

# **AGENDA**

**Board Meeting**  
**Wednesday 25 June 2025**  
**4.00pm**

**Online Meeting via Teams**

<b>1.</b>	<b>Present</b>	
<b>2.</b>	<b>Apologies</b>	
<b>3.</b>	<b>Acknowledgement of the Traditional Owners</b>	
<b>4.</b>	<b>Declaration of Conflicts of Interest</b>	
<b>5.</b>	<b>Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Monday 19 May 2025.</b>	
<b>6.</b>	<b>Strategies/Plans</b>	<b>Page No.</b>
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## STRATEGIES/PLANS

### 04/2025 LIBRARY AGREEMENT

*Report prepared by Beth Luppino*

#### **Purpose**

To present the Board with Connected Libraries 'Library Agreement' for formal adoption, having been signed and executed as an Agreement by all parties.

*Library Plan 2025-2029 reference – 4.5*

#### **Background**

Connected Libraries Limited was established on February 11, 2025. The Company was established as a beneficial enterprise to succeed CCLC and to operate the Public Library services throughout the City of Casey.

A Constitution was created upon the establishment of the company and sets out the following purpose:

- (a) to operate library branches and provide library services to and within the Member Councils, and to provide similar services to other Councils, Beneficial Enterprises or library corporations;
- (b) to provide other services, resources, digital services and programs aimed at meeting the information, recreational, educational, placemaking, business, economic and cultural needs of the diverse communities of the Member Councils and other communities to whom the Company provides services (if any) in an equitable, effective, efficient, responsive and forward-looking manner in accordance with these objects and the values and objectives as determined by the Board;
- (c) to act as trustee and to perform and discharge the duties and functions incidental to acting as a trustee where this is incidental or conducive to the attainment of these objects; and
- (d) to do such things as are incidental or ancillary to the attainment of these objects.

In addition to the Constitution, an Agreement between the parties was created to assist with the transition and ongoing governance of the company. The Agreement articulates the agreed terms for the initial contribution and transfer of assets, licences, operations and activities from CCLC to the company. It also outlines Board responsibilities, assets and operating requirements, strategic planning responsibilities, annual budget, financial contribution and annual reporting.

The Library Agreement was signed by representatives of Casey City Council, Connected Libraries Limited and Casey Cardinia Library Corporation on 22 April 2025.

#### **Conclusion**

As Connected Libraries Limited prepares to begin trading on 1 July, it is timely for the Board to formally adopt the Library Agreement, as one of the foundational governance documents for the company.

### **RECOMMENDATIONS**

- 1. That the Board adopts the signed Library Agreement between Connected Libraries Limited, Casey City Council and Casey Cardinia Library Corporation.**

**05/2025 LIBRARY PLAN 2025-2029*****Report prepared by Beth Luppino*****Purpose**

To provide the Board with CL endorsed Library Plan 2025-2029 for adoption ahead of the new financial year 2025-2026.

*Library Plan 2025-2029 reference – 4.5*

**Background**

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 led an extensive review and planning process 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. This new plan replaces the existing 2021-2025 Library Plan that will be completed on 30 June 2025.

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.

The four strategic outcomes in the 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.

#### **Discussion**

At the CCLC April Meeting, the Board were presented the final Draft Library Plan 2025-2029, it was resolved:

1. *That the Board endorses CL Draft Library Plan 2025-2029.*
2. *That CL forward the endorsed CL Draft Library Plan 2025-2029 to the City of Casey for adoption.*
3. *That the Board notes Connected Libraries Ltd adopt the CL Draft Library Plan 2025-2029.*
4. *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.*

City of Casey considered and approved the endorsed CL Library Plan 2025-2029 at its Council meeting on 20 May 2025.

Following Council's endorsement, the CL Limited Board must now consider the adoption of the Library Plan 2025-2029.

#### **Conclusion**

The 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 CL Limited 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**

A handwritten signature in white ink on a teal background.



**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.

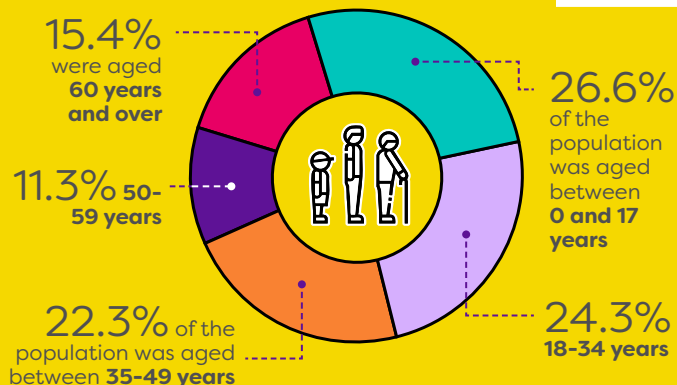
## Carers

**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



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



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).

