AGENDA

Board Meeting
Wednesday 27 August 2025
4.30pm

Online Meeting via Teams

1. **Present**

2. **Apologies**

3. **Acknowledgement of the Traditional Owners**

4. **Declaration of Conflicts of Interest**

5. **Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday 25 June 2025.**

STRATEGIES/PLANS

12/2025   REVISED BUDGET 2025-2026

Report prepared by Emily Ramaswamy

Purpose
To present the Board with the revised Connected Libraries 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 Library Board made throughout the course of the 2024–2025 financial year. The budget was based on a principle of 'business-as-usual' for the six existing CL Branches, Library Lockers and Outreach Van.

The Board was presented and considered endorsement of the detailed draft Budget 2025-2026 at its April meeting, 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.*

The City of Casey subsequently approved the endorsed Budget at its Council meeting on 20 May 2025, enabling the Board to consider adoption at its June 2025 meeting.

Following the preparation of the Draft Budget, the City of Casey approved two additional major projects at its 17 June 2025 Council meeting as part of the 2025–2026 Annual Action Plan:

- 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 Bunjil Place Library.

As these initiatives had not been confirmed at the time the Draft Budget was finalised, they were not incorporated into the version presented at the June Board meeting.

Discussion
At the Connected Libraries June Board meeting, the endorsed Draft Budget 2025-2026 was presented, and considered for adoption, it was resolved that:

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*

The attached revised Budget for 2025–2026 reflects these two additional projects, ensuring their financial implications are fully incorporated. This revision provides transparency and ensures the organisation's budget accurately represents both operational activities and project delivery commitments for the year.

In addition, during June and July 2025, Connected Libraries received two donations totalling $49,000 to support the expansion of the public lendable laptop collection.

Conclusion
The revised 2025–2026 Budget maintains a business-as-usual approach to resourcing the Library Plan, while incorporating the two Council-funded projects—Clyde Library Lounge and Bunjil Place Library furniture renewal—and accounting for recent donations. It continues to deliver core services, supports

achievable priorities, and demonstrates prudent financial management within a constrained funding environment.

RECOMMENDATIONS

1. **That the Board notes and adopts the revised CL Budget 2025-2026 that includes the additional projects approved by City of Casey.**

CONNECTED LIBRARIES

Ignite your imagination

Revised Budget
2025-2026

27 August 2025

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

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 Revised Budget has been developed to align with the priorities of the Library Plan 2025–2029 and remains 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 incorporating several newly confirmed initiatives: the establishment of a new Library Lounge at Clyde, renewal of furniture at Bunjil Place Library, and the addition of public lendable laptops funded through a community donation.

These initiatives represent the only Council-approved and funded projects for the 2025–2026 financial year. Consistent with the SRP, the Revised Budget does not include provision for further new service delivery points or major capital works. 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)—any additional projects remain subject to future scoping and business case development.

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 for the past two years. This presents financial challenges over the medium term; however, the organisation remains in a stable position and continues to actively manage resources to support service continuity and innovation, with reserves available to draw upon if required.

The Revised 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

	Actuals 2023-24	Budget 2024-25	Revised Budget 2025-26
City of Casey	7,261,895	7,053,833	7,922,934
% of Total Revenue	*74.53%*	*74.59%*	*76.47%*
State Government	2,175,404	2,175,404	2,175,404
% of Total Revenue	*22.33%*	*23.00%*	*21.00%*
CL - Operations	306,812	226,995	263,058
% of Total Revenue	*3.15%*	*2.40%*	*2.54%*
Total Income	9,744,111	9,456,232	**10,361,396**

Sources of Revenue
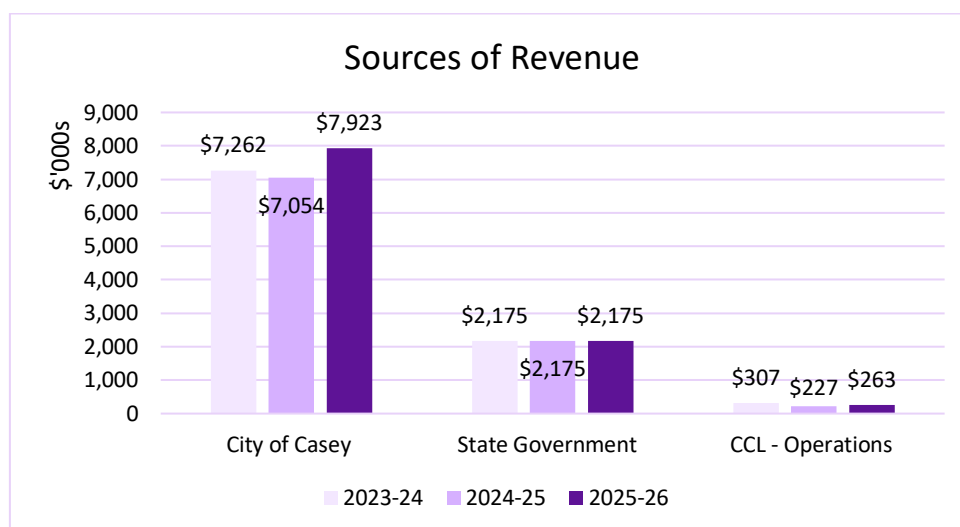
Allocation of Resources

	Actuals 2023-24	Budget 2024-25	Revised Budget 2025-26
Employee Costs	6,480,191	6,895,239	7,283,200
IT & Communications	513,564	570,000	619,475
Promotions & Marketing	66,935	112,900	138,900
Administration	371,478	457,309	448,100
Other Expenses	337,478	441,309	416,100
Auditor Remuneration	34,000	16,000	32,000
Library Materials	1,536,613	1,453,280	1,578,500
Library Materials - Expense	358,387	363,600	367,000
Library Materials - Capital	1,178,226	1,089,680	1,211,500
Furniture & Equipment	232,418	221,462	505,065
Total Expenditure	9,201,199	9,710,190	**10,573,240**

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and the revised budget for 2025-26. 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.
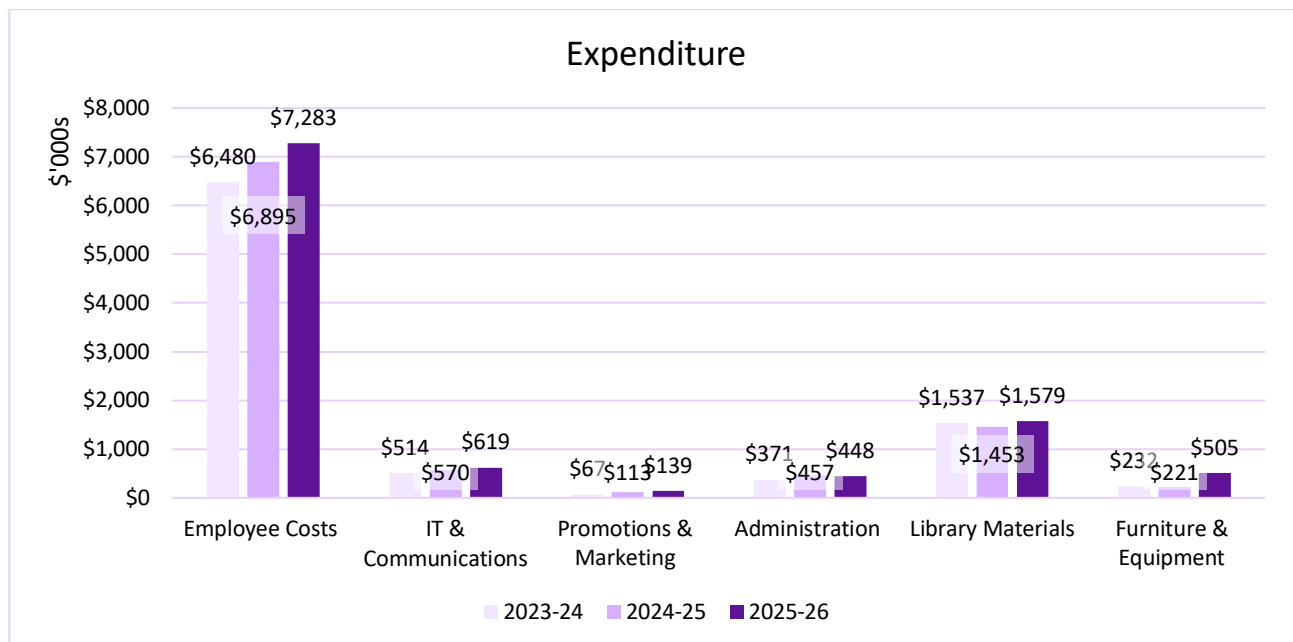
2.0   Budgeted Financial Statements 2023–2024

