

CONNECTED LIBRARIES

Ignite your imagination

AGENDA

Board Meeting

Wednesday 22 October 2025

4.00pm

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 Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) Board Meeting held on Wednesday 27 August 2025.	
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6. Strategies/Plans	
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STRATEGIES/PLANS

CL32/2025 ANNUAL REPORT 2024-2025 INCLUDING FINANCIALS - AUDIT REPORT

Report prepared by Beth Luppino and Emily Ramaswamy

Purpose

To present the audit report on Connected Libraries 2024-2025 year-end financial statements.

Library Plan 2025-2029 reference – 4.5

Discussion

At the August 2025 meeting, pending the completion of the external audit process, it was resolved:

1. That the Board approve “in principle” Connected Libraries Draft Annual Report 2024–2025 and associated Draft Financial Report.
2. That the Board authorise the Chairperson, a Board member and the CEO to sign the Financial Report included in the Annual Report once it has been ratified by the Auditors.
3. That the Chairperson and the CEO sign the Management Representation Letter once the Audit has been finalised.
4. That Connected Libraries forward the approved and signed Annual Report including the Year End Financial report to the Minister for Local Government and the City of Casey.

VAGO has completed the audit process and will be attending this meeting to present their report.

Basis of preparation of financial statements

The 2024-2025 financial statements have been prepared on a 'restructure basis', reflecting the transition of Connected Libraries from a local government entity to Connected Libraries Limited, a company limited by guarantee. This transition is supported by the Library Agreement, which facilitates the transfer of operations and ownership of all net assets to the new entity effective 1 July 2025.

Under the restructure basis, all assets, liabilities, and commitments have been classified as current, recognising that the Corporation will be wound up prior to 30 June 2026—within twelve months of the preparation date of these statements. This approach ensures transparency of liquidity and solvency as the organisation completes its final reporting year.

Income Statement

During the 2024-2025 financial year, Connected Libraries delivered a surplus of \$136,839, a result \$150,176 better than budgeted. Variations to agreements with Council on the management of Library Branch furniture renewal funding, higher than anticipated investment interest rates, and a generous donation from a local community member were responsible for the surplus revenue achieved throughout the year. An unbudgeted closure of the organisation’s largest branch for building works and staffing vacancies were responsible for the underspend in employee costs. Employee costs remain the organisation’s largest expense, totalling \$6.76 million, or approximately 70% of total expenditure, reflecting the service-intensive nature of public library operations.

Capital Expenditure

During the financial year, the Board approved the investment of surplus revenue into assets that would benefit the community beyond the 2025 financial year. The change in management of the branch furniture renewal funding (CL managing this rather than Council), along with the additional strategic investment in assets represents much of the overspend in Capital Expenditure.

Balance Sheet

The Balance Sheet demonstrates a strong liquidity position, with current assets of \$7.40 million exceeding current liabilities of \$2.20 million, resulting in a Working Capital Ratio (WCR) of 3.37.

While this ratio has been temporarily inflated by the reclassification of all assets and liabilities as current, it nonetheless underscores the Corporation's capacity to meet all obligations as they fall due. On a comparable basis to prior years (1.72 in 2024), the adjusted WCR would be approximately 1.73, which remains a healthy position consistent with industry benchmarks.

Current assets include cash and term deposits of \$3.28 million, providing substantial liquidity to meet operational and wind-up commitments, including employee entitlements (\$1.46 million) and statutory liabilities.

Audit Report

The draft Audit Report is attached (provided available at time of agenda circulation).

Conclusion

VAGO have completed the audit review on year-end financials for Connected Libraries.

The 2024-2025 Financial Statements are expected to be the last financial statements prepared for Casey-Cardinia Library Corporation (*T/A Connected Libraries*), with operations and net assets transferring to Connected Libraries Ltd on 1 July 2025.

RECOMMENDATIONS

- 1. That the Board notes the draft audit report on the Connected Libraries year-end financial statements.**

OFFICIAL



Casey-Cardinia Library Corporation

Closing Report

For the financial year ended 30 June 2025

Presented to the Board on 22 October 2025

OFFICIAL

Background

I enclose for your information the closing report for the year ended 30 June 2025. The closing report provides a summary of results of our audit of the Casey-Cardinia Library Corporation. This report will be discussed at the Board meeting on 22 October 2025.

Acknowledgement

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

Yours sincerely

<<Signature>>

Lee Blashki

Manager, Financial Audit

Melbourne

<<insert date>>

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Introduction

Purpose of the closing report

- Our closing report summarises the results of our audit and communicates significant findings from the audit.
- Please read this document in conjunction with our Audit Strategy Memorandum issued on 31 May 2025.

Scope and purpose of the audit

- The *Audit Act 1994* requires the Auditor-General to form an opinion on your financial report and provide a copy of the audit report to you.
- Copies of the report are also provided to the Minister for Local Government

The Auditor-General

The Auditor-General is:

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



Audit completion status

We have completed our audit of the financial report. We performed our audit in accordance with the *Audit Act 1994* and the terms of our engagement letter. We can provide reasonable assurance that the financial report is presented fairly under the *Local Government Act 1989* (as per the transitional provisions for the *Local Government Act 2020*).

Expected audit opinion

Based on our audit, we concluded that the financial report was presented fairly.
We expect to issue an unmodified audit opinion.

Outstanding audit matters

Refer **Appendix A**.

Areas of audit focus

Our audit focused on the financial report balances, disclosures and areas that we rated as higher risk for material misstatement in your financial report.

Our procedures enabled us to conclude, with reasonable assurance, whether the risks resulted in a material misstatement. The outcome of our procedures is summarised in this section.

Risk of material misstatement	Our audit response	Results of our key procedures
<p>1. Transfer of assets and liabilities into Connected Libraries</p> <p>On 30 June 2025, per the prescribed requirements within Section 330 of the <i>Local Government Act 2020</i>, Casey-Cardinia Library Corporation will be wound up following the transfer of operations, staff, assets and liabilities from the Corporation to Connected Libraries. The new entity, Connected Libraries, will commence operations on 1 July 2025.</p> <p>As such, there is a greater risk in the form and content of the financial statements are not prepared in accordance with <i>Local Government Act 1989</i> and relevant Australian Accounting Standards.</p> <p>In accordance with <i>AASB 101 'Presentation of Financial Statements'</i>, management must ensure that the preparation and presentation of the financial statements is reflective of the transition.</p>	<p>We have:</p> <ul style="list-style-type: none"> liaised with management to understand the disclosure and presentation for transition basis; performed detailed substantive tests of details over material classes of transactions and balances; considered the necessary disclosures required for preparing a set of financial statements where the library is winding up at 30 June 2025; and reviewed the presentation and disclosure of the financial statements in accordance with the <i>Local Government Act 1989</i> and relevant Australian Accounting Standards. 	<p>Satisfactory.</p> <p>We noted that the financial statements for the year ended 30 June 2025 are prepared on a basis other than going concern. We have reviewed the disclosure in the financial statements and suggested amendments where needed.</p> <p>Based on our audit procedures we are satisfied that the disclosures in the final version of the financial statements are adequate and fairly presented.</p>
<p>2. Outsourced accounting function</p> <p>Outsourced purchasing and payroll functions require that there are appropriate management oversight and monitoring of the third-party provider's activities.</p>	<p>We have:</p> <ul style="list-style-type: none"> reviewed the final draft of the service level agreement between Casey City Council and Casey-Cardinia Library Corporation; 	<p>Satisfactory.</p> <p>Based on the audit procedures that have been performed, we are satisfied with the completeness and</p>

There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate.

Material errors may occur due to ineffective of insufficient monitoring or preventative controls at the library.

- reviewed the effectiveness of monitoring controls over the accuracy and completeness of the accounting services undertaken by Casey City Council on behalf of the Corporation;
- performed detailed substantive tests of details to validate all material transactions to external documentation; and
- performed analytical review over material financial statement classes of transactions, balances, and disclosures.

accuracy of the information produced by Casey City Council.

We are not aware of any control deficiencies during review of the purchasing and payroll processing undertaken by Casey City Council.

DRAFT

Audit findings—financial report

Materiality assessment

Misstatements are considered material if they individually or collectively could influence economic decisions of users of the financial report. Users could be influenced by either the amount (quantity) or the nature (quality) of the matter.

We have updated the materiality levels indicated in our audit strategy memorandum.

Description	Amount (\$)
Overall materiality	470,100
Performance materiality	235,000
Clearly trivial threshold	11,750

In our view:

- total uncorrected errors above this amount for particular statements, account balances or disclosures would mislead the users of the financial report.
 - the risk that there may be a material error in the financial report increases with the level of accumulated uncorrected errors below this threshold.
-

Adjusted audit differences

Appendix B presents the adjusted audit differences.

Unadjusted immaterial audit differences

At the date of this report our audit procedures did not identify any unadjusted immaterial differences.

Appendix C presents the unadjusted immaterial audit differences.

Control environment

The Australian Auditing Standards require us to write to those charged with governance about any significant deficiencies we identified during the audit.

As part of our audit process, we consider, but do not assess or provide an opinion on, the effectiveness of your internal control framework. If we identify any significant weaknesses in internal control during our audit, we communicate them to you in our management letters.

Appendix D contains a list of the findings that we intend to include in our final management letter.

DRAFT

Other audit findings

Fraud, irregularities, or regulatory non-compliance

When performing our risk assessments and conducting our audit procedures, we consider the risk of material misstatement in the financial report that may be due to fraud. We are not responsible for preventing or detecting fraud.

Waste, probity & financial prudence

Our procedures are not specifically designed to detect matters of waste, probity, and financial prudence but we may detect these matters. Our audit procedures did not identify any material issues concerning waste, probity, or lack of financial prudence.

Accounting policies

Your entity's material accounting policies, material transactions and/or events that occurred during the financial year are in accordance with the Australian accounting standards.

Disagreements with management

No issues noted.

Difficulties encountered in performing the audit

No issues noted.

Reports to Parliament

Results of the 2024-25 Audits: Local Government

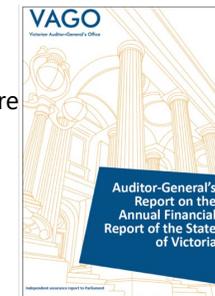
Casey-Cardinia Library Corporation will be included in the *Results of the 2024-25 Audits: Local Government* report. We aim to table this report by the end of November 2025. The report will analyse the financial performance and position, and sustainability risks of each sector. The report also informs Parliament about the strengths and weaknesses in the control environments at entities within the sector and makes recommendations to improve them as appropriate.

We will release an interactive dashboard to accompany the Parliamentary report. This will enable users to visualise:

- sector results over the last five years
- trends and composition analyses for specific entities
- compare results between entities over time.

Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2024-25

Each year, the Auditor-General presents the Annual Financial Report of the State of Victoria to the Victorian Parliament. The report analyses and provides commentary on key aspects of the financial performance and position of the state. In line with the Act, and where appropriate, it provides information and recommendations for more effective and efficient management of public resources. We must table this report on or before 24 November 2025.



New and emerging developments



Financial reporting updates

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

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VAGO links and resources



VAGO's website

VAGO's role

Annual work plan

Strategic plan

Our reports

Audits in progress

Privacy policy

Financial reporting alerts

APPENDIX A

Outstanding audit matters

The following items are outstanding at the date of this report and need to be resolved before we can issue our audit report.

Item	Action required	Responsibility
Review of signed financial report	Management to provide financial report for audit team's review	Management and audit
Financial report certification	To be signed on adoption of the accounts by the Board	Management
Management representation letter	To be signed on same date as the certification of the financial report	Management
Subsequent events update	Provide details of significant transactions and events up to date of signing the audit report. Audit will assess for any impact on the financial report	Management and audit

After we issue our audit report, we are required to undertake the following procedures. We will report any issues we find to your accountable officer for appropriate remedial action.

Item	Our procedure
Annual report	<p>We will review your annual report to confirm that it includes the correct version of the signed financial report and auditor's report. We will also check that all information in the annual report is materially consistent with the financial report.</p> <p>We request your provision to us of an electronic copy of the printers' proof of the annual report.</p>
Website publication of annual report	<p>We will review your annual report on your website to confirm that it includes the correct version of the signed financial report and auditor's report.</p> <p>We request your notification to us when you publish your annual report on your website.</p>

APPENDIX B

Adjusted audit differences

Adjusted dollar differences

Financial report component(s)	Adjusted \$	Basis for the adjustment
Nil		

Adjusted differences of disclosures in your financial report

Financial report disclosure	Adjustment	Basis for the adjustment
Minor disclosure amendments – Statement of cash flows, Note (a) Basis of preparation and presentation of financial statements, (b) Basis of accounting, Note 1, Note 4.2, Note 4.4, Note 6.1, Note 7.4 Events occurring after balance date		
Note 6.1(b) Remuneration of Key Management Personnel	Previously presented \$696,719 After audit adjustment \$702,549	<p>We noted the short-term benefits included only the value of the leave taken amount during the year, instead of the annual leave entitlement earned by the Key Management Personnel during the year. This has been corrected and the total impact on the disclosed short-term benefit was \$5,830.</p> <p>We have suggested to adjust this as this disclosure is material by nature.</p>

APPENDIX C

Unadjusted audit differences

Unadjusted dollar differences

Financial report component(s)	Adjusted \$	Basis for the difference and the reason/s for not adjusting
Nil		

Unadjusted differences of disclosures in your financial report

Financial report disclosure	Recommended disclosure	Basis of our recommendation
Nil		

APPENDIX D

Final management letter

The following table summarises the findings to date from the final phase of our audit. We will include them in our final management letter.

