

CONNECTED LIBRARIES

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AGENDA

Board Meeting

Wednesday 26 February 2025

4.00pm

Bunjil Place Library

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STRATEGIES/PLANS

CL01/2025 DRAFT BUDGET 2025-2026

Report prepared by Emily Ramaswamy

Purpose

To provide the Board with updated draft estimates for the operating budget for the 2025–2026 financial year.

CL Library Plan reference – 4.5, 4.6

Background

A preliminary draft budget for the 2025-2026 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Draft Budget takes into account key decisions made by the CL Board made throughout the course of the 2024 –2025 financial year. This budget is based on a principle of “business-as-usual” for the six existing CL Branches, Library Lockers and Outreach Van.

The 2025-2026 Budget presented will eventually be adopted by the Board of Connected Libraries Ltd in June 2025. Where the new entity will continue library operations and assume the full budget of Casey Cardinia Library Corporation, CCLC will have transactions on 1 July 2025, by way of transfer of Net Assets to Connected Libraries Ltd.

This process of budget endorsement and adoption will follow advice from external Legal and Accounting consultants.

Discussion

This draft budget reflects updates since the version presented in November 2024, incorporating changes based on revised key assumptions regarding the Rate Cap and 2025 Capital Expenditure. Additionally, minor adjustments have been made to the uplift of expenditure areas to provide more rounded allocations. There has also been a reallocation of expenditure between Library Materials and Promotions & Marketing to better align with usage patterns and community needs.

Explanatory notes have been included for all line items, outlining their treatment compared with the 2025 Budget.

Key Assumptions that have been used in calculating the budget are as below:

- Rate Cap: 3.00% (2026 Financial Year rate, prev. 2.75%)
- State Government Funding –
 - The Public Libraries Funding Program (PLFP): 0% (Prior year received no increase)
 - The Premier’s Reading Challenge (PRC): 0% (Prior year received no increase)
- EA Salary Increase 1.80% (EA Rate – higher of 60% of Rate Cap, or 1.5%)

Income Statement

Comprehensive Income Statement					
For the Years ending June 30					
	Note	Actuals 2023-24	Budget 2024-25	Budget 2025-26	2025-26 Variance to 2024-25
Revenue					
Council Contributions	1	7,261,895	7,053,833	7,286,048	3.3%
<i>Recurrent Funding</i>		<i>6,865,572</i>	<i>7,053,833</i>	<i>7,286,048</i>	<i>3.3%</i>
<i>One-off Project Funding</i>		<i>396,323</i>	<i>0</i>	<i>0</i>	
State Government Grants	2	2,177,256	2,175,404	2,175,404	0.0%
Interest on Investments	3	163,838	118,000	130,000	10.2%
Other Income	4	165,844	108,995	109,058	0.1%
Total Income		9,768,833	9,456,232	9,700,510	2.6%
Expenditure					
Employee Costs	5	6,481,439	6,895,239	7,083,200	2.7%
IT & Communications	6	627,668	570,000	586,200	2.8%
Library Materials	7	358,387	363,600	367,000	0.9%
Promotions & Marketing	8	115,672	112,900	123,200	9.1%
Administration	9	422,575	457,309	432,700	-5.4%
Depreciation	10	1,089,409	1,070,521	1,193,800	11.5%
Total Expenditure		9,095,150	9,469,569	9,786,100	3.3%
Net Gain(loss) disposal of plant & Equipment		300	0	0	
Total comprehensive result		673,983	(13,337)	(85,591)	

Revenue

- Council Contributions** – 3% increase (updated) on FY25 Contributions (Including Independent Board Member remuneration and furniture renewal). Furniture renewal allocation previously sat with Casey but was agreed to transfer to CL as part of annual funding. This makes the total contribution increase 3.3%.
- State Government**
 - PLFP assumed 0% increase on FY25 Actuals
 - PRC assumed 0% increase on FY25 Actuals
- Interest on Investments** – \$3.25 million investment balance at 4.0% assumed rate.
- Other Income** – Printing, library programs and meeting room hire 0% increase as printing revenue has not returned to pre-COVID levels due to the shift towards paperless in the community. 2024 Actuals included recognition of Income received in advance (FY23) \$21k Rebrand Project reimbursement and \$53k Digital Literacy Grant.

Expenses

- Employee Costs** – Salaries, Super, Workcover etc have been based on the staffing levels as at 1 July 2024 (with a 2% vacancy rate). Future salary increase rates are represented as a percentage of Rate Cap, as such the increases due next in July 2025 have been calculated at 1.80%. Employment costs increase more than the base increase rate due to linked entitlements such as Superannuation (SGC rate 0.5% increase to 12% from 1 July 2025) and annual increment reviews for staff.
Staff training & Development budget - increased by Rate Cap %.
- IT & Communications** – increased based on Rate Cap to account for CPI.

7. Library Materials –

- Databases – (e.g. LinkedIn Learning) – \$7,000 has been reallocated from the Databases budget to support community programs and marketing initiatives, reflecting evolving usage trends and community priorities.
- eBooks, Periodicals & Subscriptions – Increased based on the Rate Cap to account for CPI, ensuring continued investment in digital and physical collections to meet community demand.

8. Promotions & Marketing –

- Library Programs – Increased by the Rate Cap plus an extra \$5,000 to expand program offerings without adding strain to existing staff.
- Marketing Budget – Increased by the Rate Cap with an additional \$2,000 to boost promotion of digital resources and attract new members.

9. Other Expenses –

- Audit Fees- increased in line with actuals.
- Freight – updated in line with quotes and advised increases.
- Bank Charges – increased based on Rate Cap to account for CPI.
- Consultants & Legal Fees – removal of additional consultant fees as transition to Beneficial Enterprise Project winds up.
- Finance Outsourcing - increased based on Rate Cap to account for CPI.
- Equipment – updated in line with prior year actual requirements.
- Printing & Stationary – 50% of Rate Cap increase on prior year budget in line with prior year actuals.
- OH&S - Increased by Rate Cap to account for CPI and extended Fire Warden requirements.

- 10. Depreciation**– Based on assets owned 1 July 2024 + depreciation on purchases made so far in FY25 and planned purchases for the remainder of FY25. Assets purchased through the Innovation Projects that were initially scoped to be purchased and subsequently depreciated by Casey increased the depreciation.

Statement of Capital Works					
For the Years ending June 30					
	Note	Actuals 2023-24	Budget 2024-25	Budget 2025-26	2024-25 Variance to 2024-25
Capital Expenditure					
Library Materials	11	1,169,068	1,089,680	1,121,100	2.88%
<i>Ongoing Collection Maintenance</i>		<i>1,081,068</i>	<i>1,089,680</i>	<i>1,121,100</i>	2.88%
<i>New Branch Collection</i>		<i>88,000</i>	<i>0</i>	<i>0</i>	
Motor Vehicles	12	75,077	60,800	0	-100.00%
Furniture & Equipment	13	342,078	160,662	195,500	21.68%
<i>Ongoing Equipment Purchasing</i>		<i>146,906</i>	<i>160,662</i>	<i>195,500</i>	21.68%
<i>New Branch & Lockers Set-up</i>		<i>195,172</i>	<i>0</i>	<i>0</i>	
Total Capital Expenditure		1,586,223	1,311,142	1,316,600	0.42%

Capital Expenses

- 11. Motor Vehicle** – Executive vehicle budgeted for FY25 (3-year renewal policy).
- 12. Library Materials** - Increased by Rate Cap to account for CPI, excluding PRC Materials that have had 0% uplift included in line with State Government Revenue.
- 13. Digital Equipment & Furniture** – Digital Equipment increased by Rate Cap to account for CPI. Branch Furniture Renewal purchases now included in Capital Expenditure.

New Initiatives

In alignment with the Draft Facilities Development Plan 2023-2027 (updated February 2025) and the Draft Library Plan 2025-2029, CL continues to explore options for new service initiatives aimed at enhancing library access in underserved areas. The Board previously resolved that CL engage with Council officers regarding potential initiatives for 2025-2026, and these discussions have taken place. However, at this stage, no initiatives have progressed to a point where they can be reliably included in the budget. CL will continue to work with Council to identify opportunities. Further investigation or business case development may be required before any initiatives can be considered for future funding.

Conclusion

This Draft Budget 2025-2026 reflects a business-as-usual approach for CL's six branches, Library Lockers, and Outreach Van, incorporating confirmed rate cap and salary adjustments along with key financial assumptions. While State Government funding levels remain uncertain, this budget provides a strong foundation for planning. The next detailed version, alongside the four-year Strategic Resource Plan, will be presented to the Board in April 2025 for endorsement before submission to the City of Casey.

RECOMMENDATIONS

- 1. That the Draft Budget 2025-2026 Report be noted.**

CL02/2025 DRAFT FACILITIES DEVELOPMENT PLAN 2023-2027 (Updated February 2025)

Report prepared by Beth Luppino and Koula Kalaitzoglou

Purpose

To provide an updated Facilities Development Plan that reflects the current and future library infrastructure needs for the Casey community.

CL Library Plan reference – 4.5, 4.6, 4.7

Background

Connected Libraries plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practice and aligns with Council's [Infrastructure Strategy 2021-2025](#) and associated Capital Works Programs.

Additionally, the Regional Library Agreement, the Connected Libraries Agreement (from July 2025), site-specific License Agreements and MOUs (Memorandum of Understandings) between CL and City of Casey exist to manage the day-to-day operational/maintenance requirements of current library facilities.

Discussion

The Facilities Development Plan received a major review in 2023. The attached Plan has minor amendments and has been reviewed by City of Casey's Head of Libraries, and Head of Community Facilities Planning.

Attachment has tracked changes for notable amendments.