Comprehensive Income Statement For the Years ending June 30	Note	Actuals 2023-24	Budget 2024-25	Revised Budget 2025-26
Revenue				
Council Contributions	1	7,261,895	7,053,833	7,922,934
Recurrent Funding		*6,865,572*	*7,053,833*	*7,527,734*
One-off Project Funding		*396,323*	*0*	*395,200*
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	133,058
Total Income		9,768,833	9,456,232	**10,361,396**
Expenditure				
Employee Costs	5	6,481,439	6,895,239	7,283,200
IT & Communications	6	627,668	570,000	619,475
Library Materials	7	358,387	363,600	367,000
Promotions & Marketing	8	115,672	112,900	138,900
Administration	9	422,575	457,309	448,100
Depreciation	10	1,089,409	1,070,521	1,272,100
Total Expenditure		9,095,150	9,469,569	**10,128,775**
Net Gain(loss) disposal of plant & Equipment		300	0	0
Total comprehensive result		673,983	(13,337)	**232,621**

CL | CONNECTED LIBRARIES

Balance Sheet
As at June 30

	Actuals 2024	Budget (Revised) 2024-25	Revised Budget 2025-26
Assets			
Current Assets			
Cash Asset	641,677	520,290	454,103
Financial Assets	2,500,000	2,500,000	2,500,000
Receivables	252,584	60,000	100,000
Inventories	722	722	722
Total Current Assets	**3,394,983**	**3,081,012**	**3,054,825**
Non-Current Assets			
Fixed Assets	3,774,279	4,014,900	4,459,365
Right-of-use assets	0	0	0
Total Non-Current Assets	**3,774,279**	**4,014,900**	**4,459,365**
Total Assets	7,169,262	7,095,912	**7,514,190**
Liabilities			
Current Liabilities			
Payables	753,208	488,280	400,624
Lease Liabilities	0	0	0
Employee Entitlements	1,224,987	1,457,558	1,703,215
Total Current Liabilities	**1,978,195**	**1,945,838**	**2,103,839**
Non-Current Liabilities			
Employee Entitlements	120,175	92,519	120,175
Lease Liabilities	0	0	0
Total Non-Current Liabilities	**120,175**	**92,519**	**120,175**
Total Liabilities	2,098,370	2,038,357	2,224,014
Net Assets	**5,070,892**	**5,057,555**	**5,290,176**
Equity			
Members Contribution on Formation	1,562,887	1,562,887	1,562,887
Accumulated Surplus	3,508,005	3,494,668	3,727,289
Total Equity	**5,070,892**	**5,057,555**	**5,290,176**

Statement of Change in Equity
As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2025			
Bal at the beginning of the financial year	5,070,892	3,508,005	1,562,887
Comprehensive result	(13,337)	(13,337)	
Balance at end of financial year	**5,057,555**	**3,494,668**	**1,562,887**
2026			
Bal at the beginning of the financial year	5,057,555	3,494,668	1,562,887
Comprehensive result	232,621	232,621	
Balance at end of financial year	**5,290,176**	**3,727,289**	**1,562,887**

Statement of Capital Works
For the Years ending June 30

	Actuals 2023-24	Budget 2024-25	Revised Budget 2025-26
Capital Expenditure			
Library Materials	1,169,068	1,089,680	1,211,500
Ongoing Collection Maintenance	*1,081,068*	*1,089,680*	*1,121,100*
New Branch Collection	*88,000*	*0*	*90,400*
Motor Vehicles	75,077	60,800	0
Furniture & Equipment	342,078	160,662	505,065
Ongoing Equipment Purchasing	*146,906*	*160,662*	*195,500*
Project Equipment Purchases	*195,172*	*0*	*309,565*
Total Capital Expenditure	**1,586,223**	**1,311,142**	**1,716,565**

Statement of Human Resources
For the years ending June 30

	Budget 2024-25	Revised Budget 2025-26
Staff Expenditure		
Employee costs - Operating	6,895,239	7,283,200
Total Staff Expenditure	**6,895,239**	**7,283,200**
	EFT	EFT
Staff - Equivalent Full Time	66	68
Staff Employed (Average)	**119**	**121**
Permanent full time	*29*	*31*
Permanent part time	*63*	*63*
Casual / Fixed Term Contract	*27*	*27*

CL | CONNECTED LIBRARIES

Statement of Cash Flows
Year ended June 30

	Budget (Revised) 2024-25	Revised Budget 2025-26
	$	$
Cash Flow from Operating Activities		
Income from:		
Council Contributions	7,053,833	7,922,934
Government Grants	2,175,404	2,175,404
Interest Income	118,000	130,000
Overdue Fines	0	0
Other Income	108,995	133,058
	9,456,232	**10,361,396**
Payments for:		
Employee Costs	6,662,668	7,037,543
Library Materials	363,600	367,000
Computer Services	570,000	619,475
Other Costs	670,209	687,000
	8,266,477	**8,711,018**
Net Cash Inflow from Operating Activities	**1,189,755**	**1,650,378**
Cash Flow from Investing Activities		
Proceeds from sale of Plant & Equipment	0	0
Proceeds from / (payments for) investments	0	0
Payment for Books, Furniture, Plant & Equipment	(1,311,142)	(1,716,565)
Net Cash (Outflow) from Investing Activities	**(1,311,142)**	**(1,716,565)**
Net Increase/Decrease in Cash	**(121,387)**	**(66,188)**
Cash at the beginning of the year	641,677	520,290
Cash Held at End of Year	**520,290**	**454,103**

3.0   Notes to the Budgeted Financial Statements 2023-2024

1 - Council Contributions

Council Contribution per Capita		
	Budget 2024-25	**Budget 2025-26**
Population*	429,383	444,654
Councils Contribution	7,053,833	7,922,934
Average Contrib. per Capita	$16.43	$17.82
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 2025-26 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	7,283,200
Total Staffing EFT	66	68
% of total expenditure	71.01%	68.88%
Population	429,383	444,654
Expenditure per capita	$16.06	$16.38
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 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	Revised Budget 2025-26
Telecommunications	55,000	56,600
Data Communications	106,700	109,700
ILMS	50,000	51,400
Computer Software & Support	358,300	401,775
Total ICT	**570,000**	**619,475**
% of total expenditure	6.90%	7.11%
Population	429,383	444,654
Expenditure per capita	**$1.33**	**$1.39**

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	**Revised Budget 2025-26**
Non-Capital	363,600	367,000
Capital	1,089,680	1,211,500
Total Library Resources	**1,453,280**	**1,578,500**
% of total expenditure	17.58%	18.12%
Population	429,383	444,654
Expenditure per capita	$3.38	$3.55
2020 State Average Expenditure per Capita		$5.78