Finding	Rating	Recommendation	Management comments
Nil			

APPENDIX E

Management representation letter

As part of gathering audit evidence, we obtain formal management representations about your entity's financial report. We look at the completeness, preparation, and presentation of the information in the report.

We do not rely solely on the management representations, except when they are the only evidence reasonably available.

A draft version of the management representation letter is provided as a separate attachment. When sending the final signed version of the management representation letter to your auditor, please ensure you copy in the Chair of your Board.

We have requested specific management representations about:

Future Plans

36 . Casey-Cardinia Library Corporation will gift the net assets to the new entity incorporated on 11 February 2025, called Connected Libraries Ltd on 01 July 2025 and this entity will continue providing existing services provided by Casey-Cardinia Library Corporation.

Annual Report

2024-2025



**CONNECTED
LIBRARIES**

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Foreword



We are proud to bring you this Annual Report of Connected Libraries' performance, which brings to a close our library plan 2021-2025. The programs, events, services and creative spaces you will see highlighted demonstrate our continued commitment to encourage lifelong learning, increase literacy and build strong, resilient communities across the City of Casey.

Within the span of the four-year library plan, there has been significant changes impacting our library service. We began this period as one of the state's largest Regional Library Corporations, with two member councils at the interface of Melbourne's urban fringe, spanning the south-eastern growth corridor. From 2020, the service navigated the COVID pandemic, moving through significant periods exclusively online, free home-deliveries and click and collect services. In 2022, Cardinia Council withdrew from the Library Corporation, sparking a trading name change, review of resources and of our existing organisational structure. Finally, over the last year, we have completed the important process of transitioning the Corporation to a new entity, that meets the requirements of the Local Government Act 2020, and is fit for purpose to manage library services now and into the future in Casey.

Throughout this period of transition, our services have continued to keep the community front of mind, delivering relevant collections, information services and programs for free. We have nurtured young people by fostering a love of reading and learning through the delivery of early years and primary programs before, during and after school. School holiday programs have been booked to capacity, and our summer reading program more popular than ever. In September, we asked our community what is important to them. We then used this feedback to help to inform the development of a new four-year strategic plan.

This year, the number of library members has steadily grown, and with that, we experienced increased loans. The community strongly engaged with online library collections, with usage of these collections increasing 37% on previous years. Along with collection usage, the need for study spaces grew, with high school, tertiary students and professionals leaning on the library service for places to study and work.

The new Library Lounge at Cranbourne West was popular, and following the opening of this service in January 2024 we quickly realised the part-time opening hours of the library space were not going to meet demand. This year, we increased the number of staffed hours at this location to address this growing need.

We would like to thank former Casey Administrators and Board members Miguel Belmar and Noelene Duff for their contribution to the leadership and governance of Connected Libraries over four years, with both members acting as Chair of the Board during this time. Casey welcomed the return of elected Councillors in November 2024 - with this we are pleased to have Cr Scott Dowling as our newest Board member. It is wonderful to have community representation on the Library Board once again.



Penny Holloway
Chairperson



Beth Luppino
CEO

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.

Governance

We are a values led organisation.

Our governance structure reflects our commitment to achieving a genuine model of community participation.

We are absolutely committed to supporting good governance as an organisation.

Our Approach

We

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



Acknowledgement of Country

Connected Libraries acknowledges the Bunurong and Boonwurrung peoples of the Kulin Nation as the traditional owners and custodians of the land on which we operate. We pay our respects to their elders past and present, and acknowledge the rich culture of story, literacy and knowledge throughout this region.

We want the libraries throughout this region to be places where Aboriginal and Torres Strait Islander peoples feel safe and welcome. We work to ensure that our library collections and programs reflect the richness of First Nations histories and the ongoing resilience of Aboriginal and Torres Strait Islander cultures. Libraries play an important role in connecting communities, supporting lifelong learning, and promoting a sense of belonging. Through these channels we work together to advance our Reconciliation journey.

Commitment to Diversity, Gender Equality and Inclusion

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

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

By fostering connections and championing diversity, we enrich our community.

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

The Board

City of Casey



Steve Coldham
Director
Community
Life



Keri New
Manager City
and Asset
Planning



Cr Scott Dowling
(from December
2024)



Penny Holloway
Chairperson



Helen Partridge

Independent Board members

Connected Libraries acknowledges the work of outgoing Board members Noelene Duff and Miguel Belmar, former Administrators for the City of Casey, who retired from the library Board in October 2024.

Noelene Duff

Noelene joined the CCLC Board in February 2020. She was Chair from February to November 2020, and then moved to the role of substitute/alternate board member. Noelene provided experienced leadership and governance for Casey Cardinia Libraries at a time of significant organisational change following both Councils' decisions to dissolve CCLC, and of course global changes triggered by the pandemic.

Miguel Belmar

Following his appointment as an Administrator for Casey in May 2020, Miguel joined the Board in November 2020. He held the position of Chair for two years from 2021 to 2023. In his role as Chair, Miguel lead the Board and worked with the CEO through the process of the withdrawal of Cardinia Shire from the Regional Library Agreement in 2022.

The Executive Team



Beth Luppino

Chief Executive
Officer



Koula Kalaitzoglou

General Manager,
Customer Experience



Emily Ramaswamy

General Manager,
Finance and
Digital Operations



Janine Galvin

General Manager,
Organisational
Development

Our Community



Connected Libraries operates in the traditional lands of the Bunurong, Boonwurrung peoples. First nations people from many different places live in the Casey Region. The Casey region lies within the boundary of the Mayone Bulluk Bunurong/Boonwurrung.

Our region continues to experience rapid population growth with significant residential development occurring in Clyde and Cranbourne. Clyde North LGA was fourth with the largest growth in Australia. City of Casey was ranked the fifth LGA in Victoria for the largest population growth in 2023-2024, up 3.4 percent.

The latest Australian Bureau of Statistics report shows Casey's population has increased to 405,415 across the region's 409 square kilometers. ([Regional Population Growth, Australia - 3218.0 ABS, Revised Mar 2025](#)). Our population is estimated to exceed 593,496 by 2041.

Our community is diverse. More than 42% of residents were born overseas, with more than 40% of the region's population speaking another language at home. Key languages other than English include Punjabi, Sinhalese, Hazaraghi, Mandarin, Persian/Dari, Hindi, Tamil, Filipino/Tagalog, Malayalam and Arabic. In 2021, 40.9% of children aged 0 to 4 years in the City of Casey spoke a language other than English at home.

Casey region has more couples-with-children households (45%) and single-parent households (11%) than the Melbourne average. Nearly 57% of residents are families with children. Compared with other OECD countries, Australian Institute of Health and Welfare (AIHW) reports that Australians are struggling to achieve a worklife balance ranking in the bottom third of the OECD countries. ([Australia's Welfare 2017, AIHW, Oct 2017](#)). Despite satisfactory job performance and earnings, Australians spent less time on leisure and personal care than those in other OECD countries. ([How's life in Australia? OECD, 2020](#)).

Social isolation and loneliness impact individual lives and wellbeing, and since the pandemic have been a concern across Australia. Participation in paid work, caring for others, social connection and volunteering help in mitigating loneliness and social isolation. In 2021, 1 in 4 females aged 15-24 agreed with the statement 'often feel lonely' ([Australia's welfare 2023: data insights r-2023](#)). Twelve percent of Casey residents provide care to a person living with a disability, health condition or due to old age, and almost 8 percent did some form of voluntary work in 2021.

Gambling is a national issue with social costs, it not only harms the people who gamble, but also their families, friends, and the wider community. ([Australia's Welfare: Gambling in Australia 2023](#)). Almost half (46%) of Australian adults who gamble are at risk of, or are already experiencing gambling harm.

The City of Casey has the second highest pokies expenditure of Victorian Local Government Areas. There are thirteen venues with Pokies across Casey, with a total of 913 Electronic Gaming Machines (EGM's). ([Victorian Responsible Gambling Foundation, 2024](#)). More than \$159 million dollars was spent on the Pokies in the Casey region in 2022-2023, the second highest pokies expenditure in Victoria.

Our community faces challenges with income, education, employment, occupation and housing. Casey ranks 43rd in Victoria for socioeconomic disadvantage (IRSD). ([Population and Housing: Socio Economic Indexes for Areas \(SEIFA\), Australia - 2033.0.55.001 ABS, Released Apr 2023](#)). Housing costs, both managing a mortgage and rental costs are a large portion of household incomes, with housing affordability becoming an issue in Australia in recent years. Mortgage and rental stress are common in the Casey region.

Casey region had the highest recorded number of family violence incidents in Victoria's 79 LGA's. The region has experienced increases in family violence levels in recent years, up 15.2% compared to the previous year. ([Crime Statistics Agency, Family incidents, Mar 2025](#)). In addition, the number of criminal incidents across Casey increased over 22.4% compared to the previous year.

Time is a precious resource in our community. More than 94% of residents (15 years+) are employed, with 61% driving a car as their method of transport to and from work. Almost 67% of working people from Casey live in the area but work outside the area. Our libraries operate in the traditional lands of the Bunurong, Boonwurrung peoples. First nations people from many different places live in the Casey region. Casey has the second largest Aboriginal and Torres Strait Islander people in Greater Melbourne (approximately 2,845 Aboriginal and Torres Strait Islander people call Casey home).

Library Plan

2021-2025



We have completed the final year of our four-year strategic plan. We are committed to providing a contemporary and progressive library service that brings community together, cultivates creativity and encourages learning, social connection and well-being. The plan covered four strategic areas that helped us to achieve our goals.

Strategic Area 1:

A Place to Gather and Learn

Create safe, welcoming spaces that provide free access to information, knowledge and resources.

Strategic Area 2:

Partnership and innovation to achieve shared goals

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

Strategic Area 3:

Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities.

Strategic Area 4:

Organisational excellence

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

“I absolutely love this library! It’s always clean, well-organised, and has a great selection of books and resources. But what really sets it apart is the staff – they are truly amazing! ... Their friendliness and professionalism make each visit a pleasure. Big thanks to the team or creating such a welcoming and supportive environment. Highly recommended.”

– Bunjil Place Library user

2024-2025

Events Calendar

Casey Winter Arts Festival

June - July

NAIDOC Week

Sun, 7 July 2024 - Sun, 14 July 2024

Keep the Fire Burning! Blak, Loud and Proud

Library and Information Week

29 July - 4 August 2024

Roots of Democracy

Homelessness Week

5 - 11 August 2024

Homelessness

National Science Week

10-18 August 2024

Species Survival: More than just sustainability

CBCA Book Week

17-23 August 2024

Reading is Magic

Literacy and Numeracy Week

25-31 August 2024

Adult Learners' Week

1-8 September 2024

Take the Journey

R U OK? Day?

12 September 2024

Ageing Positively and Seniors' Month

October 2024

Get Online Week

16 October - 20 October 2024

16 Days of Activism

25 November - 10 December 2024

Christmas/ End of Year celebrations

December 2024

Big Summer Read

1 December 2024 - 31 January 2025

Casey Midsumma Picnic

9 February 2025

Library Lovers' Day

14 February 2025

Blind date with a book!