Pipeline asset development projects that are unconfirmed have not been included in the plan, however there are references to existing Master and Precinct Structure Plans where relevant.

Summary of changes and updates:

Page	Change
3	Updated Purpose statement; removal of references to Cardinia
5	Local population figures updated, and other CL statistics
6	Reference to funding opportunities updated
7-8	Economic Development – removed reference to SGS report as 2018 deemed outdated data
11-17	Each branch has visitation statistics updated, along with any key changes to 'opportunities for facility improvement'
12	Additional reference paragraph regarding decommissioning of Cranbourne Library current site (Casey Complex).
20	Appendix 1 – Further Resources list updated
All	Reorder of paragraphs and correction of grammar throughout to improve clarity

The current plan reflects the economic and social influences that impact the development of facilities; models of best practice, and opportunities for future development to assist the Connected Libraries and Council teams in planning for library services in the future.

RECOMMENDATIONS

- 1. That the Board endorses the updated Facilities Development Plan 2023-2027, and that the CEO provides the Facilities Development Plan 2023-2027 (updated February 2025) to Council officers.**

CONNECTED LIBRARIES

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Facilities Development Plan

DRAFT

2023-2027

(Updated February 2025)



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Introduction

Connected Libraries plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practise and aligns with Council's [Infrastructure Strategy 2021-25](#) and associated Capital Works Programs.

Additionally, the Regional Library Agreement, the Connected Libraries Agreement (from July 2025), site-specific License Agreements and MOUs (Memorandum of Understandings) between CL and City of Casey exist to manage the day to day operational/maintenance requirements of current library facilities.

~~In November 2022 Cardinia Shire withdrew from the CL Regional Library Agreement, leaving City of Casey as sole member. In response to this, the CL Facilities Development Plan has been updated to reflect this change and sharpen the focus on the future of library services in the City of Casey.~~

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.

Purpose

~~We are dedicated to empowering and connecting our community by providing accessible resources, dynamic programs, and inclusive spaces that promote learning and opportunities for social connection.~~

~~Our purpose is to inspire curiosity, foster community engagement, and offer trusted access to information, supporting people of all ages in their personal and collective journeys. We believe in creating spaces that are welcoming, educational, and engaging, and our diverse services are designed to meet the evolving needs of the communities we serve.~~

~~The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practise, and aligns with Council's Infrastructure Strategy 2021-25 and associated Capital Works Programs.~~

~~Additional Service Level agreements between CL and City of Casey exist to manage the day to day operational/maintenance requirements of current library facilities.~~

This Facilities Development Plan supports the delivery of key strategies in the CL Library Plan 2021 – 2025, specifically:

Strategic Area 1. A place to gather and learn

Objective 1.1

- Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information

Strategic Area 2. Partnership and innovation to achieve shared goals

Objective 2.1

- Support Council to make evidence-based decisions about investment in library services

Objective 2.2



- Strengthen partnership with Council to support shared goals including program delivery and infrastructure design

Strategic Area 4. Organisational excellence

Objective 4.7

- Provision of strategic guidance and support to Council
- CL welcomes the opportunity to work in partnership with Council and the State Government to further develop planning for public library facilities as critical social infrastructure for existing and emerging communities within the region.

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Regional Overview

CL provides contemporary public library services to a rapidly growing and diverse community in the City of Casey of close to 400,000 people. Our population is growing rapidly, forecasts estimate that the population in the City of Casey will exceed ~~562,000~~ 593,000 by 2041. (~~October 2023~~ August 2024, [Profile ID – Population Forecast](#))

Our libraries are located at Cranbourne, [Cranbourne West](#), Doveton, Endeavour Hills, Hampton Park, and Narre Warren (Bunjil Place), [with 24/7 accessible Library Lockers located in Cranbourne West, and Clyde North](#). CL has ~~close to 100,000~~ more than 85,000 members in Casey (~~1 February 2025~~ 2024). In 202~~32~~-202~~43~~ we had over 2 million loans (physical and digital) and over 1.5 million visits (physical and virtual) to our libraries.

Our community tells us that they see their local library as a safe and welcoming space*. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs.

CL generally conducts formal customer surveys twice a year.

Feedback in recent surveys has been consistent. Casey residents want:

- Greater access to library services [locations and opening hours](#)
- More parking and transport options
- Comfortable and flexible spaces for humans
- More power points
- Free access to Public PCs
- Access to food/drink quickly so they do not have to pack up their work
- Study/ Quiet areas
- Extended Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

The use of library spaces as ‘community loungerooms’ and places of social connection continues to grow in importance – particularly for emerging communities in our growth corridors. The positioning of library branches in accessible areas (people can walk to them and or easily catch public transport) is critical.

*Community survey ~~September 2023~~ August 2024



Liveability in Casey

City of Casey's 2024 Shape Your City Survey identified that access to safe public space was a priority for local residents.

The ability for library services to combat isolation and connect people with learning opportunities is well documented. The fact that services remain free is important, providing welcome relief from consumer exhaustion, and providing community connection for lower income earners.

Libraries are often mentioned in conjunction with other essential Council services (roads, waste collection, community health) – they are perceived by many as part of the essential offering that Council should provide.

Connected Libraries helps to strengthen the liveability outcomes for Casey's communities by:

- Provision of **welcoming and culturally inclusive space** for people to read, relax, connect, learn and work.
- Provision of user-focused library website, apps and **digital technologies** to facilitate wider access to library services.
- Provision of **24/7 access** to physical and virtual library collections, services and support.
- Provision of and partnering in delivery of **lifelong learning** opportunities.
- Delivery of **outreach services, programs and collections** in community settings by library staff, partner organisations and other Council Departments.
- Shifting from **transactional** services behind the desk to **transformational** information, user support and community development roles that happen on the library floor and in community locations.

Roles, Responsibilities and Funding Opportunities

The CL [Regional Library Agreement](#), as well as formal license Agreements for each site/facility define the responsibilities of the Council and CL with respect to development, management and maintenance of library infrastructure.

Council is responsible for the provision of buildings (including fixed furniture and fittings), building maintenance, cleaning and payment of utilities and security in the branches.

Future development of libraries in the municipality is dependent on co-operative investment from City of Casey and State or Federal Governments, along with additional funding partners as relevant to individual projects (eg. Developers). CL's role in encouraging infrastructure investment is to provide guidance, information and advice to Council, as a subject matter expert.

The State Government has funding available for new or improved developments through the '[Living Libraries' infrastructure program](#). Projects may be funded up to the value of \$1,000,000 per project and require additional co-contribution from Council (available funding and application guidelines are updated annually.).

[There are also opportunities to leverage additional State and Federal Government funding streams \(eg. Growing Suburbs Fund, Growth Areas Infrastructure Contribution Fund\) through integrating library developments with other social infrastructure projects. Further opportunity to diversify facility development funding streams exists within the Casey context, with the availability of Infrastructure or Developer Contribution Funds.](#)



Learning Communities

Libraries are widely recognised for their role in fostering creativity; inspiring lifelong learning; supporting social inclusion; health and wellbeing; and building community resilience.

The value of public libraries to community is so much more than a book lending service. Successful public libraries facilitate programs and activities that engage and inspire their community. They are staffed by professionals, who understand that great public libraries build strong resilient communities.

There is a growing understanding that librarians, community development workers, teachers, youth workers and community health professionals all have a role to play in contemporary public libraries.

Health and Wellbeing

In 2021, Public Libraries Victoria and State Library Victoria invested in the development of a Health and Wellbeing Strategic Framework, to guide libraries in connecting with key Health partners, to advocate for Health and Wellbeing funding and to position libraries at the table of decision makers in the Health sector. The Framework also recognises the key role libraries play in connecting community to quality health information, supporting social connection and working in disease-prevention.

CL recognises that we play an important role in this space and deliver activities that align with the framework. CL works with Council, Monash Health, enLiven, VicHealth, Aligned Leisure and other community partners to deliver programs that support better health and wellbeing outcomes for residents. Our services and programs also align with Council's [Health and Wellbeing Strategy \(2021-2025\)](#), particularly in the areas of 'Healthy eating and food security' (example, our Seed Library), and Mental Health and Social Inclusion (examples, Knit and Stitch group, Book Groups, English Conversation classes).

Technology

Public libraries have a critical role ensuring universal access to information through free access to technology as well as training and education.

Digital inclusion at the national level is improving, increasing from 67.5 in 2020, to 71.1 in 2021 to 73.2 in 2023. Casey sits slightly above this national average, with a score of 75.6. However, access to the useable internet is only part of the picture. The evolution of essential services to cloud-based platforms (eg. MyGov, Medicare, passport and visa services, adult education, Immunisation certificates) means that our community need help to learn the skills to use these. ([Australian Digital Inclusion Index 2021 and Interactive National Dashboard](#)).

Sustainability

CL will work with Council's Waste and Sustainability team in order to meet the following commitments: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

Economic Development

~~Public libraries deliver significant socio-economic returns on investment. The most recent SGS Report on the economic impact of public libraries in Victoria (Libraries Work!) show that for every dollar invested in CL the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30.~~



Public libraries play a role in facilitating economic development. Our libraries provide spaces where start-ups and small businesses can work, research, [access low cost training](#), communicate and collaborate with customers and business partners.

Public libraries also support the visitor economy through the provision of visitor services. They act as a magnet for visitors because people know they can get free access to the internet, send emails and research places to visit and stay.

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Library Design and Planning

State and Local Governments are thinking strategically about how to link services through the provision of integrated service hubs. CL welcomes this approach and recommend that our libraries are viewed as anchor tenants in this context. There is support at both local and State levels of Government to enable communities greater access to the services they need locally. Known as '[20-minute neighbourhoods](#)', this focus is an opportunity for libraries to be incorporated into community and family service infrastructure to benefit the entire Casey community.