# 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

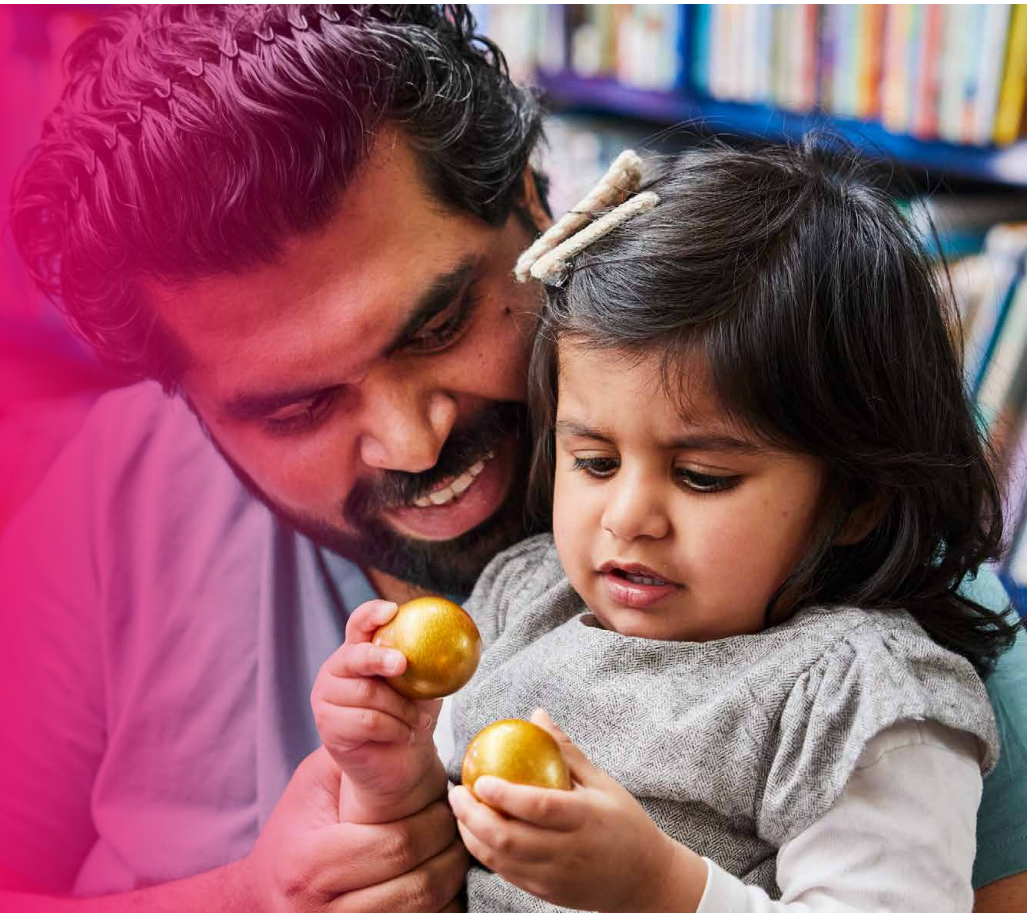
# Discovery and Learning

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.

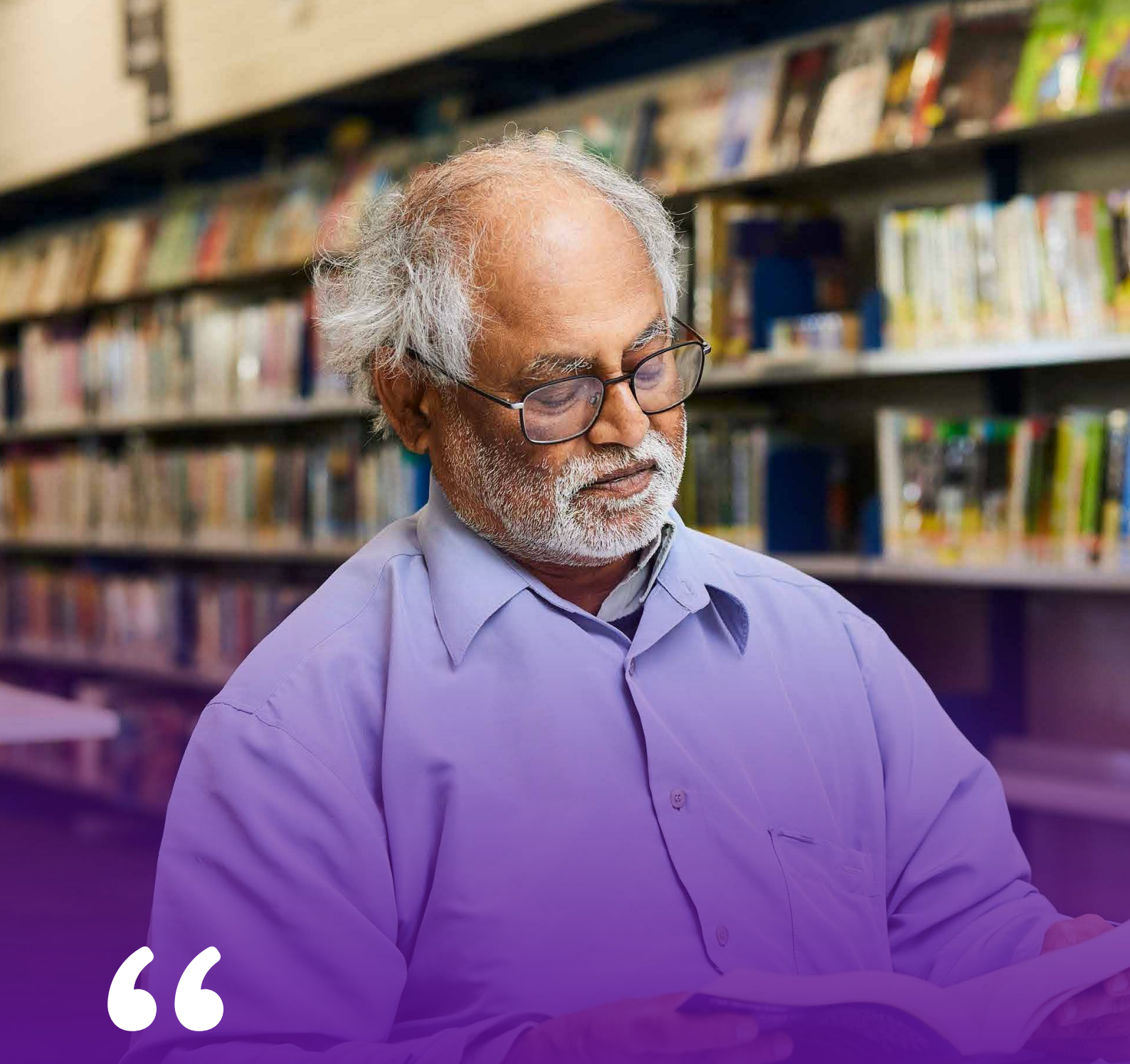
**Operational Excellence excellence:** Deliver strong governance, regulatory and compliance practices and benchmark our services against industry standards to continuously improve our performance.