International Women's Day

8 March 2025

Harmony Week

17-23 March 2025

Everyone belongs

IDAHOBIT - International Day Against LGBTQIA+ Discrimination

17 May 2025

National Simultaneous Storytime

21 May 2025

The Truck Cat

Reconciliation Week

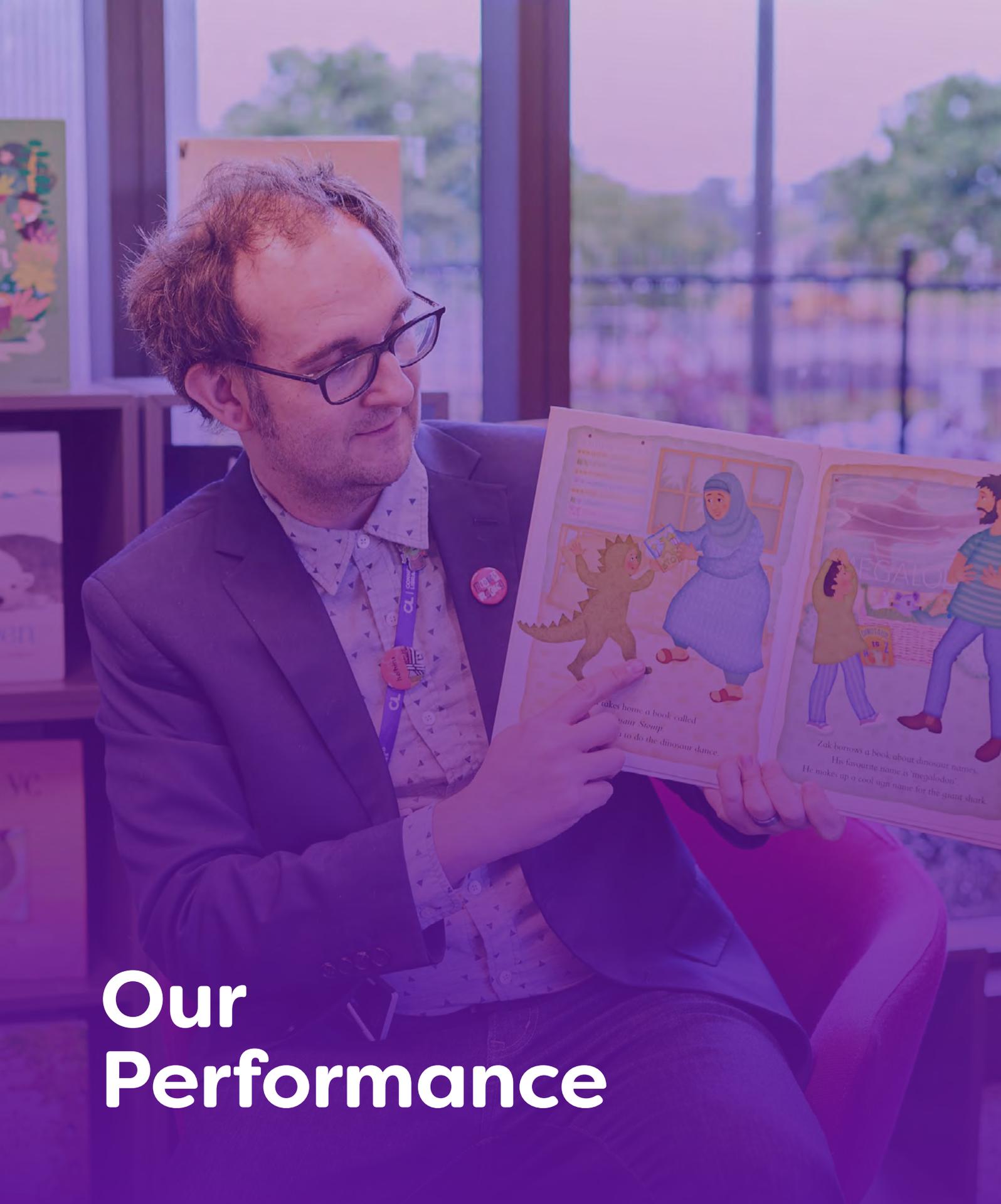
27 May - 3 June 2025

Bridging Now to Next

Refugee Week

15-21 June 2025

Finding Freedom: Diversity in Community



Our Performance

The Numbers

2024-2025

Visits

1,610,656

physical visits – 776,322
& virtual visits – 834,334

Average per week
– 30,974

Loans

2,348,300

physical loans – 1,249,428
& eLoans – 1,098,872



97,123

members

eNewsletters

90,200

subscribers

Programs

2,436 youth sessions with

59,908

attendees

1,336 adult sessions with

12,130

 attendees

Collections

41,459

digital items

223,063

physical items

Internet bookings

51,024



Wi-Fi sessions

82,934



Website

453,362

visits

2,367

bilingual books



جامعہ ڈاڈیچارا

LOTE items

8,863

items in Chinese, Hindi,
Panjabi and Sinhalese

Services for Babies, Kids and Teens



At Connected Libraries, we're proud to support the learning, growth and wellbeing of our youngest community members through inclusive and fun-filled programs.

Throughout the year, our services for babies, kids and teens have attracted thousands of young people. From first songs and stories to coding, writing, science and author visits, we have nurtured early literacy skills, inspired creativity, and helped young people develop confidence and curiosity about the world around them.

Early Years and Children's Programs

Our regular children's and youth programs promoted literacy and lifelong learning throughout the year. Baby Rhyme Time, Toddler Time, Storytime (including in-branch, in the park, and Sensitive Storytime), Blokes and Bubs, Sensory Play, and arts and crafts gave families a rich variety of ways to connect through books and play.

"We love coming to Baby Rhyme Time together! We learn nursery rhymes, play and read books. The best part is meeting other mums and babies."
– Brooke, Baby Rhyme Time participant



National Simultaneous Storytime

We proudly participated in the 25th annual National Simultaneous Storytime, joining readers nationwide to share 'The Truck Cat' by Deborah Frenkel. Events across eight locations brought together 460 children and carers, including a special reading at Myuna Farm by Mayor Cr Stefan Koomen.



Big Summer Read

Almost 1000 children joined our Big Summer Read challenge, collectively reading more than 9,650 books! The Wrap Party at Bunjil Place featured The Great Gizmo, prize giveaways (including a Nintendo Switch), and huge community spirit. A member from Hampton Park also won a statewide prize iPad, donated by CIVICA.

Very Hungry Caterpillar Walk

In partnership with Doveton College, we hosted a community Storywalk as part of Literacy and Numeracy Week. 141 students and families journeyed between checkpoints to hear pages of 'The Very Hungry Caterpillar' (Eric Carle), finishing at Doveton Library where our librarian—dressed as the caterpillar—wrapped up the story and handed out certificates.



Children's Book Week

Children's Book Week was celebrated across all branches with school visits, creative displays, and staff dress-ups that brought book characters to life. At Bunjil Place Library, we welcomed children's author Sarah Speedie for a special session with students from Oatlands Primary School, King Kids Kindergarten, and the community. Students acted out her book 'Meowster Chef', followed by story readings, Q&A and themed colouring activities.

Storytime in the Park

Our monthly outdoor storytimes continued at Wilson Botanic Park, providing families with 45 minutes of stories, songs, and sunshine. One autumn session welcomed 90 attendees enjoying Sloth-themed tales among the trees. We value the ongoing support and commitment of the Wilson Botanic Park management team who consistently promote the storytime through their popular social media page and helped set up every month with their Friends of the Garden group.



Group Visits and Outreach

Schools, kinders and community groups visited our libraries for storytime sessions, while our staff also took literacy to young people beyond the library walls, with regular outreach visits. Engagement grew steadily across the year, especially from the start of the school term.

Homework Club

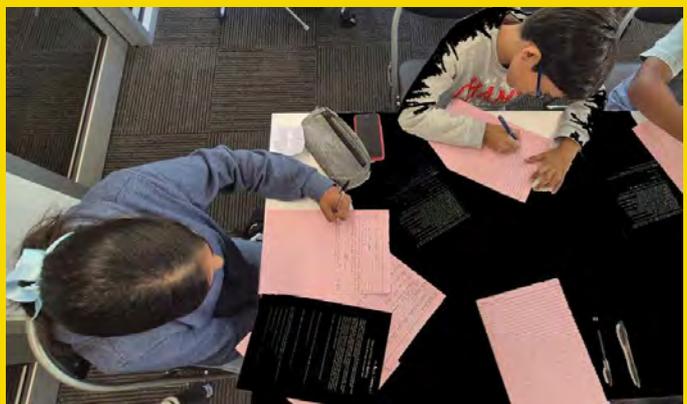
In partnership with local not-for-profit Mindstep, our free weekly Homework Club provided tutoring in reading, writing, maths and science to students from primary school to VCE. Every Wednesday, kids lined up for support, encouragement, and connection.





Creativity: Inspiring Young Minds

Young people engaged with creative learning through STEAM sessions, Code Club, Game Nights and other hands-on activities. These were part of our weekly offerings to young students and families throughout each school term. The programs helped build confidence, digital literacy and collaboration skills in a fun, safe space.

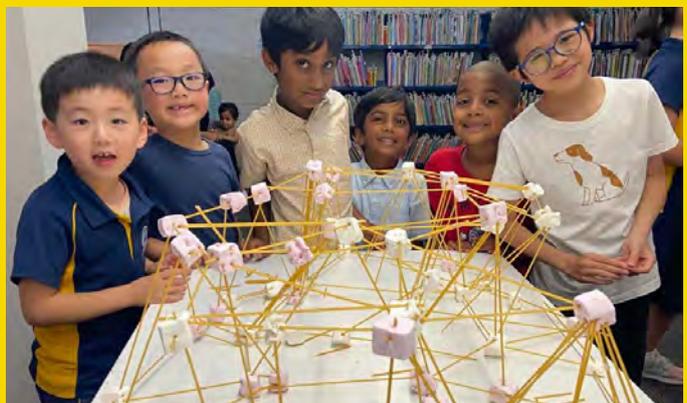


Andy Griffiths

Hundreds gathered to see bestselling author Andy Griffiths live at Bunjil Place Theatre—with even more joining via the outdoor screen. Andy brought his books to life with humour, Q&A and signings that left kids and parents alike in stitches. He introduced his new 'Adventures Unlimited' series and celebrated the joy of reading.

Young Writers Workshop

We hosted a Young Writers Workshop series in partnership with the City of Casey to support emerging voices ahead of the 2025 Casey Fresh Words competition. Participants worked with published authors Danielle Binks, Joel McKerrow and Amelia Mellor to build their writing skills and confidence.





Science: Exploring Our Natural World

In August, we hosted a vibrant Science Week filled with activities focused on biodiversity, ecosystems, and conservation. The week was filled with interactive sessions, engaged learning activities, and informative talks that provided a rich learning experience for all.

Children joined author and illustrator Myke Mollard at Bunjil Place Library for a workshop where they learned to draw echidnas and other native Australian animals and heard about his journey as a nature loving author.

Students created Scratch games showing marine animals navigating polluted waters—combining basic coding with powerful environmental messaging. Amy from Southern Ocean Education also visited local kindergartens, where children explored marine specimens like sea turtle shells and whale bones.

Powerful Pollinators at Cranbourne Library, was a workshop where children learned about the native bees and made seed balls with Australian plants to take home and grow in support of local pollinators.

Thirty students and staff from Chalcot Lodge attended a special event presented by WildlifeZposure. The event featured featuring native animals like a kookaburra, glider and crocodile. Students explored adaptation, environmental change, and how we can protect Australian wildlife.

“Thank you for providing such a wonderful experience for our students – they haven’t stopped talking about it”
– Tamsin (Teacher)

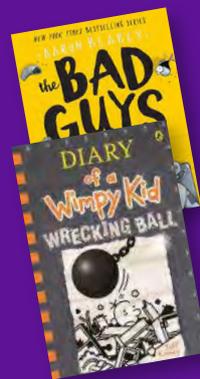


This Year's Most Popular Junior Reads

Junior fiction

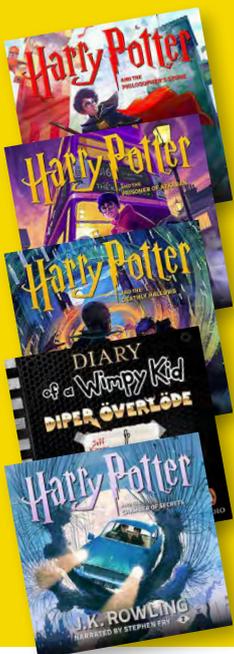


- 1 **The Serpent and the Beast**
by Aaron Blabey
- 2 **Look Who's Talking!**
by Aaron Blabey
- 3 **No Brainer:
Diary of a Wimpy Kid (18)**
by Jeff Kinney



- 4 **Intergalactic Gas**
by Aaron Blabey
- 5 **Wrecking Ball:
Diary of a Wimpy Kid (14)**
by Jeff Kinney

Junior fiction eAudio



- 1 **Harry Potter and the
Philosopher's Stone**
by J.K. Rowling
- 2 **Harry Potter and the
Prisoner of Azkaban**
by J.K. Rowling
- 3 **Harry Potter and the
Deathly Hallows**
by J.K. Rowling
- 4 **Diper Överlöde:
Diary of a Wimpy Kid**
by Jeff Kinney
- 5 **Harry Potter and the
Chamber of Secrets**
by J.K. Rowling

Junior fiction eBooks



- 1 **Third Wheel:
Diary of Whimpy Kid**
by Jeff Kinney
- 2 **Meltdown:
Diary of Whimpy Kid**
by Jeff Kinney
- 3 **Mini Bluey**
by Bluey
- 4 **No Brainer:
Diary of Whimpy Kid**
by Jeff Kinney
- 5 **Skynshade**
by Alex Aster

Young adult fiction



- 1 **Good Girl, Bad Blood 2**
by Holly Jackson
- 2 **Dragon Ball super. 18**
by Akira Toriyama
- 3 **Sunrise on the Reaping**
by Suzanne Collins
- 4 **Haikyu!! 1**
by Haruichi Furudate
- 5 **Dragon Ball super. 21**
by Akira Toriyama

Young adult fiction eBooks



- 1 **Throne of Glass**
by Sarah J. Maas
- 2 **Ballad of Songbirds and Snakes**
by Suzanne Collins
- 3 **Powerless**
by Lauren Roberts
- 4 **Tower of Dawn**
by Sarah J. Maas
- 5 **Cruel Prince**
by Holly Black

Young adult fiction eAudio



- 1 **Good Girl's Guide to Murder**
by Holly Jackson
- 2 **Ballad of Songbirds and Snakes**
by Suzanne Collins
- 3 **Hunger Games**
by Suzanne Collins



- 4 **Inheritance Games**
by Jennifer Lynn Barnes
- 5 **Cruel Prince**
by Holly Black

Services for Adults



Our adult programs this year reflected the diverse interests, needs, and aspirations of our community. With a strong focus on literacy, wellbeing, creativity, and local history, we offered opportunities for learning, connection, and personal growth. These programs celebrate the library as a space where adults can explore ideas, share stories, and build community at every stage of life.

Literacy and Learning

From bestselling authors to grassroots book groups and a nationally recognised podcast, our adult literacy programs sparked imagination and connection across the community.



Authors in Conversation

We presented a diverse lineup of writers at our libraries this year, with events that inspired, entertained, and educated.

Victoria Devine, host of 'She's on the Money' podcast, spoke to a packed audience for International Women's Day, delivering practical advice on budgeting, superannuation, and investing. The free event was held in the Bunjil Place Function Centre and in collaboration with Council's Equity and Inclusion Team.

