

AGENDA

Board Meeting
Wednesday 26 November 2025
4.30pm

Online Meeting via Teams

1. Present		
2. Apologies		
3. Acknowledgement of the Traditional Owners		
4. Declaration of Conflicts of Interest		
5. Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday 22 October 2025.		
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6. Strategies/Plans		
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STRATEGIES/PLANS

26/2025 **DRAFT BUDGET 2026-2027**

Report prepared by Emily Ramaswamy

Purpose

To provide the draft estimates for the operating budget for the 2026–2027 financial year.

Library Plan 2025-2029 reference – 4.5

Background

A draft budget for the 2026-2027 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Budget takes into account key decisions made by the CL Board made throughout the course of the 2025–2026 financial year. This budget is based on a principle of “business-as-usual” for the six existing CL Branches, Library Lockers and Outreach Van.

Discussion

This budget has been based on many key assumptions that will be known amounts when the draft budget is next presented to the Board in February 2026. Explanatory notes have been included for all line items to show their treatment compared with the 2025-2026 Budget.

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

- Rate Cap: 2.50% (2025 Financial Year rate)
- State Government (Public Libraries Funding Program (PLFP) & Premiers Reading Challenge Book Fund (PRC)) Increase: 0%
- EA Salary Increase 2.0% (EA Rate – higher of 80% of Rate Cap, or 1.5%)

Income Statement

Comprehensive Income Statement					
	2024-25 Actuals	2025-26 Budget	2026-27 Budget	Variance to 2024-25 Budget	
	\$	\$	\$	\$	%
Income					
Contributions - City of Casey	7,073,833	7,922,934	7,715,927	(207,007)	-2.6%
<i>Recurrent</i>	7,073,833	7,527,734	7,715,927	188,193	2.5%
<i>Bunjil Furniture Renewal</i>	-	80,000	-	(80,000)	-100.0%
<i>Clyde Township Library Lounge</i>	-	315,200	-	(315,200)	-100.0%
Funding from other levels of government	2,175,404	2,175,404	2,175,404	-	0.0%
<i>Federal funded grants - non-recurrent</i>	-	-	-	-	
<i>State funded grants - recurrent</i>	2,175,404	2,175,404	2,175,404	-	0.0%
<i>State funded grants - non-recurrent</i>	-	-	-	-	
Other income	325,032	263,058	235,624	(27,434)	-10.4%
<i>Printing & Photocopying</i>	64,202	55,302	60,833	5,531	10.0%
<i>Interest on Investments</i>	195,858	130,000	113,750	(16,250)	-12.5%
<i>Sundry Recoverable</i>	28,604	51,480	34,108	(17,372)	-33.7%
<i>Programs, meeting rooms & other charges</i>	36,367	26,276	26,933	657	2.5%
Net gain on disposal of assets	(457)	-	-	-	
Total income	9,573,812	10,361,396	10,126,955	(234,441)	-2.3%
Expenses					
Employee costs	6,774,801	7,297,500	7,371,876	74,376	1.0%
<i>Training & Development</i>	148,707	146,800	148,635	1,835	1.3%
<i>Salaries, Super & Leave Entitlements</i>	6,581,592	7,062,400	7,159,710	97,310	1.4%
<i>Workcover, OHS & Travel</i>	44,502	88,300	63,531	(24,769)	-28.1%
Materials and services	1,103,508	1,131,975	1,128,268	(3,707)	-0.3%
<i>IT & Communications</i>	620,283	619,475	620,146	671	0.1%
<i>Library materials</i>	367,270	367,000	367,000	-	0.0%
<i>Marketing and library programs</i>	115,956	145,500	141,122	(4,378)	-3.0%
Depreciation and amortisation	1,152,606	1,272,100	1,303,903	31,803	2.5%
Other expenses	406,057	427,200	442,747	15,547	3.6%
<i>Auditors' remuneration - VAGO</i>	32,000	32,000	32,800	800	2.5%
<i>Freight - daily branch collection transfers</i>	86,353	95,200	97,104	1,904	2.0%
<i>Photocopying, Printing & Stationary</i>	49,694	48,200	49,408	1,208	2.5%
<i>Others</i>	238,010	251,800	263,435	11,635	4.6%
Net loss on disposal of equipment	-	-	-	-	
Total expenses	9,436,972	10,128,775	10,246,794	118,019	1.2%
Total comprehensive result	136,839	232,621	(119,839)	(352,460)	

Income

- Council Contributions
 - 2.50% increase (Rate Cap assumed for FY2027) on FY26 Contributions (including Independent Board Member remuneration and furniture renewal).
- State Government
 - PLFP and PRC assumed 0% increase on FY26 Budget

- Other Income
 - **Printing and photocopying** - Printing revenue increased in line with current revenue being achieved and small increase with the opening of Clyde Township Library Lounge.
 - **Interest on Investments** - \$3.25 million investment balance at 3.5% assumed rate
 - **Programs, meeting rooms and other charges** - Library programs & meeting room hire 2.5% increase reflecting CPI.
 - 2025-2026 Budget included a \$24k anonymous donation that was known at the time of Budget being produced but is not guaranteed revenue in following years.

Expenses

- Employee Costs
 - **Salaries, Superannuation, Workcover etc** have been based on the staffing levels as at 1 November 2025 (with a 2% vacancy rate). Future salary increase rates are represented as a percentage of Rate Cap, as such the increases due next in July 2026 are unknown and have been based on the agreed 80% of Rate Cap.
 - **Training & Development** - budget - increased by 50% of Rate Cap %.
- Materials and Services
 - **IT & Communications** – increased based on current costings (less than Rate Cap).
 - **Library Materials** – Databases (e.g. LinkedIn Learning), eBooks, Periodicals & Subscriptions – no increase has been applied to FY2026.
 - **Marketing and Library Programs** –
 - Marketing Budget – increased based on Rate Cap to account for CPI, account code change with the transition to new finance system has seen the reallocation of recruitment advertising to Marketing costs.
 - Library Programs - increased based on Rate Cap to account for CPI and an addition of budget for additional First Nations related programs.
- Depreciation
 - Based on assets owned 1 July 2025 + depreciation on planned purchases in FY26.
- Other Expenses
 - Audit Fees- increased in line with actuals.
 - Freight – updated in line with quotes and advised increases
 - Photocopying, Printing & Stationery – increased based on Rate Cap to account for CPI.
 - Bank Charges – increased based on Rate Cap to account for CPI.
 - Consultants & Legal Fees – removal of additional consultant fees as transition to Beneficial Enterprise Project winds up.
 - Finance Outsourcing - updated in line with prior year actual requirements.
 - Equipment – updated in line with prior year actual requirements.
 - OH&S - increased based on Rate Cap to account for CPI.

Capital Expenditure	2024-25	2025-26	2026-27	Variance to 2024-25	
	Actuals	Budget	Budget	Budget	Budget
	\$	\$	\$	\$	%
Books and materials	1,088,994	1,211,500	1,121,100	(90,400)	-7.5%
<i>Existing collection renewal</i>	1,088,994	1,121,100	1,121,100	-	0.0%
<i>Clyde Township Library Lounge</i>	-	90,400	-	(90,400)	-100.0%
Furniture and equipment	226,746	505,065	195,500	(309,565)	-61.3%
<i>Recurring furniture & equipment renewal</i>	191,425	195,500	195,500	-	0.0%
<i>Clyde Township Library Lounge project</i>	-	203,800	-	(203,800)	-100.0%
<i>Bunjil furniture renewal project</i>	-	80,000	-	(80,000)	-100.0%
<i>Digital memory station project</i>	10,321	-	-	-	-
<i>Other funded equipment projects</i>	25,000	25,765	-	(25,765)	-100.0%
Motor Vehicles	55,322	-	-	-	-
Total Capital Expenditure	1,371,062	1,716,565	1,316,600	(399,965)	2.5%

Capital Expenditure

- Books and materials – no increase on prior year.
- Furniture and equipment – no increase on prior year.
- Motor Vehicle – Executive vehicle budgeted for FY28 (3-year renewal policy).

New Initiatives

No additional service points have been included in this initial draft budget. (Clyde Township Library Lounge ongoing costs are part of BAU and incorporated into revenue and expenditure).

Conclusion

The initial 2027 Draft Budget reflects the increasing pressure that continued 0% increase in State Government funding places on the organisation. The projected deficit of \$120k would require a draw down on the reserves of the organisation, if current levels of service are maintained.

Rate cap is currently estimated to be 2.5%, this will be announced in December, and the budget will be updated to reflect any changes and return to the Board for review in February 2026.

