work plans.</p> <p>Value driven culture.</p> <p>Staff wins/team wins celebrated.</p> <p>Ensure role expectations are clearly defined in position descriptions</p> <p>Strong recruitment hiring process and onboarding. Training program implemented.</p> <p>Provide opportunities for staff to obtain performance feedback for growth.</p>	1	4	5
Psychological competencies and Demands	GMOD GMCE	<p>A workplace good fit between employees' interpersonal and emotional competencies, their job skills, and the position they hold. A good fit means that staff have the technical skills and knowledge for a position as well as the psychological skills and emotional intelligence (self-awareness, impulse control, persistence, self-motivation, empathy, and social deftness) to do the job.</p> <p>A good fit is associated with fewer health complaints, lower levels of depression, greater self-esteem, a more positive self-concept, enhanced performance, job satisfaction and employee retention. High and Low Job Demands also puts greater risk on staff to manage through.</p>	If there is a poor job fit, staff may experience job strain, which can present as emotional distress and provocation, excessive dwelling on thoughts, defensiveness, energy depletion and lower mood levels. For the organisation job misfit is linked to fewer applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover. High job demands adds stress and pressure and can result in burnout. Low job demand can result in boredom and dis-engagement	3	3	6	<p>Performance Reviews,</p> <p>Wellbeing Surveys</p> <p>Strong Recruitment Model</p> <p>Strong reference Checking Model.</p> <p>Review skill sets with staff against PD.</p> <p>Performance Management. Backfill and higher duties opportunities.</p> <p>Strong management of rosters and coverage for staff</p> <p>Leadership training.</p>	2	3	5

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological Protection	GMOD GMCE	<p>Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace promotes emotional well-being while minimising threats to employees mental health.</p> <p>When staff are psychologically protested, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness. and conflicts.</p>	When staff do not feel psychologically safe, they experience demoralisation, sense of threat, disengagement and strain; perceiving their workplace conditions as ambiguous and unpredictable. This could in turn undermine, community confidence in the organisation.	2	3	5	<p>Value Driven Culture</p> <p>Workplan and individual goal setting</p> <p>Staff understanding of organisational objectives</p> <p>Meetings where individual ideas are heard</p> <p>Live with CEO</p>	1	3	4
Recognition and Reward	GMOD GMCE	<p>In a workplace acknowledgement and appreciation of employees efforts in a fair and timely manner is important, this could take the form of financial compensation as well as employee or team celebrations, recognition of years served, demonstrating/acting according to CL values and or milestones reached.</p> <p>Recognition and rewarding of staff is important as it motivates, fuels the desire to excel, builds self esteem, encourages employees to exceed expectations, enhances team success, and in turn are more likely to treat together with courtesy, respect and understanding.</p>	Lack of recognition and reward undermines employee confidence in their work and trust in the organisation. Staff may feel demoralised or they quit. If there is an imbalance between effort and reward it can contribute to emotional distress leading to a range of psychological and physical disorders.	2	3	5	<p>Value Awards</p> <p>Round of Values in Meetings</p> <p>Leadership recognising good behaviour and achievements</p>	1	3	4

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Involvement and Influence	GMOD GMCE	Employees are included in discussions about how their work is done and how important decisions are made. When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.	If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.	2	2	4	Consultative Committee OHS Committee Health & Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrd to get office re-engagement Leadership WorkShops.	1	2	3

CL28/2024 OPERATIONAL PERFORMANCE

Report prepared by Koula Kalaitzoglou 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)	Quarter 4 (Apr-Jun) **	2023-2024 YTD
Engagement						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	150,000	32,238	33,034	31,919	27,474	124,665
Net Promoter Score (Community Survey)	65	65	65	-	-	65
Memberships*	94,000	82,115	83,941	86,352	90,102	90,102
Visits						
Visits – physical	795,599	193,788	171,677	172,867	140,097	678,429
Visits – virtual	795,000	207,550	190,409	205,742	143,606	747,307
Visits total (physical and virtual)	1,590,599	401,338	362,086	378,609	283,703	1,425,736
Program and events attendance	63,420	16,472	15,238	12,995	14,340	45,767
Collection						
Loans – physical	1,240,000	330,052	280,531	310,097	224,339	1,145,019
Loans – digital	709,000	183,023	205,837	195,782	142,822	727,464
Loans total (physical and digital)	1,949,000	513,075	486,368	505,879	367,161	1,872,483
Physical quality of library collection (age of collection - less than 5 years)	76.0%	68.2%	69.4%	69.5%	-	69.0%

*Membership on last day of the quarter

**Quarter 4 includes full month data for April – May 2024 only.

Note - Updated projections for 2023-2024 have been included as presented at the February Board meeting.