Library Resource Expenditure
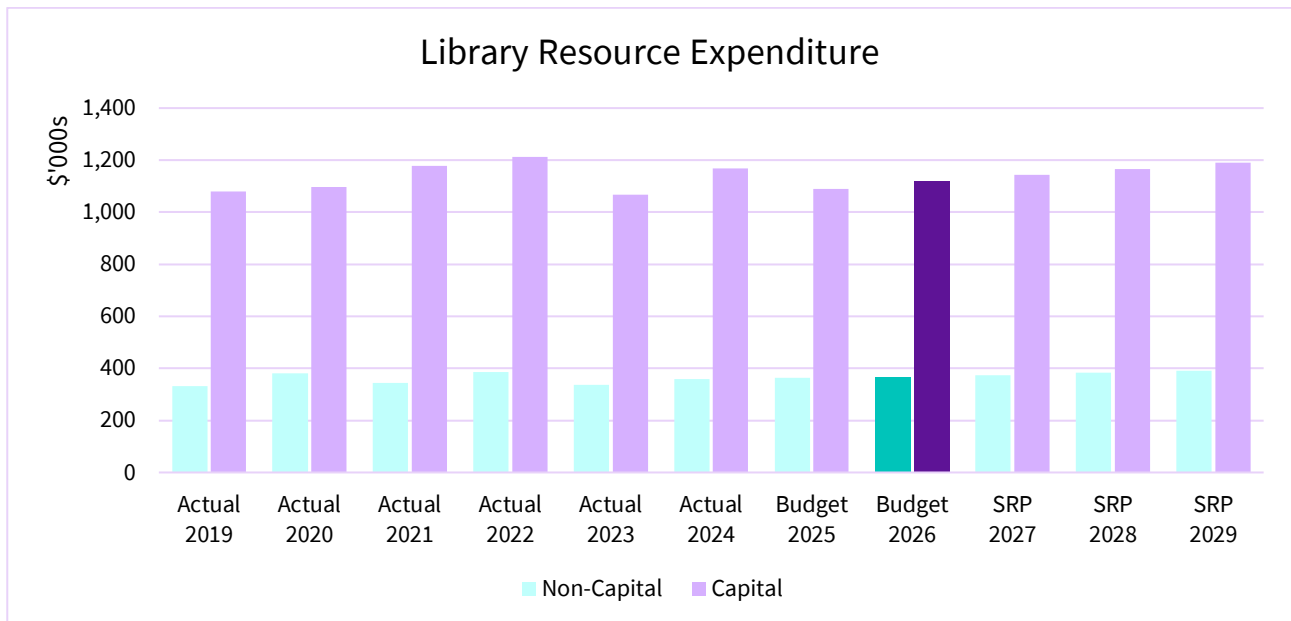
4.0   Non-Financial Resources

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

There are six service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Cranbourne West Library Lounge
- Clyde Library Lounge (new project)

CL | CONNECTED LIBRARIES

5.0   Schedule of Fees and Charges: 2024-2025

1. **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.

2. **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.

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

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

5. **Photocopying and printing:**

Black & White Photocopying	Colour Photocopying	Scanning
A4 20¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**All sizes and colours**
A3 40¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Free per page**

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

7. **Other Charges:**
Library Bags (New member Free), Replacement Bags   **$3.85**
Ear Buds   **$2.00**
USB Sticks   **$10.00**
Book clubs (per annum)   **$100.00**

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

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

Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
A4 20¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**Hi Resolution $11.00**
A3 40¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Low Resolution $5.50**

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OFFICERS REPORTS

13/2025	FINANCE

Report prepared by Emily Ramaswamy

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

Library Plan 2025-2029 reference – 4.5

Discussion

Income Statement Month Ended 31 July 2025				
	Total Budget 2025-26	**Budget YTD July 2025**	**Actual YTD July 2025**	**Variance**	**% Actual Vs Budget**
Income					
Council Contributions	7,286,048	605,454	605,454	0	0.0%
Government Grants	2,175,404	0	0	0	
Interest on Investments	130,000	8,125	6,260	(1,865)	(23.0%)
Other Income	109,058	9,088	31,794	22,706	249.8%
Total Income	**9,700,510**	**622,667**	**643,508**	**20,841**	**3.3%**
Expenditure					
Employee Costs	7,083,200	544,862	582,289	(37,427)	(6.9%)
IT & Communications	586,200	48,850	32,816	16,034	32.8%
Library Materials	367,000	189,206	170,748	18,458	9.8%
Programs & Marketing	123,200	10,267	7,935	2,332	22.7%
Administration	432,700	36,058	31,742	4,317	12.0%
Depreciation	1,193,800	73,235	73,235	0	0.0%
Total Expenditure	**9,786,100**	**902,477**	**898,764**	**3,713**	**0.4%**
Net Gain(loss) disposal of plant & equip	0	0	0	0	
Net result for the reporting period	**(85,591)**	**(279,810)**	**(255,256)**	**24,554**	

Income

Council Contributions
Invoices are raised monthly for budgeted contributions from City of Casey. There is anticipated to be a surplus of $637k during the year (including $242k of recurrent funding), with Council approval of two additional projects this financial year.

Interest on Investments
Interest revenue is less than expected due to a delay in investments being placed in July.

Other Income
The organisation received a community donation during the month to fund the provision of 13 public lendable laptops. This will result in an overspend in IT & Communications & Capital Expenditure.

Expenditure

Employee Costs
Overspend in Employee costs is timing related and is not considered material, representing only 0.5% of annual budget. Additional projects funded by City of Casey will result in an overspend in Employment Costs.

IT & Communications

Underspend in IT & Comms is timing related. Additional projects funded by City of Casey will result in an overspend in IT & Comms cost.

Library Materials

Underspend in Library Materials is timing related.

Programs & Marketing

Variance in Promotions & Marketing is also timing related; expenditure will realign with budget by end of financial year. Additional projects funded by City of Casey will result in an overspend in Programs & Marketing.

Administration

Underspent by $4k, relating to the timing of invoice processing.

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, the new projects being delivered this year will result in higher depreciation than budgeted.

Capital Expenditure Month Ended 31 July 2025	Total Budget 2025-26	Budget YTD July 2025	Actual YTD July 2025	Variance	% Actual Vs Budget
Library Materials	1,121,100	222,055	280,652	(58,598)	(26.4%)
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	195,500	12,644	10,300	2,344	18.5%
Capital Exp. for the reporting period	**1,316,600**	**234,699**	**290,952**	**(56,254)**	**(24.0%)**

Capital Expenditure

Library Materials

Overspend in Library Materials is due to timing of and release dates of new titles. CL will continue to see small variances throughout the year, but will be overspent during the year, due to the additional purchases budgeted for Clyde library lounge.

Furniture & Equipment

This area is split into two categories of spending:

- Branch Furniture – furniture purchases in relation to the two newly approved projects will result in Furniture being overspent at the end of the year.
- IT Equipment & Infrastructure is currently on track. Equipment purchases in relation to the two newly approved projects and Public Lendable Laptop purchasing will result in being overspent.

Bank Reconciliation

A Bank Reconciliation is available on request.

FY2025 Audit Schedule

VAGO have confirmed that the final visit is to occur 15 September –22 September 2025. Note that the 2024-2025 Annual Report and end of year financial report is listed in the CCLC agenda, Report *CL30/2025 Draft Annual Report 2024-2025 including Year End Financial Report*.

Conclusion

Connected Libraries is managing the current environment with measured financial decisions. Connected Libraries is in a sound financial position.

RECOMMENDATIONS

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

14/2025	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.

Library Plan 2025-2029 reference – 2.4, 4.3, 4.4, 4.5

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

Incident Reports

As part of our commitment to continuous improvement and effective management, we have undertaken a review of our Incident Reporting Framework. The objective was to ensure the framework accurately reflects workplace risks and ensures consistency. Incidents are now defined as:

- Incident (with injury),
- Incident (Near Miss – without injury)
- Incident (Child Safe Reportable)

To help assess impact and identify any potential areas of concern, we have presented the following graphs: Incident Reports by Branch, Title, Type, and Type with Injury.

Incident Reports by Branch
14 June 2025 - 12 August 2025

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

14% 7% 10% 10% 59%
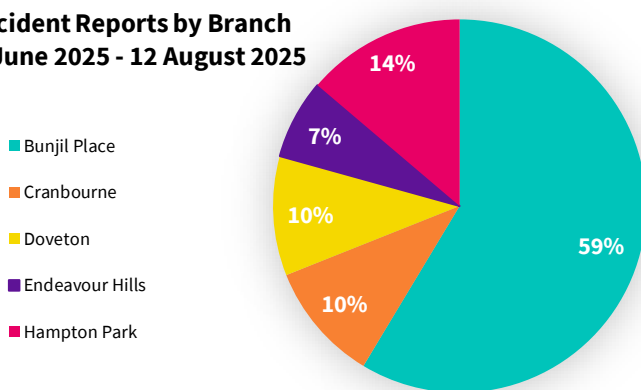
The above chart illustrates all reported incidents (with injury, without injury and child safe reportable) across branches, providing a snapshot of where the majority of incidents are being reported.