[‘People Places – A guide for Public Library Buildings in NSW \(as at February 2022\)’](#) continues to be a key benchmarking document for the development of new libraries and renewal of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs. In July 2019 the Australian Library and Information Association (ALIA) endorsed People Places as a national standard.

In addition to this set of guidelines, there are emerging real-life local, national and international examples of [quality](#) developments to contribute to future thinking.

Infrastructure Planning

Victoria’s infrastructure Strategy 2021-2051 indicates a need to increase funding over the next five years to support local governments to plan and deliver libraries in Melbourne’s seven growth area municipalities, including the City of Casey.

The Victorian Planning Authority (VPA) and a number of Interface Councils use the [Guide to Social Infrastructure Planning 2009](#) as a key reference. The guide indicates provision of a public library for every 30–60,000 people. There is no consideration of how lower order library services might be delivered in integrated settings in smaller population centres (level 2). City of Casey indicates an attraction to innovative delivery of services, including collocated or integrated service models such as Community Hubs, and community library or pop-up lounges to optimise underutilised space.

Design Principles

A library’s success is enhanced by good design and a relevant location. Good design of public libraries includes:

- Inspiring design generating civic pride for citizens
- Defined spaces for diverse user groups
- Retailing approach to collection display
- High quality interior design that includes comfortable welcoming furniture, appropriate lighting and wayfinding signage
- Contemporary Information and Communications Technology embedded throughout; and
- Café style eating and drinking facilities

CL supports the following principles in the development of new and existing libraries:

- New Libraries will meet People Places Building Standards where possible
- Recognition of First Nations custodians and communities
- Listening to local communities and engaging them in the design and renewal of libraries
- Libraries will be accessible for all and incorporate universal design principles
- Libraries are for everyone and engender pride in local communities
- Libraries will incorporate Environmentally Sustainable Design Principles
- Library design will be future focused with flexibility and adaptability key aims
- Libraries are built as close as possible to existing or planned public transport services eg rail, bus.



Design Models

Library facilities and design can be scaled to meet the needs of community in different parts of Casey. [‘People Places’](#) provides a useful overview of considerations before starting a new project. Options for scalability include:

1. Destination Library – providing services to community beyond the immediate catchment area, with larger floorspace, collection size of over 60,000, longer opening hours, and wide variety of regular programming and services. Examples include Bunjil Place and Cranbourne Libraries.
2. Branch Libraries – providing services to the immediate catchment area, with programs, collections of over 35,000, programs and design to meet the needs of local community; and also to complement other services collocated or nearby. Examples include Hampton Park, Endeavour Hills and Doveton Libraries.
3. Satellite Libraries – providing holds collection, small boutique (high demand) collections (approximately 4,000 items), free internet access, occasional programming. Either retro-fitted to make more of existing Community Facilities and to provide a geographic spread of Library services throughout the municipality; or included within the design of new or redeveloped community facilities. Could be enhanced with 24 Hour access, and/or Hold Collection lockers.
4. Outreach Library Services – Providing services to housebound members, retirement homes, childcare or family and community centres, festivals and events, and outdoor library programs. Mobile services also offer interim solutions in emerging communities, where social infrastructure has not yet been developed and/or public transport and connection to existing branches is lacking.
5. eLibrary Services – website access to all online library resources 24/7.

Connected Libraries currently has branch libraries located in Narre Warren, Hampton Park, Endeavour Hills, Doveton, Cranbourne West and Cranbourne. In addition to the fixed locations, an Outreach Services van delivers services to housebound members and also to educational centres, aged care facilities, festivals and events.

Library Lockers have been introduced to three sites in Casey since February 2024 – at the Cranbourne West Community Hub, Manna Gum Family and Community Centre and Orana Community House. These sites are all located in suburbs of concentrated and rapid growth. Members can reserve items for collection at the lockers, closer to their homes, and also return items to the library.

CL supports Council in the smart use of existing infrastructure to extend the reach of library services into new and emerging communities.

Current Library Facilities

Each of the library facilities are listed below. The physical space, attributes and local community needs have been described along with a summary of opportunities for each location.

Bunjil Place Library

Bunjil Place opened in October 2017. The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately ~~6,900~~**6,900*** visitors per week.

(*Based on Visitation in 202~~23~~**23**-202~~43~~**43**).

Background

The visitors to the Bunjil Place library represent the broadest spectrum of all the branches. Because the precinct hosts a theatre, gallery, function space and Council services there are visitors who come to the library because they are at the precinct to attend a show, pay a bill, attend a function etc. The expansive spaces and study zones make this destination library popular for students. During peak study periods the study zones regularly over-flow and additional desk spaces are brought in to accommodate student needs. [The original fixed –study desks were extended in 2024 using State Infrastructure funding \(Living Libraries\) and Council contribution through the capital works program.](#)



There are many families with children that visit, and the branch delivers more children and youth programs than any of our other libraries.

There are some [physical](#) accessibility limitations for this branch due to the large size of the precinct, sometimes competitive parking and multi-level layout – this means that it is not as [physically](#) accessible as some of our other branches for people with mobility issues. The library features six community meeting rooms available to hire for community and commercial use during library opening hours. The meeting rooms are well-equipped with audio-visual and presentation technology, free Wi-Fi, hearing loop and lift access to all levels. These are available to hire through the City of Casey's Bunjil Place Functions and Events team.

Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Increase study facilities for students and remote workers/business owners [\(study benches extended 2024\)](#)
- Implement extended hours access technology to make the space accessible to members outside of staffed hours [\(note: complex due to the library being part of broad precinct\)](#)
- Implement a Creative/Maker space so that visitors can use new technologies they may not have access to at home (eg. Podcasting equipment; 3D printer; VR equipment).
- Acoustic treatments to walls/roof to improve noise management (this is continuing theme in customer feedback. The size and shape of the space currently allows noise to affect open-plan study areas on Levels 1 and 2)
- Accessibility [assessment to identify](#) improvement opportunities
- [Sound system installation to support the amphitheatre on level 1 of the library](#)



Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square metres. Cranbourne Library serves on average over ~~2,600~~**2,700*** visits per week.

(*Based on Visitation in 2023-2024).

Background

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car. The branch is popular as a study space, an after-school hang-out for secondary students and supports many group visits from people with disabilities and their carers. There is a fast-growing multi-cultural population in Cranbourne and neighbouring districts, and the library offers a Panjabi collection, along with other community languages.

In 2018, it received a renewal funded by Council and a Living Libraries Infrastructure Grant (State Government Victoria). This resulted in more space for community to lounge and study.

The new Cranbourne Community hospital will be completed next to the library in 2025. There is likely to be increased usage of the library by people with specialised needs and accessibility considerations. CL will consider the implementation of technologies, partnership service delivery models and improved accessibility features to meet this demand.

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

Federation University, as one of CL's key partners, identified that the largest proportion of students attending the Berwick campus reside in Cranbourne and surrounding suburbs. As part of a wider Memorandum of Understanding with CL, the University sponsored a study zone in the library to enable students to study locally and connect with lifelong learning opportunities.

Provision of local history archives is a key community service provided by CL and located at Cranbourne Library. This service is supported by a purpose-built archive room.

There is a hireable meeting room at the library which can become additional quiet study space when not otherwise in use.

Other services coordinated at Cranbourne Library include the coordination of Libraries Victoria collection distribution, [Library Outreach services](#) and the Collections and Regional Support operations.

The building from which the library operates is at the end of its lifetime. It is currently being decommissioned in stages, with the aim of relocating library services to a new site within 5 years. The proposed Cranbourne Hub would be located at 1-3 Lyall Street, near the Cranbourne retail centre. Under the current concept, the building would house Council's Cranbourne Customer Service Centre, the Cranbourne Youth Information Centre, the Cranbourne Library in a purpose-built space along with complementary Community Service Organisations.

Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice. Due to the staged decommissioning of the current site, investment in this asset requires careful assessment before indicating future improvements. Interim opportunities could include:

- ~~• More work needs to be done to create strong visual linkages with other key recreational assets in the precinct.~~
- Due to the age of the facility, roof leaks and associated damp/mould/flooding issues are an ongoing issue. Council continues to address these as required [through reactive maintenance](#)





- Update study and lounge furniture in Young Adult zone
- Improve accessibility features and adaptive technologies to support current and future users with disabilities

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Doveton Library

Doveton Library is in the Autumn Place Shopping Centre and is approximately 320 square metres in size. Doveton Library services on average ~~800~~870* visitors per week.

(*Based on Visitation in 202~~23~~23-2024).

Background

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 832.1~~825.8~~ with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free Wi-Fi, literacy programs and safe, comfortable spaces.

A kindergarten, Maternal and Child Health room and community spaces are located in the ~~new~~ Autumn Place Community Hub, adjacent to the library.

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. A lot of work has been done to improve the layout of the Doveton Library; however the current building footprint means the service is limited.

A small, hireable meeting room is available for community and commercial use.

Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- Refresh vinyl in entrance foyer, install blinds in community meeting room to reduce glare during Digital literacy classes and for other users
- Renew seating and shade at library entrance
- Extend library Wi-Fi to carpark and adjacent grass areas outside the library to support all library users during and outside library opening hours
- City of Casey has adopted a master plan (2016) for the Autumn Place activity centre, which included community consultation. This masterplan indicates a new library incorporated into Stage 2 of the Community Hub at Stage 2 of the Master Plan.
- CL recommends that at least 800 square metres is allocated for the new library to meet the needs of the community (increased size will provide more adequate lounge, study and activity spaces to meet the varied and currently competing requirements of library users).



Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size. Endeavour Hills Library serves around ~~1,300~~ 1,600* visitors per week.

(*Based on Visitation in 202~~23~~2023~~4~~).

