AGENDA

Board Meeting

Wednesday 24 June 2026

4.00pm

In person – Bunjil Place Library

1. Present

2. Apologies

3. Acknowledgement of the Traditional Owners

4. Declaration of Conflicts of Interest

5. Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday22 April 2026

STRATEGIES/PLANS

16/2026 BUDGET 2026-2027

Report prepared by Emily Ramaswamy

Purpose

To provide the Board with Connected Libraries Budget 2026-2027 for approval.

Library Plan 2025-2029 reference – 4.5

Background

The budget for the 2026 - 2027 financial year was prepared with input from the CL Executive and Leadership teams. The 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 seven (7) existing CL Branches, Library Lockers and Outreach Van.

Discussion

At the Connected Libraries April meeting, the Board considered the Draft Budget 2026-2027, and it was resolved:

1. *That the CL Draft Budget is updated with Council contribution of $7,734,747.*
2. *That the Board endorses CL Draft Budget 2026-2027 updated.*
3. *That CL forward the endorsed CL Budget 2026-2027 to the City of Casey for approval.*
4. *That the Board notes CL will adopt the CL Budget 2026–2027 after the City of Casey advise formal approval of the Budget.*

City of Casey considered and approved the endorsed CL Budget 2026-2027 at its Council meeting on 26 May 2026.

Following Council's approval, the CL Limited Library Board can now consider the adoption of the Budget for the upcoming financial year 2026-2027.

Since the budget was endorsed, CL has received unbudgeted funding that will roll over into 2026-2027.

Notification of increased costs relating to freight, were also received in the weeks following Council endorsement. It is anticipated that these costs will be at least $15,000 higher than originally budgeted. CL will manage costs throughout the year, and look to make cost saving adjustments where possible, without impacting service delivery. The amounts are not material enough that would warrant a Budget revision, and as such will be treated as expected variances during the year.

Conclusion

The 2026–2027 CL Budget provides a business-as-usual approach to resourcing the Library Plan and CL's seven branches, Library Lockers and Outreach Van, incorporating confirmed rate cap and salary adjustments along with key financial assumptions.

RECOMMENDATIONS

1. **That the Board notes that CL Budget 2026-2027 was approved at City of Casey Council meeting.**
2. **That the Board adopts CL Budget 2026-2027.**

CONNECTED LIBRARIES

Ignite your imagination

Budget 2026-2027

Updated: 22 April 2026
Endorsed: 22 April 2026

Contents

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

Connection

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- We find ways to share our common humanity, interests and passions.
- We strive to be fully present and intentional in our interactions with others.

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- 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.

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- We look for ways to empower others to learn and participate.
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- 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.

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- 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.

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- 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.

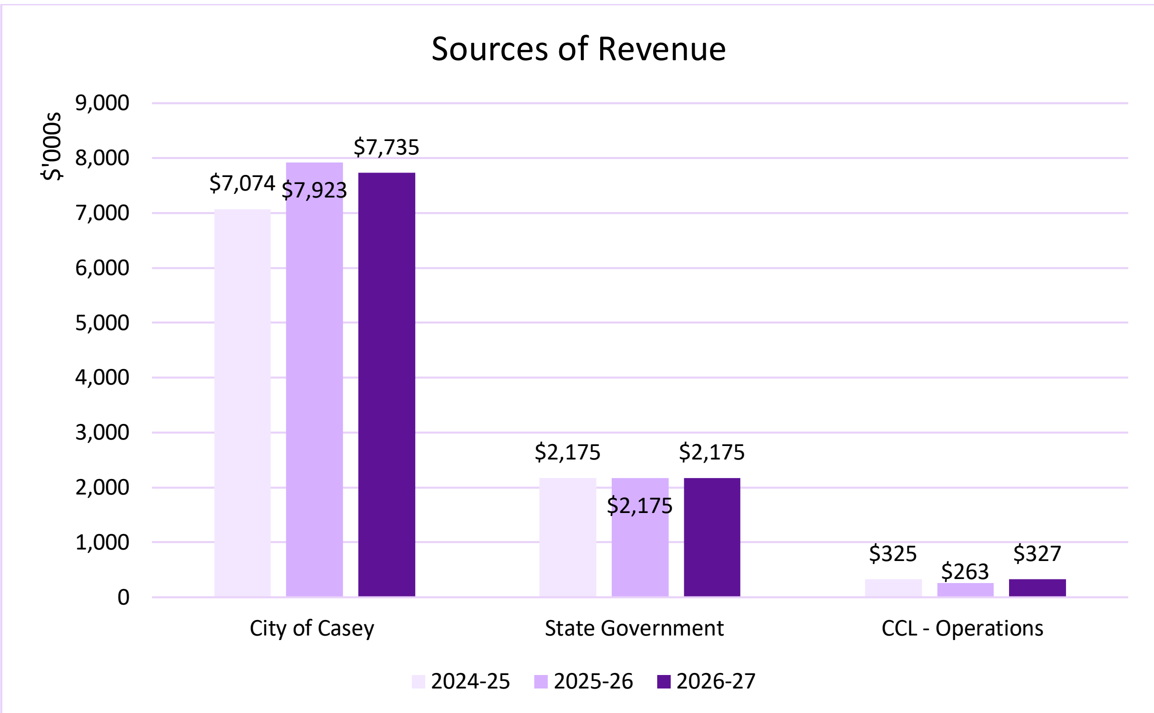
Consistent with the SRP, the Revised Budget does not include provision for further new service delivery points or major capital works. While Connected Libraries continues to explore opportunities for improved access and infrastructure—as identified in the Draft Facilities Development Plan 2023–2027 (updated 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

