

# **CONNECTED LIBRARIES**

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**Ignite your imagination**

## **AGENDA**

**Board Meeting**

**Wednesday 16 April 2025**

**4.00pm**

**Bunjil Place Library**

1. **Present**
2. **Apologies**
3. **Acknowledgement of the Traditional Owners**
4. **Declaration of Conflicts of Interest**
5. **Confirmation of the Minutes of the Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) Board Meeting held on Wednesday 26 February 2025.**

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## STRATEGIES/PLANS

### CL10/2025 LIBRARY PLAN 2025-2029

***Report prepared by Beth Luppino***

#### **Purpose**

To provide the Board with the updated draft Library Plan 2025-2029 for consideration and, if thought fit, adoption ahead of the new financial year 2025-2026.

*CL Library Plan reference – 4.6, 4.7*

#### **Background**

The current Library Plan 2021-2025 is in its final year and on track for completion by 30 June 2025. Connected Libraries is required to have a strategic plan under the Local Government Act 1989, reported to the Minister for Local Government on an annual basis, as well as a requirement under the current Regional Library Agreement. Connected Libraries will transition to a company limited by guarantee by the 1 July 2025, and operate in accordance with the Connected Libraries Ltd Constitution, drafted and approved by Casey in 2024.

The CL Executive have led an extensive review and planning process over the past seven months to draft a new strategic plan, with support from Consultants from Mosaic Lab. We consulted widely with community, library staff, Council teams and other stakeholders to ensure the Plan reflects an inclusive vision for our service over the next four years.

#### **Discussion**

Rapid changes in technology, economy, politics and society mean that public libraries play a crucial role in supporting community and promoting equality. We do this by fostering literacy and learning, offering free access to information, and contributing to positive socio-economic outcomes throughout the community.

The City of Casey is forecast to grow significantly in the next 20 years. By 2046, the population is set to grow by close to 40 percent. Our community is young, with nearly 30 percent of residents under 19, a median age of 34, and 57 percent of households with children. Casey's diverse population speaks over 140 languages from 150 cultural groups and includes many recent arrivals. This young and diverse population are key library users, indicating a significant increase in demand for library resources over the next four years.

#### **Strategic Outcomes**

Since the last draft Library plan was presented to the Board, the 'Strategic Areas' previously identified are now 'Strategic Outcomes'. This shift to identifying 'outcomes' will enable the Board and Connected Libraries team to keep identified goals front and centre in the work that we do.

Key objectives, core priorities and success measures are described for each of the Strategic Outcomes.

In brief, the four outcomes described in the attached Library Plan are:

##### **Strategic Outcome 1 - Discovery and Learning**

We empower our community by providing diverse, equitable access to trusted information, knowledge, and technology. We inspire creativity, foster a love of reading and provide opportunities to build a wide range of literacies.

Our collections reflect the evolving needs and diversity of our community offering a foundation for growth, curiosity and lifelong learning.

##### **Strategic Outcome 2 - Stronger Connections**

We strengthen the health and wellbeing of our community by creating opportunities for connection and inspiration through a diverse range of programs and activities.

We address social isolation by actively engaging with our community and provide inclusive spaces where people come together to connect, learn and thrive.

By partnering with others, we extend our reach and bring greater diversity to our offering.

#### Strategic Outcome 3 - Dynamic Spaces

We design and maintain adaptable service models that reflect the needs of our community, both physically and digitally. Our spaces foster connection, creativity, learning, and collaboration while ensuring accessibility and inclusion. Our outreach services extend beyond the fixed library branches enabling us to meet people where they are.

#### Strategic Outcome 4 - Outstanding People and Performance

Our workforce mirrors the diversity of our community and fosters continuous learning and professional development to meet evolving needs. Our culture is vibrant and inspiring, where passion and creativity is valued and encouraged.

We are guided by strong governance and compliance frameworks to support sustainable growth and operational excellence. Through benchmarking against industry standards, evaluating programs, and focusing on developing local skills, we ensure our services remain relevant and impactful. This approach positions us to meet current demands while preparing for the future.

#### **Annual Action Plan**

From January to March the Connected Libraries team has developed a suite of actions for Year 1 of the Library Plan. In line with Strategic Outcomes, several actions have been developed for each core priority area. Key Performance Indicators are also outlined, with annual targets identified. See Report [CL13/2025](#) for more detail on the Year 1 Annual Action Plan.

#### **Conclusion**

Our new Library Plan 2025-2029 outlines the areas of strategic focus and desired outcomes for the coming four years. Connected Libraries will explore emerging technologies, promote digital access, and continue to foster a love of reading. Our goal during the life of the plan is to empower our community to explore, learn and grow. We will continue to promote harmony and diversity and will be a trusted place where people connect and learn.

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#### **RECOMMENDATIONS**

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- 1. That the Board adopts the CL Library Plan 2025-2029.**
- 2. That CL forward a copy of the adopted Library Plan 2025-2029 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.**

# Library Plan

## 2025-29



**DRAFT**  
April 2025

**CONNECTED  
LIBRARIES**



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# Acknowledgements

## Acknowledgement of Country

Connected Libraries acknowledges the Bunurong, Boonwurrung, and Wurunjeri People of the Kulin Nation as the Traditional Owners of the land on which we work and serve. We pay our respects to their Elders, past and present, and we recognise their deep cultural, spiritual, and historical connection to this land. We are committed to walking alongside Aboriginal and Torres Strait Islander communities in the spirit of respect, self-determination, and collaboration, honouring their ongoing contributions to the region's identity and heritage.

As part of our Reconciliation Action Plan (RAP), we are dedicated to continuing our work in partnership with Aboriginal and Torres Strait Islander communities, ensuring that our actions align with the values of respect, equity, and empowerment.

## Commitment to Diversity, Gender Equality and Inclusion

Connected Libraries is dedicated to creating a space that values and reflects the diversity of our community and our team. We are a welcoming and accessible place for all, recognising that representation matters and that every person should feel included, respected, and valued.

We work to ensure that gender, culture, ability, age, and background are celebrated as part of our collective strength and we are committed to gender equality in the provision of library services and programs for the Casey communities. By fostering connections and championing diversity, we enrich our community.





# Foreword

Connected Libraries is a large public library service in Victoria's south-eastern growth corridor. Funded by the City of Casey and the Victorian State Government, we support a rapidly growing and diverse community. We are a trusted community resource recognised for building connections and empowering people to achieve their potential.

As we plan for the future, Connected Libraries remains committed to connecting, learning, and building an inclusive community. We recognise the challenges ahead: limited resources, a fast-growing and diverse population, and finding a balance between daily service demands, while investing resources in growth and renewal. Our library staff are essential in achieving success, as we adapt and grow with our community, challenging concepts of what a library can be.

Over the next four years, we will build on this strength by embracing opportunities to increase accessibility and community connection. We'll pursue new funding, deepen partnerships with local groups, and expand outreach to ensure all community members, especially those facing barriers, can join our programs. We will also focus on creating spaces that celebrate our community, supporting social interaction and reducing loneliness.

Our library plan aligns with the UN Sustainable Development Goals, the IFLA Strategy and the ALIA Standards. Inspired by innovation and imagination, we will explore new technologies, digital access, and creative programs to make our services welcoming and accessible to everyone. Our goal is to empower both staff and community members to explore, learn, and grow. Connected Libraries will continue to be a trusted place where people come together, share new ideas, and champion lifelong learning for all.



**Chair:**  
**Penny Holloway**

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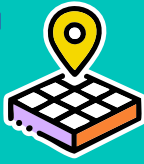
**CEO:**  
**Beth Luppino**

A handwritten signature in white ink on a teal background.



# Our Community

## Area



Land size =  
**409.2**  
square kilometres

## Population

Population  
**392,110**  
(Regional Population Growth, Australia – 3218.0 ABS, Revised Mar 2024).

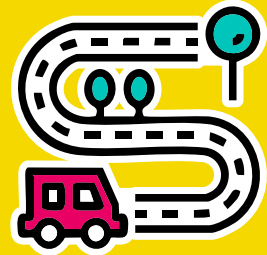
Our population is **estimated to exceed**

**593,496**  
by 2041.



## Transportation

**66.7%**  
of working residents  
**travel outside of**  
**Casey to work**



## Library Membership

**A quarter** of  
City Casey  
residents  
are library  
members



## Families



**63.8%**  
of people aged 25  
to 54 years were in  
couples with children.

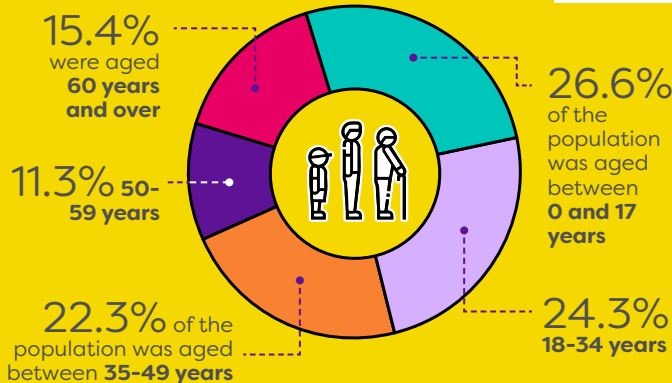
## Carers

**12%**  
of Casey residents

provide care to a person  
living with a disability,  
health condition or due to  
old age.



## Age



## Place of Birth

Casey is one of the most culturally diverse LGAs in Australia. More than **two thirds** of residents have at least one parent born overseas.

In 2021,

**42.1%**

of Casey people were **born overseas**.



## Visits

Average of  
**30,000**  
**visits** each week  
to our libraries  
and digital  
branch.



## Languages

In Casey **41.8%** of  
people used a **language**  
**other than English at home** in 2021.

Key languages include Punjabi, Sinhalese, Hazaraghi, Mandarin, Persian/Dari, Hindi, Tamil, Filipino/Tagalog, Malayalam and Arabic



Casey has the **second largest** Aboriginal and Torres Strait Islander people in Greater Melbourne (approximately 2,845 Aboriginal and Torres Strait Islander people call Casey home).

In 2021, **40.9%**  
of children aged 0  
to 4 years in the City  
of Casey **spoke a**  
**language other than**  
**English at home**.

# Connected Libraries

## Vision

Inspiring spaces where everyone is free to discover possibilities.

## Mission

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

## Values and Guiding Behaviours

### Connection

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

### Creativity

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

### Enrichment

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

### Humour

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

### Kindness

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

### Teamwork

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

## Our 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.



## Our Principles

- We build strong relationships, with our communities, our partners and our teams.
- We create welcoming spaces and experiences that bring people together.
- We embrace and celebrate diversity.
- We commit to gender equality designing services that empower and include everyone.
- We champion innovation and creative solutions.



# Plan on a Page

## Vision

Inspiring spaces where everyone is free to discover possibilities.

## Mission

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



## Purpose

Empowering and connecting people by providing resources, digital services and programs to meet the information, recreational, educational, business, economic and cultural needs of the diverse communities of our region.





# STRATEGIC OUTCOMES

## STRATEGIC OUTCOME 1

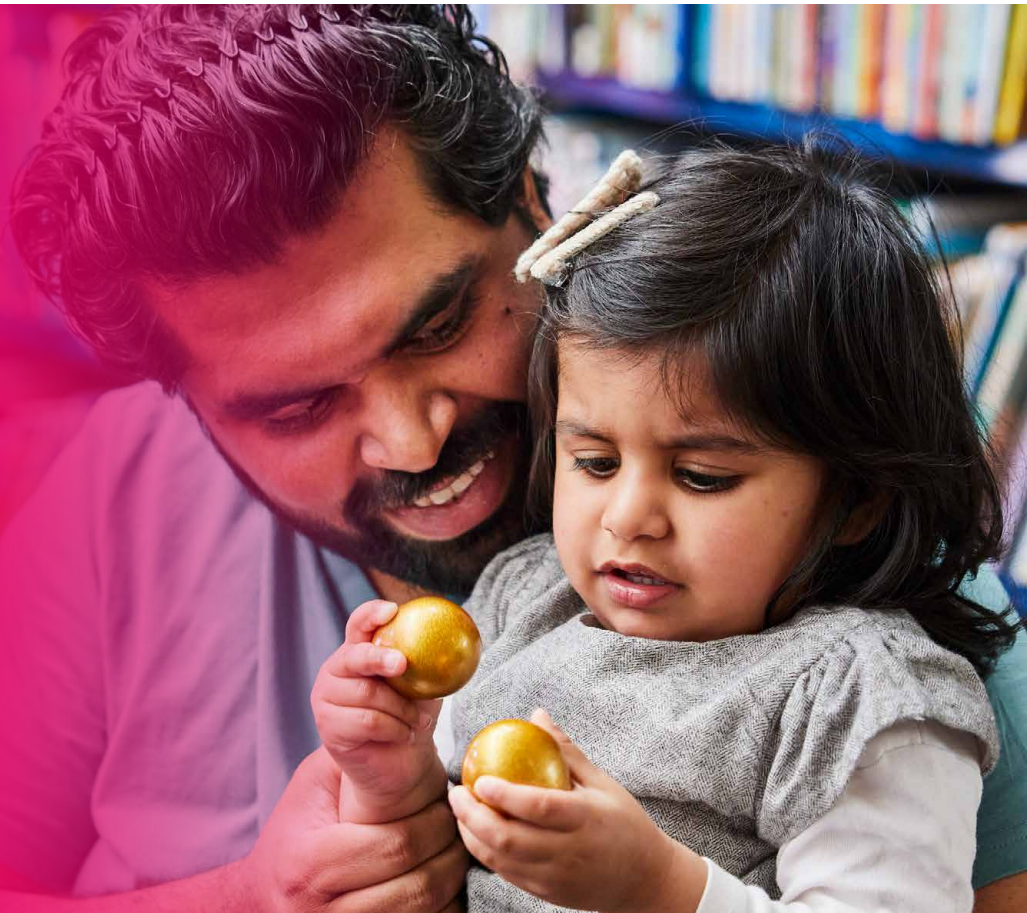
# Discovery and Learning

We empower our community by providing diverse, equitable access to trusted information, knowledge, and technology. We inspire creativity, foster a love of reading and provide opportunities to build a wide range of literacies.

Our collections reflect the evolving needs and diversity of our community offering a foundation for growth, curiosity, and lifelong learning.

“

I love the variety of ways in which I can utilise the library, from audio books, movies and TV to books, to a space to study or meet with friends to a quiet space to read or where you can charge your devices.







## Key objectives:

### **Provide diverse and inclusive resources:**

Ensure our physical and digital collections reflect the rich local history, diversity, and current needs of our community, supporting equitable access to accurate information and knowledge.

### **Develop digital and technology skills:**

Deliver programs and resources to encourage responsible and effective use of existing and emerging technologies.

**Foster a love of reading:** Provide easy access to reading material (for information and recreation) to promote a love of reading and support the development of literacy.

## Core priorities:

- Expand our collections in response to community demand, and principles of sustainability.
- Provide essential technology, internet access and digital literacy support to offer opportunities to explore and benefit from emerging technologies.
- Provide tools and technologies that foster literacy, learning and a love of reading for children, young people and adults.
- Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.
- Develop our community language collections to reflect the cultural diversity of our region.

## Success looks like:

- Staff are skilled in exploring and delivering technology programs.
- Increased use of physical and online library collections.
- Increased community confidence in the use of technology.
- Increased participation in reader development programs.
- Increased library membership.

## STRATEGIC OUTCOME 2

# Stronger Connections

We strengthen the health and wellbeing of our community by creating opportunities for connection and inspiration through a diverse range of programs and activities.

We address social isolation by actively engaging with our community and provide inclusive spaces where people come together to connect, learn and thrive.

By partnering with others, we extend our reach and bring greater diversity to our offering.

“

**It is a nice space to come and study/work. Being around people helps me feel a bit more connected even if I don't interact with anyone.**







## Key objectives:

### **Create opportunities for connection:**

Design and deliver programs and events where people are valued and included whilst providing shared experiences for learning, creativity, and relationship-building.

**Enhance health and wellbeing:** Deliver programs and services that promote health and wellbeing outcomes.

**Develop partnerships that amplify our impact and bridge gaps to essential information:** Collaborate with external groups, offering shared resources and support to empower diverse community groups and expand our reach.

**Connect community to topical information:** Engage external subject matter experts - bridge gaps in access to essential services, such as healthcare, employment, legal aid, and social services.

## Core priorities:

- Collaborate with Council, health, employment, legal and social services to address informational needs across the community.
- Review the impact and reach of our services.
- Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.
- Raise awareness and advocate for key community challenges and needs.
- Partner with external organisations to deliver workshops and programs to support community education.
- Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.
- Expand our services to underserved areas, aged care facilities and community groups.

## Success looks like:

- Healthy and well-informed communities.
- Community involvement in shaping our services.
- Meaningful partnerships that deliver results.
- Vibrant, activated spaces.
- Relationships with community in underserved areas.
- Increased library membership.

# Dynamic Spaces

We design and maintain adaptable service models that reflect the needs of our community, both physically and digitally. Our spaces foster connection, creativity, learning, and collaboration while ensuring accessibility and inclusion. Our outreach services extend beyond the fixed library branches enabling us to meet people where they are.

“

Library staff are by and large, amazing - helpful, welcoming, knowledgeable. I love the atmosphere in libraries - it's cosy, like walking into a hug.





## Key objectives:

### **Create dynamic spaces:**

Provide flexible library spaces to support lifelong learning, creative activities, social connection and innovation.

### **Enhance digital library environment:**

Create a gateway to a vibrant digital learning environment.

### **Prioritise accessibility of our spaces:**

Enhance inclusivity and ease of access across all spaces and platforms.

**Expand our reach:** Deliver services in new locations, such as community hubs, new housing estates and retail precincts to meet people where they are.

## Core priorities:

- Create adaptable spaces that meet the needs of local community priorities.
- Expand service delivery points to enhance convenience and access.
- Design digital and physical spaces that go beyond current accessibility standards, providing inclusive and user-friendly environments for everyone.
- Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability.
- Ensure the library website and online platforms provide seamless access to collections and services.

## Success looks like:

- Increased usage of physical spaces, online platforms, and outreach services.
- Positive community feedback on accessibility, inclusiveness, and customer experience.
- Increase participation and attendance rates at community events and programs.
- Increased service for growing suburbs in the region.
- Contemporary library service points that meet community needs.



## STRATEGIC OUTCOME 4

# Outstanding People and Performance

Our workforce mirrors the diversity of our community and fosters continuous learning and professional development to meet evolving needs. Our culture is vibrant and inspiring, where passion and creativity is valued and encouraged.

We are guided by strong governance and compliance frameworks to support sustainable growth and operational excellence. Through benchmarking against industry standards, evaluating programs, and focusing on developing local skills, we ensure our services remain relevant and impactful. This approach positions us to meet current demands while preparing for the future.

“

I love how welcoming the staff are to me and my therapy dog. The staff have created a safe, warm, friendly environment that we love to visit.







## Key objectives:

**Continuous learning and development:** Implement regular professional development and learning opportunities for our team to meet evolving service needs.

**Employer of choice:** Employ, retain, and support a workforce that reflects the diverse backgrounds and experiences of our community.

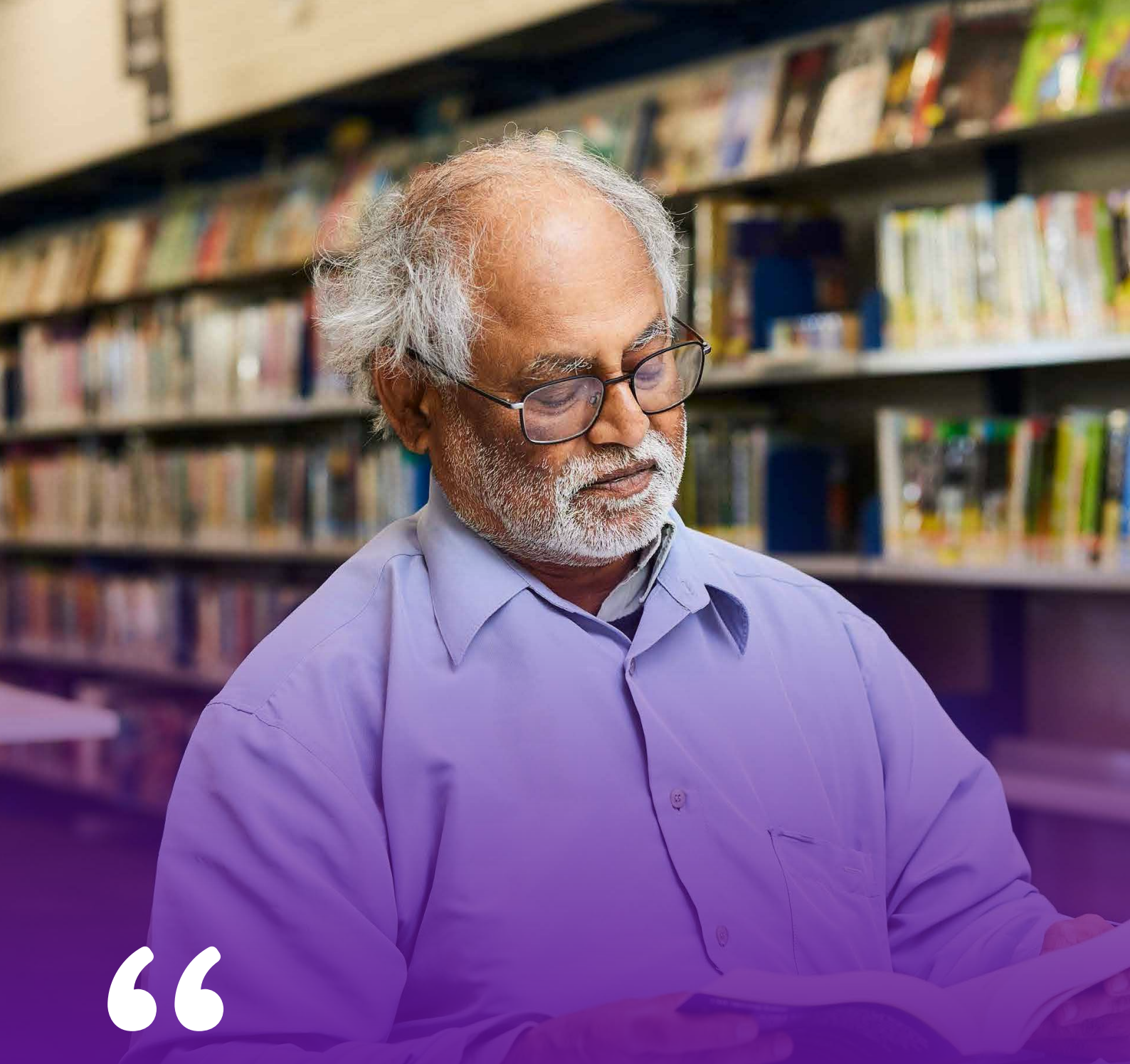
**Operational Excellence excellence:** Deliver strong governance, regulatory and compliance practices and benchmark our services against industry standards to continuously improve our performance.