Background

More than 50 percent of the Endeavour Hills community speak a language other than English in the home with Mandarin, Sinhalese and Arabic being the most common. There is a significant Chinese language collection at the branch, along with a smaller number of items in other community languages. There is a strong presence of library users¹ who focus on borrowing the library's collections, however the study spaces and free internet are also popular.

The library works with other precinct partners to activate the 'Endeavour Hills Town Square' with regular activities, programs and events such as the annual Christmas Festival.

In 2022 City of Casey was successfully awarded a \$54,000 Living Libraries Infrastructure Program grant to support improvements to the existing library. Council funded \$60,900 as the initial project costs of \$90,000 increased to \$114,900 due to post-pandemic construction costs. The Endeavour Hills Library Renewal Project included modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and more flexible floor space. The public toilets were also renovated, including accessible facilities.

~~The refurbishment enables CL to deliver modern and flexible services to the Endeavour Hills community.~~

Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, and in line with industry best practice:

- Improve external shade to support outdoor programs, activities and events
- There is an opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. While a programming partnership currently exists between the library and shopping centre, improved links between the two precincts through wayfinding signage and promotion would be of benefit.
- A long-term vision to expand the library building to accommodate other community organisations is in line with Council's (2014) Endeavour Hills Community Precinct Master Plan



Hampton Park Library

Hampton Park Library is part of the Hampton Park Central Community Precinct. It is collocated with the Casey Youth Centre and next to the Arthur Wren Hall. The library is within walking distance from several schools. It is 730 square metres in size. Hampton Park Library sees on average around ~~1,700~~1,800* visits per week.

(*Based on Visitation in 202~~23~~23-202~~34~~34).

Background

The library serves a community with diverse and complex needs. Hampton Park has a high level of social and economic disadvantage and has a SEIFA index score of ~~927~~904.3.0 with only 15 percent of Australian suburbs having a higher rate of disadvantage.

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

Opportunities for facility improvement

Below are opportunities for improvement as identified by staff, customer feedback, or in accordance with industry benchmarking:

- Council have articulated plans for a new or redeveloped library as part of the [Hampton Park Central Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. This will enhance connection between the Library, Youth Information Centre, other community services located in the precinct and the shopping centre.
- A silent study area is often requested by community and is not available due to the current layout of the building. Hampton Park Library has one dedicated meeting room available for hire for community groups and commercial entities. The meeting room is made available for quiet study when not otherwise in use.
- ~~CL collaborates regularly with the City of Casey Youth Information Centre to access their adjoining rooms when they are not using the space.~~
- Develop reading garden/outside space to extend current footprint including provision of permanent shade structure (subject to community consultation)
- Renew external returns chute to create a more modern and welcoming entrance.
- [Library Foyer toilet renewal](#)



Cranbourne West Library Lounge

The Library Lounge is installed within the Cranbourne West Community Hub, a Council-owned and run facility comprising meeting and activity space, along with fast free Wi-Fi that is well used by community groups and individuals. The Lounge opened in January 2024, and includes popular collection items, public internet PCs, small-group lounge and meeting space and also an area for children's programs to be held. In addition to the lounge,



there are click and collect Library Lockers installed outside the building. These enable library members to reserve library items from any branch, and pick up from the lockers anytime, including outside Hub operating hours.

The Lounge is 114.4 square metres in size, with over 5,300 items available for loan. In the first six months of operation, there were 10,000 visits to the library recorded. Background.

Background

The Hub is located directly opposite the Cranbourne West Shopping Centre, public transport (bus) and is walking distance from Cranbourne West Secondary School.

Cranbourne West is part of the Southwest area of Casey and has more than 80,000 residents with 34% of the population born overseas there is incredible diversity.

A significant number of residents speak languages other than English at home. The Lounge has a Languages Other than English collection that contains Panjabi, Persian, Hindi and Sinhalese items.

Opportunities for facility improvement

Given the recent installation of the Lounge within a new asset (the Community Hub opened in 2021), there are no immediate plans for improvement identified.





Major Branch Works and New Facilities Planning

CL will work with the City of Casey to help inform the development of future library facilities. The Library team will participate in engagement forums and meetings through the concept, design and delivery phases of new facilities. CL will work closely with the Casey Head of Libraries on capital works funding applications (from State and Federal government sources) and identifying renewal and upgrade needs. Routine maintenance will be incorporated into a service level agreement between Council and CL and reviewed annually.

It is vitally important that Casey incorporates the planning and delivery of library infrastructure as part of Councils Capital Works Program. CL will continue to support Council in the renewal and development of facilities through the provision of usage data, community engagement and survey information, sector expertise and advocacy with developers and other potential funding sources.

The last new library built on a greenfield site in City of Casey was Hampton Park in 2004. In 2017 Narre Warren Library was replaced with the Bunjil Place Library (part of a state-of-the-art collocated Council, Arts and Cultural facility - located adjacent to the Westfield Fountain Gate shopping precinct). Council invested significant funds in the development of this 2000 square metre library.

The City of Casey has explored the potential for renewal of the other existing libraries in municipality located in Cranbourne, Doveton, Endeavour Hills and Hampton Park. Early planning/scoping incorporates the libraries as part of integrated community facilities. Council operates within significant financial constraints post-pandemic. Population growth in the region continues to be a challenge, and available funding is stretched across a range of community requirements including early years and family, arts, culture, libraries and community needs as well as sports and aquatic facilities.

The needs of the Cardinia Creek South, Cranbourne and Clyde communities are a high priority as the population growth accelerates in the southern end of the municipality. [While there are no fixed library locations in this part of the municipality beyond the Cranbourne branch, future library provision is indicated within a range of Precinct Structure Plans, mapping out community infrastructure to support community growth.](#)

Integrated, Co-located, and alternate service delivery

There are many examples of libraries emerging in spaces other than the traditional civic facility model. A successful library meets the needs of its community through services, location, accessibility and identity. Library users feel a connection and sense of belonging with the space and the library staff.

There are opportunities to integrate library services within existing community spaces, economic precincts and health services to offset the need for service growth with the efficient use of existing infrastructure. Cranbourne West Library Lounge is a good example of this in action.

The ultimate objectives for the co-location and joint use libraries are to:

- *provide an integrated and improved level of service, both collectively and as individual services, compared to stand alone facilities*
- *meet the individual performance standards required by the governing bodies and authorities involved*
- *provide a more economic use of services and resources.*

Source: NSW State Library, Public Library Services, [People Places – Co-location and Joint use libraries](#)

CL will work closely with Council to look at opportunities to incorporate or design library spaces in planned or existing community facilities and explore other opportunities to improve services including the provision of extended hour access models. All extended or expanded services need to meet the needs of local communities and align with Council priorities.



Conclusion

The way our community use our facilities continues to evolve. This means we need to think carefully about the way we use space within the branches and extend our reach beyond existing facilities [and more traditional library asset models](#).

There is recognition of the role libraries play in integrated community facilities as activators of spaces, driving visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

The City of Casey appreciates the vital role libraries play in new communities and acknowledges that there are no concrete timeframes for construction of new libraries in the municipality. This will have a growing impact on the equitable provision of library services to communities across Casey. To address these issues CL will work collaboratively with Council in the development of solutions to ensure our growth community have access to library services.





Appendix 1 – Further resources

[APLA-ALIA Standards and Guidelines for Australian Public Libraries May 2021](#)

[People Places: A Guide for Public Library Buildings](#)

[Infrastructure Victoria Strategy 2021-2051](#)

[Social infrastructure in Melbourne's new growth areas \(\[infrastructurevictoria.com.au\]\(http://infrastructurevictoria.com.au\)\)](#)

[Victorian Planning Authority Guide to Social Infrastructure Planning 2009](#)

[Victorian Public Libraries 2030 Strategic framework](#)

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OFFICERS REPORTS

CL03/2025 FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board with an update on Connected Libraries' financial performance as at 31 January 2025.

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement

Month Ended 31 January 2025

	Total Budget 2024-25	Budget YTD January 2025	Actual YTD January 2025	Variance	% Actual Vs Budget
Income					
Council Contributions	7,053,833	4,123,069	4,143,069	20,000	0.5%
Government Grants	2,175,404	2,175,404	2,175,404	0	0.0%
Interest on Investments	118,000	71,500	116,755	45,255	63.3%
Other Income	108,995	63,581	70,854	7,273	11.4%
Total Income	9,456,232	6,433,554	6,506,082	72,528	1.1%
Expenditure					
Employee Costs	6,895,239	4,193,970	4,066,251	127,719	3.0%
IT & Communications	570,000	326,040	325,709	331	0.1%
Library Materials	363,600	327,937	278,074	49,863	15.2%
Promotions & Marketing	112,900	65,515	62,038	3,477	5.3%
Administration	457,309	255,990	235,746	20,244	7.9%
Depreciation	1,070,521	597,653	597,653	0	0.0%
Total Expenditure	9,469,569	5,767,105	5,565,471	201,634	3.5%
Net Gain(loss) disposal of plant & equip	0	0	1,136	1,136	
Net result for the reporting period	(13,337)	666,450	941,747	275,298	41.3%

Income

Interest on Investments

Additional surplus from 2024 Financial Year has enabled an additional term deposit, resulting in higher than budgeted interest revenue for the first six months of the year. Interest rates are beginning to slowly drop, with the average investment rate achieved (on cash invested during January) 0.06% lower than rates achieved in July 2024. The most recent deposit rate is still higher than budget, so the surplus in Interest revenue will be retained. This surplus produced during the year due to interest rate fluctuations will offset any possible shortfalls in Other Income and allow for further investment into Capital Expenditure.

Other Income

\$11k Digital Literacy funding received in the first half of the year. Grant revenue timing and opportunities are difficult to predict, as such this additional surplus is considered timing related.