## 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**

**06/2025      STRATEGIC RESOURCE PLAN 2025-2029*****Report prepared by Emily Ramaswamy*****Purpose**

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

*Library Plan 2025-2029 reference – 4.5*

**Discussion**

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.

The Board of CL Limited as part of the transition is required to adopt the Strategic Resource Plan (SRP) 2025-2029.

The 2025–2029 (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 CCLC Board decisions made during the 2024–2025 financial year.

At the CCLC April Meeting, the Board were presented the final Draft Strategic Resource Plan 2025-2029, it was resolved:

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.*

City of Casey considered and approved the endorsed CL Strategic Resource Plan 2025-2029 at its Council meeting on 20 May 2025.

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

**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.

**RECOMMENDATIONS**

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

# CONNECTED LIBRARIES

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**Ignite your imagination**

## **Strategic Resource Plan 2025-2029**

**Endorsed: 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.

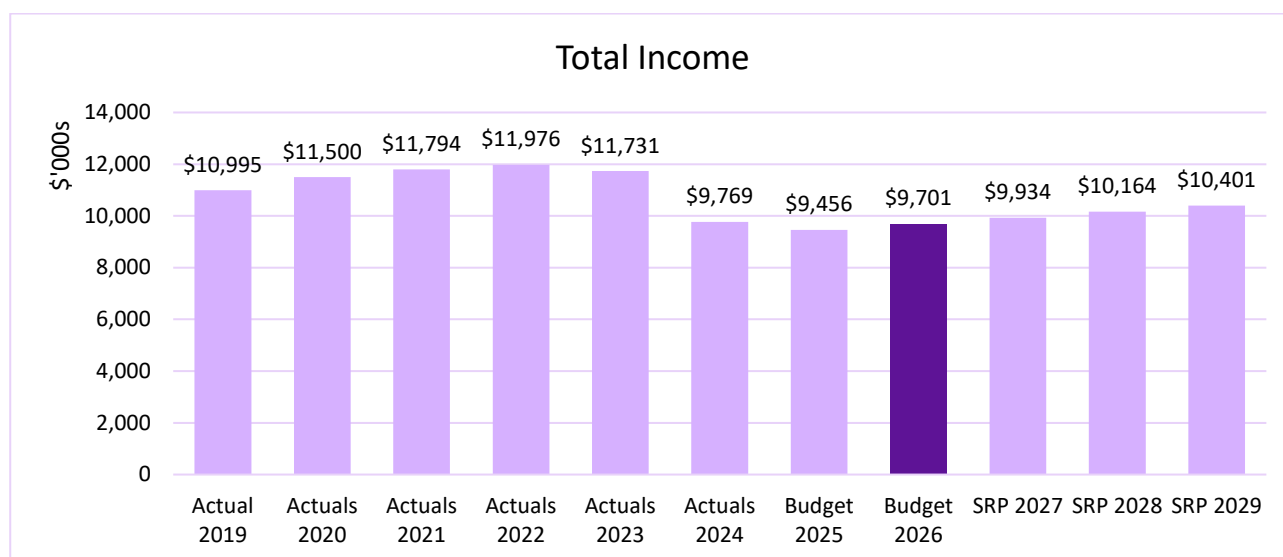
Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Draft Facilities Development Plan 2023–2027 (updated February 2025) and the Draft Library Plan 2025–2029, Connected Libraries continues to 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