“We all thought we were pretty financial literate already, but Victoria has given us more confidence to take control of our superannuation and look closer at our investment and risk profiles. Thanks for a great night”
- Event attendee



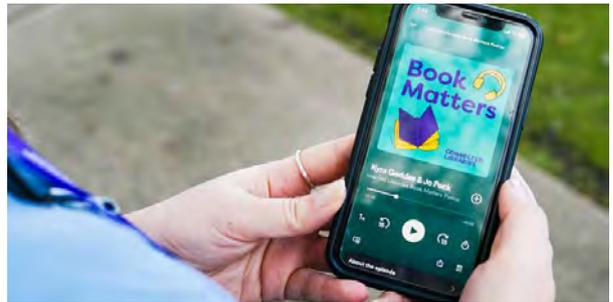
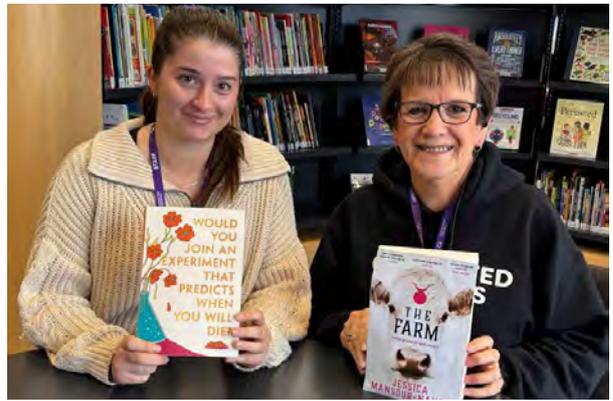
Amanda Hampson and Christian White entertained crime fiction fans with insights into their writing processes, inspirations, and characters.

“This was a fantastic event. Both speakers were great, inviting and engaging. Thank you for organising. Can’t wait for more events like this”
- Event attendee

Nicola Marsh and Alison Stuart shared their work across genres from thrillers to historical romance.

Bestselling author Candice Fox, in conversation with local author Kerry Mayne, gave a captivating talk about her life, work, and the real characters who inspire her stories.

“Candice Fox is hilarious and writes brilliant books that all crime and thriller lovers need to get amongst”
- Event attendee



Book Matters Podcast

Our Book Matters podcast continued to thrive, offering monthly author interviews, reviews, and recommendations. In 2024-2025, we hit a milestone with over 6,755 downloads across 78 episodes. Book Matters was named number two in Australia’s Top Library Podcasts by Feedspot with guests including Jane Caro, Robyn Harding, Julie Goodwin, Candice Fox, Kerry Mayne, Michelle Prak and many more.



Book Groups



42 community-led and **13 library-led** book groups were supported with library collections this year. Connected Libraries invests in the renewal of our extensive title sets (160 sets include 10 copies of each title) every year. Book groups provide wonderful opportunities for social connection and shared literary discovery.

Our library-led book groups included the Rainbow Book Group, and Walking Book Clubs that meet at Wilson Botanic Park and Cranbourne Royal Botanic Gardens as well as branch book groups.



“A customer called one of our team members begging for his mother to be included in one of our full book groups as she was extremely lonely and loves to read. Another book groups member who describes herself as a socially isolated person who has to force herself to leave the house says book group is the one thing each month she really looks forward to. There is a waiting list for these groups currently at capacity, when a place becomes available, it’s quickly snapped up. Firm friendships have formed in some of our library-led groups, often between vulnerable people. One group has dinner or lunch together once every two months as well as the actual book-focused meetings. Another group has a 96-year-old member who has become very close with another member in her 70s who now picks her up and drives her each month so she can be there and the two have joined a poetry club together as well.”

– Book group Library Officer



Health, Wellbeing and Creativity



Throughout the year, our libraries played a key role in delivering community health initiatives that empower and educate, as well as providing creative outlets that support mental wellbeing, self-expression, and social inclusion.

Fish Safe Painting Workshop

Bunjil Place Library members worked with Serene Lau on an impressive mural and sustainable painting workshop program during Casey's Winter Arts Festival.

Serene uses only materials that are biodegradable to paint her pictures. Paint sources include vegetables, coffee grounds, tea leaves, egg, avocado and turmeric. The workshop participants strained the ingredients to make their own pigments and painted Sandy Octopuses which are native to the local coastline.

The mural included local fauna from Casey and was painted directly onto a wall in the library. The remarkable works were only a temporary installation but while in place made an impressive exhibition.



Tiny Art Show

The Tiny Art Show was a huge success for the third year in a row, capturing the attention and delight of our local communities. This year submitted works included traditional paintings and sketches, but we also received submissions using embroidery and 3D plaster molds. With over 100 tiny canvases entered, the community voted on their favourites. Two artists per branch were voted as the winners, with a number of honorable mentions. Artist and Library Officer Jason also contributed to the judging.



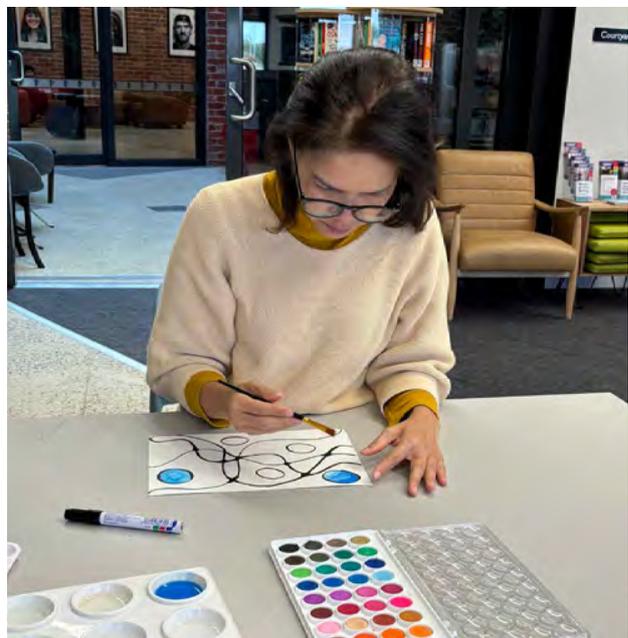


Monash Health

The Digital Literacy team worked with Monash Health in May to develop and deliver library resources training to volunteers and nursing staff. The Monash Health team gained the skills to support their patients in using BorrowBox, Kanopy, PressReader and Libby. Nursing staff were enthusiastic about the therapeutic and recreational benefits that these resources have for their patients – particularly in the Mental Health ward.

Ambulance Victoria

Connected Libraries worked with Ambulance Victoria to provide CPR and AED Awareness training at Cranbourne Library. Stroke Awareness and associated emergency management training was offered at Bunjil Place. Our libraries fill an important gap for health services in the dissemination of information to the community, assisting them to improve the health and wellbeing of Casey residents.



Family and Local History

We continue to be custodians of Casey's stories – collecting, preserving and sharing local history with residents of all ages.

Heritage Events and Community Engagement

We participated in Casey Heritage Day at Ercildoune Homestead, engaging with local history groups and promoting our collections. We worked with City of Casey's communications team to share historical content on social media, including Pioneer Park, Fisherman's Cottage, and more.

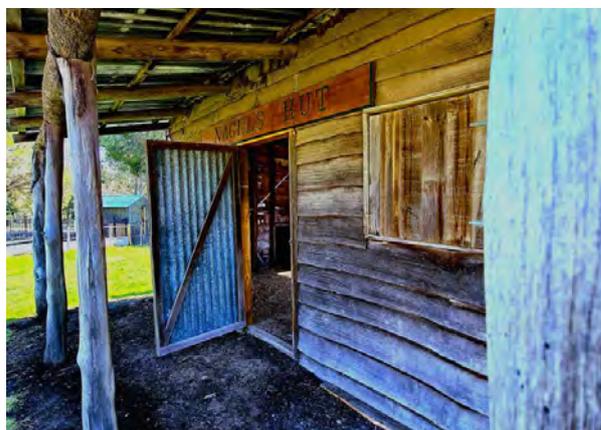


Photography Competition – Buildings of Casey

Our annual competition invited residents to explore the architectural history of the region through photography. Winning entries included a photograph of Nagel's Hut at Myuna Farm (Adult category) and Sakyamuni Sambuddha Vihara Temple (Child/Young Adult category).

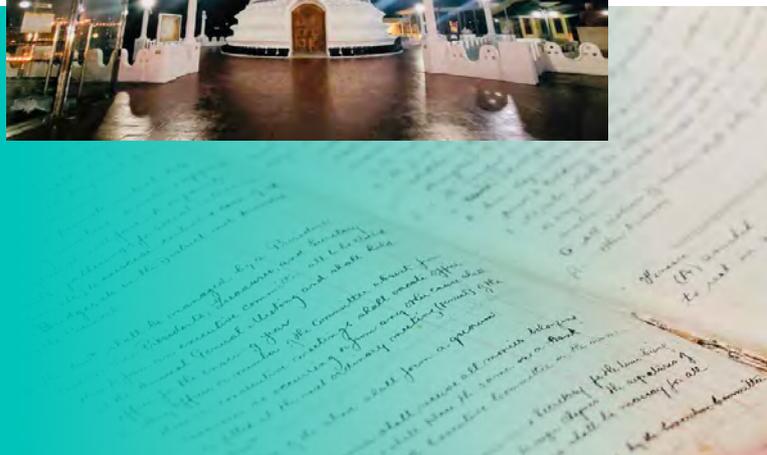
“This competition helps us create a local history archive that reflects the community's diverse views and values.

– Kate, Local History Officer



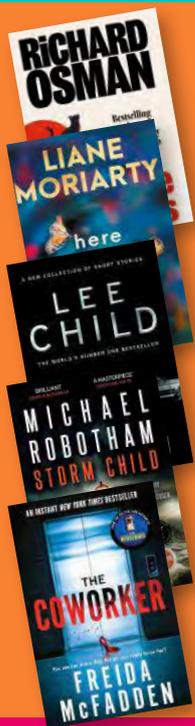
Research and Preservation

Throughout the year our Local History Officer Kate responded to hundreds of family and local history enquiries, digitised many of our existing physical records, and provided advice to council and community members to support Casey's heritage and identity.



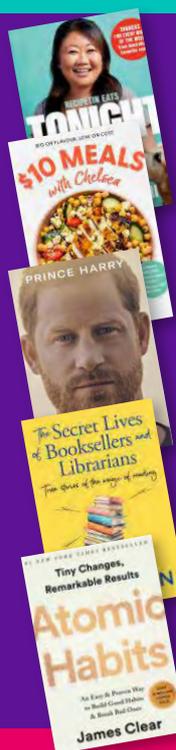
This Year's Most Popular Adult Reads

Adult fiction



- 1 **We Solve Murders**
by Richard Osman
- 2 **Here One Moment**
by Liane Moriarty
- 3 **Safe Enough:
And Other Stories**
by Lee Child
- 4 **Storm Child**
by Michael Robotham
- 5 **The Coworker**
by Freida Mcfadden

Adult non-fiction



- 1 **RecipeTin Eats**
by Nagi Maehashi
- 2 **\$10 Meals with Chelsea**
by Chelsea Goodwin
- 3 **Spare**
by Prince Harry
- 4 **The secret lives of booksellers and librarians**
by James Patterson
- 5 **Atomic Habits**
by James Clear

Adult fiction eAudio

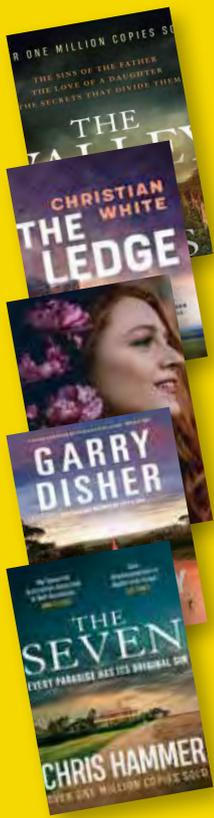


- 1 **Onyx Storm**
by Rebecca Yarros
- 2 **Quicksilver**
by Callie Hart
- 3 **Assistant to the Villain**
by Hannah Nicole Maehrer



- 4 **Here One Moment**
by Liane Moriarty
- 5 **The Boyfriend**
by Freida McFadden

Adult fiction eBooks



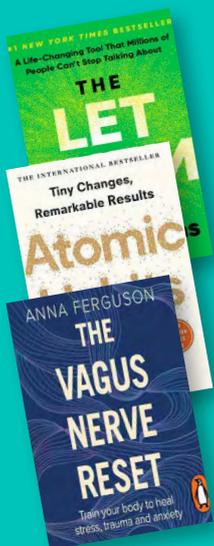
- 1 **The Valley**
by Chris Hammer
- 2 **The Ledge**
by Christian White
- 3 **It Ends With Us**
by Colleen Hoover
- 4 **Sanctuary**
by Garry Disher
- 5 **Seven**
by Chris Hammer

Adult non-fiction eAudio



- 1 **Spare**
by Prince Harry
- 2 **Atomic Habits**
by James Clear
- 3 **Subtle Art of Not Giving a F*ck**
by Mark Manson
- 4 **Becoming**
by Michelle Obama
- 5 **Woman in Me**
by Britney Spears

Adult non-fiction eBook



- 1 **Let Them Theory**
by Mel Robbins
- 2 **Atomic Habits**
by James Clear
- 3 **Vagus Nerve Reset**
by Anna Ferguson



- 4 **Diary of a CEO**
by Steven Bartlett
- 5 **4 Weeks to Better Sleep**
by Dr Michael Mosley

Digital Literacy and Learning



In our increasingly digital world, the ability to confidently navigate technology is essential. Connected Libraries continues to champion digital inclusion by offering welcoming, practical programs that build skills and confidence in the digital space. Whether it's accessing online services, exploring creative technologies, or getting one-on-one help, our libraries support all members of the community to feel empowered and informed.