- Public PCs and Wi-Fi - we have achieved 83 percent of updated projections for 2023-2024.
- Membership – we currently have 96 percent of our 2023-2024 projection.
- Visitation – achieved 85.3 percent of physical visitation projections, and 94 percent of virtual visits projections for 2023-2024.
- Loans – physical and digital – achieved 96 percent of projections for 2023-2024.

Library Usage (*Library Plan reference 4.3*)

Community usage across our libraries continues to be strong. We saw a 13 percent increase in visitation from April to May with over 74,000 people entering our libraries. This is the strongest month for visitation since October last year where over 74,000 people also came to one of our libraries.

Year on year for the same period, physical visits at Connected Libraries are up, with 199,308 from March to May 2024, compared to 177,335 for the same period in 2023. Financial year to date we have had 678,429 visits.

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VISITS	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Cranbourne	10,459	10,051	10,393	12,242	12,789	4.47%
Doveton	3,309	3,681	3,556	3,965	4,928	24.29%
Endeavour Hills	6,321	7,180	6,735	6,636	7,785	17.31%
Hampton Park	6,522	8,852	8,542	7,823	9,883	26.33%
Bunjil Place	25,983	27,986	28,487	33,517	36,979	10.33%
Cranbourne West-Lounge	586	2,726	1,498	1,558	1,992	27.86%
Regional Total	53,180	60,476	59,211	65,741	74,356	13.10%
Virtual Visits	71,282	65,960	68,500	71,137	72,469	1.87%
TOTAL	124,462	126,436	127,711	136,878	146,825	7.27%

Virtual visits continue to perform nicely, increasing month on month since March. Website visits increased in May, with Enterprise and CL App seeing very slight declines.

VIRTUAL VISITS	Jan-24	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Website	38,369	36,963	38,690	38,189	40,562	6.21%
Enterprise	15,169	12,234	12,453	13,749	13,184	-4.11%
CL App	17,744	16,763	17,357	19,199	18,723	-2.48%
TOTAL	71,282	65,960	68,500	71,137	72,469	1.87%

Physical loans are steady, following the same trend as physical visits, increasing month on month since March. eLoans have increased month on month since the drop in February, with marginal change between April and May. Physical and eLoans, were up -year on year for April and May.

Cranbourne West Library Lounge, and the three locker locations Cranbourne West, Manna Gum and Orana are performing well. Although Orana has not seen the same levels of usage. The Outreach Team are investigating further ways of improving engagement at this site.

LOANS	Jan-24	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Regional Support	1,351	1,435	1,525	1,387	1,606	15.79%
Cranbourne	35,732	28,604	27,779	32,504	31,484	-3.14%
Doveton	2,732	2,339	2,348	2,609	2,714	4.02%
Endeavour Hills	14,833	12,100	12,066	13,810	13,854	0.32%
Hampton Park	11,570	8,764	8,925	10,677	11,248	5.35%
Bunjil Place	51,715	42,131	39,700	47,613	48,644	2.17%
Cranbourne West - Lounge	251	1,576	1,755	2,351	2,514	6.93%
Cranbourne West - Locker	29	90	262	386	394	2.07%
Manna Gum Locker	19	137	205	178	255	43.26%
Orana Locker	3	24	97	54	57	5.56%
Locker Total	51	251	564	618	706	14.24%
Regional Total	118,235	97,200	94,662	111,569	112,770	1.08%
eLoans	70,035	59,595	66,152	71,393	71,429	0.05%
TOTAL	188,270	156,795	160,814	182,962	184,199	0.68%

Memberships continue to increase month on month – 90,102 at the end of May, up from 89,160 at end of April. All membership changes include new members signing up, as well as ongoing regular database maintenance (where expired memberships are removed).

eResources usage has increased month on month since dropping in February, remaining steady from April to May. Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader. Kanopy usage is steady after a strong increase in March.

