

# **AGENDA**

**Board Meeting**  
**Wednesday 25 February 2026**  
**4.00pm**

**Online Meeting via Teams**

<b>1. Present</b>		
<b>2. Apologies</b>		
<b>3. Acknowledgement of the Traditional Owners</b>		
<b>4. Declaration of Conflicts of Interest</b>		
<b>5. Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday 26 November 2025.</b>		
<b>6. Strategies/Plans</b>		<i>Page No.</i>
01/2026	<b>Draft Budget 2026-2027</b>	3
02/2026	<b>Draft Facilities Development Plan 2023-2027 (updated February 2026)</b>	6
<b>7. Officers' Reports</b>		
03/2026	<b>Finance</b>	8
04/2026	<b>Organisational Risk</b>	11
05/2026	<b>Operational Performance</b>	14
06/2026	<b>Library Plan 2025-2029– Actions and Achievements</b>	20
<b>8. General Business</b>		22
<b>9. Next Meeting</b>		22

**STRATEGIES/PLANS**

**01/2026 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 Draft 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 7 existing CL Branches, Library Lockers and Outreach Van.

**Discussion**

This budget varies from the previous draft presented in November 2025, based on updated key assumptions, relating to Rate Cap and the 2026 Capital Expenditure. 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: 2.75% (2027 Financial Year rate, announced in December)
- PLFP & PRC Funding Increase: 0% (Prior year received no increase)
- EA Salary Increase 2.2% (EA Rate – higher of 80% of Rate Cap, or 1.5%).

**Income Statement**

Comprehensive Income Statement	2024-25	2025-26	2026-27	Variance to 2025-26	
	Actuals	Budget	Budget	Budget	
	\$	\$	\$	\$	%
<b>Income</b>					
Contributions - City of Casey	7,073,833	7,922,934	7,734,747	(188,187)	-2.38%
<i>Recurrent</i>	7,073,833	7,527,734	7,734,747	207,013	2.75%
<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	236,201	(26,857)	-10.21%
<i>Printing &amp; Photocopying</i>	64,202	55,302	60,833	5,531	10.00%
<i>Interest on Investments</i>	195,858	130,000	113,750	(16,250)	-12.50%
<i>Sundry Recoverable</i>	28,604	51,480	34,147	(17,333)	-33.67%
<i>Programs, meeting rooms &amp; other charges</i>	36,367	26,276	27,471	1,195	4.55%
Net gain on disposal of assets	(457)	-	-	-	
<b>Total income</b>	<b>9,573,812</b>	<b>10,361,396</b>	<b>10,146,352</b>	<b>(215,044)</b>	<b>-2.08%</b>

<b>Expenses</b>					
Employee costs	6,774,801	7,297,500	7,387,448	89,948	1.23%
<i>Training &amp; Development</i>	148,707	146,800	148,818	2,018	1.37%
<i>Salaries, Super &amp; Leave Entitlements</i>	6,581,592	7,062,400	7,174,990	112,590	1.59%
<i>Workcover, OHS &amp; Travel</i>	44,502	88,300	63,640	(24,660)	-27.93%
Materials and services	1,103,508	1,131,975	1,128,762	(3,213)	-0.28%
<i>IT &amp; Communications</i>	620,283	619,475	620,308	833	0.13%
<i>Library materials</i>	367,270	367,000	367,000	-	0.00%
<i>Marketing and library programs</i>	115,956	145,500	141,454	(4,046)	-2.78%
Depreciation and amortisation	1,152,606	1,272,100	1,307,083	34,983	2.75%
Other expenses	406,057	427,200	443,300	16,100	3.77%
<i>Auditors' remuneration - VAGO</i>	32,000	32,000	32,880	880	2.75%
<i>Freight - daily branch collection transfers</i>	86,353	95,200	97,294	2,094	2.20%
<i>Photocopying, Printing &amp; Stationary</i>	49,694	48,200	49,526	1,326	2.75%
<i>Others</i>	238,010	251,800	263,600	11,800	4.69%
Net loss on disposal of equipment	-	-	-	-	
<b>Total expenses</b>	<b>9,436,972</b>	<b>10,128,775</b>	<b>10,266,593</b>	<b>137,818</b>	<b>1.36%</b>
<b>Total comprehensive result</b>	<b>136,839</b>	<b>232,621</b>	<b>(120,241)</b>	<b>(352,862)</b>	

## Revenue

- Council Contributions
  - 2.75% increase (updated) on FY26 Contributions (including Independent Board Member remuneration & furniture renewal).
- State Government
  - PLFP assumed 0% increase on FY26 Actuals
  - PRC assumed 0% increase on FY26 Actuals
- Other Income
  - **Interest on Investments** - \$3.25 million investment balance at 3.5% assumed rate.
  - **Printing and photocopying** - Printing revenue increased in line with current revenue being achieved and small increase with the opening of Clyde Township Library Lounge.
  - **Programs, meeting rooms and other charges** - Library programs and meeting room hire increased in line with actuals being received in 2026 so far.

## 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 2025-26	
	Actuals	Budget	Budget	Budget	
	\$	\$	\$	\$	%
<b>Books and materials</b>	<b>1,088,994</b>	<b>1,211,500</b>	<b>1,121,100</b>	<b>(90,400)</b>	<b>-7.5%</b>
<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%
<b>Furniture and equipment</b>	<b>226,746</b>	<b>505,065</b>	<b>195,500</b>	<b>(309,565)</b>	<b>-61.3%</b>
<i>Recurring furniture &amp; 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%
<b>Motor Vehicles</b>	<b>55,322</b>	-	-	-	-
<b>Total Capital Expenditure</b>	<b>1,371,062</b>	<b>1,716,565</b>	<b>1,316,600</b>	<b>(399,965)</b>	<b>2.5%</b>

**Capital Expenditure**

- Motor Vehicle
  - Executive vehicle was purchased in FY25 (3-year renewal policy).
- Library Materials
  - Investment in collection has not been increased for FY2027. Any FY2026 projects that were funded Individually have been removed from the budget.
- Digital Equipment & Furniture
  - Investment in Furniture & Digital Equipment has not been increased for FY2027. Any FY2026 projects that were funded Individually have been removed from the budget.

**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**

This Draft Budget 2026-2027 reflects a business-as-usual approach for CL’s seven branches, Library Lockers, and Outreach Van, incorporating confirmed rate cap and salary adjustments along with key financial assumptions. While State Government funding levels remain uncertain, this budget provides a strong foundation for planning. The next version, alongside the four-year Strategic Resource Plan, will be presented to the Board in April 2026 for endorsement before submission to the City of Casey.

**RECOMMENDATIONS**

1. That the Draft Budget Report 2026-2027 be noted.

**02/2026 DRAFT FACILITIES DEVELOPMENT PLAN 2023-2027 (UPDATED FEBRUARY 2026)**

**Report prepared by Beth Luppino**

**Purpose**

To provide the Board an updated Facilities Development Plan 2023-2027 that reflects the current and future library infrastructure needs for the Casey community.

*Library Plan 2025-2029 reference – 4.5*

**Background**

Connected Libraries plays a vital role building happier, healthier and more resilient communities in the City of Casey through the provision of safe and free public spaces, access to digital technology, lending collections and free programs and events for all ages.

The City of Casey provides and maintains the facilities that enable us to deliver high quality library services.

The Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces now and in the future, and identifies opportunities for asset renewal. It incorporates elements of industry best practice and aligns with Council’s [Infrastructure Strategy 2021-2025](#) and associated Capital Works Programs.

The Facilities Plan is reviewed every year and provided to Council for noting. A major review of the plan occurs once every four years.

In addition to the Facilities Plan, the Connected Libraries Agreement, site-specific License Agreements and MOUs (Memorandum of Understandings) between CL and City of Casey exist to manage the day-to-day operational/maintenance requirements of current library facilities.

In late 2025, CL conducted a community survey, receiving over 2,500 responses. We asked about all aspects of library services, including facilities and infrastructure. Feedback included:

- Very high satisfaction with safety and welcome – “I feel safe and welcome when using the library service” recorded a mean score equivalent to 4.4/5.
- Libraries are widely viewed as essential community infrastructure – “The library provides essential services to the community” scored approximately 4.5/5, with nearly 80 percent giving very high ratings.
- We could improve by offering more quiet spaces for study and work, and introduce zones and acoustic treatments to manage the spaces better
- Requests were also made to make spaces more accessible including for neurodiverse community members, reiterating the need for quiet spaces, improved wayfinding, and more accessible layout.

Community feedback will help to guide improvements for current facilities along with the planning of future service points.

**Discussion**

The Facilities Development Plan received a major review in 2023. The attached Plan has minor updates, reflecting changes that have occurred since the last review date in February 2025. The attachment has tracked changes highlighted throughout for notable amendments.

Notable changes and updates:

Page	Change
3	References in the Purpose section updated in line with the new Library Plan 2025-2029
5	Remove reference to the Regional Library Agreement and updated with the Library Agreement, as per Connected Libraries Ltd Agreement with Council.
6	Updated references to Council Plan which now incorporates the municipal public health plan.

9	Bunjil Place Library – addition of amphitheatre sound system and furniture renewal as achievements.
10	Cranbourne Library – background – updated to include reference to planned Cranbourne Hub in Lyall St.
12	Endeavour Hills – addition of improvement opportunity – renew air-conditioning systems.
13	Hampton Park – upgrade of staff kitchen added to future improvements. Work on this is about to commence
15	Addition of Clyde Township Library Lounge
-	Updated data references and statistics throughout
-	References throughout to service locations include Clyde Township Library Lounge, and Clyde Library Locker.

**Conclusion**

The current plan reflects the economic and social influences that impact the development of facilities; models of best practice, and opportunities for future development to assist the Connected Libraries and Council teams in planning for library services in the future.

