



AGENDA

Board Meeting
Wednesday 22 April 2026
4.00pm

Online Meeting via Teams

1.	Present	
2.	Apologies	
3.	Acknowledgement of the Traditional Owners	
4.	Board Membership	
5.	Declaration of Conflicts of Interest	
6.	Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday 22 February 2026.	
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STRATEGIES/PLANS

07/2026 DRAFT BUDGET 2026-2027

Report prepared by Emily Ramaswamy

Purpose

To provide the Board with updated 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.

The 2026-2027 Budget presented will be adopted by Connected Libraries Library Board in June 2026.

The budget presented at the February 2026 Board meeting, was different to the preliminary budget presented in November 2025 in that updated rate cap and salary conditions had been applied.

Discussion

There have been no changes to the key assumptions in the 2026-2027 Draft Budget since the previous Board meeting in February 2026.

This version is the completed version of the February draft, including explanatory notes for all line items, outlining their treatment compared with the 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 Actuals	2025-26 Budget	2026-27 Budget	Variance to 2025-26 Budget	
	\$	\$	\$	\$	%
Income					
Contributions - City of Casey	7,073,833	7,922,934	7,734,756	(188,178)	-2.38%
Recurrent	7,073,833	7,527,734	7,734,756	207,022	2.75%
Bunjil Furniture Renewal	-	80,000	-	(80,000)	-100.0%
Clyde Township Library Lounge	-	315,200	-	(315,200)	-100.0%
Funding from other levels of government	2,175,404	2,175,404	2,237,379	61,975	2.8%
Federal funded grants - non-recurrent	-	-	56,975	56,975	
State funded grants - recurrent	2,175,404	2,175,404	2,175,404	-	0.0%
State funded grants - non-recurrent	-	-	5,000	5,000	
Other income	325,032	263,058	265,105	2,048	0.78%
Printing & Photocopying	64,202	55,302	60,825	5,523	9.99%
Interest on Investments	195,858	130,000	146,250	16,250	12.50%
Sundry Recoverable	28,604	51,480	30,575	(20,905)	-40.61%
Programs, meeting rooms & other charges	36,367	26,276	27,455	1,179	4.49%
Net gain on disposal of assets	(457)	-	-	-	
Total income	9,573,812	10,361,396	10,237,240	(124,156)	-1.20%
Expenses					
Employee costs	6,774,801	7,297,500	7,432,810	135,310	1.85%
Training & Development	148,707	146,800	148,825	2,025	1.38%
Salaries, Super & Leave Entitlements	6,581,592	7,062,400	7,220,020	157,620	2.23%
Workcover, OHS & Travel	44,502	88,300	63,965	(24,335)	-27.56%
Materials and services	1,103,508	1,131,975	1,128,790	(3,185)	-0.28%
IT & Communications	620,283	619,475	620,310	835	0.13%
Library materials	367,270	367,000	367,000	-	0.00%
Marketing and library programs	115,956	145,500	141,480	(4,020)	-2.76%
Depreciation and amortisation	1,152,606	1,272,100	1,307,085	34,985	2.75%
Other expenses	406,057	427,200	442,500	15,300	3.58%
Auditors' remuneration - VAGO	32,000	32,000	32,000	-	0.00%
Freight - daily branch collection transfers	86,353	95,200	97,295	2,095	2.20%
Photocopying, Printing & Stationary	49,694	48,200	49,550	1,350	2.80%
Others	238,010	251,800	263,655	11,855	4.71%
Net loss on disposal of equipment	-	-	-	-	
Total expenses	9,436,972	10,128,775	10,311,185	182,410	1.80%
Total comprehensive result	136,839	232,621	(73,945)	(306,565)	

Revenue

- Council Contributions
 - 2.75% increase (updated) on FY26 Recurrent Funding contributions (Including Independent Board Member remuneration & furniture renewal).
- State & Federal Government Funding
 - PLFP assumed 0% increase on FY26 Actuals
 - PRC assumed 0% increase on FY26 Actuals

- CFC Reading Buddies program – fixed term contract grant extended to 31 January 2027 with some funds being rolled forward from current financial year.
- Other Income
 - **Interest on Investments** - \$3.25 million investment balance at 4.5% 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 & 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 January 2026 (with a 3% vacancy rate). Future salary increase rates are represented as a percentage of Rate Cap, with the July 2026 noted as 2.2% (80% of FY2027 Rate Cap).
 - **Training & Development** - budget increased by 50% of Rate Cap %.
 - **Workcover, OHS & Travel** – budget adjusted in line with updated costs being incurred.
- 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
 - **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 Actuals	2025-26 Budget	2026-27 Budget	Variance to 2024-25 Budget	
	\$	\$	\$	\$	%
Books and materials	1,088,994	1,211,500	1,121,100	(90,400)	-7.5%
Existing collection renewal	1,088,994	1,121,100	1,121,100	-	0.0%
Clyde Township Library Lounge	-	90,400	-	(90,400)	100.0%
Furniture and equipment	226,746	505,065	195,500	(309,565)	-61.3%
Recurring furniture & equipment renewal	191,425	195,500	195,500	-	0.0%
Clyde Township Library Lounge project	-	203,800	-	(203,800)	-100.0%
Bunjil furniture renewal project	-	80,000	-	(80,000)	-100.0%
Digital memory station project	10,321	-	-	-	-
Other funded equipment projects	25,000	25,765	-	(25,765)	-100.0%
Motor Vehicles	55,322	-	-	-	-
Total Capital Expenditure	1,371,062	1,716,565	1,316,600	(399,965)	2.5%

Capital Expenditure

- 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.

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 June 2026 for adoption before submission to the City of Casey.

RECOMMENDATIONS

1. That the Board endorses CL Draft Budget Report 2026-2027.
2. That CL forward the endorsed CL Budget 2026-2027 to the City of Casey for approval.
3. That the Board notes CL will adopt the CL Budget 2026-2027 after the City of Casey advise formal approval of the Budget.

CONNECTED LIBRARIES

Ignite your imagination

**Budget
2026-2027**

DRAFT

22 April 2026

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Connection

- We create spaces where people feel that they belong.
- We find ways to share our common humanity, interests and passions.
- We strive to be fully present and intentional in our interactions with others.

Creativity

- We love learning and trying new things.
- We challenge the status quo if we believe a better way is possible.
- We support different ideas and allow others to give things a go.

Enrichment

- We look for ways to empower others to learn and participate.
- We strive to provide experiences that enhance the quality of a person's day and life.
- We provide opportunities for people to explore what is possible.

Humour

- Humour helps us to connect with each other.
- We like to laugh, bringing smiles to other people.
- We use humour to break down barriers and create a positive experience for everyone.

Kindness

- We are mindful of people's feelings.
- We are kind and compassionate and look for the best in others.
- We are accountable for our own behaviour and appreciate the differences in others.

Teamwork

- When we all contribute we excel.
- We play to each other's strengths.
- We can achieve our goals together.

Our Approach

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

1.0 Executive Summary

The 2026–2027 Draft Budget has been developed to align with the priorities of the Library Plan 2025–2029 and remains consistent with the longer-term Strategic Resource Plan (SRP). It maintains current service delivery across Connected Libraries’ seven branches, Library Lockers, and Outreach Van.

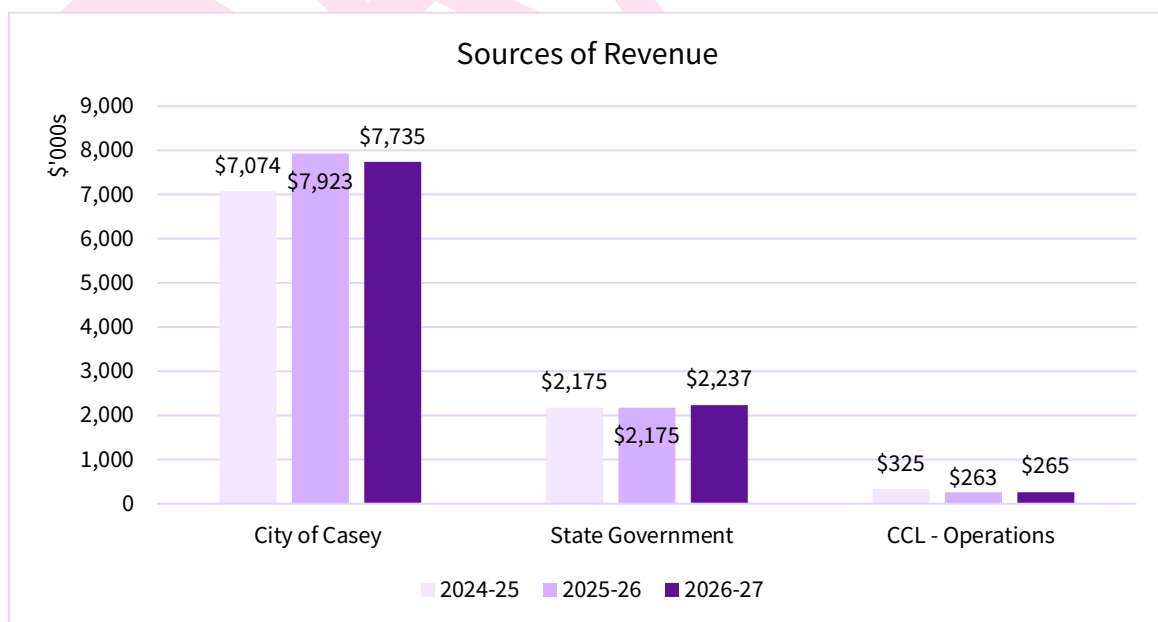
Consistent with the SRP, the Revised Budget does not include provision for further new service delivery points or major capital works. While Connected Libraries continues to explore opportunities for improved access and infrastructure—as identified in the Draft Facilities Development Plan 2023–2027 (updated February 2026)—any additional projects remain subject to future scoping and business case development.

Connected Libraries is primarily funded by the City of Casey and the State Government. While contributions from the State have remained steady, no indexation has been applied for the past three years. This presents financial challenges over the medium term; however, the organisation remains in a stable position and continues to actively manage resources to support service continuity and innovation, with reserves available to draw upon if required.

The Draft Budget reflects sound financial management principles, providing a clear and sustainable framework for the year ahead.

Sources of Revenue

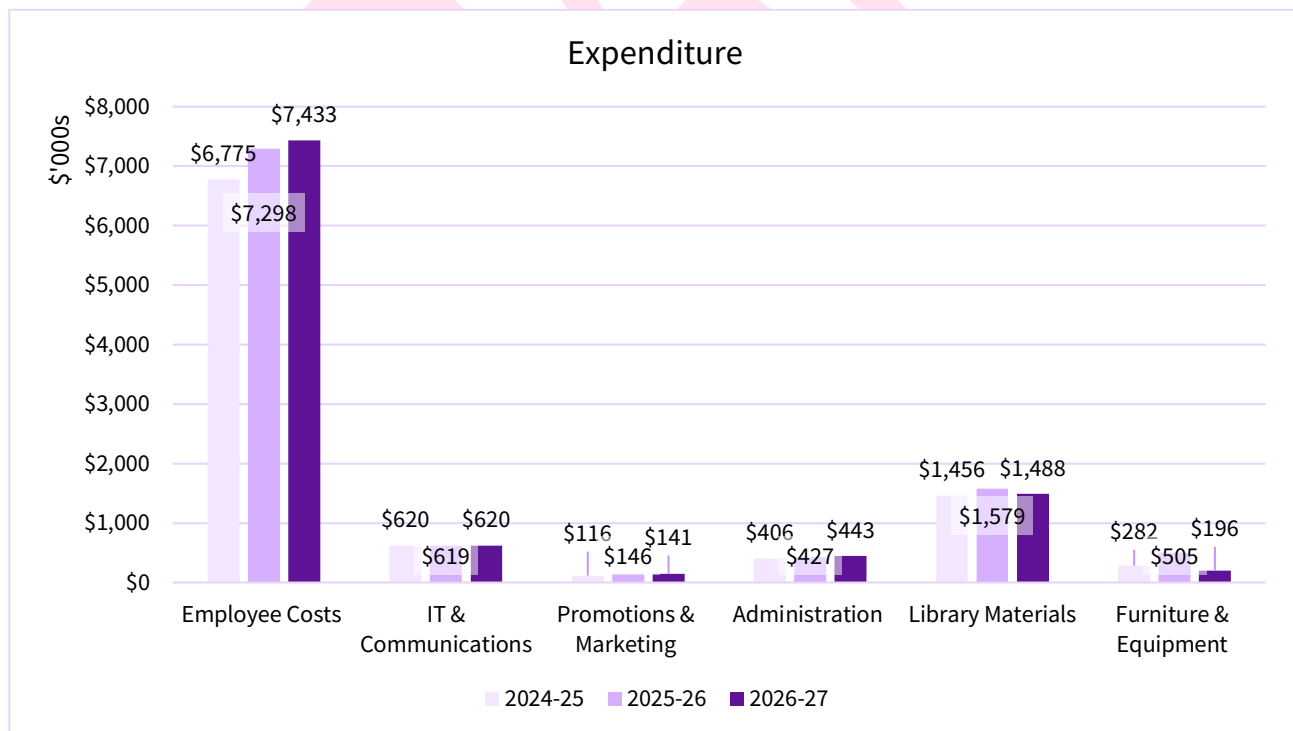
	Actuals 2024-25	Budget 2025-26	Budget 2026-27
City of Casey	7,073,833	7,922,934	7,734,756
	73.88%	76.47%	75.56%
State Government	2,175,404	2,175,404	2,237,379
	22.72%	21.00%	21.86%
CL - Operations	325,032	263,058	265,105
	3.39%	2.54%	2.59%
Total Income	9,574,269	10,361,396	10,237,240



Allocation of Resources

	Actuals 2024-25	Budget 2025-26	Budget 2026-27
Employee Costs	6,774,801	7,297,500	7,432,810
IT & Communications	620,283	619,475	620,310
Promotions & Marketing	115,956	145,500	141,480
Administration	406,057	427,200	442,500
Other Expenses	374,057	395,200	410,500
Auditor Remuneration	32,000	32,000	32,000
Library Materials	1,456,263	1,578,500	1,488,100
Library Materials - Expense	367,270	367,000	367,000
Library Materials - Capital	1,088,994	1,211,500	1,121,100
Furniture & Equipment	282,068	505,065	195,500
Total Expenditure	9,655,428	10,573,240	10,320,700

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and the budget for 2026-27. It differs from the Expenditure figures shown in the Comprehensive Income Statement, as it excludes depreciation—which reflects the accounting treatment of past capital investment—and instead includes budgeted capital expenditure to capture planned future investment. This table is intended to give a more practical view of how resources are expected to be allocated across operations and projects over time.



2.0 Budgeted Financial Statements 2026–2027

Comprehensive Income Statement For the Years ending June 30	2024-25 Actuals	2025-26 Budget	2026-27 Budget
	\$	\$	\$
Income			
Contributions - City of Casey	7,073,833	7,922,934	7,734,756
<i>Recurrent</i>	7,073,833	7,527,734	7,734,756
<i>Bunjil Furniture Renewal</i>	-	80,000	-
<i>Clyde Township Library Lounge</i>	-	315,200	-
Funding from other levels of government	2,175,404	2,175,404	2,237,379
<i>Federal funded grants - non-recurrent</i>	-	-	56,975
<i>State funded grants - recurrent</i>	2,175,404	2,175,404	2,175,404
<i>State funded grants - non-recurrent</i>	-	-	5,000
Other income	325,032	263,058	265,105
<i>Printing & Photocopying</i>	64,202	55,302	60,825
<i>Interest on Investments</i>	195,858	130,000	146,250
<i>Sundry Recoverable</i>	28,604	51,480	30,575
<i>Programs, meeting rooms & other charges</i>	36,367	26,276	27,455
Net gain on disposal of assets	(457)	-	-
Total income	9,573,812	10,361,396	10,237,240
Expenses			
Employee costs	6,774,801	7,297,500	7,432,810
<i>Training & Development</i>	148,707	146,800	148,825
<i>Salaries, Super & Leave Entitlements</i>	6,581,592	7,062,400	7,220,020
<i>Workcover, OHS & Travel</i>	44,502	88,300	63,965
Materials and services	1,103,508	1,131,975	1,128,790
<i>IT & Communications</i>	620,283	619,475	620,310
<i>Library materials</i>	367,270	367,000	367,000
<i>Marketing and library programs</i>	115,956	145,500	141,480
Depreciation and amortisation	1,152,606	1,272,100	1,307,085
Other expenses	406,057	427,200	442,500
<i>Auditors' remuneration - VAGO</i>	32,000	32,000	32,000
<i>Freight - daily branch collection transfers</i>	86,353	95,200	97,295
<i>Photocopying, Printing & Stationary</i>	49,694	48,200	49,550
<i>Others</i>	238,010	251,800	263,655
Net loss on disposal of equipment	-	-	-
Total expenses	9,436,972	10,128,775	10,311,185
Total comprehensive result	136,839	232,621	(73,945)