## Core priorities:

- Build an adaptable workforce to meet the changing needs of service delivery.
- Foster diversity in our staff and volunteers.
- Prioritise staff health, wellbeing and workplace safety.
- Work with sector partners to deliver statewide library initiatives.
- Implement updated and emerging governance, regulatory and compliance standards.

## Success looks like:

- Confident and capable workforce.
- Growth in staff diversity, ensuring a rich and varied mix of perspective, skills and experiences.
- Positive staff culture and high staff retention rates.
- Meeting governance, regulatory and compliance standards.
- Community values our services.
- Achievement of annual goals and performance targets.



**Libraries are very important for new arrivals to Australia. It is very useful to be able to go to a physical location and get information about other services as necessary and read books and magazines in your mother tongue.**

# The UN Sustainable Development Goals (SDGs)

Connected Libraries 2025-2029 Library Plan aligns with the following UN Sustainable Development Goals (SDGs):

**SDG 1: No Poverty** – By providing free access to information, programs, and technology, we offer community members, especially those with limited resources, valuable opportunities to improve their lives through learning and skill development.

**SDG 3: Good Health and Well-being** – By creating inclusive spaces and programs that reduce social isolation and support well-being, we promote both physical and mental health within our community and teams.

**SDG 4: Quality Education** – Through diverse learning opportunities and digital literacy programs, including responsible AI use, we support lifelong learning and educational access for all ages.

**SDG 5: Gender Equality** – Offering safe, welcoming spaces and programs tailored to varied community needs, the library advances gender equity and inclusive access.

**SDG 8: Decent Work and Economic Growth** – we support economic growth by enhancing job readiness through digital literacy and skills training programs, thereby helping community members gain and sustain employment.

**SDG 9: Industry, Innovation, and Infrastructure** – The library's commitment to integrating creative spaces, as well as expanding digital platforms and technological resources, ensures that community members have access to innovative resources that foster learning and skill building in a rapidly evolving digital landscape.

**SDG 10: Reduced Inequalities** – By focusing on underserved groups and extending services to diverse community spaces, we work to make learning, resources, and social connection accessible to all.

**SDG 11: Sustainable Cities and Communities** – Through partnerships with local organisations and subject matter experts, expansion of service points, and commitment to diversity, we strengthen the social infrastructure essential for sustainable community development.

**SDG 16: Peace, Justice, and Strong Institutions** – By serving as a trusted, inclusive institution that promotes access to information and encourages civic engagement, we support transparency, equity, and informed citizenship in our community.



# References

ABS [Regional Population](#) – March 2023

ALIA [Standards and Guidelines](#) – May 2021

City of Casey – [Annual Report 2023-2024](#)

City of Casey – Our Community Challenges and Opportunities July 2024

Community Profile – [City of Casey](#)

IFLA [Strategy 2024-2029](#)

Population Forecast – [City of Casey](#)

UN [Sustainable Development Goals](#)



“

...the (library) space is used differently by different people,  
it is a fantastic and happy place.





[connectedlibraries.org.au](https://connectedlibraries.org.au)

**CONNECTED  
LIBRARIES**

**CL11/2025      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 draft budget for the 2025-2026 financial year has been prepared taking 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.

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

**Discussion**

There have been no changes to the 2025-2026 Draft Budget following previous Board meeting in February 2025.

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)
- 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

<b>Comprehensive Income Statement</b>					
<b>For the Years ending June 30</b>					
	Note	Actuals 2023-24	Budget 2024-25	Budget 2025-26	2025-26 Variance to 2024-25
<b>Revenue</b>					
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%
<b>Total Income</b>		<b>9,768,833</b>	<b>9,456,232</b>	<b>9,700,510</b>	<b>2.6%</b>
<b>Expenditure</b>					
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%
<b>Total Expenditure</b>		<b>9,095,150</b>	<b>9,469,569</b>	<b>9,786,100</b>	<b>3.3%</b>
Net Gain(loss) disposal of plant & Equipment		300	0	0	
<b>Total comprehensive result</b>		<b>673,983</b>	<b>(13,337)</b>	<b>(85,591)</b>	

## Revenue

- Council Contributions** – 3% increase (updated) on FY25 Contributions (including Independent Board Member remuneration and furniture renewal). Furniture renewal allocation previously sat with City of 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

### 5. Employee Costs –

- Salaries, Super, Workcover etc. have been based on the staffing levels as at 1 Jan 2025 (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 %.



**6. 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 & Stationery – 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.

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

**Capital Expenditure**

**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 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.

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### **RECOMMENDATIONS**

- 1. That the Board endorses CL Draft Budget 2025-2026.**
- 2. That CL forward the endorsed CL Budget 2025-2026 to the City of Casey for adoption.**
- 3. That CL advertise the CL Budget 2025-2026 prior to adoption.**
- 4. That the Board notes CL will adopt the CL Budget 2025-2026 after the City of Casey advise formal approval of the Budget.**

# CONNECTED LIBRARIES

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Ignite your imagination

## Budget 2025-2026

**Draft:** 16 April 2025



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## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Our Values and Guiding Behaviours

### Connection

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

### Creativity

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

### Enrichment

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

### Humour

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

### Kindness

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

### Teamwork

- When we all contribute we excel.
- We play to each other's strengths.
- We can achieve our goals together.

## 1.0 Executive Summary

The 2025–2026 Draft Budget has been developed to align with the priorities of the Library Plan 2025–2029 and is consistent with the longer-term Strategic Resource Plan (SRP). It maintains current service delivery across Connected Libraries’ six branches, Library Lockers, and Outreach Van, while supporting key initiatives that are achievable within existing budget constraints.

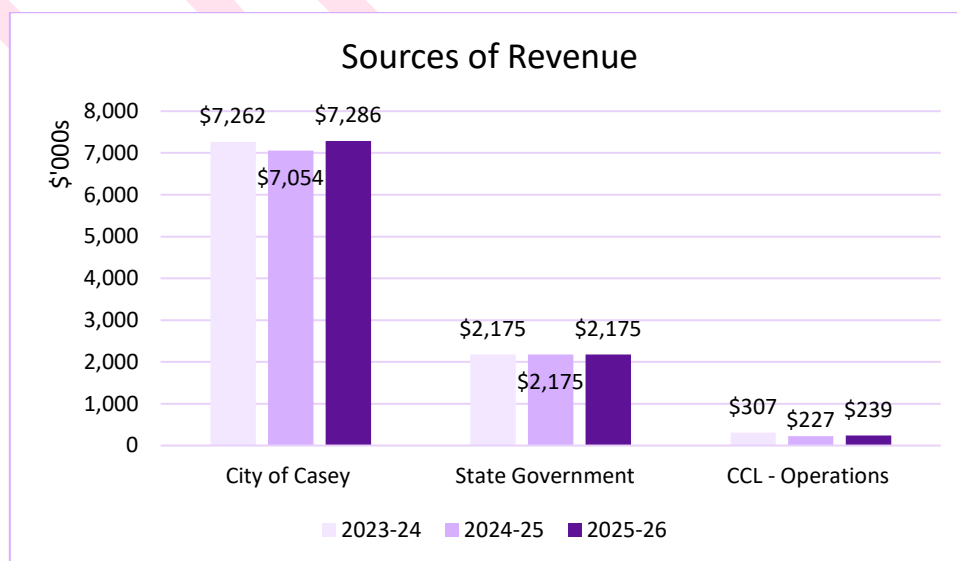
Consistent with the SRP, this Draft Budget does not include funding for new service delivery points or major capital projects. While Connected Libraries continues to explore opportunities for improved access and infrastructure—as identified in the Draft Facilities Development Plan 2023–2027 (updated February 2025)—no initiatives have yet progressed to a point where they can be reliably included in the 2025–2026 budget. Further scoping and business case development will be required before these can be considered for future funding.

Connected Libraries is primarily funded by the City of Casey and the State Government. While contributions from the State have remained steady, no indexation has been applied in the previous 2 years. This presents some financial challenges over time, but the organisation remains in a stable position and is actively managing resources to support service continuity and innovation with a base of reserves to draw on if required.

The Draft Budget has been prepared in accordance with the Local Government Act and reflects sound financial management principles, providing a clear and sustainable framework for the year ahead.

### Sources of Revenue

	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>
City of Casey	7,261,895	7,053,833	7,286,048
	74.53%	74.59%	75.11%
State Government	2,175,404	2,175,404	2,175,404
	22.33%	23.00%	22.43%
CL - Operations	306,812	226,995	239,058
	3.15%	2.40%	2.46%
<b>Total Income</b>	<b>9,744,111</b>	<b>9,456,232</b>	<b>9,700,510</b>

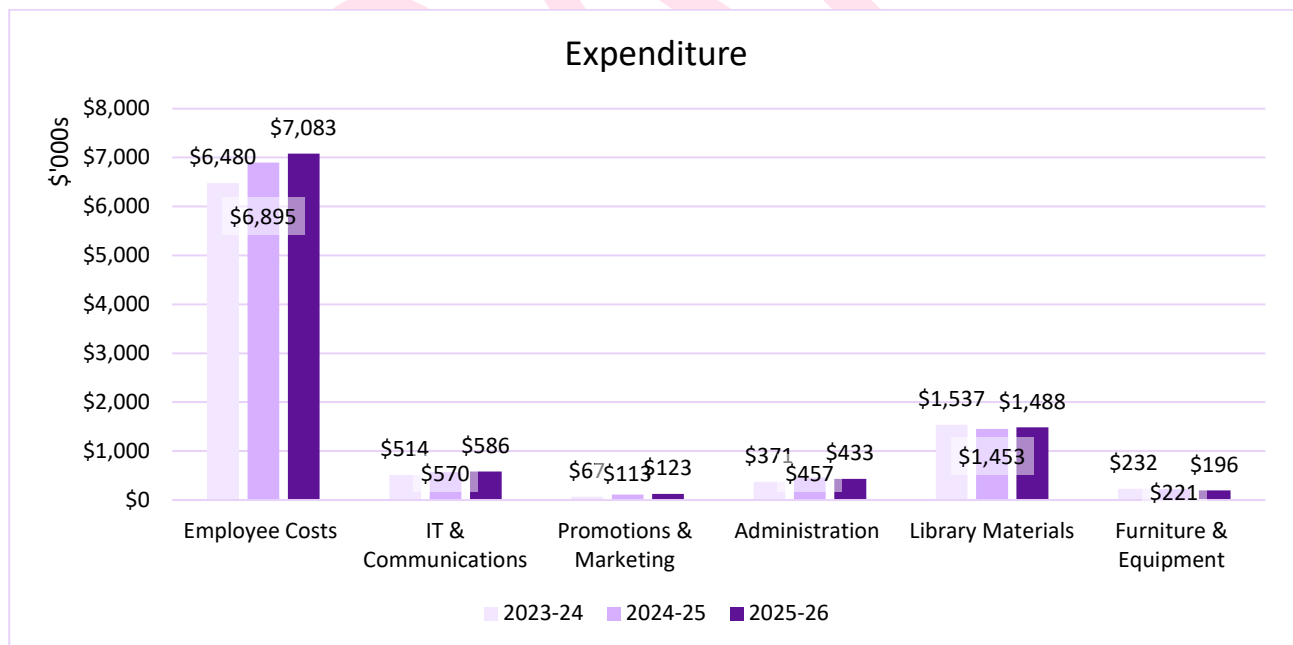




## Allocation of Resources

	Actuals 2023-24	Budget 2024-25	Budget 2025-26
Employee Costs	6,480,191	6,895,239	7,083,200
IT & Communications	513,564	570,000	586,200
Promotions & Marketing	66,935	112,900	123,200
Administration	371,478	457,309	432,700
Other Expenses	337,478	441,309	400,700
Auditor Remuneration	34,000	16,000	32,000
Library Materials	1,536,613	1,453,280	1,488,100
Library Materials - Expense	358,387	363,600	367,000
Library Materials - Capital	1,178,226	1,089,680	1,121,100
Furniture & Equipment	232,418	221,462	195,500
<b>Total Expenditure</b>	<b>9,201,199</b>	<b>9,710,190</b>	<b>9,908,900</b>

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and the budget for 2025-2026. It differs from the Expenditure figures shown in the Comprehensive Income Statement, as it excludes depreciation—which reflects the accounting treatment of past capital investment—and instead includes budgeted capital expenditure to capture planned future investment. This table is intended to give a more practical view of how resources are expected to be allocated across operations and projects over time.



## 2.0 Budgeted Financial Statements 2025–2026

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

<b>Balance Sheet</b>			
<b>As at June 30</b>			
	<b>Actuals 2024</b>	<b>Budget (Revised) 2024-25</b>	<b>Budget 2025-26</b>
<b>Assets</b>			
<b>Current Assets</b>			
Cash Asset	641,677	520,290	450,811
Financial Assets	2,500,000	2,500,000	2,500,000
Receivables	252,584	60,000	100,000
Inventories	722	722	722
<b>Total Current Assets</b>	<b>3,394,983</b>	<b>3,081,012</b>	<b>3,051,533</b>
<b>Non-Current Assets</b>			
Fixed Assets	3,774,279	4,014,900	4,137,700
Right-of-use assets	0	0	0
<b>Total Non-Current Assets</b>	<b>3,774,279</b>	<b>4,014,900</b>	<b>4,137,700</b>
<b>Total Assets</b>	<b>7,169,262</b>	<b>7,095,912</b>	<b>7,189,233</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	753,208	488,280	400,624
Lease Liabilities	0	0	0
Employee Entitlements	1,224,987	1,457,558	1,696,469
<b>Total Current Liabilities</b>	<b>1,978,195</b>	<b>1,945,838</b>	<b>2,097,093</b>
<b>Non-Current Liabilities</b>			
Employee Entitlements	120,175	92,519	120,175
Lease Liabilities	0	0	0
<b>Total Non-Current Liabilities</b>	<b>120,175</b>	<b>92,519</b>	<b>120,175</b>
<b>Total Liabilities</b>	<b>2,098,370</b>	<b>2,038,357</b>	<b>2,217,268</b>
<b>Net Assets</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>
<b>Equity</b>			
Members Contribution on Formation	1,562,887	1,562,887	1,562,887
Accumulated Surplus	3,508,005	3,494,668	3,409,078
<b>Total Equity</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>

**Statement of Change in Equity  
As at June 30**

	<b>Total</b>	<b>Accumulated Surplus (deficit)</b>	<b>Member Contribution on Formation</b>
<b>2025</b>			
Bal at the beginning of the financial year	5,070,892	3,508,005	1,562,887
Comprehensive result	(13,337)	(13,337)	
<b>Balance at end of financial year</b>	<b>5,057,555</b>	<b>3,494,668</b>	<b>1,562,887</b>
<b>2026</b>			
Bal at the beginning of the financial year	5,057,555	3,494,668	1,562,887
Comprehensive result	(85,591)	(85,591)	
<b>Balance at end of financial year</b>	<b>4,971,965</b>	<b>3,409,078</b>	<b>1,562,887</b>

**Statement of Capital Works  
For the Years ending June 30**

	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>
<b>Capital Expenditure</b>			
Library Materials	1,169,068	1,089,680	1,121,100
<i>Ongoing Collection Maintenance</i>	<i>1,081,068</i>	<i>1,089,680</i>	<i>1,121,100</i>
<i>New Branch Collection</i>	<i>88,000</i>	<i>0</i>	<i>0</i>
Motor Vehicles	75,077	60,800	0
Furniture & Equipment	342,078	160,662	195,500
<i>Ongoing Equipment Purchasing</i>	<i>146,906</i>	<i>160,662</i>	<i>195,500</i>
<i>New Branch &amp; Lockers Set-up</i>	<i>195,172</i>	<i>0</i>	<i>0</i>
<b>Total Capital Expenditure</b>	<b>1,586,223</b>	<b>1,311,142</b>	<b>1,316,600</b>

**Statement of Human Resources  
For the years ending June 30**

	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>
<b>Staff Expenditure</b>		
Employee costs - Operating	6,895,239	7,083,200
<b>Total Staff Expenditure</b>	<b>6,895,239</b>	<b>7,083,200</b>
	<b>EFT</b>	<b>EFT</b>
Staff - Equivalent Full Time	66	66
<b>Staff Employed (Average)</b>	<b>119</b>	<b>119</b>
<i>Permanent full time</i>	<i>29</i>	<i>29</i>
<i>Permanent part time</i>	<i>63</i>	<i>63</i>
<i>Casual / Fixed Term Contract</i>	<i>27</i>	<i>27</i>



Statement of Cash Flows Year ended June 30		
	Budget (Revised) 2024-25	Budget 2025-26
	\$	\$
<b>Cash Flow from Operating Activities</b>		
<b>Income from:</b>		
Council Contributions	7,053,833	7,286,048
Government Grants	2,175,404	2,175,404
Interest Income	118,000	130,000
Overdue Fines	0	0
Other Income	108,995	109,058
	<b>9,456,232</b>	<b>9,700,510</b>
<b>Payments for:</b>		
Employee Costs	6,662,668	6,844,289
Library Materials	363,600	367,000
Computer Services	570,000	586,200
Other Costs	670,209	655,900
	<b>8,266,477</b>	<b>8,453,389</b>
<b>Net Cash Inflow from Operating Activities</b>	<b>1,189,755</b>	<b>1,247,121</b>
<b>Cash Flow from Investing Activities</b>		
Proceeds from sale of Plant & Equipment	0	0
Proceeds from / (payments for) investments	0	0
Payment for Books, Furniture, Plant & Equipment	(1,311,142)	(1,316,600)
<b>Net Cash (Outflow) from Investing Activities</b>	<b>(1,311,142)</b>	<b>(1,316,600)</b>
<b>Net Increase/Decrease in Cash</b>	<b>(121,387)</b>	<b>(69,480)</b>
Cash at the beginning of the year	641,677	520,290
<b>Cash Held at End of Year</b>	<b>520,290</b>	<b>450,811</b>

### 3.0 Notes to the Budgeted Financial Statements 2025-2026

#### 1 - Council Contributions

Council Contribution per Capita		
	Budget 2024-25	Budget 2025-26
Population*	429,383	444,654
Councils Contribution	7,053,833	7,286,048
Average Contrib. per Capita	\$16.43	\$16.39
2020 Victorian RLCs Average Contribution per capita**		\$32.23

\*Forecast population estimate source <https://forecast.id.com.au>

\*\*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

#### 2 - State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2025. The state funding is primarily calculated on population and in FY2024 there was a 0% increase in the amount received. For the 2025-2026 Budget, it is assumed that 0% increase on State Government Funding will be received.

Recurrent State Funding per Capita		
	Budget 2024-25	Budget 2025-26
Population	429,383	444,654
State Funding	2,175,404	2,175,404
Average Contrib. per Capita	\$5.07	\$4.89

### 3 - Staff Resources

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

The current Enterprise Agreement expires on 23 November 2026 and all employment costs have been calculated to take into account the agreed salary increases and increase to the Super Guarantee Rate, as published by the ATO.