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ELECTRONIC RESOURCES	Jan-24	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Age Library Edition	831	762	918	1,089	1,029	-5.51%
Bolinda eAudiobooks	6,841	6,119	6,621	6,433	6,617	2.86%
Bolinda eBooks	4,353	3,826	4,251	4,339	4,351	0.28%
Choice	288	197	278	225	293	30.22%
Kanopy	907	862	1,117	1,139	1,170	2.72%
Libby eAudiobooks	2,634	2,312	2,615	2,073	2,226	7.38%
Libby eBooks	1,594	1,221	1,399	1,144	1,112	-2.80%
Libby eMagazines	4,443	3,484	3,573	2,159	3,075	42.43%
Press Reader	47,755	40,616	45,279	52,423	51,121	-2.48%
Storybox Library	175	74	26	49	78	59.18%
Tumblebooks	214	122	75	320	357	11.56%
TOTAL	70,035	59,595	66,152	71,393	71,429	0.05%

Public internet PC bookings saw an increase in April and again in May after declining in March. Wi-Fi usage remains steady. Wi-Fi usage at Bunjil Place Library in recent months has been inaccurate with the City of Casey updating their Wi-Fi provisioning services. Capturing of Wi-Fi usage data was rectified in May 2024, however we are looking into the large jump in the data to ensure its accuracy. Year on year for the same period PC internet bookings and Wi-Fi usage are on par.

INTERNET	Jan-24	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Cranbourne	934	1,049	908	932	1,152	23.61%
Doveton	511	515	433	473	566	19.66%
Endeavour Hills	523	569	504	500	572	14.40%
Hampton Park	894	869	772	796	897	12.69%
Bunjil Place	1,505	1,398	1,215	1,304	1,387	6.37%
Cranbourne West - Lounge	11	14	10	8	19	137.50%
TOTAL	4,378	4,414	3,842	4,013	4,593	14.45%

Wi-Fi	Jan-24	Feb 2024	Mar 2024	Apr 2024	May 2024	% Variation Apr/May
Cranbourne	1,591	1,617	1,612	1,845	2,035	10.30%
Doveton	592	622	561	600	704	17.33%
Endeavour Hills	786	966	1,064	973	1,274	30.94%
Hampton Park	682	980	1,022	923	1,089	17.98%
Bunjil Place	2,341	2,170	2,170	2,176	6,774	211.31%
Cranbourne West - Lounge	72	229	208	223	252	13.00%
TOTAL	6,064	6,584	6,637	6,740	12,128	79.94%

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)
Jan 2024	75,980	36,679	2.46%
Feb 2024	78,963	31,360	2.26%
Mar 2024	79,124	28,866	2.29%
Apr 2024	80,478	34,130	1.34%
May 2024	82,649	35,572	2.19%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jan 2024	837	373	6.33%
Feb 2024	836	356	3.47%
Mar 2024	836	345	3.35%
Apr 2024	834	396	3.72%
May 2024	833	341	2.76%

Social Media

	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024
Facebook	Followers: 9,343 Reach: 3,206	Followers: 9,349 Reach: 4,219	Followers: 9,373 Reach: 4,349	Followers: 9,242 Reach: 4,597	Followers: 9,244 Reach: 4,127
Instagram	Followers: 1,932	Followers: 1,951	Followers: 1,969	Followers: 1,976	Followers: 2,003

Programs and Events

Our regular weekly programs plus targeted programs continue to attract community across our libraries. The branches offered school holiday program during the April break including Teddy Bears Picnic, Bilingual and Auslan Storytime, Sock puppets, mini mini-golf, karaoke and STEAM activities like Lego building, slime making and Code Club.

The community loves the holiday programs and were also happy to see the return of the regular weekly kids programs at the commencement of the school term 2.

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. Bunjil Place Library saw considerable attendance across its early childhood program, largely due to storytime with 820 attending one of our 13 programs in May. National Simultaneous Storytime held on 22 May was popular in our branches and also out in the community including at Myuna Farm.

Group visits were significant in May with over 2,300 attendances. They were very strong at Hampton Park, with more than 1,500 attending 51 sessions.



Target Audience	Mar 2024 – Attendance	Mar2024 - Sessions	Apr 2024 – Attendance	Apr 2024 - Sessions	May 2024 – Attendance	May2024 - Sessions
Early childhood	2,934	105	2,321	91	4,699	164
Children	1,307	76	1,621	85	2,600	128
Young Adult	11	1	74	3	26	4
Adults	562	65	661	75	764	133
Seniors	27	7	5	3	33	11
All ages (not specific)	226	10	837	12	699	9
TOTAL	5,067	264	5,519	269	8,821	449

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Outcomes for our programs were largely focused on Literacy and Lifelong Learning.