Expenditure

Employee Costs

Savings in Employee Costs are attributed to:

- Vacant position in Digital Operations (saving offset with expected overspend in IT & Comms)
- Bunjil Place Library closure over New Year period (more staff able to take Annual Leave)
- Paid Parental Leave entitlements

Employee costs are expected to be within 1% of budget by year end.

Library Materials

Variance in library materials spend is entirely timing related; expenditure will realign with budget by end of financial year.

Promotions & Marketing

Variance in Promotions & Marketing is entirely timing related; expenditure will realign with budget by end of financial year.

Administration

Current savings in administration are largely due to timing of consultant and legal fees relating to the transition to beneficial enterprise. Administration costs are expected to realign with budget over the next six months.

Depreciation

Whilst currently in line with budget, depreciation is expected to finish the year 3-5% 'overspent'. The unplanned shift of Council Capital expenditure during the FY24 budget and reallocation of Branch Furniture Renewal funding in this year, will result in higher than anticipated Depreciation Expense.

Capital Expenditure Month Ended 31 January 2025	Total Budget 2024-25	Budget YTD January 2025	Actual YTD January 2025	Variance	% Actual Vs Budget
Library Materials	1,089,680	642,913	612,609	30,304	4.7%
Motor Vehicles	60,800	60,800	737	60,063	98.8%
Furniture & Equipment	160,662	65,000	115,706	(50,706)	(78.0%)
Capital Exp. for the reporting period	1,311,142	768,713	729,052	39,661	5.2%

Capital Expenditure

Library Materials

Underspend in Library Materials is due to timing of suppliers and release dates of new titles. CL will continue to see small variances through the year.

Furniture & Equipment

This area is split into two categories of spending:

- *Branch Furniture* - \$18k of the current overspend relates to the agreement made with City of Casey to assume management of the Branch Furniture Renewal Budget. To address some additional requirements for Staff OHS, CL have estimated that by June 2025, approximately \$20k will be spent further on Furniture & Equipment.
- *IT Equipment & Infrastructure* - \$32k of the current overspend is timing related, Digital Operations have begun the process of transitioning outdated patron facing equipment earlier than planned (including 6 new Self-Check Kiosks at a cost of \$45k).

Furniture & Equipment is expected to finish the year \$40,000 (25%) overspent (\$20k of which is attributed to the surplus revenue in Council Contributions).

Interest Surplus Allocation Summary

The current interest surplus will be used to offset the additional capital expenditure overspend required for furniture upgrades addressing OH&S concerns across Connected Libraries' branches. If further interest surpluses become available, these funds will be allocated to support the establishment of a Local History Digitisation Station at Cranbourne Library as a pilot program, with an initial capital expenditure of \$10,000. (refer to the attached Surplus Interest Investment report). The pilot will assess feasibility and community engagement before expanding the initiative further.

The Interest on Investments surplus will remain mostly as a surplus in the 2025 Year End Financials, but will appear in the Income Statement in coming years as Depreciation Expense of assets purchased.

City of Casey – Change in Financial System

The City of Casey is transitioning to a new finance system from 1 July 2025, with FY2025 remaining accessible for audit and year-end processing before restricted access is implemented. CL has received an initial briefing but is still awaiting formal details on staff involvement, migration planning, user access, training, and UAT. The new system will feature a different chart of accounts, and only three years of account balance historical data (no transaction drill-down or attachments) will be migrated. To ensure access to historical financial data and support long-term analysis, CL will need to export and store data independently.

Bank Reconciliation

A Bank Reconciliation is available on request.

FY2025 Audit Schedule

VAGO will be completing the 2025 Financial Statements Audit and have scheduled the below key stages (subject to change):

- Combined Planning and Interim Audit visit– 24 March – 4 April
- Final Audit (TBC) – CL have requested this to be earlier than in previous years due to City of Casey's financial system transition from 1 July 2025.
- Signing of Financial Statements by the Chairperson, CEO and GMFDO – TBC
- Annual Report due to be submitted to the Minister for Local Government - 30 September 2025

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.**

Surplus Interest Asset Investment Report

Prepared by: Emily Ramaswamy
General Manager, Finance & Digital Operations

Purpose

This report outlines the proposal for a pilot Local History Digitisation Station at Cranbourne Library, designed to support historical preservation and digital literacy. The pilot will assess patron demand, operational feasibility, and community engagement before considering wider implementation.

Background

Digitisation stations are increasingly being introduced in public libraries to provide self-service scanning and digitisation tools for community members to convert photographs, slides, VHS tapes, cassettes, and documents into digital formats. Several councils across Victoria already offer digitisation services, demonstrating a growing demand for these resources:

- Kingston Libraries – Provides digitisation stations for scanning photos, slides, and VHS tapes.
- Bayside Libraries – Offers digitisation at Sandringham Library, enabling patrons to convert VHS, cassette tapes, and floppy disks.
- Yarra Libraries – Runs ‘Scan and Save Your Memories’ workshops at Fitzroy Library, supporting personal and local history digitisation.
- Hobsons Bay Libraries – Provides ‘Way Back Workshops’, offering hands-on support for digitising family history items.
- Geelong Regional Libraries – Offers a ‘Saving Family Stories’ initiative, allowing patrons to convert analogue media into digital formats.

By introducing a pilot digitisation station at Cranbourne Library, Connected Libraries will provide an accessible and valuable service that aligns with industry best practices and increasing community demand.

Proposed Pilot Program

- **Location:** Cranbourne Library (proximity to Local History Archive & Local History Librarian).
- **Capital Expenditure:** \$10,000.
- **Purpose:**
 - Enable community members to preserve personal and family histories.
 - Increase digital literacy through training and self-service equipment.
 - Support the digitisation of Local History Archive materials.

Equipment & Cost Estimates

- High-resolution scanner for photographs, slides, and negatives – \$3,500.
- Overhead scanner for fragile and A3 documents – \$1,500.
- VHS-to-digital converter – \$1,000.
- Cassette-to-MP3 converter – \$500.
- Dedicated workstation PC – \$3,500.

Implementation Plan

1. Procurement & Setup – Equipment purchased and installed at Cranbourne Library.
2. Staff Training – Local History Librarian and Digital Literacy Team provide user support and training materials.

3. Patron Engagement & Feedback – User data and feedback collected over six months to assess usage patterns.
4. Evaluation & Future Expansion – Findings presented to the Board to determine potential expansion to other branches.

Conclusion

This pilot program provides an affordable, high-impact initiative that aligns with Connected Libraries' strategic goals. With an initial investment of \$10,000, the program allows Connected Libraries to test community demand and operational feasibility before considering expansion. Given the success of similar programs in other councils, this initiative has the potential to become a valuable and well-utilised service for the community.

CL04/2025 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

Background

The Organisational Risk report provides 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.

Discussion

Occupational Health and Safety (Library Plan reference 4.6)

Incident Report Summary - 2024

This report provides a detailed summary of incidents that occurred across all library branches throughout 2024. The report confirms 193 incidents were recorded during the 12-month period. This number is relatively low considering the number of branches and visits to libraries in Casey.

Bunjil Place Library had the highest number of incidents - 71 incidents for the 12-month period. This was as expected given the size and volume of activity at Bunjil Place Library compared with our other locations.

Cranbourne, Doveton, Endeavour Hills, and Hampton Park Libraries reported similar levels of incidents to each other despite varying visitation rates. Doveton had a higher percentage of incidents compared to overall visits registered at that branch. There was no direct correlation between higher visitation periods with high incident rates.

The primary concern for all branches was 'Inappropriate Patron Behaviour', which consistently appeared as the top risk. There were 41 'Inappropriate Patron Behaviour' Incidents across our branches over 12 months. Inappropriate patron behaviour includes:

- Disruptive actions (eg. loud talking, causing disturbances)
- Verbal abuse (eg. insulting or threatening language)
- Inappropriate use of library resources (eg. misusing computers or damaging materials)
- Violation of the code of conduct (eg. not adhering to expected behaviour guidelines).

Additionally, incidents involving 'inappropriate patron-to-patron behaviour', 'inappropriate patron behaviour with a carer', and 'inappropriate patron behaviour without a carer' were also registered. When we tally all types of inappropriate patron behaviour, there were a total of 70 incidents across all branches. This was the most prominent occupational health and safety risk across the Connected Libraries in 2024.

In response, Connected Libraries is implementing a new training initiative called 'Enhancing Skills in De-escalation & Safety'. This training aims to equip library staff with essential skills for managing challenging interactions, promoting conflict management, and ensuring personal safety. The training will focus on practical strategies for de-escalating tense situations and maintaining a secure environment in libraries. The training is mandatory for all staff, with workshops set to begin in March 2025.

Additionally, we continue to work with Victoria Police and the City of Casey to address our staff safety concerns. These collaborations have provided us with valuable insights into the limited resources available to law enforcement and their capacity to support our branches and helped us better understand the prevalence of such issues within our community.

Another significant proportion of incidents reported were First Aid Patron Minor incidents, typically involving minor injuries such as cuts or abrasions requiring a band-aid. While these are important to track, many of these incidents ideally should be documented in the First Aid Register rather than as formal incidents. This distinction has been discussed with Health and Safety Representatives (HSRs), and a new

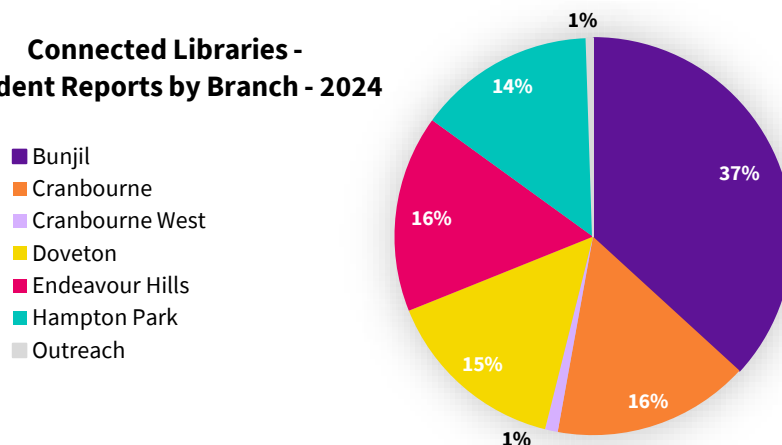
reporting procedure will be implemented to streamline this process. We anticipate that this change will significantly reduce the number of minor first aid reports in 2025.