Not included in the 2026 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 106.5% as at December 2024 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources		
	Budget 2024-25	Budget 2025-26
Employee Costs	6,895,239	7,083,200
Total Staffing EFT	66	66
% of total expenditure	71.01%	71.48%
Population	429,383	444,654
Expenditure per capita	\$16.06	\$15.93
2020 State Average Expenditure per capita		\$25.09

### 4 - Information & Communications Technology (ICT)

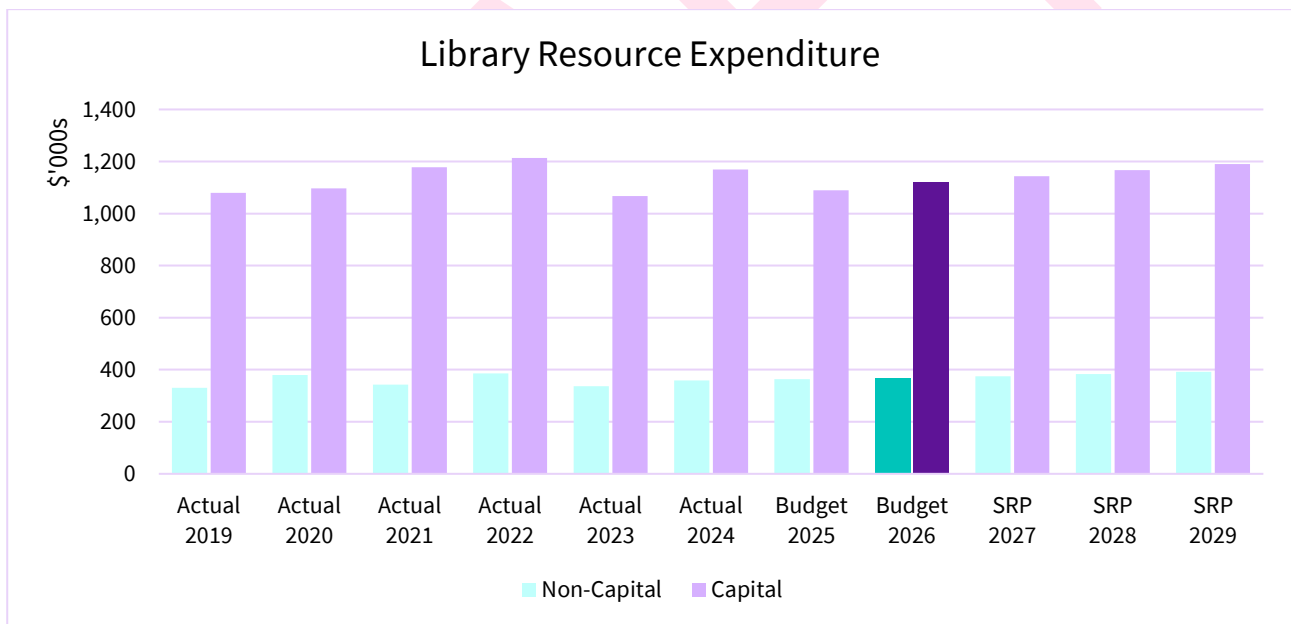
The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Draft Library Plan. Expenditure levels have been aligned with current organisational requirements and are intended to support stable, reliable, and adaptable technology services over the life of the Plan.

Information & Communications Technology (ICT)		
	Budget 2024-25	Budget 2025-26
Telecommunications	55,000	56,600
Data Communications	106,700	109,700
ILMS	50,000	51,400
Computer Software & Support	358,300	368,500
<b>Total ICT</b>	<b>570,000</b>	<b>586,200</b>
% of total expenditure	6.90%	6.93%
Population	429,383	444,654
<b>Expenditure per capita</b>	<b>\$1.33</b>	<b>\$1.32</b>

## 5 - Library Resources and Materials

CL continues to manage its collection to meet ongoing demand for physical items while supporting increased use of digital resources, including databases, eBooks, and downloadable content, in line with community use and expectations.

Library Resources		
	Budget 2024-25	Budget 2025-26
Non-Capital	363,600	367,000
Capital	1,089,680	1,121,100
<b>Total Library Resources</b>	<b>1,453,280</b>	<b>1,488,100</b>
% of total expenditure	17.58%	17.60%
Population	429,383	444,654
Expenditure per capita	\$3.38	\$3.35
2020 State Average Expenditure per Capita		\$5.78





## **4.0 Non-Financial Resources**

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

There are six service points in the City of Casey:

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

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## 5.0 Schedule of Fees and Charges: 2025-2026

1. **Replacement membership cards: \$3.85** to replace a lost card.
2. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
4. **Libraries Victoria Lost or damaged processing: \$5.50** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

6. **Photocopying and printing:**

Black & White Photocopying	Colour Photocopying	Scanning
<b>A4 20¢</b> ( <i>per single sided page</i> )	<b>A4 \$1.00</b> ( <i>per single sided page</i> )	<b>All sizes and colours Free per page</b>
<b>A3 40¢</b> ( <i>per single sided page</i> )	<b>A3 \$1.50</b> ( <i>per single sided page</i> )	

7. **Inter Library Loans:**

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

Victorian Public Libraries and other non-charging public libraries **\$5.00**

Libraries Victoria Items are free

8. **Other Charges:**

Library Bags (New member Free), Replacement Bags	<b>\$3.85</b>
Ear Buds	<b>\$2.00</b>
USB Sticks	<b>\$10.00</b>
Book clubs (per annum)	<b>\$100.00</b>

9. **Library Meeting Room Hire:**

General Rate: **\$30.00 per hour**

Community Rate: **\$15.00 per hour**

(Conditions apply – refer to the Bookings Policy)

Creative Rate: **\$15.00 per hour**

Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

10. **Local History Reproduction Fees:**

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

### Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
<b>A4 20¢</b> <i>(per single sided page)</i>	<b>A4 \$1.00</b> <i>(per single sided page)</i>	<b>Hi Resolution \$11.00</b>
<b>A3 40¢</b> <i>(per single sided page)</i>	<b>A3 \$1.50</b> <i>(per single sided page)</i>	<b>Low Resolution \$5.50</b>

Connected Libraries  
Locked Bag 2400, Cranbourne, 3977  
Telephone: 03 5990 0100  
[connectedlibraries.org.au](http://connectedlibraries.org.au)

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**CL12/2025      DRAFT STRATEGIC RESOURCE PLAN 2025-2029**

***Report prepared by Emily Ramaswamy***

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**Purpose**

To present the Board with Connected Libraries Draft Strategic Resource Plan 2025-2029 for endorsement.

*CL Library Plan reference – 4.5, 4.6*

**Background**

Connected Libraries' Strategic Resource Plan aligns with the requirements of the Library Plan under the Local Government Act 1989, Section 125, and the Regional Library Agreement. The SRP identifies the resources required to support the strategic objectives set out in the Library Plan and provides the financial foundation for their delivery over the four-year planning period.

In the transition to Connected Libraries Ltd, the Board of the new entity will be required to adopt the 2025-2029 SRP

**Discussion**

The 2025–2029 Strategic Resource Plan (SRP) provides the financial framework to support implementation of Connected Libraries' four-year Library Plan. While the Library Plan has been developed through broad consultation with the community, staff, and Board members, the SRP has been prepared internally by the Executive and Leadership Team, informed by Board decisions made during the 2024–2025 financial year.

The SRP assumes the continuation of current service levels across Connected Libraries' six branches, Library Lockers, and Outreach Van. It supports the delivery of priority actions from the Library Plan that are achievable within current financial parameters, including Member Council rate cap constraints. The SRP does not include budgeted revenue or expenditure for new service delivery points or major capital projects. While discussions with Council are underway, further planning or business case development is required before these can be incorporated into future forecasts.

The SRP assumes no increase to Public Libraries Funding Program (PLFP) contributions over the four-year period. While this has a compounding effect on long-term financial capacity, Connected Libraries remains in a stable position due to reserves accumulated in recent years. Liquidity is not an immediate concern, and the transition to the new entity may provide future opportunities to diversify revenue sources.

**Conclusion**

The 2025–2029 SRP provides a balanced and sustainable approach to resourcing the Library Plan. It maintains existing services, supports achievable priorities, and reflects responsible financial planning in a constrained funding environment. The SRP will continue to be reviewed annually to remain responsive to emerging needs and opportunities.

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**RECOMMENDATIONS**

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- 1. That the Board endorses CL Draft Strategic Resource Plan 2025–2029.**
- 2. That CL forward the endorsed CL Strategic Resource Plan 2025-2029 to the City of Casey for adoption.**
- 3. That the Board notes CL Ltd will be required to adopt the CL Strategic Resource Plan 2025-2029 after the City of Casey advise formal approval.**



# CONNECTED LIBRARIES

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Ignite your imagination

## Strategic Resource Plan 2025-2029

**Draft:** 16 April 2025

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## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Our Values and Guiding Behaviours

### Connection

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

### Creativity

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

### Enrichment

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

### Humour

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

### Kindness

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

### Teamwork

- When we all contribute we excel.
- We play to each other's strengths.
- We can achieve our goals together.

## 1.0 Executive Summary

The Strategic Resource Plan (SRP) underpins the delivery of Connected Libraries' four-year Library Plan. While the Library Plan has been widely developed in consultation with the community, staff, and Board members, the SRP provides the financial framework to support implementation of its key actions.

The SRP assumes continuation of current service delivery across Connected Libraries' six branches, Library Lockers, and Outreach Van. It supports the delivery of key actions from the Library Plan that are achievable within existing budgetary constraints and Member Council rate cap limits.

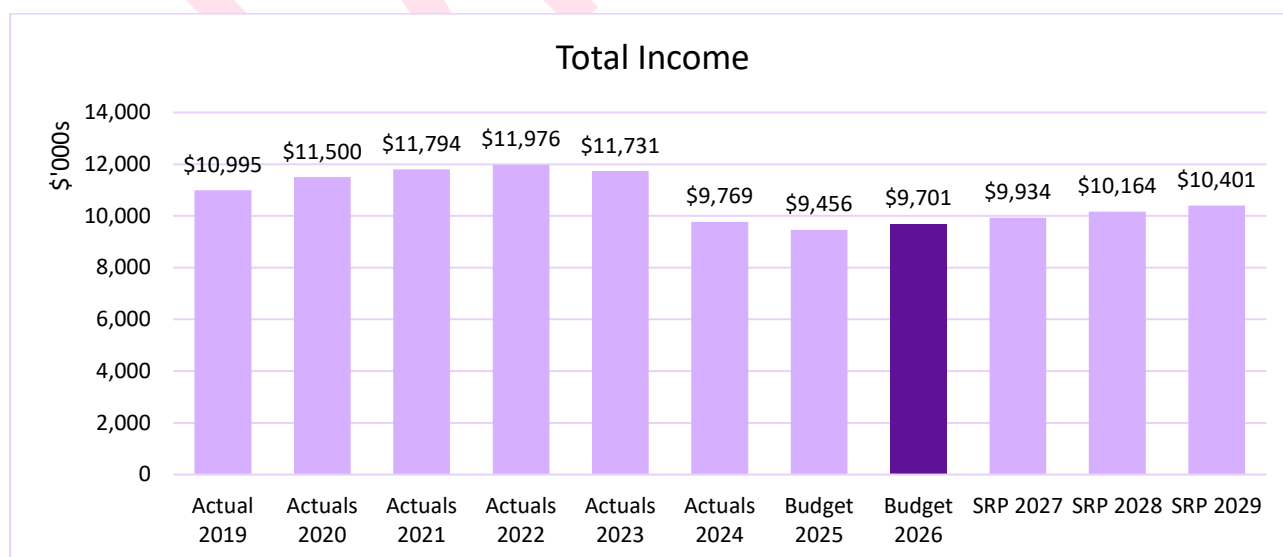
Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Draft Facilities Development Plan 2023–2027 (updated February 2025) and the Draft Library Plan 2025–2029, Connected Libraries continues to work with Council to explore options for improved library access in underserved areas. While discussions have taken place, no initiatives have progressed to the stage where they can be reliably included in the budget. Further investigation or business case development may be required before future funding can be considered.

Connected Libraries is funded by the City of Casey and the State Government. However, the continued lack of indexation or increase in State Government contributions is having a compounding impact. As costs rise and service demands grow, CL's financial capacity to maintain operations and respond to emerging needs is increasingly constrained.

The SRP's financial statements have been prepared in accordance with the Local Government Act and uphold principles of sound financial management, ensuring transparency and accountability in planning for sustainable service delivery.

### Sources of Revenue

	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
City of Casey	7,261,895	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
	74.53%	74.59%	75.11%	75.55%	76.05%	76.54%
State Government	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
	22.33%	23.00%	22.43%	21.90%	21.40%	20.91%
CL - Operations	306,812	226,995	239,058	253,792	258,992	264,291
	3.15%	2.40%	2.46%	2.55%	2.55%	2.54%
Total Income	9,744,111	9,456,232	9,700,510	9,933,825	10,164,164	10,401,356

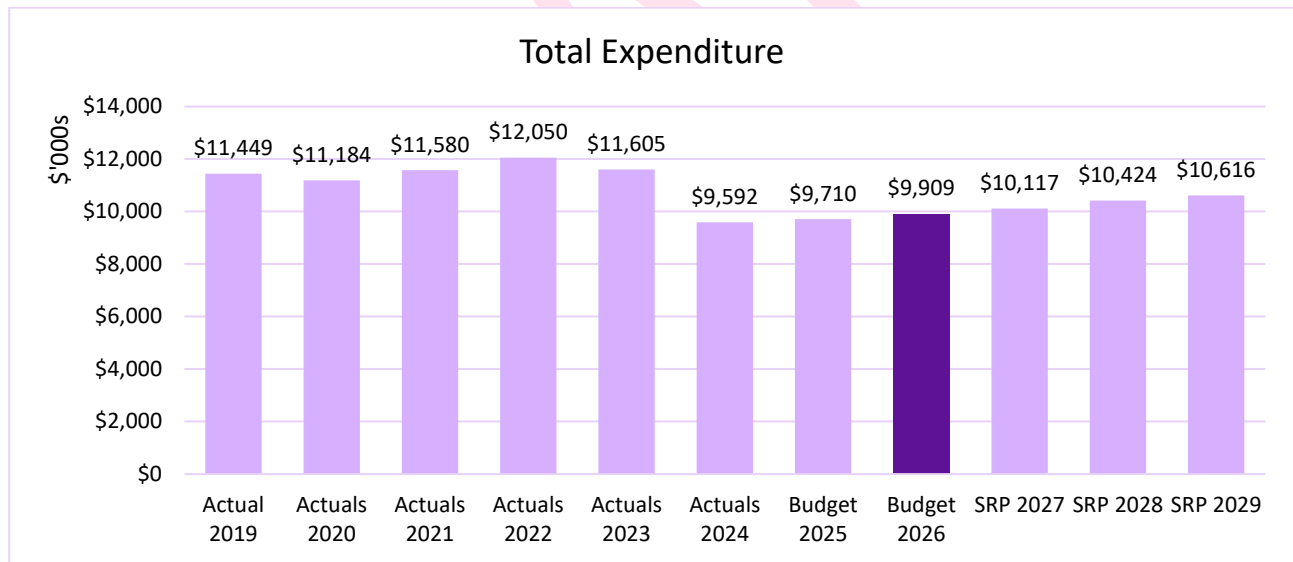




## Allocation of Resources

	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Employee Costs	6,480,191	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
IT & Communications	513,564	570,000	586,200	598,500	611,900	625,600
Promotions & Marketing	66,935	112,900	123,200	125,800	128,600	131,400
Administration	371,478	457,309	432,700	410,400	418,929	427,459
Other Expenses	337,478	441,309	400,700	377,700	385,529	393,259
Auditor Remuneration	34,000	16,000	32,000	32,700	33,400	34,200
Library Materials	1,536,613	1,453,280	1,488,100	1,518,544	1,550,164	1,582,467
Library Materials - Expense	358,387	363,600	367,000	374,800	383,300	392,000
Library Materials - Capital	1,178,226	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
Furniture & Equipment	232,418	221,462	195,500	199,600	263,700	208,000
Total Expenditure	9,201,199	9,710,190	9,908,900	10,117,444	10,423,893	10,616,326

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and forecasts for the four years covered by the Strategic Resource Plan (SRP). It differs from the Expenditure figures shown in the Comprehensive Income Statement, as it excludes depreciation—which reflects the accounting treatment of past capital investment—and instead includes budgeted capital expenditure to capture planned future investment. This table is intended to give a more practical view of how resources are expected to be allocated across operations and projects over time.



Total Cost of Library Service per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population	429,383	444,654	458,686	470,920	482,694
Cost of Library Service	9,710,190	9,908,900	10,117,444	10,423,893	10,616,326
Average Cost per Capita	\$22.61	\$22.28	\$22.06	\$22.14	\$21.99

## 2.0 Financial Statements 2025–2029

<b>Comprehensive Income Statement</b>							
<b>For the Years ending June 30</b>							
	Note	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>	<b>Forecast 2026-27</b>	<b>Forecast 2027-28</b>	<b>Forecast 2028-29</b>
<b>Revenue</b>							
Council Contributions	1	7,261,895	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
<i>Recurrent Funding</i>		6,865,572	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
<i>One-off Project Funding</i>		396,323	0	0	0	0	0
State Government Grants	2	2,177,256	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Interest on Investments	3	163,838	118,000	130,000	132,730	135,716	138,770
Other Income	4	165,844	108,995	109,058	121,062	123,276	125,521
<b>Total Income</b>		9,768,833	9,456,232	<b>9,700,510</b>	9,933,825	10,164,164	10,401,356
<b>Expenditure</b>							
Employee Costs	5	6,481,439	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
IT & Communications	6	627,668	570,000	586,200	598,500	611,900	625,600
Library Materials	7	358,387	363,600	367,000	374,800	383,300	392,000
Promotions & Marketing	8	115,672	112,900	123,200	125,800	128,600	131,400
Administration	9	422,575	457,309	432,700	410,400	418,929	427,459
Depreciation	10	1,089,409	1,070,521	1,193,800	1,277,100	1,281,400	1,306,800
<b>Total Expenditure</b>		9,095,150	9,469,569	<b>9,786,100</b>	10,051,200	10,274,729	10,524,659
Net Gain(loss) disposal of plant & Equipment		300	0	0	0	0	0
<b>Total comprehensive result</b>		673,983	(13,337)	<b>(85,591)</b>	(117,375)	(110,565)	(123,303)

## Balance Sheet

As at June 30

	<i>Actuals 2024</i>	<i>Budget (Revised) 2024-25</i>	<i>Budget 2025-26</i>	<i>Forecast 2026-27</i>	<i>Forecast 2027-28</i>	<i>Forecast 2028-29</i>
<b>Assets</b>						
<b>Current Assets</b>						
Cash Asset	641,677	520,290	450,811	412,221	303,795	246,564
Financial Assets	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	252,584	60,000	100,000	100,000	100,000	100,000
Inventories	722	722	722	722	722	722
<b>Total Current Assets</b>	<b>3,394,983</b>	<b>3,081,012</b>	<b>3,051,533</b>	<b>3,012,943</b>	<b>2,904,517</b>	<b>2,847,286</b>
<b>Non-Current Assets</b>						
Fixed Assets	3,774,279	4,014,900	4,137,700	4,203,944	4,353,108	4,444,775
Right-of-use assets	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>3,774,279</b>	<b>4,014,900</b>	<b>4,137,700</b>	<b>4,203,944</b>	<b>4,353,108</b>	<b>4,444,775</b>
<b>Total Assets</b>	<b>7,169,262</b>	<b>7,095,912</b>	<b>7,189,233</b>	<b>7,216,887</b>	<b>7,257,625</b>	<b>7,292,061</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Payables	753,208	488,280	400,624	495,395	581,975	672,745
Lease Liabilities	0	0	0	0	0	0
Employee Entitlements	1,224,987	1,457,558	1,696,469	1,743,122	1,804,131	1,867,276
<b>Total Current Liabilities</b>	<b>1,978,195</b>	<b>1,945,838</b>	<b>2,097,093</b>	<b>2,238,517</b>	<b>2,386,107</b>	<b>2,540,021</b>
<b>Non-Current Liabilities</b>						
Employee Entitlements	120,175	92,519	120,175	123,780	127,494	131,318
Lease Liabilities	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>120,175</b>	<b>92,519</b>	<b>120,175</b>	<b>123,780</b>	<b>127,494</b>	<b>131,318</b>
<b>Total Liabilities</b>	<b>2,098,370</b>	<b>2,038,357</b>	<b>2,217,268</b>	<b>2,362,297</b>	<b>2,513,600</b>	<b>2,671,339</b>
<b>Net Assets</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>	<b>4,854,590</b>	<b>4,744,025</b>	<b>4,620,722</b>
<b>Equity</b>						
Members Contribution on Formation	1,562,887	1,562,887	1,562,887	1,562,887	1,562,887	1,562,887
Accumulated Surplus	3,508,005	3,494,668	3,409,078	3,291,703	3,181,138	3,057,835
<b>Total Equity</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>	<b>4,854,590</b>	<b>4,744,025</b>	<b>4,620,722</b>

## Statement of Change in Equity

As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2025</b>			
Bal at the beginning of the financial year	5,070,892	3,508,005	1,562,887
Comprehensive result	(13,337)	(13,337)	
<b>Balance at end of financial year</b>	<b>5,057,555</b>	<b>3,494,668</b>	<b>1,562,887</b>
<b>2026</b>			
Bal at the beginning of the financial year	5,057,555	3,494,668	1,562,887
Comprehensive result	(85,591)	(85,591)	
<b>Balance at end of financial year</b>	<b>4,971,965</b>	<b>3,409,078</b>	<b>1,562,887</b>
<b>2027</b>			
Bal at the beginning of the financial year	4,971,965	3,409,078	1,562,887
Comprehensive result	(117,375)	(117,375)	
<b>Balance at end of financial year</b>	<b>4,854,590</b>	<b>3,291,703</b>	<b>1,562,887</b>
<b>2028</b>			
Bal at the beginning of the financial year	4,854,590	3,291,703	1,562,887
Comprehensive result	(110,565)	(110,565)	
<b>Balance at end of financial year</b>	<b>4,744,025</b>	<b>3,181,138</b>	<b>1,562,887</b>
<b>2029</b>			
Bal at the beginning of the financial year	4,744,025	3,181,138	1,562,887
Comprehensive result	(123,303)	(123,303)	
<b>Balance at end of financial year</b>	<b>4,620,722</b>	<b>3,057,835</b>	<b>1,562,887</b>