Program Outcome	Mar 2024 – Attendance	Mar2024 - Sessions	Apr 2024 – Attendance	Apr 2024 - Sessions	May 2024 – Attendance	May2024 - Sessions
Literacy and lifelong learning	4,214	175	3,736	172	8,044	313
Digital inclusion	101	35	65	31	151	70
Personal development and wellbeing	635	39	1,401	55	477	49
Economic and workforce development	2	1	-	-	2	1
Stronger and more creative communities	60	11	286	8	45	7
Informed and connected citizens	55	3	31	3	102	9
TOTAL	5,067	264	5,519	269	8,821	449

RECOMMENDATIONS

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

CL29/2024 LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS

Report prepared by Koula Kalaitzoglou

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

June Membership Drive and Marketing Campaign (Library Plan Reference 3.4)

Connected Libraries have seen an average monthly membership growth of 1,102 this financial year, taking our membership from 77,341 at the beginning of July 2023 to 90,102 at the end of May 2024.

Membership levels for CCLC sat at 103,000 before the withdrawal of Cardinia. The steady growth we have seen this year demonstrates that Casey will outstrip this over the coming 12 months.

To further support reaching this goal, the marketing team have designed a June Membership promotional campaign.

Throughout June every new member enters a prize draw (a chance to win a Kmart voucher). This campaign includes Facebook and Instagram marketing and advertising on three digital screens at Cranbourne Park Shopping Centre.

The Cranbourne Park advertising includes two weeks of this special promotion and a further two weeks of general membership benefits. CL has invested \$3,000 in this to primarily target non-members and potential new users.

Our Marketing team have identified the benefits and opportunities:

- The Total Potential Audience at Cranbourne Park during this time is 4,449,800.
- The Likely to See Reach is 1.2% which equates to 53,649 people.
- The Likely to See average view per person is 11.3 times giving us a total of 604,554 Likely to See Total Impressions.

Due to the location, we have decided to promote the Cranbourne and Cranbourne West Hub locations.

The advertising will be on a seven second rotation with five other advertisers on three screens throughout the centre.

Winter Hours (Library Plan reference 1.1.3)

We have implemented winter opening hours at Endeavour Hills and Doveton Libraries from Monday 1 July until Friday 30 August.

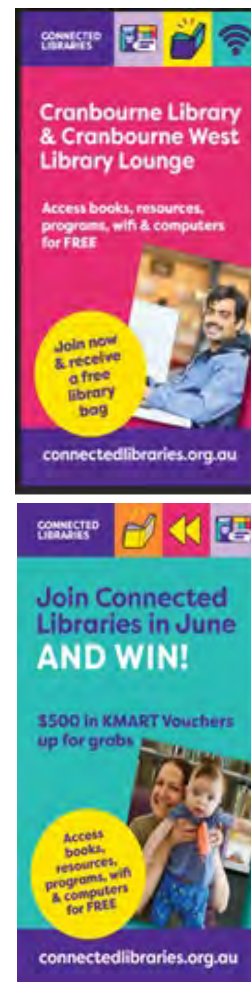
Doveton Library

- Monday to Thursday 9am-6pm
- Friday 9am-5pm
- Saturday 9.30am-12pm

Endeavour Hills Library

- Monday to Friday 9am-6pm
- Saturday 10am-4pm

All other locations will maintain their regular opening hours.



Marketing and Promotions (Library Plan reference 3.1)

It is worth noting the great media coverage Connected Libraries has had recently. Key Marketing Activities in April and May included:

- [Julie Goodwin Visits Bunjil Place](#) – Star News Group
- [Connecting to Casey-Cardinia's heritage](#) - Star News Group
- \$25,000 gift for laptops – Star News Group
- [More children shun reading in their free time as libraries also fall out of favour, study shows](#) – The Age – Online – this article was arranged by Connected Libraries Tim Cuthell (Children and Youth Team Leader) via PLV.
- [National Simultaneous Storytime](#) – promotion – Star News Group
- [National Simultaneous Storytime](#) – wrap up – Star News Group



Read together in Casey

Connected Libraries and more than 430 library members across the City of Casey enjoyed the annual National Simultaneous Storytime (NSS) on Wednesday 22 May.

The 2024 book chosen for the nation to read was Bowerbird Blues by Anna Parker.

Cenza Fulco, Connected Libraries children, youth, and outreach manager said NSS was a very special day in the year when children across Australia read the same book at the same time, encouraging reading and literacy.

Events were held at Myuna Farm, Cranbourne West Library Lounge, Bunjil Place, Cranbourne, Endeavour Hills, and Hampton Park Libraries.

Bunjil Place had an exceptional turnout with more than 280 children enjoying the story plus a visit from the Reptile Encounters.