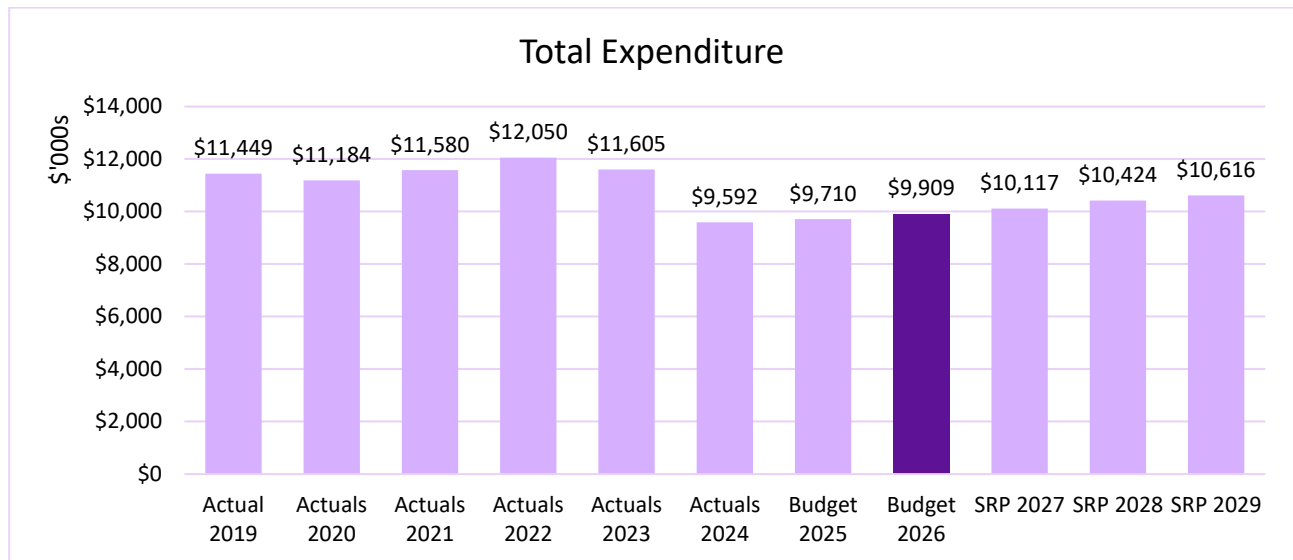
	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>	<b>Forecast 2026-27</b>	<b>Forecast 2027-28</b>	<b>Forecast 2028-29</b>
City of Casey	<b>7,261,895</b>	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
	<b>74.53%</b>	74.59%	75.11%	75.55%	76.05%	76.54%
State Government	<b>2,175,404</b>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

<b>Statement of Change in Equity</b>			
<b>As at June 30</b>			
	<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>
<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>

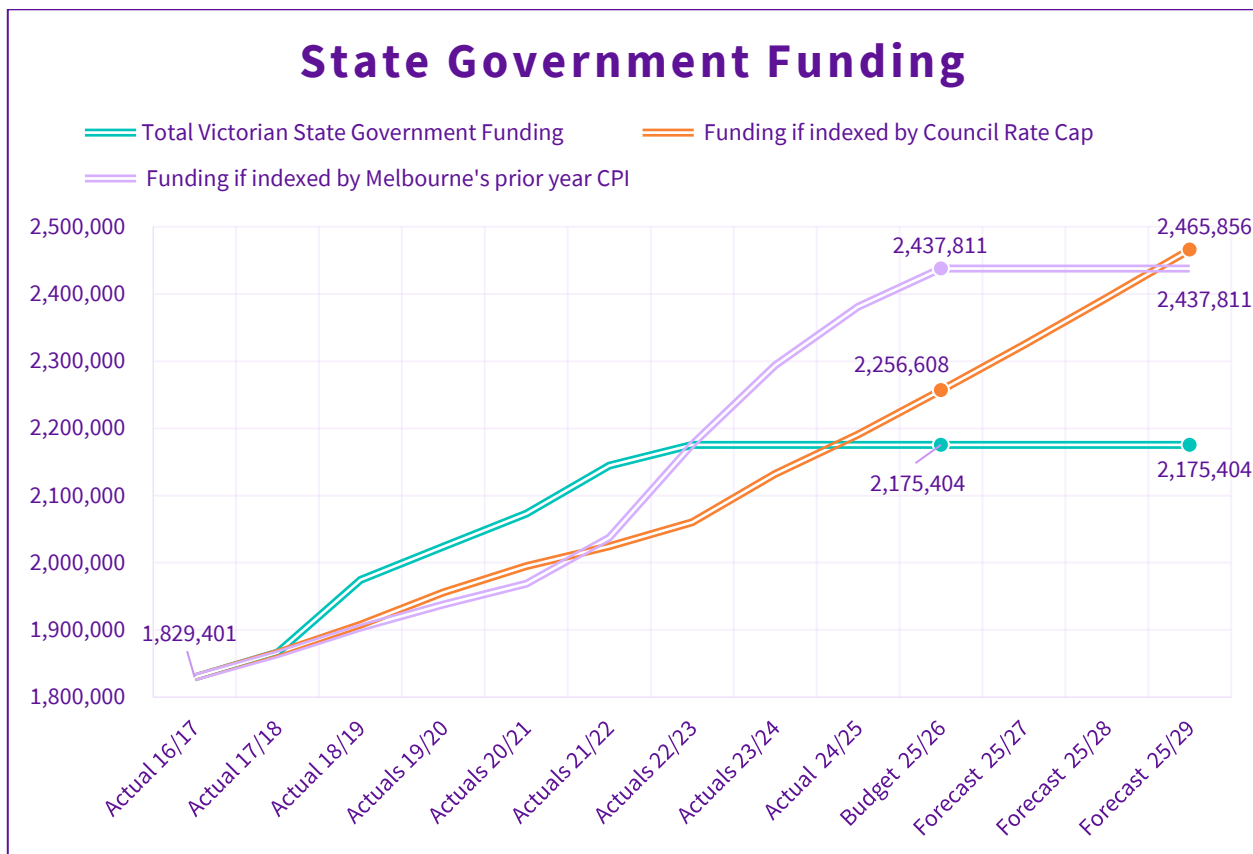
\*\*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