Another recurring incident type was 'Children Unattended'. There were 18 incidents reported throughout the year. However, the true number may be higher, particularly at Hampton Park Library, where the issue is more frequent due to the library's proximity to schools and the lack of affordable after-school care options in the area. While not all of these incidents have been formally reported, it's clear that Hampton Park faces a unique challenge in this regard. This issue, however, is not limited to Hampton Park, as it occurs across all branches, albeit to varying degrees. In 2025, we plan to address this by improving incident reporting and gaining a clearer understanding of the level of risk posed by unattended children in our libraries.

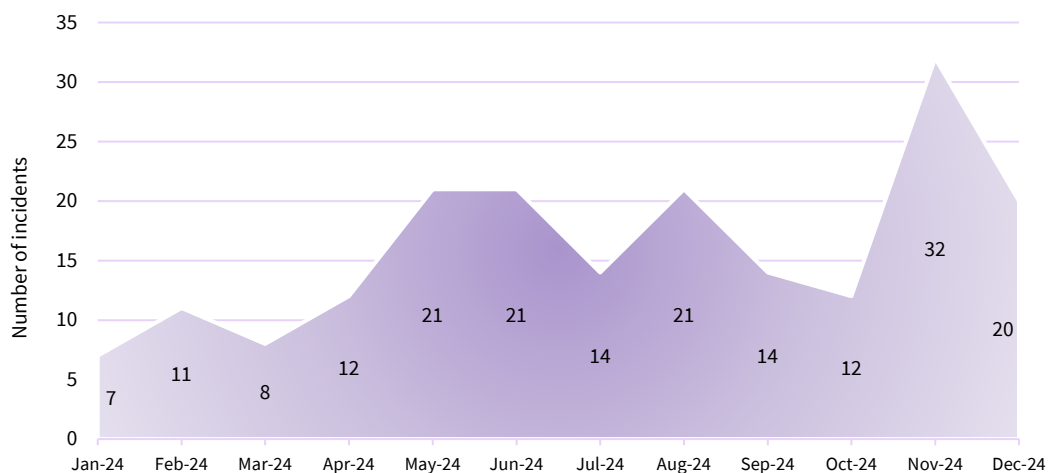
In conclusion, the data from 2024 demonstrates a manageable level of incidents across our branches, considering the high volume of visitors and the number of branches in operation. However, 'Inappropriate Patron Behaviour' remains our highest occupational health and safety risk, and we are actively working to address this through training and partnerships. Additionally, 'Children Unattended' will also be a focus in 2025 as we seek to better understand its prevalence and impact on library safety.

We will continue monitoring these incidents closely, with a focus on improving reporting and developing more effective safety measures in the year ahead.

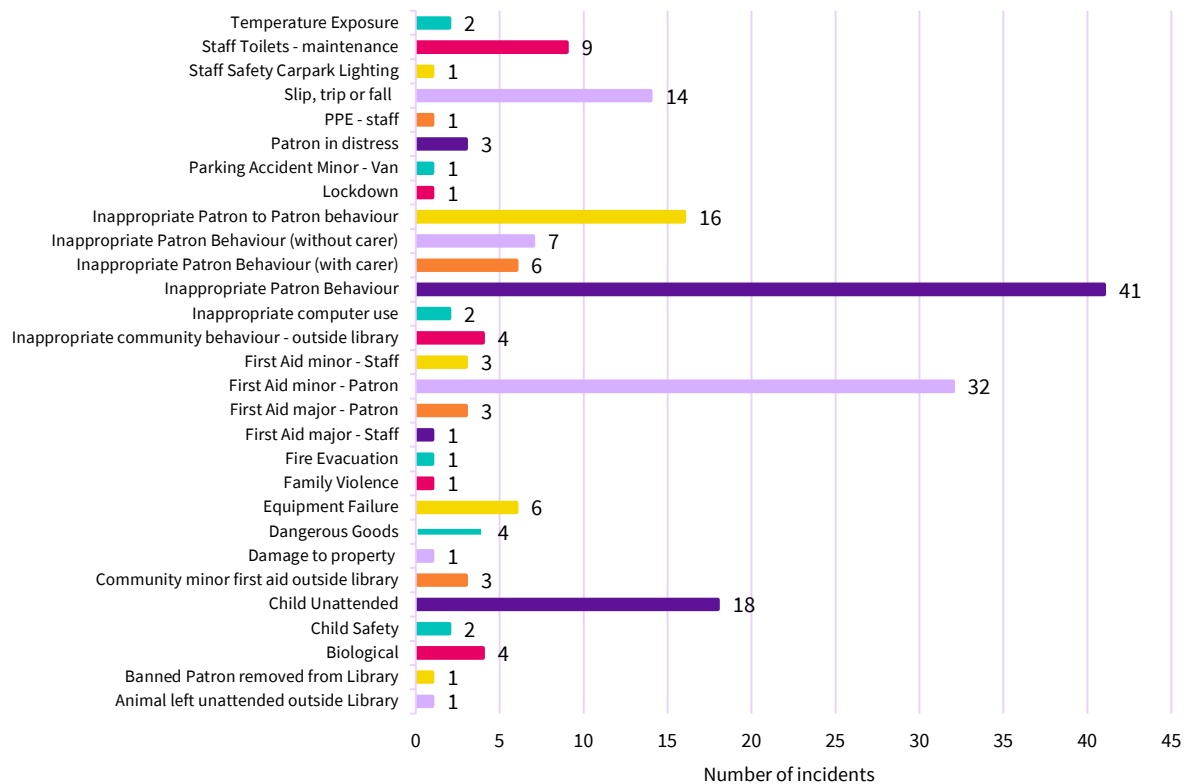
**Connected Libraries -
Incident Reports by Branch - 2024**



Connected Libraries - Incident Reports by Month - 2024



Connected Libraries - Incident Reports by Type - 2024



Risk Management (Library Plan reference 4.6)

Quarterly Risk Management Plan review

The operational, strategic, and psychosocial risks have been reviewed in the Risk Management Plan as attached, there were no changes from November 2024. The top risks remain the same and have been presented below for February 2025.

Top Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Data Security Breach or Cyber Attack
	8	Unattended children in the library
	8	Staff assaulted in library or on outreach visits
2	6	Staff mental health
	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
	8	Decline in funding from Council or State Government for Library Services
2	7	Changes to government policy
	7	Global warming - climate change
	7	Loss of reputation/ brand
3	6	Increase in Workcover Premiums
	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	Workload Management
3	6	Organisational Culture
	6	Balance

Gender Equality (Library Plan reference 4.6)

Connected Libraries hosted Dr. Niki Vincent, Gender Equality Commissioner, for a discussion with our Executive and Senior Leaders about our new obligations under the Gender Equality Act. It was a great opportunity for us to gain a better understanding of how we can promote gender equality in the community and our workplace. A 'community of practice' is currently being formed with other regional libraries, to enable us to share experiences, discuss challenges and learn from each other as we navigate these obligations.



Conclusion

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

RECOMMENDATIONS

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

CONNECTED LIBRARIES

Ignite your imagination

Risk Management Plan

26 February 2025

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 Consequences Descriptors

Rating	Description	Financial Impact	Staff/Public Health and Safety	Business Interruptions	Reputation and image	Corporate Objectives
5	Catastrophic	Discontinuation of programs	Multiple fatalities and/ or Permanent Injury and/or Disability	Systems unavailable (> 10 days)	Adverse and extended media coverage	Prosecution
		Major Budget variation		Prolonged disruption to the service	Community outcry	Fines
		Not covered by insurance			Government response	Litigation
						Failure of core business
4	Major	Revenue shortfall	Death	Critical systems unavailable (< less than 7 days)	Adverse media coverage	Breach legislation
		Significant Budget variation	Long term illness	Short term disruption (< 7 days) to the service	Community angst	Litigation
		Suspension of programs	Multiple serious injuries		Informal Government response	Impact on person, building or community
		Insurance issues	Health impact on community			
3	Moderate	Notable budget variation	Injury	Public dissatisfaction	Adverse media coverage	Breach of legislation
		Revenue decrease	Hospitalisation	Systems unavailable for 1 day	Non-Government attention	Investigation/report
		Insurance issues	Numerous days lost (>10 days)			Possible prosecution/fine
			Health impact on community			
2	Minor	Revenue shortfall	Minor injury	Systems unavailable for several hours	Adverse local media coverage	Legal issues
			Medical treatment	Inconvenience		Technical breaches
			Days lost (>5 days)			
1	Insignificant	Minimal financial loss	None	Systems unavailable for less than 1 hour	Localised impact only	Resolved by internal actions
			Minor personal injury			Day to day management
			First aid			
			No days lost			

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 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 either physically or emotionally	3	4	7	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	4	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	3	3	6