Between 14 June and 12 August 2025, a total of 29 incidents were recorded across Connected Libraries. The highest volume was at Bunjil Place, our largest branch, with 17 incidents (59%). Other branches reported lower levels as expected: Hampton Park (4 incidents), Cranbourne and Doveton (3 incidents each), and Endeavour Hills (2 incidents).

Incident Reports by Title - 14 June 2025 - 12 August 2025
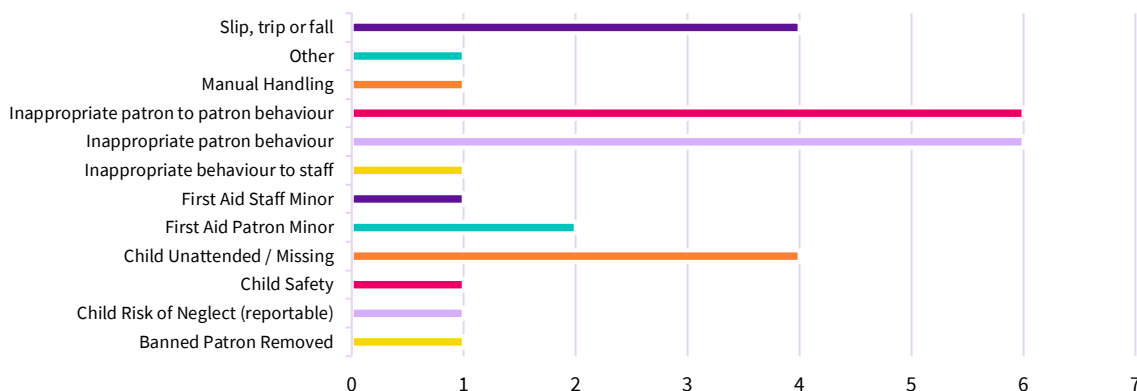
The Incidents Reports by Title chart provides insight into the specific nature of reported issues, supporting more targeted interventions and preventative measures to protect both staff and the community.

Inappropriate patron behaviour and patron-to-patron behaviour remain the most reported category with a total of 12 incidents across all branches. Staff continue to draw on recent de-escalation training to manage these situations effectively. While patron behaviour remains the primary issue, a noticeable decline has been observed compared to previous reporting periods. To further strengthen support, the Leadership Team commenced Debrief Leadership Training aimed at equipping leaders with the skills to provide consistent guidance and care following challenging incidents.

There were four reports of "Children Unattended" during this period, highlighting the importance of ongoing monitoring and established response protocols.

Incident Reports by Type - 14 June 2025 - 12 August 2025
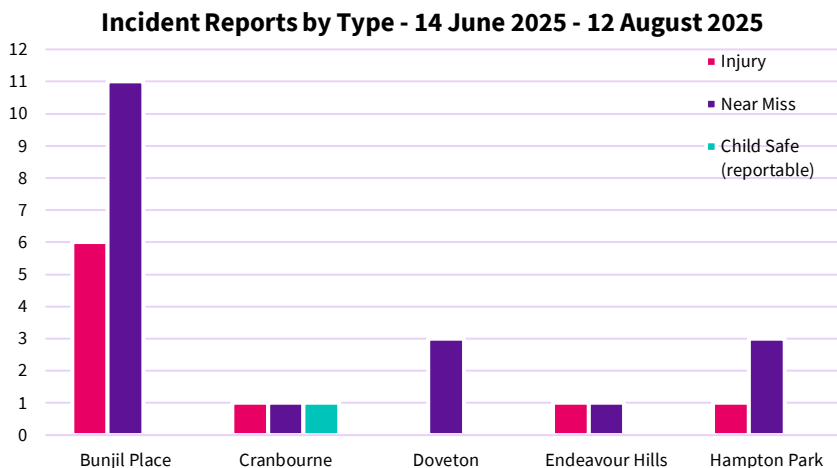
The above categorises incident reports into: Injury (incidents with injuries), Near miss (incidents – without injuries), and Child Safe (reportable) incidents. The breakdown is an important tool for assessing risk levels across our branches and the organisation.

Between 14 June and 12 August 2025, a total of 29 incidents were reported:

- 9 Incidents with injuries
- 19 Near Miss incidents (no injuries)
- 1 Child Safe Reportable Incident

It is important to consider both staff and community involvement when reviewing these incidents. Many incidents recorded with injuries were community members who presented to staff while in the branch. The following chart provides a breakdown of incidents involving injuries grouped by type. During the reporting period, the nine injury related incidents required either no intervention or only minor first aid. Notably,

incidents that were slip, trip or falls were predominantly due to human error rather than a fundamental issue or environmental hazard and therefore did not require further risk assessment.

A Child Safe Reportable incident was recorded at Cranbourne Library. All the necessary protocols were followed, including notification to the Child Safe Department at City of Casey. Police were called and managed the situation to ensure the safety and wellbeing of the child.

Incident Reports by Type with Injuries - 14 June 2025 - 12 August 2025

Risk Management

Quarterly Risk Management Plan review

The top operational, strategic and psychosocial risks are unchanged in the Risk Management Plan and remain as follows for August 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

Employee Assistance Program (EAP)

Our EAP Annual Utilisation Report (August 2024 – July 2025) was provided, with the following summary:

- Utilisation of the Employee Assistance Program (EAP) was low (2.9%), significantly below the industry benchmark (10.6%).
- Only four new cases were recorded, with five active clients and ten total service hours used.
- Branches accounted for most referrals (50%) and 80% of hours, though overall utilisation dropped from the previous year.
- Personal issues (not work-related) made up the majority of cases
- Service types accessed included conflict support, employee counselling, legal support, nutrition support, and family counselling, but each only had minimal uptake.
- Satisfaction levels were high at a Converge-wide average of 87%, but organisation-level data was too small for statistical reliability.

RECOMMENDATIONS

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

Risk Management Plan

18 August 2025

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Operational

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

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

Risk Ratings - Operational

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

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

Risk Ratings - Operational

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

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

Risk Ratings - Operational

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

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

Risk Ratings - Strategic

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

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

Risk Ratings - Strategic

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

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

Risk Ratings - Strategic

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Civility and Respect	GMOD GMCE	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. 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	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. 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. 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.	5	5	10	Code of Conduct, policies and procedures Staff de-escalating behaviour training OHS Safety regulations Hire Security in serious situations Incident Response Guidelines Mental Health Champions Value driven culture IT policies and procedures regarding accessible content.	3	5	8
Protection of Physical Safety	GMOD GMCE	It is important that staff physical safety is demonstated in the workplace through policies, training, appropriate response to incidents or situations identified as risks and a dedication to ensure staff safety. 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.	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.	4	5	9	OHS Reps OHS Committee Incident reporting guidelines OHS Workplace Assessment reviewed for risks and safety Headsets utilised in required branches Citywatch panic button at required branches Incident response guidelines Evacuation policies and procedures Manual Handling training	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	A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support. Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.	Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy. Excessive workload is on the main reasons employees are negative about their jobs and their employers.	4	4	8	Leadership keep abreast of team workloads and requirements of role. Leadership supports staff to succeed Strong succession planning and training of more junior staff	3	4	7
Organisational Culture	GMOD GMCE	Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.	Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being. A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.	5	4	8	Strong executive leadership Skilled leadership team Policies and procedures Value driven culture EAP - Converge Consultative Committee Health and Wellbeing committee	2	4	6

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Balance	GMOD GMCE	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.

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. | 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. | 3 | 4 | 7 | 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.