RECOMMENDATIONS

- 1. That the Board note the 2026-2027 Draft Budget.**

OFFICERS REPORTS

27/2025 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

Library Plan 2025-2029 reference – 4.5

Discussion

Income Statement Month Ended 31 October 2025	Total Budget 2025-26	Budget YTD October 2025	Actual YTD October 2025	YTD Variance	
	\$	\$	\$	\$	%
Income					
Contributions - City of Casey	7,922,934	2,501,816	2,501,816	-	0.0%
<i>Recurrent</i>	7,527,734	2,421,816	2,421,816	-	0.0%
<i>Bunjil Furniture Renewal</i>	80,000	80,000	80,000	-	0.0%
<i>Clyde Township Library Lounge</i>	315,200	-	-	-	
Funding from other levels of government	2,175,404	42,863	81,838	38,975	90.9%
<i>Federal funded grants - non-recurrent</i>	-	-	38,975	38,975	
<i>State funded grants - recurrent</i>	42,863	42,863	42,863	-	0.0%
<i>State funded grants - non-recurrent</i>	2,132,541	-	-	-	
Other income	263,058	65,571	66,541	970	1.5%
<i>Printing & Photocopying</i>	55,302	10,245	18,482	8,237	80.4%
<i>Interest on Investments</i>	130,000	21,375	17,086	(4,289)	-20.1%
<i>Sundry Recoverable</i>	51,480	29,085	25,483	(3,602)	-12.4%
<i>Programs, meeting rooms & other charges</i>	26,276	4,866	5,490	624	12.8%
Net gain on disposal of assets	-	-	273	273	
Total income	10,361,396	2,610,250	2,650,468	40,218	1.5%
Expenses					
Employee costs	7,297,500	2,437,225	2,418,304	18,921	0.8%
<i>Training & Development</i>	146,800	49,325	63,274	(13,949)	-28.3%
<i>Salaries, Super & Leave Entitlements</i>	7,062,400	2,357,886	2,308,643	49,243	2.1%
<i>Workcover, OHS & Travel</i>	88,300	30,014	46,387	(16,373)	-54.6%
Materials and services	1,131,975	495,767	516,108	(20,342)	-4.1%
<i>IT & Communications</i>	619,475	203,719	233,545	(29,826)	-14.6%
<i>Library materials</i>	367,000	245,383	239,413	5,970	2.4%
<i>Marketing and library programs</i>	145,500	46,665	43,150	3,515	7.5%
Depreciation and amortisation	1,272,100	292,940	292,940	-	0.0%
Other expenses	427,200	144,403	120,269	24,135	16.7%
<i>Auditors' remuneration - VAGO</i>	32,000	-	-	-	
<i>Freight - daily branch collection transfers</i>	95,200	31,720	30,789	931	2.9%
<i>Photocopying, Printing & Stationery</i>	48,200	16,200	14,483	1,717	10.6%
<i>Others</i>	251,800	96,483	74,997	21,487	22.3%
Net loss on disposal of equipment	-	-	-	-	
Total expenses	10,128,775	3,370,335	3,347,621	22,714	0.7%
Total comprehensive result	232,621	(760,085)	(697,153)	62,932	

Income

- Funding from other levels of government
 - Unbudgeted grant was awarded to set up and run the Reading Buddies program in partnership with Windermere. This unbudgeted revenue will be offset by the unbudgeted additional staffing to run the program.

Expenditure

- Employee Costs
 - Costs are currently within budget, these will be slightly overspent further into the financial year, due to the Reading Buddies program that was not included in the budget.
- Materials and services
 - **IT & Communications** - Overspend in IT is timing related and expected to fall within budget in future months.
- Other Expenses
 - Underspend in Other expenses is timing related and expected to fall within budget in future months.

Capital Expenditure Month Ended 31 October 2025	Total Budget 2025-26	Budget YTD October 2025	Actual YTD October 2025	YTD Variance	
	\$	\$	\$	\$	%
Books and materials	1,211,500	539,302	550,776	(11,474)	-2.1%
Furniture and equipment	505,065	92,144	162,705	(70,562)	-76.6%
Motor Vehicles	-	-	-	-	
Total Capital Expenditure	1,716,565	631,446	713,482	(82,036)	-13%

Capital Expenditure

- Books and materials
 - Overspend in collection is timing related and expected to fall within budget in future months.
- Furniture & Equipment
 - Purchases for the Clyde Township Library Lounge originally budgeted to occur in November were paid in October. Furniture & Equipment is expected to fall within budget in future months.

Bank Reconciliation

Available upon request.

Conclusion

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

RECOMMENDATIONS

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

28/2025 ORGANISATIONAL RISK

Report prepared by Beth Luppino and Janine Galvin

Purpose

To provide the Board with a progress report on matters that impact Connected Libraries’ operations or strategic goals.

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

Background

The Organisational Risk report provides the Board with information on relevant legislative, regulatory or policy requirements related to risk management including Workplace Health and Safety, and any other matters that may require monitoring or consideration.

Discussion

Occupational Health and Safety

Incident Reports

Overall, incident trends on all incidents, near misses and hazards year to date is 3.33 percent down on 2024-2025 reporting period. Individual notable branch decreases include Doveton, Endeavour Hills, Hampton Park and Outreach. Bunjil Place Library has reported an increase in incidents. Most incidents for Bunjil Place were children unattended and slip, trip & fall - down the main stairs and amphitheatre stairs.

INCIDENTS	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Cranbourne West - Lounge	0	0	0	0	0	0	
Cranbourne	1	4	2	3	10	10	0.00%
Doveton	2	1	1	2	6	11	-45.45%
Endeavour Hills	1	2	0	0	3	10	-70.00%
Hampton Park	1	1	0	2	4	5	-20.00%
Bunjil Place	10	5	6	8	29	23	26.09%
Outreach	0	0	0	0	0	1	-100.00%
TOTAL	15	13	9	15	52	60	-13.33%

Near Miss (no injuries) total year to date is 38, down from 47 last year. Child unattended/missing remains our most reported incident this year, a rise compared to 2024-2025 YTD, due to more effective reporting.

NEAR MISS INCIDENTS (no injuries)	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Biological Chemical Exposure	0	0	0	0	7	-100.00%
Child Risk of Neglect (reportable) - <i>child protection</i>	0	0	1	1	0	
Child Unattended/missing	2	5	0	11	2	450.00%
Evacuation/lockdown	0	0	0	0	1	-100.00%
Inappropriate patron behaviour to staff	0	0	5	5	6	-16.67%
Inappropriate patron behaviour	4	0	0	5	9	-44.44%
Inappropriate patron behaviour with carer	0	0	0	0	3	-100.00%
Inappropriate patron to patron behaviour	2	0	1	6	10	-40.00%
inappropriate use of technology	0	0	0	0	2	-100.00%
Other	1	1	2	4	1	300.00%
Slip, trip or fall	2	1	3	6	4	50.00%
Temperature/weather	0	0	0	0	1	-100.00%
Theft	0	0	0	0	1	-100.00%
TOTAL	11	7	12	38	47	-19.15%

Injury-related incidents remain low in October with three reported incidents; both first aid incidents only requiring minor first-aid interventions.

INCIDENTS (with injuries)	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Child Risk of Neglect (reportable) - <i>child protection</i>	1	0	0	1	0	
First Aid Major - Patron	0	0	0	0	2	-100.00%
First Aid Patron - Minor	0	1	1	4	7	-42.86%
First Aid Staff - Minor	0	0	1	1	0	
Inappropriate patron behaviour to staff	0	1	0	1	0	
Inappropriate patron behaviour	0	0	0	1	0	
Inappropriate patron to patron behaviour	0	0	0	1	0	
Manual Handling	0	0	0	1	1	0.00%
Slip, trip or fall	1	0	0	3	3	0.00%
Theft	0	0	1	1	0	
TOTAL	2	2	3	14	13	7.69%

Risk Management

Quarterly Risk Management Plan review

Three updates have been incorporated into the Risk Management Plan, including the addition of two newly identified risks and one update to an existing risk to reflect upcoming legislative changes. These updates strengthen organisational compliance, child safety measures and staff wellbeing supports.

1. Child safety during one-on-one program delivery – Risk Rating 6. A new risk has been identified relating to our Reading Buddies program, where staff provide one-on-one literacy support to young students on school premises without a parent or carer present.

2. Social media or online targeted attack staff – Risk Rating 6. A new risk has been identified relating to staff being filmed without consent and potentially targeted online, impacting wellbeing and organisational reputation.

3. Staff mental health in the Work Environment (Psychosocial Legislation Update) - Risk Rating 6. The existing risk related to mental health, illness and absenteeism has been updated to incorporate the new psychosocial health and safety legislation effective December 2025. There is no change to the existing rating, which remains unchanged as a risk rating of 6.

The top operational risks have been updated and include our two new identified risks. Both the strategic and psychosocial risks are unchanged in the Risk Management Plan and remain as follows for November 2025.

Top Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Data Security Breach or Cyber Attack
	8	Unattended children in the library
	8	Staff assaulted in library or on outreach visits
2	6	Staff mental health
	6	Decline in visitation
	6	Child safety during one-on-one program delivery without parent or carer present
	6	Social media or online targeted attack staff
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)

Top Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Data Security Breach or Cyber Attack
	8	Decline in funding from Council or State Government for Library Services
2	7	Changes to government policy
	7	Global warming - climate change
	7	Loss of reputation/ brand
3	6	Increase in Workcover Premiums
	6	Poor enterprise risk management

Top Risks - Psychosocial

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Civility and Respect
	8	Protection of Physical Safety
2	7	Workload Management
3	6	Organisational Culture
	6	Balance
4	5	Clear Leadership and Expectations
	5	Engagement
	5	Psychological competencies and demands
	5	Psychological and Social Support

Psychosocial Legislation Update

New Psychosocial Work Health and Safety (WHS) legislation effective from 1 December 2025 requires organisations to eliminate or minimise psychosocial risks so far as is reasonably practicable, using a structured risk-management approach. The legislation identifies 14 psychosocial hazards that must be assessed and managed:

1. Job Control
2. Job Demands
3. Support
4. Organisational Change
5. Organisational Justice
6. Recognition and Reward
7. Role Clarity
8. Workplace Relationships
9. Environmental Conditions
10. Remote and Isolated Work
11. Exposure to Traumatic Content or Events
12. Violence and Aggression
13. Bullying
14. Sexual Harassment

Our current Risk Management Plan reports on psychosocial risks, however the new legislative categories differ slightly—although many are closely aligned. We compared our recent Culture Survey questions and results with the 14 hazards and found some strong alignment which is useful data. However, additional work is needed to ensure all psychosocial hazards are fully identified.

To fulfil consultation requirements (as dictated by the legislation) and strengthen our risk assessment, we will conduct a comprehensive staff psychosocial survey in February 2026, solely focused on the 14 hazards.

Following analysis of the results, we will update our Risk Management Plan and provide revised psychosocial hazard reporting to the Board.