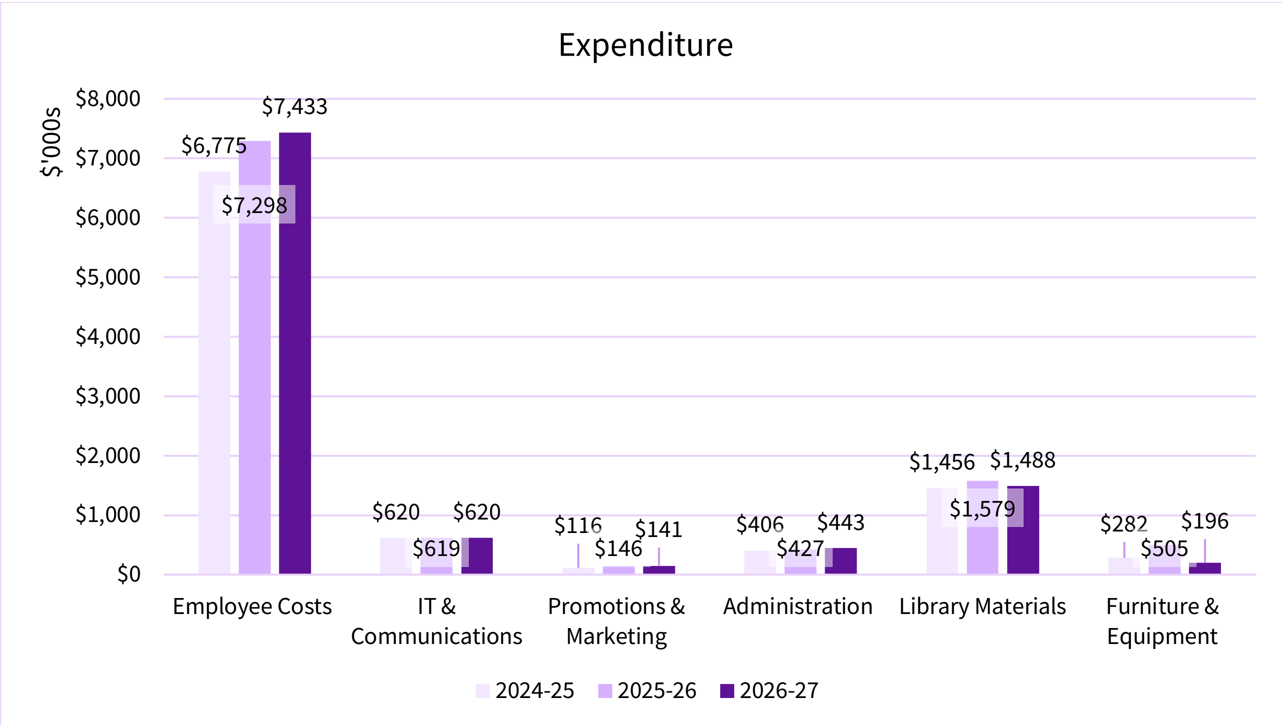
	Actuals 2024-25	Budget 2025-26	Budget 2026-27
City of Casey	7,073,833	7,922,934	**7,734,747**
	73.88%	76.47%	**75.56%**
State Government	2,175,404	2,175,404	**2,175,404**
	22.72%	21.00%	**21.25%**
CL - Operations	325,032	263,058	**327,080**
	3.39%	2.54%	**3.20%**
Total Income	**9,574,269**	**10,361,396**	**10,237,231**



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	7,734,747
Recurrent	*7,073,833*	*7,527,734*	*7,734,747*
Bunjil Furniture Renewal	-	*80,000*	-
Clyde Township Library Lounge	-	*315,200*	-
Funding from other levels of government	2,175,404	2,175,404	2,237,379
Federal funded grants - non-recurrent	-	-	*56,975*
State funded grants - recurrent	*2,175,404*	*2,175,404*	*2,175,404*
State funded grants - non-recurrent	-	-	*5,000*
Other income	325,032	263,058	265,105
Printing & Photocopying	*64,202*	*55,302*	*60,825*
Interest on Investments	*195,858*	*130,000*	*146,250*
Sundry Recoverable	*28,604*	*51,480*	*30,575*
Programs, meeting rooms & other charges	*36,367*	*26,276*	*27,455*
Net gain on disposal of assets	(457)	-	-
Total income	**9,573,812**	**10,361,396**	**10,237,231**
Expenses			
Employee costs	6,774,801	7,297,500	7,432,810
Training & Development	*148,707*	*146,800*	*148,825*
Salaries, Super & Leave Entitlements	*6,581,592*	*7,062,400*	*7,220,020*
Workcover, OHS & Travel	*44,502*	*88,300*	*63,965*
Materials and services	1,103,508	1,131,975	1,128,790
IT & Communications	*620,283*	*619,475*	*620,310*
Library materials	*367,270*	*367,000*	*367,000*
Marketing and library programs	*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
Auditors' remuneration - VAGO	*32,000*	*32,000*	*32,000*
Freight - daily branch collection transfers	*86,353*	*95,200*	*97,295*
Photocopying, Printing & Stationary	*49,694*	*48,200*	*49,550*
Others	*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**	**(73,954)**

Balance Sheet As at June 30	2024-25 Actuals	2025-26 Budget (Revised)	2026-27 Budget
Assets	$	$	$
Current assets			
Cash and cash equivalents	*1,282,959*	*571,115*	*487,646*
Trade and other receivables	*31,435*	*60,000*	*60,000*
Other financial assets	*2,000,000*	*2,500,000*	*2,500,000*
Prepayments	*98,902*	*100,000*	*100,000*
Total current assets	**3,413,296**	**3,231,115**	**3,147,646**
Non-current assets			
Plant, furniture, equipment and library materials	*3,991,096*	*4,435,561*	*4,445,076*
Right-of-use assets	-	-	-
Total non-current assets	**3,991,096**	**4,435,561**	**4,445,076**
Total assets	**7,404,392**	**7,666,676**	**7,592,722**
Liabilities			
Current liabilities			
Trade and other payables	*567,946*	*455,786*	*415,504*
Unearned Income/Revenue	*171,538*	*175,000*	*175,000*
Provisions	*1,345,351*	*1,482,172*	*1,520,893*
Total current liabilities	**2,084,834**	**2,112,958**	**2,111,398**
Non-current liabilities			
Provisions	*111,825*	*113,365*	*114,925*
Lease Liabilities	-	-	-
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**	**5,366,399**
Equity			
Members contribution on formation	1,562,887	1,562,887	1,562,887
Accumulated surplus	3,644,846	3,877,466	3,803,512
Total Equity	**5,207,733**	**5,440,353**	**5,366,399**