## Statement of Capital Works

For the Years ending June 30

	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
<b>Capital Expenditure</b>						
Library Materials	1,169,068	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
<i>Ongoing Collection Maintenance</i>	<i>1,081,068</i>	<i>1,089,680</i>	<i>1,121,100</i>	<i>1,143,744</i>	<i>1,166,864</i>	<i>1,190,467</i>
<i>New Branch Collection</i>	<i>88,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Motor Vehicles	75,077	60,800	0	0	60,000	0
Furniture & Equipment	342,078	160,662	195,500	199,600	203,700	208,000
<i>Ongoing Equipment Purchasing</i>	<i>146,906</i>	<i>160,662</i>	<i>195,500</i>	<i>199,600</i>	<i>203,700</i>	<i>208,000</i>
<i>New Branch &amp; Lockers Set-up</i>	<i>195,172</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Total Capital Expenditure</b>	<b>1,586,223</b>	<b>1,311,142</b>	<b>1,316,600</b>	<b>1,343,344</b>	<b>1,430,564</b>	<b>1,398,467</b>

## Statement of Human Resources

For the years ending June 30

	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
<b>Staff Expenditure</b>					
Employee costs - Operating	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
<b>Total Staff Expenditure</b>	<b>6,895,239</b>	<b>7,083,200</b>	<b>7,264,600</b>	<b>7,450,600</b>	<b>7,641,400</b>
	EFT	EFT	EFT	EFT	EFT
Staff - Equivalent Full Time	66	66	66	66	66
<b>Staff Employed (Average)</b>	<b>119</b>	<b>119</b>	<b>119</b>	<b>119</b>	<b>119</b>
<i>Permanent full time</i>	<i>29</i>	<i>29</i>	<i>29</i>	<i>29</i>	<i>29</i>
<i>Permanent part time</i>	<i>63</i>	<i>63</i>	<i>63</i>	<i>63</i>	<i>63</i>
<i>Casual / Fixed Term Contract</i>	<i>27</i>	<i>27</i>	<i>27</i>	<i>27</i>	<i>27</i>



## Statement of Cash Flows

Year ended June 30

	Budget (Revised) 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
	\$	\$	\$	\$	\$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
Government Grants	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Interest Income	118,000	130,000	132,730	135,716	138,770
Overdue Fines	0	0	0	0	0
Other Income	108,995	109,058	121,062	123,276	125,521
	<b>9,456,232</b>	<b>9,700,510</b>	<b>9,933,825</b>	<b>10,164,164</b>	<b>10,401,356</b>
<b>Payments for:</b>					
Employee Costs	6,662,668	6,844,289	7,019,571	7,199,297	7,383,661
Library Materials	363,600	367,000	374,800	383,300	392,000
Computer Services	570,000	586,200	598,500	611,900	625,600
Other Costs	670,209	655,900	636,200	647,529	658,859
	<b>8,266,477</b>	<b>8,453,389</b>	<b>8,629,071</b>	<b>8,842,026</b>	<b>9,060,120</b>
<b>Net Cash Inflow from Operating Activities</b>	<b>1,189,755</b>	<b>1,247,121</b>	<b>1,304,754</b>	<b>1,322,138</b>	<b>1,341,236</b>
<b>Cash Flow from Investing Activities</b>					
Proceeds from sale of Plant & Equipment	0	0	0	0	0
Proceeds from / (payments for) investments	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,311,142)	(1,316,600)	(1,343,344)	(1,430,564)	(1,398,467)
<b>Net Cash (Outflow) from Investing Activities</b>	<b>(1,311,142)</b>	<b>(1,316,600)</b>	<b>(1,343,344)</b>	<b>(1,430,564)</b>	<b>(1,398,467)</b>
<b>Net Increase/Decrease in Cash</b>	<b>(121,387)</b>	<b>(69,480)</b>	<b>(38,590)</b>	<b>(108,426)</b>	<b>(57,231)</b>
Cash at the beginning of the year	641,677	520,290	450,811	412,221	303,795
<b>Cash Held at End of Year</b>	<b>520,290</b>	<b>450,811</b>	<b>412,221</b>	<b>303,795</b>	<b>246,564</b>

## 3.0 Notes to the Strategic Resource Plan Financial Report 2025-2029

### 1 Council Contributions

Council Contribution per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population*	429,383	444,654	458,686	470,920	482,694
Councils Contribution	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
Average Contrib. per Capita	\$16.43	\$16.39	\$16.36	\$16.41	\$16.49
2020 Victorian RLCs Average Contribution per capita**					\$ 32.23

\*Forecast population estimate source <https://forecast.id.com.au>

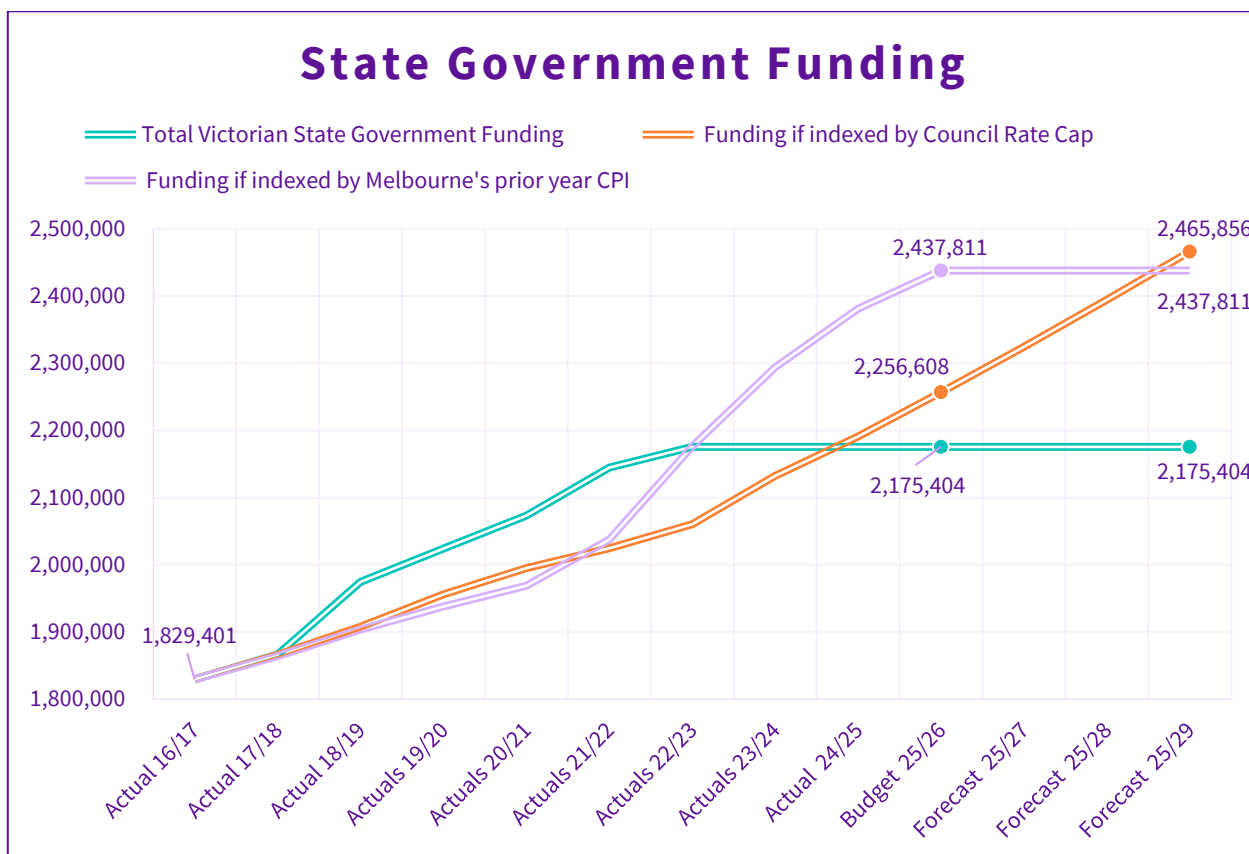
\*\*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2025. The state funding is primarily calculated on population and in FY2025 there was a 0% increase in the amount received. For the purposes of this SRP, it is assumed that 0% increase on Government Grants will be received each year.

Recurrent State Funding per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population	429,383	444,654	458,686	470,920	482,694
State Funding	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Average Contrib. per Capita	\$5.07	\$4.89	\$4.74	\$4.62	\$4.51

In November 2024, Parliament of Victoria published the findings of their Inquiry [“Local government funding and services”](#), which included the Recommendation (30) that ‘The Victorian Government should restore a shared funding agreement of 50/50 with local councils for the operation of public libraries.’



The State Government provides funding to Connected Libraries under a funding agreement that is primarily based on population, with the current agreement set to expire on June 30, 2025. In 2024–2025, there was no increase in the funding amount received, continuing a trend of flat contributions in recent years. As illustrated in the accompanying chart, if State funding had increased annually in line with either the Council Rate Cap or CPI for Melbourne, Connected Libraries would have received significantly higher contributions—highlighting a growing shortfall over time. For the purposes of this Strategic Resource Plan, a 0% annual increase in Government Grants has been assumed, reflecting the current funding pattern.

### 3 Staff Resources

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

The current Enterprise Agreement expires on 23 November 2026 and all employment costs have been calculated to take into account the agreed salary increases and increase to the Super Guarantee Rate, as published by the ATO.

Not included in the 2026 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 106.5% as at 31 December 2024 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Employee Costs	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
Total Staffing EFT	66	66	66	66	66
% of total expenditure	71.01%	71.48%	71.80%	71.48%	71.98%
Population	429,383	444,654	458,686	470,920	482,694
Expenditure per capita	\$16.06	\$15.93	\$15.84	\$15.82	\$15.83
2020 State Average Expenditure per capita					\$25.09

#### 4 Information & Communications Technology (ICT)

The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Draft Library Plan. Expenditure levels have been aligned with current organisational requirements and are intended to support stable, reliable, and adaptable technology services over the life of the Plan.

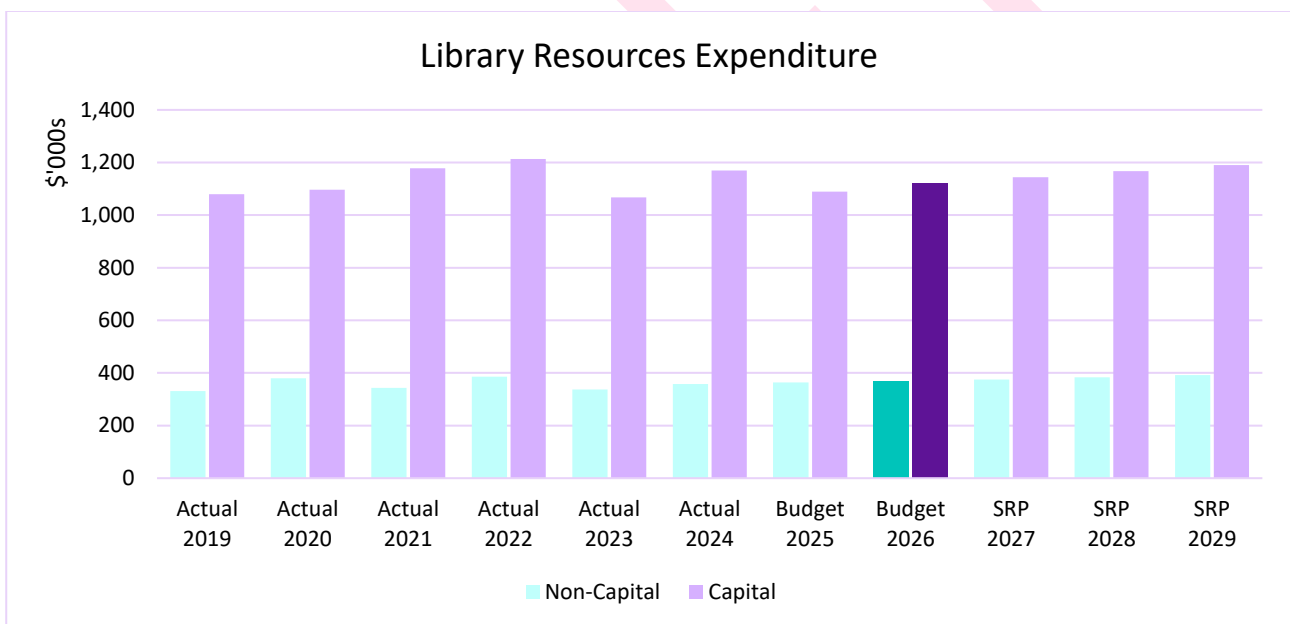
Information & Communications Technology (ICT)					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Telecommunications	55,000	56,600	57,800	59,100	60,400
Data Communications	106,700	109,700	112,000	114,500	117,100
ILMS	50,000	51,400	52,500	53,700	54,900
Computer Software & Support	358,300	368,500	376,200	384,600	393,200
<b>Total ICT</b>	<b>570,000</b>	<b>586,200</b>	<b>598,500</b>	<b>611,900</b>	<b>625,600</b>
% of total expenditure	6.90%	6.93%	6.94%	6.92%	6.90%
Population	429,383	444,654	458,686	470,920	482,694
<b>Expenditure per capita</b>	<b>\$1.33</b>	<b>\$1.32</b>	<b>\$1.30</b>	<b>\$1.30</b>	<b>\$1.30</b>



## 5 Library Resources and Materials

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

Library Resources					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Non-Capital	363,600	367,000	374,800	383,300	392,000
Capital	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
<b>Total Library Resources</b>	<b>1,453,280</b>	<b>1,488,100</b>	<b>1,518,544</b>	<b>1,550,164</b>	<b>1,582,467</b>
% of total expenditure	17.58%	17.60%	17.60%	17.53%	17.47%
Population	429,383	444,654	458,686	470,920	482,694
Expenditure per capita	\$3.38	\$3.35	\$3.31	\$3.29	\$3.28
2020 State Average Expenditure per Capita					\$5.78



## 4.0 Non-Financial Resources

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

There are six service points in the City of Casey:

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

Connected Libraries  
Locked Bag 2400, Cranbourne, 3977  
Telephone: 03 5990 0100  
[connectedlibraries.org.au](http://connectedlibraries.org.au)

**CL13/2025      DRAFT ANNUAL ACTION PLAN (YEAR 1) 2025-2026**

***Report prepared by Beth Luppino***

**Purpose**

To provide an overview of the draft Annual Action Plan and Key Performance Indicators for year one of the Draft Library Plan 2025-2029.

*CL Library Plan reference – 4.5, 4.6*

**Background**

In line with the draft Library Plan 2025-2029, an Action Plan has been prepared for 2025-2026 (Year 1). The Library Plan is the primary planning document that informs our strategic direction, and the Action Plan articulates the actions and deliverables, along with target Key Performance Indicators that bring the Plan to life.

This is the first year Action Plan derived from the new four-year Library Plan. The actions have been developed through a process of staff collaboration and informed by the following documents:

- Gender Impact Assessment
- CL Reconciliation Action Plan
- CL Library Plan Actions 2024-2025
- City of Casey DRAFT Council Plan 2025-2029

**Discussion**

The Draft Library Plan 2025-2029 has four Strategic Outcomes: Discovery and Learning, Stronger Connections, Dynamic Spaces, and Outstanding People and Performance.

Core Priorities for each desired Outcome are outlined in the strategic plan, and for each of these the library team have developed clear actions deliverable in the first year.

There is a focus on new or different activities that stretch the service beyond the ‘business as usual’ activities we deliver every day. This has resulted in a more concise Action Plan than those of previous years. The Board will be able to monitor progress against the plan efficiently, with less repetition throughout.

In the first year of the Library Plan, Connected Libraries will:

- Provide physical and digital collections that reflect the rich local history, diversity, and current needs of our community, supporting equitable access to accurate information and knowledge.
- Support community skill development in using digital technologies
- Promote a love of reading
- Build connections to enhance health and wellbeing
- Capitalise on beneficial partnerships with aligned services
- Provide flexible library spaces and services that adapt to meet the needs of our community
- Foster a high performing organisation and team

**Key Performance Indicators (KPIs)**

Proposed annual KPIs are outlined below, along with targets for 2025-2026. The Board should consider the appropriateness of the targets, which will ultimately be provided to Council in line with the CL/Council Service Level Agreement. A summary of how each Indicator is measured, and how the target is calculated has been outlined below the table.

	Measure	LGPRF Indicator*	Revised Projections 2024-25	Target 2025-26
	<b>Engagement</b>			
1	Net Promoter Score ( <i>Community Survey</i> )		65	65
2	Memberships		98,000	107,500
	<b>Visits</b>			
3	Visits – physical		785,500	861,500
4	Visits – virtual		847,000	929,000
	<b>Total visits (physical and virtual)</b>		<b>1,632,500</b>	<b>1,790,500</b>
5	Program and events attendance		74,500	81,500
	<b>Collection</b>			
6	Loans – physical/eBook/eAudio		1,537,000	1,686,000
7	Loans – digital ( <i>other digital resources</i> )		751,500	824,000
	<b>Loans (total physical/eBook/eAudio and digital)</b>		<b>2,288,500</b>	<b>2,510,000</b>
8	Physical quality of library collection ( <i>age of collection - less than 5 years</i> )		65%	65%
	<b>Cost of Delivery</b>			
9	Total cost of library service to council per capita		\$16.52	\$16.22

\*LGPRF = Local Government Performance Reporting Framework

## 1. Customer Satisfaction (Net Promoter Score) – FY2026 Target = 65

### Description

Net Promoter Score (NPS) rating measured through Connected Libraries annual customer satisfaction survey.

### Calculation

NPS question included in library customer satisfaction survey as follows: *How likely is it that you would recommend Connected Libraries to a friend or colleague?*

Data converted to a score ranging from -100 to +100. Results are defined broadly as: 0-30 good but room for improvement, 30-70 excellent, above 70 world class.

❖ Next year KPI target = 65

(Historically, CL has met or exceeded this target)

[Creating NPS surveys: How and why Net Promoter Score matters](#)

### Source

Library survey conducted through Survey Monkey. NPS data score generated automatically via this application.

## 2. Memberships (Active Users) - FY2026 Target = 107,500

### Description

The number of currently registered library members.

### Calculation

Based on the historical increases observed over the past two years.

Connected Libraries has opted to use 'historical actuals' not *percentage* as the uplift method, as this would overestimate achievable membership growth. As the total membership base grows, applying

a percentage-based increase would result in progressively larger absolute membership gains over time (a compounding effect).

- **Total increase in memberships** of existing branches across 2 years is an average of 9,732 additional members per year
- **Current Year KPI Target** (June 2025) = 98,000

❖ Next Year KPI Target (June25 KPI + Uplift = June 2026 KPI) =  $98,000 + 9,732 = 107,732$ —  
Rounded to **107,500**

*Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 500.*

#### Source

Libraries Victoria Monthly Report (SirsiDynix library management system)

### 3. Visits – Physical – FY2026 Target = 861,500

#### Description

All visits in person to all library service points.

#### Calculation

Physical Visits target is based on the historical activity observed over the past year, and projected based on the number of members expected in the FY2026.

- Membership as at 31st Jan 2025 = 95,514
- Physical Visits for the 12 months (1st Feb 2024 to 31st Jan 2025) = 765,593
- Avg Physical Visits per member = 8.02
- ❖ FY2026 Membership Target = 107,500
- ❖ Physical Visit prediction for FY2026 =  $107,500 \times 8.02 = 862,150$ . Rounded to **861,500**

*Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 500.*

#### Source

Beonic people-counters are located at all library branches at entry doors and sensors monitor movement into the spaces. If there are multiple patron entry points at a site, each entry is monitored.

### 4. Visits – Virtual – FY2026 Target = 929,000

#### Description

Visits to the Connected Libraries website, online catalogue (SirsiDynix Enterprise system) and library app.

#### Calculation

Virtual Visits target is based on the historical activity observed over the past year, and projected based on the number of members expected in the FY2026.

- Membership as at 31st Jan 2025 = 95,514
- Virtual Visits for the 12 months (1st Feb 2024 to 31st Jan 2025) = 825,708
- Avg Physical Visits per member = 8.64
- ❖ FY2026 Membership Target = 107,500
- ❖ Virtual Visits prediction for FY2026 =  $107,500 \times 8.64 = 928,800$ . Rounded to **929,000**

*Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 500.*

#### Source

Virtual Visits are measured from two data sources. Google analytics provides data on the number of visits to our Connected Libraries website [www.connectedlibraries.org.au](http://www.connectedlibraries.org.au) and Libraries Victoria Monthly Report (SirsiDynix library management system) provides the data on the online catalogue and library app.

Solus provides a dashboard of data related to the library app.



## 5. **Program Attendance - FY2026 Target = 78,000**

### **Description**

The number of attendees at library programs, in branches and as part of outreach activities.

### **Calculation**

- Membership as at 31st Jan 2025 = 95,514
- Program Attendance for the 12 months (1st Feb 2024 to 31st Jan 2025) = 72,854
- Avg Program Attendance per Member = 0.76
  - ❖ Top Tier projection (if there no limits on capacity) 81,500 (0.76x 107,500)
  - ❖ Estimated Program attendance for FY2025 74,500
  - ❖ Target is the average between the above projections = 78,000 (Avg 74,500 & 81,500)

Note: While projections for membership and physical visits are based on historical trends, it is important to note that 'program attendance' is subject to additional limitations. Unlike visits or memberships, the number of program attendees we can accommodate is directly influenced by branch capacity and available staffing levels. These operational constraints mean that even if community demand increases, there is a ceiling on the number of participants we can realistically support. As such, projections for program attendance reflect these limitations rather than purely historical growth patterns. 'Top tier' projection is only based on increased membership and visitation projections with no capacity limitation.