RECOMMENDATIONS

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

CONNECTED LIBRARIES

Ignite your imagination

Risk Management Plan

18 November 2025

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Unattended children in the library	GMCE	There is a perception public libraries are safe places. From time to time guardians leave children unattended in the library, assuming they will be safe/supervised.	Frightened child Child is approached by a stranger- hurt or removed from the space Staff may have trouble accessing Police for assistance due to limited availability	5	4	9	Child safe Standards and policy regularly reviewed. Child Safe standards Training Incident response guidelines Staff trained and follow City of Casey implemented minimum age requirements for unattended children at Bunjil Place Child Safe Standards standing item in leadership meetings	5	3	8
Staff assaulted in library or on outreach visits	GMOD	Community-facing roles attract inherent risks associated with customer service. Community who may be substance-affected, or unwell, or physically aggressive could potentially harm a staff member.	Staff injured either physically or emotionally	5	4	9	De-escalation Training Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety Outreach staff allocated mobile phones	5	3	8
Staff mental health	GMOD	Mental health in the work environment, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted Adherence to Psychosocial legislation as of Dec 2025 Staff Wellbeing surveys Policies and procedures Values driven culture Actively support Consultative Committee	3	3	6

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Decline in visitation	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Promotion of library services Create spaces that attract communities for a variety of uses Advocate for new libraries in growth areas to enable community access Identify new service delivery models that meet community needs	3	3	6
Child safety during one on one program delivery without parent or carer present	GMCE/GMOD	Reading Buddies program delivers one on one reading support to primary students at school without parent/carer being present. CL staff member assists students from Foundation to Year 2 with reading and literacy skills.	Breach of Child Safety Standards putting a child at risk. Protection of staff member and personal reputation. Loss of trust and reputational risk for organisation. Loss of potential future funding.	2	5	7	All project officers will undergo Police Checks and WWCC. All programs are conducted on school premises, during class hours. 1:1 sessions are completed in an open environment where there is passive supervision via visible lines of sight from other teachers/school staff.	1	5	6
Social media or online targeted attack staff	GMCE/GMOD	While performing their duties, staff may be filmed without consent and footage used to target them online either personally or as a representative of Connected Libraries	Staff mental health decline, staff welfare impacted, organisational brand/reputation impacted; organisational culture affected.	2	5	7	Signs in library branches to say filming prohibited. Add to member code of Conduct as condition of entry. Training for staff to manage non-compliance. Counselling support provided to any affected staff, CL to support staff around personal safety needs.	1	5	6
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	1	5	6	Risk Management Plan Disaster Response and Recovery Plan	2	4	6

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Staff assaulted in library or on outreach visits (fatal)	GMOD	Community-facing roles attract inherent risks associated with customer service. Community who may be substance-affected, or unwell, or physically aggressive could potentially harm a staff member.	Staff fatally injured	1	5	6	De-escalation Training Rosters managed to ensure minimum staffing levels are maintained at all times Emergency management training and drills for all staff	1	5	6	
Pandemic - acute	GMOD	Risk level could vary depending on the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Create and follow Business Continuity Plan Promote vaccination strategy as per Government Health orders Implement relevant Government pandemic Framework	1	4	5	
Inability to recruit suitably qualified staff	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	Lack of qualified staff would negatively impact services. Community consistently highlight the staff as one of the highest valued aspects of the service.	3	4	7	Recruit staff with transferrable skills. Conduct succession planning Encourage secondments Upskill existing staff through acting and backfill opportunities Leadership Training in recruitment	2	3	5	
Domestic violence incident staff	GMOD	CL staff are at risk of having a domestic violence incident with partner.	Staff injury -psycho-social, psychological and physical; unable to work.	3	4	7	GMOD and direct manager support staff identified at risk EAP promoted Emergency Leave and Domestic Violence provision included in CL EA	2	3	5	

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Strong compliance frameworks with clearly articulated policies and procedures Fully trained staff – Health & Safety Reps, Fire Wardens, RTW Coordinators.	2	3	5	
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine-unable to work Members of the community contraction of illness Widespread fatalities Closure of the Library Service	2	4	6	Follow the advice of Victoria's Chief Health Officer (CHO) Create and follow Business Continuity Plan Promote vaccination strategy as per Government Health orders Implement relevant Government pandemic Framework	1	4	5	
Accident in the library causing harm to patron/staff	GMCE	In line with OHS/WorkSafe regulations, CL staff must take all reasonable measures to ensure library sites are accessible and safe spaces	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Staff emergency response training Communication to ET, Council, emergency services Health & Safety Reps act and provide guidance. First Aiders to be trained within the organisation. Defibrillators available at all branches. Staff comply with OHS regulations	2	3	5	
Bomb threats	CEO/GMCE	A bomb threat is a communication indicating the presence of or intent to use an explosive device, used to cause disruption, distraction, or harassment. Even without an actual bomb, such threats can have significant operational, financial, and psychological impacts on an organization or community.	Responses typically involve calmly gathering information from the caller or suspicious item, immediately reporting it to authorities, and following emergency procedures to ensure safety.	1	4	5	Ensure CL has an emergency plan for responding to bomb threats. Required staff trained in emergency response management Communication to ET, council, emergency services	2	3	5	

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT. Disruption to IT infrastructure could impact ongoing operations.	Staff unable to provide service to customers CL unable to communicate internally, or with community and stakeholders	3	3	6	Access to qualified ICT staff Ongoing training for all staff Continuous improvement of ICT infrastructure Proactive monitoring of systems for threats and disruptions	2	2	4	
Personal use of own vehicle	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	Staff member has an accident travelling to or from the outreach work location Staff not following manual handling procedures when using own vehicle	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand all manual handling and vehicle policies and procedures.	1	3	4	
Sharp Decline in loans resulting in declining library usage	GMCE	Loans are one of the key usage and relevance indicators for CL. Usage of both physical and digital collections is monitored and reported monthly, reported to the Library Board, through the Annual Report and the PLV Annual Statistical survey.	Item loans are one of the library's core community services. Declining library loans could impact ongoing funding, and community awareness of CL services.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Ensure digital collections are appealing and well-used Ensure library services offer a range of attractive programs to compliment lending collections and promote usage.	1	3	4	

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Decline in funding from Council or State Government for Library Services	CEO	The rate cap environment has impacted on Council's ability to fund library services. State funding is not locked in, and has been impacted by post-pandemic economic environment.	Short fall in revenue will lead to decline in services and or visitor experience	5	4	9	Advocate for increased or longer term funding from State Government. Support Council to fund project initiatives that enhance service delivery and drive new membership.	3	4	7
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act CL transition to compliant entity under the Act by 2030 CL to operate as a registered charity from 2025	CL will have to change its governance arrangements in response to the new Act; different reporting requirements as a charity to ACNC	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Compliance with ACNC governance and reporting requirements	5	2	7
Global warming - climate change	CEO	Insurability of assets due to building/ locations – flooding/bushfire/extreme weather risks Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Push from community towards more sustainable operations – paper vs electronic resources	Damage to buildings Financial impact if we don't change processes to embrace sustainable operations Staff and customers are put at risk by lack of sensitivity to environmental conditions eg extreme weather	4	4	8	Education of community - library collections and programs Work with Member Council to renew library buildings and reduce likelihood/ impact of climate change related events Adoption of disaster response policy and procedures eg Extreme weather policy	4	3	7
Loss of reputation/ brand	CEO	Public Libraries are trusted sources of information, providing access for all. Political and other socio-environmental changes could impact CL's ability to provide access to the whole community.	Community disengages with CL, visitation decreases.	5	3	8	CL stays up to date with emerging social and political issues, and is well connected with the PLV network , ALIA and other governing bodies. CL also works closely with Council on issues affecting community. Connected Libraries to conduct Risk Assessments on all programs considered "controversial" to reduce the risk of hateful and inappropriate community responses and reduce the risk of unrest within our library community.	5	2	7

Risk Ratings - Strategic

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

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

Risk Ratings - Strategic

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Civility and Respect	GMOD GMCE	<p>In the workplace employees are respectful and considerate in their interactions with one another, as well as with community members and anyone else they may interact with.</p> <p>Civil and respect in the workplace relates to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor staff relationships and reduction in sick leave and turnover</p>	<p>If the workplace is lacking in civility and respect it can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal. A workplace without civility and respect exposes the organisation to the threat of more grievances and legal risks.</p> <p>An example of disrespectful behaviour is bullying, which can be associated with psychological complaints, depression, burnout, anxiety, aggression, psychosomatic complaints and musculoskeletal health complaints. It can affect not only those involved but those around. Leads to exposure to high traumatic events or content.</p> <p>Organisations with civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This civility allows people to enjoy the environment, whether they are staff, community members or the like.</p>	5	5	10	<p>Code of Conduct, policies and procedures</p> <p>Staff de-escalating behaviour training</p> <p>OHS Safety regulations</p> <p>Hire Security in serious situations</p> <p>Incident Response Guidelines</p> <p>Mental Health Champions</p> <p>Value driven culture</p> <p>IT policies and procedures regarding accessible content.</p>	3	5	8	
Protection of Physical Safety	GMOD GMCE	<p>It is important that staff physical safety is demonstrated in the workplace through policies, training, appropriate response to incidents or situations identified as risks and a dedication to ensure staff safety.</p> <p>Staff working in a environment that is perceived as physically safe will feel more secure and engaged. Higher levels of staff confidence of the safety protection in the workplace results in lower rates of psychological distress and mental health issues.</p>	<p>An organisation that fails to physical protect its staff in the workplace can be dangerous and runs the risk of staff being injured or becoming ill, and staff who do not see the workplace as a safe physical environment will feel less secure and less engaged.</p>	4	5	9	<p>OHS Reps</p> <p>OHS Committee</p> <p>Incident reporting guidelines</p> <p>OHS Workplace Assessment reviewed for risks and safety</p> <p>Headsets utilised in required branches</p> <p>Citywatch panic button at required branches</p> <p>Incident response guidelines</p> <p>Evacuation policies and procedures</p> <p>Manual Handling training</p>	3	5	8	