Balance Sheet As at June 30	2024-25 Actuals	2025-26 Budget (Revised)	2026-27 Budget
	\$	\$	\$
Assets			
Current assets			
<i>Cash and cash equivalents</i>	1,282,959	571,115	487,655
<i>Trade and other receivables</i>	31,435	60,000	60,000
<i>Other financial assets</i>	2,000,000	2,500,000	2,500,000
<i>Prepayments</i>	98,902	100,000	100,000
Total current assets	3,413,296	3,231,115	3,147,655
Non-current assets			
<i>Plant, furniture, equipment and library materials</i>	3,991,096	4,435,561	4,445,076
<i>Right-of-use assets</i>	-	-	-
Total non-current assets	3,991,096	4,435,561	4,445,076
Total assets	7,404,392	7,666,676	7,592,731
Liabilities			
Current liabilities			
<i>Trade and other payables</i>	567,946	455,786	415,504
<i>Unearned Income/Revenue</i>	171,538	175,000	175,000
<i>Provisions</i>	1,345,351	1,482,172	1,520,893
Total current liabilities	2,084,834	2,112,958	2,111,398
Non-current liabilities			
<i>Provisions</i>	111,825	113,365	114,925
<i>Lease Liabilities</i>	-	-	-
Total non-current liabilities	111,825	113,365	114,925
Total liabilities	2,196,659	2,226,323	2,226,323
Net assets	5,207,733	5,440,353	5,366,408
Equity			
Members contribution on formation	1,562,887	1,562,887	1,562,887
Accumulated surplus	3,644,846	3,877,466	3,803,521
Total Equity	5,207,733	5,440,353	5,366,408

**Statement of Changes in Equity
As at June 30**

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2026			
Bal at the beginning of the financial year	5,207,733	3,644,846	1,562,887
Surplus/(deficit) for the year	232,621	232,621	0
Balance at end of financial year	5,440,353	3,877,466	1,562,887
2027			
Bal at the beginning of the financial year	5,440,353	3,877,466	1,562,887
Surplus/(deficit) for the year	(73,945)	(73,945)	
Balance at end of financial year	5,366,408	3,803,521	1,562,887

**Statement of Capital Works
For the Years ending June 30**

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

**Statement of Human Resources
For the years ending June 30**

	Budget 2025-26	Budget 2026-27
Staff Expenditure		
Employee costs - Operating	7,297,500	7,432,810
Total Staff Expenditure	7,297,500	7,432,810
	EFT	EFT
Staff - Equivalent Full Time	66.25	69
Staff Employed (Average)	119	126
Permanent full time	29	36
Permanent part time	63	56
Casual / Fixed Term Contract	27	34

Statement of Cash Flows			
Year ended June 30			
	2024-25	2025-26	2026-27
	Actuals	Budget	Budget
	\$	\$	\$
Cash Flow from Operating Activities			
Income from:			
Council Contributions	7,781,216	7,922,934	7,734,756
Government Grants	2,175,404	2,175,404	2,237,379
Interest Income	194,746	130,000	146,250
Printing & Photocopying	64,202	55,302	60,825
Other Income	88,041	77,756	58,030
	10,303,609	10,361,396	10,237,240
Payments for:			
Employee Costs	(6,601,362)	(7,110,679)	(7,242,525)
Library Materials	(403,996)	(367,000)	(367,000)
Computer Services	(682,311)	(619,475)	(620,310)
Other Costs	(1,104,778)	(759,521)	(774,265)
	(8,792,447)	(8,856,675)	(9,004,100)
Net Cash Inflow from Operating Activities	1,511,162	1,504,721	1,233,140
Cash Flow from Investing Activities			
Proceeds from sale of Plant & Equipment	1,182	0	0
Proceeds from matured investments	1,500,000	3,000,000	3,000,000
Payments for new investments	(1,000,000)	(3,500,000)	(3,000,000)
Payment for Books, Furniture, Plant & Equipment	(1,371,062)	(1,716,565)	(1,316,600)
Net Cash (Outflow) from Investing Activities	(869,880)	(2,216,565)	(1,316,600)
Net Increase/Decrease in Cash	641,282	(711,845)	(83,460)
Cash at the beginning of the year	641,677	1,282,959	571,115
Cash Held at End of Year	1,282,959	571,115	487,655

3.0 Notes to the Budgeted Financial Statements 2026-2027

1 - Council Contributions

Council Contribution per Capita		
	Budget 2025-26	Budget 2026-27
Population*	444,654	458,686
Councils Contribution	7,922,934	7,734,756
Average Contrib. per Capita	\$17.82	\$16.86
2025 Victorian LCs Average Contribution per capita**		\$34.69

*Forecast population estimate source <https://forecast.id.com.au>

** Library Corporations include - Myli, Your Library, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2 - State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2026. The state funding is primarily calculated on population and in FY2026 there was a 0% increase in the amount received. For the 2026-27 Budget, it is assumed that 0% increase on State Government Funding will be received.

Recurrent State Funding per Capita		
	Budget 2025-26	Budget 2026-27
Population *	444,654	458,686
State Funding	2,175,404	2,175,404
Average Contrib. per Capita **	\$4.89	\$4.74
2025 Victorian LCs Average Contribution per capita**		\$6.48

*Forecast population estimate source <https://forecast.id.com.au>

** Library Corporations include - Myli, Your Library, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

3 - Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement expires on 23 November 2026 and all employment costs have been calculated to take into account the agreed salary increases and increase to the Super Guarantee Rate, as published by the ATO.

Not included in the 2027 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at December 2025 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources		
	Budget 2025-26	Budget 2026-27
Employee Costs	7,297,500	7,432,810
Total Staffing EFT	66.25	69
% of total expenditure	69.02%	71.89%
Population	444,654	458,686
Expenditure per capita	\$16.41	\$16.20
2025 State Average Expenditure per capita		\$27.90

4 - Information & Communications Technology (ICT)

The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Library Plan. Expenditure levels have been aligned with current organisational requirements and are intended to support stable, reliable, and adaptable technology services over the life of the Plan.

Information & Communications Technology (ICT)		
	Budget 2025-26	Budget 2026-27
Telecommunications	166,300	111,210
Data Communications	51,400	123,360
ILMS	401,775	366,740
Computer Software & Support	0	19,000
Total ICT	619,475	620,310
% of total expenditure	7.37%	7.26%
Population	444,654	458,686
Expenditure per capita	\$1.39	\$1.35

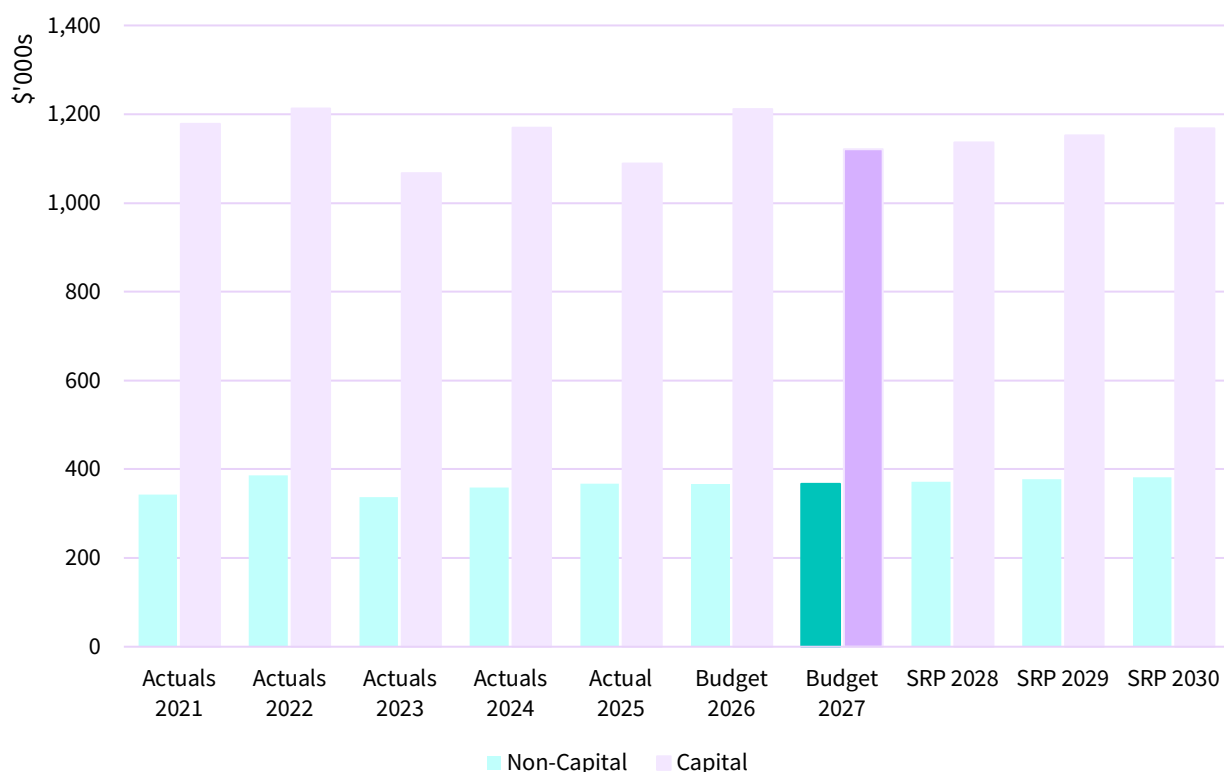
5 - Library Resources and Materials

CL continues to manage its collection to meet ongoing demand for physical items while supporting increased use of digital resources, including databases, eBooks, and downloadable content, in line with community use and expectations.

Library Resources

	Budget 2025-26	Budget 2026-27
Non-Capital	367,000	367,000
Capital – existing collection renewal	1,121,100	1,136,545
Capital – New location collection	90,400	-
Total Library Resources	1,578,500	1,503,545
% of total expenditure	18.78%	17.60%
Population	444,654	458,686
Expenditure per capita	\$3.55	\$3.28
2025 Victorian LCs Average Expenditure per capita**		\$6.41

Library Resource Expenditure



4.0 Non-Financial Resources

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

There are six service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Cranbourne West Library Lounge
- Clyde Township Library Lounge

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5.0 Schedule of Fees and Charges: 2026-2027

1. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
2. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt. Minor damage incurs a charge of \$3.30.
3. **Libraries Victoria Lost or damaged processing: \$5.50** processing fee to cover the administration costs associated with lost/damaged items belonging to other libraries.
4. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
5. **Photocopying and printing:**

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

6. **Inter Library Loans:**
Tertiary/ Special and other charging libraries **\$34.40**
Victorian Public Libraries and other non-charging public libraries **\$5.00**
Libraries Victoria Items are free
7. **Other Charges:**
Library Bags (New member Free), Replacement Bags **\$4.00**
Ear Buds **\$2.00**
USB Sticks **\$10.00**
Book clubs (per annum) **\$100.00**
8. **Library Meeting Room Hire:**
General Rate: **\$30.00 per hour**
Creative Rate: **\$15.00 per hour**
Definition – a special rate for artists who are running workshops for members of the community e.g. theatre groups, painting classes etc
Community* Rate: **\$15.00 per hour**
*(Conditions apply – refer to the Bookings Policy)
9. **Local History Reproduction Fees:**
Contact: Local History Officer
At Cranbourne Library (03) 5990 0150

Local History Schedule of Reproduction Fees

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

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

All prices are per copy:

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

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au

08/2026 DRAFT STRATEGIC RESOURCE PLAN 2026-2030**Report prepared by Emily Ramaswamy****Purpose**

To present the Board with Connected Libraries Draft Strategic Resource Plan 2026-2030 for endorsement.

Library Plan 2025-2029 reference – 4.5

Background

Connected Libraries' Strategic Resource Plan (SRP) identifies the resources required to support the strategic objectives set out in the Library Plan 2025-2029 and provides the financial foundation for their delivery. While the Library Plan is developed through broad consultation with the community, staff, and Board members, the SRP has been prepared internally by the Executive and Leadership Team, informed by Board decisions made during the 2025–2026 financial year.

Discussion

The SRP assumes the continuation of current service levels across Connected Libraries' seven branches, Library Lockers, and Outreach Van. It supports the delivery of priority actions from the Library Plan that are achievable within current financial parameters, including Member Council rate cap constraints. The SRP does not include budgeted revenue or expenditure for new service delivery points or major capital projects.

The SRP assumes no increase to Public Libraries Funding Program (PLFP) contributions over the four-year period. While this has a compounding effect on long-term financial capacity, Connected Libraries remains in a stable position due to reserves accumulated in recent years. Liquidity is not an immediate concern.

Conclusion

The 2026–2030 SRP provides a balanced and sustainable approach to resourcing the Library Plan. It maintains existing services, supports achievable priorities, and reflects responsible financial planning in a constrained funding environment. The SRP will continue to be reviewed annually to remain responsive to emerging needs and opportunities.

RECOMMENDATIONS

- 1. That the Board endorses CL Draft Strategic Resource Plan 2026–2030.**
- 2. That CL forward the endorsed CL Strategic Resource Plan 2026-2030 to the City of Casey for approval.**
- 3. That the Board notes CL Ltd will be required to adopt the CL Strategic Resource Plan 2026-2030 after the City of Casey advise formal approval.**

CONNECTED LIBRARIES

Ignite your imagination

Strategic Resource Plan 2026-2030

DRAFT

22 April 2026

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Connection

- We create spaces where people feel that they belong.
- We find ways to share our common humanity, interests and passions.
- We strive to be fully present and intentional in our interactions with others.

Creativity

- We love learning and trying new things.
- We challenge the status quo if we believe a better way is possible.
- We support different ideas and allow others to give things a go.

Enrichment

- We look for ways to empower others to learn and participate.
- We strive to provide experiences that enhance the quality of a person's day and life.
- We provide opportunities for people to explore what is possible.

Humour

- Humour helps us to connect with each other.
- We like to laugh, bringing smiles to other people.
- We use humour to break down barriers and create a positive experience for everyone.

Kindness

- We are mindful of people's feelings.
- We are kind and compassionate and look for the best in others.
- We are accountable for our own behaviour and appreciate the differences in others.

Teamwork

- When we all contribute we excel.
- We play to each other's strengths.
- We can achieve our goals together.

Our Approach

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

1.0 Executive Summary

The Strategic Resource Plan (SRP) underpins the delivery of Connected Libraries' four-year Library Plan. While the Library Plan has been widely developed in consultation with the community, staff, and Board members, the SRP provides the financial framework to support implementation of its key actions.

The SRP assumes continuation of current service delivery across Connected Libraries' seven branches, Library Lockers, and Outreach Van. It supports the delivery of key actions from the Library Plan that are achievable within existing budgetary constraints and Member Council rate cap limits.

Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Facilities Development Plan 2023–2027 (updated February 2026) and the Library Plan 2025–2029, Connected Libraries continues to work with Council to explore options for improved library access in underserved areas.

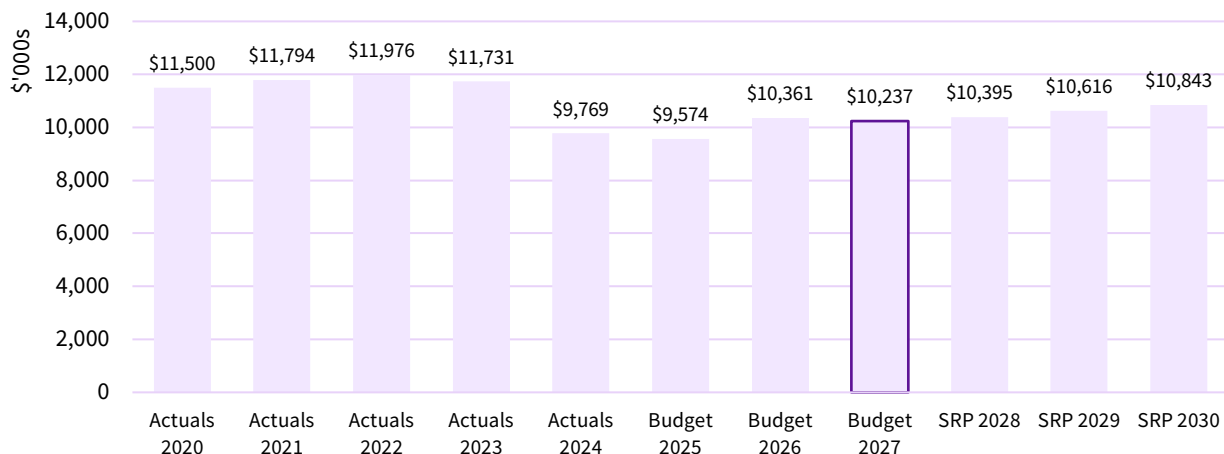
Connected Libraries is funded by the City of Casey and the State Government. However, the continued lack of indexation or increase in State Government contributions is having a compounding impact. As costs rise and service demands grow, CL's financial capacity to maintain operations and respond to emerging needs is increasingly constrained.

The SRP's financial statements uphold principles of sound financial management, ensuring transparency and accountability in planning for sustainable service delivery.