### 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)

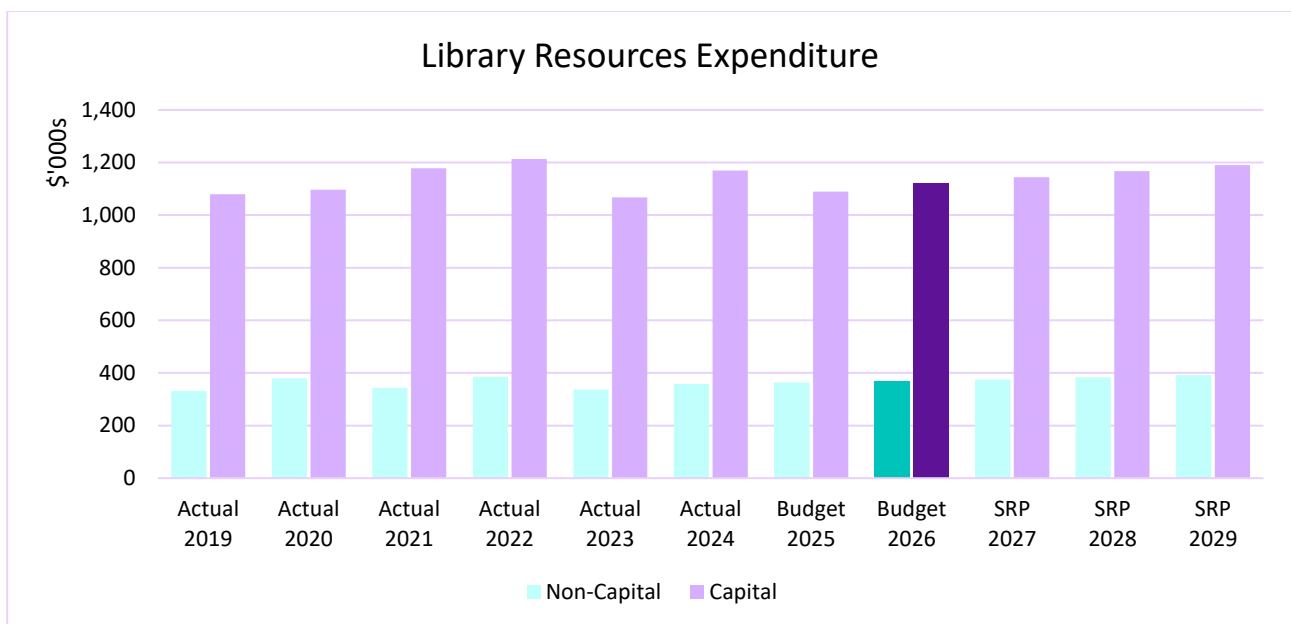
The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Draft Library Plan. Expenditure levels have been aligned 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)					
	<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>
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)

07/2025

**BUDGET 2025-2026*****Report prepared by Emily Ramaswamy*****Purpose**

To present the Board with Connected Libraries Budget for the operating budget for the 2025–2026 financial year for adoption.

*Library Plan 2025-2029 reference – 4.5*

**Background**

The Budget for the 2025-2026 financial year was prepared taking into account key decisions made by the CCLC 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.

**Discussion**

At the CCLC April meeting, the Board considered endorsement of the detailed Draft Budget 2025-2026, and it was resolved that:

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.*

CL received no community submissions related to the advertised budget.

City of Casey considered and approved the endorsed CL Budget 2025-2026 at its Council meeting on 20 May 2025.

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

It is noted, however, that subsequent to the endorsement of the Draft Budget, two significant projects were approved at the City of Casey Council meeting on 17 June 2025 as part of Council's 2025–2026 Annual Action Plan. These are:

- Clyde Library Lounge – Establishment of a new Library Lounge at the Clyde Township Family and Community Centre; and
- Bunjil Place Furniture Renewal – Refurbishment of key furniture within the Bunjil Place Library.

As these projects had not been confirmed at the time the Draft Budget was prepared and submitted, they have not been incorporated into the current version. CL is waiting for formal notification from the City of Casey of the additional funding amounts.

Given the materiality of both the associated funding and expenditure, a revised Budget will be prepared and presented to the Board at its next scheduled meeting for adoption.

This approach ensures the financial implications of these projects are transparently recorded, and that the organisation's budget accurately reflects its operational and project delivery commitments.

**Conclusion**

The 2025–2026 CL Budget provides a business-as-usual approach to resourcing the Library Plan. It maintains existing services, supports achievable priorities, and reflects responsible financial planning in a constrained funding environment. A revised Budget, incorporating two additional Council-funded projects approved on 17 June 2025, will be presented to the Board for adoption at its next meeting.