“After discovering the opportunity to attend the Connected Libraries Information Technology and Digital Literacy sessions, I have now participated in around fifteen of them – and learned so much, from exploring Google to understanding artificial intelligence. These sessions are thoughtfully designed, incredibly user-friendly, and delivered by engaging and knowledgeable staff who are always helpful and approachable.

As a senior citizen, I have gained the confidence to explore and learn new digital skills.

The topics covered are both relevant and practical, ranging from using various features and apps to enhancing existing skills. The sessions are conducted in a safe and welcoming, and comfortable environment that caters to learners of all levels, from complete beginners to those with more advanced knowledge.

I wholeheartedly recommend these sessions to anyone looking to broaden their digital literacy. They are free, conducted in a relaxed setting, and you will always leave with a new skill or two. Plus, you will have the chance to meet lovely, like-minded people who are on their own learning journeys.

– Jacqui, Digital Literacy program participant.

“ I went home last week and paid three bills all by myself.
- Gwen,
Digital Literacy Workshop participant



Our libraries provided free digital literacy programs and one-on-one tech help to hundreds of community members throughout the year. From absolute beginners to those looking to enhance their digital confidence, participants learned everything from paying bills online to navigating mobile apps and using email.

Digital Sisters: Supporting Women in Tech

Thanks to a \$10,000 grant from the Good Things Foundation, our team launched ‘Digital Sisters’ – a project designed to support migrant and refugee women aged 18 to 50 years in developing digital skills. Library Officers led workshops and one-on-one sessions in Dari and Sinhalese, teaching computer basics, email, and safe internet use. These tailored programs built digital confidence and also fostered trust and community connection.



Get Online Week: Snapmakers Workshops

To celebrate Get Online Week, we introduced our community to 3D printing and laser cutting through hands-on Snapmaker workshops. Participants learned how to create and adapt their own designs – a fun and engaging way to learn digital design concepts.

Virtual Reality Experiences

We brought virtual reality to the community through drop-in sessions at events like Celebrate Doveton Day and the Endeavour Hills Town Christmas Party. Adults and children alike were able to explore virtual environments and try new technology in a safe, supportive setting. VR is quite intuitive and, in some ways, easier to grasp than a keyboard and computer mouse.



Infrastructure for Lifelong Learning

In December, a new 24-metre study bench was installed on Level one in Bunjil Place Library, providing more dedicated space for laptop users and students. This project, funded through the State Government's Living Libraries Infrastructure Program, responded directly to community need and was welcomed by library users as soon as it opened.

Exploring eResources with QR Codes

To promote our extensive online resources and collections, the library team created a series of QR codes that were inserted amongst the library's physical collections. Members could scan the codes to discover more resources, including eBooks, eAudiobooks, Comics Plus, LinkedIn Learning, Kanopy and online newspapers. We noticed a significant uplift in usage of eResources after the QR codes were rolled out in December.

Digital Literacy Booklet

A quarterly seasonal booklet of Digital events and programs was developed covering beginner to advanced learner levels. Having a specific focus on digital events in one leaflet made it easier for staff to advertise. Classes included: make your phone work for you, AI, buying and selling online, online job applications, 3D printing, CANVA, gaming, online security and scams, VR, learning English as well as Bilingual Digital Literacy programming.

A Beginner

I have just started using my phone or computer. I would like to learn how it works, and what I can do with it.

B Intermediate

I am comfortable with the basics of my phone or computer. I have a few go-to apps that I use. I would like to learn about more apps and websites I can use on my device.

C Advanced

I am confident using my phone or computer to check my emails and explore the internet. I would like to learn about programs I can use on my device.

Digital Literacy Winter Workshops



Use our **Learner Levels** to find the right event for you:

A Beginner

I have just started using my phone or computer. I would like to learn how it works, and what I can do with it.

B Intermediate

I am comfortable with the basics of my phone or computer. I have a few go-to apps that I use. I would like to learn about more apps and websites I can use on my device.

C Advanced

I am confident using my phone or computer to check my emails and explore the internet. I would like to learn about programs I can use on my device.

CONNECTED LIBRARIES

Book now: 1800 577 548 or visit connectedlibraries.org.au/events





Celebrating Diversity



At Connected Libraries, we celebrate the vibrant cultural and social diversity of our local area. Through inclusive programming, cultural events, and strategic partnerships, we create opportunities for people to connect, share stories, and feel valued. From festive celebrations to inclusive workshops, we proudly foster a sense of belonging and understanding in our community.

Diverse language programming

Storytimes

Multilingual Storytime sessions were delivered throughout the year by our talented Children's and Youth team. Tailored for 2–6-year-olds, these sessions were presented in languages other than English and created opportunities for families from all cultural backgrounds to connect through language, song, and story. Regular Storytimes in Dari and Sinhalese invited the wider community to celebrate the richness of Casey's cultural diversity while enjoying stories and rhymes in both the featured language and English.

Book groups

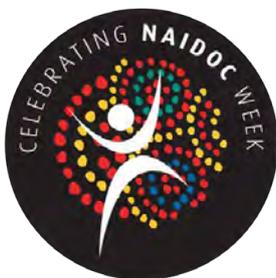
Our Sinhalese book group at Hampton Park Library continued to thrive in 2024–2025. Facilitated by library staff, this monthly gathering provided a welcoming space for members to share what they'd been reading, connect with one another, and enjoy conversation in their first language.

English Conversation

English Conversation classes were in high demand this year, with weekly sessions held at both Bunjil Place and Hampton Park Libraries. Delivered in partnership with AMES and Hampton Park Community House, these relaxed and supportive classes helped community members build confidence and practical English skills for employment, study and everyday life.

In response to community feedback, we introduced 'English for Life' – women-only conversation sessions for Dari speakers. These were particularly well received and formed strong social and learning networks for participants.

Cultural Celebrations



**KEEP THE FIRE
BURNING!
BLAK, LOUD
AND PROUD**

7-14 JULY 2024



Naidoc Week

Cranbourne Library came alive with music and movement during NAIDOC Week as Sermsah BiaSaad, a Nyikina man, led a contemporary dance workshop. Through a fusion of traditional dance and storytelling, Sermsah shared the journey of Aboriginal people post-colonisation – a powerful narrative of resilience and strength. Participants were encouraged to explore dance as a means of connecting to Country and building personal confidence.

Harmony Day

Harmony Week was celebrated with a delicious series of cooking demonstrations. Prasit from Oddie's Kitchen wowed audiences at Endeavour Hills Library with his Indian Butter Chicken and prepared Chinese Lettuce Cups for an enthusiastic crowd at Doveton Library, highlighting the beauty and flavour of diverse cultural traditions.

Lunar New Year

Families gathered at Bunjil Place Library to enjoy a colourful Chinese Ribbon Dance performance. Children were invited to take part and try out their own ribbon routines, making it a joyful and interactive celebration.



Ramadan

In partnership with Multicultural Mailer, Cranbourne Library hosted a Ramadan exhibition as part of a larger festival. This included children's art competitions, storytime at Hampton Park, a glass painting workshop at Doveton, and an Arabic calligraphy session at Cranbourne. The celebration reflected the richness of Islamic culture and community.

Endeavour Hills Community Christmas Party

This popular event brought together over 400 community members and local partners. Library-led activities included crafts, gymnastics, VR for teens, and Sphero robots for kids. Santa, local choirs, and the Endeavour Hills Ukulele Group added festive cheer to this inclusive and fun-filled day.





Social Inclusion

Neurodiverse Music Therapy

As part of Casey’s Winter Arts Festival, Connected Libraries partnered with Women Empowerment and Leadership Community (WELC) to run a music therapy program for children with autism and their families. Held at Bunjil Place Library, the session featured interactive music, dancing, and drawing, with a low-sensory space available nearby for quiet play. The program provided a welcoming, supportive environment for neurodiverse families to connect and participate.



Casey Rainbow Community Picnic

Held annually as part of the Midsumma Carnival, this family-friendly event offered a safe, welcoming space for LGBTQIA+ community members and allies. Connected Libraries hosted a colourful stall featuring Rainbow Collection books, badge and pom pom making, and a storytime by drag queen Holly Pop. The day was a celebration of love, identity, and inclusion.



Rainbow Action Plan

In September, over 150 people gathered at Bunjil Place to celebrate the launch of the Casey Rainbow Action Plan 2024–2028. With performances by drag queen Brenda Bressed and comedian Joel Creasey, the event was both entertaining and significant. City of Casey staff spoke about what the action plan will mean for Council, and for the community, sharing the positive impact that the Pride Space group for 10-17 year olds has already had for young people. Members of the Action Plan working group attended including our Library Officer Georgia. Connected Libraries is proud to support this council-led vision of inclusion.



Gender Equality

We were honoured to host Dr. Niki Vincent, Gender Equality Commissioner, for a conversation with our Executive and Senior Leadership teams. This event deepened our understanding of the Gender Equality Act and inspired the creation of a community of practice with other regional libraries to promote gender equity in our workplaces and services.

16 Days of Activism against Gender-based violence - Self-defence for Women

In recognition of the 16 Days of Activism, we ran a four-week self-defence program tailored for women of all experience levels. These practical sessions equipped participants with simple techniques to feel more confident and empowered in real-life situations.



Rainbow Book Group

Our Rainbow Book Group, hosted at Bunjil Place Library, provides a welcoming and inclusive space for LGBTQIA+ community members and allies to connect through a shared love of books and stories. Meeting monthly, the group explores a wide range of titles that reflect diverse voices, lived experiences, and queer perspectives.

*“ I get to meet other local queer people. I greatly value its queer focus on queer authors, it broadens my knowledge of my/our queer community... It is important for me in addressing my loneliness. I get to read books I didn't know about/would not otherwise read. It provides a safe environment for me to explore being non-binary.
 - Rainbow book group participant*

Our Volunteers

Connected Libraries extends heartfelt thanks to our incredible volunteers for the meaningful difference they make across our programs and services. In 2024–2025, their generosity and support helped to:

- Deliver the Home Library Service to housebound community members
- Support informal programs including handcraft groups, English conversation classes, and Code Club
- Provide prizes and support for reading programs and writing competitions
- Promote the value of public libraries in their networks and communities

Home Library Service Volunteers

Our Home Library Service (HLS) brings the joy of reading and lifelong learning to community members who are unable to visit the library. Whether due to age, illness, disability, or caring responsibilities, many residents cannot visit the library—but our volunteers bring the library to them, helping them stay connected to collections and services.

In the past year, 172 active HLS members received over 1,400 visits across private homes and aged care facilities. These visits were made possible by our dedicated volunteers and Outreach staff, whose time, care, and conversation make our members feel supported, and valued.



Library on the Road



Approximately one quarter of Casey's population have a library membership. That means that the majority of locals are not yet members of our service. To reach new audiences, we extend the delivery of events, programs and collections beyond the four walls of our fixed branches.

To support the delivery and growth of our Outreach programs, our newly branded RAV4 is delivering library collections to housebound community members who are unable to get to the library. It doubles as a mobile advertisement, helping raise awareness of our service as it travels throughout Casey.



Bush Playgroup 10-year Celebration

We marked 10 years of Bush Playgroup with a special celebration at the Royal Botanic Gardens in Cranbourne. Dandenong and District Aborigines Co-operative Limited (DDACL) hosted a sausage sizzle, and families past and present came together to reflect on a decade of connection through storytelling, song, and nature. The event acknowledged our enduring partnership with the Gardens and reaffirmed our commitment to community literacy and cultural connection.



Casey Halloween Festival and Casey Kids Carnival

Our purple Connected Libraries van hit the road for two of Casey's most popular events in October: the Halloween Festival and the Casey Kids Carnival. With storytimes, mini photo shoots, and giveaways, our Outreach team used the opportunity to engage new community members and sign-up eager library users.

Our van acted as a mobile library hub—where conversations, curiosity, and creativity met. Even some of our regular members dropped by to say hello to our friendly staff.

Outreach Holiday Programming

Our Outreach team brought the library to life across the City of Casey during the school holidays and throughout the year.

In October, we partnered with Botanic Ridge Family Centre, Tooradin and Blind Bight Community Centres, and Manna Gum Community Centre—where Charlie Sillypants was a big hit! The team also visited Clyde's Eliston Family and Community Centre, running a Mini Sphero Challenge. Participants were thrilled by the Sphero Indi robots, learning the basics of coding while navigating colourful track challenges.

Celebrate Doveton Day

Celebrate Doveton Day was a lively showcase of the free services and welcoming spaces offered by Doveton Library and the Autumn Place Community Hub. Coinciding with the school holidays, the event drew over 400 people who enjoyed a fun-filled afternoon of entertainment and community connection.

Library-hosted activities included a magician, face painting, and virtual reality (VR) sessions, while outside, children were delighted by an animal farm, a reptile display, and the chance to explore a police car with local officers. Autumn Place Hub featured stalls from Doveton College, Bunnings, Peninsula Legal, and more. A high-energy Zumba session, sponsored by Aligned Leisure, had the crowd moving.