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Workload Management	GMOD GMCE	<p>A workplace where tasks and responsibilities can be successfully completed within the time available. Large workloads are often referred to employees as the biggest workplace stressor (that is having too much to do and not enough time). It is not only the amount of work, but also having the resources to do the work well, like equipment and support.</p> <p>Workload management is important because there is a relationship between job demands, intellectual demands and job satisfaction. Job demands reduce satisfaction, while intellectual demands or decision making increase job satisfaction.</p>	<p>Increased demands without opportunities for control, result in physical, psychological and emotional fatigue and increase stress and strain. Emotionally fatigued staff also have diminished sense of personal accomplishment and an increased sense of inadequacy.</p> <p>Excessive workload is on the main reasons employees are negative about their jobs and their employers.</p>	4	4	8	<p>Leadership keep abreast of team workloads and requirements of role. Leadership supports staff to succeed</p> <p>Strong succession planning and training of more junior staff</p>	3	4	7
Organisational Culture	GMOD GMCE	<p>Trust in an organisation is important for a positive and productive workplace. Trust is a predictor of cooperative behaviour, organisation behaviour, commitment and loyalty. A health focused culture is great for staff well-being, job satisfaction, commitment to the organisation that helps retain and attract employees. Social support helps with staff well-being providing a positive environment.</p>	<p>Negative organisation culture can impact on programs, policies and services that are intended to support staff. Unhealthy culture creates more stress, lowering staff well-being.</p> <p>A culture of profit at all costs and constant urgency can create an environment where burnout is the norm.</p>	5	4	8	<p>Strong executive leadership</p> <p>Skilled leadership team</p> <p>Policies and procedures</p> <p>Value driven culture</p> <p>EAP - Converge</p> <p>Consultative Committee</p> <p>Health and Wellbeing committee</p>	2	4	6

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Balance	GMOD GMCE	<p>The recognition of the need for balance between the demands of work, family and personnel life. Everyone has multiple roles and are not only an employee, (eg. parent, partner). Multiple roles can be enriching and allow for individual strengths and responsibilities but conflicting responsibilities can lead to role conflict or overload.</p> <p>Work-life balance is a state of well-being allowing a person to effectively manage multiple responsibilities at work, at home and in their community. Work-life balance is different for everyone and it supports physical, emotional, family and community health and does so without grief, stress, or negative impact.</p>	<p>When conflict between roles occurs, the person's health and well-being are undermined. The imbalance can lead to: constant tiredness, bad temper, inability to progress, high job stress resulting in dissatisfaction with work and being absent either physically or mentally. The effects can lead to additional stress-related illness, and the impact on the organisation can include increased costs due to benefit payouts, absenteeism, disability and turnover.</p>	3	4	7	<p>Accommodate work life balance where possible and acknowledge contributing factors including age, cultural, gender, family, marital status, care giver demands, socio economic status and many others.</p> <p>Working From Home 60/40 Hybrid Model available for non Customer Facing Staff</p>	2	4	6	
Clear Leadership and Expectations	GMOD GMCE	<p>Effective leadership and support helps staff know what they need to do, how their work contributes to the organisation and whether there are impending changes. It increases staff morale, resilience, and trust; and decreases staff frustration and conflict.</p> <p>Good leadership results in higher job well-being, reduced sick leave, and reduced early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees</p>	<p>Leaders who are more instrumental in their approach (ie. focusing on producing outcomes with little attention to the big picture, the psychosocial dynamics within the organisation, and the individual staff) are more likely to get staff health complaints including general feelings of malaise, irritability, and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for staff and can undermine the legitimacy of program, policy and/or service intended to support staff.</p> <p>Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.</p>	4	4	8	<p>Leadership Mentor and Training Program</p> <p>Leadership Team Meetings</p> <p>Leadership individualised workplans and training plans</p> <p>Band 5 Mentor and Training Program</p> <p>Band 5 Team Meetings</p> <p>Band 5 individualised workplans and training plans</p> <p>Band 4 Mentor and Training Programs</p> <p>Band 4 Individualised workplans and training plans</p>	1	4	5	

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Engagement	GMOD GMCE	<p>Staff engagement in their jobs where they enjoy and feel connected to the team and organisation feel motivated to do their job well. Engaged staff feel connected when they can relate to, are committed to the overall success of the organisation - its values, approach and strategies.</p> <p>Engagement is important for staff individual satisfaction and psychological health and leaders to great community outcomes and satisfaction, enhanced productivity, greater morale and motivation, and increase organisation behaviours that benefit the individual and the organisation.</p>	Lack of engagement can lead to negative economic impact and productivity losses, psychological and medical consequences, risk of greater staff turnover, workplace deviance, counterproductive behaviour and withdrawal behaviours.	3	4	7	<p>Connected Libraries Strategic Plan aligned with individual staff work plans.</p> <p>Value driven culture.</p> <p>Staff wins/team wins celebrated.</p> <p>Ensure role expectations are clearly defined in position descriptions</p> <p>Strong recruitment hiring process and onboarding. Training program implemented.</p> <p>Provide opportunities for staff to obtain performance feedback for growth.</p>	1	4	5	
Psychological competencies and Demands	GMOD GMCE	<p>A workplace good fit between employees' interpersonal and emotional competencies, their job skills, and the position they hold. A good fit means that staff have the technical skills and knowledge for a position as well as the psychological skills and emotional intelligence (self-awareness, impulse control, persistence, self-motivation, empathy, and social deftness) to do the job.</p> <p>A good fit is associated with fewer health complaints, lower levels of depression, greater self-esteem, a more positive self-concept, enhanced performance, job satisfaction and employee retention. High and Low Job Demands also puts greater risk on staff to manage through.</p>	If there is a poor job fit, staff may experience job strain, which can present as emotional distress and provocation, excessive dwelling on thoughts, defensiveness, energy depletion and lower mood levels. For the organisation job misfit is linked to fewer applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover. High job demands adds stress and pressure and can result in burnout. Low job demand can result in boredom and dis-engagement	3	3	6	<p>Performance Reviews,</p> <p>Wellbeing Surveys</p> <p>Strong Recruitment Model</p> <p>Strong reference Checking Model.</p> <p>Review skill sets with staff against PD.</p> <p>Performance Management. Backfill and higher duties opportunities.</p> <p>Strong management of rosters and coverage for staff</p> <p>Leadership training.</p>	2	3	5	

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Psychological and Social Support	GMOD GMCE	<p>A workplace where employees and supervisors are supportive of one another's psychological and mental concerns and respond appropriately as needed.</p> <p>Staff who feel they have psychological support have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, desire to remain with the organisation and positive behaviour and job performance.</p>	Where staff feel there is a lack of support from the organisation there is the risk of increased absenteeism, withdrawal behaviours, , conflict, strain (can lead to fatigue, headaches, burnout and anxiety), turnover, loss of productivity, increased cases and great risk of accidents, incidents and injuries.	3	3	6	EAP Mental Health Champions Leadership Training	2	3	5	
Growth and Development	GMOD GMCE	<p>The organisation encourages and supports staff in the development of their interpersonal, emotional and job skills. The organisation provides a range of internal and external opportunities for staff to build their skills and competencies. It helps with their current role as well as preparing them for future opportunities. Staff development increases goal commitment, workplace commitment and job satisfaction. Gaining new skills and career development enhance employees well-being.</p> <p>It is important to ensure that opportunities go beyond learning specific technical skills, and also include opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.</p>	Staff who are not challenged by their work get bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement, and distress.	3	3	7	Succession Planning and offer career opportunities. Strong Training Platform. Individual Staff Workplan and Training Plan aligned with Organisational Training Plan. Opportunity to take on backfill and higher duties.	1	3	4	

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation				
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating	
Psychological Protection	GMOD GMCE	<p>Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace promotes emotional well-being while minimising threats to employees mental health.</p> <p>When staff are psychologically protected, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness. and conflicts.</p>	<p>When staff do not feel psychologically safe, they experience demoralisation, sense of threat, disengagement and strain; perceiving their workplace conditions as ambiguous and unpredictable. This could in turn undermine, community confidence in the organisation.</p>	2	3	5	<p>Value Driven Culture Workplan and individual goal setting Staff understanding of organisational objectives Meetings where individual ideas are heard Live with CEO</p>	1	3	4	
Recognition and Reward	GMOD GMCE	<p>In a workplace acknowledgement and appreciation of employees efforts in a fair and timely manner is important, this could take the form of financial compensation as well as employee or team celebrations, recognition of years served, demonstrating/acting according to CL values and or milestones reached.</p> <p>Recognition and rewarding of staff is important as it motivates, fuels the desire to excel, builds self esteem, encourages employees to exceed expectations, enhances team success, and in turn are more likely to treat together with courtesy, respect and understanding.</p>	<p>Lack of recognition and reward undermines employee confidence in their work and trust in the organisation. Staff may feel demoralised or they quit. If there is an imbalance between effort and reward it can contribute to emotional distress leading to a range of psychological and physical disorders.</p>	2	3	5	<p>Value Awards Round of Values in Meetings Leadership recognising good behaviour and achievements</p>	1	3	4	

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Involvement and Influence	GMOD GMCE	<p>Employees are included in discussions about how their work is done and how important decisions are made.</p> <p>When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.</p>	<p>If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.</p>	2	2	4	<p>Consultative Committee OHS Committee Health & Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrid to get office re-engagement Leadership Workshop's.</p>	1	2	3

29/2025 OPERATIONAL PERFORMANCE
Report prepared by Melinda Rogers and Beth Luppino

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

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

Discussion
Connected Libraries reports to the Board on areas of performance including collections, visitation, digital engagement, memberships, marketing and social media engagement and events/programs.

Financial Year - 2025-2026

Measure	Target 2025/26**	Quarter 1 (Jul - Sep)	Quarter 2 (Oct- Dec)	2025-2026 YTD	2024-2025 YTD
Engagement			* Oct only		
Net Promoter Score (Community Survey)	65	-	-	0	65
Memberships*	108,500	98,805	99,217	99,217	92,251
Visits					
Visits – physical	870,000	222,025	84,474	306,499	287,248
Visits – virtual	937,500	229,289	76,738	306,027	284,594
Total visits	1,807,500	451,314	161,212	612,526	571,842
Program and events attendance	81,500	22,258	7,155	29,413	20,494
Collection					
Loans – physical	1,703,500	340,108	106,944	447,052	457,040
Loans – digital	831,000	310,949	108,224	419,173	336,196
Loans (total physical and digital)	2,534,500	651,057	215,168	866,225	793,236
Physical quality of library collection (age of collection - less than 5 years)	65.0%	71.2%	-	71.2%	70.2%

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

Our performance four months into 2025–2026 remains stable and in line with expectations. Most areas are tracking above 30 percent of their annual targets. The main exception is physical loans, which stand at 26.24 percent of target and are 2.19 percent lower year-to-date than in 2024–2025. Our strongest area is digital loans, which have reached roughly 50 percent of their targets and are up compared with the same period last year.