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	(73,954)	(73,954)	
Balance at end of financial year	**5,366,399**	**3,803,512**	**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 Actuals	2025-26 Budget	2026-27 Budget
	$	$	$
Cash Flow from Operating Activities			
Income from:			
Council Contributions	7,781,216	7,922,934	7,734,747
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**	**10,237,231**
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**	**1,233,131**
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)**	**(83,469)**
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**	**487,646**

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	7,734,747
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)

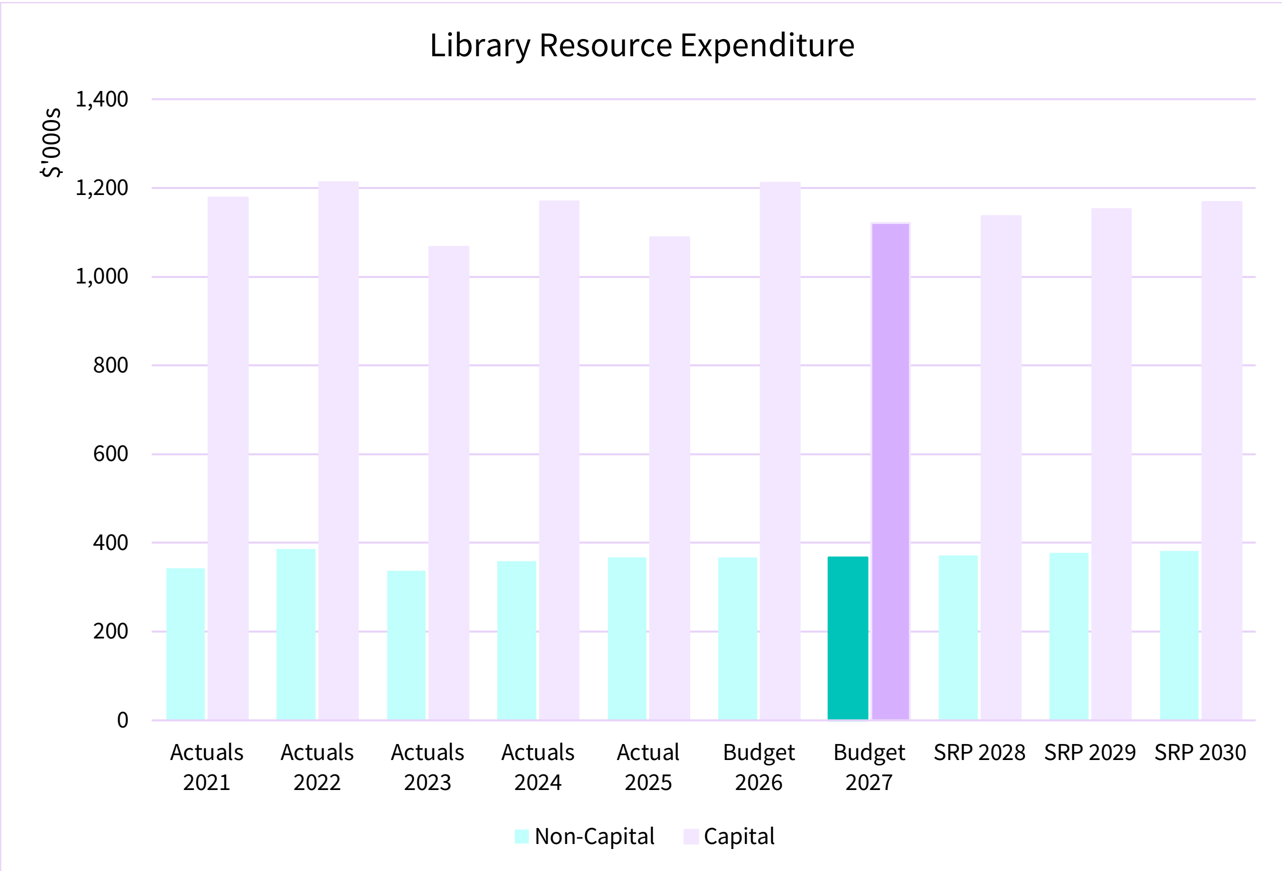
The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Library Plan. Expenditure levels have been aligned with 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



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

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 Free per page**
A3 40¢ *(per single sided page)*	**A3 $1.50** *(per single sided 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¢ *(per single sided page)*	**A4 $1.00** *(per single sided page)*	**Hi Resolution $11.00**
A3 40¢ *(per single sided page)*	**A3 $1.50** *(per single sided page)*	**Low Resolution $5.50**

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

17/2026 STRATEGIC RESOURCE PLAN 2026-2030

Report prepared by Emily Ramaswamy

Purpose

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

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.

At the Connected Libraries April Meeting, the Board were presented the final Draft Strategic Resource Plan 2026-2030, it was resolved:

1. *That the CL Draft Strategic Resource Plan is updated to reflect Council 2026-2027 contribution of $7,734,747.*
2. *That the Board endorses CL Draft Strategic Resource Plan 2026–2030 updated.*
3. *That CL forward the endorsed CL Strategic Resource Plan 2026-2030 to the City of Casey for approval.*
4. *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.*

City of Casey considered and approved the endorsed CL Strategic Resource Plan 2026-2030 at its Council meeting on 26 May 2026.

Following Council's approval, the CL Limited Library Board can now consider the adoption of the Strategic Resource Plan.

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 notes that CL Strategic Resource Plan 2026-2030 was approved at City of Casey Council meeting.**
2. **That the Board adopts CL Strategic Resource Plan 2026–2030.**

Strategic Resource Plan 2026-2030

Updated: 22 April 2026
Endorsed: 22 April 2026

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Inspiring spaces where everyone is free to discover possibilities.

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- We like to laugh, bringing smiles to other people.
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- We are mindful of people's feelings.
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- 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.