**RECOMMENDATIONS**

1. **That the Board adopts CL Budget 2025-2026.**
2. **That the Board notes a revised CL Budget which includes the additional projects approved by City of Casey will be presented for adoption at the August meeting.**

# CONNECTED LIBRARIES

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**Ignite your imagination**

**Budget  
2025-2026**

**Endorsed: 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.

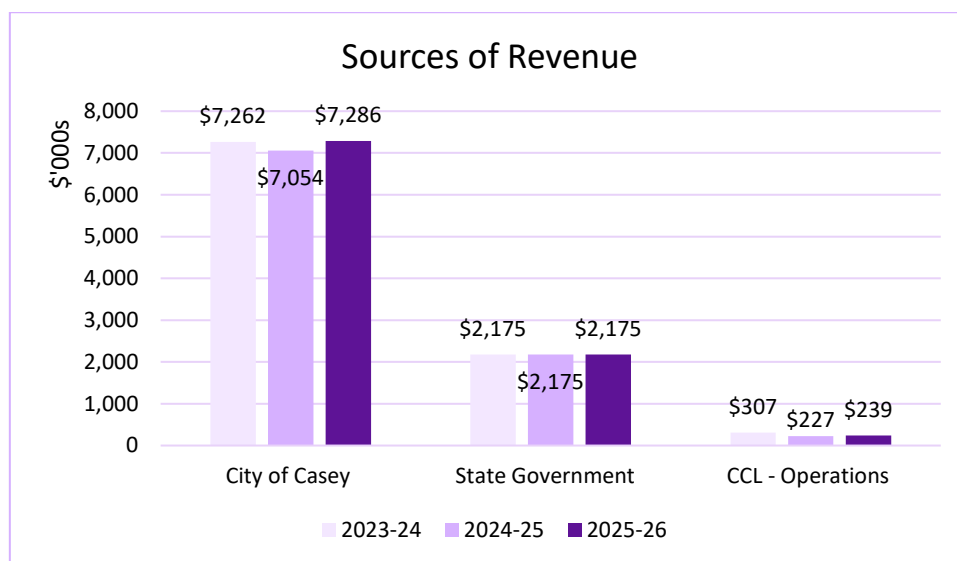
Consistent with the SRP, this Draft Budget does not include funding for new service delivery points or major capital projects. While Connected Libraries continues to explore opportunities for improved access and infrastructure—as identified in the Draft Facilities Development Plan 2023–2027 (updated 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

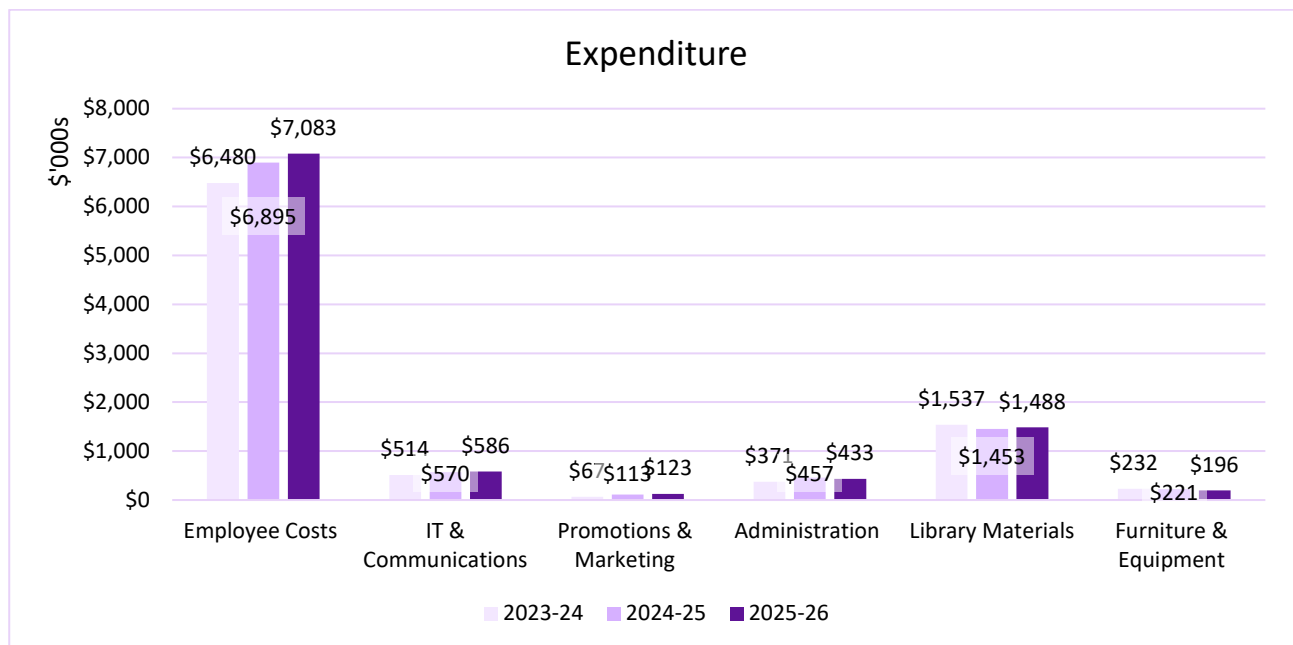
	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>
City of Casey	<b>7,261,895</b>	7,053,833	7,286,048
	<b>74.53%</b>	74.59%	75.11%
State Government	<b>2,175,404</b>	2,175,404	2,175,404
	<b>22.33%</b>	23.00%	22.43%
CL - Operations	<b>306,812</b>	226,995	239,058
	<b>3.15%</b>	2.40%	2.46%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



## 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>

**Balance Sheet  
As at June 30**

	<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**

	<b>Budget (Revised) 2024-25</b>	<b>Budget 2025-26</b>
	\$	\$
<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)