Sources of Revenue

	Actuals 2024-25	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
City of Casey	7,073,833	7,922,934	7,734,756	7,947,468	8,166,024	8,390,592
	73.88%	76.47%	75.56%	76.45%	76.92%	77.38%
State Government	2,175,404	2,175,404	2,237,379	2,180,404	2,180,404	2,180,404
	22.72%	21.00%	21.86%	20.98%	20.54%	20.11%
CL - Operations	325,032	263,058	265,105	267,300	269,530	271,820
	3.39%	2.54%	2.59%	2.57%	2.54%	2.51%
Total Income	9,574,269	10,361,396	10,237,240	10,395,172	10,615,958	10,842,816

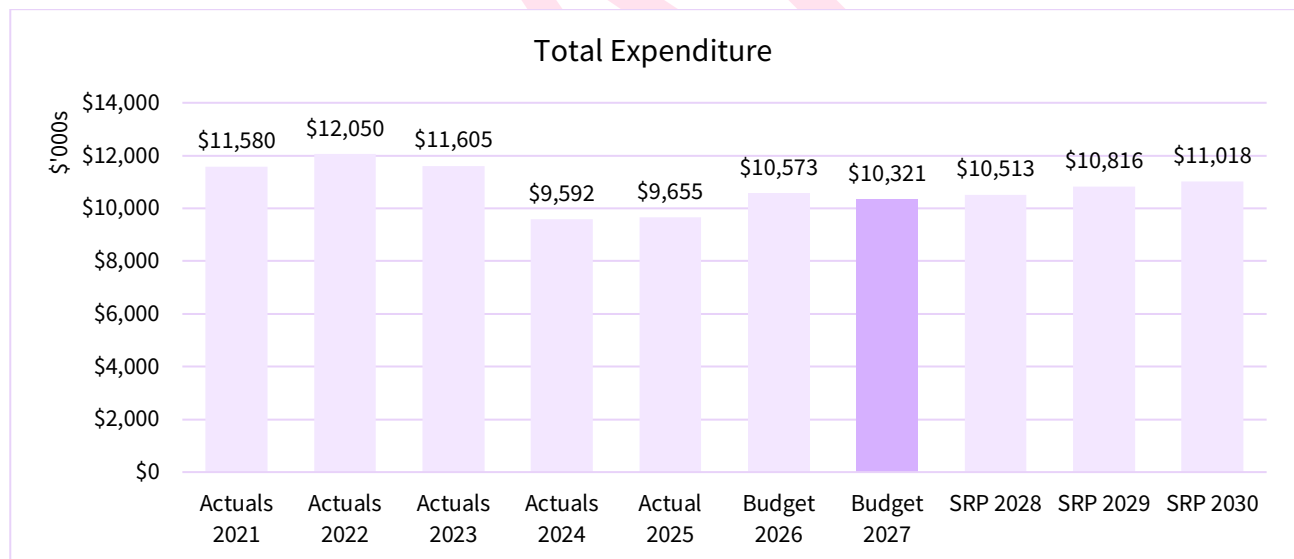
Total Income



Allocation of Resources

	Actuals 2024-25	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Employee Costs	6,774,801	7,297,500	7,432,810	7,588,960	7,795,605	8,007,905
IT & Communications	620,283	619,475	620,310	628,855	637,520	646,300
Promotions & Marketing	115,956	145,500	141,480	145,400	149,430	153,570
Administration	406,057	427,200	442,500	442,595	447,870	455,855
Other Expenses	374,057	395,200	410,500	410,595	415,870	423,855
Auditor Remuneration	32,000	32,000	32,000	32,000	32,000	32,000
Library Materials	1,456,263	1,578,500	1,488,100	1,508,600	1,529,375	1,550,445
Library Materials - Expense	367,270	367,000	367,000	372,055	377,175	382,375
Library Materials - Capital	1,088,994	1,211,500	1,121,100	1,136,545	1,152,200	1,168,070
Furniture & Equipment	282,068	505,065	195,500	198,195	255,925	203,690
Total Expenditure	9,655,428	10,573,240	10,320,700	10,512,605	10,815,725	11,017,765

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and forecasts for the four years covered by the Strategic Resource Plan (SRP). It differs from the Expenditure figures shown in the Comprehensive Income Statement, as it excludes depreciation—which reflects the accounting treatment of past capital investment—and instead includes budgeted capital expenditure to capture planned future investment. This table is intended to give a more practical view of how resources are expected to be allocated across operations and projects over time.



Total Cost of Library Service per Capita

	Budget 2025-26	Budget 2026-27	Forecast Est 2027-28	Forecast Est 2028-29	Forecast Est 2029-30
Population	444,654	458,686	470,920	482,694	493,939
Cost of Library Service	10,573,240	10,320,700	10,512,605	10,815,725	11,017,765
Average Cost per Capita	\$23.78	\$22.50	\$22.32	\$22.41	\$22.31

2.0 Financial Statements 2026-2030

Comprehensive Income Statement							
	Note	2024-25 Actuals	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
Income		\$	\$	\$	\$	\$	\$
Contributions - City of Casey	1	7,073,833	7,922,934	7,734,756	7,947,468	8,166,024	8,390,592
Recurrent		7,073,833	7,527,734	7,734,756	7,947,468	8,166,024	8,390,592
Bunjil Furniture Renewal		-	80,000	-	-	-	-
Clyde Township Library Lounge		-	315,200	-	-	-	-
Funding from other levels of government	2	2,175,404	2,175,404	2,237,379	2,180,404	2,180,404	2,180,404
Federal funded grants - non-recurrent		-	-	56,975	-	-	-
State funded grants - recurrent		2,175,404	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
State funded grants - non-recurrent		-	-	5,000	5,000	5,000	5,000
Other income	3	325,032	263,058	265,105	267,300	269,530	271,820
Printing & Photocopying		64,202	55,302	60,825	61,650	62,480	63,325
Interest on Investments		195,858	130,000	146,250	146,250	146,250	146,250
Sundry Recoverable		28,604	51,480	30,575	31,200	31,840	32,500
Programs, meeting rooms & other charges		36,367	26,276	27,455	28,200	28,960	29,745
Net gain on disposal of assets		(457)	-	-	-	-	-
Total income		9,573,812	10,361,396	10,237,240	10,395,172	10,615,958	10,842,816
Expenses							
Employee costs	4	6,774,801	7,297,500	7,432,810	7,588,960	7,795,605	8,007,905
Training & Development		148,707	146,800	148,825	150,885	152,970	155,080
Salaries, Super & Leave Entitlements		6,581,592	7,062,400	7,220,020	7,372,365	7,575,140	7,783,495
Workcover, OHS & Travel		44,502	88,300	63,965	65,710	67,495	69,330
Materials and services	5	1,103,508	1,131,975	1,128,790	1,146,310	1,164,125	1,182,245
IT & Communications		620,283	619,475	620,310	628,855	637,520	646,300
Library materials		367,270	367,000	367,000	372,055	377,175	382,375
Marketing and library programs		115,956	145,500	141,480	145,400	149,430	153,570
Depreciation and amortisation	6	1,152,606	1,272,100	1,307,085	1,343,030	1,379,965	1,417,915
Other expenses	7	406,057	427,200	442,500	442,595	447,870	455,855
Auditors' remuneration - VAGO		32,000	32,000	32,000	32,000	32,000	32,000
Freight - daily branch collection transfers		86,353	95,200	97,295	99,440	101,630	103,870
Photocopying, Printing & Stationary		49,694	48,200	49,550	50,940	52,360	53,820
Others		238,010	251,800	263,655	260,215	261,880	266,165
Net loss on disposal of equipment		-	-	-	-	-	-
Total expenses		9,436,972	10,128,775	10,311,185	10,520,895	10,787,565	11,063,920
		-	-	-			
Total comprehensive result		136,839	232,621	(73,945)	(125,723)	(171,607)	(221,104)

Statement of Change in Equity

As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2026			
Bal at the beginning of the financial year	5,207,733	3,644,846	1,562,887
Comprehensive result	232,621	232,621	
Balance at end of financial year	5,440,353	3,877,466	1,562,887
2027			
Bal at the beginning of the financial year	5,440,353	3,877,466	1,562,887
Comprehensive result	(73,945)	(73,945)	
Balance at end of financial year	5,366,408	3,803,521	1,562,887
2028			
Bal at the beginning of the financial year	5,366,408	3,803,521	1,562,887
Comprehensive result	(125,723)	(125,723)	
Balance at end of financial year	5,240,685	3,677,798	1,562,887
2029			
Bal at the beginning of the financial year	5,240,685	3,677,798	1,562,887
Comprehensive result	(171,607)	(171,607)	
Balance at end of financial year	5,069,078	3,506,191	1,562,887
2030			
Bal at the beginning of the financial year	5,069,078	3,506,191	1,562,887
Comprehensive result	(221,104)	(221,104)	
Balance at end of financial year	4,847,974	3,285,087	1,562,887

**Statement of Capital Works
For the Years ending June 30**

	2024-25 Actuals	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
	\$	\$	\$	\$	\$	\$
Books and materials	1,088,994	1,211,500	1,121,100	1,136,545	1,152,200	1,168,070
Existing collection renewal	1,088,994	1,121,100	1,121,100	1,136,545	1,152,200	1,168,070
Clyde Township Library Lounge	-	90,400	-	-	-	-
Furniture and equipment	226,746	505,065	195,500	198,195	200,925	203,690
Recurring furniture & equipment renewal	191,425	195,500	195,500	198,195	200,925	203,690
Clyde Township Library Lounge project		203,800	-	-	-	-
Bunjil furniture renewal project		80,000	-	-	-	-
Digital memory station project	10,321	-	-	-	-	-
Other funded equipment projects	25,000	25,765	-	-	-	-
Motor Vehicles	55,322	-	-	-	55,000	-
Total Capital Expenditure	1,371,062	1,716,565	1,334,740	1,353,125	1,426,760	1,390,650

**Statement of Human Resources
For the years ending June 30**

	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Staff Expenditure					
Training & Development	146,800	148,825	150,885	152,970	155,080
Salaries, Super & Leave Entitlements	7,062,400	7,220,020	7,372,365	7,575,140	7,783,495
Workcover, OHS & Travel	88,300	63,965	65,710	67,495	69,330
Total Staff Expenditure	7,297,500	7,432,810	7,588,960	7,795,605	8,007,905
	EFT	EFT	EFT	EFT	EFT
Staff - Equivalent Full Time	66.25	69	69	69	69
Staff Employed (Average)	119	126	126	126	126
Permanent full time	29	36	36	36	36
Permanent part time	63	56	56	56	56
Casual / Fixed Term Contract	27	34	34	34	34

Statement of Cash Flows

Year ended June 30

	Revised Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
	\$	\$	\$	\$	\$
Cash Flow from Operating Activities					
Income from:					
Council Contributions	7,922,934	7,734,756	7,947,468	8,166,024	8,390,592
Government Grants	2,175,404	2,237,379	2,180,404	2,180,404	2,180,404
Interest Income	130,000	146,250	146,250	146,250	146,250
Printing & Photocopying	55,302	60,825	61,650	62,480	63,325
Other Income	77,756	58,030	59,400	60,800	62,245
	10,361,396	10,237,240	10,395,172	10,615,958	10,842,816
Payments for:					
Employee Costs	(7,110,679)	(7,242,525)	(7,394,678)	(7,596,033)	(7,802,898)
Library Materials	(367,000)	(367,000)	(372,055)	(377,175)	(382,375)
Computer Services	(619,475)	(620,310)	(628,855)	(637,520)	(646,300)
Other Costs	(759,521)	(774,265)	(782,277)	(796,872)	(814,432)
	(8,856,675)	(9,004,100)	(9,177,865)	(9,407,600)	(9,646,005)
Net Cash Inflow from Operating Activities	1,504,721	1,233,140	1,217,307	1,208,358	1,196,811
Cash Flow from Investing Activities					
Proceeds from sale of Plant & Equipment	0	0	0	0	0
Proceeds from matured investments	3,000,000	3,000,000	3,000,000	3,500,000	3,000,000
Payments for new investments	(3,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Payment for Books, Furniture, Plant & Equipment	(1,716,565)	(1,316,600)	(1,334,740)	(1,408,125)	(1,371,760)
Net Cash (Outflow) from Investing Activities	(2,216,565)	(1,316,600)	(1,334,740)	(908,125)	(1,371,760)
Net Increase/Decrease in Cash	(711,845)	(83,460)	(117,433)	300,233	(174,949)
Cash at the beginning of the year	1,282,959	571,115	487,655	370,222	670,455
Cash Held at End of Year	571,115	487,655	370,222	670,455	495,506

3.0 Notes to the Strategic Resource Plan Financial Report 2026-2030

1 Council Contributions

Council Contribution per Capita					
	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Population*	444,654	458,686	470,920	482,694	493,939
Councils Contribution	7,922,934	7,734,756	7,947,468	8,166,024	8,390,592
Average Contrib. per Capita	\$17.82	\$16.86	\$16.88	\$16.92	\$16.99
2025 Victorian LCs Average Contribution per capita**					\$ 34.69

*Forecast population estimate source <https://forecast.id.com.au>

** Library Corporations include - Myli, Your Library, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2026. The state funding is primarily calculated on population and in FY2026 there was a 0% increase in the amount received. For the purposes of this SRP, it is assumed that 0% increase on Government Grants will be received each year.

Recurrent State Funding per Capita					
	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Population*	444,654	458,686	470,920	482,694	493,939
State Funding	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Contribution per Capita	\$4.89	\$4.74	\$4.62	\$4.51	\$4.40
2025 Victorian LCs Average Contribution per capita**					\$6.48

*Forecast population estimate source <https://forecast.id.com.au>

** Library Corporations include - Myli, Your Library, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases.

The current Enterprise Agreement expires on 23 November 2026 and all employment costs have been calculated to take into account the agreed salary increases.

Not included in the 2026 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at 31 December 2025 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources					
	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Employee Costs	7,297,500	7,432,810	7,588,960	7,795,605	8,007,905
Total Staffing EFT	66.25	69	69	69	69
% of total expenditure	69.02%	71.89%	72.06%	71.95%	72.56%
Population	444,654	458,686	470,920	482,694	493,939
Expenditure per capita	\$16.41	\$16.20	\$16.12	\$16.15	\$16.21
2025 Victorian LCs Average Expenditure per capita**					\$27.90

4 Information & Communications Technology (ICT)

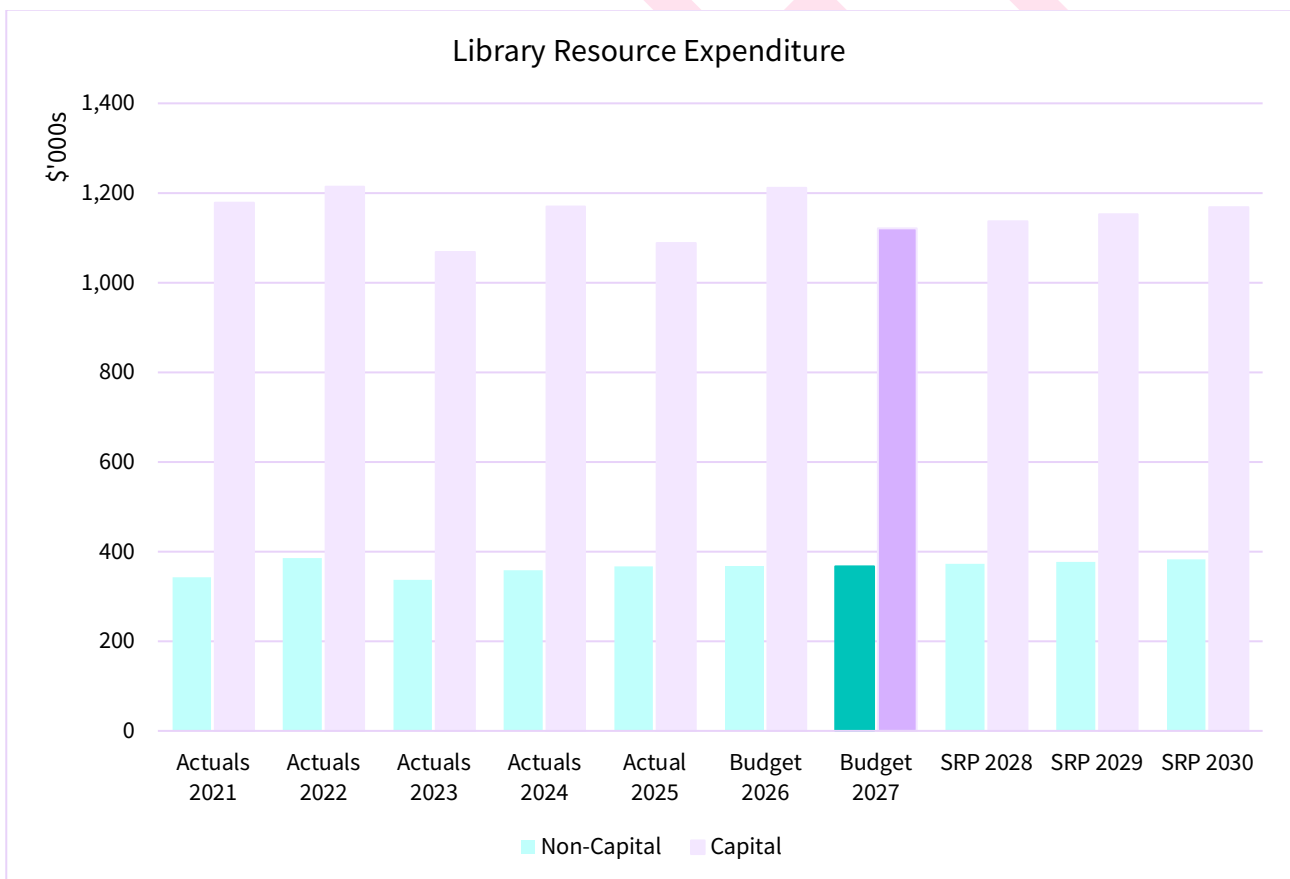
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)					
	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Telecommunications	166,300	111,210	112,740	114,295	115,870
Library Management System	51,400	123,360	125,060	126,780	128,525
Computer Software & Support	401,775	366,740	371,790	376,915	382,105
Consumables & small equipment	0	19,000	19,265	19,530	19,800
Total ICT	619,475	620,310	628,855	637,520	646,300
% of total expenditure	7.37%	7.26%	7.22%	7.15%	7.07%
Population	444,654	458,686	470,920	482,694	493,939
Expenditure per capita	\$1.39	\$1.35	\$1.34	\$1.32	\$1.31

5 Library Resources and Materials

CL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources					
	Budget 2025-26	Budget 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30
Non-Capital	367,000	367,000	372,055	377,175	382,375
Capital – existing collection renewal	1,121,100	1,136,545	1,152,200	1,168,070	1,184,155
Capital – New location collection	90,400	-	-	-	-
Total Library Resources	1,578,500	1,503,545	1,524,255	1,545,245	1,566,530
% of total expenditure	18.78%	17.60%	17.51%	17.33%	17.14%
Population	444,654	458,686	470,920	482,694	493,939
Expenditure per capita	\$3.55	\$3.28	\$3.24	\$3.20	\$3.17
2025 Victorian LCs Average Expenditure per capita**					\$6.41



4.0 Non-Financial Resources

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

There are seven service points in the City of Casey:

- Bunjil Place Library
- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Cranbourne West Library Lounge
- Clyde Township Library Lounge

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au

09/2026 DRAFT KEY PERFORMANCE INDICATORS 2026-2027

Report prepared by Beth Luppino and Emily Ramaswamy

Purpose

To provide an overview of the draft Key Performance Indicators for year two (2026-2027) of the Library Plan 2025-2029.