Working From Home 60/40 Hybrid Model available for non Customer Facing Staff | 2 | 4 | 6 |
| **Clear Leadership and Expectations** | GMOD GMCE | 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.

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 | 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.
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. | 4 | 4 | 8 | Leadership Mentor and Training Program
Leadership Team Meetings
Leadership individualised workplans and training plans
Band 5 Mentor and Training Program
Band 5 Team Meetings
Band 5 individuallised workplans and training plans
Band 4 Mentor and Training Programs
Band 4 Individualised workplans and training plans | 1 | 4 | 5 |

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Engagement	GMOD GMCE	Staff engagement in their jobs where they enjoy and feel connected to the team and organisartion 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. 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.	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	Connected Libraries Strategic Plan aligned with individual staff work plans. Value driven culture. Staff wins/team wins celebrated. Ensure role expectations are clearly defined in posiiton descriptions Strong recruitment hiring process and onboarding. Training program implemented. Provide opportunities for staff to obtain performance feedback for growth.	1	4	5
Psychological competencies and Demands	GMOD GMCE	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. 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.	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 deman can result in boredom and dis-engagement	3	3	6	Performance Reviews, Wellbeing Surveys Strong Recruitment Model Strong reference Checking Model. Review skill sets with staff against PD. Performance Management. Backfill and higher duties opportunities. Strong management of rosters and coverage for staff Leadership training.	2	3	5

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological and Social Support	GMOD GMCE	A workplace where employees and supervisors are supportive of one another's psychological and mental concerns and respond appropriately as needed. 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.	Where staff feel there is a lack of support from the organisation there is the risk of increased absenteeism, withdrawal behaviours, , conflict, strain (can lead to fatigue, headaches, burnout and anxiety), turnover, loss of productivity, increased cases and great risk of accidents, incidents and injuries.	3	3	6	EAP Mental Health Champions Leadership Training	2	3	5
Growth and Development	GMOD GMCE	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. 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.	Staff who are not challenged by their work get bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement, and distress.	3	3	7	Succession Planning and offer career opportunities. Strong Training Platform. Individual Staff Workplan and Training Plan aligned with Organisational Training Plan. Opportunity to take on backfill and higher duties.	1	3	4

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological Protection	GMOD GMCE	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. When staff are psychologically protested, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness. and conflicts.	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	Value Driven Culture Workplan and inidivudal goal setting Staff understanding of organisational objectives Meetings where individual ideas are heard Live with CEO	1	3	4
Recognition and Reward	GMOD GMCE	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. 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.	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	Value Awards Round of Values in Meetings Leadership recognising good behaviour and achievements	1	3	4
Involvement and Influence	GMOD GMCE	Employees are included in discussions about how their work is done and how important decisions are made. When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.	If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.	2	2	4	Consultative Committee OHS Committee Health & Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrd to get office re-engagement Leadership WorkShops.	1	2	3

15/2025   OPERATIONAL PERFORMANCE

Report prepared by Melinda Rogers

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

Library Plan 2025-2029 reference – 2.2, 2.6, 4.5

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)	Quarter 4 (Apr– Jun)	Actual 2024-2025	%e of Target Achieved 2024-2025
Engagement							
Utilisation of Technology (Wi-Fi, Public PC user in branch)	156,297	34,349	33,534	32,187	33,889	133,958	85.71%
Net Promoter Score (Community Survey)	65	64	-	-	-	64	98.46%
Memberships*	98,000	92,251	94,998	96,393	97,123	97,123	99.11%
Visits							
Visits – physical	829,000	206,640	186,438	178,232	205,012	776,322	93.65%
Visits – virtual	829,000	216,070	191,487	211,809	214,968	834,334	100.64%
Total visits	***1,658,000***	***422,710***	***377,925***	***390,041***	***419,980***	***1,610,656***	***97.14%***
Program and events attendance	63,500	20,494	16,299	14,827	20,418	72,038	113.45%
Collection							
Loans – physical	1,293,000	347,981	291,302	301,144	309,001	1,249,428	96.63%
Loans – digital	739,000	249,125	267,054	288,099	294,594	1,098,872	148.70%
Loans (total physical and digital)	***1,971,270***	***597,106***	***558,356***	***589,243***	***603,595***	***2,348,300***	***119.13%***
Physical quality of library collection (age of collection - less than 5 years)	75.0%	70.0%	70.0%	69.9%	**71.0%**	70.2%	93.64%

*Membership on last day of the quarter.

Connected Libraries performed well against key measure outputs in 2024-2025. We continued to see growth on previous years with community visits, loans and attendance strong. Key areas to point out include:

- Utilisation of Technology including the use of public PCs and Wi-Fi – we achieved 85.7 percent of projections, steady year on year.
- Membership – we were just shy of reaching our 98,000-member target, achieving 99.1 percent. We continue to see year on year growth in recent years post Cardinia Shire withdrawal.
- Visitation – despite falling 6.4 percent short of target in our physical visitation for 2024-2025, we experienced a 4.7 percent growth on 2023-2024 visitation. Our virtual visits target was spot on, achieving 100.6 percent of projection. It was great to see this year-on-year growth in virtual visits.
- Program and event attendance – exceeded projections with 113.4 percent. We had 72,038 attend our 3,772 programs in 2024-2025, our community continues to enjoy the vast array of program and events offerings we have available. Our key target audience continues to be early childhood (38,426 attendees at our 1,389 programs) and children (19,729 attending our 904 programs). Literacy and Lifelong learning remains the most prominent outcome of our programs, over 57 percent of attending programs where the outcome was Literacy and Lifelong Learning. Connected Libraries programs were offered onsite directly by staff, onsite together with partners, offsite at another community location whether it be in a park, shopping centre or school, or online. Online programming as expected has dropped considerably since the pandemic.

- Loans – our digital loans was the highest achieving key measure output in 2024-2025 achieving 148.7 percent of target. This was not unexpected given that projections had already been exceeded by the end of quarter three. Popularity in digital loans is largely driven by eBooks and eAudio, and Press Reader.

Financial Year - 2025-2026

Measure	Target 2025/26**	Quarter 1 (Jul – Sep)	2025-2026 YTD	2024-2025 YTD
Engagement		July only		
Net Promoter Score (Community Survey)	65	-	0	65
Memberships*	108,500	98,178	98,178	89,655
Visits				
Visits – physical	870,000	74,883	74,883	70,623
Visits – virtual	937,500	80,194	80,194	75,907
Total visits	**1,807,500**	**155,077**	**155,077**	**146,530**
Program and events attendance	81,500	7,133	7,133	5,919
Collection				
Loans – physical	1,703,500	117,202	117,202	125,453
Loans – digital	831,000	103,719	103,719	82,392
Loans (total physical and digital)	**2,534,500**	**220,921**	**220,921**	**207,845**
Physical quality of library collection (age of collection - less than 5 years)	65.0%	-	-	70.2%

*Membership on last day of the quarter.
**Revised targets presented/updated to Board -June 2025

Our performance one month in for 2025-2026 is looking constant and as expected.

Library Usage *(Library Plan reference 4.3)*

Community usage across our libraries continues to be strong. Visits remain steady, dropping off in June before bouncing back in July. Like May, physical visits in July reached nearly 75,000. Year on year for the same period, visits are up.

All branches experienced an increase in visitation in July, Doveton Library saw the largest increase in visitation from June to July, 30 percent.

VISITS	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	1,826	1,791	1,529	1,851	1,851	2,196	-15.71%
Cranbourne	11,189	13,074	11,561	13,658	13,658	13,313	2.59%
Doveton	4,253	4,319	4,095	5,361	5,361	5,013	6.94%
Endeavour Hills	7,217	7,727	6,909	7,999	7,999	7,537	6.13%
Hampton Park	7,091	8,411	8,194	8,737	8,737	8,772	-0.40%
Bunjil Place	32,442	39,651	33,733	37,277	37,277	33,792	10.31%
Regional Total	**64,018**	**74,973**	**66,021**	**74,883**	**74,883**	**70,623**	**6.03%**
Virtual Visits	72,397	71,636	70,935	80,194	80,194	75,907	5.65%
TOTAL	**136,415**	**146,609**	**136,956**	**155,077**	**155,077**	**146,530**	**5.83%**

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

Virtual visits to the library App and website continue to perform well. The last time our virtual visits exceeded 80,000 was back in February 2023.