### **Source**

CL programs team register attendees, along with number and type of programs in SharePoint form. Data is reported to Casey monthly via Head of Libraries, and to the Board at bimonthly meetings.

## 6. **Loans – physical – FY2026 Target = 1,686,000**

### **Description**

The number of loans of physical collection items, and the number of loans of eBook, eAudiobook and eMagazine titles currently owned by Connected Libraries.

### **Calculation**

- Membership at 31st Jan 2025 = 95,514
- Physical Loans total for 12 months (1 Feb 2024 to 31 Jan 2025) = 1,498,704
  - Physical Loans = 1,270,896
  - eBooks and eAudio = 227,808
- Avg Physical loans per member = 15.7 (1,498,704 / 95,514)
  - Average Physical Loans per member = 13.3 (1,270,896/95,514)
  - Average eBooks and eAudio per member = 2.4 (227,808/95,514)
- ❖ FY2026 Membership Target = 107,500
- ❖ Physical Loan prediction for FY2026 = 107,500 x 15.7 = 1,687,750. Rounded to **1,686,000**

*Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 500.*

### **Source**

Libraries Victoria Monthly Reports (SirsiDynix library management system) provides data on physical items; Bolinda and Overdrive data (for eTitles) is available via Dashboards on their respective platforms.

## 7. **Loans – Digital – FY2026 Target = 824,000**

### **Description**

The number of loans/access/usage of other digital resources.

### **Calculation**

- Membership at 31st Jan 2025 = 95,514
- Digital Loans for 12 months (1 Feb 2024 to 31 Jan 2025) = 732,464
- Avg Physical loans per member = 7.67 (732,464/ 95,514)

- ❖ FY2026 Membership Target = 107,500
  - ❖ Digital Loan prediction for FY2026 =  $107,500 \times 7.66 = 823,450$ . Rounded to **824,000**
- Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 500.*

#### Source

Digital resources usage data is available via Dashboards on their respective platforms. Data is aggregated by the CL Digital team.

Resources include the Age, Choice, Comics Plus, Kanopy, Press reader, Storybox Library, Tumblebooks.

### 8. Recently purchased library collection - FY 2026 Target = 65%

#### Description

The percentage of the library collection that has been purchased in the last 5 years.

#### Calculation

Numerator is the number of library collection items purchased in the last 5 years. Denominator is the number of library collection items. The result is multiplied by 100.

#### Source

Libraries Victoria Monthly reports (SirsiDynix library management system), plus Borrow Box, Overdrive e-resource titles-held figures.

Note: Libraries Victoria Jan 2025 data (excluding Borrow Box and Overdrive) indicated recently purchased physical collections of 66.2%. ALIA guidelines recommend 60% target on collection age for physical collection, or 65% for an 'enhanced' collection. See link below.

<https://read.alia.org.au/apla-alia-standards-and-guidelines-australian-public-libraries-may-2021>

### 9. Cost of Service to Council – FY 2026 target = \$16.22 per capita

#### Description

Represents Council's investment in library services. This is an LGPRF indicator.

#### Calculation

The cost of service (to Council) per capita has been calculated using the budgeted financial contribution from the City of Casey for FY2026. From this amount, depreciation is excluded, and planned capital expenditure on library materials is added to reflect the full scope of service delivery costs. This adjusted total is then divided by the forecast population for FY2026, providing a per capita figure that illustrates the level of Council's investment in library services per resident.

#### Source

CL Draft Budget for FY2026.

Forecast Id website: [Home | City of Casey | Population forecast](#)

#### Conclusion

The Annual Action Plan brings to life our purpose to inspire curiosity, foster community engagement, and offer trusted access to information. Key Performance Indicators provide a reportable framework for measuring success, alongside the completion of the actions.

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#### RECOMMENDATIONS

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1. That the Board notes the draft Annual Action Plan (Year 1) 2025-2026 including key performance indicator targets.
2. That Connected Libraries key performance indicator targets are forwarded to Council Officers for inclusion in relevant Service Level Agreements.

**STRATEGIC OUTCOME 1: Discovery and Learning**

**Key Objectives:**

**Provide diverse and inclusive resources:** Ensure our physical and digital collections reflect the rich local history, diversity, and current needs of our community, supporting equitable access to accurate information and knowledge.

**Develop digital and technology skills:** Deliver programs and resources to encourage responsible and effective use of existing and emerging technologies.

**Foster a love of reading:** Provide easy access to reading material (for information and recreation) to promote love of reading and support the development of literacy.

Core priority		Actions	Who
1.1	Expand our collections in response to community demand, and principles of sustainability.	Scope options to expand our "Library of Things"	GMCE/ Collections Team
		Form sustainability working group.	GMCE
		Evaluate current non fiction genres.	GMCE/ Collections Manager
		Review and update digital resources.	GMCE/ Cranbourne and Digital Literacy Manager
1.2	Provide essential technology, internet access, and digital literacy support to offer opportunities to explore and benefit from emerging technologies	Expand digital literacy programs to meet community demand.	GMCE/ Cranbourne and Digital Literacy Manager
		Improve accessibility and availability of borrowable technology.	GMFDO
		Facilitate community education in Artificial Intelligence.	GMCE/ Cranbourne and Digital Literacy Manager
		Develop a Digital Safety page on Connected Libraries website supporting cyber-education.	GMCE/ GMFDO
1.3	Provide tools and technologies that foster literacy, learning and a love of reading for children, young people and adults.	Deliver literacy programs for school aged children.	GMCE/ CYOM
		Participate in statewide and local initiatives promoting the love of reading.	GMCE/ Leadership
		Leverage social media to foster literacy and a love of reading.	GMCE/ Marketing

1.4	Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.	Develop Local History Strategy.	GMCE/ Collections Manager
		Explore platforms for archives.	GMCE/ Collection Manager
		Deliver programming and training to promote The Digital Memory Lab.	GMCE/ Collection Manager
1.5	Develop our community language collections to reflect the cultural diversity of our region.	Evaluate English as a Second Language collections.	GMCE/ Collections Team
		Review Culturally and Linguistically Diverse physical and digital collections.	GMCE/ Collections Team

**STRATEGIC OUTCOME 2: Stronger Connections**

**Key Objectives:**

**Create opportunities for connection:** Design and deliver programs and events where people are valued and included whilst providing shared experiences for learning, creativity, and relationship-building.

**Enhance health and wellbeing:** Deliver programs and services that promote health and wellbeing outcomes.

**Develop partnerships that amplify our impact and bridge gaps to essential information:** Collaborate with external groups, offering shared resources and support to empower diverse community groups and expand our reach.

**Connect community to topical information:** Engage external subject matter experts - bridge gaps in access to essential services, such as healthcare, employment, legal aid, and social services.

Core priority		Actions	Who
2.1	Collaborate with Council, health, employment, legal and social services to address informational needs across the community.	Partner with Health service providers to deliver programs within our libraries.	GMCE/ Bunjil Place Library and Partnerships Manager
		Partner with local organisations to provide in branch support and connect community to services.	GMCE/ Leadership
		Perform a feasibility study related to a social worker in the library for community and staff.	GMCE
		Explore partnership opportunities with new Cranbourne Community Hospital.	GMCE/ Cranbourne and Digital Literacy Manager
		Work with Council to promote aged care services within the City of Casey.	GMCE/ Bunjil Place Library and Partnerships Manager
2.2	Review the impact and reach of our services.	Evaluate the sustainability of our programs and services.	GMCE/ Leadership
		Implement a program and event feedback system to measure impact and engagement.	GMCE/ Leadership
		Refine customer surveys to align metrics with strategic goals.	Executive
2.3	Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.	Enhance support for new residents and recent arrivals through community-focused programs.	GMCE/ Outreach and Marketing Teams
		Engage multicultural communities by utilising staff diversity and language strengths.	Leadership
		Strengthen and expand the CALD focus group for community co-design of multicultural programs.	GMCE/ Hampton Park and CALD Manager
		Deliver events and programs that celebrate diversity and build community connections.	Leadership



2.4	Raise awareness and advocate for key community challenges and needs.	Deliver programs and activities related to Domestic Violence education and support.	Leadership
		Liaise and work with council and key stakeholders to investigate key challenges and inform future planning.	Executive
		Support community in the context of cost of living crisis through programs and services.	Leadership
2.5	Partner with external organisations to deliver workshops and programs to support community education.	Participate in local, state and national campaigns with a focus on mental health and wellbeing.	Leadership
		Seek grant and sponsorship opportunities to support service delivery.	Executive
		Deliver community workshops in partnership with education providers.	Leadership
2.6	Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.	Identify barriers to library participation through non-user surveys and community consultation.	GMCE/ Marketing
		Explore use of social media to build profile amongst non users.	GMCE/ Marketing
		Increase visibility of library services through targeted marketing campaigns for community groups.	GMCE/ Marketing
2.7	Expand our services to underserved areas, aged care facilities and community groups.	Foster connections with local schools particularly in growing residential areas.	GMCE/ CYOM
		Map membership across City of Casey to identify underserved areas and inform service activities	GMCE/ Marketing
		Use outreach and volunteer workforce to deliver services beyond fixed branches.	GMCE/ CYOM

**STRATEGIC OUTCOME 3: Dynamic Spaces**

**Key Objectives:**

**Create dynamic spaces:** Provide flexible library spaces to support lifelong learning, creative activities, social connection and innovation.

**Enhance digital library environment:** Create a gateway to a vibrant digital learning environment.

**Prioritise accessibility of our spaces:** Enhance inclusivity and ease of access across all spaces and platforms.

**Expand our reach:** Deliver services in new locations, such as community hubs, new housing estates and retail precincts to meet people where they are.

Core priority		Actions	Who
3.1	Create adaptable spaces that meet the needs of local community priorities.	Review library areas to ensure they support study, recreation, and social interaction.	Executive
		Support Casey in the development of community spaces that combine services, programs and collaboration opportunities.	Executive
3.2	Expand service delivery points to enhance convenience and access.	Review current service delivery points to ensure we are delivering to community needs.	GMCE/ Leadership
		Provide guidance and support to Member Council on the future development and delivery of library services.	Executive
		Support City of Casey in applying for grants to expand service delivery.	Executive
		Explore external funding sources to support the growth of service delivery points and outreach programs.	Executive
3.3	Design digital and physical spaces that go beyond current accessibility standards, providing inclusive and user-friendly environments for everyone.	Enhance website accessibility to improve user experience.	GMCE/ Marketing
		Work with City of Casey access team to evaluate physical spaces for compliance with accessibility standards, identifying areas for improvement.	Leadership
		Develop online and physical wayfinding tools to improve accessibility and service delivery.	GMCE/ Marketing
3.4	Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability.	Explore design of maker/creator spaces in new build opportunities.	Executive
		Develop flexible maker/creator space programs.	GMCE/ GMFDO

3.5	Ensure the library website and online platforms provide seamless access to collections and services.	Conduct comprehensive website review including user experience, website mapping and flow.	GMCE/ Marketing and Digital Operations Team
		Utilise technology to improve customer booking systems and interfaces.	GMFDO
		Map and review the digital journey for our members, exploring CRM options and key communications	GMFDO/ Marketing

**STRATEGIC OUTCOME 4: Outstanding People and Performance**

**Key objectives:**

**Continuous learning and development:** Implement regular professional development and learning opportunities for our team to meet evolving service needs.

**Employer of choice:** Employ, retain, and support a workforce that reflects the diverse backgrounds and experiences of our community.

**Operational excellence:** Deliver strong governance, regulatory and compliance practices and benchmark our services against industry standards to continuously improve our performance.

Core priority		Actions	Who
4.1	Build an adaptable workforce to meet the changing needs of service delivery.	Streamline and strengthen internal communications to promote team connection and efficiency.	GMFDO/ Digital Support and Analytics Team Leader
		Utilise insights from staff skills-audit, performance reviews and work planning to create training and development opportunities.	GMOD
		Review and improve onboarding and induction processes.	GMOD
		Recruit staff with diverse skills and experiences to align with and respond effectively to the evolving needs of the community.	GMOD/ Leadership
4.2	Foster diversity in our staff and volunteers.	Promote employment opportunities with First nations employment networks, multicultural organisations, and disability employment agencies.	GMOD
		Benchmark volunteering opportunities with other libraries, community organisations, and volunteer programs in the City of Casey to adopt best practices.	GMOD/ CYOM
		Partner with SMRC to increase CALD volunteer participation/opportunities in our libraries	GMOD/ Hampton Park and CALD Manager
4.3	Prioritise staff health, wellbeing and workplace safety.	Deliver debrief training to leadership team to improve incident response procedures.	GMOD
		Review Elumina incident management system to streamline reporting and staff training.	GMOD
		Benchmark HSR procedures against other public libraries	GMOD and HSR
		Deliver annual emergency management training program	GMOD/ Leadership

4.4	Work with sector partners to deliver statewide library initiatives.	Connected Libraries represented in Public Libraries Victoria Special Interest Groups.	CEO
		Deliver statewide initiatives including literacy, reader development and technology programs.	GMCE/ Leadership
		Support statewide advocacy and marketing campaigns.	CEO
4.5	Implement updated and emerging governance, regulatory and compliance standards.	Conduct an administrative process review to streamline workflows, leveraging technology to automate tasks, enhance controls, and improve compliance and efficiency across the organisation.	GMFDO
		Ensure Connected Libraries Ltd complies with reporting requirements to relevant commission. (Australian Charities and Not for Profits Commission)	CEO/ GMFDO
		Ensure policies and practices align with gender equality requirements	Executive
		Review Risk Management Plan and implement regulations required for <i>Occupational Health and Safety (Psychological Health) Legislation due 1st December 2025</i>	GMOD
		Meet the requirements of Connected Libraries/City of Casey Service Level Agreement	CEO
		Work with appointed liquidator and Council representatives to finalise the wind up of CCLC	CEO/ GMFDO

**KEY PERFORMANCE MEASURES: Year 1 - 2025 - 2026**

Measure	LGPRF indicator	Revised Projections 2024-25	Target 2025-26
<b>Engagement</b>			
Net Promoter Score <i>(Community Survey)</i>		65	65
Memberships		98,000	107,500
<b>Visits</b>			
Visits – physical		785,500	861,500
Visits – virtual		847,000	929,000
<b>Total visits (physical and virtual)</b>		<b>1,632,500</b>	<b>1,790,500</b>
Program and events attendance		74,500	81,500
<b>Collection</b>			
Loans - physical/eBook/eAudio		1,537,000	1,686,000
Loans - digital <i>(excluding eBooks and eAudio)</i>		751,500	824,000
<b>Loans (total physical/eBook/eAudio and digital)</b>		<b>2,288,500</b>	<b>2,510,000</b>
Physical quality of library collection <i>(age of collection - less than 5 years)</i>		65%	65%
<b>Cost of Delivery</b>			
Total cost of library service to council per capita		\$ 16.52	\$ 16.22



## OFFICERS REPORTS

### CL14/2025 FINANCE

#### *Report prepared by Emily Ramaswamy*

#### Purpose

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

CL Library Plan reference – 4.5, 4.6

#### Discussion

<b>Income Statement Month Ended 31 March 2025**</b>					
	<b>Total Budget 2024-25</b>	<b>Budget YTD March 2025</b>	<b>Actual YTD March 2025</b>	<b>Variance</b>	<b>% Actual Vs Budget</b>
<b>Income</b>					
Council Contributions	7,053,833	5,295,375	5,315,375	20,000	0.4%
Government Grants	2,175,404	2,175,404	2,175,404	0	0.0%
Interest on Investments	118,000	90,250	132,218	41,968	46.5%
Other Income	108,995	81,747	88,746	6,999	8.6%
<b>Total Income</b>	<b>9,456,232</b>	<b>7,642,776</b>	<b>7,711,743</b>	<b>68,967</b>	<b>0.9%</b>
<b>Expenditure</b>					
Employee Costs	6,895,239	5,261,283	5,076,482	184,801	3.5%
IT & Communications	570,000	417,656	450,874	(33,218)	(8.0%)
Library Materials	363,600	343,594	292,346	51,248	14.9%
Promotions & Marketing	112,900	84,333	77,439	6,894	8.2%
Administration	457,309	329,712	269,242	60,470	18.3%
Depreciation	1,070,521	768,411	768,411	0	0.0%
<b>Total Expenditure</b>	<b>9,469,569</b>	<b>7,204,989</b>	<b>6,934,794</b>	<b>270,195</b>	<b>3.8%</b>
Net Gain(loss) disposal of plant & equip	0	0	1,136	1,136	
<b>Net result for the reporting period</b>	<b>(13,337)</b>	<b>437,787</b>	<b>778,086</b>	<b>340,298</b>	<b>77.7%</b>

\*\*Note: Due to the timing of Board paper submissions and leave within the City of Casey Finance Department, not all Council financial processes were finalised at the time of reporting. As a result, minor adjustments (relating to March) may be completed in April.

#### Income

##### Council Contributions

\$20k surplus is a permanent variance due to the unbudgeted transfer of Minor Capital Works funding from City of Casey.

##### Interest on Investments

Higher than budgeted investment revenue continues, with an additional \$42k received year to date. This is a result of the additional surplus from FY2024 allowing for further term deposits, and favourable interest rates early in the financial year. Rates have started to ease slightly since January, but returns remain ahead of budget, contributing positively to overall income. Allocation of this surplus revenue has been utilised

for capital expenditure in OHS furniture & equipment requirements. 'Digital Memory Lab' project scoping is scheduled to commence mid-April, with capital expenditure planned for late May 2025.

#### 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:

- \$50k underspend due to vacant positions in Digital Operations (saving offset with expected overspend in IT & Comms)
- Bunjil Place Library closure (staircase repairs) over Christmas/New Year period resulted in significant amounts of staff leave taken. The closure was not a known event at the time the budget was developed, and this has contributed to a \$110,000 reduction in employee leave entitlement balances. The leave accrual journal for January was incorrectly posted to March, which delayed the visibility of these savings in the previous February board report.
- \$20k underspend due to the timing of staff training courses, now booked to occur in May/June.

Connected Libraries is reviewing the planned staffing budget spread model and analysing changes in leave and absence trends, particularly the sustained higher occurrence of staff leave during winter months since the COVID-19 pandemic. To proactively manage this trend, additional resources will be contracted to work in branches over the upcoming winter period. The intention is to reduce the need to implement shorter Winter Trading Hours due to staffing shortfalls and to maintain more consistent service delivery to the community.

Employee costs are expected to be within 1.5% of budget by year end.

##### IT & Communications

Overspend in outsourced Digital Operations resources offset by \$50k underspend in Employment Costs. It is expected for IT & Comms to finish the financial year \$50k overspent.

##### 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

Underspent by \$60k, driven largely by the timing of legal and consultant costs related to the transition to a beneficial enterprise and saving in the initial LibsVic Courier costs. There will be a small permanent variance due to some budgeted costs being covered by the City of Casey.

##### Depreciation

On track with budget year to date due to the monthly processes relating to items purchased prior to the start of the Financial Year. However, as noted previously, the reallocation of Council capital projects and funding (e.g. Branch Furniture Renewal) will result in an anticipated overspend of 3-5% at year end.

<b>Capital Expenditure Month Ended 31 March 2025</b>					
	<b>Total Budget 2024-25</b>	<b>Budget YTD March 2025</b>	<b>Actual YTD March 2025</b>	<b>Variance</b>	<b>% Actual Vs Budget</b>
Library Materials	1,089,680	839,053	726,078	112,976	13.5%
Motor Vehicles	60,800	60,800	737	60,063	98.8%
Furniture & Equipment	160,662	87,000	146,263	(59,263)	(68.1%)
<b>Capital Exp. for the reporting period</b>	<b>1,311,142</b>	<b>986,853</b>	<b>873,078</b>	<b>113,775</b>	<b>11.5%</b>

### **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, but will realign at year end.

#### **Furniture & Equipment**

This area is split into two categories of spending:

- *Branch Furniture* - \$27k 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, funded through the \$20k surplus in Council Contributions and the balance funded through surplus Interest Revenue.

This allocation of additional revenue to Capital expenditure will result in a better than budget Net Result for the year, as the revenue is allocated in the Comprehensive Income Statement and furniture spend appears in the Statement of Capital Works. It is also worth noting that the Depreciation on this furniture will be seen in the Comprehensive Income Statements in years to come (between 5-10 years, dependent on the item).

### **City of Casey – Change in Financial System**

GM Finance and Digital Operations will be participating in a UAT session during April to test the new system functionality and assess if there are any issues that will greatly impact CL prior to system cut-over.

### **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– 31 March – 11 April (underway at the time of writing this report)
- Final Audit - 15 September to 22 September
- Signing of Financial Statements by the Chairperson, CEO and GMFDO – October Board Meeting
- Annual Report due to be submitted to the Minister for Local Government - 30 September 2025, CL will request an extension on this submission date due to the timing of the Audit Schedule.

2024-2025 Draft Audit Strategy Memorandum has been attached.

### **Conclusion**

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

Connected Libraries is in a sound financial position.

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***RECOMMENDATIONS***

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



# Casey-Cardinia Library Corporation

## Audit Strategy Memorandum

**For the financial year ending 30 June 2025**

Presented to the Board on 30 April 2025

## Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2025.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the Casey-Cardinia Library Corporation. This document covers matters we believe to be significant in the context of our work. This ASM will be discussed at the board meeting on 30 April 2025.