Organisational Excellence

Connected Libraries invested in the development of our team throughout the year, capitalising on professional development and learning opportunities for us to meet evolving service needs.

Our governance and compliance practices ensured outstanding operations of the library service. We were focused on continuous improvement in all aspects of our service, and took the time to ask the community for feedback on what was working well, what could be better, and where our services could take us in the future.

All of this community feedback was channelled into the development of a new four-year library plan, which was completed this year in time to launch on 1 July 2025.





Our Team

at 30 June 2025

Employees	114
EFT	59.2
Full-time	21
Part-time	82
Casual	11



Community Survey

Our members value the practical services and community atmosphere that our libraries provide. This aligns with trends emphasised by ALIA (Australian Library Information Association) and IFLA (International Federation of Libraries Association), where libraries are described as vital spaces for lifelong learning, social connection, and resource accessibility. In the September community survey we heard about where community would like to see more services, how library locker pick-up points can help people access the resources they need, and how much the library staff are valued. This survey, as in previous years, demonstrated the high regard our members have for the welcoming atmosphere in the Connected Libraries branches.

Professional Development

Connected Libraries remains committed to building capability across our team and supporting the development of future leaders within the sector. This year, 15 emerging leaders participated in a six-month leadership course delivered in partnership with VECCI. The program focused on core leadership principles, helping to develop confidence, capability, and resilience across our workforce.

In response to an increase in conflict-related incidents, all staff also completed De-escalation and Safety training. This specialised course equipped the team with practical strategies to manage challenging behaviours, support personal safety, and uphold our commitment to providing welcoming and inclusive spaces for all members of the community.



Collections for enjoyment and learning

The library collections provide our community with access to a wide range of physical and electronic items, fiction and non-fiction books, magazines, newspapers and audio supporting their literacy, reading, learning, information and leisure.

The most popular physical collections this year were adult fiction, junior fiction, board books, begin-to-read level books and our Top Titles collection.

We know our community loves digital content, and our digital collections included over forty thousand borrowable e-titles as well as streaming platforms, newspapers and many varied databases. We had over one million loans of digital items this year.

We also had almost two hundred items for loan in our Library of Things. The items in this collection included laptops, convection cooktops, and smart energy meters.

Advocacy for Public Libraries

Love your Library in your Language Campaign

Acknowledgment was received from Minister for Multicultural Affairs, the Hon. Ingrid Stitt, for Connected Libraries contribution to the 'Love Your Library in Your Language' statewide campaign. The campaign is a collaboration of Public Libraries Victoria, the PLV Multicultural Services and Programs Special Interest Groups, and CAVAL, the campaign sponsor.

The aim was to encourage library members from culturally and linguistically diverse backgrounds (CALD) to participate by writing a message of love to their local public library in their preferred language on a campaign postcard during Cultural Diversity and Harmony Weeks earlier this year.

Love your Library Campaign for 2025 was a great success with 182 post cards submitted in more than 15 different languages. The completed postcards were collected centrally by PLV and shared with the Victorian Minister for Multicultural Affairs.



Library Sector Representation



There is a strong network of professional groups for Victorian Public Libraries, headed by the peak body PLV. The Connected Libraries team represented our service on the following Special Interest Groups in 2024-2025:

- PLV Executive, and Managers group
- Reader Development
- Library Operations
- Multicultural Services
- Marketing and Advocacy
- Collections
- Digital/ICT
- Home Library/Outreach Services
- Children's and Youth Services
- Programs and Partnerships

Being part of these groups has enabled Connected Libraries to share and understand models of best practice, and offer professional development opportunities for our workforce.

Tim hosts PLV Children's and Youth SIG

Children's and Youth Services Librarian Tim acted as convenor for the PLV Children and Youth Services Special Interest Group in 2024. At the PLV Children's and Youth annual seminar he was an outstanding MC. Librarians from across Victoria gathered for this event, full of wonderful speakers and presentations focused on services for young people. Tim also made an enormous contribution to the working group for this event, lining up speakers and presenters, the trade show, the catering and managing the venue and ticketing. We were proud to have one of our team members working on this statewide committee, creating excellent professional development opportunities for the sector.

Marketing and Promotions

Connected Libraries continued its great media coverage throughout the year, with many positive and inspiring stories and publicity for upcoming events.



Magic day for all
Large, packed, pleasant event celebrated a young audience with a magical day of fiction. Celebrate a part of the anniversary of the Victorian Institute of Reading & Learning. Among the many activities was a performance by the band, a special program including an animal farm, reptiles, live demonstration and puppet plays.

She's on the money: Podcaster dropping by

Connected Libraries will welcome Victoria Deane to Bunjil Place Function Centre to celebrate International Women's Day. Victoria is a retired financial advisor, business owner, podcaster, columnist and author. Her podcast chats on the money reaches 1.2 million listeners each month, and she is the author of three bestselling books. Victoria will discuss everything from investing and budgeting to how to avoid impulse purchasing and provide practical advice on how to have a better relationship with money. Connected Libraries chief executive officer Beth Lippman said, "In celebration of International Women's Day, we want to empower and give women in the City of Casey the tools to financial freedom. Victoria has a huge following of women in particular who want to get ahead in life by learning the tools for saving and investing wisely. If you, your daughter, your niece or anyone you know could benefit from learning about being savvy with money, we have a couple of friends and...

Origami raises awareness

The origami show was held at Bunjil Place on Thursday 12 August. The event was a success, with many people attending and participating in the origami workshops. The show was held in the library's main hall, which was decorated with colorful origami. The event was a great success, with many people attending and participating in the origami workshops. The show was held in the library's main hall, which was decorated with colorful origami. The event was a great success, with many people attending and participating in the origami workshops.

New home for history group

A new chapter for the Bunjil Place and Library Family History Group will be held at Bunjil Place on Thursday 12 August. The group will be holding a meeting at Bunjil Place on Thursday 12 August. The group will be holding a meeting at Bunjil Place on Thursday 12 August. The group will be holding a meeting at Bunjil Place on Thursday 12 August.

Join the Tiny Art Show

Connected Libraries has launched the 2024 Tiny Art Show. Participants can collect a canvas for free from any Connected Library location. The show is open to Connected Libraries members who are 16 and above and there are prizes to be won. The Tiny Art Show has drawn more than 1000 entries in past years and we are sure that 2024 will be just as successful. There is so much talent here in Casey!



Autumn free events for all ages at Connected Libraries

Connected Libraries has a range of autumn events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone. Connected Libraries has a range of autumn events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone.

It takes a village

Connected Libraries is proud to have been part of the Midsummer Pride March. The event was a great success, with many people attending and participating in the parade. The event was a great success, with many people attending and participating in the parade. The event was a great success, with many people attending and participating in the parade.

Casey Council opens new library study zone

A new study zone was officially unveiled at Bunjil Place Library on Thursday 5 December. The study zone is a great addition to the library's facilities and will provide a quiet space for reading and study. The study zone is a great addition to the library's facilities and will provide a quiet space for reading and study.



Story time for all

Connected Libraries offers story time for all ages. The events are designed to provide a fun and engaging experience for everyone. Connected Libraries offers story time for all ages. The events are designed to provide a fun and engaging experience for everyone.

Doveton in the spotlight

City of Casey deputy mayor Cr Beth Lippman visited the Doveton Library. The visit was a great opportunity for the deputy mayor to meet with the library staff and community members. The visit was a great opportunity for the deputy mayor to meet with the library staff and community members.



Fox to thrill Casey

Connected Libraries has a range of events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone. Connected Libraries has a range of events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone.

Storytime across the nation involving The

Connected Libraries has a range of events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone. Connected Libraries has a range of events for all ages. These include book clubs, workshops, and community activities. The events are designed to provide a fun and engaging experience for everyone.



Wonderful gifts flow to those in need

Connected Libraries (CL) 'Deliver Joy' Campaign has received more than \$2000 worth of gifts and non-perishable food items from community members in the lead-up to Christmas in 2024. The campaign offered library members a way to pay it forward and help people doing it tough over Christmas. The library also encouraged members to donate to the campaign instead of paying for existing charges on their library cards. The local library does not charge overdue fines, but costs are recouped if a borrowed item is lost or damaged. If members donate to the campaign, the library will then waive those fees. More than \$3,000 in charges were waived as part of the campaign. The library partnered with six local charities, including The Andrews Centre, GISS, Cran Information and Support Service, St Vincent De Paul Society, Transit Outreach Service, St Vincent De Paul Society, Berwick Soup Van and Manna Unit to ensure the donations were distributed to those who needed them most. A volunteer at the Andrews Centre, said, "It has been a year like no other for people struggling to just put food on the table... your support, as we try to provide for the most disadvantaged, is greatly appreciated." Rebecca Huffin, Soup Van coordinator at St Vincent De Paul Society, said, "Last month alone, our Berwick Soup Van provided over 2000 meals to people experiencing poverty and food insecurity in Casey... Your support truly makes a difference." CL chief executive officer Beth Lippman said Deliver Joy had been running for many years and every year they were overwhelmed by the generosity of the Casey community, especially given the current economic climate. "Thanks to all our wonderful members who participated, we are grateful."



United Nations Sustainable Development Goals

Connected Libraries supports the City of Casey to create liveable, healthy and productive communities. Globally, libraries are acknowledged as playing an important role in meeting the UN2030 Sustainable Goals (SDG) by providing access to lifelong learning, in particular libraries support the achievement of the following SDGs.



Funding Partners, Philanthropy and Donations



Connected Libraries is largely funded through contributions from City of Casey and the Victorian State Government. We also receive in kind and financial support from local businesses and community organisations.

Connected Libraries are grateful to partners who support our mission to encourage lifelong learning, increase literacy and health and wellbeing, and build strong, resilient communities across the Casey region.

Connected Libraries is endorsed by the Australian Tax Office as a Deductible Gift Recipient (DGR). We welcome bequests, donations and sponsorships.

We are deeply thankful to those members of our community who have considered or committed a bequest to our library service to benefit the community.



Donations

Local residents and long-time library supporters, Robin and Arnis Dzedins, have once again demonstrated their incredible generosity by donating to enhance digital access and support maker space initiatives across our library service.

This follows their previous donation which enabled Hampton Park residents to borrow laptops for up to three months. Their latest gift will extend this vital service beyond Hampton Park, making borrowable laptops, with Wi-Fi dongles, available at all library branches within the City of Casey.

In addition to expanding digital access, the donation will also fund the purchase of maker space equipment to support creative programming and provide hands-on learning opportunities for the community.

We are deeply grateful to Robin and Arnis for their continued support and their belief in the power of libraries to foster connection, creativity, and lifelong learning.



Deliver Joy – Christmas donations

Casey Residents generously donated more than \$5,000 worth of gifts and non-perishable food items to the 'Deliver Joy' Campaign in the lead up to Christmas in 2024. \$3,182.65 in charges were waived as part of the program- so it was a win/win for everyone! We have been running this campaign for a number of years, and are always amazed at the community spirit shown by Casey locals, and their care for each other. We would also like to acknowledge our charity partners, who ensure that the donation get into the hands of people who need it most: Cranbourne Community Information & Support; Transit Outreach Services, St Vincent de Paul Society, Cranbourne Food Truck, Manna4Life and The Andrews Centre.



How we measured up

Connected Libraries used the following measures to track our performance in 2024-2025.

Measure	Actual 2022/2023	Actual 2023/2024	Projections 2024/2025*	Actual 2024/2025
Engagement				
Utilisation of Technology (Wi-Fi, Public PC user in branch)	146,257	130,993	156,297	133,958
Net Promoter Score (Community Survey)	N/A	65	65	64
Memberships	77,341	91,155	98,000	97,123
Visits				
Visits – physical	654,600	741,005	829,000	776,322
Visits – virtual	914,916	815,950	829,000	834,334
Total visits (physical and virtual)	1,569,516	1,556,955	1,658,000	1,610,656
Program and events attendance	49,505	67,134	63,500	72,038
Collection				
Loans – physical	1,234,911	1,254,778	1,293,000	1,249,428
Loans – digital	783,053	804,148	739,000	1,098,872
Total loans (physical and digital)	2,017,964	2,058,926	2,032,000	2,348,300
Turnover rate – physical items	5.2	5.6	5.2	5.3
Turnover rate – digital items	28.9	26.5	6.4	27.8
Physical quality of library collection (age of collection - less than 5 years)	76.0%	69.6%	75.0%	71.0%
Cost of Delivery				
Cost of library service per capita	\$25.85		\$22.58	
Cost of library service per visit (total expenditure)	\$17.63			

* Revised projections from those presented in the Library Plan 2021 – 2025 (Updated April 2024).

For more detail:

- Local Government Reporting Framework measures go to [City of Casey](#) websites
- Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)
- Australian Library and Information Association ([ALIA Guidelines, Standards and Outcome Measures for Australian Public Libraries -2020](#))

Thank you, we are grateful



We are grateful for the partnership and support from so many other organisations this year. With their help we were able to enrich library programming and offer additional services to our community.