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 Government 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
Sharp Decline in loans resulting in declining library usage	GMCE	Loans are one of the key usage and relevance indicators for CL. Usage of both physical and digital collections is monitored and reported monthly, incorporated into Board Operational reports, and annually through the Annual Report and the PLV Annual Statistical survey.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Ensure digital offering of collections is appealing and well-used Ensure library services offer a range of attractive programs to compliment lending collections and promote usage.	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
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	4	2	6
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
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 a 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
Workload Management	GMOD GMCE	<p>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.</p> <p>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.</p>	<p>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.</p> <p>Excessive workload is on the main reasons employees are negative about their jobs and their employers.</p>	4	4	8	<p>Leadership keep abreast of team workloads and requirements of role. Leadership supports staff to succeed</p> <p>Strong succession planning and training of more junior staff</p>	3	4	7
Organisational Culture	GMOD GMCE	<p>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.</p>	<p>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.</p>	5	4	8	<p>Strong executive leadership</p> <p>Skilled leadership team</p> <p>Policies and procedures</p> <p>Value driven culture</p> <p>EAP - Converge</p> <p>Consultative Committee</p> <p>Health and Wellbeing committee</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
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
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>	1	4	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
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	<p>Succession Planning and offer career opportunities.</p> <p>Strong Training Platform.</p> <p>Individual Staff Workplan and Training Plan aligned with Organisational Training Plan.</p> <p>Opportunity to take on backfill and higher duties.</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
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 protected, 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
Involvement and Influence	GMOD GMCE	<p>Employees are included in discussions about how their work is done and how important decisions are made.</p> <p>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.</p>	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	<p>Consultative Committee</p> <p>OHS Committee</p> <p>Health & Wellbeing Committee</p> <p>Child Safe Committee</p> <p>Ask the CEO Opportunity</p> <p>Live with CEO</p> <p>Return from WFH Model to 60/40 Hybrid to get office re-engagement</p> <p>Leadership WorkShops.</p>	1	2	3

CL05/2025 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.

Financial Year - 2024-2025

Measure	Target 2024/25	Quarter 1 (Jul – Sep)	Quarter 2 (Oct– Dec)	Quarter 3 (Jan– Mar)	2024-2025 YTD	2023-2024 YTD
Engagement						
*only Jan						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	156,297	34,349	33,534	9,888	77,771	75,714
Net Promoter Score (Community Survey)	65	64	-	-	64	65
Memberships*	98,000	95,010	96,308	97,704	97,704	86,358
Visits						
Visits – physical	829,000	206,640	186,438	50,155	443,233	418,645
Visits – virtual	829,000	216,070	191,487	71,442	478,999	469,241
Total visits	1,658,000	422,710	377,925	121,597	922,232	887,886
Program and events attendance	63,500	20,494	16,299	2,080	38,873	22,394
Collection						
Loans – physical	1,293,000	347,981	291,297	105,735	745,013	728,895
Loans – digital	739,000	249,125	267,054	98,840	615,019	458,895
Loans (total physical and digital)	1,971,270	597,106	558,351	204,575	1,360,032	1,187,790
Physical quality of library collection (age of collection - less than 5 years)	75.0%	70.0%	70.0%	-	69.9%	69.4%

*Membership on last day of the quarter

**Note: Quarter 3 for 2024/25 only includes one month (January) to date.

Our performance, seven months into 2024-2025 is looking positive and as expected, with most measures tracking between 50 and 62 percent of 2024-2025 targets. Digital loans are tracking the strongest against targets, with 83 percent currently achieved to January 2025.

Library Usage (Library Plan reference 4.3)

Community usage across our libraries continues to be strong. Traditionally as the year comes to end, user activity slows as community members finish school and work for the year and prepare for the December festive season. There was an increase in visits in January. Important to note that during this period Bunjil Place Library was closed to community for several weeks (between 30 December 2024 until 12 January 2025) while it underwent maintenance on the stairs. Cranbourne and Endeavour Hills visits in January, exceeded that of their visits in both November and December.

Physical visits in November and December were up on previous years, 10 and 6.4 percent respectively. January was down 5.7 percent on last year. Besides Cranbourne Library, branches year to date physical visits are up on last years.

VISITS	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD*	% Variance YTD
Cranbourne West - Lounge	2,385	1,867	1,319	1,313	12,712	586	2069.28%
Cranbourne	12,888	10,395	8,621	11,950	80,373	83,801	-4.09%
Doveton	5,470	4,219	3,547	4,077	31,354	25,691	22.04%
Endeavour Hills	7,987	6,982	6,081	7,268	49,336	49,025	0.63%
Hampton Park	9,301	8,511	6,165	7,118	57,343	54,525	5.17%
Bunjil Place	42,577	29,816	18,307	18,429	212,115	205,017	3.46%
Regional Total	80,608	61,790	44,040	50,155	443,233	418,645	5.87%
Virtual Visits	68,524	63,366	59,597	71,442	478,999	469,241	2.08%
TOTAL	149,132	125,156	103,637	121,597	922,232	887,886	3.87%

CONNECTED LIBRARIES BOARD MEETING
Wednesday 26 February 2025

*Note – Cranbourne West – Lounge opened to community in January 2024, YTD stats are not comparable from 2024-2025 and 2023-2024.

Virtual visits continue to perform nicely, increasing 19 percent in January from December. The last time virtual visits exceeded 71,000 was in August 2024. Growth was across all platforms – website, enterprise and the CL App.

VIRTUAL VISITS	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Website	36,789	34,668	32,503	38,146	257,070	251,738	2.12%
Enterprise	12,086	10,784	10,596	13,026	86,378	93,468	-7.59%
CL App	19,649	17,914	16,498	20,270	135,551	124,035	9.28%
TOTAL	68,524	63,366	59,597	71,442	478,999	469,241	2.08%

Memberships continue to grow month on month – 97,704 at the end of January 2025, a small increase 0.57 percent from December 2024. Connected Libraries membership has increased by more than 6,500 members since the beginning of the financial year (91,155 as at 30 June 2024). Membership data includes the removal of inactive memberships as part of regular database maintenance.

Physical loans are steady, following a similar trend as physical visits, dropping in December but then jumping significantly by 26 percent in January. All branches experienced strong growth, Bunjil Place Library despite being closed until Monday 13 January, still experienced a 3 percent increase from December.

The locker locations Cranbourne West, Manna Gum and Orana usage remains stable with all three locations seeing more usage. Orana Lockers experienced its highest performing month since being operational in February 2024, with almost 115 loans in January.

eLoans continue to be popular, reaching a new high of 98,840 in January. This is up on the previous highest performance in November of 90,527. We have now registered eLoans over 90,000 twice in the past three months.

LOANS	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD*	% Variance YTD *
Regional Support	1,566	1,563	1,470	1,547	10,816	9,429	14.71%
Cranbourne West - Lounge	2,825	2,081	1,865	2,473	17,989	251	7066.93%
Cranbourne	31,052	27,338	23,814	34,636	213,606	220,027	-2.92%
Doveton	2,544	2,514	2,260	3,159	19,917	18,939	5.16%
Endeavour Hills	12,899	11,851	10,262	14,997	90,824	94,351	-3.74%
Hampton Park	11,051	9,943	8,090	11,631	74,015	71,652	3.30%
Bunjil Place	46,391	42,451	35,278	36,508	312,737	314,184	-0.46%
Cranbourne West Locker	398	451	368	343	2,599	40	6397.50%
Manna Gum Locker	268	315	217	328	1,998	19	10415.79%
Orana Locker	65	55	52	113	512	3	16966.67%
Locker Total	731	821	637	784	745,013	728,895	2.21%
Regional Total	109,059	98,562	83,676	105,735	745,013	728,895	2.21%
eLoans	87,071	90,527	89,456	98,840	615,019	458,895	34.02%
TOTAL	196,130	189,089	173,132	204,575	1,360,032	1,187,790	14.50%

*Note – Cranbourne West – Lounge opened to community in January 2024, Lockers at Cranbourne West, Manna Gum and Orana were operational from February 2024. YTD stats are not comparable from 2024-2025 and 2023-2024.

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines, Kanopy and Press Reader.

Promotional material with ‘QR codes’ and our EDM in late December promoting ‘Free Audio books’ with a Connected Libraries membership have had a positive impact on community awareness and increased usage.


CONNECTED LIBRARIES BOARD MEETING
Wednesday 26 February 2025

CONNECTED LIBRARIES

Prefer to listen to your book whilst walking or in the car?

Try Libby or Borrowbox. They're like Audible for libraries.

No subscription cost, FREE with your library card.



Scan the QR code to get started


Borrow Box

CONNECTED LIBRARIES

Craving more news?

Read The Age, Financial Review, Herald Sun and more online.

No subscription cost, FREE with your library card.



Scan the QR code to get started

FINANCIAL REVIEW **THE AGE**


CONNECTED LIBRARIES

Prefer to read your book on an e-reader or iPad?

Need larger or dyslexic font?

Read e-books with Libby or Borrowbox.

FREE with your library card.



Scan the QR code to get started

Borrow Box


CONNECTED LIBRARIES

Want more to watch?

Give Kanopy a try... It's like Netflix for libraries.

Stream movies and TV Shows for FREE with your library card.

No subscription costs.



Scan the QR code to get started

kanopy

The much-anticipated Onyx Storm by Rebecca Yarros (book 3 in The Empyrean series) was released as an eTitle on 21 January 2025. Before it was released, CL purchased one copy/one user (we keep forever) and 100 concurrent use copies. The week before release, we had around 160 holds, and Collections Team purchased another 100 concurrent use copies. To date (18 February 2025), there have been 270 loans. Fourth Wing (book 1) and Iron Flame (book 2) have also been very successful items in our eCollection with over 700 loans.