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**RECOMMENDATIONS**

- 1. That the Board endorses the updated Facilities Development Plan 2023-2027(updated February 2026), and that the CEO provides the updated plan to Council for noting.**

# CONNECTED LIBRARIES

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Ignite your imagination

## Facilities Development Plan

2023-2027

**(Updated February 2026)**

**Draft:** 25 February 2026



## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Our Vision.....</b>	<b>3</b>
<b>Our Mission.....</b>	<b>3</b>
<b>Purpose .....</b>	<b>3</b>
<b>Regional Overview.....</b>	<b>4</b>
<b>Liveability in Casey.....</b>	<b>5</b>
<b>Roles, Responsibilities and Funding Opportunities.....</b>	<b>5</b>
<b>Impacts on Library Function and Design.....</b>	<b>6</b>
<b>Health and Wellbeing .....</b>	<b>6</b>
<b>Technology .....</b>	<b>6</b>
<b>Sustainability.....</b>	<b>6</b>
<b>Economic Development.....</b>	<b>6</b>
<b>Library Design and Planning .....</b>	<b>7</b>
<b>Design Principles .....</b>	<b>7</b>
<b>Design Models .....</b>	<b>8</b>
<b>Current Library Facilities.....</b>	<b>9</b>
<b>Bunjil Place Library .....</b>	<b>9</b>
Background.....	9
Opportunities for facility improvement.....	9
<b>Cranbourne Library.....</b>	<b>10</b>
Background.....	10
Opportunities for facility improvement.....	10
<b>Doveton Library .....</b>	<b>11</b>
Background.....	11
Opportunities for facility improvement.....	11
<b>Endeavour Hills Library .....</b>	<b>12</b>
Background.....	12
Opportunities for facility improvement.....	12
<b>Hampton Park Library .....</b>	<b>13</b>
Background.....	13
Opportunities for facility improvement.....	13
<b>Cranbourne West Library Lounge .....</b>	<b>14</b>
Background.....	14
Opportunities for facility improvement.....	14
<b>Clyde Township Library Lounge .....</b>	<b>15</b>
Background.....	15
Opportunities for facility improvement.....	15
<b>Major Branch Works and New Facilities Planning .....</b>	<b>16</b>
<b>Conclusion.....</b>	<b>17</b>
<b>Appendix 1 – Further resources .....</b>	<b>18</b>



## Introduction

Connected Libraries plays a vital role building happier, healthier and more resilient communities in the City of Casey. We support lifelong learning, provide safe and free public spaces, enable access to digital technology and strengthen communities. We work with other community support organisations to improve the Health and Wellbeing of Casey residents.

The City of Casey provides the facilities that enable us to deliver high quality library services. This Facilities Development Plan supports future service planning by outlining key strategic considerations for the provision of library spaces. It incorporates elements of industry best practise and aligns with Council's [Infrastructure Strategy 2021-25](#) and associated Capital Works Programs.

Additionally, the Regional Library Agreement, the Connected Libraries Agreement (from July 2025), site-specific License Agreements and other agreements between CL and City of Casey exist to manage the day to day operational/maintenance requirements of current library facilities.

## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Mission

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

## Purpose

We are dedicated to empowering and connecting our community by providing accessible resources, dynamic programs, and inclusive spaces that promote learning and opportunities for social connection.

Our purpose is to inspire curiosity, foster community engagement, and offer trusted access to information, supporting people of all ages in their personal and collective journeys. We believe in creating spaces that are welcoming, educational, and engaging, and our diverse services are designed to meet the evolving needs of the communities we serve.

[This Facilities Development Plan supports the delivery of Strategic Area 3 in the CL Library Plan 2025-2029: Dynamic Spaces. The key objectives in the plan include:](#)

- [Create dynamic spaces: Provide flexible library spaces to support lifelong learning, creative activities, social connection and innovation.](#)
- [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.](#)



## Regional Overview

CL provides contemporary public library services to a rapidly growing and diverse community in the City of Casey of close to 450,000 people. Our population is growing rapidly, forecasts estimate that the population in the City of Casey will exceed 614,000 by 2041. ([Profile.Id Population forecast, Casey](#)).

Our libraries are located at Cranbourne, Cranbourne West, Clyde, Doveton, Endeavour Hills, Hampton Park, and Narre Warren (Bunjil Place), with 24/7 accessible Library Lockers located in Cranbourne West, Clyde and Clyde North. CL has close to 100,000 members in Casey (31 January 2026). In 2024-2025 we had over 2 million loans (physical and digital) and over 1.5 million visits (physical and virtual) to our libraries.

Our community tells us that they see their local library as a safe and welcoming space\*. They value a place where they can freely gather and get access to up-to-date, relevant books, magazines and audio-visual materials, comfortable furniture, fast free Wi-Fi and interesting programs.

CL conducts community surveys annually.

Feedback in recent surveys has been consistent. Casey residents want:

- Greater access to library service locations and opening hours
- More parking and transport options
- Comfortable and flexible spaces
- Spaces to use their own tech and devices
- Free access to Public PCs
- Access to food/drink quickly so they do not have to pack up their work
- Study/ Quiet areas
- Extended Family activities – where they can do things together
- Spaces to learn and be creative
- Spaces to collaborate

The use of library spaces as ‘community loungerooms’ and places of social connection continues to grow in importance – particularly for emerging communities in our growth corridors. The positioning of library branches in accessible areas (people can walk to them and or easily catch public transport) is critical.

*\*Community survey August 2024*



## Liveability in Casey

City of Casey's 2024 Shape Your City Survey identified that access to safe public space was a priority for local residents.

The ability for library services to combat isolation and connect people with learning opportunities is well documented. The fact that services remain free is important, providing welcome relief from consumer exhaustion, and providing community connection for lower income earners.

Libraries are often mentioned in conjunction with other essential Council services (roads, waste collection, community health) – they are perceived by many as part of the essential offering that Council should provide.

Connected Libraries helps to strengthen the liveability outcomes for Casey's communities by:

- Provision of **welcoming and culturally inclusive space** for people to read, relax, connect, learn and work.
- Provision of user-focused library website, apps and **digital technologies** to facilitate wider access to library services.
- Provision of **24/7 access** to physical and virtual library collections, services and support.
- Provision of and partnering in delivery of **lifelong learning** opportunities.
- Delivery of **outreach services, programs and collections** in community settings by library staff, partner organisations and other Council Departments.
- Shifting from **transactional** services behind the desk to **transformational** information, user support and community development roles that happen on the library floor and in community locations.

## Roles, Responsibilities and Funding Opportunities

Connected Libraries provides library services on behalf of its sole member, City of Casey. The Library Agreement, outlines the responsibilities of the parties. There are also formal license Agreements for each site that define the responsibilities of the Council and CL with respect to development, management and maintenance of library infrastructure.

Council is responsible for the provision of buildings (including fixed furniture and fittings), building maintenance, cleaning and payment of utilities and security in the branches.

Future development of libraries in the municipality is dependent on co-operative investment from City of Casey and State or Federal Governments, along with additional funding partners as relevant to individual projects (eg. Developers). CL's role in encouraging infrastructure investment is to provide guidance, information and advice to Council, as a subject matter expert.

The State Government has funding available for new or improved developments through the 'Living Libraries' infrastructure program. Projects may be funded up to the value of \$1,000,000 per project and require additional co-contribution from Council (available funding and application guidelines are updated annually.).

There are also opportunities to leverage additional State and Federal Government funding streams (eg. Growing Suburbs Fund, Growth Areas Infrastructure Contribution Fund) through integrating library developments with other social infrastructure projects. Further opportunity to diversify facility development funding streams exists within the Casey context, with the availability of Infrastructure or Developer Contribution Funds.



## Impacts on Library Function and Design

Libraries are widely recognised for their role in fostering creativity; inspiring lifelong learning; supporting social inclusion; health and wellbeing; and building community resilience.

The value of public libraries to community is so much more than a book lending service. Successful public libraries facilitate programs and activities that engage and inspire their community. They are staffed by professionals, who understand that great public libraries build strong resilient communities.

There is a growing understanding that librarians, community development workers, teachers, youth workers and community health professionals all have a role to play in contemporary public libraries.

## Health and Wellbeing

In 2021, Public Libraries Victoria and State Library Victoria invested in the development of a Health and Wellbeing Strategic Framework, to guide libraries in connecting with key Health partners, to advocate for Health and Wellbeing funding and to position libraries at the table of decision makers in the Health sector. The Framework also recognises the key role libraries play in connecting community to quality health information, supporting social connection and working in disease-prevention.

CL recognises that we play an important role in this space and deliver activities that align with the framework. [Particularly in the areas of 'Healthy eating and food security' \(example, our Seed Library\), and Mental Health and Social Inclusion \(examples, Knit and Stitch group, Book Groups, English Conversation classes\).](#)

CL works with Council, Monash Health, enLiven, VicHealth, Aligned Leisure and other community partners to deliver programs that support better health and wellbeing outcomes for residents. Our services and programs also align with Council's [four year plan, that includes health priorities for the region.](#)

## Technology

Public libraries have a critical role ensuring universal access to information through free access to technology as well as training and education.

Digital inclusion at the national level is improving, increasing from 67.5 in 2020, to 73.6 in 2024. Casey sits slightly above this national average, with a score of 75.6. However, access to the useable internet is only part of the picture. The evolution of essential services to cloud-based platforms (eg. MyGov, Medicare, passport and visa services, adult education, Immunisation certificates) means that our community need help to learn the skills to use these. ([Australian Digital Inclusion Index - The national picture](#) ).

## Sustainability

CL will work with Council's Waste and Sustainability team in order to meet the following commitments: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging members of the community to take action through educational opportunities.

## Economic Development

Public libraries play a role in facilitating economic development. Our libraries provide spaces where start-ups and small businesses can work, research, access low cost training, communicate and collaborate with customers and business partners.

Public libraries also support the visitor economy through the provision of visitor services. They act as a magnet for visitors because people know they can get free access to the internet, send emails and research places to visit and stay.



## Library Design and Planning

State and Local Governments are thinking strategically about how to link services through the provision of integrated service hubs. CL welcomes this approach and recommends that our libraries are viewed as anchor tenants in this context. There is support at both local and State levels of Government to enable communities' greater access to the services they need locally. Known as [20-minute neighbourhoods](#), this focus is an opportunity for libraries to be incorporated into community and family service infrastructure to benefit the entire Casey community. [People Places – A Guide for Public Library Buildings in NSW \(Updated 2025\)](#) continues to be a key benchmarking document for the development of new libraries and renewal of existing facilities in Australia. This document presents a framework to develop new libraries and renew existing spaces, delivering local services that meet local needs. In July 2019 the Australian Library and Information Association (ALIA) endorsed People Places as a national standard.

In addition to this set of guidelines, there are emerging real-life local, national and international examples of quality developments to contribute to future thinking.

## Infrastructure Planning

Victoria's infrastructure Strategy 2021-2051 indicates a need to increase funding over the next five years to support local governments to plan and deliver libraries in Melbourne's seven growth area municipalities, including the City of Casey.

The Victorian Planning Authority (VPA) and a number of Interface Councils use the [Guide to Social Infrastructure Planning 2009](#) as a key reference. The guide indicates provision of a public library for every 30–60,000 people. There is no consideration of how lower order library services might be delivered in integrated settings in smaller population centres (level 2). City of Casey indicates an attraction to innovative delivery of services, including collocated or integrated service models such as Community Hubs, and community library or pop-up lounges to optimise under-utilised space.