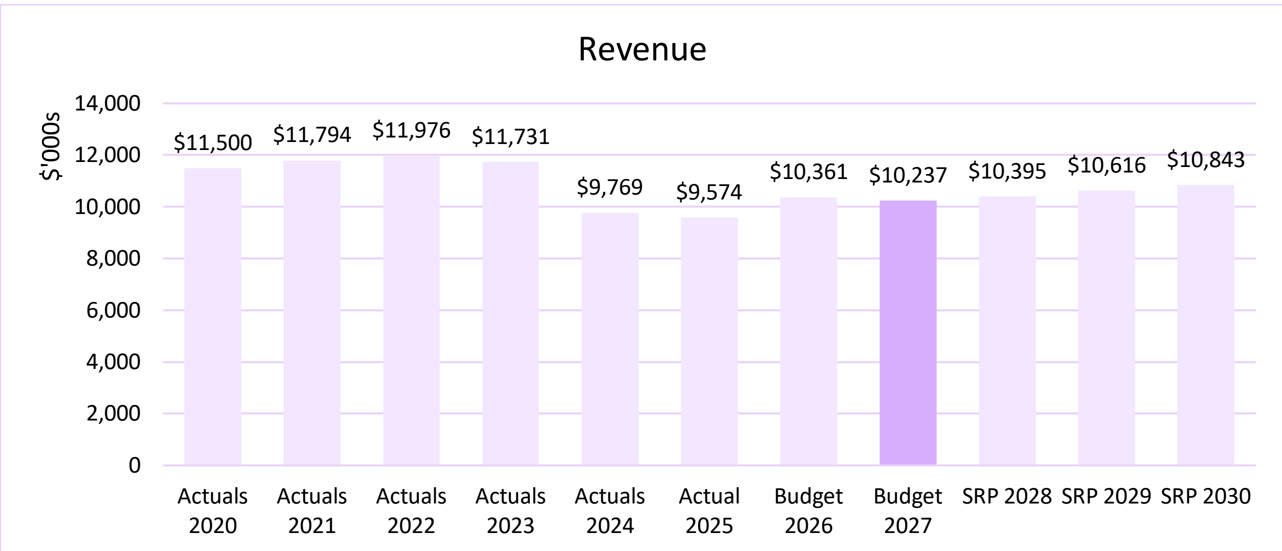
Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Facilities Development Plan 2023–2027 (updated February 2026) and the Library Plan 2025-2029, Connected Libraries continues to work with 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

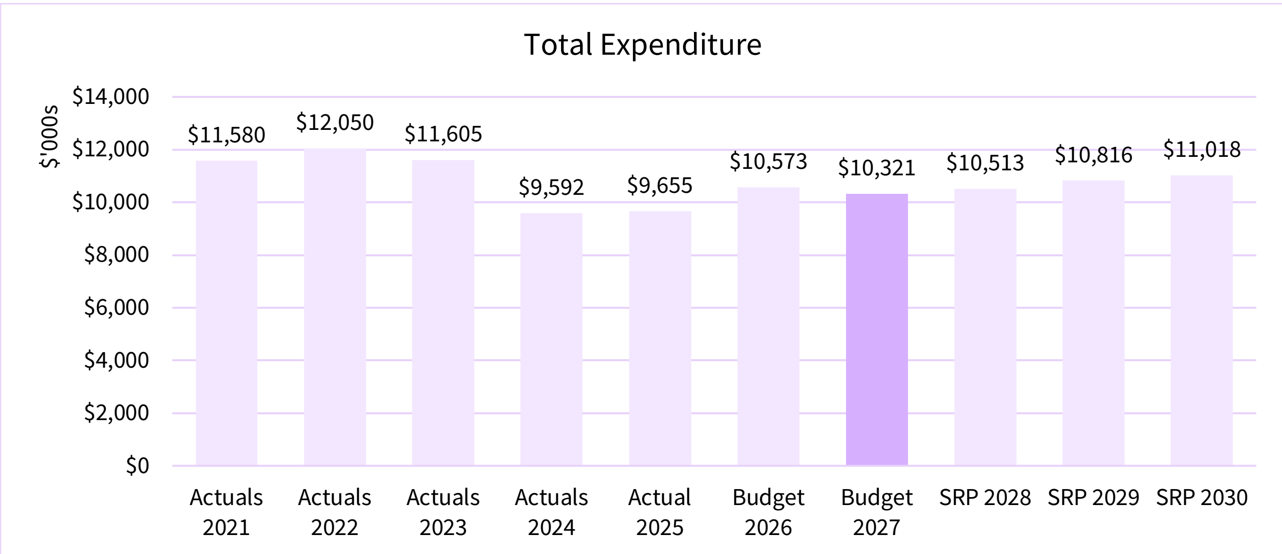
	Actuals 2024-25	**Budget 2025-26**	**Budget 2026-27**	**Forecast 2027-28**	**Forecast 2028-29**	**Forecast 2029-30**
City of Casey	7,073,833	7,922,934	7,734,747	7,947,456	8,166,012	8,390,580
	73.88%	*76.47%*	75.56%	76.45%	76.92%	77.38%
State Government	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
	22.72%	*21.00%*	21.25%	20.93%	20.49%	20.06%
CL - Operations	325,032	263,058	327,080	272,300	274,530	276,820
	3.39%	*2.54%*	3.20%	2.62%	2.59%	2.55%
Total Income	**9,574,269**	**10,361,396**	**10,237,231**	**10,395,160**	**10,615,946**	**10,842,804**



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	7,734,747	7,947,456	8,166,012	8,390,580
Recurrent		*7,073,833*	*7,527,734*	*7,734,747*	*7,947,456*	*8,166,012*	*8,390,580*
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**	**10,237,231**	**10,395,160**	**10,615,946**	**10,842,804**
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**	**(73,954)**	**(125,735)**	**(171,619)**	**(221,116)**