## Acknowledgement

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

Yours sincerely

Lee Blashki

Manager, *Financial Audit*

Melbourne

7 April 2025



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# Introduction

## Purpose of the audit strategy memorandum

This document outlines our planned approach to the audit of the Casey-Cardinia Library Corporation financial report for the financial year ending 30 June 2025.

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

This document should be read in conjunction with our engagement letter addressed to the Chairperson and Chief Executive Officer.

## Scope and purpose of the audit

### Financial Report

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

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020 and the Australian Accounting Standards and to provide an audit report to you
- provide a copy of the auditor's report to:
  - the Minister responsible for your financial report, and
  - the Assistant Treasurer where we provide a modified audit opinion, or where the Auditor-General directs.

## Independence

The Auditor-General is:

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



# Planned audit approach

## Risk identification and assessment



We understand your entity and its environment to:

- set materiality
- identify material transactions, balances, disclosures, and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing, and direction of the audit—refer to **Appendix A** for the details of our planned approach.

## Risk Response



We choose and execute procedures to obtain audit evidence. This may include:

- testing key manual and application controls
- performing substantive testing of transactions and balances
- substantive analytical procedures
- reliance on the work of others and specialist experts
- use of data analytics.

## Reporting



We report:

- in our interim and final management letters, observations, and our recommendations to improve your internal controls and other identified deficiencies
- in our closing report, the outcome of our audit, informing you of financial reporting matters that are not related to internal controls
- our audit opinion in our audit report.

# New and emerging developments



## Model financial report and performance statement for 2024-25

Each year Local Government Victoria (LGV) releases a model financial report and performance statement. The Local Government (Planning and Reporting) Regulations 2020 require councils to comply with these models.

LGV intends to release the 2024-25 model financial report and performance statement by 28 February 2025 after consideration of feedback from the sector via a FINPRO working group, which VAGO attends.

## Changes to accounting standards

Amendments to the Australian Accounting Standards Board's (AASB) AASB 13 – *Fair Value Measurement* are mandatory for 30 June 2025 reporting entities. Refer to our financial reporting alert on our [website](#) for key messages and recommended actions for entities.

## Annual reporting timelines

The *Local Government Act 2020* requires council annual reports – which includes the audited financial report, performance statements and associated audit reports – to be finalised within four months of the end of the financial year.

To meet annual financial reporting timelines, an entity should have a plan that:

- outlines its legislative reporting requirements
- details tasks to be performed, by whom and when
- specifies the resources, milestones, key stakeholders, information systems, materiality threshold, oversight and quality assurance practices it needs to help the staff who prepare it.

# Key risks and areas of audit focus

## Financial Statements

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

Key risk area for audit focus	New in 2024-25	Why we think it is a higher risk area	Our proposed audit response	Significant judgements
1. Transfer of assets and liabilities into Connected Libraries	Yes	<p>On 30 June 2025, per the prescribed requirements within Section 330 of the <i>Local Government Act 2020</i>, Casey-Cardinia Library Corporation will be wound up following the transfer of operations, staff, assets and liabilities from the Corporation to Connected Libraries.</p> <p>The new entity, Connected Libraries, will commence operations on 1 July 2025.</p> <p>As such, there is a greater risk in the form and content of the financial statements are not prepared in accordance with <i>Local Government Act 1989</i> and relevant Australian Accounting Standards.</p> <p>In accordance with <i>AASB 101 'Presentation of Financial Statements'</i>, management must ensure that the preparation and presentation of the financial statements is reflective of the transition.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ liaise with management to understand the disclosure and presentation for transition basis;</li> <li>→ perform detailed substantive tests of details over material classes of transactions and balances;</li> <li>→ consider the necessary disclosures required for preparing a set of financial statements where the library is winding up at 30 June 2025; and</li> <li>→ review the presentation and disclosure of the financial statements in accordance with the <i>Local Government Act 1989</i> and relevant Australian Accounting Standards.</li> </ul>	Yes



Key risk area for audit focus	New in 2024-25	Why we think it is a higher risk area	Our proposed audit response	Significant judgements
2. Outsourced accounting function	No	<p>Outsourced purchasing and payroll functions require that there are appropriate management oversight and monitoring of the third-party provider's activities.</p> <p>There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate.</p> <p>Material errors may occur due to ineffective or insufficient monitoring or preventative controls at the library.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>→ review the final draft of the service level agreement between Casey City Council and Casey-Cardinia Library Corporation;</li> <li>→ review the effectiveness of monitoring controls over the accuracy and completeness of the accounting services undertaken by Casey City Council on behalf of the Corporation;</li> <li>→ perform detailed substantive tests of details to validate all material transactions to external documentation; and</li> <li>→ perform analytical review over material financial statement classes of transactions, balances, and disclosures.</li> </ul>	Yes

# Materiality

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

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

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

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

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

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

Description	Benchmark^	Amount (\$)
Overall materiality	5% of total expenditure	454,800
Performance materiality	50% of overall materiality	227,400
Clearly trivial threshold	5% of performance materiality	11,400

^ materiality based on 2023-24 financial report

# Other audit considerations

The following factors are also key to our audit approach and will be used at various stages of the audit process.

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## Where you use services provided by a service organisation

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You are responsible for creating clear service agreements, designing, and implementing relevant internal controls around the processes and transactions managed by the service organisation and monitoring their effectiveness.

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# Other responsibilities

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

## Internal control

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

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

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

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

## Fraud

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

## Suspected corrupt conduct

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

## Waste, probity, and financial prudence

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

# Audit timetable

Milestone	Date	Responsibility
Planning and interim of our audit commences	31 March 2025	VAGO and management
Audit strategy discussed at the Board meeting	30 April 2025	VAGO
Interim management letter issued	31 May 2025	VAGO
Shell financial report provided to audit	10 June 2025	Management
Draft financial report submitted to audit after internal quality assurance by management	15 September 2025	Management
Final audit commences	15 September 2025	VAGO and management
Closing meeting with auditors	22 September 2025^	VAGO and management
Closing report discussed at the Board meeting	October 2025^	VAGO
Financial report adopted and signed by governing body	October 2025^	Management
Independent Auditor's Report signed*	October 2025^	VAGO
Annual report printers proof provided to audit for review	October 2025^	Management
Final management letter issued~	October 2025^	VAGO

*Note:* \* date subject to VAGO receipt of signed financial report and management representation letter

*Note:* ~ to be issued no later than four weeks from date of audit report

*Note:* ^ to be confirmed

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

# Fees and key contacts

## Fees

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

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

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

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

## Key contacts

Signing officer	Engagement leader	Team leader
Travis Derricott	Lee Blashki	Anoja Bassa-Hewayalaya
Sector Director, Financial Audit	Manager, Financial Audit	Assistant Manager, Financial Audit
<a href="mailto:travis.derricott@audit.vic.gov.au">travis.derricott@audit.vic.gov.au</a>	<a href="mailto:lee.blashki@audit.vic.gov.au">lee.blashki@audit.vic.gov.au</a>	<a href="mailto:anoja.bandara@audit.vic.gov.au">anoja.bandara@audit.vic.gov.au</a>
(03) 8601 7063 or 0409 149 542	(03) 8601 7000 or 0428 186 807	(03) 8601 7000 or 0459 854 488

# Other information

## Financial reporting updates



### Financial reporting alerts

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

## Reports to Parliament



### Results of Financial Audits

VAGO will table two reports summarising the results of the 2024–25 financial audits:

- *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2024–25* (covering all sectors other than local government). We expect to table this report in November 2025.
- *Results of the 2024-25 Audits: Local Government*. We expect to table this report by the end of 2025.

VAGO will table one report summarising the results of the 31 December 2024 financial audits:

- *Results of 2024 Audits: TAFEs and Universities*

We expect to table this report in May 2025.



### Performance Audits

- A list of performance audits in progress are on [our website](#)
- Details of planned performance audits are in our [Annual Plan](#)



## Key VAGO links and resources

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[VAGO's website](#)

[VAGO's role](#)

[Reports and Publications](#)

[Information privacy](#)

[Transparency Report](#)

[Complaints about VAGO](#)

[Public Sector Perspectives](#)

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

# APPENDIX A

## Planned audit approach

Material component (\$million)	Inherent risk assessment* (Likely/Possible /Unlikely)	Controls reliance* (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement* (High/Moderate/ Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/ Low/Negligible)
<b>Revenue and Income</b>					
Contributions – member councils & state government (\$9.3m)	Unlikely	No	No	Low	Low
Other income (\$0.3m)	Unlikely	No	No	Low	Low
<b>Expenses</b>					
Employee costs (\$6.5m)	Possible	No	No	Moderate	Moderate
Material and services (\$1.1m)	Unlikely	No	No	Low	Low
Depreciation and amortisation (\$1.1m)	Unlikely	No	No	Low	Low
Other expenses (\$0.4m)	Unlikely	No	No	Low	Low
<b>Assets</b>					
Cash and cash equivalents (\$0.6m)	Unlikely	No	No	Low	Low
Other financial assets (\$2.5m)	Unlikely	No	No	Low	Low
Property and equipment (\$3.8m)	Unlikely	No	No	Low	Low
<b>Liabilities</b>					
Payables (\$0.6m)	Unlikely	No	No	Low	Low

Material component (\$million)	Inherent risk assessment* (Likely/Possible /Unlikely)	Controls reliance* (Yes/Partial/No)	Planned internal audit reliance (Yes/No)	Residual risk of material misstatement* (High/Moderate/ Low/Negligible)	Planned reliance on substantive audit procedures (High/Moderate/ Low/Negligible)
Provisions (\$1.4m)	Possible	No	No	Moderate	Moderate
<b>Equity</b>					
Accumulated surplus / (deficit) (\$3.5m)	Unlikely	No	No	Low	Low
Members contribution on formation (\$1.6m)	Unlikely	No	No	Low	Low
<b>Notes to the accounts</b>					
Related parties	Possible	No	No	Moderate	Moderate
Key management personnel & other senior officer remuneration	Possible	No	No	Moderate	Moderate
Commitments	Unlikely	No	No	Low	Low
Contingencies	Unlikely	No	No	Low	Low

Risk Category	What is this?
Inherent risk	The likelihood of material misstatement before considering internal controls
Control risk	The control risk associated with relevant controls that the auditor intends to rely upon and plans to test for operating effectiveness.
Residual risk of material misstatement	The risk of a material misstatement after considering control effectiveness and inherent risk. It is the risk that the financial report may contain a material misstatement.

CL15/2025 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 Reports**

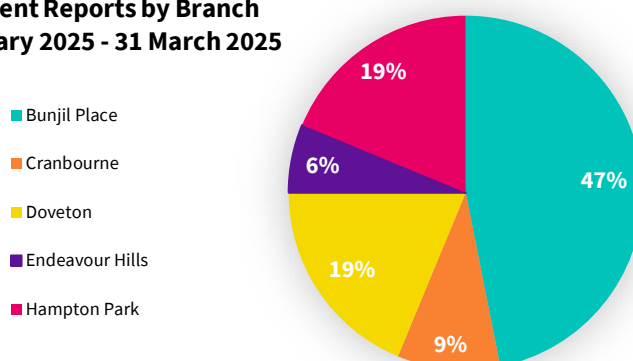
This report includes incidents for the period between January and March. Predominantly, incidents relate to 'inappropriate behaviour towards staff (verbal)', 'inappropriate patron to patron behaviour' and 'children unattended'.

Most reported incidents of 'inappropriate patron behaviour towards staff (verbal)' were at Doveton, Bunjil Place, and Hampton Park libraries. 'Inappropriate patron-to-patron behaviour' was reported at Bunjil Place and Hampton Park libraries.

Staff are able to access immediate support from the Executive team and EAP in the case of an incident. We have commenced 'Conflict Management and De-escalation' training workshops for all staff to attend. We aim to have all staff trained by the end of June 2025.

Incidents of 'children left unattended' occurred at Cranbourne, Bunjil Place and Hampton Park libraries. Staff are very aware of monitoring unattended children in our library spaces and are providing direct communication with parents and carers around the importance of supervision in our libraries.

**Incident Reports by Branch  
1 January 2025 - 31 March 2025**



### Incident Reports by Type - 1 January 2025 - 31 March 2025



### **Risk Management** (*Library Plan reference 4.6*)

#### Risk Management Policy

An annual review of the Risk Management Policy was completed, with very minor changes made. References to fixed term and casual workers, and the addition of psychosocial risks were updated in the previous annual review in June 2024.

#### Quarterly Risk Management Plan review

The operational, strategic, and psychosocial risks have been reviewed in the Risk Management Plan as attached. Changes made to the Risk Management Plan are:

- Risk Ratings Operational – Staff assaulted in library or on outreach visits. Likelihood has been increased from 3 to 5 due to the higher number of inappropriate patron behaviour over the past 12 months. With risk mitigations in place, the risk rating remains at 8. There are no further changes.
- The top risks remain the same and have been presented below for April 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

### **New HR Modules**

We are thrilled to announce that our new HR modules—UKG Recruitment, HR Core, and Performance—have successfully gone live and are now accessible to all staff. Scheduler is due to go live in April 2025.

These new tools provide a comprehensive solution to support our staff and drive high HR performance, while fostering a culture of belonging and engagement.

Modules are designed to provide people and managers with tools that see the whole employee, at any stage of their lifecycle. This enables personalised support, encourages belonging, and facilitates high performance.

Our new HR modules are equipped with automation capabilities that reduce manual administrative tasks, allowing HR and managers to focus on strategy rather than day-to-day administrative duties.

The scheduler module uses AI-driven insights, where the system ensures that shifts are adequately covered, helping maximize business success while maintaining operational efficiency. With forecasting capabilities, rosters will be able to plan ahead to avoid gaps in staffing and ensure smooth operations.

### **Conclusion**

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

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### **RECOMMENDATIONS**

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

# RISK MANAGEMENT POLICY

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## 1 PURPOSE

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

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

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

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

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

### Values

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

## 2 SCOPE

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

- Risk Management Plan

## 3 POLICY STATEMENT

### 3.1 What is Risk and Risk Management?

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

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

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

### When is Risk Management used in the Library?

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

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

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

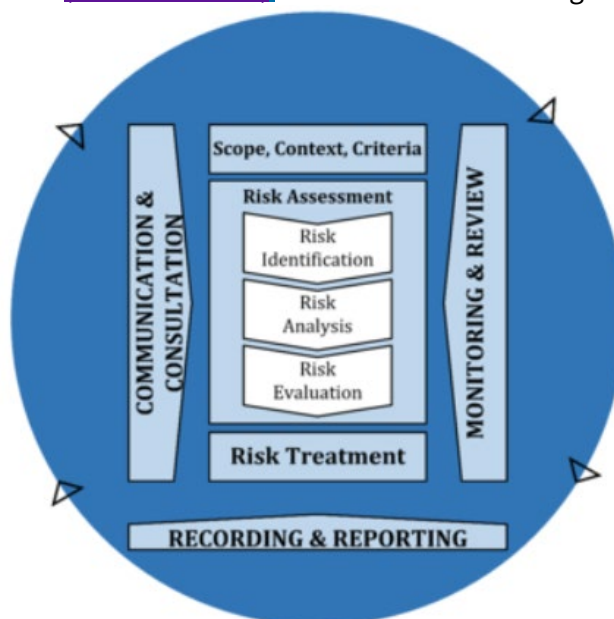
### 3.2 Guiding Principles for Risk Management

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

## 4 RISK MANAGEMENT PROCESS

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

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



### 4.1 Risk Assessment

#### Risk Identification

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

Our risk categories are reviewed and updated regularly.

## Risk Analysis

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

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

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

## Risk Evaluation

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

## Risk Treatment

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

CL's treatment plan is documented below.

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

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

## 4.2 Monitoring, Reporting and Review

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

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

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

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

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

## 5 COMMUNICATION AND TRAINING

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

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

## 6 RESPONSIBILITIES

The Library Board will:

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

The CEO will:

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

The General Manager, Organisational Development will:

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

The Executive Team will

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

Managers and Team Leaders will

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

All staff will

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

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

## 7 RECORDS MANAGEMENT

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

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

## 8 DEFINITIONS

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

## 9 RELATED LEGISLATION AND DOCUMENTS

### **Our Documentation**

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

### **Our Governance Documentation**

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

### **Our Forms and Templates**

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

### **Other Related Documents**

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

**External Service Providers**

City of Casey  
 WorkSafe Victoria – publications and compliance codes  
 Gallagher Bassett Workcover Services  
 Meerkin & Apel – Legal Advisors  
 Marsh Pty Ltd. – Insurance Broker  
 VAGO - Auditors

**10 APPROVAL AND REVIEW DETAILS**

<b>Approval and Review</b>	<b>Details</b>
Approval Authority	Chief Executive Officer
Advisory Committee to Approval Authority	Executive Team
Administrator	Executive Assistant
Next Review Date	April 2026

<b>Approval and Amendment History</b>	<b>Details</b>
Original Approval Authority and Date	Chief Executive Officer
Amendment Authority and Date	April 2025
Notes	This policy document includes content from the Risk Management Plan and sits above the Risk Management Plan, the policy is reviewed annually. The Risk Management Plan is reviewed and updated quarterly.



# CONNECTED LIBRARIES

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Ignite your imagination

## Risk Management Plan

16 April 2025

## Risk Ratings Matrix

Consequence	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
	1	2	3	4	5
<b>Catastrophic</b> 5	Moderate 6	High 7	High 8	Extreme 9	Extreme 10
<b>Major</b> 4	Moderate 5	Moderate 6	High 7	High 8	Extreme 9
<b>Moderate</b> 3	Low 4	Moderate 5	Moderate 6	High 7	High 8
<b>Minor</b> 2	Low 3	Low 4	Moderate 5	Moderate 6	High 7
<b>Insignificant</b> 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
<b>Data Security Breach or Cyber Attack</b>	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
<b>Unattended children in the library</b>	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
<b>Staff assaulted in library or on outreach visits</b>	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	5	4	9	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	5	3	8
<b>Staff mental health</b>	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
<b>Decline in visitation</b>	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
<b>Catastrophic event destroying a library</b>	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
<b>Staff assaulted in library or on outreach visits (fatal)</b>	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
<b>Pandemic - acute</b>	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
<b>Inability to recruit suitably qualified staff</b>	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
<b>Domestic violence incident staff</b>	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
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S &amp; RTW</b>	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
<b>Pandemic - fatal</b>	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
<b>Accident in the library causing harm to patron/staff</b>	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
<b>Bomb threats</b>	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
<b>Infrastructure Failure</b>	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
<b>Personal use of own vehicle</b>	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
<b>Sharp Decline in loans resulting in declining library usage</b>	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
<b>Data Security Breach or Cyber Attack</b>	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
<b>Decline in funding from Council or State Government for Library Services</b>	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
<b>Changes to government policy</b>	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
<b>Global warming - climate change</b>	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
<b>Loss of reputation/ brand</b>	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
<b>Increase in Workcover Premiums</b>	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
<b>Poor enterprise risk management</b>	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
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S, Psychosocial legislation &amp; RTW</b>	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
<b>Infrastructure Failure</b>	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
<b>Legal claim or proceedings against CL</b>	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
<b>Impact on cash flow if significant debtors delay payments</b>	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
<b>Unanticipated calls on materials or finances</b>	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
<b>Fraud</b>	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
<b>Poor procurement practices</b>	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
<b>Poor supplier management</b>	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
<b>Civility and Respect</b>	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
<b>Protection of Physical Safety</b>	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
<b>Balance</b>	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
<b>Clear Leadership and Expectations</b>	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
<b>Engagement</b>	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
<b>Psychological competencies and Demands</b>	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
<b>Psychological and Social Support</b>	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
<b>Growth and Development</b>	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
<b>Psychological Protection</b>	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
<b>Recognition and Reward</b>	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
<b>Involvement and Influence</b>	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 &amp; 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

**CL16/2025      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
<b>Engagement</b>						
Utilisation of Technology (Wi-Fi, Public PC user in branch)	156,297	34,349	33,534	32,187	100,070	97,191
Net Promoter Score (Community Survey)	65	64	-	-	64	65
Memberships*	98,000	92,251	93,451	96,393	96,393	88,254
<b>Visits</b>						
Visits – physical	829,000	206,640	186,438	178,232	571,310	538,332
Visits – virtual	829,000	216,070	191,487	211,809	619,366	603,701
<b>Total visits</b>	<b>1,658,000</b>	<b>422,710</b>	<b>377,925</b>	<b>390,041</b>	<b>1,190,676</b>	<b>1,142,033</b>
Program and events attendance	63,500	20,494	16,299	14,827	51,620	22,394
<b>Collection</b>						
Loans – physical	1,293,000	347,981	291,297	302,088	941,366	920,757
Loans – digital	739,000	249,125	267,054	288,099	804,278	584,642
<b>Loans (total physical and digital)</b>	<b>1,971,270</b>	<b>597,106</b>	<b>558,351</b>	<b>590,187</b>	<b>1,745,644</b>	<b>1,505,399</b>
Physical quality of library collection (age of collection - less than 5 years)	75.0%	70.0%	70.0%	69.9%	70.0%	69.5%

\*Membership on last day of the quarter.

Our performance, three quarters into 2024-2025 is looking positive and as predicted, with most measures tracking above 64 percent of 2024-2025 targets. Digital loans are tracking the strongest against targets, having exceeded projected target, 108 percent achieved to March. Program and event attendance is tracking at over 80 percent of targets, with 51,620 attending one of our 2,755 programs held so far this financial year.