## Design Principles

A library's success is enhanced by good design and a relevant location. Good design of public libraries includes:

- Inspiring design generating civic pride for citizens
- Defined spaces for diverse user groups
- Retailing approach to collection display
- High quality interior design that includes comfortable welcoming furniture, appropriate lighting and wayfinding signage
- Contemporary Information and Communications Technology embedded throughout; and
- Café style eating and drinking facilities

CL supports the following principles in the development of new and existing libraries:

- New Libraries will meet People Places Building Standards where possible
- Recognition of First Nations custodians and communities
- Listening to local communities and engaging them in the design and renewal of libraries
- Libraries will be accessible for all and incorporate universal design principles
- Libraries are for everyone and engender pride in local communities
- Libraries will incorporate Environmentally Sustainable Design Principles
- Library design will be future focused with flexibility and adaptability key aims
- Libraries are built as close as possible to existing or planned public transport services eg rail, bus.



## Design Models

Library facilities and design can be scaled to meet the needs of community in different parts of Casey. [‘People Places’](#) provides a useful overview of considerations before starting a new project. Options for scalability include:

1. Destination Library – providing services to community beyond the immediate catchment area, with larger floorspace, collection size of over 60,000, longer opening hours, and wide variety of regular programming and services. Examples include Bunjil Place and Cranbourne Libraries.
2. Branch Libraries – providing services to the immediate catchment area, with programs, collections of over 35,000, programs and design to meet the needs of local community; and also to complement other services collocated or nearby. Examples include Hampton Park, Endeavour Hills and Doveton Libraries.
3. Satellite Libraries – providing holds collection, small boutique (high demand) collections (approximately 4,000 items), free internet access, occasional programming. Either retro-fitted to make more of existing Community Facilities and to provide a geographic spread of Library services throughout the municipality; or included within the design of new or redeveloped community facilities. Could be enhanced with 24 Hour access, and/or Hold Collection lockers. Examples include Cranbourne West and Clyde Township Library Lounges.
4. Outreach Library Services – Providing services to housebound members, retirement homes, childcare or family and community centres, festivals and events, and outdoor library programs. Mobile services also offer interim solutions in emerging communities, where social infrastructure has not yet been developed and/or public transport and connection to existing branches is lacking.
5. eLibrary Services – website access to all online library resources 24/7.

Connected Libraries currently has libraries located in Narre Warren, Hampton Park, Endeavour Hills, Doveton, Clyde Township, Cranbourne West and Cranbourne. In addition to the fixed locations, an Outreach Services van delivers services to housebound members and also to educational centres, aged care facilities, festivals and events.

Library Lockers have been introduced to four sites in Casey since February 2024 – at the Cranbourne West Community Hub, Manna Gum Family and Community Centre and Orana Community House, and in January 2026 Lockers were installed at Clyde Township Family and Community Centre. These sites are all located in suburbs of concentrated and rapid growth. Members can reserve items for collection at the lockers, closer to their homes, and also return items to the library.

CL supports Council in the smart use of existing infrastructure to extend the reach of library services into new and emerging communities.



## Current Library Facilities

Each of the library facilities are listed below. The physical space, attributes and local community needs have been described along with a summary of opportunities for each location.

### Bunjil Place Library

Bunjil Place opened in October 2017. The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 7,300\* visitors per week.

\*(Based on Visitation in 2024-2025).

#### Background

The visitors to the Bunjil Place library represent the broadest spectrum of all the branches. Because the precinct hosts a theatre, gallery, function space and Council services there are visitors who come to the library because they are at the precinct to attend a show, pay a bill, attend a function etc. The expansive spaces and study zones make this destination library popular for students. During peak study periods the study zones regularly over-flow and additional desk spaces are brought in to accommodate student needs. The original fixed –study desks were extended in 2024 using State Infrastructure funding (Living Libraries) and Council contribution through the capital works program.

There are many families with children that visit, and the branch delivers more children and youth programs than any of our other libraries.

There are some physical accessibility limitations for this branch due to the large size of the precinct, sometimes competitive parking and multi-level layout – this means that it is not as physically accessible as some of our other branches for people with mobility issues. The library features six community meeting rooms available to hire for community and commercial use during library opening hours. The meeting rooms are well-equipped with audio-visual and presentation technology, free Wi-Fi, hearing loop and lift access to all levels. These are available to hire through the City of Casey's Bunjil Place Functions and Events team.

In the past year, the library has received additional investment in an audio system for the amphitheatre area, often used for large events and presentations; and the renewal of furniture throughout the library.

#### Opportunities for facility improvement

- Increase study facilities for students and remote workers/business owners (study benches extended 2024)
- Implement extended hours access technology to make the space accessible to members outside of staffed hours (note: complex due to the library being part of broad precinct)
- Implement a Creative/Maker space so that visitors can use new technologies they may not have access to at home (eg. Podcasting equipment; 3D printer; VR equipment).
- Acoustic treatments to walls/roof to improve noise management (this is continuing theme in customer feedback. The size and shape of the space currently allows noise to affect open-plan study areas on Levels 1 and 2)
- Accessibility assessment to identify improvement opportunities





## Cranbourne Library

Cranbourne Library is located at the Casey Indoor Leisure Complex and is approximately 1,440 square metres. Cranbourne Library serves on average almost 2,700\* visits per week.

\*(Based on Visitation in 2024-2025).

### Background

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car. The branch is popular as a study space, an after-school hang-out for secondary students and supports many group visits from people with disabilities and their carers. There is a fast-growing multi-cultural population in Cranbourne and neighbouring districts, and the library offers a Panjabi collection, along with other community languages.

Provision of local history archives is a key community service provided by CL and located at Cranbourne Library. This service is supported by a purpose-built archive room.

There is a hireable meeting room at the library which can become additional quiet study space when not otherwise in use.

Other services coordinated at Cranbourne Library include the coordination of Libraries Victoria collection distribution, Library Outreach services and the Collections and Regional Support operations.

The building from which the library operates is at the end of its lifetime. It is currently being decommissioned in stages, with the aim of relocating library services to [the new Cranbourne Hub at 1-3 Lyall Street in 2029, co-located with Council Customer Service and Youth Services as well as other community service providers.](#)

### Opportunities for facility improvement

Due to the staged decommissioning of the current site, investment in this asset requires careful assessment before indicating future improvements. Interim opportunities include:

- Due to the age of the facility, roof leaks and associated damp/mould/flooding issues are an ongoing issue. Council continues to address these as required through reactive maintenance
- Update study and lounge furniture in Young Adult zone
- Improve accessibility features and adaptive technologies to support current and future users with disabilities





## Doveton Library

Doveton Library is in the Autumn Place Shopping Centre and is approximately 320 square metres in size. Doveton Library services on average 1,000\* visitors per week.

\*(Based on Visitation in 2024-2025).

### Background

The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 832.1 with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free Wi-Fi, literacy programs and safe, comfortable spaces.

A kindergarten, Maternal and Child Health room and community spaces are located in the Autumn Place Community Hub, adjacent to the library.

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. A lot of work has been done to improve the layout of the Doveton Library; however the current building footprint means the service is limited.

A small, hireable meeting room is available for community and commercial use.

### Opportunities for facility improvement

- Refresh vinyl in entrance foyer, install blinds in community meeting room to reduce glare during Digital literacy classes and for other users
- Renew seating and shade at library entrance
- Extend library Wi-Fi to carpark and adjacent grass areas outside the library to support all library users during and outside library opening hours
- City of Casey has adopted a master plan (2016) for the [Autumn Place](#) activity centre, which included community consultation. This masterplan indicates a new library incorporated into Stage 2 of the Community Hub at Stage 2 of the Master Plan.

CL recommends that at least 800 square metres is allocated for the new library to meet the needs of the community (increased size will provide more adequate lounge, study and activity spaces to meet the varied and currently competing requirements of library users).





## Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size. Endeavour Hills Library serves around 1,600\* visitors per week.

\*(Based on Visitation in 2024-2025).

### Background

More than 50 percent of the Endeavour Hills community speak a language other than English in the home with Mandarin, Sinhalese and Arabic being the most common. There is a significant Chinese language collection at the branch, along with a smaller number of items in other community languages. There is a strong presence of library users who focus on borrowing the library's collections, however the study spaces and free internet are also popular.

The library works with other precinct partners to activate the 'Endeavour Hills Town Square' with regular activities, programs and events such as the annual Christmas Festival.

In 2022 City of Casey was successfully awarded a \$54,000 Living Libraries Infrastructure Program grant to support improvements to the existing library. Council funded \$60,900 as the initial project costs of \$90,000 increased to \$114,900 due to post-pandemic construction costs. The Endeavour Hills Library Renewal Project included modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and more flexible floor space. The public toilets were also renovated, including accessible facilities.

### Opportunities for facility improvement

- Improve external shade to support outdoor programs, activities and events
- Renew air-conditioning system throughout the building
- There is an opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. While a programming partnership currently exists between the library and shopping centre, improved links between the two precincts through wayfinding signage and promotion would be of benefit.
- A long term vision to expand the library building to accommodate other community organisations is in line with Council's(2014) Endeavour Hills Community Precinct Master Plan





## Hampton Park Library

Hampton Park Library is part of the Hampton Park Central Community Precinct. It is collocated with the Casey Youth Centre and next to the Arthur Wren Hall. The library is within walking distance from several schools. It is 730 square metres in size. Hampton Park Library sees on average over 1,800\* visits per week.

\*(Based on Visitation in 2024-2025).

### Background

The library serves a community with diverse and complex needs. Hampton Park has a high level of social and economic disadvantage and has a SEIFA index score of 904.3.0 with only 15 percent of Australian suburbs having a higher rate of disadvantage.

A significant number of residents speak languages other than English at home. There is also a high percentage of youth and children in the local population who spend many hours in the library every day.

### Opportunities for facility improvement

- Council have articulated plans for a new or redeveloped library as part of the [Hampton Park Central Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. This will enhance connection between the Library, Youth Information Centre, other community services located in the precinct and the shopping centre.
- A silent study area is often requested by community and is not available due to the current layout of the building. Hampton Park Library has one dedicated meeting room available for hire for community groups and commercial entities. The meeting room is made available for quiet study when not otherwise in use.
- Develop reading garden/outside space to extend current footprint including provision of permanent shade structure (subject to community consultation)
- Renew external returns chute to create a more modern and welcoming entrance.
- Renew public toilet facilities
- Upgrade staff kitchen





## Cranbourne West Library Lounge

The Library Lounge is part of the Cranbourne West Community Hub, a Council-owned and run facility comprising meeting and activity space, along with fast free Wi-Fi that is well used by community groups and individuals. The Lounge opened in January 2024, and includes popular collection items, public internet PCs, small-group lounge and meeting space and also an area for children’s programs to be held. In addition to the lounge, there are click and collect Library Lockers installed outside the building. These enable library members to reserve library items from any branch, and pick up from the lockers anytime, including outside Hub operating hours.