More than 55 members who attended the Myuna Farm event also met a chicken and a blue tongue lizard.

Connected Libraries run free events for babies, kids, and adults every day.



Rahmiya (left), Rahmina (middle), and Kiara Bingham (right), marketing officer, Connected Libraries. 405160

To check out what is on at your local library visit [events.connectedlibraries.org.au](https://www.connectedlibraries.org.au). Library membership is free.



Reading together at Myuna Farm. 405160

Pictures: GARY SISSONS

Conclusion

CL continues to deliver on the Library Plan Actions (2023-2024). Marketing and Promotional activities contribute to increased membership throughout the region.

RECOMMENDATIONS

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

GENERAL BUSINESS

CC30/2024 BOARD CHAIRPERSON

Report prepared by Beth Luppino

Purpose

To outline the Board Governance policy requirements regarding the terms of office for the Board Chair position.

CL Library Plan reference –4.6

Background

At the 2023 July meeting, it was resolved that the Board elect Penny Holloway, Independent Board Member as the Chairperson for Connected Libraries for 12 months, after which the position should rotate to Helen Partridge, Independent Board member.

This was an error, as the Chair should have been elected for a two-year period in accordance with the ‘Proceedings of the Board’ outlined in the Regional Library Agreement and Board Governance Policy.

Discussion

The Board Governance policy describes that the Chairperson shall hold office for twenty-four months unless the Chairperson goes out of office earlier in accordance with clause 6.4 of the policy.

Clause 6.4 outlines the general terms of office for Independent Board members (4 years initial term with optional further term) unless removed by CCLC in accordance with the terms of a separate contract of appointment; or the Independent Member resigns.

The Executive propose that Penny Holloway continues in the roll of Chair until July 2025, at such time the position rotates to Helen Partridge for the next twenty-four month term (July 2025-July 2027).

The twenty-four month rotation provides stability and continuity to the Board and Governance structure of Connected Libraries.

Conclusion

The Board governs Connected Libraries in accordance with the Regional Library Agreement and Board Governance Policy.

RECOMMENDATIONS

- 1. That the Board Chairperson report be noted.**
- 2. That the Board endorse that Penny Holloway continue in the role of Chair until July 2025.**

GENERAL BUSINESS

CC31/2024 CITY OF CASEY – CARETAKER PERIOD

Report prepared by Beth Luppino

Purpose

To outline the responsibilities of CL and the Board during the Council Caretaker period.

CL Library Plan reference – 4.6

Background

City of Casey enter into Council elections in October, with Administrators exiting and Councillors becoming elected once more. Consequently, Council and its current Administration will enter into Caretaker period from 17 September until 26 October. Due to the nature of the relationship between Council and Connected Libraries, advice has been sought from Council's Governance team on the requirements for CL during this time. The Governance team sought independent legal advice on this matter, to ensure that Council and CL are able to meet their respective responsibilities under this legislation.

Discussion

Throughout the Caretaker period, Councils cannot make major policy decisions or undertake significant actions that may bind future elected councils. With respect to Connected Libraries as a Local Government entity, largely funded by Casey, there are some responsibilities for the Organisation in terms of internal operations, and also for the Board.

Casey's Governance team have asked CL to be mindful of:

- No community consultation
- Minimising social media
- Any new materials released during this time (e.g., brochures) to be certified by Council first. This does not include materials released prior to the Caretaker period or reprinted during this time.

In terms of Board meetings, these can be held, but there is a limit to the type of decisions that can be made. Council can provide the CL Board with a list of candidates for their oversight if required.

The October Board meeting would fall during this period – at present this is marked as an 'optional' meeting in the Board's calendar. The item that may require Board decision at this meeting is the approval and signing of the 2023-2024 Annual Financial statements. City of Casey Governance team have confirmed that this will be acceptably during Caretaker period.

Management had planned a Strategic workshop on the Library Plan 2025-2029 at the October meeting. While the Governance team have indicated these discussions are possible the Board may wish to consider scheduling the Library Plan discussion at the August meeting instead.

Conclusion

CL and the Board must observe Council's Caretaker period from September 17 to October 26. This will mean adhering to the recommendations of Casey's Governance team regarding major decisions, and promotional activities.

RECOMMENDATIONS

- 1. That the Council's Caretaker period be noted.**

NEXT MEETING

Wednesday 28 August 2024 – in person meeting at Cranbourne West Community Hub (TBC).

Note: Start time and agenda to be confirmed with Board members.