Library Plan 2025-2029 reference – 4.5

Background

Connected Libraries delivers services in line with the strategic Library Plan 2025-2029. Each year of the plan, there is a new set of Actions along with Key Performance Indicators (KPIs) to enable the Board to monitor the performance of the organisation. These are the second year KPIs to be delivered under the four-year plan.

The Library Plan includes four Strategic Outcomes: Discovery and Learning, Stronger Connections, Dynamic Spaces, and Outstanding People and Performance. Our KPIs help to track our performance against these outcomes and are reported to the Board at each meeting for review and discussion.

Discussion

The KPIs have been developed in consultation with Council's Head of Libraries, and Corporate Performance teams. Council is required to report several of the measures through the Local Government Performance Reporting framework (LGPRF). Subject to approval by the Board, these will be attached to the 2026-2027 CL/Council Service Level Agreement.

A summary of how each indicator is measured, and how the target is calculated has been outlined below the table.

Measure	Library Plan Outcome Area	LGPRF indicator	KPIs 2025-26	Forecast 2025-26	Target 2026-27	FY27 Target vs FY26 Forecast %
Engagement						
Net Promoter Score (Community Survey)	Outstanding People and Performance		65	63	65	0%
Memberships	Discovery and Learning		108,500	100,000	104,000	4%
Visits						
Visits – physical	Dynamic Spaces		870,000	821,800	852,500	4%
Visits – virtual	Dynamic Spaces		937,500	936,586	972,500	4%
Total visits (physical and virtual)			1,807,500	1,758,386	1,825,000	4%
Program and events attendance	Stronger Connections		81,500	75,942	79,000	4%
Collection						
Loans - physical			1,303,500	1,243,776	1,292,500	4%
Loans - eBooks and eAudio			233,500	274,035	282,500	3%
Loans - physical/eBook/eAudio	Discover and Learning		1,686,000	1,517,811	1,575,000	4%
Loans - digital (excluding eBooks and eAudio)	Discovery and Learning		831,000	1,099,787	1,142,500	4%
Loans (total physical/eBook/eAudio and digital)			2,517,000	2,617,598	2,717,500	4%
Physical quality of library collection (age of collection - less than 5 years)	Discovery and Learning		65%	65%	65%	0%

Memberships Forecast 2025-2026

The 2025–2026 KPI target is 108,500 members; however, based on year-to-date performance, this target is not anticipated to be met. Current end-of-financial-year projections estimate membership at approximately 100,000 (98,811 members on 31/01/2026).

Branches continue to perform strongly in attracting new members, with more than 2,000 sign-ups per month (in-person and online). Total Active Membership figures reflect ongoing database clean-up activities, including the removal of inactive memberships, which are also significant.

Library memberships expire after three years of inactivity, with the exception of Online-Memberships.

In February 2024, adjustments were made to online memberships in line with the opening of the Cranbourne West Library Lounge. Given the lounge's initial planned operating model of limited staffed hours (10 hours per week), online memberships were configured to allow immediate borrowing of up to five physical items and set to expire after 12 months. This was designed to encourage on-site visitation and conversion to full membership.

The impact of this change became evident from March 2025, when online memberships began expiring 12 months after creation. In the coming months, CL will revise online membership expiry settings to align with standard library membership profiles, stabilising membership numbers going forward.

Calculation of 2026-2027 Targets

For each of the targets, a forecasted figure for 2026 has been calculated based on the January 2026 YTD results and expected figures for the remaining four months of the year. These forecasts reflect the trend in usage patterns by our members (e.g. the shift towards digital use).

1. Customer Satisfaction (Net Promoter Score) – FY2027 Target = 65Description

Net Promoter Score (NPS) rating measured through Connected Libraries annual customer satisfaction survey.

Calculation

NPS question included in library customer satisfaction survey as follows: How likely is it that you would recommend Connected Libraries to a friend or colleague?

Data converted to a score ranging from -100 to +100. Results are defined broadly as: 0-30 good but room for improvement, 30-70 excellent, above 70 world class.

Next year KPI Target = 65

(Historically, CL has met or exceeded this target)

Creating NPS surveys: How and why Net Promoter Score mattersSource

Library survey conducted through Culture Counts. NPS data score generated automatically via this application.

2. Memberships (Active Users) - FY2027 Target = 104,000Description

The number of currently registered library members.

Calculation

Based on the historical increases observed over the past 12 months.

Connected Libraries has opted to use 'historical actuals' not percentage as the uplift method, as this would overestimate achievable membership growth. As the total membership base grows, applying a percentage-based increase would result in progressively larger absolute membership gains over time (a compounding effect).

Total increase in memberships of existing branches across 12 months is 3,297 additional members (as at Jan2026)

Current Year KPI Forecast (June 2026) = 100,000

Next Year KPI Target (Forecast June26 KPI + Uplift = June 2027 KPI)

= 100,000 + (3,297 x 20%) + 3,297 = 103,956 — **Rounded to 104,000**

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

Source

Libraries Victoria Monthly Report (SirsiDynix library management system)

3. Visits – Physical – FY2027 Target = 852,500

Description

All visits in person to all library service points.

Calculation

Physical Visits target is based on the FY2026 forecast visitation per member, applied to the FY2027 membership target.

2026 Membership Forecast = 100,000

2026 Physical Visits Forecast = 821,800

Avg Forecast Physical Visits per member = 8.22

FY2027 Membership Target = 104,000

Physical Visit prediction for FY2027 = 104,000 x 8.22 = 854,672 — **Rounded to 852,500**

Note: Calculations include rounding where appropriate, including revised projections and targets rounded down to the nearest 2,500.

Source

Beonic people-counters are located at all library branches at entry doors and sensors monitor movement into the spaces. If there are multiple patron entry points at a site, each entry is monitored.

4. Visits – Virtual – FY2027 Target = 972,500

Description

Visits to the Connected Libraries website, online catalogue (SirsiDynix Enterprise system) and library app.

Calculation

Virtual Visits target is based on the FY2026 forecast visitation per member, applied to the FY2027 membership target.

2026 Membership Forecast = 100,000

2026 Virtual Visits Forecast = 936,586

Avg Forecast Virtual Visits per member = 9.37

FY2027 Membership Target = 104,000

Virtual Visits prediction for FY2027 = 104,000 x 9.37 = 974,050 — **Rounded to 972,500**

Note: Calculations include rounding where appropriate, including revised projections and targets rounded down to the nearest 2,500.

Source

Virtual Visits are measured from two data sources. Google analytics provides data on the number of visits to our Connected Libraries website www.connectedlibraries.org.au and Libraries Victoria Monthly Report (SirsiDynix library management system) provides the data on the online catalogue and library app.

Solus provides a dashboard of data related to the library app.

5. Program Attendance - FY2027 Target = 79,000

Description

The number of attendees at library programs, in branches and as part of outreach activities.

Calculation

2026 Membership Forecast = 100,000

2026 Program & Event Attendance Forecast = 75,942

Avg Forecast Program Attendance per Member = 0.76

Virtual Visits prediction for FY2027 = $104,000 \times 0.76 = 78,979$ — **Rounded to 79,000**

Note: Calculations include rounding where appropriate, including revised projections and targets adjusted to the nearest 1,000.

Note: This KPI is rounded up to the nearest 1000. While projections for membership and physical visits are based on historical trends, it is important to note that 'program attendance' is subject to additional limitations. Unlike visits or memberships, the number of program attendees we can accommodate is directly influenced by branch capacity, available staffing levels and cost of external facilitators/resources. These operational constraints mean that even if community demand increases, there is a ceiling on the number of participants we can realistically support.

Source

CL programs team register attendees, along with number and type of programs in SharePoint form. Data is reported to Casey monthly via Head of Libraries, and to the Board at bimonthly meetings.

6. Loans – physical – FY2027 Target = 1,575,000

Description

The number of loans of physical collection items, and the number of loans of eBook, eAudiobook and eMagazine titles currently owned by Connected Libraries.

Calculation

2026 Membership Forecast = 100,000

2026 Physical Collection Loan Forecast = 1,243,776

Avg Forecast Physical Collection Loan per Member = 12.44

Physical Collection Loans prediction for FY2027 = $104,000 \times 12.44 = 1,293,527$. — **Rounded to 1,292,500**

2026 eBook, eAudiobook & eMagazine Loan Forecast = 274,035

Avg Forecast eBook, eAudiobook & eMagazine Loan per Member = 2.74

eBook, eAudiobook & eMagazine Loan prediction for FY2027 = $104,000 \times 2.74 = 284,996$ — **Rounded to 282,500**

Physical Loan prediction for FY2027 = $1,292,500 + 282,500 = 1,575,000$

Note: Calculations include rounding where appropriate, including revised projections and targets rounded down to the nearest 2,500.

Source

Libraries Victoria Monthly Reports (SirsiDynix library management system) provides data on physical items; Bolinda and Overdrive data (for eTitles) is available via Dashboards on their respective platforms.

7. Loans – Digital – FY2027 Target =1,142,500

Description

The number of loans/access/usage of other digital resources.

Calculation

2026 Membership Forecast = 100,000

2026 Digital Loan Forecast = 1,099,787

Avg Forecast Digital Loan per Member = 11.0

FY2027 Membership Target = 104,000

*Digital Loans prediction for FY2027 = 104,000 x 11 = 1,143,778. — **Rounded to 1,142,500***

Note: Calculations include rounding where appropriate, including revised projections and targets rounded down to the nearest 2,500.

Source

Digital resources usage data is available via Dashboards on their respective platforms. Data is aggregated by the CL Digital team.

Resources include the Age, Choice, Comics Plus, Kanopy, Press reader, Storybox Library, Tumblebooks.

8. Recently purchased library collection - FY2027 Target = 65%

Description

The percentage of the library collection that has been purchased in the last 5 years.

Calculation

Numerator is the number of library collection items purchased in the last 5 years. Denominator is the number of library collection items. The result is multiplied by 100.

Source

Libraries Victoria Monthly reports (SirsiDynix library management system). LFPRF reporting requirements have been adjusted from 2026-27 to exclude all digital content in this calculation.

Note: Libraries Victoria Jan 2025 data indicated recently purchased physical collections of 66.2%. ALIA guidelines recommend 60% target on collection age for physical collection, or 65% for an 'enhanced' collection. See link below.

<https://read.alia.org.au/apla-alia-standards-and-guidelines-australian-public-libraries-may-2021>

Conclusion

The proposed targets have been developed in line with current year actuals, emerging usage trends and predicted changes to customer activity. They will assist the Board, the Executive and Council to measure the success of Connected Libraries in delivering on the Strategic Library Plan 2025-2029 (Year 2).

RECOMMENDATIONS

- 1. That the Board approves the draft key performance indicator targets for 2026-2027.**
- 2. That Connected Libraries key performance indicator targets are forwarded to Council Officers for inclusion in the Service Level Agreement.**

OFFICERS REPORTS

10/2026 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

Library Plan 2025-2029 reference – 4.5

Discussion

Income Statement Month Ended 31 March 2026	Total Budget 2025-26	Budget YTD March 2026	Actual YTD March 2026	YTD Variance	
	\$	\$	\$	\$	%
Income					
Contributions - City of Casey	7,922,934	6,002,986	5,828,130	(174,856)	-2.9%
<i>Recurrent</i>	7,527,734	5,620,986	5,590,530	(30,456)	-0.5%
<i>Bunjil Furniture Renewal</i>	80,000	80,000	80,000	-	0.0%
<i>Clyde Township Library Lounge</i>	315,200	302,000	157,600	(144,400)	-47.8%
Funding from other levels of government	2,175,404	2,175,404	2,259,554	84,150	3.9%
<i>Federal funded grants - non-recurrent</i>	-	-	77,950	77,950	
<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	187,361	199,405	12,044	6.4%
<i>Printing & Photocopying</i>	55,302	38,415	42,623	4,208	11.0%
<i>Interest on Investments</i>	130,000	87,625	110,848	23,223	26.5%
<i>Sundry Recoverable</i>	51,480	43,075	32,744	(10,331)	-24.0%
<i>Programs, meeting rooms & other charges</i>	26,276	18,246	13,191	(5,055)	-27.7%
Net gain on disposal of assets	-	-	364	364	
Total income	10,361,396	8,365,751	8,287,453	(78,298)	-0.9%
Expenses					
Employee costs	7,297,500	5,564,004	5,385,740	178,264	3.2%
<i>Training & Development</i>	146,800	110,688	88,079	22,609	20.4%
<i>Salaries, Super & Leave Entitlements</i>	7,062,400	5,386,219	5,248,484	137,735	2.6%
<i>Wages and salaries</i>	6,408,100	4,882,910	4,749,909	133,001	2.7%
<i>Superannuation</i>	654,300	503,309	498,574	4,735	0.9%
<i>Redundancy costs</i>	-	-	-	-	
<i>Workcover, OHS & Travel</i>	88,300	67,097	49,177	17,920	26.7%
Materials and services	1,131,975	903,499	897,856	5,644	0.6%
<i>IT & Communications</i>	619,475	472,379	501,678	(29,299)	-6.2%
<i>Library materials</i>	367,000	321,868	303,921	17,947	5.6%
<i>Marketing and library programs</i>	145,500	109,252	92,257	16,996	15.6%
Depreciation and amortisation	1,272,100	659,115	659,115	-	0.0%
Other expenses	427,200	294,908	244,884	50,024	17.0%
<i>Auditors' remuneration - VAGO</i>	32,000	-	-	-	
<i>Freight - daily branch collection transfers</i>	95,200	71,370	62,128	9,242	12.9%
<i>Photocopying, Printing & Stationary</i>	48,200	36,450	19,600	16,850	46.2%
<i>Others</i>	251,800	187,088	163,157	23,931	12.8%
Net loss on disposal of equipment	-	-	-	-	
Total expenses	10,128,775	7,421,526	7,187,594	233,932	3.2%
Total comprehensive result	232,621	944,225	1,099,859	155,634	

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. City of Casey have also approved for a portion of the underspend to be utilised to increase the capacity of the 24/7 Library Lockers at Manna Gum to decrease wait-times for the Clyde 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, as this project crosses into next financial year, a portion of this revenue will be attributed to Income in Advance, to be recognised in FY2027.
 - 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.
 - Interest on Investments – the organisation with assistance from City of Casey has tightly managed cash flow during the year, maintaining a high level of invested funds in Term Deposits. It is expected that a total of \$145k of interest earnings will be achieved this financial year.

Expenditure

- Employee costs
 - Costs are currently within budget, these will be slightly underspent with several vacancies across the organisation. \$44k planned underspend with the opening of Clyde Township Library Lounge occurring slightly later in the year than initially hoped due to existing facility bookings.
- 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 March 2026	Total Budget 2025-26	Budget YTD March 2026	Actual YTD March 2026	YTD Variance	
	\$	\$	\$	\$	%
Books and materials	1,211,500	958,257	834,858	123,399	12.9%
<i>Recurrent</i>	1,121,100	904,921	717,813	187,108	20.7%
<i>Clyde Township Library Lounge</i>	90,400	53,336	117,045	(63,709)	-119.4%
Furniture and equipment	505,065	422,944	298,922	124,021	29.3%
<i>Recurrent</i>	221,265	167,944	106,458	61,486	36.6%
<i>Bunjil Furniture Renewal</i>	80,000	60,000	52,191	7,809	13.0%
<i>Clyde Township Library Lounge</i>	203,800	195,000	140,273	54,727	28.1%
Motor Vehicles	-	-	-	-	-
Total Capital Expenditure	3,433,130	2,762,401	2,267,561	494,841	18%

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 commenced planning visit 14 – 17 April 2026:

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

The Draft Audit Strategy Memorandum has been attached and will be presented by a VAGO representative.

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.**

Connected Libraries Ltd

Audit Strategy Memorandum
For the year ending 30 June 2026

Presented to the Board on 22 April 2026



16 April 2026

Ms Beth Luppino
Chief Executive Officer
Connected Libraries Ltd

Audit strategy memorandum for the year ending 30 June 2026

Dear Ms B Luppino

I enclose for your information an overview of our planned approach to the annual audit of the financial report of the Connected Libraries Ltd. This document covers matters we believe to be significant in the context of our work. The Strategy will be discussed at the Board meeting on 22 April 2026.

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

Yours sincerely

<<Signature>>

Anoja Bandara
Acting manager, Financial Audit
Melbourne

Cc: Penny Holloway (Chairperson, Board)

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Purpose

This document outlines our planned approach to the audit of Connected Libraries Ltd for the financial year ending 30 June 2026.

It is the key document we use to communicate with those charged with governance and management. It should be read in conjunction with our engagement letter addressed to the Chairperson and Chief Executive Officer.

[Appendix A](#) provides important context for our audit.

DRAFT

Changes from previous years

New issues arising and emerging developments affecting this year's audit

Change this year	How it impacts this year's audit
Sector wide	
Sustainability reporting	VAGO is monitoring developments relating to climate reporting and sustainability reporting given it is intended for Corporation Act entities in its current form. VAGO will only audit what is required to be audited per the financial reporting framework that is applicable for each entity.