**Library Usage** (*Library Plan reference 4.3*)

Community usage across our libraries continues to be strong. With the return of school, Tafe and university studies, and the holiday period, usage of our libraries has begun to increase. Visits to our libraries have been increasing month on month since dropping in December 2024.

All branches have seen an increase in visitation except for Doveton who had a slight decline (4 percent) from February to March. Bunjil Place Library saw the largest increase in visitation from February to March, 18.5 percent.

Physical visits are up year on year for February and March. January was down 5.7 percent on last year, largely linked to Bunjil Place Library closure for maintenance on the stairs. Year to date in comparison to 2023-2024 we have seen an increase of 6.1 percent in visitation to our libraries. Noting that Cranbourne West Library Lounge has only been open since January 2024.

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 16 April 2025**

VISITS	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD*	% Variance YTD
Cranbourne West - Lounge	1,319	1,313	1,663	1,743	16,118	4,810	235.09%
Cranbourne	8,621	11,950	10,875	12,132	103,380	104,245	-0.83%
Doveton	3,547	4,077	4,412	4,218	39,984	32,928	21.43%
Endeavour Hills	6,081	7,268	6,990	7,187	63,513	62,940	0.91%
Hampton Park	6,165	7,118	7,790	8,820	73,953	71,919	2.83%
Bunjil Place	18,307	18,429	28,483	33,764	274,362	61,490	4.92%
<b>Regional Total</b>	<b>44,040</b>	<b>50,155</b>	<b>60,213</b>	<b>67,864</b>	<b>571,310</b>	<b>538,332</b>	<b>6.13%</b>
Virtual Visits	59,597	71,442	67,791	72,576	619,366	603,701	2.59%
<b>TOTAL</b>	<b>103,637</b>	<b>121,597</b>	<b>128,004</b>	<b>140,440</b>	<b>1,190,676</b>	<b>1,142,033</b>	<b>4.26%</b>

\*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 well, increasing 7 percent in March from February. Growth was across website and enterprise platforms with CL App seeing a very small 2.6 percent drop in March from February. March was the first month website visits have exceeded 40,000 since May 2024 and prior to this was October 2023.

VIRTUAL VISITS	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Website	32,503	38,146	37,338	41,757	336,165	327,391	2.68%
Enterprise	10,596	13,026	11,314	12,232	109,924	118,155	-6.97%
CL App	16,498	20,270	19,139	18,587	173,277	158,155	9.56%
<b>TOTAL</b>	<b>59,597</b>	<b>71,442</b>	<b>67,791</b>	<b>72,576</b>	<b>619,366</b>	<b>603,701</b>	<b>2.59%</b>

Memberships continue to grow month on month – 96,393 at the end of March 2025, a small increase 0.46 percent from February 2025. Membership data includes the removal of inactive memberships as part of regular database maintenance.

Note, membership data collection has been retrospectively corrected for the current financial year to reflect an inconsistency in reporting. Although this may look like a drop in the figures from what has been presented previously, membership growth month-on-month continues to be strong and steady. Connected Libraries membership has increased by more than 7,700 members since the beginning of the financial year (88,601 as at 30 June 2024).

Physical loans are steady, following a slightly different trend to physical visits, dropping in February but then bouncing back up by 8.46 percent in February. All branches experienced growth in March, except for Cranbourne West Library Lounge, that has seen a drop in February and March since January. However, it can be noted that for the same period Cranbourne West Library Lockers usage did see an increase in usage.

The locker locations Cranbourne West, Manna Gum and Orana usage remains stable.

eLoans continue to be popular. We have now registered eLoans over 90,000 for three consecutive months from January to March 2025, with January the highest performing month.

LOANS	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD*	% Variance YTD *
Regional Support	1,470	1,547	1,486	1,865	14,167	12,389	14.35%
Cranbourne West - Lounge	1,865	2,473	2,171	2,043	22,203	3,582	519.85%
Cranbourne	23,814	34,636	27,634	30,216	271,456	276,410	-1.79%
Doveton	2,260	3,159	2,216	2,255	24,388	23,626	3.23%
Endeavour Hills	10,262	14,997	11,980	12,901	115,705	118,517	-2.37%
Hampton Park	8,090	11,631	8,170	9,139	91,324	89,341	2.22%
Bunjil Place	35,278	36,508	39,756	42,825	395,318	396,015	-0.18%
Cranbourne West Locker	368	343	375	461	3,435	392	776.28%
Manna Gum Locker	217	328	295	368	2,661	361	637.12%
Orana Locker	52	113	109	88	709	124	471.77%
<b>Locker Total</b>	<b>637</b>	<b>784</b>	<b>779</b>	<b>917</b>	<b>6,805</b>	<b>877</b>	<b>675.94%</b>
<b>Regional Total</b>	<b>83,676</b>	<b>105,735</b>	<b>94,192</b>	<b>102,161</b>	<b>941,366</b>	<b>920,757</b>	<b>2.24%</b>
eLoans	89,456	98,840	93,040	96,219	804,278	584,642	37.57%
<b>TOTAL</b>	<b>173,132</b>	<b>204,575</b>	<b>187,232</b>	<b>198,380</b>	<b>1,745,644</b>	<b>1,505,399</b>	<b>15.96%</b>

\*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.

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 16 April 2025**

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

Electronic Resources	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Age Library Edition	938	916	829	894	8,810	6,919	27.33%
Bolinda eAudiobooks	7,238	7,654	6,631	7,363	64,524	58,997	9.37%
Bolinda eBooks	4,285	4,721	4,221	4,627	40,859	37,863	7.91%
Choice	278	403	237	254	3,195	2,176	46.83%
Comic Plus	115	210	146	45	964	-	
Kanopy	1,058	1,404	1,170	937	10,303	7,839	31.43%
Libby eAudiobooks	3,399	4,038	3,560	3,859	31,371	20,656	51.87%
Libby eBooks	1,999	2,267	2,107	2,304	18,310	12,108	51.22%
Libby eMagazines	2,933	3,079	2,783	2,964	26,148	30,401	-13.99%
Press Reader	67,076	73,867	71,182	72,796	597,641	405,429	47.41%
Storybox Library	43	43	77	56	612	639	-4.23%
Tumblebooks	94	238	97	120	1,541	1,615	-4.58%
<b>TOTAL</b>	<b>89,456</b>	<b>98,840</b>	<b>93,040</b>	<b>96,219</b>	<b>804,278</b>	<b>584,642</b>	<b>37.57%</b>

Public internet PC bookings and Wi-Fi usage are steady. 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	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	25	24	27	31	305	35	771.43%
Cranbourne	894	1,086	1,027	1,131	8,837	8,629	2.41%
Doveton	433	532	549	514	4,792	4,275	12.09%
Endeavour Hills	461	575	510	536	4,927	4,872	1.13%
Hampton Park	648	950	820	951	7,831	7,333	6.79%
Bunjil Place	1,109	935	1,369	1,391	11,435	12,991	-11.98%
<b>TOTAL</b>	<b>3,570</b>	<b>4,102</b>	<b>4,302</b>	<b>4,554</b>	<b>38,127</b>	<b>38,135</b>	<b>-0.02%</b>

WI-FI	Dec-24	Jan-25	Feb-25	Mar-25	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	25	24	188	157	1,661	509	226.33%
Cranbourne	894	1,086	1,574	1,571	14,961	15,248	-1.88%
Doveton	433	532	568	482	5,058	5,364	-5.70%
Endeavour Hills	461	575	973	1,006	9,476	8,523	11.18%
Hampton Park	648	950	953	964	8,590	8,351	2.86%
Bunjil Place	1,109	935	2,197	2,810	22,197	21,061	5.39%
<b>TOTAL</b>	<b>3,570</b>	<b>4,102</b>	<b>6,453</b>	<b>6,990</b>	<b>61,943</b>	<b>59,056</b>	<b>4.89%</b>

### 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)
Dec 2024	86,881	39,381	1.54%
Jan 2025	86,480	39,298	1.25%
Feb-2025	90,426	41,800	1.66%
Mar-2025	90,501	40,342	1.86%

#### Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Dec 2024	842	409	2.61%
Jan 2025	841	448	4.52%
Feb-2025	840	387	1.90%
Mar-2025	836	383	1.44%

**CONNECTED LIBRARIES BOARD MEETING**  
**Wednesday 16 April 2025**

## Social Media

	Dec 2024	Jan 2025	Feb-2025	Mar 2025
Facebook	Followers: 9,345 Reach: 11,484	Followers: 9,343 Reach: 14,433	Followers: 9,340 Reach: 5,240	Followers: 9,353 Reach: 11,508
Instagram	Followers: 2,154 Reach: 2,090	Followers: 2,191 Reach: 3,696	Followers: 2,199 Reach: 1,474	Followers: 2,223 Reach: 1,133

## Programs and Events

Regular programs and events returned in early February with the start of the school year.

Early years programs include sensory play, art and craft, baby time, toddler time, blokes and bubs, storytimes in our libraries and in the park and sensitive storytime. Our Kids and Teens program offerings ranged from game nights, STEAM sessions, code club and homework clubs.

Early childhood and children continue to be a key target audience for our programs with Baby Rhyme Time, Storytime and Toddler Time being the most popular. Groups visits whether it be into the library or staff visiting groups outside our libraries walls have been growing with the start of the school year.

Literacy and lifelong learning is the most prominent program outcome.

Target Audience	Jan 20245 - Attendance	Jan 2025 - Sessions	Feb 20245 - Attendance	Feb 2025 - Sessions	Mar 20245 - Attendance	Mar 2025 - Sessions
Early childhood	487	14	3,481	126	3,957	149
Children	972	32	1,047	72	1,587	80
Young Adult	38	4	134	12	177	15
Adults	190	48	728	88	590	92
Seniors	1	2	8	8	49	9
All ages (not specific)	392	18	179	14	810	13
<b>TOTAL</b>	<b>2,080</b>	<b>118</b>	<b>5,577</b>	<b>320</b>	<b>7,170</b>	<b>358</b>

Program Outcome	Jan 20245 - Attendance	Jan 2025 - Sessions	Feb 20245 - Attendance	Feb 2025 - Sessions	Mar 20245 - Attendance	Mar 2025 - Sessions
Digital inclusion	63	37	161	57	149	57
Economic and workforce development	1	1	0	0	1	1
Health and Wellbeing	1207	44	251	30	405	35
Informed and connected citizens	25	5	38	4	108	10
Literacy and lifelong learning	629	24	4,300	184	3,904	182
Personal development *	63	3	130	16	104	11
Stronger and more creative communities	92	4	697	29	2,499	62
<b>TOTAL</b>	<b>2,080</b>	<b>118</b>	<b>5,577</b>	<b>320</b>	<b>7,170</b>	<b>358</b>

## RECOMMENDATIONS

1. That the Operational Performance Report be noted.



CL17/2025

## 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

#### **International Women's Day Event – Victoria Devine**

##### **3.2.1 – Partner with council teams and community organisations to engage our community through programs and outreach activities.**

On Wednesday 12 March, Connected Libraries in collaboration with Council's Equity and inclusion Team, celebrated International Women's Day by hosting Victoria Devine in the Bunjil Place Functions Centre.

Financial adviser, business owner, podcaster and author, Victoria presented practical advice on budgeting, exploring shares, superannuation and investments. The event was attended by 350 people, mostly women, who left the session empowered to take control of their financial future with useful tips and tricks.

This program demonstrates the strength of collaboration and the benefits this work delivers to our community.

Feedback from participants included:

*"I loved the women's empowerment, and it was free"*

*"Engaging event, well organized and free meant it was inclusive to all."*

*"Great having an event like this in our [area], this type of event is usually around the CBD or suburbs."*



#### **Connected Libraries Annual Action Plan 2024-2025 – progress report**

We are close to completing the final year of the current Library Plan, including Action Plan 2024-25. It can be noted that almost all actions in the plan have been successfully completed or remain on track for completion by the end of the financial year.

The following actions faced delays, and this report outlines the reasons for non-delivery and proposed next steps to address them:

##### **1.3.1 - Provide digital resources that encourage the safe adoption of technology in our community.**

*Key Activity - Develop a Digital Safety page on CL website supporting cyber-education*

- Original deadline: December 2024
- Reasons for non-delivery:
  - Staff movement and position description realignment in the Digital Literacy and Digital Operations teams.



- Pending review of Connected Libraries website
- Next steps:
  - Proposed action in new Library Plan - Undertake a review of our current website and reassess project timeline and allocate resources accordingly.

**3.3.1 - Work with council teams and community partners to support CALD communities to engage with council and library services and programs**

*Key Activity – Develop relationships with Council’s Inclusion officers to develop directory of services to cross promote library activities.*

- Original deadline: April 2025
- Reason for non-delivery:
  - The scope of the work outlined is outside of Connected Libraries control and with competing priorities and a changing landscape of services reliant on funding, the directory is potentially a larger project.
- Next steps:
  - Further develop relationship with Council’s Inclusion Officers to align objectives and continue to promote our library services and support to the community.
  - Continue to represent Connected Libraries in Casey Futures Partnership – a collective of community services across the City of Casey.

While these actions have experienced delays, proactive steps are being taken to address them.

**Conclusion**

Connected Libraries remain committed to delivering these outcomes to the community.

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**RECOMMENDATIONS**

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

# CONNECTED LIBRARIES

## Annual Action Plan 2024-2025 Progress Report - April 2025

### Our Vision

Inspiring spaces where everyone is free to discover possibilities.

### Our Mission

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

### Our Values and Guiding Behaviours

#### Connection

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

#### Creativity

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

#### Enrichment

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

#### Humour

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

#### Kindness

- We are mindful of peoples feelings
- We are kind and compassionate and look for the best in others
- We are accountable for our own behaviour and appreciate the differences in others

#### Teamwork

- When we all contribute we excel
- We play to each others strengths
- We can achieve our goals together

Red = priority/serious risk

Orange = at risk

Green = on track

Blue = completed

## 1 A Place to Gather and Learn

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information							<ul style="list-style-type: none"> <li>• People feel safe and welcome</li> <li>• People can easily access library services how and when they need them (location, opening hours, physical spaces)</li> <li>• People who visit our branches feel happier</li> <li>• People can easily access our digital platforms</li> </ul>	
		1.1.1	Strengthen the accessibility of library branches	Review and update Access Keys (supports community of all abilities to feel welcome in library spaces)	GMCE	Marketing	Dec-2024	<ul style="list-style-type: none"> <li>• CL branches are accessible to all - community can easily access our libraries buildings and services</li> </ul>	
		1.1.2	Strengthen accessibility of digital platforms	Add shortcut to accessibility feature to public PCs Desktops.	GMCE GMFDO	Marketing & Dig Ops	Dec-2024	<ul style="list-style-type: none"> <li>• Increased engagement with our digital platforms including website, social media, online content, CL app as well as in branch technology</li> <li>• Draw on community feedback to inform and enhance our digital platforms</li> </ul>	
		1.1.3	Offer a broad range of opening hours that meet community needs	Adjust opening hours seasonally in line with community usage/visitation patterns	GMCE, Branch Managers	Exec	Ongoing	<ul style="list-style-type: none"> <li>• Community feedback and advice is used as evidence to support branch opening hours</li> </ul>	
		1.1.4	Implement the Customer Experience Framework	Deliver "Design Thinking" projects with staff around the Customer Experience framework.	GMCE	Leadership	Jun-2025	<ul style="list-style-type: none"> <li>• People can easily access library services how and when they need them (location, opening hours, physical spaces)</li> <li>• People who visit our branches feel happier</li> </ul>	

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		1.1.5	Implement the Social Inclusion Strategy	Maintain and adhere to Equal Opportunity Policy (incorporates Social Inclusion) and provide Traineeship opportunity for diverse communities	GMCE GMOD	Exec	Ongoing	<ul style="list-style-type: none"> <li>Our diverse community feel safe, supported and included when they engage with CL</li> <li>Our staff are trained, understand and support social inclusion in our community</li> </ul>	
1.2	Core services that are free and accessible							<ul style="list-style-type: none"> <li>Communities have free access reading materials, information, physical and digital resources</li> </ul>	
		1.2.1	Provide free access to Wi-Fi and ICT within library branches	Provision of additional lendable technology to community.	GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> <li>Community access library lendable devices and in-branch technology services</li> </ul>	
		1.2.2	Provide free access to a popular and well used collection	A targeted weeding program to reduce underutilised collections remove out dated stock.	GMCE	Collections Team	Jun-2025	<ul style="list-style-type: none"> <li>Our collection meets key statewide benchmarks for currency and usage</li> <li>Our collection (physical and digital) is well used - loans and turnover</li> </ul>	
		1.2.3	We do not charge overdue fines	Annual Review of User Fees and Charges	GMFDO	Exec	Nov-2024	<ul style="list-style-type: none"> <li>Remove barriers to participation</li> </ul>	

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Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
1.3	Bridging the Digital Divide							<ul style="list-style-type: none"> <li>• Increase in the range of Information Communication Technology (ICT) resources available for community use</li> <li>• More community members are able to safely and freely access digital information and collections</li> <li>• Levels of digital literacy and inclusion increase in our community</li> </ul>	
		1.3.1	Provide digital resources that encourage safe adoption of technology in our community	Develop a Digital Safety page on CL website supporting cyber-education.	GMCE GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> <li>• More community members are able to safely and freely access digital information and collections</li> </ul>	
		1.3.2	Increase digital literacy in our community through programming, services, and digital resources	Digital Literacy Guide, released seasonally. Deliver digital literacy sessions at external sites to broaden reach.	GMCE GMFDO	Dig Lit Marketing	Jun-2025	<ul style="list-style-type: none"> <li>• More community members are able to access digital literacy sessions</li> <li>• Increase in the range of Information Communication Technology (ICT) resources available for community use</li> <li>• Levels of digital literacy and inclusion increase in our community</li> </ul>	
		1.3.3	Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	Review of Wi-Fi coverage and performance across library branches.	GMCE GMFDO	Dig Ops	Dec-2024	<ul style="list-style-type: none"> <li>• Community have greater access to quality Wi-Fi across our libraries</li> </ul>	

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		1.3.4	CL work with key partners to help bridge the digital divide in our community	Partner with local organisations to provide spaces and access to technology for Digital Literacy training.	GMCE GMFDO	CALD Outreach Digital Literacy Teams	Jun-2025	<ul style="list-style-type: none"> <li>Community have access to digital literacy training</li> <li>Levels of digital literacy and inclusion increase in our community</li> </ul>	
1.4	Resources and skills to support access to knowledge and information							<ul style="list-style-type: none"> <li>Staff feel confident in their ability so support communities to access resources</li> <li>Digital improvements are reviewed regularly and funded appropriately</li> </ul>	
		1.4.1	Lift staff capacity to support community to access information and programming	Conduct a skills-gap analysis survey to enable staff to identify development/training opportunities.	GMOD GMCE	Dig Lit	Dec-2024	<ul style="list-style-type: none"> <li>Our staff are continually upskilled to support community needs in accessing information</li> </ul>	
		1.4.2	Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	Provide training opportunities to staff to engage with emerging technologies.	GMFDO	Dig Lit Dig Ops	Jun-2024	<ul style="list-style-type: none"> <li>Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastructure to our community</li> </ul>	

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Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
1.5	Deliver accessible programs and services that support reading, writing and lifelong learning							<ul style="list-style-type: none"> <li>• More people are reached through events and programming</li> <li>• More joint programs and services are delivered to enhance reading, writing and lifelong learning</li> <li>• Increase in the number programs and activities that promote STEAM</li> <li>• Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM</li> </ul>	
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	Expand CL Book Groups to include additional outdoor events and youth.	GMCE	CYS Outreach	Feb-2025	<ul style="list-style-type: none"> <li>• Our communities reading, writing and lifelong learning skills are enhanced</li> <li>• The community recognise CL as an active contributor to literacy</li> </ul>	
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing library services and programs	Strengthen partnership with NDIS and identify improvement opportunities.	GMCE	Dig Ops Leadership	Dec-2024	<ul style="list-style-type: none"> <li>• More people are reached through events and programming</li> </ul>	
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	Offer literacy and learning programs/events with: Casey Tech, RBG Cranbourne, Casey Best Start, Dad's Matter and City of Casey Youth team.	GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> <li>• Demonstrated connection and engagement with partners</li> <li>• Our communities reading, writing, lifelong learning skills and wellbeing are enhanced</li> <li>• Positive community feedback</li> <li>• Increased library visitation, membership and engagement (physical and digital) as a result of partnerships</li> </ul>	

## 1 A Place to Gather and Learn

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	Offer STEAM sessions during school holiday programs in branches and outreach locations.	GMCE	CYS Outreach	Jun-2025	• STEAM programs run in our branches throughout the region are well attended	
		1.5.5	Facilitate accessible programs and activities that promote physical, mental and social health	Deliver Chatty Café program in Hampton Park.	GMCE	Adult Programs Hampton Park Team	Jun-2025	• Increase social interactions by getting people chatting	
1.6	A new digital library to enhance access to knowledge and information							<ul style="list-style-type: none"> <li>• Communities can access an integrated digital library collections and services.</li> <li>• Library users agree that the digital library enhances access to knowledge and information.</li> </ul>	
		1.6.1	Review and update digital library branch content	Use QR codes in branch to link physical collections to digital collections.	GMCE	Marketing & Collections Dig Ops	Nov-2024	• Communities can access an integrated digital library collections and services.	