Electronic Resources	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Age Library Edition	1,028	873	938	916	7,087	5,239	35.27%
Bolinda eAudiobooks	7,265	6,931	7,238	7,654	50,530	46,257	9.24%
Bolinda eBooks	4,469	4,291	4,285	4,721	32,011	29,786	7.47%
Choice	560	445	278	403	2,704	1,701	58.97%
Comic Plus	64	29	115	210	773	-	-
Kanopy	1,245	948	1,058	1,404	8,196	5,860	39.86%
Libby eAudiobooks	3,503	3,404	3,399	4,038	23,952	15,729	52.28%
Libby eBooks	1,809	1,968	1,999	2,267	13,899	9,488	46.49%
Libby eMagazines	2,972	2,913	2,933	3,079	20,401	23,344	-12.61%
Press Reader	63,934	68,438	67,076	73,867	453,663	319,534	41.98%
Storybox Library	88	47	43	43	479	539	-11.13%
Tumblebooks	134	240	94	238	1,324	1,418	-6.63%
TOTAL	87,071	90,527	89,456	98,840	615,019	458,895	34.02%

Public internet PC bookings and Wi-Fi usage are steady and on trend with visits and loans, dropping in December, and then increasing back up for the start of 2025.

City of Casey updated their Wi-Fi provisioning services for Bunjil Place, the data results supplied monthly since May 2024 are a total for the precinct and not solely the library. An average figure has been used.

INTERNET	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	48	54	25	24	247	11	2145.45%
Cranbourne	993	849	894	1,086	6,679	6,672	0.10%
Doveton	602	480	433	532	3,729	3,327	12.08%
Endeavour Hills	570	540	461	575	3,881	3,799	2.16%
Hampton Park	864	800	648	950	6,060	5,692	6.47%
Bunjil Place	1,307	1,241	1,109	935	8,675	10,378	-16.41%
TOTAL	4,384	3,964	3,570	4,102	29,271	29,879	-2.03%

WI-FI	Oct-24	Nov-24	Dec-24	Jan-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	224	179	137	140	1,316	72	1727.78%
Cranbourne	2,069	1,639	1,216	1,566	11,816	12,019	-1.69%
Doveton	655	554	485	501	4,008	4,181	-4.14%
Endeavour Hills	1,224	1,044	889	974	7,497	6,493	15.46%
Hampton Park	1,165	1,053	750	764	6,673	6,349	5.10%
Bunjil Place	4,455	2,492	1,387	1,841	17,190	16,721	2.80%
TOTAL	9,792	6,961	4,864	5,786	48,500	45,835	5.81%

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)
Oct 2024	87,726	27,249	0.92%
Nov 2024	87,266	22,556	1.94%
Dec 2024	86,881	39,381	1.54%
Jan 2024	86,480	39,298	1.25%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Oct 2024	844	333	2.37%
Nov 2024	844	343	2.61%
Dec 2024	842	409	2.61%
Jan 2024	841	436	2.28%

Social Media

	Oct 2024	Nov2024	Dec 2024	Jan 2025
Facebook	Followers: 9,327 Reach: 7,622	Followers: 9,346 Reach: 20,838	Followers: 9,345 Reach: 11,484	Followers: 9,343 Reach: 14,433
Instagram	Followers: 2,123 Reach: 1,335	Followers: 2,143 Reach: 4,017	Followers: 2,154 Reach: 2,090	Followers: 3,624 Reach: 3,696

Programs and Events

Regular programs and events stopped for the December/January period with a school holiday program running. It offered activities at our libraries and on the road' including: NGV Kids on Tour Workshops, games, STEAM activities like LEGO, Sphero, paper planes and playdough making. There were entertainers who captivated audiences including the popular Charlie Sillypants, Carp Productions (Treasure Hunt Island) and Paul Jamieson: The Music Man.

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.

Target Audience	Nov 2024 – Attendance	Nov 2024 - Sessions	Dec 2024 – Attendance	Dec 2024 - Sessions	Jan 20245 - Attendance	Jan 2025 - Sessions
Early childhood	3,409	126	1,174	41	487	14
Children	2,125	83	573	25	972	32
Young Adult	168	11	56	5	38	4
Adults	766	115	271	52	190	48
Seniors	11	9	5	5	1	2
All ages (not specific)	206	9	551	8	392	18
TOTAL	6,685	353	2,630	136	2,080	118

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

Program Outcome	Nov 2024 – Attendance	Nov 2024 - Sessions	Dec 2024 – Attendance	Dec 2024 - Sessions	Jan 20245 - Attendance	Jan 2025 - Sessions
Digital inclusion	145	59	98	32	63	37
Economic and workforce development	4	1	-	0	1	1
Health and Wellbeing	509	46	231	21	1207	44
Informed and connected citizens	81	9	32	4	25	5
Literacy and lifelong learning	3,834	177	1,174	54	629	24
Personal development *	669	8	19	1	63	3
Stronger and more creative communities	1,443	53	1,076	24	92	4
TOTAL	6,685	353	2,630	136	2,080	118

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CL06/2025

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

4.7.2 Provide guidance and support to Member Council on the future development and delivery of library services

Cranbourne Community Services Hub Update:

Connected Libraries are working with Council teams to provide guidance and support in what is required to deliver a contemporary library service to meet the growing needs of the community within the proposed new facility.

Community Engagement has been rescheduled following confirmation that Community Information Services Cranbourne (CISC) have decided they will not proceed as a preferred service partner within the Hub.

A revised design will go to community consultation with an in-person session scheduled at Cranbourne Library in March.

With the exclusion of the CISC from the design there will be further discussions with the teams involved to explore opportunities before it goes to Council for consideration and next steps.

1.5.1 Deliver events and programs that support reading, writing and lifelong learning

Big Summer Read

The BIG Summer Read (BSR) is an annual reading challenge run by Public Libraries Victoria (PLV). The BSR encourages young readers 0-18 years to read and engage with their local public libraries over the summer holidays in December and January to address the 'summer slide' when kids' literacy skills can stall or slide backwards.

In total there were 965 entries in the Connected Libraries Big Summer Read competition, which means the children who participated read over 9,650 books over their summer school holidays.

The Big Summer Read Wrap Party was held at Bunjil Place Library on Saturday 15 February with over 150 attendees. There were book voucher prizes for some lucky participants and a grand prize winner who won a Nintendo Switch.

The PLV statewide prize draw was also held and a member of Connected Libraries from Hampton Park was the lucky winner of an iPad donated by CIViCa, one of the major Sponsors of the Statewide program.



1.3.1 Provide digital resources that encourage safe adoption of technology in our community

Virtual Reality

Connected Libraries' Digital Literacy, Digital Operations, Youth and Outreach teams have collaborated to deliver nine Virtual Reality programs to adults and youth. These included two drop-in sessions at Celebrate Doveton Day and Endeavour Hills Town Christmas Party.

These programs have been well received by library users and have:

- Created access to innovative technology.

- Increased confidence using technology - Virtual reality is quite intuitive and, in some ways, easier to grasp than a keyboard and computer mouse.
- Engaged community members in library programs.

With interest still growing, our teams will continue to deliver programs with this technology across our 5 branches, and at outreach events.



RECOMMENDATIONS

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

GENERAL BUSINESS

CL07/2025 CONNECTED LIBRARIES BOARD MEETING SCHEDULE AND WORKSHOP 2025

Report prepared by Beth Luppino

Purpose

To provide the Board with the agreed meeting schedule for Connected Libraries Board meetings in 2025 and begin discussions around a Board Workshop for 2025.

CL Library Plan reference – 4.1, 4.6

Background

Board meetings are generally held on the fourth Wednesday of the month commencing at 4.00pm. Meetings can be either in person or online.

At the 20 November 2024 Board meeting the Board resolved that the schedule of meeting dates and times for 2025 be agreed on and then forwarded to City of Casey and invitations sent to CL Board members.

The below dates are those agreed upon at the November Board meeting, along with key agenda items that Connected Libraries plan to present:

Date	Location	Agenda Items
Wednesday 26 February 2025	In-person	<ul style="list-style-type: none"> Facilities Development Plan (draft) Budget 2025–2026 (draft) Library Plan 2025–2029 update (draft) Risk Management Plan – Quarterly Review
Wednesday 16 April 2025 (Precedes Easter and Anzac Day)	Online	<ul style="list-style-type: none"> Strategic Resources Plan (final draft) Budget 2025–2026 (final draft) Risk Management Policy Risk Management Plan – Quarterly Review
Wednesday 25 June 2025	In person	<ul style="list-style-type: none"> Procurement Policy Library Plan 2025-2029 (adopt) Annual Action Plan 2025-2026
Wednesday 27 August 2025	Online	<ul style="list-style-type: none"> Year End Finance Report Annual Report 2024–2025 (draft) -including Financial Reports CEO's Performance Review – KPI's 2024-2025, plan 25-26 Risk Management Plan – Quarterly Review
Wednesday 22 October 2025 *	Online	<ul style="list-style-type: none"> <i>Optional meeting *</i>
Wednesday 26 November 2025	In person	<ul style="list-style-type: none"> Meeting Schedule 2026 Board Code of Conduct (draft) Risk Management Plan – Quarterly Review

* October Meeting will only proceed if deemed necessary by the Board.

Discussion

In addition to the scheduled Board meetings outlined above, Connected Libraries proposes a Strategic Workshop for the Connected Libraries Board and its Executive Team. The Strategic Workshop (2 hours) could be held preceding one of the planned Board meetings at the availability of the Board members, and focus on matters of strategic significance and forward planning.

Connected Libraries proposes that the Board have a discussion around the timing of Strategic Workshop and Board member availability.

RECOMMENDATIONS

- 1. That the Connected Libraries Board Meeting Schedule and Workshop 2025 Report be noted.**

IN CAMERA

CL08/2025 LIBRARY FACILITIES UPDATE

Report prepared by Koula Kalaitzoglou

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CL09/2025 BENEFICIAL ENTERPRISE UPDATE

Report prepared by Beth Luppino

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NEXT MEETING

Wednesday 16 April – 4.00pm – Online Teams Meeting