The levels of materiality we are using this year

We use our professional judgement to decide what is material by considering qualitative and quantitative factors. We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We will revisit materiality during the audit, and adjust it if necessary, as we better understand the actual balances likely to be reported.

Financial report

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

Overall materiality

Overall	Base	Overall materiality \$	Performance materiality \$	Clearly trivial threshold \$
Entity	Total expenses (FY25)	471,871	306,716	15,336

The levels of materiality explained

Level	Description
Financial report	
Overall	Applies to financial report taken as a whole. Any uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.
Performance	We use this amount to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. We will need you to correct any errors above performance materiality before we issue our opinion.
Clearly trivial	Amounts below which we judge that misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you and we will not need you to correct them.

Areas of focus and disposition of key risks

Our audit will focus on the financial report balances, disclosures, and/or areas that we rate as higher risk for material misstatement in your financial report.

Our audit responses are designed to enable us to conclude, with reasonable assurance, whether the risks resulted in a material misstatement.

Financial report

Our key risks

We identified the following matters during planning that we consider to have created an elevated risk of material misstatement.

We also plan to obtain sufficient, appropriate audit evidence on other material classes of transactions, balances, and disclosures to obtain assurance that they are fairly presented. Refer to Appendix B for an outline of our planned audit approach.

No.	Key risk	New this year?
1	Transfer of assets, liabilities, staff and operations from Casey-Cardinia Library Corporation to Connected Libraries Ltd	No
2	Changes in key information systems	Yes
3	Outsourced accounting function	No

Key risk 1: Transfer of assets, liabilities, staff and operations from Casey-Cardinia Library Corporation (former entity) to Connected Libraries Ltd (new entity)

Why we think it is a higher risk area	Our proposed audit response	Significant judgements
To meet the requirement of section 330 of the Local Government Act 2020, former entity was in the process of transferring assets, liabilities, staff and operations to the new entity. As a result, the financial statements of former entity for 2024-25 was prepared on a basis other than going concern. In November 2025, the Board declared that the former entity was insolvent and liquidators were appointed. The liquidation of the former entity is still in progress. On 1 July 2025, as per the Library Agreement between former entity, Casey City Council and the new entity, assets, liabilities, staff and operations of former entity were transferred to the new entity. As a result of this transition, there is an increased risk that: - opening and transferred balances are not complete or accurately recognised and measured at the transition, - the presentation and disclosures in the financial statements do not comply with the applicable financial reporting framework, including the relevant Australian Accounting Standards. - management may not fully understand the impact of change in the Entity and the Reporting Framework In accordance with AASB 101 Presentation of Financial Statements, management is responsible for ensuring the financial statements are appropriately prepared and presented to reflect the transition.	We will: - obtain an understanding of the entity transition arrangements and governance and evaluate management's process for identifying and transferring assets, liabilities, and employee balances at transaction date - perform audit procedures over opening balances to address completeness, accuracy, and appropriate recognition and measurement - assess the basis of preparation adopted by Connected Libraries Ltd and identify any differences arising from the change in entity - evaluate whether the presentation and disclosures appropriately reflect the transition and comply with Australian Accounting Standards, including AASB 101. - reviewing the adequacy and clarity of disclosures relating to the transition, accounting framework change	Yes

Key risk 2: Changes in key information systems

Why we think it is a higher risk area	Our proposed audit response	Significant judgements
Casey City Council has undertaken a major enterprise system transformation, transitioning from TechnologyOne to OneCouncil SaaS platform. The Library relies on information, services and interfaces provided by Council, particularly in relation to financial support arrangements, payroll, and the transfer of financial and non-financial data during the transition from Casey Cardinia Regional Library Corporation to Connected Libraries Limited effective 1 July 2025. This increases the risk of material misstatement in the financial report due to: - the migration of data from the old to the new system - system change occurred in proximity to entity transition and opening balance establishment of the new entity - a need for staff to understand the new system, in terms of functionality and reporting capability - changes to the IT control environment Data for preparing the financial statements may be inaccurate or incomplete as a result of system failure or lack of controls.	We will: - review the ICT environment, including a review and assessment of the effectiveness of general IT controls operating at the council as part of Council's audit. This incorporates controls over security, change management, business continuity and disaster recovery - review management's implementation plan, including the controls that were put in place to ensure complete and accurate transfer of data - review and test the data migration process to confirm the completeness and accuracy of financial system data - consider and review any internal audit reports, where applicable.	No

Key risk 3: Outsourced accounting function

Why we think it is a higher risk area	Our proposed audit response	Significant judgements
Purchasing and payroll functions for Library are outsourced to Casey City Council with transactions processed through Council systems and controls. These outsourced services require appropriate management oversight and monitoring of the third-party provider's activities. There is a risk that purchases, salary expenditure and employee entitlement liabilities may not be complete and accurate. This is a high-risk area because:	We will: - obtain and review the service level agreement between Casey City Council and Connected Libraries Ltd - assess the design and implementation of management oversight and monitoring controls over the accuracy and completeness of accounting services provided by the Council - perform detailed substantive tests of details to validate all material transactions to external documentation - perform analytical review over material financial statement classes of transactions, balances, and disclosures.	Yes

Why we think it is a higher risk area	Our proposed audit response	Significant judgements
• The entity has limited direct control over the operation of purchasing and payroll processes, including system configurations, authorisations and processing controls. • The entity relies on Council-processed transactions and system-generated reports to recognise expenditure, employee costs, liabilities and accruals. • There is an increased risk that errors or omissions in Council systems are not detected by the entity on a timely basis. • Payroll and purchasing are material transaction streams, and payroll in particular involves judgement in relation to employee entitlements, provisions and accruals.		

Audit timetable

Milestone	Date	Responsibility
Planning of our audit commences	14 April 2026	VAGO and management
Draft audit strategy discussed at the Board meeting	22 April 2026	VAGO
Interim audit commences	29 June 2026	VAGO and management
Shell financial report provided to audit	June 2026^	Management
Draft financial report submitted to audit after internal quality assurance by management	12 October 2026	Management
Final audit commences	12 October 2026	VAGO and management
Closing meeting with auditors	October 2026^	VAGO and management
Closing report discussed at the Board meeting	October 2026^	VAGO
Financial report adopted and signed by governing body	October 2026^	Management
Independent auditor's report signed*	October 2026^	VAGO
Annual report printers proof provided to audit for review	October 2026^	Management
Final management letter issued~	October 2026^	VAGO

Note: * date subject to VAGO receipt of signed financial report and management representation letter

Note: ~ to be issued no later than four weeks from date of audit report

Note: ^ to be confirmed

Fees and key contacts

Fees

Estimated audit fees We will advise you of the estimated audit fee in a separate letter.
The audit fee:

- is based on our planned audit approach and will be billed progressively based on work completed
- is subject to change if the scope, volume or complexity of the audit changes
- may change if agreed milestones are not met, such as limited availability of key finance staff to assist the audit process.

Key contacts

Signing Officer	Engagement Leader	Team Leader
Travis Derricott	Anoja Bandara	Leelee Chong
Sector Director, Financial Audit	Acting Manager, Financial Audit	Senior Auditor, Financial Audit
travis.derricott@audit.vic.gov.au	anoja.bandara@audit.vic.gov.au	leelee.chong@audit.vic.gov.au
0409 149 542	0408 003 808	(03) 8601 1611 or 0459 855 893

Appendices

[Appendix A: Audit context](#)

[Appendix B: Planned audit approach for key balances](#)

DRAFT

Appendix A:

Audit context

Our responsibility

Under the Audit Act 1994, the Auditor-General is engaged by arrangement to

- form an opinion on whether your financial report is true and fair in accordance with the *Corporations Act 2001* and the *Corporations Regulations 2001*, *Australian Charities and Not-for-profits Commission Act 2012* and the *Australian Charities and Not-for-profit Commission Regulations 2022* and the Australian Accounting Standards
- provide an auditor's report to you, and
- provide copies of the auditor's report in accordance with the terms of the audit arrangement or as directed by the Auditor General.

Refer to our engagement letter for a complete list of responsibilities.

Our independence

The Auditor-General is:

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



Fraud

During our audit we ask those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider fraud risks are and if you have any knowledge of actual or suspected fraud. This includes considering the risk of management override of controls.

Although the level of risk of management override of controls will vary from entity to entity, the risk is nevertheless present in all entities. Due to the unpredictable way in which such override could occur, the auditing standards clarify it is a risk of material misstatement due to fraud and thus a significant risk we manage as part of our audit procedures.

Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Overview of our audit approach

Risk identification and assessment



We understand your entity and its environment to:

- set materiality
- identify material transactions, balances, disclosures, and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing, and direction of the audit

Risk response



We choose and execute procedures to obtain audit evidence. This may include:

- testing key manual and application controls
- performing substantive testing of transactions and balances
- substantive analytical procedures
- reliance on the work of others and specialist experts
- use of data analytics.

Reporting



We report:

- in our interim and final management letters, observations, and our recommendations to improve your internal controls and other identified deficiencies
- in our closing report, the outcome of our audit, informing you of financial reporting matters that are not related to internal controls
- our audit opinion in our audit report.

Appendix B:

Planned audit approach for key balances

Our planned audit approach is set out below. We will communicate any significant change in our audit approach to you.

Material component

\$ million

Based on 2024-25 certified financial report of Casey-Cardinia Library Corporation

	Inherent risk assessment	Controls reliance	Planned internal audit reliance	Residual risk of material misstatement	Planned reliance on substantive audit procedures
Revenue and income					
Contributions – monetary Member Councils (\$7.1 m)	Unlikely	No	No	Low	Low
Funding from other levels of government (\$2.2 m)	Unlikely	No	No	Low	Low
Other income (\$0.3 m)	Unlikely	No	No	Low	Low
Expenses					
Employee costs (\$6.8 m)	Possible	No	No	Moderate	Moderate
Materials and services (\$1.1 m)	Unlikely	No	No	Low	Low
Depreciation and amortisation (\$1.2 m)	Unlikely	No	No	Low	Low
Other expenses (\$0.4 m)	Unlikely	No	No	Low	Low
Assets					
Cash and cash equivalents (\$1.3 m)	Unlikely	No	No	Low	Low
Other financial assets (\$2.0 m)	Unlikely	No	No	Low	Low

Material component

\$ million

Based on 2024-25 certified financial report of Casey-Cardinia Library Corporation

	Inherent risk assessment	Controls reliance	Planned internal audit reliance	Residual risk of material misstatement	Planned reliance on substantive audit procedures
Property and equipment (\$4.0 m)	Unlikely	No	No	Low	Low
Liabilities					
Trade and other payables (\$0.6 m)	Unlikely	No	No	Low	Low
Provisions (\$1.5 m)	Possible	No	No	Moderate	Moderate
Equity					
Accumulated surplus (\$3.6 m)	Unlikely	No	No	Low	Low
Members contribution on formation (\$1.6 m)	Possible	No	No	Moderate	Moderate
Notes to the financial statements					
Related parties	Possible	No	No	Moderate	Moderate
Key management personnel remuneration	Possible	No	No	Moderate	Moderate
Commitments	Unlikely	No	No	Low	Low
Contingencies	Unlikely	No	No	Low	Low

Risk category

What is this?

Inherent risk	The likelihood of material misstatement before considering internal controls.
Control risk	The control risk associated with relevant controls that the auditor intends to rely upon and plans to test for operating effectiveness.
Residual risk of material misstatement	The risk of a material misstatement after considering control effectiveness and inherent risk. It is the risk that the financial report may contain a material misstatement.

Links and resources

[Website](#)

[Role](#)

[Strategic plan](#)

[Planned audits](#)

[Audits in progress](#)

[Fact sheet – financial audit](#)

[Financial reporting alerts](#)

[Privacy](#)

DRAFT

11/2026 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

Occupational Health and Safety

Incident Reports

Overall incidents for 2025–2026 year to date have decreased significantly to 108 compared to 146 last year, representing a 26.03% reduction, indicating strong improvement across the organisation. Most of our libraries recorded a notable drop in incidents, particularly Hampton Park (-65.22%) and Endeavour Hills (-60.00%), with additional lower numbers at Doveton and Bunjil Place Libraries. Cranbourne is the only library showing a slight increase (+5.00%) and will be monitored closely. Overall, the data reflects a downward trend across the organisation.

INCIDENTS	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Cranbourne West - Lounge	1	1	0	0	2	0	
Cranbourne	2	2	5	2	21	20	5.00%
Doveton	2	5	1	6	23	28	-17.86%
Endeavour Hills	0	1	2	1	8	20	-60.00%
Hampton Park	1	2	0	0	8	23	-65.22%
Bunjil Place	2	4	4	3	45	53	-15.09%
Outreach	0	0	0	1	1	2	-50.00%
TOTAL	8	15	12	13	108	146	-26.03%

Near miss incidents (no injuries) for 2025–2026 year to date have decreased significantly to 81 compared to 127 last year, representing a 36.22% reduction. Most categories recorded substantial reductions, particularly worth noting inappropriate patron behaviours across all types (reductions ranging from -47% to -61%). However, some areas have increased, notably slip, trip or fall incidents (+66.67%) and child unattended/missing (+23.08%) reflecting better reporting of child safety. With regards to slips, trips and falls, incidents tend to be community members falling off chairs, or tripping when walking either down or upstairs.

NEAR MISS INCIDENTS (no injuries)	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
Banned Patron Removed	0	0	0	0	1	-100.00%
Biological Chemical Exposure	0	1	0	1	14	-92.86%
Child Risk of Neglect (reportable) - <i>child protection</i>	0	0	0	1	0	
Child Unattended/missing	0	0	1	16	13	23.08%
Evacuation/lockdown	1	0	0	1	1	0.00%
Fire/Smoke	0	0	0	1	1	0.00%
Impact with object	0	1	0	1	0	
Inappropriate patron behaviour to staff	3	2	0	14	31	-54.84%
Inappropriate patron behaviour	1	1	1	9	17	-47.06%
Inappropriate patron behaviour with carer	0	0	0	0	4	-100.00%
Inappropriate patron to patron behaviour	1	1	1	10	26	-61.54%

inappropriate use of technology	2	0	0	2	2	0.00%
Other	0	2	3	9	1	800.00%
Sharpes	0	0	0	0	1	-100.00%
Slip, trip or fall	4	1	3	15	9	66.67%
Temperature/weather	0	0	0	0	1	-100.00%
Theft	1	0	0	1	5	-80.00%
TOTAL	13	9	9	81	127	-36.22%

Incidents involving injuries for 2025–2026 YTD have decreased significantly to 9 compared to 19 last year, representing a 52.63% reduction. Injury incidents are primarily driven by minor first aid cases involving patrons (3 cases) and slip, trip or fall incidents (3 cases), which together account for the majority of injuries, while all other categories remain minimal or at zero.

INCIDENTS (with injuries)	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD	% Variance YTD
First Aid Major - Patron	0	0	1	1	2	0.00%
First Aid Patron - Minor	2	0	1	3	8	0.00%
First Aid Staff - Minor	0	0	1	1	1	100.00%
Impact with object	0	0	1	1	1	0.00%
Manual Handling	0	0	0	0	1	0.00%
Slip, trip or fall	0	3	0	3	6	0.00%
TOTAL	2	3	4	9	19	42.11%

Monitoring Psychosocial Incidents

Psychosocial incidents for 2025–2026 year to date total 20, with monthly figures showing a peak in January followed by a steady decline through February and none recorded in March. Psychosocial incidents are concentrated primarily at Cranbourne and Doveton, which together account for the majority, while other sites report low or zero activity. Violence and aggression is the dominant psychosocial type of incident, followed by sexual harassment and exposure to traumatic events.

PSYCHOSOCIAL HAZARD INCIDENT TYPES*	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD
Cranbourne West - Lounge	0	0	0	0	0
Cranbourne	1	2	3	0	6
Doveton	2	4	1	0	10
Endeavour Hills	0	1	1	0	2
Hampton Park	0	0	0	0	0
Bunjil Place	1	0	0	0	2
Outreach	0	0	0	0	0
TOTAL	4	7	5	0	20

PSYCHOSOCIAL HAZARD INCIDENT TYPES*	Jan-26	Feb-26	Mar-25	2025-2026 YTD
Bullying	0	0	0	0
Environmental Conditions	0	0	0	0
Exposure to Traumatic Contents & Events	0	2	0	3
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	4	0	0	4
Support	0	0	0	0
Violence & Aggression	3	3	0	13
Workplace Relationships	0	0	0	0
TOTAL	7	5	0	20

*Started recording psychosocial incidents by hazards in November 2025.

Risk Management**Fuel Crisis – Business Continuity**

The 2026 Iran conflict has disrupted global oil and gas supplies, primarily due to the effective closure of the Strait of Hormuz, through which around 20% of global crude and natural gas typically passes. Attacks on regional energy infrastructure and shipping have intensified the crisis, pushing global oil prices.

Impacts in Australia include:

- Potential for fuel rationing if conflict continues
- Regional communities already experiencing fuel shortages and empty bowsters
- Panic buying inflating the problem
- Australia's reliance on imported refined fuel exposes it to disruptions
- Some areas completely cut off from fuel supply

These conditions pose a service delivery risk to libraries due to their reliance on:

- Patron visitation
- Mobile/outreach library vehicles
- IT and digital services
- Staff mobility
- Supply chain for resources and equipment
- Courier services

The Executive Team have developed a risk assessment and business continuity plan that outlines the key issues and options as the fuel crisis impacts our business.