Library Usage (*Library Plan reference 4.3*)

Physical visits rose by 15.38 percent from September to October, reaching 84,474. This increase aligns with expectations for the exam study period and mirrors trends from previous years. Compared with October 2024, visits in October 2025 were up 4.8 percent. Bunjil Place, Endeavour Hills, and Hampton Park recorded the largest month-to-month increases. Overall, year-on-year visits for the period are up 6.7 percent.

VISITS	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	1,851	1,846	1,834	1,843	7,374	8,213	-10.22%
Cranbourne	13,658	12,947	12,308	12,597	51,510	49,407	4.26%
Doveton	5,361	4,467	4,509	4,767	19,104	19,511	-2.09%
Endeavour Hills	7,999	7,666	7,496	8,486	31,647	29,005	9.11%
Hampton Park	8,737	8,889	8,903	9,937	36,466	35,549	2.58%
Bunjil Place	37,277	38,116	38,161	46,844	160,398	145,563	10.19%
Regional Total	74,883	73,931	73,211	84,474	306,499	287,248	6.70%
Virtual Visits	80,194	76,024	73,071	76,738	306,027	284,594	7.53%
TOTAL	155,077	149,955	146,282	161,212	612,526	571,842	7.11%

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

Virtual visits to the library App and website continue to perform well. Website visits were up 7.83 percent from September to October, and 8.88 percent up year to date on the previous year.

VIRTUAL VISITS	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Website	43,206	40,414	39,270	42,344	165,234	151,753	8.88%
Enterprise	13,710	12,784	11,539	11,750	49,783	51,972	-4.21%
CL App	23,278	22,826	22,262	22,644	91,010	80,869	12.54%
TOTAL	80,194	76,024	73,071	76,738	306,027	284,594	7.53%

Physical loans are steady, the trend is not in line with physical visits, loans dropped 2.6 percent from September to October. Year to date for the same period, loans are down slightly, 2.19 percent from 2024-2025.

The locker locations Cranbourne West, Manna Gum and Orana usage remains stable. Cranbourne West Locker saw strong growth in loans in October to 436 (22.47 percent).

eLoans continue to be popular, reaching over 108,000 in October. Although there was a slight decline in September, October saw eLoans increase 10 percent. We have now registered eLoans over 90,000 for ten consecutive months from January to October 2025.

LOANS	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Regional Support	1,709	1,793	1,856	1,862	7,220	6,236	15.78%
Cranbourne West - Lounge	3,325	2,738	2,939	2,481	11,483	11,570	-0.75%
Cranbourne	34,611	33,993	33,023	32,709	134,336	127,818	5.10%
Doveton	2,573	2,412	2,551	2,746	10,282	11,984	-14.20%
Endeavour Hills	14,060	13,666	14,010	13,761	55,497	53,714	3.32%
Hampton Park	9,934	9,678	9,191	8,737	37,540	44,351	-15.36%
Bunjil Place	50,055	47,957	45,216	43,629	186,857	198,500	-5.87%
Cranbourne West Locker	420	383	356	436	1,595	1,437	11.00%
Manna Gum Locker	369	344	388	324	1,425	1,138	25.22%
Orana Locker	146	142	270	259	817	292	179.79%
Locker Total	935	869	1,014	1,019	3,837	2,867	33.83%
Regional Total	117,202	113,106	109,800	106,944	447,052	457,040	-2.19%
eLoans	102,700	110,219	98,030	108,224	419,173	336,196	24.68%
TOTAL	219,902	223,325	207,830	215,168	866,225	793,236	9.20%

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

Comic Plus, the Age and Choice magazine have experienced the largest growth from September to October, 151 percent, 35 percent and 32 percent respectively. Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines, Kanopy and Press Reader.

Electronic Resources	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Age Library Edition	952	922	739	998	3,611	4,360	-17.18%
Bolinda eAudiobooks	6,811	6,414	6,209	6,414	25,848	28,707	-9.96%
Bolinda eBooks	4,354	4,225	4,017	4,016	16,612	18,714	-11.23%
Choice	339	322	320	425	1,406	1,578	-10.90%
Comic Plus	67	65	85	214	431	419	2.86%
Kanopy	858	822	902	927	3,509	4,786	-26.68%
Libby eAudiobooks	5,343	5,422	5,491	5,473	21,729	13,111	65.73%
Libby eBooks	3,159	2,911	2,797	2,941	11,808	7,665	54.05%
Libby eMagazines	3,397	3,175	3,405	3,549	13,526	11,476	17.86%
Libby LOTE ebooks & eAudio	55	45	66	52	218	17	1182.35%
Press Reader	77,010	85,591	73,681	82,964	319,246	244,282	30.69%
Storybox Library	64	102	120	70	356	346	2.89%
Tumblebooks	291	203	198	181	873	752	16.09%
TOTAL	102,700	110,219	98,030	108,224	419,173	336,213	24.67%

Memberships continue to grow month on month – 99,217 members at the end of October, increasing from 98,805 at the end of September and increasing from 98,484 at end of August. Membership data includes the removal of inactive memberships as part of regular database maintenance.

Public internet PC bookings and Wi-Fi usage continue to align with recent monthly visitation trends.

INTERNET	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	48	58	59	32	197	144	36.81%
Cranbourne	1,282	1,282	1,048	1,144	4,756	3,850	23.53%
Doveton	774	556	607	622	2,559	2,284	12.04%
Endeavour Hills	552	528	549	633	2,262	2,305	-1.87%
Hampton Park	1,025	958	1,066	1,001	4,050	3,662	10.60%
Bunjil Place	1,367	1,475	1,420	1,428	5,690	5,390	5.57%
Digital Memory Station	-	-	-	56	56	-	
TOTAL	5,048	4,857	4,749	4,916	19,570	17,635	10.97%

WI-FI	Jul-25	Aug-25	Sep-25	Oct-25	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	197	202	145	188	732	860	-14.88%
Cranbourne	1,529	1,900	1,892	2,283	7,604	7,395	2.83%
Doveton	544	537	477	485	2,043	2,468	-17.22%
Endeavour Hills	1,135	1,159	1,153	1,322	4,769	4,590	3.90%
Hampton Park	969	980	930	1,004	3,883	4,106	-5.43%
Bunjil Place	2,773	1,660	1,778	4,644	10,855	11,471	-5.37%
Library Van/ Outreach	0	0	0	3	3	12	-75.00%
TOTAL	7,147	6,438	6,375	9,929	29,889	30,902	-3.28%

Engagement Statistics

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website. In our recent community survey, respondents were asked whether they currently subscribe to our EDM and, if not, whether they would like to—an approach that will help grow our subscriber base. Social media reach continues to be solid, supported by the team’s ongoing efforts and the success of recent reels. The most popular reels in October were ‘Library Survey’ and ‘Halloween Horrors’.

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jul-2025	88,939	38,693	0.77%
Aug 2025	86,368	41,072	2.10%
Sep-2025	87,835	38,809	0.87%
Oct 2025	87,145	38,689	0.90%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jul-2025	853	414	4.10%
Aug 2025	852	415	3.05%
Sep-2025	848	418	2.48%
Oct 2025	841	419	3.45%

Social Media

	Jul 2025	Aug 2025	Sep 2025	Oct 2025
Facebook	Followers: 9,422 Reach: 31,474	Followers: 9,445 Reach: 12,765	Followers: 9,449 Reach: 7,546	Followers: 9,469 Reach: 15,066
Instagram	Followers: 2,325 Reach: 16,134	Followers: 2,339 Reach: 5,631	Followers: 2,348 Reach: 1,639	Followers: 2,371 Reach: 3,076

Programs and Events

Regular programs and events remain well attended. Early childhood and children continue to be a key target audience for our programs with Toddler Time being the most popular closely followed by Baby Rhyme Time and Storytime. Groups visits whether it be into the library or staff visiting groups outside our library’s walls is strong. Literacy and lifelong learning remain the most prominent outcomes of our programming.

Target Audience	Aug-2025 - Attendance	Aug 2025 - Sessions	Sep 2025 - Attendance	Sep 2025 - Sessions	Oct 2025 - Attendance	Oct 2025 - Sessions
Early childhood	5,198	171	3,112	103	3,451	133
Children	1,814	84	1,550	75	1,767	92
Young Adult	240	17	140	13	95	13
Adults	1,172	124	960	111	1,643	158
Seniors	19	8	14	9	81	15
All ages (not specific)	432	17	474	11	118	12
TOTAL	8,875	421	6,250	322	7,155	423

Program Outcome	Aug-2025 - Attendance	Aug 2025 - Sessions	Sep 2025 - Attendance	Sep 2025 - Sessions	Oct 2025 - Attendance	Oct 2025 - Sessions
Digital inclusion	152	51	168	53	277	76
Economic and workforce development	-	0	-	0	1	1
Health and Wellbeing	563	41	1,149	58	826	62
Informed and connected citizens	623	39	563	35	644	43
Literacy and lifelong learning	4,806	198	3,125	128	3,799	187
Personal development *	146	10	63	8	426	11
Stronger and more creative communities	2,585	82	1,182	40	1,182	43
TOTAL	8,875	421	6,250	322	7,155	423

PLV 2024-2025 Library Service Benchmarking report

Each year PLV engages an external provider to analyse performance indicators for all of Victoria's public libraries. As in previous years, the survey and analysis were conducted by I&J management.

A summary of the indicators is attached. It provides the reported number for each indicator, and how this compares to other Victorian libraries (a ranking out of 50). There are three years' worth of rankings to enable us to see movement from year to year.