VIRTUAL VISITS	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Website	39,981	38,903	38,313	43,206	43,206	39,543	9.26%
Enterprise	12,188	11,472	11,586	13,710	13,710	15,192	-9.76%
CL App	20,228	21,261	21,036	23,278	23,278	21,172	9.95%
TOTAL	**72,397**	**71,636**	**70,935**	**80,194**	**80,194**	**75,907**	**5.65%**

Memberships continue to grow month on month – 98,178 at the end of July, increasing from 97,123 at the end of June 2025. Membership data includes the removal of inactive memberships as part of regular database maintenance. Connected Libraries 'Join in July' membership campaign targeting new CL members – kids and teens (aged 0-17) was a success.

Physical loans are steady, following same trend to physical visits, dropping in June from May, then increasing by 15.4 percent in July.

The locker locations Cranbourne West, Manna Gum and Orana usage remains stable, Manna Gum had its largest loans uptake in July since the service started.

eLoans continue to be popular, reaching over 103,000, another new milestone. We have now registered eLoans over 90,000 for seven consecutive months from January to July 2025, with July now the highest performing month.

LOANS	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Regional Support	1,772	1,808	1,906	1,709	1,709	1,722	-0.75%
Cranbourne West - Lounge	2,418	2,740	2,733	3,325	3,325	3,219	3.29%
Cranbourne	30,406	31,642	29,839	34,611	34,611	34,716	-0.30%
Doveton	2,759	2,302	2,208	2,573	2,573	3,599	-28.51%
Endeavour Hills	12,894	12,619	12,287	14,060	14,060	15,337	-8.33%
Hampton Park	8,978	9,001	8,468	9,934	9,934	11,753	-15.48%
Bunjil Place	42,097	44,540	43,322	50,055	50,055	54,378	-7.95%
Cranbourne West Locker	365	388	408	420	420	306	37.25%
Manna Gum Locker	253	257	257	369	369	337	9.50%
Orana Locker	80	127	127	146	146	86	69.77%
Locker Total	698	772	792	935	935	729	28.26%
Regional Total	102,022	105,424	101,555	117,202	117,202	125,453	-6.58%
eLoans	101,075	95,299	98,220	103,719	103,719	82,392	25.88%
TOTAL	203,097	200,723	199,775	220,921	220,921	207,845	6.29%

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

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

Our Libby resources have been performing strongly. Libby have multi-user access format, so the one copy of something can be borrowed by multiple library members at the same time, whereas Bolinda is one copy one user. 'Romantasy' is a popular genre currently and Libby offer lots of these titles that are accessible in multi format.

Electronic Resources	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Age Library Edition	941	902	853	952	952	1,129	-15.68%
Bolinda eAudiobooks	7,264	7,347	6,100	6,811	6,811	7,197	-5.36%
Bolinda eBooks	4,331	4,543	3,948	4,354	4,354	5,026	-13.37%
Choice	199	411	369	339	339	355	-4.51%
Comic Plus	96	123	30	67	67	-	-
Kanopy	1,302	1,002	773	858	858	1,406	-38.98%
Libby eAudiobooks	3,898	4,340	4,820	5,851	5,851	3,132	86.81%
Libby eBooks	2,263	2,327	2,640	3,422	3,422	2,058	66.28%
Libby eMagazines	3,233	3,470	3,250	3,647	3,647	2,830	28.87%
Libby LOTE ebooks & eAudio	-	-	-	53	53	-	-
Press Reader	77,367	70,504	75,136	77,010	77,010	58,903	30.74%
Storybox Library	85	115	87	64	64	80	-20.00%
Tumblebooks	96	215	214	291	291	276	5.43%
TOTAL	101,075	95,299	98,220	103,719	103,719	82,392	25.88%

Public internet PC bookings and Wi-Fi usage is consistent with recent monthly visit trends, and remain steady year on year.

INTERNET	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	31	24	26	48	48	30	60.00%
Cranbourne	1,001	1,117	1,033	1,282	1,282	981	30.68%
Doveton	501	536	475	774	774	615	25.85%
Endeavour Hills	549	582	477	552	552	635	-13.07%
Hampton Park	941	901	796	1,025	1,025	992	3.33%
Bunjil Place	1,202	1,421	1,284	1,367	1,367	1,701	-19.64%
TOTAL	**4,225**	**4,581**	**4,091**	**5,048**	**5,048**	**4,954**	**1.90%**

WI-FI	Apr-25	May-25	Jun-25	Jul-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	155	248	217	197	197	203	-2.96%
Cranbourne	1,612	1,826	1,651	1,529	1,529	1,675	-8.72%
Doveton	488	517	507	544	544	620	-12.26%
Endeavour Hills	1,097	1,165	1,128	1,135	1,135	1,156	-1.82%
Hampton Park	869	993	877	969	969	911	6.37%
Bunjil Place	2,412	2,648	2,582	2,773	2,773	2,593	6.97%
TOTAL	**6,633**	**7,397**	**6,962**	**7,147**	**7,147**	**7,158**	**-0.14%**

Engagement Statistics

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website. Social media reach has seen a signification increase in recent months, thanks to the hard work and dedication of the team and the reels that have been posted including benefits of a library membership and the 'Join in July' campaign.

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Apr-2025	90,118	41,163	0.76%
May 2025	89,679	41,644	1.61%
Jun2 025	89,364	41,031	2.13%
Jul-2025	88,939	38,693	0.77%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Apr-2025	836	400	1.91%
May-2025	841	390	2.02%
Jun2 025	844	401	4.62%
Jul-2025	853	414	4.10%

Social Media

	Apr-2025	May 2025	Jun 2025	Jul 2025
Facebook	Followers: 9,347 Reach: 9,328	Followers: 9,366 Reach: 21,108	Followers: 9,413 Reach: 26,150	Followers: 9,422 Reach: 31,474
Instagram	Followers: 2,251 Reach: 4,010	Followers: 2,271 Reach: 3,968	Followers: 2,310 Reach: 10,172	Followers: 2,325 Reach: 16,134

Programs and Events

Regular programs and events held outside the July school holiday period remain popular. Early childhood and children continue to be a key target audience for our programs with Toddler Time being the most popular closely followed by Baby Rhyme Time and Storytime. Groups visits whether it be into the library or staff visiting groups outside our library's walls have been growing, with a drop in July expected with school holidays.

A separate holiday program for Kids and Teens ran during July that included baby rhyme times, toddler time, storytime, art and craft activities, Lego, gaming whether it be FIFA or Board games, and the ever-popular entertainers. Programs offered to adults included a selection of art and craft workshops and cooking demonstrations.

Library on the Road has been just that, out and about in the community, including offering programs over the July school holidays. The team have travelled to Botanic Ridge Family and Community Centre, Royal Botanic Gardens in Cranbourne, Clyde Township Family and Community Centre, Pearcedale Community Centre, Blind Bight Community Centre, Orana Community Place and Eliston Family and Community Centre.