The Lounge is 114.4 square metres in size and sees on average 400\* visits per week.

\*(Based on Visitation in 2024-2025).

### Background

The Hub is located directly opposite the Cranbourne West Shopping Centre, public transport (bus) and is walking distance from Cranbourne West Secondary School.

Cranbourne West is part of the Southwest area of Casey and has more than 80,000 residents with 34% of the population born overseas there is incredible diversity.

A significant number of residents speak languages other than English at home. The Lounge has a Languages Other than English collection that contains Panjabi, Persian, Hindi and Sinhalese items.

### Opportunities for facility improvement

Given the recent installation of the Lounge within a new asset (the Community Hub opened in 2021), there are no immediate plans for improvement identified.





## Clyde Township Library Lounge

The Library Lounge is co-located with a kindergarten and Maternal Child Health services within the Clyde Township Family and Community Centre, a Council-owned and run facility comprising meeting and activity space, along with fast free Wi-Fi that is well used by community groups and individuals. The Lounge official opening was held on 14 February, and includes popular collection items, public internet PCs, small-group lounge and meeting space and also an area for children’s programs to be held In addition to the lounge, there are click and collect Library Lockers installed outside the building.

The Lounge is approximately 100 square metres in size, with over 4,200 items available for loan.

### Background

The Hub is next to Clyde Township Kindergarten, with Clyde Primary School and Clyde Public Hall in close proximity.

Clyde is part of the southeast area of Casey and has more than 16,000 residents. The population is family oriented and culturally diverse, with large number of residents born overseas.

### Opportunities for facility improvement

With the new building and the very recent installation and setup of the Lounge within a new asset (the Family and Community Centre opened in 2025), there are no immediate plans for improvement identified.





## Major Branch Works and New Facilities Planning

CL will work with the City of Casey to help inform the development of future library facilities. The Library team will participate in engagement forums and meetings through the concept, design and delivery phases of new facilities. CL will work closely with the Casey Head of Libraries on capital works funding applications (from State and Federal government sources) and identifying renewal and upgrade needs. Routine maintenance will be incorporated into a service level agreement between Council and CL and reviewed annually.

It is vitally important that Casey incorporates the planning and delivery of library infrastructure as part of Councils Capital Works Program. CL will continue to support Council in the renewal and development of facilities through the provision of usage data, community engagement and survey information, sector expertise and advocacy with developers and other potential funding sources.

The last new library built on a greenfield site in City of Casey was Hampton Park in 2004. In 2017 Narre Warren Library was replaced with the Bunjil Place Library (part of a state-of-the-art collocated Council, Arts and Cultural facility - located adjacent to the Westfield Fountain Gate shopping precinct). Council invested significant funds in the development of this 2000 square metre library.

The City of Casey has committed to the delivery of a new Cranbourne Library as part of the Cranbourne Hub development, scheduled for completion in 2029.

Opportunities for the renewal of Hampton Park, Doveton and Endeavour Hills remain part of Council master plans for these locations, however are not committed projects.

Council operates within significant financial constraints post-pandemic. Population growth in the region continues to be a challenge, and available funding is stretched across a range of community requirements including early years and family, arts, culture, libraries and community needs as well as sports and aquatic facilities.

### Integrated, Co-located, and alternate service delivery

There are many examples of libraries emerging in spaces other than the traditional civic facility model. A successful library meets the needs of its community through services, location, accessibility and identity. Library users feel a connection and sense of belonging with the space and the library staff.

Cranbourne West and Clyde Township Library Lounges are recent examples of integrated library services that offset the need for service growth with the efficient use of existing infrastructure.

*The ultimate objectives for the co-location and joint use libraries are to:*

- *provide an integrated and improved level of service, both collectively and as individual services, compared to stand alone facilities*
- *meet the individual performance standards required by the governing bodies and authorities involved*
- *provide a more economic use of services and resources.*

Source: NSW State Library, Public Library Services, [People Places – Co-location and Joint use libraries](#)

CL will work closely with Council to look at opportunities to incorporate or design library spaces in planned or existing community facilities and explore other opportunities to improve services including the provision of extended hour access models. All extended or expanded services must meet the needs of local communities and align with Council priorities.



## Conclusion

The way our community use our facilities continues to evolve. This means we need to think carefully about the way we use space within the branches and extend our reach beyond existing facilities and more traditional library asset models.

Facilities must also meet the technological needs of library users, and incorporate modern technology infrastructure.

There is recognition of the role libraries play in integrated community facilities as activators of spaces, driving visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

The City of Casey appreciates the vital role libraries play in new communities and acknowledges that there are no concrete timeframes for construction of new libraries in several growing suburbs within the municipality. This will have a growing impact on the equitable provision of library services to communities across Casey. To address these issues CL will work collaboratively with Council in the development of solutions to ensure our growth community have access to library services.





## **Appendix 1 – Further resources**

[APLA-ALIA Standards and Guidelines for Australian Public Libraries May 2021](#)

[People Places: A Guide for Public Library Buildings](#)

[Infrastructure Victoria Strategy 2021-2051](#)

[Social infrastructure in Melbourne's new growth areas \(infrastructurevictoria.com.au\)](#)

[Victorian Planning Authority Guide to Social Infrastructure Planning 2009](#)

[Victorian Public Libraries 2030 Strategic framework](#)

DRAFT

## OFFICERS REPORTS

**03/2026 FINANCE**

***Report prepared by Emily Ramaswamy***

### Purpose

To provide the Board with an update on Connected Libraries' financial performance as at 31 January 2026.

*Library Plan 2025-2029 reference – 4.5*

### Discussion

<b>Income Statement Month Ended 31 January 2026</b>	<b>Total Budget 2025-26</b>	<b>Budget YTD January 2026</b>	<b>Actual YTD January 2026</b>	<b>YTD Variance</b>	
	\$	\$	\$	\$	%
<b>Income</b>					
Contributions - City of Casey	7,922,934	4,659,828	4,475,778	(184,050)	-3.9%
<i>Recurrent</i>	7,527,734	4,327,828	4,238,178	(89,650)	-2.1%
<i>Bunjil Furniture Renewal</i>	80,000	80,000	80,000	-	0.0%
<i>Clyde Township Library Lounge</i>	315,200	252,000	157,600	(94,400)	-37.5%
Funding from other levels of government	2,175,404	2,175,404	2,220,579	45,175	2.1%
<i>Federal funded grants - non-recurrent</i>	-	-	38,975	38,975	
<i>State funded grants - recurrent</i>	2,175,404	2,175,404	2,175,404	-	0.0%
<i>State funded grants - non-recurrent</i>	-	-	6,200	6,200	
Other income	263,058	138,645	119,944	(18,701)	-13.5%
<i>Printing &amp; Photocopying</i>	55,302	27,147	22,681	(4,466)	-16.5%
<i>Interest on Investments</i>	130,000	61,125	61,843	718	1.2%
<i>Sundry Recoverable</i>	51,480	37,479	24,615	(12,864)	-34.3%
<i>Programs, meeting rooms &amp; other charges</i>	26,276	12,894	10,805	(2,089)	-16.2%
Net gain on disposal of assets	-	-	273	273	
<b>Total income</b>	<b>10,361,396</b>	<b>6,973,877</b>	<b>6,816,573</b>	<b>(157,304)</b>	<b>-2.3%</b>

<b>Expenses</b>					
Employee costs	7,297,500	4,420,030	4,309,376	110,654	2.5%
<i>Training &amp; Development</i>	146,800	86,612	72,029	14,583	16.8%
<i>Salaries, Super &amp; Leave Entitlements</i>	7,062,400	4,280,459	4,189,270	91,189	2.1%
<i>Workcover, OHS &amp; Travel</i>	88,300	52,959	48,078	4,881	9.2%
Materials and services	1,131,975	739,088	736,684	2,404	0.3%
<i>IT &amp; Communications</i>	619,475	366,779	385,701	(18,922)	-5.2%
<i>Library materials</i>	367,000	290,758	284,508	6,250	2.1%
<i>Marketing and library programs</i>	145,500	81,551	66,475	15,076	18.5%
Depreciation and amortisation	1,272,100	512,645	512,645	-	0.0%
Other expenses	427,200	236,288	199,374	36,914	15.6%
<i>Auditors' remuneration - VAGO</i>	32,000	-	-	-	
<i>Freight - daily branch collection transfers</i>	95,200	55,510	46,809	8,701	15.7%
<i>Photocopying, Printing &amp; Stationary</i>	48,200	28,350	14,814	13,536	47.7%
<i>Others</i>	251,800	152,428	137,751	14,677	9.6%
Net loss on disposal of equipment	-	-	-	-	
<b>Total expenses</b>	<b>10,128,775</b>	<b>5,908,051</b>	<b>5,758,079</b>	<b>149,972</b>	<b>2.5%</b>
<b>Total comprehensive result</b>	<b>232,621</b>	<b>1,065,826</b>	<b>1,058,494</b>	<b>(7,332)</b>	

### **Income**

- Contributions – City of Casey
  - The budget shortfall in revenue from City of Casey is mostly timing related. There is expected to be a small amount unspent in the recurrent funding of Clyde Township Library Lounge – due to the timing of opening, this will be offset though with an underspend in the related staffing costs. CL is discussing with Casey the possibility of using any budget underspend on additional projects that would benefit the community.
- 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.
  - Be Connected (Digital Literacy) grant was awarded, this grant was previously recorded in Other Income, and included in the budget line. There will be a matching shortfall in Other Income due to this reclassification.
- Other Income
  - Reallocation of revenue classification and the late cancellation & refund of meeting room bookings are expected to be a permanent variance.