Highest risks for CL include:

- Staff unable to afford fuel to get to work
- Increased requests from staff to Work From Home
- Staff absences impacting branch opening hours
- Supply chains disrupted
- Cost and demand for supplies increases
- Courier services less available or increase in cost (including statewide interlibrary loans)
- Increased operational costs including delivery of Outreach Services

We will continue to monitor courier and other supply costs, as it is anticipated that there will be a longtail of economic impact, even when the conflict reaches a resolution.

Cyber Security Risk Management

In line with the Board's November 2025 resolution to prioritise high-risk areas for internal audit and conduct cyber security audits bi-annually, CL has engaged Dvuln to undertake an independent internal cyber security audit to commence in the coming months. Dvuln is an Australian-based cyber security firm with over 15 years' experience, currently engaged by major government agencies including the ATO, Australian Federal Police, NSW Government and Queensland Health.

This engagement addresses cyber security as a top enterprise risk and supports proactive preparedness in the context of increasing regulatory expectations, including anticipated Privacy Act reforms and heightened OAIC enforcement.

The audit will provide a comprehensive, evidence-based assessment of the organisation's cyber security maturity, governance effectiveness, and resilience against recognised standards (NIST Cybersecurity Framework v2.0). Outcomes will provide the Board with a defensible security position, clearly articulated residual risk, and a structured, multi-year remediation pathway to strengthen cyber resilience.

Risk Management Policy

The Risk Management Policy has been reviewed and updated with grammar and readability improvements throughout. This must be reviewed and endorsed by the Board annually. (*Refer to attachment*).

Quarterly Risk Management Plan review

The Risk Management Plan is reviewed by the Board each quarter, and a major review will be conducted annually, with the first to occur in June 2026 through a whole-Board workshop.

This quarterly review has changes to incorporate the current fuel crisis and its impact on service delivery into the descriptors and ratings. Changes are in Operational Risk - Decline in Visitation and Strategic Risk - Unanticipated calls on materials or finances. The highest-rated strategic and operational risks remain unchanged.

As part of our ongoing psychosocial risk management, we have recently received the results of the staff survey on psychosocial hazards. These results are currently being analysed and interpreted to identify key risk areas and trends.

We will incorporate the findings into the psychosocial risk profile and provide an updated risk management report to the Board once this process is complete.

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
	8	Decline in visitation
2	6	Staff mental health
	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 Organisational Risk Report be noted.**
- 2. That the Board endorse the Risk Management Policy.**

RISK MANAGEMENT POLICY

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1 PURPOSE

The purpose of this policy is to clearly articulate Connected Libraries (CL) commitment to effective, organisation wide risk management.

Connected Libraries is committed to fostering a risk aware culture, where risk management is recognised as a core objective. All staff are expected to remain alert to potential risks and opportunities, apply appropriate level of risk assessment, and confidently report issues that may affect our values, guiding behaviours and strategic priorities.

CL has a number of policies and procedures in place to address risks to the organisation, our people and our community. This policy represents a consistent and standardised approach to risk management - extending beyond traditional administrative controls and engages staff, stakeholders and our community in identifying, assessing and managing risk.

The Risk Management Plan has been developed in accordance with [Victorian Government Risk Management Framework](#) and is aligned with the principles and guidelines of [ISO 31000:2018 Risk Management – Guidelines](#), ensuring a contemporary and robust approach to risk management across Connected Libraries.

Values

CL's organisational values underpin the expectations and behaviours outlined in this document.

2 SCOPE

This policy is applicable to all staff employed by CL, working either full-time or part-time, permanent, fixed term, casual or volunteer. This policy should be read in conjunction with the following CL documents:

- Risk Management Plan

3 POLICY STATEMENT

3.1 What is Risk and Risk Management?

A risk is the impact that uncertainty - positive or negative – can have on the organisation's objectives. Risks can fall into the following categories:

- Strategic (external context) factors such as political, economic, social, technological, legal or reputational,
- Operational (internal context) issues affecting physical premises, people, procedures, processes, compliance or reporting or
- Psychosocial (internal context) is anything that could cause psychological harm, for example impact on a person's mental health.

Risk management is the process of identifying potential risks, analysing their likelihood and consequences, and taking pro-active steps to minimise or manage their impact. Effective risk management supports informed decision making, enhances service delivery, and protects CL staff, assets, reputation and strategic objectives.

When is Risk Management used in the Library?

Risk management is incorporated into all Library functions to ensure opportunities and risks are identified, assessed and appropriately managed. Risk considerations are included in:

- Strategic, business, service and workforce planning

- Budget development, planning and financial monitoring
- Planning, development and implementation of new service delivery models, programs or projects
- Changes to service delivery, projects or agreed levels of activity
- Planning, implementing, and maintaining new and existing information and communications technology (ICT) systems - hardware or software
- Development and review of policies, procedures and guidelines
- Capital project planning, development and delivery implementing capital projects and programs
- Procurement, acquisitions and contract management processes.

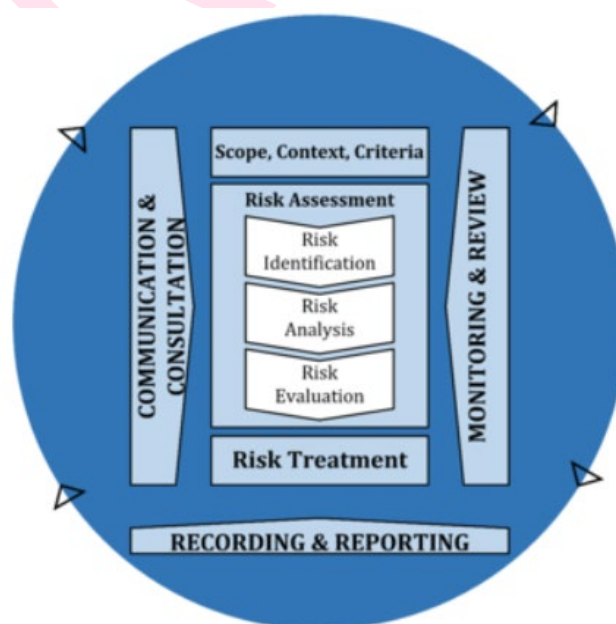
3.2 Guiding Principles for Risk Management

- Shared responsibility - all staff are responsible for identifying, assessing and managing risks within their work areas in accordance with CL risk management policies and procedures.
- Consistency - risk management is applied consistently and systematically across all areas and departments using the risk rating criteria outlined in the Risk Management Plan.
- Standards aligned – CL risk management approach aligns with the [ISO 31000:2018](#) Risk Management – Guidelines and is supported by CL Code of Conduct.
- Proportionality – risk responses need to be proportionate to the level of the risk and consistent with the organisation’s risk appetite led by the Board.
- Risk Sharing - where appropriate, risk sharing strategies (eg. insurance in contracts with third party providers or risk sharing clauses in contracts) may be used to manage risk.
- Capability building - CL is responsible for ensuring staff and managers have the necessary skills, training, and tools to apply effective risk management practices consistently across the organisation.

4 RISK MANAGEMENT PROCESS

The risk management process occurs at both an organisation level ('top-down') and business unit level ('bottom-up'). All departments, branches and staff must identify, assess, and manage risks in alignment with CL Risk Management Plan. Risk responses must be proportionate to the level of the risk, considering the potential impact, likelihood, and the cost and feasibility of mitigation strategies.

The [ISO 31000:2018 Risk Management – Guidelines model](#) illustrates core steps in the risk management process.



4.1 Risk Assessment

Risk Identification

Risk identification involves determining *what* might happen, *where*, *when*, *why* and *how* risks could arise, as well as their potential effect on achieving CL objectives. Risks may be identified through:

- Internal and external plans, strategies and policies
- Outcomes of internal audits and external reviews, incident reports or risk reports and evaluations.
- Insights from stakeholders, partners, its staff, and community members.
- Environmental changes affecting government, arts, cultural and local community influences.

Connected Libraries reviews and updates our risk categories on a regular basis to ensure emerging risks and opportunities are captured.

Risk Analysis

Risk analysis considers the causes, sources or contributing factors of a risk, along with existing controls. The effectiveness of these controls is reviewed to determine the level of risk remaining.

Risk ratings are determined based on:

- Likelihood – how often the risk might occur, assuming no additional controls are in place besides those already in place; and
- Consequence – the potential impact on people, financial, reputation, compliance, operation or systems.

Risk Evaluation

Risk evaluation determines the significance of a risk and whether it requires treatment. Risks identified during the analysis state are compared against the Library's risk appetite and risk criteria. Risks are then ranked and prioritised using CL risk matrix and risk rating tables as outlined in the Risk Management Plan.

Risk Treatment

Risk treatment involves selecting, implementing and monitoring strategies to modify risk. Treatment options may include: reducing the likelihood of the risk, reducing the consequence of the risk, avoiding the risk transferring or sharing the risk (eg, insurance or contractual), and accepting the risk where appropriate and within the risk appetite. Treatment plans must consider available resources, practicality and cost-benefit analysis.

CL Risk Treatment Plan outlines the required actions, responsibilities, timeframes, and monitoring mechanisms for managing unacceptable risks. This plan is documented below and must be implemented, monitored, and reviewed regularly.

Retain/accept the risk	A risk may be retained when: • Existing controls reduce the risk to an acceptable level The cost of further mitigation outweighs the expected benefit. Even when a risk is accepted, plans must be in place to manage or fund any consequences should the risk occur.
Reduce the likelihood of the risk	Actions that decrease the chance of the risk occurring, such as: • Monitor and early detection • Preventative maintenance • Audit & compliance activities • Staff training and professional development • Clear policies, procedures and guidelines
Reduce the consequences of the risk	Actions that reduce the severity of the impact including: • Contingency business continuity planning • Disaster Recovery and ICT Recovery plans • Offsite back up

	• Communications plans • Emergency procedures • Staff training and scenario testing
Transfer the risk	Transferring or sharing the risk with another party through: • Contractual and insurance arrangements (eg. member council as they own the library buildings) • Outsourcing • Joint ventures (insurance) or shared service models
Avoid the risk	Deciding not to proceed with an activity where the likelihood or consequences create an unacceptable risk.

When a new risk is identified, the initial and current risk rating will be the same, until mitigation strategies or controls are implemented.

4.2 Monitoring, Reporting and Review

Connected Libraries risk management processes are monitored and reviewed to ensure ongoing effectiveness, continuous improvement, and alignment with strategic priorities.

The Executive Team conducts a quarterly review of the Risk Management Plan to:

- ensure that appropriate controls and mitigation strategies are being implemented
- assess that the target or residual risk ratings are being achieved
- initiate remedial actions where ratings are not being met or at risk.

The Library Board oversees the Executive Team's risk assessment findings and makes recommendations to CL.

CL is actively committed to ensuring that all decision making within the organisation involves the consideration of risk and the application of risk management by adhering to the key priorities listed below:

Key priority	Action	Responsible Officer	Date to be completed
Ongoing identification of risks through	• incident reporting • engagement with suppliers • consultation with staff and stakeholders • environmental scans for emerging issues that may impact CL	Executive Team	Continuous
Risk Management Plan	• identify and rank risks in collaboration with the Leadership Team (LT) and Occupational Health and Safety (OHS) Representatives	Executive Team	Ongoing
Update Risk Management Plan	• update the risk register in consultation with LT, OHS Representatives and Committee and Consultative Committee	GMOD	Quarterly
CEO read updated Risk Management Plan	• acknowledge updated risk plan	CEO	Quarterly
Organisational Risk report to Board	• provide quarterly updates on risk management activities including Top Risks	GMOD	Quarterly

CL Board notification of significant risks	report any events with a Major or Catastrophic Impact on the organisation	CEO	Within 24 hours of occurrence or sooner if practicable
--	---	-----	--

5 COMMUNICATION AND TRAINING

Connected Libraries is committed to ensuring staff understand their responsibility in managing risk. All staff will be informed of the Risk Management Policy and Risk Management Plan and have the opportunity to discuss risks and opportunities relevant to their area of work. These documents are accessible on the intranet and updates will be communicated through intranet posts and emails.

Risk Management training will be provided to all members of the Leadership Team. All staff are encouraged to complete the risk management modules that are available in LITMOS – the CL online learning platform.

6 RESPONSIBILITIES

The Library Board will:

- monitor the Risk Management Policy and Risk Management Plan
- provide strategic oversight and monitoring of risk-related activities
- discuss the recommended risk ratings and the organisation's risk appetite
- adopt the Risk Management Policy and Risk Management Plan.

The CEO will:

- foster a culture of risk awareness, continuous improvement and opportunity identification
- ensure the Risk Management Policy and Plan are current and effectively implemented
- allocate resources needed for risk management, controls and mitigation
- integrate risk management into CL planning and governance processes
- report Risk Management Policy and Plan to the Library Board.

The General Manager, Organisational Development will:

- maintain the Risk Management Policy and Plan and reporting changes and updates to the CEO
- communicate the Risk Management Policy and Risk Management Plan to all staff
- provide support, guidance and learning and development in risk management.

The Executive Team will

- oversee the implementation of the Risk Management Policy and Risk Management Plan across their departments
- review the Risk Management Plan and validate risk ratings in line with CL risk appetite and performance against mitigation strategies
- ensure that risks relevant to the business processes are identified, assessed, and managed, including cross-departmental risks.
- Monitor progress of their departments risk management activities and report issues where required
- participate in quarterly Executive Team reviews of the Risk Management Plan.

Managers and Team Leaders will

- apply the Risk Management Policy and Risk Management Plan and mitigation strategies within their areas of responsibility
- review and monitor risk management processes and report issues as needed
- implement internal audit recommendations relevant to their areas of responsibility
- support and encourage staff in managing hazards and risks in the workplace.

All staff will

- support and comply with the Risk Management Policy and Risk Management Plan
- identify and report risks and opportunities
- report incidents, near-misses, and other areas of concern to managers and supervisors
- comply with policy and procedural requirements to minimise CL's exposure to risk.

The Leadership Team, OHS Committee and Consultative Committee are key committees responsible for overseeing risk management processes and performance and supporting continuous improvement across the organisation.

7 RECORDS MANAGEMENT

CL use a cloud-based incident reporting system called Elumina. All staff are required to report any incident or injury to staff or community member within 30 days of occurring on Elumina.

Staff must maintain all records relevant to administering this policy through the use of Elumina and CL related documentation.

8 DEFINITIONS

Control	an existing process, policy, device or practice that acts to minimise negative risk or enhance positive opportunities.
Elumina	online OHS software that enables employers to report and track all incidents and injuries in the workplace.
Residual risk	the remaining level of risk after risk treatment measures have been taken.
Risk	the effect of uncertainty on the achievement of objectives. The chance of something happening that will have an impact on objectives. It is measured in terms of likelihood and consequence. A risk can be strategic (external context) e.g. political, economic, social, technological, legal or reputational, or operational (internal context) affecting physical premises, people, procedures, processes, compliance or reporting.
Risk appetite	the amount and type of risk CL is prepared to pursue or retain. CL risk appetite is influenced by the risk ratings assigned to the core risk categories.
Risk management	the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects. The process of planning, organising, directing and controlling resources and activities in order to minimise potentially adverse consequences at the least possible cost in accordance with AS/NZS ISO 31000:2018.
Risk management process	the application of policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Staff (Library)	in the context of this includes any person directly employed by Connected Libraries (CL).

9 RELATED LEGISLATION AND DOCUMENTS

Our Documentation

[Connected Libraries Enterprise Agreement 2024](#)
[Emergency Phone Contacts](#)

[Employees Handbook](#)
[Library Plan](#)

Our Governance Documentation

[Child Safe Policies and Procedures](#)
[Digital Disaster Response and Recovery Plan](#)
[Disaster Response and Recovery Plan](#)
[Emergency Management Procedures](#)
[Extreme Weather Conditions Policy](#)
[Health and Safety documents](#)
[Procurement Policy](#)
[Risk Management Plan](#)

Our Forms and Templates

Online Register of Injuries & Incidents – general
 Online Register of Injuries & Incidents – Child Safe Standards
[Risk Assessment Templates](#)

Other Related Documents

[ISO 31000:2018 Risk Management Guidelines](#)
[Victorian Government Risk Management Framework](#)

External Service Providers

City of Casey
 WorkSafe Victoria – publications and compliance codes
 Gallagher Bassett Workcover Services
 Meerkin & Apel – Legal Advisors
 Marsh Pty Ltd. – Insurance Broker
 VAGO - Auditors

10 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Chief Executive Officer
Advisory Committee to Approval Authority	Executive Team
Administrator	Executive Assistant
Next Review Date	April 2027

Approval and Amendment History	Details
Original Approval Authority and Date	Chief Executive Officer
Amendment Authority and Date	April 2026
Notes	This policy document includes content from the Risk Management Plan and sits above the Risk Management Plan, the policy is reviewed annually. The Risk Management Plan is reviewed and updated quarterly.