Target Audience	May 2025 - Attendance	May 2025 - Sessions	Jun-2025 - Attendance	Jun 2025 - Sessions	Jul 2025 - Attendance	Jul 2025 - Sessions
Early childhood	4,539	159	4,455	150	3,322	108
Children	2,163	91	1,716	87	2,556	88
Young Adult	175	17	184	16	246	16
Adults	603	88	595	110	567	87
Seniors	21	11	12	6	43	9
All ages (not specific)	213	19	163	14	399	12
TOTAL	**7,714**	**385**	**7,125**	**383**	**7,133**	**320**

Program Outcome	May 2025 - Attendance	May 2025 - Sessions	Jun-2025 - Attendance	Jun 2025 - Sessions	Jul 2025 - Attendance	Jul 2025 - Sessions
Digital inclusion	118	52	136	68	135	49
Economic and workforce development	-	-	-	-	-	-
Health and Wellbeing	369	44	361	44	1,420	58
Informed and connected citizens	23	6	18	4	22	9
Literacy and lifelong learning	4,884	202	4,425	192	4,012	162
Personal development *	238	19	106	9	256	12
Stronger and more creative communities	2,082	62	2,079	66	1,288	30
TOTAL	**7,714**	**385**	**7,125**	**383**	**7,133**	**320**

RECOMMENDATIONS

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

16/2025	LIBRARY PLAN – 2025-2029 – ACTIONS AND ACHIEVEMENTS

Report prepared by Koula Kalaitzoglou

Purpose

To provide the Board with key achievements from the Library Plan 2025-2029, specifically the 2025-2026 Action Plan.

Library Plan 2025-2029 reference –4.5

Discussion
Strategic Outcome 1 - Discovery and Learning

Core Priority 1.2 - Provide essential technology, internet access, and digital literacy support to offer opportunities to explore and benefit from emerging technologies

Action - Improve accessibility and availability of borrowable technology.

Connected Libraries has continued to expand its collection of lendable laptops, providing community members with access to essential technology and supporting digital literacy across the region. In July 2025, the library received a generous donation of $24,000 from a family in our community. The donor would like to remain anonymous but was keen to support other library users in particular students struggling to access technology to complete their homework. This contribution, the third of its kind in the past 15 months, brings the total value of similar donations to $74,000, enabling the purchase of more lendable devices to address the long waitlist.

As a result of this donation, the library is purchasing five SIM-enabled laptops and eight non-SIM laptops, bringing the total number of lendable laptops to 56. This equipment ensures that more community members can participate in digital programs, complete online learning, apply for work and engage with all online services from home or on the go.

By increasing the availability of borrowable technology, Connected Libraries continues to remove barriers to digital inclusion, empowering individuals to develop skills, access information, and actively participate in the digital world.

Core Priority 1.4 - Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.

Action - Deliver programming and training to promote the Digital Memory Station.

As part of our commitment to preserving and sharing local history, Connected Libraries is introducing Digital Memory Stations, launching during Local History Month in October 2025.

These stations will empower community members to digitise and preserve their personal and family archives, ensuring precious stories, images, and recordings are accessible for future generations.

All equipment has now been purchased, including specialist scanners, VCR and cassette converters, restoration software, and supporting furniture, with testing currently underway.

Detailed training manuals are being developed to ensure both staff and the public can make the most of the technology. Staff training will be completed in August and September, ahead of public induction sessions in late September and October.

Funded through a surplus from the 2024–2025 financial year, this initiative represents a strategic investment in our cultural legacy. It will provide free, user-friendly access to technology not readily available to most households, encourage intergenerational connections, and offer opportunities for community members to share their digitised materials with our local history collection.

In doing so, the Digital Memory Stations will help preserve the unique stories that shape our region and strengthen our identity for future generations.

Strategic Outcome 2 - Stronger Connections

Core Priority 2.6 - Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.

Action - Increase visibility of library services through targeted marketing campaigns for community groups.

In July 2025, Connected Libraries launched the Join in July campaign, designed to attract new child and teen members (aged 0–17) across all branches. The initiative offered a $200 gift card prize (via Prezzee) to incentivise sign-ups, with the goal for each branch to achieve a 10% increase in new members compared to July 2024.

The campaign was promoted across multiple channels, including Facebook, Instagram, paid Meta ads, in-branch digital screens, the e-newsletter, posters, flyers, and staff-worn badges. A dedicated Marketing and Communications Plan guided the rollout.

Overall, there was a 143% increase in new members aged 0–17 for the month, with 1,187 sign-ups compared to 488 in July 2024 with all branches exceeding the 10% growth target.

Campaign spend totalled $971.29, which included $775.50 for poster design and $195.79 for paid social media advertising. The paid Meta ad reached almost 16,000 people, generated over 26,800 views, and achieved 543 link clicks.

Organic social media posts and reels further boosted engagement, with a total of 3,245 Facebook views, 2,508 Instagram views. The campaign also featured in the July EDM (sent to 89,364 recipients, with 41,445 opens).

The Join in July campaign successfully showcased the library's services to new audiences, engaged staff and patrons, and delivered strong membership growth well beyond the set target.

Strategic Outcome 3 - Dynamic Spaces

Core Priority 3.1 - Create adaptable spaces that meet the needs of local community priorities.

Action - Support Casey in the development of community spaces that combine services, programs and collaboration opportunities.

Work continues on the development of the new library lounge at Clyde Township Family and Community Centre, a shared facility co-located with maternal and child health services and kindergarten programs. Minor structural adjustments have been confirmed, and meetings with shelving and furniture suppliers have begun to ensure the space is functional, welcoming, and adaptable to a variety of programs and user needs.

Staff inductions have been completed, and recruitment for additional staffing is underway to support library operations and program delivery. Demographic and community data are being reviewed to inform collection development and ensure resources reflect local needs and interests.

The library space will have a soft launch in mid-January 2026, timed to support school holiday programs on-site, followed by a community launch on Saturday 14 February 2026, coinciding with Library Lovers'

Day. Promotional efforts will target local schools and families to encourage community engagement and early use of the space.

This new lounge will provide a flexible, accessible environment where families, children, and community members can engage with library programs, access collections, and participate in collaborative activities.

RECOMMENDATIONS

1. **That the Library Plan 2025-2029 – Actions and Achievements Report be noted.**

GENERAL BUSINESS

17/2025   AUDIT AND RISK COMMITTEE

Report prepared by Beth Luppino

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

At the Connected Libraries Limited June Board meeting, the Directors made a recommendation to consider the formation of a Finance Audit and Risk sub-committee at the next meeting.

To assist in Board discussions, the Directors also recommended that the CEO procured external advice and recommendations on internal audit practices for CL Ltd.

To this end, the Institute of Internal Auditors–Australia has provided the attached advice to Connected Libraries (CL) regarding its obligations in respect of an Audit and Risk Committee and an Internal Audit Function.

Discussion

Audit and Risk Committee

The (attached) advice includes reference to the forming of a separate Audit and Risk Committee (ARC):

- Whether a separate ARC is required by governing legislation.
- Good practice considerations.
- Board oversight responsibilities in the absence of a separate ARC.

"The existence of an ARC does not reduce the responsibility of Directors for the matters delegated to the ARC. If an ARC is not established, the responsibilities that would normally be delegated to an ARC will need to be addressed by the Board at its meetings. In making this decision the Board should be satisfied that it has a) an appropriate amount of time to provide effective challenge and oversight to these matters at Board meetings and b) that the members of the Board have the requisite skills to provide this challenge. "

Noting the following current CL governance to manage risk and financial matters:

- CL Board agendas provide for bimonthly (separate) Risk and Finance reports
- Annual Financial reports are currently presented directly to the Board, along with external audit reports and in-person presentations from VAGO following final audit as required
- Draft Annual Budgets are currently presented to Board in November, February and April before final adoption in June each year.

Internal Audit

The advice also considered options for Internal Audit:

- Whether an Internal Audit Function is required by governing legislation.
- Internal Audit Function good practice considerations.
- Approach to the implementation of an internal audit function.

While Internal Audit is not required by legislation, it could be a valuable tool to effectively manage risk. To introduce an Internal Audit function, CL would be required to identify a senior member of management to fill the role of Chief Audit Executive (not the CEO or GMFDO). The actual audit could be outsourced to an external firm, liaising directly with the Chief Audit Executive, who would report findings to the Board.

Finance Reporting Roadmap

For reference, below are key finance reporting dates in the coming 24 months of operation.