### **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, lessened by the \$44k planned underspend in Clyde Township staffing.
- Materials and services
  - IT & Communications - Overspend in IT is timing related and expected to fall within budget in future months.
  - Marketing & Library Programs – Underspend 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 January 2026	Total Budget 2025-26	Budget YTD January 2026	Actual YTD January 2026	YTD Variance	
	\$	\$	\$	\$	%
Books and materials	1,211,500	783,597	706,578	77,019	9.8%
Recurrent	1,121,100	730,261	647,545	82,716	11.3%
Clyde Township Library Lounge	90,400	53,336	59,033	(5,697)	-10.7%
Furniture and equipment	505,065	364,144	230,827	133,316	36.6%
Recurrent	221,265	109,144	98,588	10,556	9.7%
Bunjil Furniture Renewal	80,000	60,000	17,532	42,468	70.8%
Clyde Township Library Lounge	203,800	195,000	114,707	80,293	41.2%
Motor Vehicles	-	-	-	-	
<b>Total Capital Expenditure</b>	<b>3,433,130</b>	<b>2,295,481</b>	<b>1,874,811</b>	<b>420,671</b>	<b>18%</b>

### Capital Expenditure

- Books and materials
  - Current underspend is expected to be timing related. Capital Expenditure on Books and Materials will be slightly overspent at the end of the year, due to increased cost of collection items required to set up the Clyde Township Library Lounge. This overspend will be offset however with an underspend in Furniture & equipment.
- Furniture & equipment
  - Bunjil Furniture Renewal & Recurrent furniture capital expenditure underspend is timing related and will fall in line with budget in the coming months.
  - Underspend in purchases for the Clyde Township Library Lounge are mostly timing related, with over \$50k of invoices being processed in February. There will be a small underspend in this area at the end of the year, offsetting the overspend in collection items mentioned above.

### Bank Reconciliation

Available upon request.

### 2025-26 VAGO Audit

VAGO have proposed the below Audit Schedule:

- Planning – 14 April – 17 April
- Interim – 29 June – 03 July
- Year end – 12 October – 16 October

CL have requested that these dates be brought forward, as the Library Agreement (Section 9A) requires this process be completed by 30 September:

*“The CEO shall provide Casey Council with the Company’s Annual Report, including audited financial statements, within three (3) months of the end of each financial year.”*

Noting that there is no longer a requirement to provide the above reports to the Minister for Local Government. Financial reports are due to ACNC by 31 December 2026.

### 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.

**04/2026 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**

**Dress and Appearance Policy**

Connected Libraries has drafted a separate Dress and Appearance Policy (attached) to provide clear guidance on acceptable attire. The draft policy has been reviewed by the CL Leadership team, and broader workforce with feedback gathered at all levels.

The policy addresses OHS matters, dress code, describes unacceptable attire/standards of dress, and the replacement of branded workwear.

There is also reference to the wearing of political messaging and symbols, specifically that staff are prohibited from wearing items of this nature.

Endorsement from the Board is sought before the document is finalised.

**Occupational Health and Safety**

**Incident Reports**

Overall, the year to date trend for all incidents, near misses, and hazards is lower than the 2024–2025 reporting period. However, there was a noticeable rise in incidents from December to January, particularly at our Doveton, Endeavour Hills, Hampton Park, and Bunjil Place branches. Incident types that were on the rise throughout January included slip, trip or fall and inappropriate use of technology.

INCIDENTS	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
<b>Cranbourne West - Lounge</b>	0	0	1	1	2	0	-
<b>Cranbourne</b>	3	0	2	2	14	18	-22.22%
<b>Doveton</b>	2	3	2	5	16	24	-33.33%
<b>Endeavour Hills</b>	0	1	0	1	5	19	-73.68%
<b>Hampton Park</b>	2	1	1	2	8	12	-33.33%
<b>Bunjil Place</b>	8	3	2	4	38	38	0.00%
<b>Outreach</b>	0	0	0	0	0	2	-100.00%
<b>TOTAL</b>	15	8	8	15	83	113	-26.55%

A total of 63 near miss incidents have been recorded year to date, representing a significant decrease from the 153 reported during the same period last year. The categories with the highest near miss frequency are child unattended/missing, inappropriate patron behaviour directed at staff, and slip, trip or fall events. Compared with the previous year, only child unattended/missing and slip, trip or fall near misses have risen, along with ‘other’ miss incidents have been recorded year to date, representing a significant decrease from the 153 reported during the same period last year.

NEAR MISS INCIDENTS (no injuries)	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Biological Chemical Exposure	0	0	0	0	13	-100.00%
Child Risk of Neglect (reportable) - <i>child protection</i>	0	0	0	1	0	
Child Unattended/missing	2	2	0	15	9	66.67%
Evacuation/lockdown	0	0	1	1	1	0.00%
Fire/Smoke	1	0	0	1	0	
Inappropriate patron behaviour to staff	2	2	3	12	23	-47.83%
Inappropriate patron behaviour	0	1	1	7	12	-41.67%
Inappropriate patron behaviour with carer	0	0	0	0	3	-100.00%
Inappropriate patron to patron behaviour	1	0	1	8	20	-60.00%
Inappropriate use of technology	0	0	2	2	2	0.00%
Other	0	0	0	4	1	300.00%
Sharps	0	0	0	0	1	-100.00%
Slip, trip or fall	0	1	4	11	7	57.14%
Temperature/weather	0	0	0	0	1	-100.00%
Theft	0	0	1	1	3	-66.67%
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>13</b>	<b>63</b>	<b>96</b>	<b>-34.38%</b>

Injury-related incidents remain low, sitting 17.6 percent below the year to date total for 2024–2025. Month on month injury numbers have been stable, with two incidents recorded in each of the past three months.

INCIDENTS (with injuries)	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Child Risk of Neglect (reportable) - <i>child protection</i>	0	0	0	1	0	
First Aid Major - Patron	1	0	0	1	2	-50.00%
First Aid Patron - Minor	0	1	2	7	7	0.00%
First Aid Staff - Minor	0	0	0	1	1	0.00%
Inappropriate patron behaviour to staff	0	0	0	1	0	
Inappropriate patron behaviour	0	0	0	1	0	
Inappropriate patron to patron behaviour	1	0	0	2	0	
Manual Handling	0	0	0	1	1	0.00%
Other	0	1	0	1	0	
Slip, trip or fall	0	0	0	3	6	-50.00%
Theft	0	0	0	1	0	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>20</b>	<b>17</b>	<b>17.65%</b>

### Monitoring Psychosocial Incidents

We reviewed all reported incidents – including near misses and injuries – from November 2025 onward to determine whether they were psychosocial in nature and, if so, which of the 14 psychosocial hazards they related to. Violence and aggression emerged as the most common hazard reported, accounting for ten incidents between November and January, followed by four reports of sexual harassment.

PSYCHOSOCIAL HAZARD INCIDENT TYPES*	Nov-25	Dec-25	Jan-26	2025-2026 YTD
Bullying	0	0	0	0
Environmental Conditions	0	0	0	0
Exposure to Traumatic Contents & Events	0	1	0	1
Job Control	0	0	0	0
Job Demands	0	0	0	0
Organisational Change	0	0	0	0
Organisational Justice	0	0	0	0
Recognition and Reward	0	0	0	0
Remote & Isolated Work	0	0	0	0
Role Clarity	0	0	0	0
Sexual Harassment	0	0	4	4
Support	0	0	0	0
Violence & Aggression	4	3	3	10
Workplace Relationships	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>15</b>

\*Started recording psychosocial incidents by hazards in November 2025.

CL is required to manage psychosocial workplace risks under the new OHS Regulations, including monitoring incidents, implementing mitigations, and involving all staff in identifying hazards.

**Risk Management**

Quarterly Risk Management Plan review

The Risk Management Plan has been updated to include the 14 psychosocial hazards outlined in the new legislation that came into effect on 1 December 2025. While psychosocial risks were previously captured, they did not fully align with the new statutory definitions.

The Risk Management Plan is reviewed by the Board each quarter, and a planned major review will occur annually (first major review by the Board is planned for the June meeting).

A detailed review of strategic and operational risks was completed in November 2025, and updates made. This quarterly review has no further significant changes identified. The highest-rated strategic and operational risks remain unchanged.

**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
2	7	Decline in funding from Council or State Government for Library Services
	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 Hazards**

Risk number	Risk Rating (after mitigation)	Identified Risk
1	9	Exposure to Traumatic Contents & Events
	9	Violence & Aggression
2	7	Organisational Change
3	6	Support
	6	Organisational Justice
	6	Workplace Relationships

**RECOMMENDATIONS**

1. That the Board endorse the draft CL Dress and Appearance Policy.
2. That the Organisational Risk Report be noted.

# DRESS AND APPEARANCE POLICY

## CONTENTS

<b>1</b>	<b>PURPOSE</b> .....	<b>1</b>
	VALUES .....	1
<b>2</b>	<b>SCOPE</b> .....	<b>1</b>
<b>3</b>	<b>POLICY STATEMENT</b> .....	<b>1</b>
	3.1 FOOTWEAR .....	1
	3.2 IDENTIFICATION.....	1
	3.3 PERSONAL HYGIENE.....	2
	3.4 POLITICAL STATEMENTS AND SYMBOLS.....	2
	3.5 BRANDED WORKWEAR .....	2
<b>4</b>	<b>RESPONSIBILITIES</b> .....	<b>2</b>
<b>5</b>	<b>DEFINITIONS</b> .....	<b>2</b>
<b>6</b>	<b>RELATED LEGISLATION AND DOCUMENTS</b> .....	<b>3</b>
<b>7</b>	<b>APPROVAL AND REVIEW DETAILS</b> .....	<b>3</b>

## 1 PURPOSE

This policy governs the dress and appearance requirements of all employees and volunteers at Connected Libraries (CL).

### VALUES

CL's organisational values underpin the expectations of employee dress and appearance outlined in this document.

## 2 SCOPE

This document is applicable to employees and volunteers at Connected Libraries (CL).

## 3 POLICY STATEMENT

On commencement of employment, all CL employees acknowledge and sign the employee Code of Conduct, which includes the following key matters that relate to this policy.

Employees will:

- Implement CL policies in a manner that reflects the status of libraries as democratic institutions striving to be objective, impartial and acting in the best interests of the community.
- Exercise a duty of care towards customers and be responsible for our own actions in exercising such duty of care.

Staff are expected to maintain a work-casual standard of dress and grooming appropriate to their duties, with activewear and tracksuits not permitted.

Staff should recognise that appearance and presentation at work has a direct impact on the community's perception of our service.

While the library service has the right to establish reasonable dress codes, CL will not discriminate against employees based on religious beliefs, ability, gender or sex.

CL supports inclusion, which includes flexibility to affirm the gender of trans and gender diverse individuals and allows for cultural and religious expression.

CL dress and appearance requirements comply with human rights and anti-discrimination legislation.

### 3.1 FOOTWEAR

All employees are responsible for Occupational Health and Safety and should wear appropriate footwear that protects feet from risks associated with using trolleys, managing collection items, technology and equipment, moving shelving, attending outreach visits and collecting the Library Van from Council's offsite depot.

Open-toe footwear is not permitted on work sites (including while delivering outreach duties).

### 3.2 IDENTIFICATION

CL provides all employees with a name badge and photo ID card attached to a lanyard.

All employees are required to wear their identification when working with the library community.

Employee name badges must not be obscured by stickers, reminder notes, etc.