CONNECTED LIBRARIES

Ignite your imagination

Risk Management Plan

22 April 2026

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Unattended children in the library	GMCE	There is a perception public libraries are safe places. From time to time guardians leave children unattended in the library, assuming they will be safe/supervised.	Frightened child Child is approached by a stranger- hurt or removed from the space Staff may have trouble accessing Police for assistance due to limited availability	5	4	9	Child safe Standards and policy regularly reviewed. Child Safe standards Training Incident response guidelines Staff trained and follow City of Casey implemented minimum age requirements for unattended children at Bunjil Place Child Safe Standards standing item in leadership meetings	5	3	8
Staff assaulted in library or on outreach visits	GMOD	Community-facing roles attract inherent risks associated with customer service. Community who may be substance-affected, or unwell, or physically aggressive could potentially harm a staff member.	Staff injured either physically or emotionally	5	4	9	De-escalation Training Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety Outreach staff allocated mobile phones	5	3	8
Decline in visitation	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives. Limited access to reliable public transport, combined with rising fuel costs may further reduce visitation as residents face increased barriers to travelling to our libraries. Staff facing the same limitations and barriers resulting in reduced staffing level issues and a reduction in opening hours	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	5	4	9	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 Increase digital services where community are unable to visit branches	4	4	8

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Staff mental health	GMOD	Mental health in the work environment, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted Adherence to Psychosocial legislation as of Dec 2025 Staff Wellbeing surveys Policies and procedures Values driven culture Actively support Consultative Committee	3	3	6
Child safety during one on one program delivery without parent or carer present	GMCE/GMOD	Reading Buddies program delivers one on one reading support to primary students at school without parent/carer being present. CL staff member assists students from Foundation to Year 2 with reading and literacy skills.	Breach of Child Safety Standards putting a child at risk. Protection of staff member and personal reputation. Loss of trust and reputational risk for organisation. Loss of potential future funding.	2	5	7	All project officers will undergo Police Checks and WWCC. All programs are conducted on school premises, during class hours. 1:1 sessions are completed in an open environment where there is passive supervision via visible lines of sight from other teachers/school staff.	1	5	6
Social media or online targeted attack staff	GMCE/GMOD	While performing their duties, staff may be filmed without consent and footage used to target them online either personally or as a representative of Connected Libraries	Staff mental health decline, staff welfare impacted, organisational brand/reputation impacted; organisational culture affected.	2	5	7	Signs 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
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	1	5	6	Risk Management Plan Disaster Response and Recovery Plan	2	4	6
Staff assaulted in library or on outreach visits (fatal)	GMOD	Community-facing roles attract inherent risks associated with customer service. Community who may be substance-affected, or unwell, or physically aggressive could potentially harm a staff member.	Staff fatally injured	1	5	6	De-escalation Training Rosters managed to ensure minimum staffing levels are maintained at all times Emergency management training and drills for all staff	1	5	6

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
Pandemic - acute	GMOD	Risk level could vary depending on the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance 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
Inability to recruit suitably qualified staff	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce	Lack of qualified staff would negatively impact services. Community consistently highlight the staff as one of the highest valued aspects of the service.	3	4	7	Recruit staff with transferrable skills. Conduct succession planning Encourage secondments Upskill existing staff through acting and backfill opportunities Leadership Training in recruitment	2	3	5
Domestic violence incident staff	GMOD	CL staff are at risk of having a domestic violence incident with partner.	Staff injury -psycho-social, psychological and physical; unable to work.	3	4	7	GMOD and direct manager support staff identified at risk EAP promoted Emergency Leave and Domestic Violence provision included in CL EA	2	3	5
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards 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
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance 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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Accident in the library causing harm to patron/staff	GMCE	In line with OHS/WorkSafe regulations, CL staff must take all reasonable measures to ensure library sites are accessible and safe spaces	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Staff emergency response training Communication to ET, Council, emergency services Health & Safety Reps act and provide guidance. First Aiders to be trained within the organisation. Defibrillators available at all branches. Staff comply with OHS regulations	2	3	5
Bomb threats	CEO/GMCE	A bomb threat is a communication indicating the presence of or intent to use an explosive device, used to cause disruption, distraction, or harassment. Even without an actual bomb, such threats can have significant operational, financial, and psychological impacts on an organization or community.	Responses typically involve calmly gathering information from the caller or suspicious item, immediately reporting it to authorities, and following emergency procedures to ensure safety.	1	4	5	Ensure CL has an emergency plan for responding to bomb threats. Required staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
Infrastructure Failure	GMFDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT. Disruption to IT infrastructure could impact ongoing operations.	Staff unable to provide service to customers CL unable to communicate internally, or with community and stakeholders	3	3	6	Access to qualified ICT staff Ongoing training for all staff Continuous improvement of ICT infrastructure Proactive monitoring of systems for threats and disruptions	2	2	4
Use of own vehicle for company purposes	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	Staff member has an accident travelling to or from the outreach work location Staff not following manual handling procedures when using own vehicle	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand all manual handling and vehicle policies and procedures.	1	3	4
Sharp Decline in library usage (loans)	GMCE	Loans are one of the key usage and relevance indicators for CL. Usage of both physical and digital collections is monitored and reported monthly, reported to the Library Board, through the Annual Report and the PLV Annual Statistical survey.	Item loans are one of the library's core community services. Declining library loans could impact ongoing funding, and community awareness of CL services.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Ensure digital collections are appealing and well-used Ensure library services offer a range of attractive programs to compliment lending collections and promote usage.	1	3	4

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Decline in funding from Council or State Government for Library Services	CEO	The rate cap environment has impacted on Council's ability to fund library services. State funding is not 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
Changes to government policy	CEO	The State Government has passed 2020 Local Government Act CL transition to compliant entity under the Act by 2030 CL to operate as a registered charity from 2025	CL will have to change its governance arrangements in response to the new Act; different reporting requirements as a charity to ACNC	5	3	8	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government. Compliance with ACNC governance and reporting requirements	5	2	7
Global warming - climate change	CEO	Insurability of assets due to building/ locations - flooding/bushfire/extreme weather risks Business continuity issues - flooding/ bushfires/ extreme weather risks impact physical infrastructure and or service delivery 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
Loss of reputation/ brand	CEO	Public Libraries are trusted sources of information, providing access for all. Political and other socio-environmental changes could impact CL's ability to provide access to the whole community.	Community disengages with CL, visitation decreases.	5	3	8	CL stays up to date with emerging social and political issues, and is well connected with the PLV network , ALIA and other governing bodies. CL also works closely with Council on issues affecting community. Connected Libraries to conduct Risk Assessments on all programs considered "controversial" to reduce the risk of hateful and inappropriate community responses and reduce the risk of unrest within our library community.	5	2	7

Risk Ratings - Strategic

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

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

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Impact on cash flow if significant debtors delay payments	GMFDO	CL has experienced delays in the past from key funding provider State Government.	Extended delay in payments by one of the three funding partners could cause major problems for CL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey and Victorian State Government. Ensure sufficient Cash and Investments are held to cover delayed funding	2	3	5
Unanticipated calls on materials or finances	GMFDO	CL operates under a rigorous budgetary framework. While matters impacting the budget are anticipated wherever possible, a large or longterm 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 global events on the economy. Current example - Fuel crisis stemming from Middle East conflict	1	4	5
Fraud	CEO GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CL participate in VAGO Audit on an annual basis	1	3	4
Poor procurement practices	GMFDO	Staff with purchasing delegations have a clear understanding of CL's procurement arrangements Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal and external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing Plan is implemented. Product and service standards are regularly reviewed. Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Definition	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Exposure to Traumatic Contents & Events	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
Violence & Aggression	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
Organisational Change	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
Support	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
Organisational Justice	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
Workplace Relationships	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
Job Control	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
Job Demands	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
Role Clarity	GMOD	Ambiguous responsibilities, conflicting demands, or unclear expectations.	Confusion, stress, frequent mistakes, Conflict between workers or departments, Inefficient and duplicated work	3	4	7	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
Environmental Conditions	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
Bullying	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
Sexual Harassment	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
Remote & Isolated Work	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
Recognition and Reward	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

12/2026 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
Engagement						
Net Promoter Score (Community Survey)	65	-	63	-	63	65
Memberships*	108,500	98,805	98,877	99,812	99,812	95,514
Visits						
Visits – physical	870,000	222,025	196,112	202,347	620,484	571,310
Visits – virtual	937,500	229,289	226,037	231,773	687,099	619,366
Total visits	1,807,500	451,314	422,149	434,120	1,307,583	1,190,676
Program and events attendance	81,500	22,258	15,467	16,734	54,459	38,873
Collection						
Loans – physical	1,703,500	340,108	292,048	309,442	941,598	940,427
Loans – digital	831,000	310,946	337,862	345,311	994,119	804,278
Loans (total physical and digital)	2,534,500	651,054	629,910	654,753	1,935,717	1,744,705
Physical quality of library collection (age of collection - less than 5 years)	65.0%	71.2%	71.4%	71.7%	71.3%	70.2%

*Membership on last day of the quarter/month.

**Revised targets presented/updated to Board -June 2025

At the end of quarter three, overall performance is positive and tracking largely as expected. Most areas are tracking above 65 percent of their annual targets. Physical loans remain the lowest performing measure at 55.3 percent of target, slightly above, 0.1 percent of last year's (2024-2025) year to date result. Digital loans continue to perform strongly, exceeding target (119.6 percent) and is up 23.6 percent compared with the same period last year.

Library Usage (Library Plan reference 4.3)

Physical visits have increased month on month for 2026, reaching over 78,000 in March. This represents the second highest month for visits in 2025-2026, with the peak recorded in October 2025 at 84,474.

The increase in March was largely driven by Cranbourne and Bunjil Place Libraries seeing solid increase on visitation, 23.6 and 17 percent respectively. All branches experienced growth month on month from February to March, with the exception of Clyde Township Library Lounge, noting February was a shorter month. Overall year on year, physical visits are up 9.5 percent for the same period.

VISITS	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Clyde Township - Lounge	-	552	2,509	2,134	5,195	-	-
Cranbourne West - Lounge	1,642	1,432	2,493	2,763	17,407	16,118	8.00%
Cranbourne	8,888	10,885	10,713	13,236	105,711	103,380	2.25%
Doveton	4,697	4,300	4,320	4,644	41,202	39,984	3.05%
Endeavour Hills	6,787	6,529	7,376	7,881	67,366	63,513	6.07%
Hampton Park	7,779	7,203	9,046	9,309	78,355	73,953	5.95%
Bunjil Place	20,109	27,665	31,039	36,318	305,248	274,362	11.26%
Regional Total	49,902	59,118	70,005	78,419	625,679	571,310	9.52%
Virtual Visits	70,275	80,124	68,788	82,461	686,699	619,366	10.87%
TOTAL	120,177	139,242	138,793	160,880	1,312,378	1,190,676	10.22%

*Note

Clyde Township Library Lounge opened to community in late January 2026 officially opening on 14 February 2026. YTD stats are not comparable from 2024-2025 and 2025-2026.
Cranbourne West Library Lounge opened to community in January 2024. YTD stats are not comparable from 2024-2025 and 2025-2026.

Virtual visits continue to perform well including the website and CL App. March reached over 82,000 visits, the second month in 2026 where virtual visits have exceeded 80,000. CL App visits were up 12.1 percent from February to March, and 18.2 percent up year to date on the previous year. Website visits were up 31.7 percent from February to March, and 11.4 percent up year to date on the previous year.

VIRTUAL VISITS	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Website	39,118	42,386	35,263	46,453	374,801	336,165	11.49%
Enterprise	10,825	12,756	11,239	11,426	107,070	109,924	-2.60%
CL App	20,332	24,982	22,286	24,582	204,828	173,277	18.21%
TOTAL	70,275	80,124	68,788	82,461	686,699	619,366	10.87%

Membership has remained steady overall with 99,812 members at the end of March 2026.

Physical loans followed a similar trend to physical visits, with a strong performance in January, a decline in February, and a strong rebound in March, up 6.7 percent. Year on year for the same period, physical loans are stable, recording a slight increase of 0.1 percent.

Library lockers across the four locations, including the addition of Clyde Township Lockers, continue to perform well, with overall usage up 29.4 percent year to date compared with the same period last year. Cranbourne West Lockers had a bumper month in March, their strongest performing month to date with 529 loans.

eLoans remain highly popular, reaching over 123,000 in March. After a decline from January to February, usage rebounded strongly in March to reach a new record high of 123,012. Year to date, eLoans are up by 23.6 percent compared with the same period last year. We continue to register eLoans over 90,000 since January 2025.

LOANS	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Regional Support	1,923	1,654	1,862	2,110	16,427	14,160	16.01%
Clyde Township - Lounge	4	6	1,222	1,590	2,822	-	
Cranbourne West - Lounge	2,277	2,122	2,595	2,812	23,719	22,185	6.91%
Cranbourne	26,843	33,507	29,102	30,320	283,575	271,122	4.59%
Doveton	2,255	2,507	2,108	2,291	21,556	24,320	-11.37%
Endeavour Hills	11,199	13,113	11,450	12,324	115,253	115,613	-0.31%
Hampton Park	7,536	8,795	7,308	7,501	76,682	91,148	-15.87%
Bunjil Place	36,228	46,745	40,058	43,148	392,765	395,078	-0.59%
Clyde Township - Locker	-	-	42	74	116	-	
Cranbourne West - Locker	329	457	469	529	3,827	3,433	11.48%
Manna Gum - Locker	378	421	364	345	3,235	2,659	21.66%
Orana - Locker	152	165	162	164	1,621	709	128.63%
Locker Total	859	1,043	1,079	1,112	8,799	6,801	29.38%
Regional Total	89,128	109,498	98,006	103,208	941,598	940,427	0.12%
eLoans	107,692	119,380	102,919	123,012	994,119	804,278	23.60%
TOTAL	196,820	228,878	200,925	226,220	1,935,717	1,744,705	10.95%

*Note

Clyde Township Library Lounge opened to community in late January 2026 officially opening on 14 February 2026. YTD stats are not comparable from 2024-2025 and 2025-2026.
Cranbourne West Library Lounge opened to community in January 2024. YTD stats are not comparable from 2024-2025 and 2025-2026.

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

Electronic Resources	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Age Library Edition	899	906	810	930	8,021	8,810	-8.96%
Bolinda eAudiobooks	6,161	6,490	5,620	6,139	56,345	64,524	-12.68%
Bolinda eBooks	3,872	4,454	3,537	3,875	36,147	40,859	-11.53%
Choice	302	309	195	301	2,980	3,195	-6.73%
Comic Plus	62	67	93	31	732	964	-24.07%
Kanopy	817	1,249	962	699	8,296	10,303	-19.48%
Libby eAudiobooks	5,327	6,329	5,676	6,151	50,567	31,371	61.19%
Libby eBooks	3,007	3,783	2,807	3,492	27,694	18,310	51.25%
Libby eMagazines	3,303	3,552	3,370	3,606	30,627	26,148	17.13%
Libby LOTE ebooks & eAudio	32	44	34	51	373	117	218.80%
Lote4Kids	-	-	-	81	81	-	
Press Reader	83,609	91,957	79,585	97,457	769,886	597,641	28.82%
Storybox Library	186	103	118	191	1,026	612	67.65%
Tumblebooks	115	137	112	89	1,425	1,541	-7.53%
TOTAL	107,692	119,380	102,919	123,093	994,200	804,395	23.60%

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

INTERNET	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Clyde Township - Lounge	-	-	4	17	21	-	
Cranbourne West - Lounge	37	23	35	44	373	305	22.30%
Cranbourne	961	1,154	1,177	1,096	10,173	8,837	15.12%
Doveton	576	639	505	568	5,311	4,792	10.83%
Endeavour Hills	466	544	578	655	5,075	4,927	3.00%
Hampton Park	840	804	880	845	8,631	7,831	10.22%
Bunjil Place	1,232	1,473	1,253	1,404	11,898	11,435	4.05%
Digital Memory Station	23	20	20	15	172	-	
TOTAL	4,135	4,657	4,456	4,661	41,675	38,127	9.31%

WI-FI	Dec-25	Jan-26	Feb-26	Mar-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Clyde Township - Lounge	-	-	124	99	223	-	
Cranbourne West - Lounge	135	131	136	159	1,476	1,661	-11.14%
Cranbourne	1,163	1,345	1,556	1,992	15,295	14,961	2.23%
Doveton	439	420	436	476	4,285	5,058	-15.28%
Endeavour Hills	1,015	1,030	1,086	1,158	10,149	9,476	7.10%
Hampton Park	774	763	799	841	7,974	8,590	-7.17%
Bunjil Place	1,414	2,091	2,184	2,490	21,629	22,197	-2.56%
Digital Memory Station	1	0	0	3	7	18	-61.11%
TOTAL	4,941	5,780	6,445	7,317	61,261	61,961	-1.13%

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. The Marketing team are continually look for ways to engage with the community through social media.

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Dec 2025	91,293	40,926	2.57%
Jan 2026	91,293	42,398	2.72%
Feb 2026	90,498	38,574	2.34%
Mar 2026	90,231	38,260	1.27%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Dec 2025	807	363	2.60%
Jan 2026	814	386	4.18%
Feb 2026	812	360	3.45%
Mar 2026	812	380	3.75%

Social Media

	Dec-25	Jan-26	Feb-26	Mar-26
Facebook	Followers: 9,475 Reach: 8,479	Followers: 9,501 Reach: 63,482	Followers: 9,535 Reach: 85,156	Followers: 9,538 Reach: 28,785
Instagram	Followers: 2,380 Reach: 4,578	Followers: 2,404 Reach: 13,095	Followers: 2,443 Reach: 43,126	Followers: 2,485 Reach: 19,452

Programs and Events

Program sessions and attendance have gained momentum as the year progresses. This includes the return of the regular weekly programs that aligned with the start of the school year. Baby time and Toddler Time are the most popular child and youth programs so far for 2026, followed by Storytime and STEAM activities. Art and Craft, and Citizenship and Government have been the most popular programs for adults for 2026 so far.