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	(73,954)	(73,954)	
Balance at end of financial year	5,366,399	3,803,512	**1,562,887**
2028			
Bal at the beginning of the financial year	5,366,399	3,803,512	1,562,887
Comprehensive result	(125,735)	(125,735)	
Balance at end of financial year	5,240,664	3,677,777	**1,562,887**
2029			
Bal at the beginnig of the financial year	5,240,664	3,677,777	1,562,887
Comprehensive result	(171,619)	(171,619)	
Balance at end of financial year	5,069,045	3,506,158	**1,562,887**
2030			
Bal at the beginning of the financial year	5,069,045	3,506,158	1,562,887
Comprehensive result	(221,116)	(221,116)	
Balance at end of financial year	4,847,929	3,285,042	**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	7,734,747	7,947,456	8,166,012	8,390,580
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	**10,237,231**	**10,395,160**	**10,615,946**	**10,842,804**
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**	**1,233,131**	**1,217,295**	**1,208,346**	**1,196,799**
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)**	**(83,469)**	**(117,445)**	**300,221**	**(174,961)**
Cash at the beginning of the year	1,282,959	571,115	487,646	370,201	670,422
Cash Held at End of Year	**571,115**	**487,646**	**370,201**	**670,422**	**495,461**

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	7,734,747	7,947,456	8,166,012	8,390,580
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)

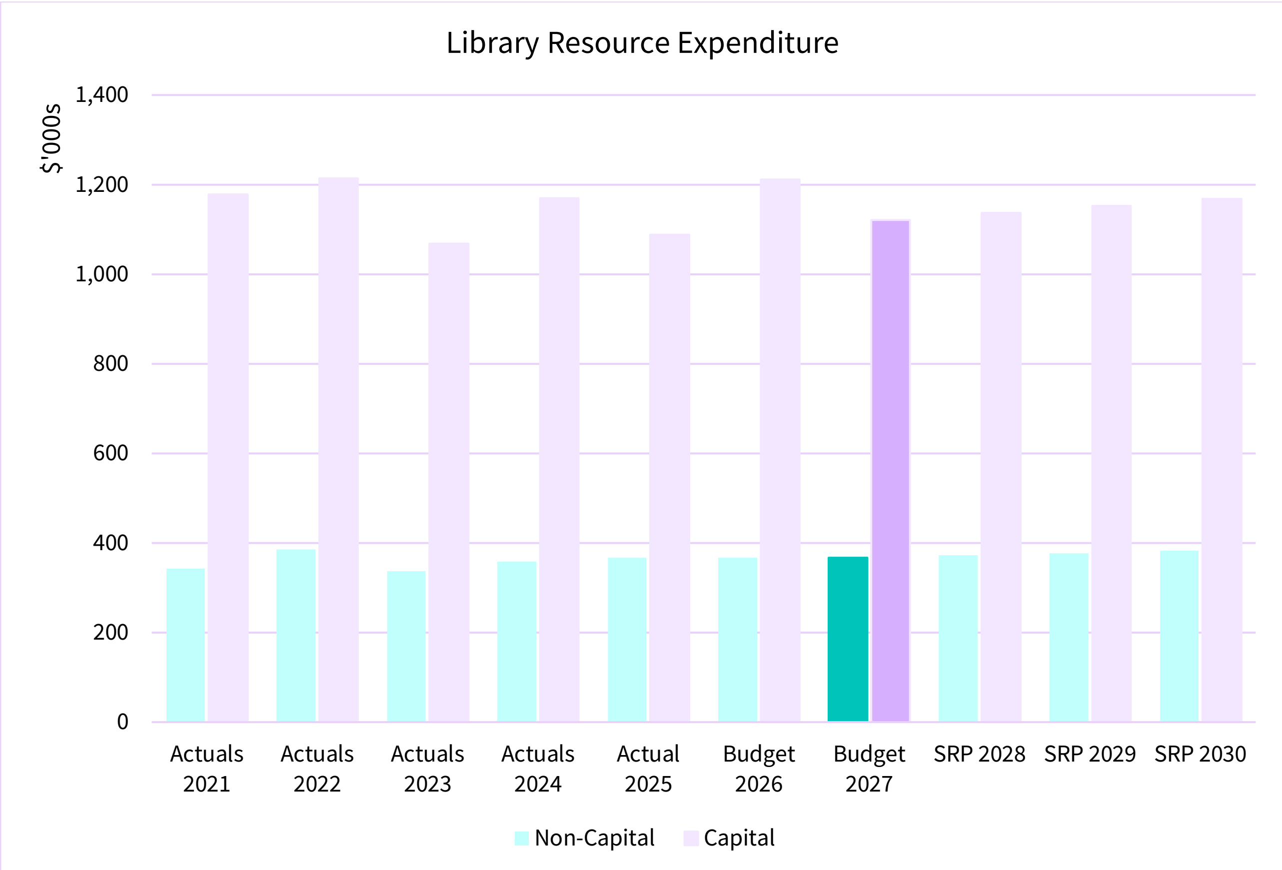
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

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

18/2026 ANNUAL ACTION PLAN 2026-2027

Report prepared by Koula Kalaitzoglou

Purpose

To provide an overview of the Annual Action Plan 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 actions and KPIs to be delivered under the four-year plan.

At the April meeting, the Board approved the KPIs, which are incorporated in the Operational Performance report as standard reporting indicators. Progress against the KPIs will be tracked and reported at each Board meeting (from August meeting onwards).

The KPIs were 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). The KPIs are now attached to the 2026-2027 CL/Council Service Level Agreement.

Discussion

The 2026–2027 Annual Action Plan has been developed with consideration of key library sector trends and initiatives, while ensuring alignment with relevant City of Casey strategies and priorities, including:

- City of Casey Council Plan 2025–2029
- Strong Communities Outcomes Strategy 2025–2029
- City of Casey Disability Inclusion Action Plan 2025–2029
- Smart Cities initiatives
- Building a Better Casey

Actions respond to sector trends including the growing digital divide and emergence of Artificial Intelligence in online information; community cohesion, workforce safety and development, and equity and inclusion for diverse communities.

Several actions included in year two build upon work commenced during the first year of the Library Plan, recognising that many strategic outcomes will be achieved progressively over the life of the four-year plan.

The development of the Action Plan involved consultation with library leaders and subject matter specialists. Community feedback gathered through the annual member survey and program participant evaluations has also informed priorities and planned actions for the year ahead.