Year	Month	Date	Report/Matter
2025	November	26	DRAFT Budget 26/27 presented to Board
2026	February	25*	DRAFT 2 Budget 26/27 presented to Board
	April	22*	DRAFT 2 Budget 26/27 Endorsed by Board, provided to Council
	June	24*	Budget 26/27 (approved by Council) adopted by Board
2026	October	11*	Inaugural AGM – Approved and audited financial statements provided to the Member (Council).
2026	December	31	Annual Information Statement due to ACNC

*Date to be confirmed

Key matters for Board consideration

1. Whether to establish a Finance, Audit and Risk Sub-Committee or to continue oversight through existing Board reporting arrangements.
2. Whether to implement an Internal Audit function, including the potential to outsource development and delivery of an internal audit program.
3. An appropriate timeframe to review the Board's chosen approach to audit and risk governance.

Conclusion

The advice from the Institute of Internal Auditors outlines Connected Libraries' options for managing audit and risk governance. The Board should consider current practices and opportunities for improvement for the future. Directors remain responsible for the governance of finance, audit and risk matters for Connected Libraries Ltd.

RECOMMENDATIONS

1. **That the Board notes the Audit and Risk CommitteeReport.**
2. **That the Board considers options for managing its finance, audit, and risk oversight responsibilities.**

20 August 2025

Beth Lupino
Chief Executive Officer
Connected Libraries

Dear Beth,

Advice

Thank you for the opportunity for the Institute of Internal Auditors–Australia (IIA-Australia) to provide advice to Connected Libraries (CL) regarding its obligations in respect of an Audit and Risk Committee and an Internal Audit Function. This letter and the related appendices provide our advice in this regard.

In considering our advice we reviewed the following governing legislation and documents applicable to CL's operations:

  i.   *Australian Charities and Not For Profits Commission Act 2012* (ACNC Act)

  ii. *Australian Charities and Not For Profits Commission Regulation 2022* (ACNC Regulations)

  iii. *Corporations Act 2001* (Corporations Act)

  iv. *Corporations Regulations 2001* (Corporations Regulations)

  v.   Connected Libraries Constitution 12-02-25 (Constitution)

  vi. Signed Library Agreement 22-04-25 (Agreement)

Our advice in relation to each of our objectives is outlined below:

  1. Audit and Risk Committee (ARC)

  a) **Whether a separate Audit and Risk Committee is required by governing legislation.**

  Our review found that neither the:

  - ACNC Act or Regulations or the Corporations Act or Regulations require CL to form an ARC.

  - Constitution or the Agreement require the formation of an ARC. However, section 22 of the Constitution provides that the Board may form Committees and delegate any of their powers to that Committee.

  b) **Audit and Risk Committee good practice considerations.**

  - *Local Government Act 2020*

  Section 53 of the Local Government Act requires Councils to form an ARC, noting that in the context of a Council, the Committee is advisory only and does not have delegated powers.

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Whilst the Local Government Act is not directly applicable to CL, given the Founding Member is a local government organisation and, under the Constitution, any additional members are likely to also be either local government organisations or organisations affiliated with local government organisations, CL may wish to consider the requirement of the Local Government Act in a good practice context.

- **Other good practice considerations.**

The role of an ARC is not limited to the oversight of internal audit activities. An ARC is a fundamental component of good corporate governance and plays a key role in assisting the Board to fulfil its corporate governance and oversight responsibilities. Appendix One outlines the typical responsibilities and considerations in establishing an ARC.

Given its specific focus, the ARC will have more time to explore matters more deeply and therefore provide more effective oversight and challenge of practices under its remit. In this context, it is important that the Directors who are members of the ARC have the appropriate skills and knowledge to perform this role. To supplement Board knowledge in these areas, some organisations, even those where the ARC has delegated authority, will appoint independent members with appropriate skills to the ARC to supplement the skills of Directors. Appendix Two outlines the considerations for skills and knowledge of ARC members.

c) **Board oversight responsibilities in the absence of an Audit Risk Committee.**

The Australian Securities and Investment Commission (ASIC) make it clear that, in the context of the Corporations Law, the existence of an ARC does not reduce the responsibility of Directors for the matters delegated to the ARC. As outlined above, the purpose of the ARC is to assist the Board in fulfilling its corporate governance obligations by providing more detailed review and challenge.

If an ARC is not established, the responsibilities that would normally be delegated to an ARC will need to be addressed by the Board at its meetings. In making this decision the Board should be satisfied that it has a) an appropriate amount of time to provide effective challenge and oversight to these matters at Board meetings and b) that the members of the Board have the requisite skills to provide this challenge.

2. **Internal Audit**

a) **Whether an Internal Audit Function is required by governing legislation.**

Our review found that neither the:

- ACNC Act or Regulations or the Corporations Act or Regulations require CL to have an internal audit function.

- Constitution or the Agreement require an internal audit function. However, section 3(h) of the Agreement requires the Board to determine on an annual basis as part of the budget process, the requirement for provision of an internal audit function. It is unclear that the "requirement" referred to in clause 3(h) refers to as there is no regulatory requirement for the establishment of an internal audit function.

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b) Internal Audit Function good practice considerations.

Internal audit is a key pillar of governance in any organisation. It is an important element in the governance and assurance environment, and a valuable tool to effectively manage risk.

The purpose of internal audit is to strengthen the organisation's ability to create, protect and sustain value by providing the board of directors, audit committee and management with **independent**, risk-based and objective assurance, advice, insight and foresight. Refer Appendix 3 for detailed benefits of internal audit.

In the absence of an internal audit function, the board must rely on alternative mechanisms to gain assurance over risk management, control effectiveness, and governance. This might include mechanisms such as:

- Management Reporting
- External Audit
- Reports from Risk and Compliance functions (where they exist).
- Reports from external consultants commissioned by management
- Trend reporting from whistleblower and ethics reporting
- The work of an ARC – through direct challenge of first- and second-line functions.

It should be noted however that except for External Audit, whose scope is limited to assurance over the financial statements, the assurance gained from these mechanisms is not independent. The ARC can independently challenge the work of the first- and second-line functions but in the absence of internal audit will have no means of ensuring the veracity of information provided to it.

c) Approach to the implementation of an internal audit function.

We believe that CL may receive a benefit from implementing a small internal audit function, undertaking one audit per financial year commensurate with its size and risk profile. We see many organisations of similar size to CL (or slightly larger) undertaking only one or two audits per year. It is important however that the audits undertaken are aligned to organisational risk, consider the impact of other assurance mechanisms and provides a strong benefit to the organisation in terms of business improvement. The internal audit budget should be based on the intended scope of the selected audit/s to ensure that allocated resources are sufficient to deliver the required scope.

It will likely be more cost effective and less resource intensive for CL to outsource development and delivery of the internal audit program for a set period to a single, appropriately qualified firm. This approach is taken by many small organisations as it frees staff time allowing them to attend other activities.

Our suggested approach would be:

- Identify a suitably senior member of management to fill the role of Chief Audit Executive (this is the title given to the person in the organisation with responsibility for the internal audit function). This should not be the Chief Executive or a member of management with responsibility for too many functions that may be subject to internal audit. The Chief Audit Executive would report administratively to the Chief Executive and functionally to the board for the purposes of internal audit. The outsourced service provider would report to the Chief Audit Executive.

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- Establish the internal audit mandate and internal audit charter and obtain board approval. (IIA-Australia can provide a template for this)

- Implement management arrangements necessary for the operation of the internal audit function such as an internal audit manual (for an outsourced service) and quality assurance program (IIA-Australia can provide templates for these)

- Issue requests for quotation for a service provider to prepare an audit plan and deliver internal audits over a set period – suggest three years. Noting that the plan will require update over that period if the risk profile changes. (IIA -Australia can provide a template RFQ).

If you have any further enquiries, please contact me on 0407066883 or by email at kylie.mcrae@iia.org.au

Yours sincerely

Kylie McRae
Manager Quality Services

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IN-CAMERA

18/2025	**STAFF CULTURE SURVEY**

Report prepared by Beth Luppino

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19/2025	**CEO PERFORMANCE REVIEW AND PLAN**
Report prepared by the CEO Performance Sub-committee - Penny Holloway, Helen Partridge and Steve Coldham	

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NEXT MEETING

Wednesday 22 October 2025 – 4.00pm – Online Teams Meeting