## 2 Partnership and innovation

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
2.1	Support councils to make evidence-based decisions about investment in library services							<ul style="list-style-type: none"> <li>Enhanced data collection and reporting</li> <li>Council make evidence-based decisions in relation to library infrastructure that meet our community needs</li> </ul>	
		2.1.1	Strengthen data collection, management and reporting	Engage with Council and external partner to provide Business Insights dashboard.	GMFDO	Exec	Jun-2025	<ul style="list-style-type: none"> <li>Enhanced data collection and reporting</li> <li>Council is engaged in service innovation and improvement of libraries in the Casey region</li> </ul>	
		2.1.2	Support council in their strategic decision making with relevant quantitative and qualitative evidence	Align data collection measures with Council measures (in Library service level Agreement)	CEO GMCE	Exec	Dec-2024	<ul style="list-style-type: none"> <li>CL engagement with relevant council departments and working parties on community library service and facilities needs</li> <li>State-wide library census data provided to council</li> </ul>	

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2.2	Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design							<ul style="list-style-type: none"> <li>• Increase in the number of joint programs and services</li> <li>• Joint service delivery models are regularly considered</li> <li>• Council teams are supported to consider, develop and deliver new library infrastructure</li> <li>• Our partnerships deliver enhanced learning and wellbeing outcomes for the community</li> </ul>	
		2.2.1	Explore and invest in joint planning and programming across council	Continue participation in Casey Best Start partnership	GMCE	CYO	Ongoing	<ul style="list-style-type: none"> <li>• Joint programming and events with Council</li> </ul>	
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	Participate in Co-Design workshops with Council on proposed Cranbourne Hub development	CEO GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> <li>• Council teams are supported to consider, develop and deliver new library infrastructure</li> <li>• Increased library visitation, membership and engagement (physical and digital)</li> </ul>	

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Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
2.3	Develop partnerships that enhance learning, knowledge and wellbeing in our communities							<ul style="list-style-type: none"> <li>• Increase in the number of joint programs and services provided to our community</li> <li>• Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li> </ul>	
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	Develop partnership with new facilitator of Pools and Leisure Centres, Aligned Leisure	GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> <li>• Working partnerships provide the community with greater information and knowledge that enhance their wellbeing</li> </ul>	
		2.3.2	Work with partners to deliver library services and programming to a wider audience	Deliver programs and activities with Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale	GMCE	Outreach	Ongoing	<ul style="list-style-type: none"> <li>• Increased library visitation, membership and engagement (physical and digital)</li> </ul>	
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	Develop Partnership Management Framework to facilitate annual reviews.	GMCE	Partnerships Leadership	Dec-2024	<ul style="list-style-type: none"> <li>• Increase in the number of joint programs and services provided to our community</li> <li>• Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li> </ul>	
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	Support transition of children into primary school through our early years programs. Explore option to deliver or partner with existing pathways to secondary education session.	GMCE	CYS	Jun-2025	<ul style="list-style-type: none"> <li>• Working relationships are established and fostered with partners across the breadth of the Education sector in the region</li> </ul>	

## 2 Partnership and innovation

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

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

### 3 Facilitate community connection and wellbeing

#### Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
3.1	Community connections strengthened through our programming and partnerships							<ul style="list-style-type: none"> <li>Communities are connected through the library to council and community programs and services</li> <li>CL, Council and community organisations are able to reach a larger, more diverse community</li> <li>Communities are actively engaged and consulted in CL's development.</li> <li>Community connections are strengthened</li> </ul>	
		3.1.1	Deliver programs and services across the region that strengthen social connection	Showcase key projects on our website to increase visibility of our impact.	GMCE	Marketing	Jun-2025	<ul style="list-style-type: none"> <li>Community connections are strengthened through library programs and promotion</li> <li>Community members are more connected with each other</li> <li>Community feedback demonstrates library programs improve participants social connection</li> </ul>	
		3.1.2	Partner with council teams and community organisations to engage our community through programs and outreach activities	Deliver services in Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale (as per 2.3.2)	GMCE	Outreach	Jun-2025	<ul style="list-style-type: none"> <li>Working precinct and community partnerships enrich programs and activities for our community</li> <li>Increased library visitation, membership and engagement (physical and digital)</li> </ul>	
		3.1.3	Support the Friends of CCLC to engage with and promote CCLC to the wider community	Engage and consult with Friends of CCLC on development of the Library Plan 2025-2029	CEO	Marketing	Nov-2024	<ul style="list-style-type: none"> <li>Friends of CCLC group engaged with our libraries and act as advocates for our service</li> </ul>	

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#### Contribute to thriving, healthy and inclusive communities

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3.2	Actively encourage health and wellbeing in our community							<ul style="list-style-type: none"> <li>• Deliver programs and services that support health and wellbeing</li> <li>• Communities are connected through the library to council and community health and wellbeing services</li> <li>• Communities access information and programs that support health and wellbeing</li> <li>• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region</li> <li>• Library users are healthier and more knowledgeable about their own wellbeing</li> </ul>	
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	Develop a new partnership with Aligned Leisure to deliver regular programs each season	GMCE	Partnerships Leadership	Dec-2024	<ul style="list-style-type: none"> <li>• Successful community partnerships that enrich programs and activities for our community</li> </ul>	
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	Deliver and promote Health and Wellbeing through events across Men's and Women's Health week	GMCE	Adult Programs	Jun-2025	<ul style="list-style-type: none"> <li>• Collections, programs and information services empower communities to improve their own Health and Wellbeing</li> </ul>	
		3.2.3	Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	RUOK week programming for early years Physical activity/health programs during school holiday programs Mental health, physical health and social connection programming in adult seasonal program.	GMCE	CYS Adult Programs	Jun-2025	<ul style="list-style-type: none"> <li>• Communities are connected through the library to council and community health and wellbeing services</li> <li>• Deliver programs and services that support health and wellbeing</li> </ul>	

### 3 Facilitate community connection and wellbeing

#### Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		3.2.4	Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living	Partner with council health and wellbeing team to identify local health providers and promote opportunities for community.	GMCE	Partnership	Mar-2025	<ul style="list-style-type: none"> <li>Working relationships with partners across the breadth of the Health and Wellbeing sector in the region</li> </ul>	
		3.2.5	Align CL services with City of Casey's municipal public health and wellbeing plans	Deliver programs aligning with Council objectives in key Health Domains - 16 Days of Activism, Seed Library and food/health programs	GMCE	Leadership	Ongoing	<ul style="list-style-type: none"> <li>Library health and wellbeing programs align with Council Health and Wellbeing strategy</li> </ul>	
3.3	Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services							<ul style="list-style-type: none"> <li>Increase in the number of joint services, resources and programs for CALD communities</li> <li>CALD communities feel that they are supported to access services and resources</li> <li>CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities</li> <li>CL 'Innovate' Reconciliation Action Plan is completed</li> </ul>	
		3.3.1	Work with council teams and community partners to support CALD communities to engage with council and library services and programs	Develop relationship with Council's Inclusion officers to develop directory of services and cross promote library activities	GMCE	CALD	Apr-2025	<ul style="list-style-type: none"> <li>Provision of information in appropriate community languages</li> </ul>	

### 3 Facilitate community connection and wellbeing

#### Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		3.3.2	Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	Deliver programs that celebrate community cultural groups and promote inclusion and social connection - Harmony week, Eid, Lunar New year	GMCE	CALD	Jun-2025	<ul style="list-style-type: none"> <li>CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities</li> </ul>	
		3.3.3	CL continues its journey to reconciliation	Assessment of new RAP with the CL RAP committee	CEO	Exec	Sep-2024	<ul style="list-style-type: none"> <li>Continued reconciliation journey</li> </ul>	
		3.3.4	Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	Develop a First Nations collection in consultation with local Aboriginal communities	GMCE	DOV TL	Jun-2025	<ul style="list-style-type: none"> <li>First Nations communities access library collections and lifelong learning opportunities</li> </ul>	
3.4	Inform and engage community about our library services							<ul style="list-style-type: none"> <li>Community members are aware of, and appreciate the libraries' services and resources</li> <li>Community members are aware of, and appreciate the impact of libraries</li> <li>CL delivers year on year growth in visits, loans, membership and program attendance</li> </ul>	
		3.4.1	Increase awareness of CL's impact, services and resources through strategic marketing, public relations and outreach activities	Target new library users through high traffic external locations including shopping centres and train stations	GMCE CEO	Marketing	Mar-2025	<ul style="list-style-type: none"> <li>CL delivers year on year growth in visits, loans, membership and program attendance</li> </ul>	



### 3 Facilitate community connection and wellbeing

#### Contribute to thriving, healthy and inclusive communities

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		3.4.2	Inform communities about the library's impact	Develop community campaign highlighting the impact of library services through real member stories.	GMCE	Marketing	Mar-2025	<ul style="list-style-type: none"> <li>Community members are aware of, and appreciate the impact of libraries</li> </ul>	
3.5	Social inclusion strategy that guides inclusive community engagement							<ul style="list-style-type: none"> <li>CL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities</li> </ul>	
		3.5.1	Maintain and refine the strategy that will inform CL's approach to inclusive community engagement	Deliver Social Inclusion outcomes through seasonal program plans by including programs for diverse communities.	CEO GMCE GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> <li>Diverse communities are celebrated, and considered in the planning and delivery of services and programs</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
4.1	Integrate CL values throughout the organisation							<ul style="list-style-type: none"> <li>Staff embrace CL's values and incorporate them into their day to day work</li> </ul>	
		4.1.1	Recognise and celebrate staff who live CL values	Celebrate staff living CL values through Value Awards and announcing Value Champions at Staff Professional Development Day.	GMOD	Exec	Oct-2024	<ul style="list-style-type: none"> <li>Staff engagement shows increased understanding and support of CL values</li> <li>CL staff engagement with the Workforce Development Plan, and working to their strengths inline with CL values</li> </ul>	
		4.1.2	Work with all library team members to reinforce CL values	Incorporate CL values in the development of new Library Plan	GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> <li>CL staff share belief in the value of the services we provide and the communities we support</li> <li>CL staff take calculated risks and embrace opportunities for growth</li> <li>Staff engagement survey(s) show understanding and support of CL values</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
4.2	Partner with community to design and strengthen positive impact of library services							<ul style="list-style-type: none"> <li>Community have the opportunity to contribute to library planning</li> </ul>	
		4.2.1	Involve community in making key decisions about CL's infrastructure, services and programming	2024 Survey gathers information for new Library Plan	CEO	Marketing	Dec-2024	<ul style="list-style-type: none"> <li>Community have the opportunity to contribute to library planning</li> <li>Community engagement through surveys and feedback</li> </ul>	
		4.2.2	Engage with Friends of CCLC to review and develop library initiatives	Consult FOCL in the development of the new Library plan 25-29	CEO	Marketing	Jun-2025	<ul style="list-style-type: none"> <li>Community have the opportunity to contribute to library planning</li> </ul>	
4.3	Strengthen staff capacity to innovate and respond effectively to community needs							<ul style="list-style-type: none"> <li>Staff have the opportunity to contribute to library planning</li> <li>Staff are informed about CL's planning and priorities</li> <li>Staff feel confident in their ability to engage and support customers</li> <li>CL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve</li> </ul>	
		4.3.1	Encourage staff to work to their strengths	Emerging Leaders and Working Styles programs and engagement delivered.	GMOD	Leadership	Jun-2025	<ul style="list-style-type: none"> <li>Strengths conversations through Increment reviews and performance planning</li> </ul>	
		4.3.2	Provide staff with opportunities to co-design services and programs	Training on co-design principles for leaders	GMCE	Leadership	Feb-2025	<ul style="list-style-type: none"> <li>Staff conversations that encourage creativity and innovation in service delivery and program planning</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		4.3.3	Provide staff with regular updates on CL's performance, including community feedback	Report community feedback, survey results, stories and performance to staff	CEO	Exec	Ongoing	<ul style="list-style-type: none"> <li>CL staff share belief in the value of the services we provide and the communities we support</li> <li>Community feedback is communicated to staff regularly and positive stories pulled together in the annual report</li> <li>Monthly performance statistics are available for staff</li> </ul>	
		4.3.5	CL is an inclusive employer	Utilisation of volunteers within our community across the libraries	GMOD	Exec	Jun-2025	<ul style="list-style-type: none"> <li>CL workforce is diverse and represents the community we serve</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
4.4	Know and understand our impact							<ul style="list-style-type: none"> <li>CL regularly collects and reports on its impact</li> <li>CL's board, council staff and community organisations are aware of CL's impact</li> </ul>	
		4.4.1	Explore opportunities to strengthen data collection within CL	Engage with Council and external partner to provide Business Insights dashboard.	CEO GMFDO GMCE	Exec	Dec-2024	<ul style="list-style-type: none"> <li>Deliver Business Insights Dashboard to provide staff the tool to monitor performance</li> </ul>	
		4.4.2	Work with partners to track and understand CL's impact across council goals	Monthly reporting to council on Innovations Projects	CEO	Exec	Ongoing	<ul style="list-style-type: none"> <li>Community engagement with the library - visits (physical and virtual), membership</li> <li>CL regularly collects and reports on its impact</li> </ul>	
		4.4.3	Report on CL's impact annually	Develop Annual Report	CEO	Exec	Sep-2024	<ul style="list-style-type: none"> <li>Annual Report</li> </ul>	
4.5	Seek funding opportunities that enhance our capacity to support the community							<ul style="list-style-type: none"> <li>Additional services and programs are delivered as a result of funds raised</li> </ul>	
		4.5.1	Apply for funding and grant opportunities	Apply for Science Week and Be Connected grants	CEO GMFDO GMCE	Leadership	Jun-2025	<ul style="list-style-type: none"> <li>Applications for funding and grants completed</li> <li>Success in receiving funding and grant opportunities</li> </ul>	
		4.5.2	Raise funds through donations and sponsorships from our community	Fundraising campaign for Homelessness and community "Deliver Joy".	CEO	Marketing	Dec-2024	<ul style="list-style-type: none"> <li>Additional services and programs are delivered as a result of funds raised (donations passed on to community partners)</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
4.6	Good Governance and compliance with legislative requirements							<ul style="list-style-type: none"> <li>• An informed and engaged Board</li> <li>• A reputation for good governance practices</li> <li>• Unqualified Audit Opinion from Victorian Auditor General's Office</li> </ul>	
		4.6.1	Robust oversight of CL by the Board	Strategic Planning Workshop and development of Library Plan 2025-2029	CEO	Exec	Oct-2024	• Library Plan 2025-29	
		4.6.2	Board performance evaluation conducted annually	Board members sign Board Code of Conduct	Chairperson CEO (admin only)	Exec	Jan-2025	An informed and engaged Board	
		4.6.3	Compliance with relevant legislation	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> <li>• Annual Financial Report (July)</li> <li>• VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep</li> <li>• Fringe Tax Benefit (Annual – May)</li> <li>• BAS - Quarterly</li> <li>• CCL Insurance Declarations (Jun)</li> <li>• Workcover Remuneration Declaration (Aug/Sep)</li> <li>• Annual Report Forwarded to the Minister by Sep 30</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Local Government Act (1989)</li> <li>• Compliance with Industrial Relations and Human Resource practices.</li> <li>• Compliance with Occupational Health and Safety including psychosocial and Child Safety Standards</li> <li>• Compliance with Gender Equality Act</li> <li>• Meeting financial legislative and reporting requirements</li> <li>• Service and license agreements with member councils maintained</li> <li>• Delivery and completion of the Annual Report</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		4.6.4	Annual Budget	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> <li>Proposed budget approval by CL Board.</li> <li>Forwarded to Minister by Aug 31</li> <li>Quarterly Budget report to Board - Apr, July, Oct &amp; Jan</li> <li>Draft Budget presented to the Board (Nov2024)</li> <li>Budget endorsement by the Board. (Feb/Mar)</li> <li>Public notice – request submissions. (May)</li> <li>June 2025 Budget Approval by CL Board.</li> </ul>	<ul style="list-style-type: none"> <li>All our activities are governed by sound financial and business management principles</li> <li>Annual Budget comes within +/- 5% projections</li> <li>Maintain working capital ratio above 1.3</li> <li>The Board provides good governance and advice.</li> </ul>	
		4.6.5	Library Plan	Compliance with listed outcomes	CEO	Exec	<ul style="list-style-type: none"> <li>Forwarded to Minister by Aug 31</li> </ul>	<ul style="list-style-type: none"> <li>Development of Library Plan 2025-2029</li> <li>Review of our Library Plan on an annual basis</li> <li>Lodged on time and in accordance with Local Government Act (1989)</li> </ul>	

## 4 Organisational Excellence

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

Strategy		Action		Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes <small>As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.</small>	Traffic Light Status
		4.6.6	Strategic Resource Plan (SRP)	Compliance with listed outcomes	GMFDO Exec Team	Exec	<ul style="list-style-type: none"> <li>Adopted by CL Board June 2024</li> <li>Copy to Minister before Aug 31.</li> </ul>	<ul style="list-style-type: none"> <li>Lodged on time and in accordance with Local Government Act (1989)</li> </ul>	
4.7	Provision of strategic guidance and support to Member Council							<ul style="list-style-type: none"> <li>Our community has access to high quality library services</li> <li>Our communities are stronger, healthier and better connected</li> </ul>	
		4.7.1	Strong connections across the public library sector at a national and state level.	Participate in the PLV Executive and influence advocacy for public libraries at a National and State level	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> <li>Active participation and engagement with PLV</li> </ul>	
		4.7.2	Provide guidance and support to Member Council on the future development and delivery of library services	Participant in future masterplan and precinct planning discussions for Cranbourne	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> <li>The role of public libraries is embraced and understood by Member Council</li> <li>Recognition of CL as an active contributor to community life and wellbeing</li> <li>Better community outcomes</li> </ul>	
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Involvement in Community Service Organisations partner network	Exec Team	Leadership	Ongoing	<ul style="list-style-type: none"> <li>Our communities are stronger, healthier and better connected</li> </ul>	



## GENERAL BUSINESS

### CL18/2025 BENEFICIAL ENTERPRISE

*Report prepared by Beth Luppino*

#### **Purpose**

To provide the Board with an update on the transition of Casey Cardinia Library Corporation to a Beneficial Enterprise as defined under the Local Government Act 2020.

*CL Library Plan reference – 4.6, 4.7*

#### **Background**

Casey Cardinia Library Corporation (trading as Connected Libraries) must be wound up by July 2030 in accordance with provisions of the Local Government Act 2020. Several steps are required by both Council and Connected Libraries to achieve this.

All existing regional library corporations in Victoria must update and modernise their corporate structure and transition into an entity defined in the Act as a ‘Beneficial Enterprise.’

Our new corporate entity is Connected Libraries Ltd, a not-for-profit company limited by guarantee, and we will commence operations as this entity on 1 July 2025.

There will be no changes to our services to the community as a result of the transition.

#### **Discussion**

##### **Connected Libraries Ltd registered with ASIC**

On Tuesday 11 February ASIC approved the registration for Connected Libraries Ltd, a not-for-profit company under the 2001 Corporations Act.

The sole member of the company is Casey City Council.

The registered parties associated with the new company include:

- Keri New – Director
- Penny Holloway – Director
- Helen Partridge – Director
- Steven Coldham – Director
- Scott Dowling – Director
- Elspeth Luppino – Company Secretary

Note: Emily Ramaswamy will be added to the Company register as Public Officer before 1 July.

##### **Application for charity status with ACNC**

As a not-for-profit company with charitable purpose, Connected Libraries Ltd has now submitted an application for registration with the Australian Charities and Not-for-profits Commission (ACNC).

##### **Library Agreement**

The Connected Libraries Agreement (between Council and Connected Libraries Ltd) can also now be finalised, and both parties retain to support operations. CEO and Casey Head of Libraries to lead this.

The draft Library Agreement was approved by Council on 20 August and endorsed by the Board on 28 August 2024. Following the registration of Connected Libraries Ltd on the ASIC registry, the draft Library Agreement has been updated with the ACN (Australian Company Number).

The Agreement must now be signed by the representatives of all parties. Along with the member Council, both the current Regional Library and the newly established Not-for-profit company are mentioned in the Agreement – hence the sign off process will involve named representatives of all three parties.

It is worth noting the representatives of Casey Cardinia Library Corporation and Connected Libraries Limited are the same individuals - current Board Chair Penny Holloway, and CEO Beth Luppino. Casey CEO Glen Patterson will sign on behalf of Council.

The CCLC corporate seal will be affixed to the signing page in accordance with existing protocol.

### **Conclusion**

In accordance with the requirements of the Local Government Act 2020, Casey Cardinia Library Corporation is on track to be wound up before June 2030. Transition to the new entity will occur on 1 July 2025, with all requirements on track to achieve this target.

The draft Library Agreement between Connected Libraries and Council can now be finalised and signed by all parties.

The CL Executive Team work with Council officers to progress the next steps in the formation of, and transition to, the new entity.

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### **RECOMMENDATIONS**

- 1. That the Board notes the Beneficial Enterprise report.**
- 2. That the Board recommends the Board Chair and Connected Libraries CEO sign and execute the finalised Library Agreement on behalf of Casey Cardinia Library Corporation, and on behalf of Connected Libraries Ltd.**
- 3. That the Connected Libraries CEO provides the signed Library Agreement to City of Casey CEO to sign and execute on behalf of Council.**

**IN CAMERA**

**CL19/2025      TRANSITION UPDATE**

***Report prepared by Beth Luppino***

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**NEXT MEETING**

Wednesday 25 June 2025 – 4.00pm – Online Teams Meeting