Points to note:

- Casey is consistently the third highest populated service setting, and the second lowest in library funding per capita. The number of library branches servicing this area has dropped to 15 from 13 the previous year.
- CL has improved in ranking this year for the number of digital items per capita, total number of digital items, and number of digital devices available for community. It is great to see the results of investment in the digital space, aligning with our Library Plan 2025-2029. CL is ranked second in turnover rate (number of times an item is borrowed per year) of digital items, another indicator that they are well used. The overall number of Digital downloads also increased significantly on last year.
- Level of investment from Council has dropped in ranking from 9 to 13 this year.
- CL ranking has dropped in number of staffed opening hours per week (from 8 to 13) - this may reflect that a number of services are now offering unstaffed open hours for community to access using a membership card or FOB.
- CL is still ranked relatively low on the number of loans and downloads per capita, compared with other libraries, however loans per active borrower (our current members who borrow) is high with an average of 82 loans per borrower last year (CL is ranked second in the state).

- 24 percent of our community are library members.
- 7 percent of the population borrowed a library collection item last year.
- 66 percent of physical items were purchased in the last 5 years – this is an indicator of the currency and relevance of our collections. CL is ranked 15th in the state. This is similar to one of the LGPRF indicators (although LGPRF included digital items in the count which affects the percentage as most digital items are not held long-term).
- Program attendance increased from 67,000 to 72,000 this year, and ranked seven in the state, up from nine
- Customer satisfaction rating (out of 10) sits at 8.80. This is ranked 13th, compared with 31st in 2022-2023. CL supplies PLV with our Net Promoter Score data for this measure, and PLV converts it to a comparable rating out of 10.

CL continues to provide monthly, quarterly and annual data to Council with a focus on meeting the targets associated with the Library Agreement.

RECOMMENDATIONS

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

Connected Libraries

(from PLV's Annual Survey of Victorian Public Libraries, 2022-23 to 2024-25)

Note: In theory, ranking of volume-based measures should be broadly consistent with a library service's ranking in terms of total population. Significant variation may be point to relative strengths or weaknesses.

Indicator	Connected Libraries 2024-25	Ranking		
		24-25 of 50	23-24 of 50	22-23 of 50
Service setting				
Population	405,415	3	3	3
Area serviced (sq. km)	409	31	31	31
Static branches (mobiles)	6	15	13	18
Service provision				
Staffed opening hours per week	331	13	8	14
Average staffed opening hours per branch	55	6	5	2
Collection items per capita	0.65	50	50	50
Physical items per capita	0.55	49	48	48
Digital items per capita	0.10	47	48	49
Devices per '000 population	0.17	47	49	48
Staff EFT per '000 population #	0.15	50	50	48
Volume measures (number of/total)				
Total members (3 years)	97,123	6	6	8
Total active members (2024-25)	62,303	4	3	
Active borrowers (2024-25)	28,462	14	12	11
Total library visits (branch/mobile)	776,322	14	14	8
Mobile library visits				
Website visits	457,503	11	8	11
Launches of library app	235,802	10	9	7
Total number of collection items	264,522	12	8	9
Total number of physical items	223,063	10	9	9
Total number of digital items	41,459	22	24	25
Items for loan in a Library of Things	183	10	10	
Total number of loans and downloads	2,330,742	5	6	6
Total loans of physical items	1,249,428	8	8	8
Total downloads of digital items	1,081,314	2	3	3
Number of program attendees	72,038	7	9	8
Hours of Early Years programming per week	16	13	14	15
Children /adults at EY programs per week	769	12	15	17
Number of public access devices	70	18	20	14
Total hours of PC and wifi use	47,319	23	24	19
Total income \$M	\$9.29	11	9	8
Income from Council \$M	\$6.79	13	9	8
Collections expenditure \$M	\$1.46	11	8	9
Staff expenditure \$M	\$6.72	10	11	7
Total number of staff	114	9	10	
Total staff FTE	59.2	12	12	8

Indicator	Connected Libraries 2024-25	Ranking		
		24-25 of 50	23-24 of 50	22-23 of 50
Use (per capita)				
Members as % of population	24.0%	37	36	43
Active members as % of population	15.4%	23	18	
Active borrowers as % of population	7.0%	47	48	47
Library visits per capita	1.91	45	45	40
Website visits per capita	1.13	25	25	30
Loans and downloads per capita	5.75	26	29	28
Loans (physical items) per capita	3.08	39	39	38
Downloads (digital items) per capita	2.67	7	10	10
Program attendees per capita	0.18	49	47	44
Hours of tech. use per '000 population	0.12	45	45	37
Hours of computer use per '000 population	0.12	38	36	25
Wifi hours per '000 population				
GB downloads per '000 population	126	23	28	17
Efficiency / Productivity				
Turnover rate (physical items)	5.61	12	15	11
Turnover rate (digital items)	26.08	2	1	1
Loans (physical items) per active borrower	82	2	3	4
Loans (physical items) per staff EFT	21,112	8	10	10
Library visits per staff EFT	13,118	16	19	16
Library visits per staffed opening hour	47	19	17	7
Quality				
% of physical items purchased in last 5 years	66%	14	15	8
Customer satisfaction rating (out of 10)	8.80	13		31
Financials				
Library service funding per capita *	\$22.91	2	2	3
Income from Council per capita	\$16.75	47	49	46
Council income as % of total income	73%	36	35	33
Income from State Govt per capita	\$5.37	48	48	46
User fees and charges per capita	\$0.21	39	42	40
Collections expenditure per capita	\$3.59	48	47	48
Staff expenditure per capita #	\$16.58	49	50	43

* All indicators are ranked from the highest value to the lowest value, except (for consistency with the LGPRF) for the total library funding indicator where the lowest value is ranked No. 1 (marked *).

Ranking of other indicators is contestable. For example, very high or very low levels of staff EFT per capita may represent over- or under-servicing of the municipal/regional population. An average or mid-range figure might be seen as a desirable outcome. The rankings for these indicators have the highest value ranked as No. 1 (marked #).

30/2025 LIBRARY PLAN – 2025-2029 – ACTIONS AND ACHIEVEMENTS

Report prepared by Koula Kalaitzoglou

Purpose

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

Library Plan 2025-2029 reference –4.5

Discussion

Connected Libraries Annual Action Plan 2025-2026 – progress report

Connected Libraries continue to progress and make inroads with the Annual Action Plan 2025-2026. The attached traffic light status report outlines our performance against each key activity as at 31 October 2025. Highlighted in this report are some key achievements and areas the team have been working on in recent months.

Strategic Outcome 1 - Discovery and Learning

Core Priority 1.3 Provide tools and technologies that foster literacy, learning and a love of reading for children, young people and adults.

Action - Participate in statewide and local initiatives promoting the love of reading.

During October, Connected Libraries delivered an exceptional series of author events that brought our community together to celebrate Australian storytelling. The READ Team curated a vibrant program featuring three acclaimed writers - Chris Hammer, Jane Harper and Judy Nunn – allowing library members to connect directly with the creators behind their favourite books. All events were free for members. Attendance was strong:

- Chris Hammer – 98 attendees
 - Jane Harper – 250 attendees
 - Judy Nunn – 100 attendees
- Total participation: 448 community members



By featuring celebrated Australian authors and creating opportunities for direct engagement, the In Conversation series strengthened our role in fostering a vibrant culture of reading within the community.

The series also enhanced our reputation as a key cultural destination in the region. Notably, hosting Judy Nunn’s only Melbourne metropolitan appearance positioned Connected Libraries as a preferred partner for major author tours and highlighted the calibre of programming we can attract and deliver.

Across all three events, the community response was overwhelmingly positive. Attendees were inspired by rich storytelling, thoughtful Q&A sessions and valued book-signing opportunities.

Delivering three large-scale events within a four-week period further showcased the library READ Team’s outstanding coordination, creativity and commitment. Their efforts resulted in meaningful community engagement and an impressive month of programming.



“What a truly fantastic event you put on at Casey on Friday evening! A huge thank you to you and your colleagues at Connected Libraries for inviting me and giving me such a wonderful opportunity to talk about Last One Out to so many enthusiastic readers. I’m also grateful to Courtney for leading a really enjoyable and insightful conversation – I know how much time and preparation it takes to do that as well as you did, so I really appreciate it.” Jane Harper



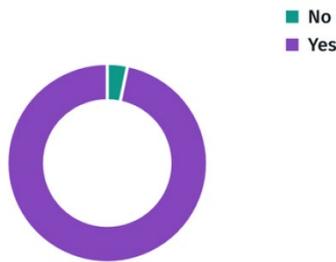
Strategic Outcome 2 – Stronger Connections

Core Priority 1.3 Reach out to non-users, promoting the benefit of library engagement to inspire broader community participation.

Action – Identify barriers to library participation through non-user surveys and community consultation.

The Community Survey was live from Friday 24 October until Saturday 8 November and we recorded a total of 2,573 responses. Below is a summary of information captured regarding current non-users.

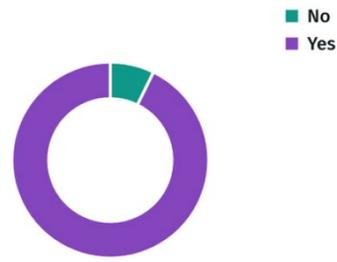
Are you a library user?



Yes - 97% (2,489 Responses)
 No - 3% (84 Responses)

Responses: 2,573

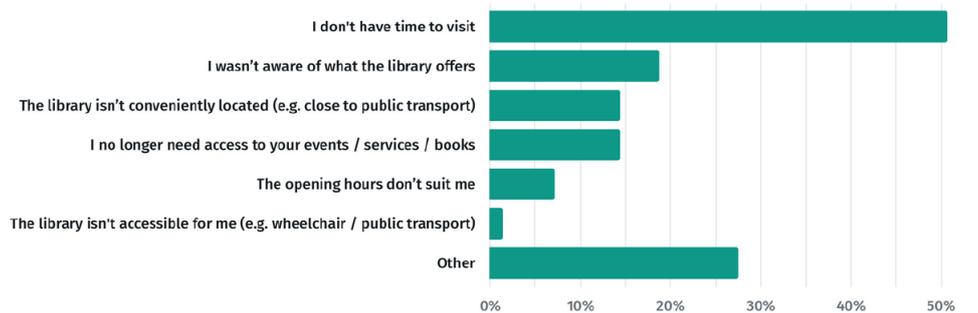
Have you ever been a library user?