Aboriginal Gathering Place
Aligned Leisure
AMES
Ambulance Victoria
Andrews Centre, Endeavour Hills
Anglicare – Parent zone
Aussie Migrants
Australia Post
Australian Library and Information Association (ALIA)
Australian Taxation Office (ATO)
Autumn Place Community Hub
AVEO Botanic Ridge
Balcon (Orana) community
Balla Balla Community Centre
Be Connected Grant funding
Berwick Artists Society
Berwick Artists Society
Berwick Country Women's Association (CWA)
Berwick Mechanics Institute
Berwick Neighbourhood Centre
Blind Bight Community Centre
Bolinda Publishing
Bunjil Place Precinct Partners
Bunnings - Fountain Gate
Care Agency
Casey 360 Bus
Casey Aboriginal Gathering Place
Casey Central Shopping Central
Casey North Information and Support Services (CISS)
Casey Rainbow Community
Casey Tech
Centrelink
Childcare and Kindergartens and schools
City Casey Kindergartens
City Casey Playgroups
City Casey Youth Network
City of Casey
City of Casey (Best Start)
City of Casey Arts Team
City of Casey Bunjil Place Education team
City of Casey Child and Youth
City of Casey Maternal Child Health

City of Casey Youth Services
Community Information and Support Cranbourne Inc. (CISC)
Cranbourne Day Care & Kindergarten - Clyde
Cranbourne District Community Support Group (CDCSG)
Cranbourne Information Support Service (CISS)
Cranbourne West Community Hub
Dad's Matter
Dandenong and District Aborigines
Dandenong and District Aborigines Co-operative Ltd (DDACL)
Doveton Autumn Place Community hub
Doveton College
Doveton Eumemmerring Township Association
Doveton Neighbourhood Learning Centre
Dymocks
Eastern Regional Mental Health Association (ERMHA)
Endeavour Hills Neighbourhood Centre
Endeavour Hills Shopping Centre
Endeavour Hills Town Square
enliven Enhancing Social Health: Food from Home
Escabags
Expression Australia
Family Life
Federation University
First national real estate Cranbourne
Friends of Connected Libraries
Good Things Australia
Greater Dandenong Libraries
Hallam Friends of the Red Cross
Hampton Park Community Gardens
Hampton Park Community House
Hampton Park Fire Brigade
Hampton Park Secondary College
Hampton Park Woolworths Store
Headspace
Justices of Peace Victoria
LINK Health and Community
Livingston Community Centre & Lynbrook Community Centre

Local History Societies
Local Maternal Child Health Centres
Manna Gum Community Centre
Men's Shed Junction Village
Men's Shed Endeavour Hills
Mindstep Inc. Tutoring
Monash Health
Myli - My Community Library Ltd
Murrembek Casey Early Parenting Centre
Myuna Farm
Narre Warren & District Family History Group Inc
National Gallery of Victoria (NGV)
Neighbourhood and Learning Centres
Noble Park English Language School
Orana Community Place
Orange Door
Peninsula Community Legal Centre (PCLC)
Public Libraries Victoria
Readings Books
Reclink
Rivergum Primary School
Royal Botanic Gardens Victoria
Save the Children Australia
School Library Association of Victoria
Share the Dignity
South East Community Links
Southern Migrant and Refugee Centre (SMRC)
St Vincent de Paul Society - Soup Van
Star News
State Library of Victoria
Transit Soup Kitchen and Food Support
U3A -Casey
VACCA - Victorian Aboriginal Child
Victoria Police
Wellsprings for Women
Wilson Botanic Park, Berwick
Woolworths Dandenong South
Woolworths Hampton Park
Writers Victoria
YMCA



Annual Financial Report

Connected Libraries Annual Financial Report

For the year ended 30 June 2025

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989* (as per the transitional provisions of the *Local Government Act 2020*), and the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Mrs Emily Ramaswamy - CPA
General Manager, Finance & Digital Operations

DATE:

LOCATION:

In our opinion the accompanying financial statements present fairly the financial transactions of Casey-Cardinia Library Corporation (the Corporation) for the year ended 30 June 2025 and the financial position of the Corporation as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Board of the Corporation and by the *Local Government (Planning and Reporting) Regulation 2014* to certify the financial statements in their final form.

Penny Holloway

Chairperson

DATE:

LOCATION:

Board Member

DATE:

LOCATION:

Beth Luppino,

Chief Executive Officer

DATE:

LOCATION:

Victorian Auditor-General's Office Report

[INSERT REPORT HERE]

Victorian Auditor-General's Office Report

[INSERT REPORT HERE]

Comprehensive Income Statement
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Income			
Contributions - monetary Member Councils	2.1	7,073,833	7,261,895
Funding from other levels of government	2.2	2,175,404	2,177,256
Other income	2.4	325,032	329,682
Total income		9,574,269	9,768,833
Expenses			
Employee costs	3.1	6,755,027	6,481,439
Materials and services	3.2	1,096,476	1,101,727
Depreciation and amortisation	3.3	1,152,607	1,089,409
Other expenses	3.4	432,862	422,575
Net loss on disposal of equipment	2.3	457	300
Total expenses		9,437,429	9,095,150
Surplus/(deficit) for the year		136,840	673,683
Total comprehensive result		136,840	673,683

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	4.1	1,282,959	641,677
Trade and other receivables	4.1	31,435	68,525
Other financial assets	4.1	2,000,000	2,500,000
Inventories		-	722
Prepayments		98,902	184,059
Assets held for distribution to owners			
Plant, furniture, equipment and library materials	5.1	3,991,096	-
Total current assets		7,404,392	3,394,983
Non-current assets			
Plant, furniture, equipment and library materials	5.1	-	3,774,279
Total non-current assets		-	3,774,279
Total assets		7,404,392	7,169,262
Liabilities			
Current liabilities			
Trade and other payables	4.2	567,946	592,523
Unearned Income/Revenue	4.2	171,538	160,685
Provisions	4.3	1,457,176	1,224,987
Total current liabilities		2,196,659	1,978,195
Non-current liabilities			
Provisions	4.3	-	120,175
Total non-current liabilities		-	120,175
Total liabilities		2,196,659	2,098,370
Net assets		5,207,733	5,070,892
Equity			
Members contribution on formation		1,562,887	1,562,887
Accumulated surplus		3,644,846	3,508,005
Total Equity		5,207,733	5,070,892

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
For the year ended 30 June 2025

2025	Note	Total \$	Accumulated Surplus \$	Member Contribution on Formation \$
Balance at beginning of the financial year		5,070,892	3,508,005	1,562,887
Surplus/(deficit) for the year		136,840	136,840	-
Balance at end of the financial year		5,207,732	3,644,845	1,562,887

2024	Note	Total \$	Accumulated Surplus \$	Member Contribution on Formation \$
Balance at beginning of the financial year		4,396,909	2,834,022	1,562,887
Surplus/(deficit) for the year		673,983	673,983	-
Balance at end of the financial year		5,070,892	3,508,005	1,562,887

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
For the year ended 30 June 2025

		2025	2024
	Note	Inflows/ (Outflows)	Inflows/ (Outflows)
		\$	\$
Cash flows from operating activities			
Council contributions		7,781,216	7,988,084
Government grants		2,175,404	2,177,756
Interest received		194,746	146,177
Overdue fines		44	96
Other Income		152,199	129,770
Employee costs		(6,601,362)	(6,262,825)
Library materials		(403,996)	(394,226)
IT and communications		(682,311)	(690,435)
Other payments		(577,637)	(582,042)
Net GST refund/(payment)		(527,141)	(598,278)
Net cash provided by/(used in) operating activities	8.1	1,511,162	1,914,077
Cash flows from investing activities			
Proceeds from sale of plant and equipment		1,182	330
Proceeds from matured investments		1,500,000	-
Payments for new investments		(1,000,000)	-
Payments for books, furniture, plant and equipment	5.1	(1,371,062)	(1,586,223)
Net cash provided by/(used in) investing activities		(869,880)	(1,585,893)
Net increase (decrease) in cash and cash equivalents		641,282	328,184
Cash and cash equivalents at the beginning of the year		641,677	313,493
Cash and cash equivalents at the end of the financial year	4.1	1,282,959	641,677

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
For the year ended 30 June 2025

	2025	2024
	\$	\$
Capital Expenditure		
Motor Vehicles	55,322	75,077
Furniture and equipment	226,746	342,078
Books and materials	1,088,994	1,169,068
Total Capital Works	1,371,062	1,586,223

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

OVERVIEW

Introduction

Casey-Cardinia Library Corporation (trading as Connected Libraries from 1st June 2023) was established under the provisions of Section 196 of the *Local Government Act 1989* by the Minister of Local Government on September 26, 1996. The Libraries' main office is located at 65 Berwick-Cranbourne Road, Cranbourne.

Statement of compliance

These financial statements are a general-purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general-purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989* (as per the transitional provisions of the *Local Government Act 2020*), and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

a. Basis of Preparation and Presentation of Financial Statements

The Board members, having regard for their intention to wind up the Casey Cardinia Library Corporation within twelve months of year end and transition the operations, assets, and liabilities from Casey Cardinia Library Corporation to a new entity called Connected Libraries Ltd (effective 11:59pm on 30 June 2025), have prepared the financial statements on a basis other than as a going concern.

The financial statements have been prepared by adopting 'restructure basis' as the net assets will be distributed back to the Member Council who will gift them to Connected Libraries Limited (a newly formed company limited by guarantee) on 1st July 2025. Under restructure basis, all liabilities and commitments have been classified as current, on the basis that the Corporation will be wound up before 30 June 2026, being less than 12 months from the preparation of these financial statements.

Non-current assets have been reclassified to held for distribution to owners and carried at their carrying amount. As the carrying value approximates fair value, no adjustments have been made as a result of the reclassifications or ceasing to prepare the financial statements on a going concern basis.

In accordance with the Local Government Act 2020, CCLC is to be wound up within 10 years from the commencement of the Act. Consequently, the Member Council resolved to establish Connected Libraries Ltd during the 2024-25 financial year, as a continuation of the existing CCLC business. Connected Libraries Ltd was registered with ASIC & the ACNC on 11th February 2025, and in April 2025 the Member Council, Casey-Cardinia Library Corporation and Connected Libraries Ltd signed a Library Agreement, outlining the transition of all services and transfer of assets to Connected Libraries Ltd on 1st July 2025.

b. Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the Statement of Cash Flow, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

1.1 Income and expenditure

	Budget	Actual	Variance	Variance	Ref
	2025	2025	2025	2025	
	\$	\$	\$	%	
Income					
Council grants & contributions	7,053,833	7,073,833	20,000	0.3%	1
Government grants & contributions	2,175,404	2,175,404	-	0.0%	
Interest on investments	118,000	195,858	77,858	66.0%	2
Other income	108,995	129,173	20,178	18.5%	3
Total income	9,456,232	9,574,269	118,037	1.2%	
Expenses					
Employee costs	6,895,239	6,755,027	(140,212)	-2.0%	4
IT & communications	570,000	620,283	50,283	8.8%	5
Library materials	363,600	367,269	3,669	1.0%	
Programs & promotions	112,900	108,924	(3,976)	-3.5%	
Administration	457,309	432,862	(24,447)	-5.3%	
Depreciation and amortisation	1,070,521	1,152,607	82,086	7.7%	6
Net loss on disposal of equipment	-	457	457	-	
Total expenses	9,469,569	9,437,429	(32,140)	-0.3%	
			-		
Surplus/(deficit) for the year	(13,337)	136,840	150,177		

Variance Ref	Item	Explanation
1	Council grants & contributions	Surplus in Council Contributions is a result of the unbudgeted transfer of Minor Capital Works funding and management from City of Casey.
2	Interest on Investments	Favourable interest rates during the financial year and additional cash reserves retained at the beginning of the financial year, allowed for increased term deposits.
3	Other Income	Connected Libraries received a \$25,000 (unbudgeted) donation that was used to fund additional Fixed Asset investment.
4	Employee Costs	Underspend in Employee Costs can be attributed to: a. \$50,000 underspend due to vacant positions in Digital Operations (saving offset with overspend in IT & communications) b. Bunjil Place Library closure (staircase repairs) during the year resulted in significant amounts of staff leave taken. The closure was not a known event at the time the budget was developed, and this has contributed to a \$110,000 reduction in employee leave entitlement balances.
5	IT & communications	Overspend in outsourced IT Support resources offset by \$50,000 underspend in Employment Costs.
6	Depreciation & Amortisation	Reallocation of Council capital projects and funding resulted in higher than depreciation for the year.

1.2 Capital works

	Budget 2025 \$	Actual 2025 \$	Variance 2025 \$	Variance 2025 %	Ref
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Capital Expenditure

Books and materials	1,089,680	1,088,994	(686)	-0.1%	
Vehicles	60,800	55,322	(5,478)	-9.0%	
Furniture and equipment	160,662	226,746	66,084	41.1%	1
Total Capital Expenditure	1,311,142	1,371,062	59,920	4.6%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Furniture and equipment	1. During the year, the Board agreed that surplus revenue achieved during the year, be allocated to fund additional Capital Works projects <ul style="list-style-type: none"> Branch furniture renewals Establishment of a Digital Memory Station as a pilot program Additionally, the organisation received \$20k of funding for furniture renewal in the branches and 25k was donated from members of the community to purchase devices and extend the public lendable laptop program.

NOTE 2**Funding for the delivery of our services****2.1 Contributions**

	2025	2024
	\$	\$
Member Council Contributions:		
City of Casey	7,073,833	7,261,895
Total contributions	7,073,833	7,261,895

Figures are stated exclusive of GST

Member Council Contributions are recognised on receipt, as there are no performance obligations associated with the contribution.