### 3.3 PERSONAL HYGIENE

Employees should ensure that personal hygiene is maintained to support the professional delivery of service to the community and a pleasant working environment.

### 3.4 POLITICAL STATEMENTS AND SYMBOLS

Employees should not wear or display political statements or symbols while at work or when representing Connected Libraries. Note: badges, pins and lanyards provided by CL, and items required for accessibility, safety, or faith observance are acceptable.

This requirement is not a commentary on the legitimacy of any political perspective and CL does not seek to limit any employee's personal beliefs outside of work. It is aligned with the [IFLA Code of Ethics](#) (endorsed by ALIA), with the intention to protect neutrality, information access and to provide safe and welcoming spaces for all staff and community.

### 3.5 BRANDED WORKWEAR

After completing the required probationary period, permanent employees will be issued branded CL workwear from time to time – including t-shirts, hoodies, caps and jackets. Some items may also be available for optional purchase by employees.

It is not compulsory for staff to wear branded workwear that has been issued.

Individual teams/roles may wear branded workwear while representing the service externally, or for team events. Eg. Outreach activities/events; team/group photos.

Individual teams may be issued with additional items to support the requirements of their work. For example, the outreach team could be issued with waterproof jackets, hats etc

CL will reissue branded workwear every two (2) years upon request (if items become worn out).

## 4 RESPONSIBILITIES

### Compliance, monitoring and review

Managers are responsible for ensuring compliance in the first instance, then the Executive Team.

Policy review will be undertaken by the Leadership team on a biennial basis (24 months).

## 5 DEFINITIONS

ALIA	Australian Library and Information Association, the National peak body providing guidance and advocacy for the library sector. <a href="#">The Australian Library and Information Association - Sectors - ALIA</a>
Council depot	Offsite secure parking location for the Library Van at Casey Fields Cranbourne and/or Vesper Drive Narre Warren.
IFLA	International Federation of Library Associations and Institutions, the global professional network providing strategy and guidance to the library sector. <a href="#">IFLA</a>

## 6 RELATED LEGISLATION AND DOCUMENTS

### CL Documents

[Connected Libraries Enterprise Agreement 2024](#)

[Employees Handbook](#)

[Code of Conduct for Employees Policy](#)

[Equal Opportunity Policy](#)

### Other related Documents

[IFLA Code of Ethics](#)

[ALIA Code of Ethics for the Australian Library and Information Workforce](#)

## 7 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Executive Team
Advisory Committee to Approval Authority	Leadership Team
Administrator	Executive Assistant
Next Review Date	01 February 2028

Approval and Amendment History	Details
Original Approval Authority and Date	01 February 2026
Amendment Authority and Date	
Notes	This is a new policy document February 2026.

# CONNECTED LIBRARIES

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Ignite your imagination

## **Risk Management Plan**

**25 February 2026**

## Risk Ratings Matrix

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

## Risk Ratings

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

## Risk Consequences Descriptors

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

## Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Data Security Breach or Cyber Attack</b>	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
<b>Unattended children in the library</b>	GMCE	There is a perception public libraries are safe places. 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
<b>Staff assaulted in library or on outreach visits</b>	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
<b>Staff mental health</b>	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
<b>Decline in visitation</b>	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	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
<b>Child safety during one on one program delivery without parent or carer present</b>	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
<b>Social media or online targeted attack staff</b>	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 placed in all library branches to say filming prohibited. Added 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
<b>Catastrophic event destroying a library</b>	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	1	5	6	Risk Management Plan Disaster Response and Recovery Plan	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	
<b>Staff assaulted in library or on outreach visits (fatal)</b>	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	
<b>Pandemic - acute</b>	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 does not 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	
<b>Inability to recruit suitably qualified staff</b>	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	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	
<b>Domestic violence incident staff</b>	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
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S &amp; RTW</b>	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards required by legislation OHS Reps engagement across the service affects quality of response	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
<b>Pandemic - fatal</b>	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance does not cover against events arising from a Pandemic.	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
<b>Accident in the library causing harm to patron/staff</b>	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
<b>Bomb threats</b>	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	
<b>Infrastructure Failure</b>	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	
<b>Personal use of own vehicle</b>	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	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	
<b>Sharp Decline in library usage (loans)</b>	GMCE	Loans are one of the key usage and relevance indicators for CL. Usage of both physical and digital collections is monitored and reported monthly, 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
<b>Data Security Breach or Cyber Attack</b>	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
<b>Decline in funding from Council or State Government for Library Services</b>	CEO	The rate cap environment has impacted on Council's ability to fund library services. State funding is not confirmed for future years 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 agreement from State Government. Support Council to fund project initiatives that enhance service delivery and drive new membership.	3	4	7
<b>Changes to government policy</b>	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
<b>Global warming - climate change</b>	CEO	Insurability of assets due to building/ locations - flooding/bushfire/extreme weather risks Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery Expectation from community towards more sustainable operations	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
<b>Loss of reputation/ brand</b>	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
<b>Increase in Workcover Premiums</b>	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
<b>Poor enterprise risk management</b>	CEO GMOD	CL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CL's capacity to respond to risk.	3	4	7	Revise Risk Management Plan on an annual basis Table the Top Risk Register with the Board on a quarterly basis	3	3	6
<b>Failure to adhere to legal and regulatory compliance issues e.g. OH&amp;S, Psychosocial legislation &amp; RTW</b>	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards required by legislation OHS Reps engagement across the service affects quality of response	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
<b>Infrastructure Failure</b>	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to library users CL unable to communicate with community, stakeholders	4	3	7	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	3	2	5
<b>Legal claim or proceedings against CL</b>	CEO	CL has workforce of approx. 115 staff and receives in excess of 1.2 million physical visits per annum.	CL incurs costs of defending against legal proceeding and is sued	3	3	6	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
<b>Impact on cash flow if significant debtors delay payments</b>	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
<b>Unanticipated calls on materials or finances</b>	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
<b>Fraud</b>	CEO GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CL participate in VAGO Audit on an annual basis	1	3	4
<b>Poor procurement practices</b>	GMFDO	Staff with purchasing delegations have a clear understanding of CL's procurement arrangements Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal and external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CL staff on the legal and contractual requirements	1	3	4
<b>Poor supplier management</b>	CEO	Collection Purchasing Plan is implemented. Product and service standards are regularly reviewed. Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

## Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Definition	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Exposure to Traumatic Contents &amp; Events</b>	GMOD	Witnessing or dealing with traumatic incidents or graphic material.	Triggers acute stress or PTSD symptoms. Leads to emotional exhaustion and burnout. Increases sick leave and reduces long-term wellbeing.	5	5	10	Policies and procedures in place for when incidents occur, staff training in de-escalation and debrief leadership training, converge EAP services for staff. Code of Conduct/Conditions of entry in place for patrons and staff.	5	4	9
<b>Violence &amp; Aggression</b>	CEO	Threats, intimidation, or actual physical or verbal abuse.	Causes fear, trauma, and potential psychological injury. Leads to absenteeism and reluctance to attend work. Damages morale and increases turnover or compensation claims.	5	5	10	Policies and procedures in place for when incidents occur, staff training in de-escalation and debrief leadership training, converge EAP services for staff. Code of Conduct for patrons and staff.	5	4	9
<b>Organisational Change</b>	CEO	Poor communication or consultation during changes, leading to uncertainty.	Heightened stress, uncertainty, and anxiety due to unclear or poorly communicated changes.  Reduced trust and morale, leading to resistance, frustration, and disengagement.  Disruption to performance and productivity, including errors, inefficiencies, and increased turnover.	4	5	9	Branch Managers lead regular updates for their teams. Organisational updates include The Week That Was email, periodic CEO Live broadcasts. Active staff Consultative Committee. Ask the CEO form on intranet. Announce upcoming changes as reasonably practicable to staff, bring staff along the journey of change, good consultation practices, provide clear and consistent information, provide training and resources, offer psychosocial safety for space and questions through provision of varying opportunities/platforms.	3	4	7
<b>Support</b>	GMOD	Insufficient support from supervisors or colleagues.	Anxiety, fatigue, and higher risk of psychological injury. More errors due to lack of guidance, feedback, and practical assistance. Conflict, disengagement, absenteeism, and turnover.	4	4	8	Staff consultative committee provides voice for all staff to Management team. OHS and HSR reps, Union reps provide feedback from all levels of staff. Train leaders in management and supporting/mentoring their teams and encourage recognition and appreciation of staff contributions. Supervisors hold monthly catchups with staff, annual performance reviews, specialist team planning sessions, and team meetings.	3	3	6
<b>Organisational Justice</b>	GMOD	Unfair or inconsistent processes in decision-making, performance management, or resource allocation.	Perceptions of unfairness → strong emotional stress Conflict, grievances, lack of trust Higher turnover and reduced commitment	4	4	8	Transparent procedures, policies shared with Consultative Committee for feedback, apply rules consistently, provide opportunities for informal feedback, ensure equitable workload distributions, train leaders in respectful communication, zero tolerance for bullying and harassment.	3	3	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?	Definition	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Workplace Relationships</b>	CEO	Conflict, poor communication, or harmful interactions with managers, colleagues, or clients.	Emotional distress and tension, Reduced teamwork and communication breakdowns, Increased absence and resignations	4	3	7	Leadership team model and promote a respectful workplace culture. Leaders promote psychological safety where staff feel confident and safe to speak up. Conflict resolution processes, strong team cohesion, leadership support and cohesion, workloads managed fairly, peer support networks. Mental health supported through health and wellbeing committee, and cost-free EAP services.	4	2	6
<b>Job Control</b>	GMOD	Uncertainty about job roles, conflicting expectations, or unclear performance standards. Lack of control over how, when, or what work is done, or little say in decisions affecting them	Creates frustration and a sense of helplessness. Reduces motivation and innovation. Increases stress and disengagement.	4	4	8	Clear Position Descriptions, clearly defined with key responsibilities, decision rights and boundaries. Position descriptions are accessible to all staff. Thorough staff induction where Manager goes through role requirements. Monthly staff catchups and annual reviews for staff to discuss their concerns. Consultative Committee so staff have their say. Opportunities to provide feedback. Annual Culture Survey (opportunity for anonymous feedback).	3	2	5
<b>Job Demands</b>	GMCE	Excessive physical, mental, or emotional workload, tight deadlines, or intense concentration.	Causes chronic stress, fatigue, and burnout. Leads to errors, reduced quality of work, and accidents. Increases turnover due to unsustainable workloads.	4	4	8	Provision of appropriate break times. Off-desk time available to complete administrative tasks. Rotation of shifts amongst CE staff to reduce physical workload, task rotation when on desk. High Job Demands - workload balancing - utilise casual workforce when required, redistribute tasks amongst teams, review staffing levels when peak periods, time management training provided. Where low job demands negatively affect workers, offer extension opportunities in projects, working groups and committees, and higher duties opportunities. Social engagement and health and wellbeing opportunities.	3	2	5
<b>Role Clarity</b>	GMOD	Ambiguous responsibilities, conflicting demands, or unclear expectations.	Confusion, stress, frequent mistakes, Conflict between workers or departments, Inefficient and duplicated work	3	3	6	Regular review of employee position description in annual performance review and monthly catch ups, appropriate professional development opportunities, set behaviour expectations, transparent organisational systems, culture of mutual respect and accountability	3	2	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?	Definition	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
<b>Environmental Conditions</b>	GMCE	Hazardous physical conditions (e.g., biological, chemical) with inadequate controls.	Fatigue, irritation, distraction, Lower concentration and increased error rates, Stress from discomfort or persistent disturbance	3	4	7	HSRs conduct annual workplace safety audits. Equipment and resources sourced from reputable suppliers. Maintenance requests submitted to and supported by City of Casey. Extreme Weather policy to ensure outreach procedures are accommodated when extreme weather is predicted.	2	2	4
<b>Bullying</b>	CEO	Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.	Creates anxiety, depression, and emotional distress. Reduces confidence and work performance. Harms team cohesion and increases resignations.	3	4	7	Code of Conduct for staff, bullying & harassment policies and procedures, performance management training for leadership team. Open communication within the organisation is encouraged.	2	2	4
<b>Sexual Harassment</b>	CEO	Unwelcome conduct, comments, or actions that offend, humiliate, or intimidate, including gendered violence.	anxiety, depression, loss of confidence, and potential trauma or PTSD, decreased concentration, increased errors, absenteeism, and potential resignation. loss of trust, conflict, low morale, legal risk, and reputational harm.	3	4	7	Code of conduct for staff, sexual harassment policies and procedures in place. Code of conduct for patrons in library space. Inclusion is valued within the organisation.	2	2	4
<b>Remote &amp; Isolated Work</b>	GMOD	Work where workers have limited access to support or supervision.	Increased risk during emergencies due to lack of assistance, Loneliness and reduced access to support, Higher stress and mental fatigue	2	3	5	Consider rotation of rosters - supervisor face to face catch ups - connection to co-located services. Isolated branches like Cranbourne West, staff have opportunity to work in other branches. WFH 60/40 rather than isolated and WFH fulltime	2	2	4
<b>Recognition and Reward</b>	GMOD	Lack of acknowledgment for effort, skills, or career growth opportunities.	Feeling undervalued, Reduced motivation and productivity, Higher turnover and resentment	2	3	5	Value awards, values in meetings, celebration of achievements on intranet. Monthly catchups with staff, annual performance reviews. Achievements celebrated amongst teams and branches. Include this in annual staff culture survey, encouraging feedback and monitoring results.	1	2	3