Yes - 97% (2,489 Responses)
 No - 3% (84 Responses)

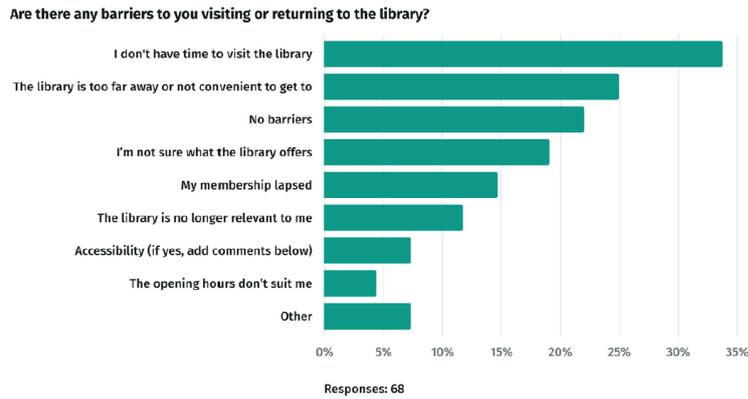
Responses: 83

What made you stop using the library?

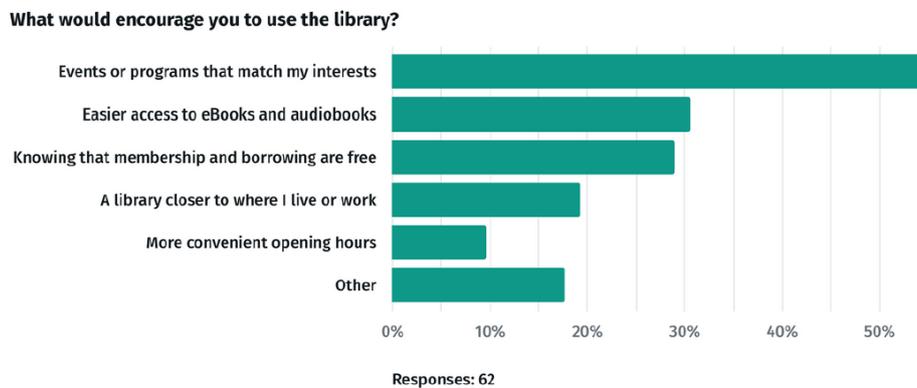


Responses: 69

Respondents most commonly stopped using the library due to a mix of personal circumstances and access challenges. Health issues, mobility limitations, parking difficulties, and distance made in-person visits harder, while others shifted naturally to digital alternatives such as eBooks and online learning. Some noted reduced reading habits, discontinued programs they once attended, or challenges finding popular titles. Despite this, many still expressed a positive view of the library and a willingness to return when circumstances change.



Barriers to returning centred on understanding the options available to renew their membership, physical accessibility, and individual needs. Respondents described difficulties with online- membership renewal, restrictive or inconvenient parking, stairs and crowded study spaces, and environments that feel challenging for neurodivergent children. Others simply read less now or face health issues that limit outings altogether. These barriers highlight opportunities to create more inclusive, user-friendly pathways back to the library.



Respondents suggested that accessible, non-digital membership renewal, improved transport or parking options, and wider availability of popular books would support their return. Clearer communication about services—such as receiving brochures by mail—was seen as helpful, alongside more welcoming physical spaces with additional general seating. Continued interest in children’s programs and diverse collections demonstrates strong potential for re-engaging families and lapsed users alike.

Across these insights, re-engagement could be strengthened through increased promotions of flexible renewal options, improving access and wayfinding, including parking and mobility-friendly design; and enhancing the comfort and inclusivity of physical spaces for all ages and abilities. Targeted communication—especially using traditional channels—would help reach less tech-confident residents, while curated displays, high-demand collections, and family-focused programming can reignite interest and rebuild routine use. Together, these strategies create multiple pathways for lapsed users to reconnect with the library in ways that feel accessible, relevant, and welcoming.

RECOMMENDATIONS

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

STRATEGIC OUTCOME 1: Discovery and Learning

Key Objectives:

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

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

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

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
1.1	Expand our collections in response to community demand, and principles of sustainability.	Scope options to expand our "Library of Things"	GMCE/ Collections and LH Manager	Working group to include Erin (messaging and consultation) Emily L and Tim, and Dave - Dig Ops	31/12/2025	Green
		Form sustainability working group.	GMCE/BMTL	Courtney	31/12/2025	Green
		Evaluate current non fiction genres.	GMCE/ Collections and LH Manager	Collections Team	30/06/2026	Red
		Review and update digital resources.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	30/06/2026	Red

1.2	Provide essential technology, internet access, and digital literacy support to offer opportunities to explore and benefit from emerging technologies	Expand digital literacy programs to meet community demand.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	ongoing	Green
		Improve accessibility and availability of borrowable technology.	GMFDO	Digital Operations Team	ongoing	Green
		Facilitate community education in Artificial Intelligence.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	ongoing	Red
		Develop a Digital Safety page on Connected Libraries website supporting cyber-education.	GMCE/ GMFDO	Digital Operations and Marketing teams. Digital Literacy Team for comms and training	31/12/2025	Red
1.3	Provide tools and technologies that foster literacy, learning and a love of reading for children, young people and adults.	Deliver literacy programs for school aged children.	GMCE/ CYOM	Children's and Youth Team	ongoing	Green
		Participate in statewide and local initiatives promoting the love of reading.	GMCE/ Leadership	Children's and Youth Team, Adult programs (READ)	ongoing	Green
		Leverage social media to foster literacy and a love of reading.	GMCE/ Marketing	Marketing team, READ and Children's and Youth Team	ongoing	Green
1.4	Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.	Develop Local History Strategy.	GMCE/ Collections and LH Manager	Local History Librarian and Collections and LH Manager	31/12/2025	Green
		Explore platforms for archives.	GMCE/ Collection and LH Manager	Local History Librarian and Collections and LH Manager	31/12/2025	Green
		Deliver programming and training to promote the Digital Memory Station.	GMCE/ Collections and LH Manager	Local History Librarian and Digital Literacy Team	30/10/2025	Blue
1.5	Develop our community language collections to reflect the cultural diversity of our region.	Evaluate English Language Support collections.	GMCE/ Collections Team	Collections and LH Manager and CALD team	31/03/2026	Red
		Review Culturally and Linguistically Diverse physical and digital collections.	GMCE/ Collections Team	Collections and LH Manager and CALD team	31/03/2026	Red

STRATEGIC OUTCOME 2: Stronger Connections

Key Objectives:

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

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

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

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

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
2.1	Collaborate with Council, health, employment, legal and social services to address informational needs across the community.	Partner with Health service providers to deliver programs within our libraries.	GMCE/ Bunjil Place Library and Partnerships Manager	Tim - program specialists	ongoing	Green
		Partner with local organisations to provide in branch support and connect community to services.	GMCE/ Leadership	Tim and BMTL	ongoing	Green
		Perform a feasibility study related to a social worker in the library for community and staff.	GMCE	GMCE	31/03/2026	Red
		Explore partnership opportunities with new Cranbourne Community Hospital.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team (trial at monash), outreach	ongoing	Red
		Work with Council to promote aged care services within the City of Casey.	GMCE/ Bunjil Place Library and Partnerships Manager	Tim and Adult Programs - ageing positively and services	ongoing	Green

2.2	Review the impact and reach of our services.	Evaluate the sustainability of our programs and services.	GMCE/ Leadership	Program Specialists - bmtl - Digital Operations	ongoing	
		Implement a program and event feedback system to measure impact and engagement.	GMCE/ Leadership	Marketing and Program Specialist, and Executives	31/12/2025	
		Refine customer surveys to align metrics with strategic goals.	Executive	Marketing and Program Specialist, and Executives	31/12/2025	
2.3	Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.	Enhance support for new residents and recent arrivals through community-focused programs.	GMCE/ Outreach and Marketing Teams	adult programming, partnerships, marketing outreach	ongoing	
		Engage multicultural communities by utilising staff diversity and language strengths.	Leadership	adult, cald, marketing, youth, dig lit,	ongoing	
		Strengthen and expand the CALD focus group for community co-design of multicultural programs.	GMCE/ Hampton Park and CALD Manager	GMCE CALD manager/ Council	31/10/2025	
		Deliver events and programs that celebrate diversity and build community connections.	Leadership	Leadership	ongoing	
2.4	Raise awareness and advocate for key community challenges and needs.	Deliver programs and activities related to Domestic Violence education and support.	Leadership	adult/youth/marketing -	ongoing	
		Liaise and work with council and key stakeholders to investigate key challenges and inform future planning.	Executive	Leadership	ongoing	
		Support community in the context of cost of living crisis through programs and services.	Leadership	Adult programs, Partnerships, Collections	ongoing	

2.5	Partner with external organisations to deliver workshops and programs to support community education.	Participate in local, state and national campaigns with a focus on mental health and wellbeing.	Leadership		ongoing	
		Seek grant and sponsorship opportunities to support service delivery.	Executive	Specialists -	ongoing	
		Deliver community workshops in partnership with education providers.	Leadership	Tim - program specialists	ongoing	
2.6	Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.	Identify barriers to library participation through non-user surveys and community consultation.	GMCE/ Marketing	Marketing team and Leadership	31/10/2025	
		Explore use of social media to build profile amongst non users.	GMCE/ Marketing	Marketing Team	Ongoing	
		Increase visibility of library services through targeted marketing campaigns for community groups.	GMCE/ Marketing	Marketing Team	Ongoing	
2.7	Expand our services to underserved areas, aged care facilities and community groups.	Foster connections with local schools particularly in growing residential areas.	GMCE/ CYOM	CYS, Outreach teams	Ongoing	
		Map membership across City of Casey to identify underserved areas and inform service activities	GMCE/ Marketing	Outreach Team	30/11/2025	
		Use outreach and volunteer workforce to deliver services beyond fixed branches.	GMCE/ CYOM	Outreach teams, GMOD	ongoing	