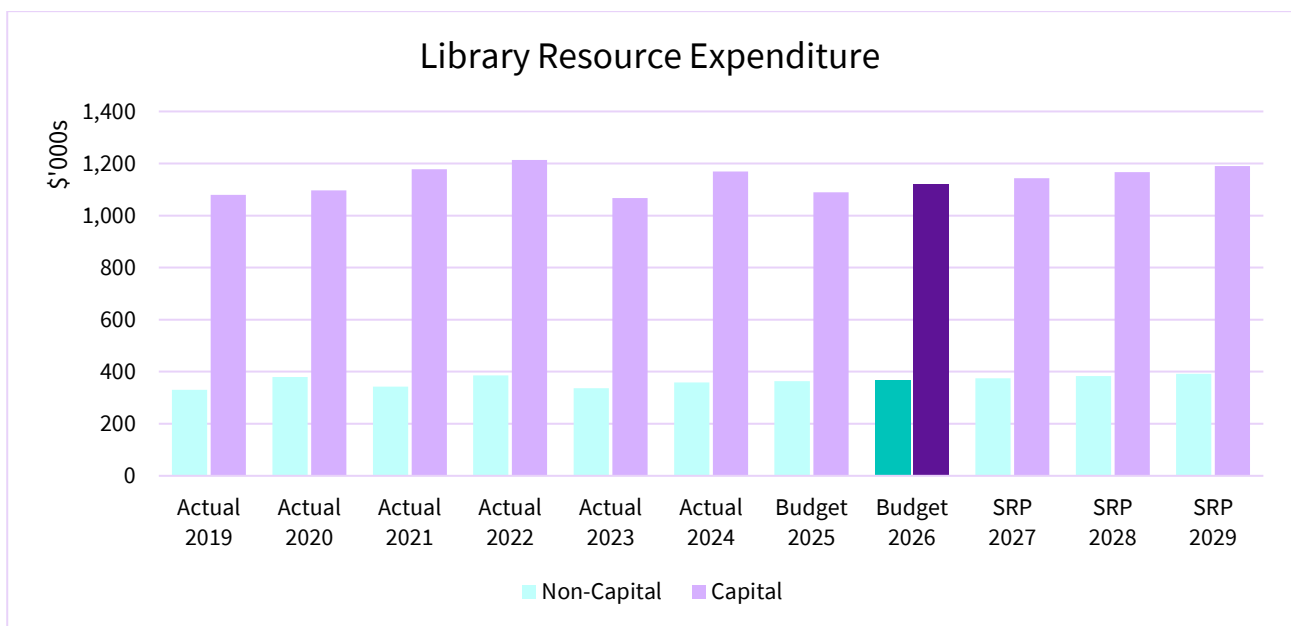
The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Draft Library Plan. Expenditure levels have been aligned 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

## 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)

**GENERAL BUSINESS****08/2025          CHAIRPERSON*****Report prepared by Beth Luppino*****Purpose**

To outline the Board Governance policy requirements regarding the terms of office for the Board Chair position and to support the Board in the election of a Chairperson from 1 July 2025.

*Library Plan 2021-2025 reference – 4.6*

*Library Plan 2025-2029 reference - 4.5*

**Background**

At the CCLC 2024 June Board meeting, the Board discussed the role of Chairperson and time held in the position.

The CCLC Board Governance policy (which also applies to Connected Libraries Limited) describes that the Chairperson must be one of CL's Independent Directors (referred to by CCLC as Board Members).

**Discussion**

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

The policy outlines that the Chairperson shall hold office for 24-months unless the Chairperson goes out of office earlier in accordance with clause 6.4 of the policy. The 24-month rotation provides stability and continuity to the Board and Governance structure of Connected Libraries Limited.

Throughout any term as Chairperson, the other Independent Director will act as alternate Chair where the Chairperson is not available.

The Board endorsed that Penny Holloway continued in the roll of Chair until July 2025, which included for the initial meeting of Connected Libraries Limited. In July 2025, the position of Chairperson is due to rotate to Helen Partridge.

The Independent Board members have indicated that Penny Holloway will nominate for the role of Chair for a further twelve months, with Helen Partridge continuing in the role of alternate Chair.

The Board should consider the appointment of a Chair of the Connected Libraries Limited Board from July 2025.

**Conclusion**

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

**RECOMMENDATIONS**

- 1. That the Board Chairperson report be noted.**
- 2. That the Board endorse an Independent Board member in the role of Chair from July 2025 until July 2026.**

09/2025

**AUDIT AND RISK****Report prepared by Beth Luppino and Emily Ramaswamy****Purpose**

To provide the Board with information and options for the introduction of a Finance, Audit and Risk Board Sub-Committee (ARC).

*Library Plan 2025-2029 reference – 4.5*

**Background**

Connected Libraries Ltd operates under the Corporations Act 2001(Cth), the legislation regulating companies in Australia; and reports to the ACNC as a registered charity.

Governance best practice in Australia is for large charities to form a sub-committee of the company's Board that has a focus solely on finance, audit and risk matters. The introduction of a sub-committee does not lessen or substitute the responsibilities of all Board Directors in the matters of governing finance and risk and ensuring the company meets audit requirements.

Membership of such a sub-committee generally consists of both Board Directors and external experts and is independent of the company's management Team (Executive Team). The CEO and General Manager of Finance would attend meetings to be able to provide information to the sub-committee, and complete secretarial duties.

Under the Corporations Act, listed companies are required to have such a sub-committee (CL Ltd is not listed). Councils have a similar requirement under the Local Government Act 2020.

As a not-for-profit, a sub-committee is an option for Connected Libraries Ltd to support strong governance practices.

**Discussion**

Ideally, a finance, risk and audit committee (ARC) would include members with financial and legal expertise and comprise of at least three members. Quarterly meetings are common, and a committee charter would need to be developed.