2.2 Funding from other levels of government

	2025	2024
	\$	\$
Grants were received in respect of the following:		
State funded grants - non-recurrent	-	1,852
State funded grants - recurrent	2,175,404	2,175,404
Total grants received	2,175,404	2,177,256

Figures are stated exclusive of GST

Before recognising funding from government grants as revenue the Corporation assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Corporation:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Corporation applies AASB 1058 Income of Not-for-Profit Entities.

2.3 Net gain/(loss) on disposal of plant and equipment

	2025	2024
	\$	\$
Proceeds of sale	1,182	300
Written down value of assets disposed	(1,639)	-
Total net gain/(loss) on disposal plant and equipment	(457)	300

The profit or loss of an asset is determined when control of the asset has passed to the buyer.

2.4 Other income

	2025	2024
	\$	\$
Overdue fines	44	96
Membership cards	(14)	34
Photocopying	64,202	49,387
Meeting room hire	8,047	3,309
Lost books	9,668	9,465
Library programs	18,621	3,647
Sundry recoverable	28,604	99,906
Interest on term deposits	195,858	163,838
Total other income	325,032	329,682

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when the Corporation gains control over the right to receive the income.

NOTE 3**The cost of delivering services****3.1 Employee costs**

	2025	2024
	\$	\$
Wages and salaries	5,939,709	5,695,489
Travel allowance	8,386	9,857
WorkCover	36,115	56,098
Superannuation	639,620	587,027
Redundancy costs	2,263	-
Other	128,934	132,968
Total employee costs	6,755,027	6,481,439

(i) Superannuation

	2025	2024
	\$	\$
CL made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	9,561	3,592
	9,561	3,592
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	407,448	405,584
All Other Superannuation Funds (Choice of Super)	165,528	117,054
	572,976	522,638
Employer contributions payable at reporting date.	57,083	60,797

Refer to note 8.2 for further information relating to the Corporation's superannuation obligations.

3.2 Materials and services

	2025	2024
	\$	\$
IT & Communications	620,283	627,668
Library materials	367,269	358,387
Marketing and promotions	108,924	115,672
Total materials and services	1,096,476	1,101,727

3.3 Depreciation and amortisation

	2025	2024
	\$	\$
Books and materials	949,765	890,913
Furniture and equipment	179,954	185,385
Motor vehicles	22,888	13,111
Total depreciation and amortisation	1,152,607	1,089,409

Refer to note 5.1 for a more detailed breakdown of depreciation and amortisation changes and accounting policy.

3.4 Other expenses

	2025	2024
	\$	\$
Auditors' remuneration - VAGO - audit of the financial statements	32,000	34,000
Freight - daily transfer of collection between library branches	86,353	79,588
Photocopying, Printing & Stationary	49,694	31,534
Others	264,815	277,453
Total other expenses	432,862	422,575

NOTE 4**Our financial position****4.1 Financial assets**

	2025	2024
	\$	\$
Cash and cash equivalents		
Cash on hand	320	270
Cash at bank	442,970	276,858
Term deposits	839,669	364,549
Total cash and cash equivalents	1,282,959	641,677
Trade and other receivables		
Interest Receivable	35,518	34,405
Other Receivables	(4,083)	34,120
Total current trade and other receivables	31,435	68,525
Other financial assets		
Term deposits - non-current	-	-
Total other financial assets	2,000,000	2,500,000
Total financial assets	3,282,959	3,141,677

Short term receivables are carried at invoiced amount. Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

4.2 Payables and Unearned Income/Revenue**Trade and other payables**

	2025	2024
	\$	\$
Trade payables	(3,624)	210,493
Accrued expenses	571,570	382,029
Total trade and other payables	567,946	592,523

Unearned Income / Revenue

	2025	2024
	\$	\$
Grants received in advance - operating	-	3,148
User fees received in advance (refundable)	5,086	-
Library patron print balances	166,451	157,537
Total unearned income/revenue	171,538	160,685

Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer.

4.3 Provisions

	2025	2024
	\$	\$
Current Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	378,878	390,456
Long service leave	110,658	93,647
	489,536	484,104
Current provisions expected to be wholly settled after 12 months		
Annual leave	115,258	114,167
Long service leave	852,381	626,716
	967,640	740,884
Total current employee provisions	1,457,176	1,224,987
Non-current		
Long service leave	-	120,175
Total non-current employee provisions	-	120,175
Aggregate carrying amount of employee provisions:		
Current	1,457,176	1,224,987
Non-current	-	120,175
Total aggregate carrying amount of employee provisions	1,457,176	1,345,162

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Corporation does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Corporation expects to wholly settle the liability within 12 months
- present value if the Corporation does not expect to wholly settle within 12 months.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

4.4 Financing arrangements

	2025	2024
	\$	\$
The Corporation has the following funding arrangements in place as at 30 June 2025		
Credit card facilities	15,000	15,000
Transaction negotiation authority	500,000	500,000
Total facilities	515,000	515,000
Used facilities		
Credit card facilities	7,402	6,363
Total Used facilities	7,402	6,363
Unused facilities		
Credit card facilities	7,598	8,637
Transaction negotiation authority	500,000	500,000
Total Unused facilities	507,598	508,637

NOTE 5

Assets we manage

5.1 Plant and equipment

Summary of plant and equipment

	Carrying Value 30 June 2024 \$	Additions \$	Depreciation \$	Disposal \$	Carrying Value 30 June 2025 \$
Motor Vehicles	84,013	55,322	(22,888)	-	116,447
Furniture and equipment	472,035	226,746	(179,954)	(1,639)	517,188
Books & Materials	3,218,232	1,088,994	(949,765)	-	3,357,461
	3,774,279	1,371,062	(1,152,606)	(1,639)	3,991,096

Asset recognition thresholds and depreciation periods

	Depreciation Period Years	Depreciation Rate %	Threshold Limit \$
Books & Materials	6 - 7	15%	Nil Limit
Motor Vehicles	6 - 7	15%	Nil Limit
Furniture & Equipment			
Furniture and Fittings	10	10%	500
Electrical Equipment	5	20%	500
Computer Equipment	3	33%	500
Mobile Devices	2	50%	500

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

In accordance with the Corporation's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Depreciation and amortisation

Plant and equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Corporation in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

NOTE 6**People and relationships****6.1 Corporation and key management remuneration****(a) Key Management Personnel**

Details of persons holding the position of Board Members or other members of key management personnel at any time during the year are:

Board Members

	2025 No.	2024 No.
City of Casey		
Miguel Belmar (<i>Chairperson, from Nov 2021 to Nov 2022, retired Nov 2024</i>)**	1	1
Steve Coldham	1	1
Noelene Duff (<i>retired Nov 2024</i>) * **	1	1
Keri New	1	1
Scott Dowling (<i>from Dec 2024</i>)	1	-
Cardinia Shire Council		
Angie Peresso (<i>Cardinia Representative from Dec 2022 - Jul 2023, Chairperson from Feb 2023 until Jul 2023</i>)**	-	1
Independent Board Members		
Penny Holloway (<i>Chairperson</i>)	1	1
Helen Partridge	1	1
Total Number of Councillors & Member Council Delegates	7	7

Chief Executive Officer and other Key Management Personnel

Beth Luppino - Chief Executive Officer	1	1
Janine Galvin - GM, Organisational Development	1	1
Emily Ramaswamy - GM, Finance & Digital Operations	1	1
Koula Kalaitzoglou - GM, Customer Experience (<i>from Apr 2024</i>)	1	1
Total Key Management Personnel	4	4

* Alternate Delegate. ** Retired

(b) Remuneration of Key Management Personnel

Board Members who are Councillors and Officers nominated by the Member Councils do not receive remuneration from Connected Libraries. Independent Board Members are remunerated by the Corporation.

	2025	2024
	\$	\$
Total remunerations of key management personnel was as follows:		
Short term benefits	702,549	569,118
Post employment benefits	72,484	60,403
Long-term benefits	20,310	16,455
Termination Benefits	-	-
Total	795,343	645,976

The number of Key Management Personnel & Independent Board Members whose total remuneration from the Corporation and any related entitled, fall within the following bands:

	2025	2024
	No.	No.
\$0 - \$9,999	1	1
\$10,000 - \$19,999	1	1
\$20,000 - \$29,999	-	1
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	-	2
\$180,000 - \$189,999	2	-
\$200,000 - \$209,999	-	-
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	-
	6	6

6.2 Related party disclosure

(a) Transactions with related parties

During the period the Corporation entered into the following transactions with related parties.

The Corporation purchases financial services, catering and event hosting from the City of Casey. The Corporation used the onsite catering services at Bunjil Place Library for events held on site during the year. Contributions are received from Member Council and separately disclosed in Note 2.1.

	2025	2024
	\$	\$
Financial Services paid to City of Casey	31,700	30,800
Catering & Event services paid to City of Casey	10,466	4,308
	42,167	35,108

Figures above are stated inclusive of GST

(b) Outstanding balances with related parties

There were no outstanding with related parties that required disclosure during the 2024-25 or 2023-24 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by the Corporation to related parties during the 2024-25 or 2023-24 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed or secured by the Corporation to related parties during the 2024-25 or 2023-24 reporting years.

NOTE 7

Managing uncertainties

7.1 Contingent assets and liabilities

(a) Contingent assets

There are no anticipated contingent assets.

(b) Contingent liabilities

Superannuation

The Corporation has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to any schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$9,561.87

7.2 Change in accounting standards

As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact the Corporation.

7.3 Financial instruments

(a) Objectives and policies

The Corporation's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Corporation. These policies include identification and analysis of the risk exposure to the Corporation and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of the Corporation financial instruments will fluctuate because of changes in market prices. The Corporation's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Corporation does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. The Corporation manages interest rate risk by adopting an investment policy that ensures:

- Diversification of investment product;
- Monitoring of return on investment, and
- Benchmarking of returns and comparison with budget.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have a large impact on the Corporation's year-end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Corporation to make a financial loss. The Corporation have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- the Corporation has a procurement policy to manage levels of authority, purchasing limits and contractual time-lines established credit controls for the entities we deal with;
- the Corporation may require collateral where appropriate; and
- the Corporation only invests surplus funds with financial institutions which have a recognised credit rating specified in the Corporation's investment policy.

Receivables consist of business and government sector customers. Credit risk associated with the corporation's financial assets is minimal.

There are no material financial assets which are individually determined to be impaired.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Credit risk is not considered significant for the Corporation given the minimal dealings with counterparties giving rise to debts receivable.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of the Corporation's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the Corporation:

- Has contractual funding agreements with the Member Councils;
- Has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- Monitors budget to actual performance on a regular basis.

The Corporation's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the Balance Sheet.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Corporation believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 2% and -2% in market interest rates (AUD) from year-end weighted average rates of 4.10%.

These movements will not have a material impact on the valuation of the Corporation's financial assets and liabilities, nor will they have a material impact on the results of the Corporation's operations.

7.4 Events occurring after balance date

Transition to a Beneficial Enterprise

On 20 August 2024, the City of Casey Council resolved to participate in the formation of, and become the founding member of, Connected Libraries Ltd, a not-for-profit Public Company Limited by Guarantee. The transition of the library services to this new structure occurred on 1 July 2025, facilitated by the Library Agreement between the Member Council, Casey-Cardinia Library Corporation & Connected Libraries Ltd. The Corporation will be wound up during the 2025-26 financial year. Further details included in Basis of accounting policies note a).

NOTE 8

Other matters

8.1 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2025	2024
	\$	\$
Surplus/(deficit) for the year	136,840	673,983
Non-cash adjustment depreciation/amortisation	1,152,607	1,089,409
(Profit)/ loss on disposal of plant and equipment	457	(300)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in receivables	37,090	(17,662)
(Increase)/decrease in prepayments	85,157	(138,819)
Increase/(decrease) in employee provisions	112,013	231,911
Increase/(decrease) in payables	(24,577)	124,032
(Increase)/decrease in Inventory	722	-
Increase/(decrease) in unearned revenue	10,853	(48,478)
Net cash provided by/(used in) operating activities	1,511,162	1,914,077

8.2 Superannuation

The Corporation makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11%).

Defined Benefit

The Corporation does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Corporation in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

The Corporation makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 of which the Corporation is a contributing employer was 105.4%. The financial assumptions used to calculate the VBI were::

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, the Corporation makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, the Corporation reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including the Corporation) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the Corporation is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which the Corporation is a contributing employer:

	2024	2023
	\$m	\$m
A VBI Surplus	108.4	85.7
A total service liability surplus	141.4	123.6
a discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. The Corporation was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024).

The financial assumptions to calculate this VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa.

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2023 Triennial Investigation	2020 Triennial Investigation
Net Investment Return	5.7% pa	5.6% pa
Salary Information	3.5% pa	2.5% pa for the first two years and 2.75% pa thereafter
Price Inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by the Corporation (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025 \$000	2024 \$000
Vision Super	Defined Benefits	10.0%	9.6	3.6
Vision Super	Accumulation	10.0%	455.9	405.6
All Other Superannuation Funds (Choice of Super)	Accumulation	10.0%	117.1	117.1

In addition to the above contributions, the Corporation has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2024-25 year, (2022-23: \$0).

There were \$0 contributions outstanding and \$0 loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$9,427.28.

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IN CAMERA

CL33/2025 TRANSITION UPDATE

Report prepared by Beth Luppino

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GENERAL BUSINESS

NEXT MEETING

Wednesday 26 November 2025 – 4.00pm – Online Teams Meeting