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	Jan 2026 - Attendance	Jan 2026 - Sessions	Feb 2026 - Attendance	Feb 2026 - Sessions	Mar 2026 - Attendance	Mar 2026 - Sessions
Early childhood	76	3	3828	128	4,568	151
Children	1248	45	976	75	1,419	97
Young Adult	78	10	49	6	55	8
Adults	836	65	1194	129	1,184	130
Seniors	23	4	28	7	22	11
All ages (not specific)	621	10	215	14	314	15
TOTAL	2,882	137	6,290	359	7,562	412

Program Outcome	Jan 2026 - Attendance	Jan 2026 - Sessions	Feb 2026 - Attendance	Feb 2026 - Sessions	Mar 2026 - Attendance	Mar 2026 - Sessions
Digital inclusion	89	24	161	69	133	62
Economic and workforce development	0	0	0	0	0	0
Health and Wellbeing	1,667	54	521	47	739	48
Informed and connected citizens	627	32	545	35	598	37
Literacy and lifelong learning	308	15	4,728	183	5,167	215
Personal development *	115	9	128	15	210	21
Stronger and more creative communities	76	3	207	10	715	29
TOTAL	2,882	137	6,290	359	7,562	412

RECOMMENDATIONS

1. That the Operational Performance Report be noted.

13/2026 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 an overview of the 2025-2026 Action Plan.

Library Plan 2025-2029 reference –4.5

Discussion**Connected Libraries Annual Action Plan 2025-2026 – progress report**

Connected Libraries are now three quarters of the way through the first year of the Library Plan 2025-2029, Action Plan 2025-2026. CL continues to deliver in line with the Action Plan, with most actions either completed or on track for completion by the end of the financial year. This report highlights some key areas of achievement as well as areas that are at risk or face delays, including the reasons for non-delivery and proposed next steps.

Strategic Outcome 1: Discovery and Learning

All except for one action within this Strategic Outcome are completed or on track with many providing opportunity for ongoing delivery.

Whilst the development of a Digital Safety page is “at risk”, a first draft has been developed, and the project will be delivered by the end of this action plan.

Action highlights include:

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

Action – Improve accessibility and availability of borrowable technology.

The Digital Operations team have added the following items to our lendable laptop collection.

- 9 x new SIM-Card enabled by Robin and Arnis Dzedins donation
- 5 x new SIM-Card enabled by anonymous donation
- 8 x new lendable devices enabled by anonymous donation
- 13 x repurposed CL retired devices

The roll out of Microsoft Intune, software developed to reset laptops and clear any personal information, has also reduced the time taken to reissue to the laptops, minimising hold times for our members.

Strategic Outcome 2: Stronger Connections

Strong progress has been made across in this Strategic Outcome, with most actions either completed or on track. The feasibility study exploring social workers in the library is still planned for completion by the end of the action plan period.

Action highlights include:

Core Priority 2.1 - Collaborate with Council, health, employment, legal and social services to address informational needs across the community.

Action – Partner with local organisations to provide in branch support and connect community to services.

- Connecting community to essential legal support.
In partnership with Monash Southeast Community Legal Service, monthly free legal help sessions are delivered at Cranbourne and Bunjil Place Libraries. These sessions provide access to professional legal advice in a welcoming, informal environment which supports community

members with matters such as divorce, wills, powers of attorney, and rental issues. Through this partnership we are delivering workshops on Will Writing and Divorce Law, further strengthening community understanding of complex legal processes.

- Providing trusted access to legal documentation services.

Justice of the Peace (JP) signing services continue to be delivered across six Connected Libraries locations, including Bunjil Place, Hampton Park, Doveton, Cranbourne, and Cranbourne West. Staffed by dedicated volunteers, these free services support community members with document certification, statutory declarations, and other legal requirements.

Core Priority 2.3 - Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.

Action – Enhance support for new residents and recent arrivals through community-focused programs.

In collaboration with Hampton Park Community House, citizenship classes will be delivered at Hampton Park Library in 2026. This initiative supports community members in building confidence and understanding as they prepare for the citizenship process, reinforcing the library's role as a place of learning, inclusion, and civic participation

Core Priority 2.4 – Raise awareness and advocate for key community challenges and needs.

Action - Support community in the context of cost-of-living crisis through programs and services.

Through our partnership with Community Information and Support Cranbourne (CISC), weekly outreach services are delivered at Cranbourne and Cranbourne West Libraries. CISC advocates support individuals and families experiencing financial distress, providing free, accessible advice and assistance. Their presence within library spaces ensures community members can seek help in a familiar and trusted environment.

Strategic Outcome 3: Dynamic Spaces

A number of these actions are not yet scheduled for delivery, however it is expected that all will be on track for completion by the end of this action plan.

Action highlights include:

Core Priority 3.2 – Expand service delivery points to enhance convenience and access.

Action – Review current service delivery points to ensure we are delivering to community needs.

Connected Libraries trialled opening some of our branches on Easter Monday for limited hours. The trial was well utilised, demonstrating strong community demand for access to library spaces and services during public holiday periods. The opening hours were supported by staff who volunteered for these additional hours. While it may not be necessary to open branches on all public holidays, the Easter long weekend is generally the longest period of closure throughout the year. CL would consider opening for limited hours again in future, provided there is available budget and staffing. CL promoted this to community as a trial, to help manage future expectations.

Cranbourne, Doveton and Hampton Park libraries were open between 10am and 2pm with the following visitation numbers.

- Cranbourne Library – 230
- Doveton Library - 142
- Hampton Park Library – 123

Doveton library numbers exceeded the number of visits compared to the previous Saturday with the other two locations recording slightly lower numbers than the previous Saturday, noting that Hampton Park and Cranbourne are open between 10am and 4pm on Saturdays which may account for the higher weekend figures.

Month	28- March 2026 previous Saturday	6 April 2026 Easter Monday
Bunjil Place	969	0
Clyde Township - Lounge	0	1
Cranbourne	495	230
Cranbourne West - Lounge	1	0
Doveton	66	142
Endeavour Hills	242	4
Hampton Park	207	123
TOTAL	1,980	500

Please note the more detailed review of service delivery points, particularly library lockers is currently underway.

Core Priority 3.4 – Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability

Action – Explore design of maker/creator spaces in new build opportunities.

Connected Libraries is currently working with the City of Casey, designers and architects to incorporate a purpose-built maker/creator space in the new Cranbourne Hub.

The inclusion of this dedicated space within the new library will provide community members with access to creative technologies, tools, and collaborative learning environments. This space will support innovation, skill development, and hands-on learning, enabling people of all ages to explore creativity, build digital literacy, and engage in shared experiences.

Strategic Outcome 4: People and Performance

Many outcomes within this area ensure ongoing sector representation, governance and compliance.

The partnership with SMRC and the Elumina incident management review actions are listed as “at risk”. This is partly due to the reliance on external organisations to deliver the outcomes. We are still expecting to deliver these actions by the end of the action plan period.

Action highlights include:

Core Priority 4.3 – Prioritise staff health, wellbeing and workplace safety.

Action – Benchmark HSR procedures against other public libraries.

A benchmarking activity was undertaken to review current practices against industry standards and comparable organisations. During this process we connected with the City of Greater Dandenong and City of Monash Library Services to identified opportunities to strengthen capability, improve consistency, and enhance workplace health and safety outcomes across the organisation.

Conclusion

Connected Libraries continues to deliver on the Action Plan 2025-2026 in line with the Strategic Outcomes in the Library Plan 2025-2029. These activities will be reflected in the Annual Report at the end of the financial year. A draft Action Plan 2026-2027 will be presented to the Board for noting at the June Board meeting.

RECOMMENDATIONS

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

CONNECTED LIBRARIES

Annual Action Plan 2025-2026

Progress Report - April 2026

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Connection

- We create spaces where people feel that they belong
- We find ways to share our common humanity, interests and passions
- We strive to be fully present and intentional in our interactions with others

Creativity

- We love learning and trying new things
- We challenge the status quo if we believe a better way is possible
- We support different ideas and allow others to give things a go

Enrichment

- We look for ways to empower others to learn and participate
- We strive to provide experiences that enhance the quality of a person's day and life
- We provide opportunities for people to explore what is possible

Humour

- Humour helps us to connect with each other
- We like to laugh, bringing smiles to other people
- We use humour to break down barriers and create a positive experience for everyone

Kindness

- We are mindful of people's feelings
- We are kind and compassionate and look for the best in others
- We are accountable for our own behaviour and appreciate the differences in others

Teamwork

- When we all contribute we excel
- We play to each others strengths
- We can achieve our goals together

Red = priority/ serious risk

Orange = at risk

Green = on track

Blue = completed

Grey = not scheduled as yet

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
1.1	Expand our collections in response to community demand, and principles of sustainability.	Scope options to expand our "Library of Things"	GMCE/ Collections and LH Manager	Working group to include Erin (messaging and consultation) Emily L and Tim, and Dave - Dig Ops	31/12/2025	On Track
		Form sustainability working group.	GMCE/BMTL	Courtney	31/12/2025	Completed
		Evaluate current non fiction genres.	GMCE/ Collections and LH Manager	Collections Team	30/06/2026	On Track
		Review and update digital resources.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	30/06/2026	On Track
1.2	Provide essential technology, internet access, and digital literacy support to offer opportunities to explore and benefit from emerging technologies	Expand digital literacy programs to meet community demand.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	ongoing	On Track
		Improve accessibility and availability of borrowable technology.	GMFDO	Digital Operations Team	ongoing	Completed
		Facilitate community education in Artificial Intelligence.	GMCE/ Cranbourne and Digital Resources Manager	Digital Literacy Team	ongoing	On Track
		Develop a Digital Safety page on Connected Libraries website supporting cyber-education.	GMCE/ GMFDO	Digital Operations and Marketing teams. Digital Literacy Team for comms and training	31/12/2025	At Risk

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
1.3	Provide tools and technologies that foster literacy, learning and a love of reading for children, young people and adults.	Deliver literacy programs for school aged children.	GMCE/ CYOM	Children's and Youth Team	ongoing	On Track
		Participate in statewide and local initiatives promoting the love of reading.	GMCE/ Leadership	Children's and Youth Team, Adult programs (READ)	ongoing	On Track
		Leverage social media to foster literacy and a love of reading.	GMCE/ Marketing	Marketing team, READ and Children's and Youth Team	ongoing	On Track
1.4	Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.	Develop Local History Strategy.	GMCE/ Collections and LH Manager	Local History Librarian and Collections and LH Manager	31/12/2025	On Track
		Explore platforms for archives.	GMCE/ Collection and LH Manager	Local History Librarian and Collections and LH Manager	31/12/2025	Completed
		Deliver programming and training to promote the Digital Memory Station.	GMCE/ Collections and LH Manager	Local History Librarian and Digital Literacy Team	30/10/2025	Completed
1.5	Develop our community language collections to reflect the cultural diversity of our region.	Evaluate English Language Support collections.	GMCE/ Collections Team	Collections and LH Manager and CALD team	31/03/2026	On Track
		Review Culturally and Linguistically Diverse physical and digital collections.	GMCE/ Collections Team	Collections and LH Manager and CALD team	31/03/2026	On Track

Annual Action Plan 2025- 2026

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

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
2.2	Review the impact and reach of our services.	Evaluate the sustainability of our programs and services.	GMCE/ Leadership	Program Specialists - bmtl - Digital Operations	ongoing	On Track
		Implement a program and event feedback system to measure impact and engagement.	GMCE/ Leadership	Marketing and Program Specialist, and Executives	31/12/2025	On Track
		Refine customer surveys to align metrics with strategic goals.	Executive	Marketing and Program Specialist, and Executives	31/12/2025	Completed
2.3	Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.	Enhance support for new residents and recent arrivals through community-focused programs.	GMCE/ Outreach and Marketing Teams	adult programming, partnerships, marketing outreach	ongoing	On Track
		Engage multicultural communities by utilising staff diversity and language strengths.	Leadership	adult, cald, marketing, youth, dig lit,	ongoing	On Track
		Strengthen and expand the CALD focus group for community co-design of multicultural programs.	GMCE/ Hampton Park and CALD Manager	GMCE CALD manager/ Council	31/10/2025	On Track
		Deliver events and programs that celebrate diversity and build community connections.	Leadership	Leadership	ongoing	On Track

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
2.4	Raise awareness and advocate for key community challenges and needs.	Deliver programs and activities related to Domestic Violence education and support.	Leadership	adult/youth/marketing -	ongoing	On Track
		Liaise and work with council and key stakeholders to investigate key challenges and inform future planning.	Executive	Leadership	ongoing	On Track
		Support community in the context of cost of living crisis through programs and services.	Leadership	Adult programs, Partnerships, Collections	ongoing	On Track
2.5	Partner with external organisations to deliver workshops and programs to support community education.	Participate in local, state and national campaigns with a focus on mental health and wellbeing.	Leadership		ongoing	On Track
		Seek grant and sponsorship opportunities to support service delivery.	Executive	Specialists -	ongoing	On Track
		Deliver community workshops in partnership with education providers.	Leadership	Tim - program specialists	ongoing	On Track

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
2.6	Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.	Identify barriers to library participation through non-user surveys and community consultation.	GMCE/ Marketing	Marketing team and Leadership	31/10/2025	Completed
		Explore use of social media to build profile amongst non users.	GMCE/ Marketing	Marketing Team	Ongoing	On Track
		Increase visibility of library services through targeted marketing campaigns for community groups.	GMCE/ Marketing	Marketing Team	Ongoing	On Track
		Foster connections with local schools particularly in growing residential areas.	GMCE/ CYOM	CYS, Outreach teams	Ongoing	On Track

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
2.7	Expand our services to underserved areas, aged care facilities and community groups.	Map membership across City of Casey to identify underserved areas and inform service activities	GMCE/ Marketing	Outreach Team	30/11/2025	On Track
		Use outreach and volunteer workforce to deliver services beyond fixed branches.	GMCE/ CYOM	Outreach teams, GMOD	ongoing	On Track

Annual Action Plan 2025- 2026

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

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
3.3	Design digital and physical spaces that go beyond current accessibility standards, providing inclusive and user-friendly environments for everyone.	Enhance website accessibility to improve user experience.	GMCE/ Marketing/Collections	Leadership Team as required	31/12/2025	On Track
		Work with City of Casey access team to evaluate physical spaces for compliance with accessibility standards, identifying areas for improvement.	Leadership		30/06/2026	Not scheduled as yet
		Develop online and physical wayfinding tools to improve accessibility and service delivery.	GMCE/ Marketing / GMFDO		30/06/2026	Not scheduled as yet
3.4	Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability.	Explore design of maker/creator spaces in new build opportunities.	Executive		ongoing	On Track
		Develop flexible maker/creator space programs.	GMCE/ GMFDO		ongoing	On Track

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
3.5	Ensure the library website and online platforms provide seamless access to collections and services.	Conduct comprehensive website review including user experience, website mapping and flow.	GMCE/ Marketing Manager	Marketing and Digital Operations Team	30/06/2026	On Track
		Utilise technology to improve customer booking systems and interfaces.	GMFDO		30/06/2026	Not scheduled as yet
		Map and review the digital journey for our members, exploring CRM options and key communications	GMFDO/ Marketing		30/06/2026	On Track

Annual Action Plan 2025- 2026

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

Annual Action Plan 2025- 2026

	Core priority	Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
4.3	Prioritise staff health, wellbeing and workplace safety.	Deliver debrief training to leadership team to improve incident response procedures.	GMOD		31/12/2025	Completed
		Review Elumina incident management system to streamline reporting and staff training.	GMOD	HSR and Leadership	31/12/2025	At Risk
		Benchmark HSR procedures against other public libraries	GMOD	HSR	31/03/2026	On Track
		Deliver annual emergency management training program	GMOD	Leadership	30/06/2026	Completed
4.4	Work with sector partners to deliver statewide library initiatives.	Connected Libraries represented in Public Libraries Victoria Special Interest Groups.	CEO	Leadership	ongoing	On Track
		Deliver statewide initiatives including literacy, reader development and technology programs.	GMCE	Leadership	ongoing	On Track
		Support statewide advocacy and marketing campaigns.	CEO	Leadership	ongoing	On Track

Annual Action Plan 2025- 2026

Core priority		Actions	Who is responsible?	Who is collaborating?	Timelines	Traffic light status
4.5	Implement updated and emerging governance, regulatory and compliance standards.	Conduct an administrative process review to streamline workflows, leveraging technology to automate tasks, enhance controls, and improve compliance and efficiency across the organisation.	GMFDO	Digital Operations Team	31/03/2026	On Track
		Ensure Connected Libraries Ltd complies with reporting requirements to relevant commission. (Australian Charities and Not for Profits Commission)	CEO/ GMFDO		ongoing	Not scheduled as yet
		Ensure policies and practices align with gender equality requirements	Executive		ongoing	On Track
		Review Risk Management Plan and implement regulations required for <i>Occupational Health and Safety (Psychological Health) Legislation due 1st December 2025</i>	GMOD		30/11/2025	On Track
		Meet the requirements of Connected Libraries/City of Casey Service Level Agreement	CEO	Executive	ongoing	On Track
		Work with appointed liquidator and Council representatives to finalise the wind up of CCLC	CEO/ GMFDO		30/06/2026	On Track

GENERAL BUSINESS

14/2026 CORPORATE REPRESENTATIVE

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on the Corporate Representative for founding member, City of Casey.

Library Plan 2025-2029 reference – 4.5

Background

Connected Libraries has received notice of the revocation of the appointed Corporate Representative, Emily Clarke.

Emily Clarke has resigned from her position as Manager Creative Communities with the City of Casey, leaving a temporary vacancy in the Community Life directorate.

Discussion

In accordance section 15.4 of the company's Constitution, the Founding Member must nominate a Corporate Representative before the next General Meeting of the company.

Casey indicated that the new Corporate Representative will be confirmed as soon as the new Manager Creative Communities has been appointed.

Notification must be received by no less than 48 hours before the next General Meeting which, unless otherwise required, will be the Annual General Meeting on 25 November 2026.

RECOMMENDATIONS

- 1. That the Board notes the revocation of appointed Corporate Representative Emily Clarke.**

IN-CAMERA

15/2026 COMPANY MEMBERSHIP

Report prepared by Beth Luppino

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NEXT MEETING

Wednesday 24 June 2026 – In person – Bunjil Place Library