The appointment of external members (subject matter experts) to the Committee would enable the Committee to provide advice to the Board on matters related to its responsibilities based on different skills and experience that might otherwise not be the case and in so doing bring additional benefits to the Board and member council.

A key function of an ARC would be to review reports from both the internal and external audit processes throughout the year.

**Outsourcing the Internal Audit function**

Internal audit focuses on testing current policies, processes and strategies to identify improvement opportunities. Connected Libraries does not currently have an Internal Audit process.

Due to the confines of funding and small administrative team, the Board could consider outsourcing the internal audit function to an external provider such as the Institute of Internal Auditors. The provider would report directly to the committee.

IIA-Australia can also provide **consulting services** for:

- Setting up a new internal audit function.
- Internal audit quality assurance activities.
- Internal audit foundations such as internal audit procedures and manuals.
- Assurance mapping and assurance strategy.
- Quality review of audit committee structure, capability and operations.

- Quality assessments of risk management, compliance, investigations and business continuity functions.
- Risk management advisory services.  
- <https://iia.org.au/consulting-services>

The Board may wish to procure the services of an external provider to assess the need for an internal audit function, including recommendations for the frequency of audits, taking into consideration the size and nature of the company.

### **External Audit and ACNC**

External auditors focus on the year-end financials (and testing some processes relating to) and test the presented financial statements for material errors or omissions.

VAGO continues to provide the external audit function for Connected Libraries. The ARC would review all reports, recommendations by VAGO throughout and at the end of each Financial Year.

The committee may also review the annual information statement and financial reports submitted to ACNC by 31 December.

### **Example – Whitehorse Manningham Regional Library**

One example of a regional public library service with an established ARC is the Whitehorse Manningham Regional Library Corporation (WML), established in 1998.

The WML ARC meets twice a year. The committee consists of two external subject matter experts and two Board members/Directors. The committee hears reports on external and internal audit processes; finance matters (investment summary, credit card expenditure, insurance claims if relevant); risk management – incident reports, strategic risk profile; compliance – processes and legislation; relevant policy updates and development.

The Committee provides appropriate advice and recommendations to the Board on matters relevant to the Committee's Charter to facilitate decision-making by the Board in relation to the discharge of its responsibilities.

The Audit and Risk Committee does not have executive powers, financial responsibilities nor assume any management functions.

### **References**

- [\*Whitehorse Manningham Libraries - Audit-and-Risk-Committee-Charter-adopted-24-May-2023.pdf\*](#)
- [\*Audit Committees Guidelines-A-guide-to-good-practice-for-local-government.pdf\*](#)

### **Conclusion**

A sub-committee of the company's Board that has a focus solely on finance, audit and risk matters may assist the Board with the effective governance of the company. Key matters a sub-committee would focus on include internal and external audit reports. CL does not currently have an internal audit function, however this could be outsourced in the future as required.

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### **RECOMMENDATIONS**

- 1. That the Board consider the formation of a Finance Audit and Risk sub-committee.**
- 2. That the CEO procures external advice and recommendations on internal audit practices for CL Ltd.**

**10/2025 CL LIMITED BOARD CODE OF CONDUCT 2025-2026*****Report prepared by Beth Luppino*****Purpose**

To present the draft Connected Libraries Limited Board Code of Conduct for review and consideration.

*Library Plan 2021-2025 reference – 4.1, 4.6*

*Library Plan 2025-2029 reference – 4.5*

**Background**

In November 2024, the CCLC Board reviewed, considered and adopted a Board Code of Conduct 2025. As a result of CCLC transitioning to Connected Libraries Limited 1 July 2025 an updated Code of Conduct is presented for the Directors of the company to consider and sign.

**Discussion**

The Board Code of Conduct draws on sources including Casey Council Code of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services. It acknowledges the vision and values of Connected Libraries, community expectations and the principles of good governance.

CL Limited Board Directors are invited to reflect on the draft Code of Conduct and provide feedback. Once adopted, the Code of Conduct is to be signed by all members of Connected Libraries Limited Board. In line with the annual reporting period of the company, it is proposed that Directors review and sign the Code of Conduct at the June meeting of the Board each year.

**RECOMMENDATIONS**

- 1. That the Board adopts Connected Libraries Limited Board Code of Conduct 2025-2026.**
- 2. That Board Directors sign and provide a copy to the CEO of CL Limited by 1 July 2025.**

# Connected Libraries Limited Board

## Code of Conduct – 2025-2026

### Introduction

This Connected Libraries Limited Board Code of Conduct draws on sources including Council Code of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services. It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

### Our Vision

Inspiring spaces where everyone is free to discover possibilities.

### Our Mission

To encourage life-long 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

### Our Approach

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

## Review Process

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the June Board meeting.

The annual review should be led by the Chairperson with input and advice from all Board Directors.

## CL Code of Conduct for Board Directors

### As a Board Director I:

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

## Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate
2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.
3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

## Acknowledgement and Acceptance of the Code of Conduct

I, ..... acknowledge that I have received and read the Connected Libraries Limited Board Code of Conduct – 2025-2026.

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

Signature .....

Name (printed) .....

Date .....

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

**IN-CAMERA**

**11/2025      CEO PERFORMANCE REVIEW SUB-COMMITTEE**

***Report prepared by Steve Coldham***

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**NEXT MEETING**

Wednesday 27 August 2025 – 4.00pm – Online Teams Meeting