**05/2026 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)	Quarter 3 (Jan– Mar)	2025-2026 YTD	2024-2025 YTD
<b>Engagement</b>					JAN only	
Net Promoter Score (Community Survey)	65	-	63	-	63	65
Memberships*	108,500	98,805	98,877	98,811	98,811	95,514
<b>Visits</b>						
Visits – physical	870,000	222,025	196,112	58,014	476,151	443,233
Visits – virtual	937,500	229,289	226,037	82,377	537,703	478,999
<b>Total visits</b>	<b>1,807,500</b>	<b>451,314</b>	<b>422,149</b>	<b>140,391</b>	<b>1,013,854</b>	<b>922,232</b>
Program and events attendance	81,500	22,258	15,467	2,882	40,607	38,873
<b>Collection</b>						
Loans – physical	1,703,500	340,108	292,048	109,492	741,648	745,018
Loans – digital	831,000	310,946	337,862	119,380	768,188	615,019
<b>Loans (total physical and digital)</b>	<b>2,534,500</b>	<b>651,054</b>	<b>629,910</b>	<b>228,872</b>	<b>1,509,836</b>	<b>1,360,037</b>
Physical quality of library collection (age of collection - less than 5 years)	65.0%	71.2%	71.4%	-	71.3%	70.2%

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

Our performance seven months into 2025–2026 remains positive and largely in line with expectations. Most areas are tracking around 50 percent of their annual targets. The lowest performing measure in terms of percentage reach of target is physical loans, which sits at 43.5 percent of target, and is 0.45 percent down year-to-date than in 2024–2025. The strongest performing measure continues to be digital loans, which reached 92 percent of target and is up 24 percent compared with the same period last year.

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

Physical visits dropped off in the last couple months of 2025 after the bumper month in October, this is expected and in line with previous year trends. Visits started 2026 increasing by 9.6 percent from December to January reaching 58,014. The increase in January was largely due to Bunjil Place and Cranbourne Libraries seeing solid increase on visitation, 16.1 and 15.6 percent respectively, while all other branches experienced a decline month on month from December to January (noting that smaller branches had some reduced hours over the festive period). Overall, year-on-year physical visits for the period are up 7.4 percent.

VISITS	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
<b>Cranbourne West - Lounge</b>	1,843	1,703	1,642	1,432	12,151	12,712	-4.41%
<b>Cranbourne</b>	12,597	10,479	8,888	10,885	81,762	80,373	1.73%
<b>Doveton</b>	4,767	4,137	4,697	4,300	32,238	31,354	2.82%
<b>Endeavour Hills</b>	8,486	7,146	6,787	6,529	52,109	49,336	5.62%
<b>Hampton Park</b>	9,937	8,552	7,779	7,203	60,000	57,343	4.63%
<b>Bunjil Place</b>	46,844	29,719	20,109	27,665	237,891	212,115	12.15%
<b>Regional Total</b>	<b>84,474</b>	<b>61,736</b>	<b>49,902</b>	<b>58,014</b>	<b>476,151</b>	<b>443,233</b>	<b>7.43%</b>
<b>Virtual Visits</b>	76,738	79,024	79,024	82,377	537,703	478,999	12.26%
<b>TOTAL</b>	<b>161,212</b>	<b>140,760</b>	<b>140,760</b>	<b>140,391</b>	<b>1,013,854</b>	<b>922,232</b>	<b>9.93%</b>

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

Virtual visits continue to perform well including the website and CL App. January reached over 82,300 visits, with July 2025 the last month when virtual visits exceeded 80,000. CL App visits were up 20.5 percent from December to January, and 16.5 percent up year to date on the previous year. Website visits were up 13 percent from December to January, and 14.9 percent up year to date on the previous year.

VIRTUAL VISITS	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Website	42,344	46,347	39,118	44,639	295,338	257,070	14.89%
Enterprise	11,750	11,041	10,825	12,756	84,405	86,378	-2.28%
CL App	22,644	21,636	20,332	24,982	157,960	135,551	16.53%
<b>TOTAL</b>	<b>76,738</b>	<b>79,024</b>	<b>70,275</b>	<b>82,377</b>	<b>537,703</b>	<b>478,999</b>	<b>12.26%</b>

Physical loans followed a similar trend to physical visits, dropping in the later months of 2025 before bouncing back strongly in January. There was a 19 percent increase on physical loans from December to January.

Unlike visits though, all branches experienced growth in their loans except for Cranbourne West Library Lounge. Cranbourne West Lounge dropped in loans, however there was a corresponding gain in loans for the Cranbourne West Lockers. Cranbourne West Library Lounge closed for a week over the festive period, this potentially is a reason why the shift in loans from the Lounge to the Lockers.

Year to date for the same period, loans are down very slightly, 0.45 percent from 2024-2025.



Ezra from Cranbourne West has completed 1000 books before school.

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

eLoans continue to be popular, reaching over 119,300 in January. Although there was a decline in December, eLoans reached a new record high of over 121,990 in November. Year to date for the same period, eLoans are up by almost 25 percent. We continue to register eLoans over 90,000 since January 2025.

LOANS	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Regional Support	1,862	1,658	1,923	1,654	12,455	10,816	15.15%
Cranbourne West - Lounge	2,481	2,430	2,277	2,122	18,312	17,989	1.80%
Cranbourne	32,709	29,467	26,843	33,507	224,153	213,606	4.94%
Doveton	2,746	2,113	2,255	2,507	17,157	19,917	-13.86%
Endeavour Hills	13,761	11,670	11,199	13,113	91,479	90,824	0.72%
Hampton Park	8,737	8,002	7,536	8,795	61,873	74,020	-16.41%
Bunjil Place	43,629	39,729	36,228	46,745	309,559	312,737	-1.02%
Cranbourne West - Locker	436	448	329	457	2,829	2,599	8.85%
Manna Gum - Locker	324	302	378	421	2,526	1,998	26.43%
Orana - Locker	259	161	152	165	1,295	512	152.93%
Locker Total	1,019	911	859	1,043	6,650	5,109	30.16%
<b>Regional Total</b>	<b>106,944</b>	<b>95,980</b>	<b>89,128</b>	<b>109,498</b>	<b>741,658</b>	<b>745,018</b>	<b>-0.45%</b>
eLoans	108,224	121,990	107,692	119,380	768,188	615,019	24.90%
<b>TOTAL</b>	<b>215,168</b>	<b>217,970</b>	<b>196,820</b>	<b>228,878</b>	<b>1,509,846</b>	<b>1,360,037</b>	<b>11.02%</b>

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

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

Electronic Resources	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Age Library Edition	998	865	899	906	6,281	7,087	-11.37%
Bolinda eAudiobooks	6,414	6,125	6,161	6,490	44,586	50,530	-11.76%
Bolinda eBooks	4,016	3,806	3,872	4,454	28,735	32,011	-10.23%
Choice	425	467	302	309	2,484	2,704	-8.14%
Comic Plus	214	48	62	67	608	773	-21.35%
Kanopy	927	1,060	817	1,249	6,635	8,196	-19.05%
Libby eAudiobooks	5,473	5,332	5,327	6,329	38,740	23,952	61.74%
Libby eBooks	2,941	2,788	3,007	3,783	21,395	13,899	53.93%
Libby eMagazines	3,549	3,270	3,303	3,552	23,651	20,401	15.93%
Libby LOTE ebooks & eAudio	52	26	32	44	288	65	343.08%
Press Reader	82,964	98,032	83,609	91,957	592,844	453,663	30.68%
Storybox Library	70	72	186	103	717	479	49.69%
Tumblebooks	181	99	115	137	1,224	1,324	-7.55%
<b>TOTAL</b>	<b>108,224</b>	<b>121,990</b>	<b>107,692</b>	<b>119,380</b>	<b>768,188</b>	<b>615,084</b>	<b>24.89%</b>

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

INTERNET	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	32	37	37	23	294	247	19.03%
Cranbourne	1,144	1,029	961	1,154	7,900	6,679	18.28%
Doveton	622	464	576	639	4,238	3,729	13.65%
Endeavour Hills	633	570	466	544	3,842	3,881	-1.00%
Hampton Park	1,001	1,212	840	804	6,906	6,060	13.96%
Bunjil Place	1,428	846	1,232	1,473	9,241	8,675	6.52%
Digital Memory Station	56	38	23	20	137	-	
<b>TOTAL</b>	<b>4,916</b>	<b>4,196</b>	<b>4,135</b>	<b>4,657</b>	<b>32,558</b>	<b>29,271</b>	<b>11.23%</b>

WI-FI	Oct-25	Nov-25	Dec-25	Jan-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Cranbourne West - Lounge	188	183	135	131	1,181	1,316	-10.26%
Cranbourne	2,283	1,635	1,163	1,345	11,747	11,816	-0.58%
Doveton	485	471	439	420	3,373	4,008	-15.84%
Endeavour Hills	1,322	1,091	1,015	1,030	7,905	7,497	5.44%
Hampton Park	1,004	914	774	763	6,334	6,673	-5.08%
Bunjil Place	4,644	2,596	1,414	2,091	16,955	17,190	-1.36%
Library Van/ Outreach	3	0	1	0	4	13	-69.23%
<b>TOTAL</b>	<b>9,929</b>	<b>6,890</b>	<b>4,941</b>	<b>5,780</b>	<b>47,499</b>	<b>48,513</b>	<b>-2.09%</b>

Membership has remained steady overall with 98,811 members at the end of January 2026.