STRATEGIC OUTCOME 3: Dynamic Spaces

Key Objectives:

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

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

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

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

	Core priority	Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
3.1	Create adaptable spaces that meet the needs of local community priorities.	Review library areas to ensure they support study, recreation, and social interaction.	Executive	BMTL	31/10/2025	Green
		Support Casey in the development of community spaces that combine services, programs and collaboration opportunities.	Executive	Collections, Marketing, BMTL	31/03/2026	Green
3.2	Expand service delivery points to enhance convenience and access.	Review current service delivery points to ensure we are delivering to community needs.	GMCE/ Leadership	Outreach and Digital Operations Team	31/12/2025	Red
		Provide guidance and support to Member Council on the future development and delivery of library services.	Executive	Leadership Team as required	ongoing	Green
		Support City of Casey in applying for grants to expand service delivery.	Executive	Leadership Team as required	ongoing	Green
		Explore external funding sources to support the growth of service delivery points and outreach programs.	Executive	Leadership Team as required	ongoing	Green

3.3	Design digital and physical spaces that go beyond current accessibility standards, providing inclusive and user-friendly environments for everyone.	Enhance website accessibility to improve user experience.	GMCE/ Marketing/Collections	Leadership Team as required	31/12/2025	Green
		Work with City of Casey access team to evaluate physical spaces for compliance with accessibility standards, identifying areas for improvement.	Leadership		30/06/2026	Red
		Develop online and physical wayfinding tools to improve accessibility and service delivery.	GMCE/ Marketing / GMFDO		30/06/2026	Red
3.4	Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability.	Explore design of maker/creator spaces in new build opportunities.	Executive		ongoing	Green
		Develop flexible maker/creator space programs.	GMCE/ GMFDO		ongoing	Green
3.5	Ensure the library website and online platforms provide seamless access to collections and services.	Conduct comprehensive website review including user experience, website mapping and flow.	GMCE/ Marketing Manager	Marketing and Digital Operations Team	30/06/2026	Green
		Utilise technology to improve customer booking systems and interfaces.	GMFDO		30/06/2026	Red
		Map and review the digital journey for our members, exploring CRM options and key communications	GMFDO/ Marketing		30/06/2026	Green

STRATEGIC OUTCOME 4: Outstanding People and Performance

Key objectives:

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

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

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

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
4.1	Build an adaptable workforce to meet the changing needs of service delivery.	Streamline and strengthen internal communications to promote team connection and efficiency.	GMFDO/ Digital Support and Analytics Team Leader		ongoing	Red
		Utilise insights from staff skills-audit, performance reviews and work planning to create training and development opportunities.	GMOD	Leadership	ongoing	Green
		Review and improve onboarding and induction processes.	GMOD	BMTL	31/12/2025	Green
		Recruit staff with diverse skills and experiences to align with and respond effectively to the evolving needs of the community.	GMOD	Leadership	ongoing	Green
4.2	Foster diversity in our staff and volunteers.	Promote employment opportunities with First nations employment networks, multicultural organisations, and disability employment agencies.	GMOD		ongoing	Green
		Benchmark volunteering opportunities with other libraries, community organisations, and volunteer programs in the City of Casey to adopt best practices.	GMOD/ CYOM	Outreach Team Leader	31/12/2025	Red
		Partner with SMRC to increase CALD volunteer participation/opportunities in our libraries	GMOD/ Hampton Park and CALD Manager		31/03/2026	Red

4.3	Prioritise staff health, wellbeing and workplace safety.	Deliver debrief training to leadership team to improve incident response procedures.	GMOD		31/12/2025	
		Review Elumina incident management system to streamline reporting and staff training.	GMOD	HSR and Leadership	31/12/2025	
		Benchmark HSR procedures against other public libraries	GMOD	HSR	31/03/2026	
		Deliver annual emergency management training program	GMOD	Leadership	30/06/2026	
4.4	Work with sector partners to deliver statewide library initiatives.	Connected Libraries represented in Public Libraries Victoria Special Interest Groups.	CEO	Leadership	ongoing	
		Deliver statewide initiatives including literacy, reader development and technology programs.	GMCE	Leadership	ongoing	
		Support statewide advocacy and marketing campaigns.	CEO	Leadership	ongoing	
4.5	Implement updated and emerging governance, regulatory and compliance standards.	Conduct an administrative process review to streamline workflows, leveraging technology to automate tasks, enhance controls, and improve compliance and efficiency across the organisation.	GMFDO	Digital Operations Team	31/03/2026	
		Ensure Connected Libraries Ltd complies with reporting requirements to relevant commission. (Australian Charities and Not for Profits Commission)	CEO/ GMFDO		ongoing	
		Ensure policies and practices align with gender equality requirements	Executive		ongoing	
		Review Risk Management Plan and implement regulations required for <i>Occupational Health and Safety (Psychological Health) Legislation due 1st December 2025</i>	GMOD		30/11/2025	
		Meet the requirements of Connected Libraries/City of Casey Service Level Agreement	CEO	Executive	ongoing	
		Work with appointed liquidator and Council representatives to finalise the wind up of CCLC	CEO/ GMFDO		30/06/2026	

GENERAL BUSINESS

31/2025 INTERNAL AUDIT

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on request for quotes for a four-year, outsourced Internal Audit Plan.

Library Plan 2025-2029 reference – 4.5

Background and Discussion

Under the terms of the current Library Agreement (Part 3, section B(h)), the Board should determine on an annual basis as part of the budget process, the requirement for provision of an internal audit function.

At the August meeting, the Board resolved that cost estimates should be sought from an external provider to develop a four-year audit plan that includes one internal audit per year. Cost estimates may inform further Board discussion on options for governance and controls moving forward.

The Executive have sought cost estimates from several providers and received two written responses in time for consideration by the Board at this meeting.

- Provider 1: Initial response indicated an hourly rate of \$150 ex GST. For a three-week audit period across the year this equates to \$17-18,000 ex GST.
- Provider 2: A further response received provided an estimate for two reviews per year across four years, including development / update to internal audit plan and attendance of two Board meetings to present the internal audit reports will be approximately \$25,000 ex GST p.a. This provider explained that two reviews per year, one large and one minor, was appropriate for an organisation of CL's size and complexity.

Note: The draft budget 2026-2027 (report 26/2025) does not currently include an allocation for Internal Audit expenditure.

Considerations:

- Is there an acceptable Return on Investment for an Internal Audit process
- Consider timing of beginning a set four-year audit program and draft budget 2026-2027
- 2026-2027 draft budget is projecting a \$120,000 deficit
- Consider the option of ad hoc internal auditing of higher risk areas of the business (eg. Child Safe processes)

Conclusion

The Board should consider current practices and opportunities for improvement for the future regarding governance and compliance. Directors remain responsible for the governance of finance, audit and risk matters for Connected Libraries Ltd.

RECOMMENDATIONS

- 1. That the Board notes the Internal Audit update.**

32/2025 MEETING SCHEDULE 2026

Report prepared by Beth Luppino

Purpose

To provide the Board the meeting schedule for Connected Libraries Limited Board meetings in 2026.

Library Plan 2025-2029 reference – 4.5

Discussion

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

The following dates are proposed for 2026 meetings of the Library Board:

Date	Location	Agenda Items
Wednesday 25 February 2026	Online	<ul style="list-style-type: none"> Facilities Development Plan (draft annual update) Budget 2026–2027 (second draft) Library Plan 2025–2029 update (review of annual KPIs) Risk Management Plan – Quarterly Review
Wednesday 22 April 2026	Online	<ul style="list-style-type: none"> Strategic Resources Plan (final draft) Budget 2026–2027 (final draft) Risk Management Policy Risk Management Plan – Quarterly Review Annual Action Plan mid-term report
Wednesday 24 June 2026	In person	<ul style="list-style-type: none"> Procurement Policy Library Plan 2025-2029 update (adopt) Annual Action Plan 2026-2027 (draft) Board Code of Conduct (draft)
Wednesday 26 August 2026	Online	<ul style="list-style-type: none"> Year End Finance Report Annual Report 2025–2026 (draft) -including Financial Reports CEO’s Performance Review – KPI’s 2025-2026, plan 2026-2027 Risk Management Plan – Quarterly Review
Wednesday 28 October 2026 *	Online	<ul style="list-style-type: none"> <i>Optional meeting *</i>
Wednesday 25 November 2026	In person	<ul style="list-style-type: none"> Inaugural Annual General Meeting of Connected Libraries Ltd
		<ul style="list-style-type: none"> Meeting Schedule 2027 Risk Management Plan – Quarterly Review Annual Action Plan mid-term report

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

Annual General Meeting

The CL Ltd Constitution states that the company must hold an annual general meeting:

- a. within 18 months of incorporation; and
- b. after the first annual general meeting, in each financial year.

The Board must convene the annual general meeting (AGM). Given the timing of audit completion in 2025, it is proposed that the inaugural AGM is scheduled directly before the November Board meeting. Council must nominate a representative to vote on motions on behalf of Council at that meeting.

The business of the AGM will include:

- a. the consideration of the annual financial report, directors’ report and auditor’s report;
- b. the appointment of the auditor; and

- c. determination of auditor's remuneration.

Note: The Annual Information Statement (and audited 2025-2026 Financial statements) must be reported to the ACNC by 31 December 2026.

As indicated above, the Constitution indicates that the first AGM must be held within 18 months of incorporation. While the company was registered on February 11 2025, it is reasonable to take the date of incorporation as the transfer of assets and commencement of trading on 1 July. This will allow the inaugural AGM to include the required Annual Financial Statements (central business of the meeting).

Conclusion

Once finalised, the schedule of Connected Libraries Limited Board meetings will be forwarded to City of Casey for diary management purposes and calendar invitations sent out to Board members.

RECOMMENDATIONS

- 1. That the schedule of meeting dates and times for 2026 be agreed on and then forwarded to City of Casey and invitations sent to Connected Libraries Limited Board members.**

NEXT MEETING

Wednesday 25 February 2026 – Online Teams Meeting