**Engagement Statistics**

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website. Social media reach continues to be solid, supported by the team’s ongoing efforts and the success of recent reels. The most popular reels to see out the end of 2025 included Deliver Joy, Judy Nunn, Best Part of the Book (Turn the Lights Off), and Give the Gift of a Library Card.

The team has hit the ground running in 2026, successfully delivering key campaigns including author talks, the opening of the Clyde Township Library Lounge, new eResources (Fiero, LOTE4Kids and Language Nut), and launching Connected Libraries on TikTok.



### eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Oct 2025	87,145	38,689	0.90%
Nov 2025	86,415	32,052	1.06%
Dec 2025	91,293	40,926	2.57%
Jan 2026	91,293	42,398	2.72%



### Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Oct 2025	841	419	3.45%
Nov 2025	836	370	2.75%
Dec 2025	807	363	2.60%
Jan 2026	814	386	4.18%

### Social Media

	Oct-25	Nov-25	Dec-25	Jan-26
Facebook	Followers: 9,469 Reach: 15,066	Followers: Reach:	Followers: Reach:	Followers: 9,501 Reach: 63,482
Instagram	Followers: 2,371 Reach: 3,076	Followers: Reach:	Followers: Reach:	Followers: 2,404 Reach: 13,095

### Programs and Events

The end of the year saw our regular programs and events take a break and resume back late January. A holiday program was offered that included art and craft activities, a range of Christmas activities and events, storytimes and entertainers like the ever-popular Charlie Silly Pants.

The popular Sensitive Santa sessions booked out, 30 families from across Melbourne experienced the enchantment of meeting Santa in a sensory-friendly wonderland.

*"Your Sensitive Santa allowed my son to thoroughly enjoy the entire experience. I honestly can't thank you all enough. It has truly brought the magic of Christmas to our son and to our family. Thank you."*



Early childhood and children continue to be a key target audience for our programs. Literacy and lifelong learning remain the most prominent outcomes of our programming.

Target Audience	Nov-2025 - Attendance	Nov 2025 - Sessions	Dec 2025 - Attendance	Dec 2025 - Sessions	Jan 2026 - Attendance	Jan 2026 - Sessions
Early childhood	3,387	120	1,163	54	76	3
Children	909	54	401	24	1,248	45
Young Adult	98	8	33	6	78	10
Adults	1,206	127	308	76	836	65
Seniors	67	12	9	2	23	4
All ages (not specific)	59	4	672	8	621	10
<b>TOTAL</b>	<b>5,726</b>	<b>325</b>	<b>2,586</b>	<b>170</b>	<b>2,882</b>	<b>137</b>

Program Outcome	Nov-2025 - Attendance	Nov 2025 - Sessions	Dec 2025 - Attendance	Dec 2025 - Sessions	Jan 2026 - Attendance	Jan 2026 - Sessions
Digital inclusion	176	62	108	52	89	24
Economic and workforce development	-	0	-	0	0	0
Health and Wellbeing	357	28	300	24	1,667	54
Informed and connected citizens	603	34	19	5	627	32
Literacy and lifelong learning	3,660	163	1,148	65	308	15

Personal development *	160	8	54	5	115	9
Stronger and more creative communities	770	30	957	19	76	3
<b>TOTAL</b>	<b>5,726</b>	<b>325</b>	<b>2,586</b>	<b>170</b>	<b>2,882</b>	<b>137</b>

**Memberships – tracking and projecting FY26**

Total Active Membership has remained steady overall with 98,811 members at the end of January. We have seen slight drops in active membership month on month recently. The target for this KPI for 2025-2026 is 108,500, and given year to date tracking we anticipate this will not be reached. Current EOFY projected actuals is 100,000 members.

Branches continue to attract and sign up over 2,000 new members each month. Total Active Membership includes the removal of inactive memberships as part of regular database maintenance. Memberships become inactive when not used for three years.

This year there have been significantly more expiring memberships (memberships expire if not used for three years) than previous years. Factors contributing to this may be the large influx of members following the withdrawal of Cardinia, that have not utilised their library cards in the three years following, along with additional members attracted during the pandemic years.

As evidenced in the tables below, while the rate of adding new members each month remains steady throughout 2024-2025 and 2025-2026, the increase in Total Active Members moves from approximately 1,000 additional members per month up until the 3-year anniversary of the Cardinia withdrawal (Nov/Dec 2022), where upon the increase is more like a few hundred each month.

Total Active Membership at month end

*(includes new members added plus removal of inactive memberships)*

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual Growth	Average monthly membership
2024-2025	89,655	90,665	92,251	93,451	94,242	94,998	95,514	95,947	96,393	96,799	97,115	97,123	7,468	622
2025-2026	98,178	98,484	98,805	99,217	99,177	98,877	98,811	-	-	-	-	-	633	90

New Members Added per month

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Members added total	Average members added monthly
2024-2025	2,475	2,356	2,108	2,042	1,740	1,493	2,070	2,142	2,355	2,212	2,539	2,336	25,868	2,156
2025-2026	2,336	2,676	2,527	2,577	2,048	1,748	2,453	-	-	-	-	-	16,365	2,338

While it is difficult to predict exactly how many memberships may become inactive in FY27, a proposed methodology for setting the target for membership is outlined below.

**Memberships (Active Users) - FY2027 Target = 105,000**

Description

The number of currently registered library members.

Calculation

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

- **Total increase in memberships** across 2024/25 and 2025/26 (project actuals) is an average of 5,000 p.a. (The vast majority of the increase was in 2024/25)
- **Current Year Projected Actuals** (June 2026) = 100,000
- **Next Year Target KPI is calculated as** Projected Actuals (June 2026) + averaged annual uplift  
KPI FY27 = 100,000+5,000= **105,000**

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

The proposed target for memberships, along with all other target KPIs for FY27 will be discussed with Council Officers to be brought back to the Board for consideration at the April meeting.

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***RECOMMENDATIONS***

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

**06/2026 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. 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 1.1 Expand our collections in response to community demand and principles of sustainability.***

Action – Review and update digital resources.

**New Digital Resource Platforms**

Connected Libraries has introduced three new digital platforms: Fiero Code, LOTE4Kids and LanguageNut. These resources support literacy, multilingual learning and family engagement, and are available free for library members.

- **Fiero Code**  
A structured coding platform for learners aged 8 to adult, supporting self-paced learning as well providing content for coding clubs and workshops. It includes competition elements and content that lends itself to use in school and community makerspace settings.
- **LOTE4Kids**  
A digital collection of more than 4,500 titles in 70+ languages, supporting early literacy, cultural awareness and multilingual development through interactive stories, songs and games.
- **LanguageNut**  
A comprehensive language-learning platform offering 30+ languages, including English support. It provides interactive activities, personalised pathways and assessment tools to support learners of all ages.

Staff have participated in training programs to learn how to best support the community in accessing these resources, as well as how to use them for inhouse and online programming.

The launch of the new resources is being supported with a full marketing and communications plan.

**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.

**Big Summer Read**

The Big Summer Read, run by Public Libraries Victoria, is an annual reading challenge for young people aged 0–18, designed to encourage reading over the summer school holidays (1 December – 31 January).

The program which began in Victorian public libraries is now also delivered through libraries in Tasmania, Queensland, New South Wales and South Australia. The program addresses the “summer slide,” helping prevent learning loss and supporting literacy development through regular reading.

- Local Engagement Outcomes:
  - **Paper-based participation:** 301 participants, 6,004 books read, 4,207 days read
  - **Online participation:** 219 participants, 5,596 books read, 3,895 days read
  - **Total:** 520 participants, 11,600 books read, 8,102 days read

The Big Summer Read supports literacy, encourages daily reading habits, and highlights the role of libraries as vital resources for children and families.

This year’s participants will celebrate their reading achievements at our finale planned for Saturday 7 March at Bunjil Place Library, where picture book illustrator Rachel Gyan will deliver a drawing workshop and announce this year’s winners.

**Strategic Outcome 3 – Dynamic Spaces**

**Core Priority 3.1 Create adaptable spaces that meet the needs to local community priorities.**

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

**Opening of Clyde Township Library Lounge and 24/7 Library Lockers**

On Saturday 14 February, Library Lovers’ Day, we officially launched the new Clyde Township Library Lounge and 24/7 Library Lockers.

The opening was celebrated with a family fun day attended by nearly 400 community members, who explored the new lounge and participated in a vibrant program of activities, including wildlife encounters and a magic performance.

Over 50 new members registered that morning and 400 items were borrowed.

The new lounge provides an important opportunity to strengthen connections with the rapidly growing Clyde community and to build strategic partnerships with local schools, the onsite kindergarten, and Maternal and Child Health services.

Importantly, the establishment of the Clyde Township Library Lounge directly delivers on our Action Plan commitment to support Casey in the development of integrated community spaces that combine services, programs and collaboration opportunities. By co-locating library services with early years and community services, the lounge creates a flexible, welcoming environment that fosters connection, shared programming and cross-service collaboration.



**RECOMMENDATIONS**

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

**GENERAL BUSINESS**

**NEXT MEETING**

Wednesday 22 April 2026 – Online Teams Meeting