Conclusion

The 2026–2027 Annual Action Plan translates the core priorities of the Library Plan into tangible actions for the coming year. It supports Connected Libraries' purpose of inspiring curiosity, fostering community connection, and providing trusted access to information, while ensuring alignment with community

RECOMMENDATIONS

1. **That the Board notes Connected Libraries Annual Action Plan for 2026-2027.**

CONNECTED LIBRARIES

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 1: Discovery and Learning

Key Objectives:

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
1.1	Expand our collections in response to community demand, and principles of sustainability.	Expand Library of Things Collection based on 25-26 report recommendations, available resources and community demand.	x	GMCE/CALD/ Collections and LH Manager	ongoing	Provide diverse and inclusive resources
		Implement environmentally sustainable initiatives.	x	GMCE/BMTL	Dec-26	Provide diverse and inclusive resources
		Implement 25-26 recommended changes to non-fiction genres	x	GMCE/ Collections and LH Manager	Apr-27	Provide diverse and inclusive resources/ Foster a love of reading
		Provide user-training for staff and community on new digital resources.	x	GMCE/ Cranbourne and Digital Resources Manager	ongoing	Provide diverse and inclusive resources
1.2	Provide essential technology, internet access, and digital literacy support to offer opportunities to explore and benefit from emerging technologies	Address the evolving digital literacy needs of the community to strengthen program relevance and alignment to Casey's Smart City program.	x	GMCE/ Cranbourne and Digital Resources Manager	quarterly	Develop digital and technology skills
		Build practical skills in design, prototyping, and digital fabrication for staff and community.	x	GMCE/ Cranbourne and Digital Resources Manager	Feb-27	Develop digital and technology skills
		Deliver recommendations from cyber security audit.	x	GMFDO	Mar-27	Develop digital and technology skills
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.	x	GMCE/ CYOM	quarterly	Foster a love of reading
		Participate in statewide and local initiatives promoting the love of reading.	x	GMCE/ Leadership	ongoing	Foster a love of reading
		Leverage social media to foster literacy and a love of reading.	x	GMCE/ Marketing	ongoing	Foster a love of reading
		Promote and improve accessibility to digital resources.	x	GMCE/ Marketing	Mar-27	Foster a love of reading
1.4	Digitise and promote Local History and heritage collections, to preserve and celebrate the region's cultural legacy.	Implementation of Local History Strategy.	x	GMCE/ Collections and LH Manager	Dec-26	Provide diverse and inclusive resources
		Begin population of eHive as our archival platform.	x	GMCE/ Collection and LH Manager	Sep-26	Develop digital and technology skills or Provide diverse and inclusive resources

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 1: Discovery and Learning

Key Objectives:

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
1.5	Develop our community language collections to reflect the cultural diversity of our region.	Integrate English Language Support (ELS) collection with Language and Literature collection.	x	GMCE/CALD/ Collections Team	Apr-27	Provide diverse and inclusive resources
		Expand LOTE magazine offering for Culturally and Linguistically Diverse (CALD) community.	x	GMCE/CALD/ Collections Team	Dec-26	Provide diverse and inclusive resources
		Conduct targeted survey on LOTE offerings to understand community demand.	x	GMCE/CALD/ Collections Team	Mar-27	Provide diverse and inclusive resources

CONNECTED LIBRARIES

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 2: Stronger Connections

Key Objectives:

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

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
2.1	Collaborate with Council, health, employment, legal and social services to address informational needs across the community.	Partner with Health and Wellbeing service providers to deliver programs within our libraries.	x	GMCE/ Bunjil Place Library and Partnerships Manager	ongoing	Develop partnerships that amplify our impact and bridge gaps to essential information
		Support improved community confidence in the use of digital health and information systems.	x	GMCE/Leadership	Mar-27	Develop partnerships that amplify our impact and bridge gaps to essential information
		Partner with Council and local organisations to provide in branch support and connect community to services including aged care, youth services, early years and inclusion.	x	GMCE/ Leadership	Jun-27	Connect community to topical information
		Scope grant and partnership opportunities to provide social worker services in our libraries.	x	GMCE	Dec-27	Enhance health and wellbeing
2.2	Review the impact and reach of our services.	Evaluate our programs and services to align available resources with community needs.	x	GMCE/ Leadership	Quarterly	Create opportunities for connection
		Build a library of community stories that reflect the impact of our service.	x	GMCE/ Leadership	Mar-27	Create opportunities for connection
		Use comparative (year 2) patron survey data to track impact of services.	x	Executive	Nov-26	Create opportunities for connection
2.3	Design and implement programs that strengthen community connection, foster cultural harmony, and support intergenerational engagement.	Engage multicultural communities by utilising staff diversity and language strengths.	x	Leadership	ongoing	Create opportunities for connection
		Connect and consult with culturally diverse communities to design and implement multicultural programs.	x	GMCE/ Hampton Park and CALD Manager	Mar-27	Create opportunities for connection
		Design and implement programs that address loneliness and strengthen social cohesion.	x	GMCE	quarterly	Create opportunities for connection
		Deliver events and programs that celebrate diversity and build community connections.	x	Leadership	quarterly	Create opportunities for connection
2.4	Raise awareness and advocate for key community challenges and needs.	Deliver programs and activities related to Domestic Violence education and support.	x	Leadership	ongoing	Connect community to topical information
		Partner with Mental Health service providers to support people in the City of Casey.	x	Executive	Apr-27	Connect community to topical information
		Provide healthy and safe activities for young adults.	x	GMCE/CYOM	quarterly	Enhance health and wellbeing
		Seek partnership opportunities to support food security in City of Casey.	x	Leadership	Apr-27	Enhance health and wellbeing

STRATEGIC OUTCOME 2: Stronger Connections

Key Objectives:

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

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
		Participate in networks and initiatives supporting unhoused community.	x	Leadership	ongoing	Enhance health and wellbeing
2.5	Partner with external organisations to deliver workshops and programs to support community education.	Participate in state and national campaigns with a focus on mental health and wellbeing.	x	Leadership	ongoing	Enhance health and wellbeing
		Seek grant and sponsorship opportunities to support service delivery.	x	Executive	Jun-27	Develop partnerships that amplify our impact and bridge gaps to essential information
		Deliver community workshops in partnership with education providers.	x	Leadership	Apr-27	Develop partnerships that amplify our impact and bridge gaps to essential information
		Streamline activation and programming opportunities between Connected Libraries and City of Casey.	x	GMCE/ Marketing	Dec-26	Develop partnerships that amplify our impact and bridge gaps to essential information
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.	x	GMCE/ Marketing	Nov-26	Create opportunities for connection
		Develop campaign to re engage with lapsed users.	x	GMCE/ Marketing	Mar-27	Create opportunities for connection
		Explore use of social media to build profile amongst non users.	x	GMCE/ Marketing	ongoing	Create opportunities for connection
		Explore creative options to promote library memberships to new members.	x	GMCE/ Marketing	Oct-26	Develop partnerships that amplify our impact and bridge gaps to essential information
		Develop educator enewsletter promoting library resources.	x	GMCE/ Marketing	Sep-26	Create opportunities for connection
		Promote library membership with council staff.	x	GMCE/ Marketing	Nov-26	Create opportunities for connection
2.7	Expand our services to underserved areas, aged care facilities and community groups.	Promote library services to early childhood service providers in growing suburbs.	x	GMCE/ CYOM	Feb-27	Develop partnerships that amplify our impact and bridge gaps to essential information
		Work with City of Casey GIS mapping to target promotions to underserviced areas.	x	GMCE/ Marketing	Sep-26	Create opportunities for connection

CONNECTED LIBRARIES

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 3: Dynamic Spaces

Key Objectives:

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

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
3.1	Create adaptable spaces that meet the needs of local community priorities.	Provide community with opportunities to codesign library spaces.	x	Executive	Nov-26	Incorporate dynamic spaces
		Support Casey in the development of community spaces that combine services, programs and collaboration opportunities.	x	Executive	ongoing	Incorporate dynamic spaces
3.2	Expand service delivery points to enhance convenience and access.	Deliver expanded library locker facilities to meet community demand.	x	GMCE/ Leadership	Oct-26	Prioritise accessibility of our spaces:
		Collaborate with Council on the development of the new Cranbourne Hub and Alexander Boulevard Community Hub.	x	Executive	Jun-27	Expand our reach
		Support City of Casey in applying for grants to expand service delivery.	x	Executive	ongoing	Expand our reach
		Explore external funding sources to support the growth of service delivery points and outreach programs.	x	Executive	ongoing	Expand our reach
3.3	Design digital and physical spaces that go beyond current accessibility standards, providing inclusive and user-friendly environments for everyone.	Conduct accessibility review of all signage and collateral.	x	GMCE/ Marketing/Collections	Mar-27	Enhance digital library environment
		Work with City of Casey access team to evaluate physical spaces for compliance with accessibility standards, identifying areas for improvement.	x	Leadership	Jun-27	Prioritise accessibility of our spaces:
		Develop online and physical wayfinding tools to improve accessibility and service delivery.	x	GMCE/ Marketing / GMFDO	Jun-27	Prioritise accessibility of our spaces:
3.4	Integrate maker/creator spaces thoughtfully, balancing innovation with financial sustainability.	Collaborate on detailed design options for the new Cranbourne Hub & Alexander Boulevard Community Hub.	x	Executive	Jun-27	Incorporate dynamic spaces
		Deliver sustainable maker/creator space programs.	x	GMCE/ GMFDO	quarterly	Incorporate dynamic spaces
3.5	Ensure the library website and online platforms provide seamless access to collections and services.	Identify high-impact website upgrades to improve customer experience.	x	GMCE/ Marketing Manager	Mar-27	Enhance digital library environment
		Utilise technology to improve customer booking systems and interfaces.	x	GMFDO	Dec-26	Enhance digital library environment
		Implement improved customer communications related to library management system.	x	GMFDO/ Marketing	Dec-26	Enhance digital library environment

CONNECTED LIBRARIES

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 4: Outstanding People and Performance

Key objectives:

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

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
4.1	Build an adaptable workforce to meet the changing needs of service delivery.	Review intranet structure and content to support internal communications.	x	GMFDO/ Digital Support and Analytics Team Leader	Aug-26	Employer of choice
		Develop a 2026-27 Workforce Development Action Plan to highlight the professional development opportunities for staff.	x	Executive	Oct-26	Encourage continuous learning and development
		Streamline onboarding process between Digital Operations and Organisational Development.	x	GMOD	Dec-26	Employer of choice
		Create induction manuals for onboarding new staff and volunteers.	x	GMOD	Mar-27	Demonstrate operational excellence
		Foster a workplace where people know each other, support each other and enjoy working together.	x	GMOD	ongoing	Employer of choice
4.2	Foster diversity in our staff and volunteers.	Promote employment and volunteer opportunities with First nations employment networks, multicultural organisations, and disability employment agencies.	x	GMOD	ongoing	Employer of choice
		Develop role descriptions and implement Volunteer Framework.	x	GMOD/ CYOM	Mar-27	Demonstrate operational excellence
		Continue to develop partnership with SMRC to build volunteer network.	x	GMOD/ Hampton Park and CALD Manager	ongoing	Demonstrate operational excellence
4.3	Prioritise staff health, wellbeing and workplace safety.	Benchmark Elumina against City of Casey systems.	x	GMOD	Dec-26	Encourage continuous learning and development
		Improve utilisation of the Elumina incident management system to streamline reporting and staff training.	x	GMOD	Apr-27	Demonstrate operational excellence
		Benchmark HSR procedures and update processes to maximise staff safety.	x	GMOD	May-27	Employer of choice
		Develop Health and Wellbeing Strategy.	x	GMOD	Mar-27	Employer of choice
		Further develop Psychosocial Risk Plan and controls.	x	GMOD	Oct-26	Demonstrate operational excellence

CONNECTED LIBRARIES

Annual Action Plan 2026- 2027

STRATEGIC OUTCOME 4: Outstanding People and Performance

Key objectives:

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

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

	Core priority	Actions 2026-2027	26-27	Who is responsible?	Timelines	Key Objective/Outcome
4.4	Work with sector partners to deliver statewide library initiatives.	Connected Libraries represented in Public Libraries Victoria Special Interest Groups.	x	CEO	ongoing	Encourage continuous learning and development
		Deliver statewide initiatives including literacy, reader development and technology programs.	x	GMCE	ongoing	Encourage continuous learning and development
		Support statewide advocacy and marketing campaigns.	x	CEO	ongoing	Employer of choice
		Represent Connected Libraries at Public Libraries Victoria Conference and other sector events.	x	Leadership	ongoing	Encourage continuous learning and development
4.5	Implement updated and emerging governance, regulatory and compliance standards.	Launch first phase of Tableau automated reporting system.	x	GMFDO	Dec-26	Demonstrate operational excellence
		Conduct periodic review of specialty teams to identify improvements in workflows.	x	Leadership	Jun-27	Encourage continuous learning and development
		Ensure Connected Libraries Ltd complies with reporting requirements to Australian Charities and Not for Profits Commission.	x	CEO/ GMFDO	ongoing	Demonstrate operational excellence
		Ensure policies and practices align with gender equality requirements.	x	Executive	ongoing	Demonstrate operational excellence
		Review Risk Management Plan and implement regulations required for Occupational Health and Safety (Psychological Health) Legislation.	x	GMOD	ongoing	Demonstrate operational excellence
		Meet the requirements of Connected Libraries/City of Casey Service Level Agreement.	x	CEO	ongoing	Demonstrate operational excellence
		Develop ethical use of AI policy for Connected Libraries.	x	Executive	Oct-26	Demonstrate operational excellence
		Commence negotiation for new Enterprise Agreement.	x	Executive	Nov-26	Demonstrate operational excellence

KEY PERFORMANCE MEASURES: Year 2 - 2026 - 2027

Measure	Library Plan Outcome Area	LGPRF indicator	KPIs 2025-26	Forecast 2025-26	Target 2026-27	FY27 Target vs FY26 Forecast %	Notes
Engagement							
Net Promoter Score *(Community Survey)*	Outstanding People and Performance		65	*63*	65	3%	
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 eAdudio			233,500	*274,035*	282,500	3%	
Loans - physical/eBook/eAudio	Discover and Learning		*1,537,000*	*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)			***2,368,000***	***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%	

19/2026 ANNUAL RISK REVIEW

Report prepared by Beth Luppino

Purpose

To provide the Board with a draft organisational Risk Appetite Statement and updated Risk Management Plan to support the annual review of Connected Libraries Ltd risk management framework.

Library Plan 2025-2029 reference – 4.5

Background

The Board has overarching responsibility for Connected Libraries' risk management framework. This forms part of the governance responsibilities required of the Directors under the Corporations Act.

The Board's role is to ensure CL's risk framework is sound and to oversee the effective operation of the framework, while CL's Executive Team is responsible for designing and implementing the framework. The framework consists of compliance documents and policies, strategic plans, and processes that help to identify and control risks related to the organisation. A Risk Management Policy is endorsed annually by the Board *(see report 11/2026 Organisational Risk of the April meeting).*

CL has a Risk Management Plan that identifies strategic, operational and psychosocial risks, along with mitigation and control measures, and rates these risks against an impact matrix. The Risk Plan is reviewed quarterly by the Executive Team and then presented to the Board, and the Board has committed to conduct a more detailed review of the plan on an annual basis.

CL Board does not yet have an established Risk Appetite Statement, however the attached draft may now be considered and if thought fit adopted to support future planning.

Discussion

Risk Appetite Statement

Attached is a draft Risk Appetite Statement for the Board's consideration. In developing the Statement, consideration was given to CL's headline (most significant) risks, community expectations, and emerging risks on the horizon.

The Australian Institute of Company Directors (AICD) states that in setting a risk appetite for the organisation, the Board should consider:

- *stakeholders' expectations;*
- *the organisation's strategy, including purpose, vision and values, objectives and business plans;*
- *organisational capabilities—the skills, resources and technology necessary to manage and monitor risk exposures in the context of the risk appetite, including risk culture;*
- *the environment in which the organisation operates to incorporate changing industry and market conditions; and*
- *the organisation's risk capacity—the maximum level of risk available to the organisation given its capital, funding and obligations to stakeholders.*

Headline Risks for CL:

1. Workforce – continuity of staffing resources and welfare of employees
2. Funding - reduced funding from either of the major sources will result in reduced services
3. Reputation – Incidents that damage local and sector reputation of libraries
4. Cyber-attack – protection measures
5. Community unrest and civil disturbance – emerging pressures on community and result on workforce

Risk Management Plan

Connected Libraries has a well-established Risk Management Plan outlining the strategic, operational and psychosocial risks impacting the company.

The Psychosocial Risks have been recently reviewed and updated after an employee survey, with the results assessed and reported independently by Converge (*see 21/2026 Organisational Risk report*).

The Board reviews the Plan on a quarterly basis, however overtime opportunities for improvements have been identified by Directors and these have been made in this draft Risk Management Plan 2026-2027.

Key changes include:

No.	Section	Risk descriptor	Change/s made
1	**Operational**	Unattended children in the library	Updated controls and mitigations
2		Decline in visitation	Likelihood reduced to 'possible', and then 'unlikely' after controls
3		Staff mental health	Increased to 'likely'
4		Fuel crisis	Added as a risk
5		Staff assaulted (fatal)	Deleted as covered in earlier risk 'staff assaulted in library or on outreach visits'
6		Pandemic	Deleted
7		Domestic Violence incident (staff)	Deleted as covered in strategic risk 'regulatory compliance including OHS, psychosocial legislation and RTW'
8	**Strategic**	Cyber attack	Deleted as covered in same risk listed under Operational
9		Changes to Government Policy – Local Government Act	Deleted as this referred to the transition to CL Ltd
10		Reputation/Brand	Controls updated, likelihood reduced, consequence increased
		Global warming	Likelihood reduced
		Censorship and challenges to intellectual freedom	Added. Likelihood is high, but impact moderate with controls.
11	**Psychosocial**		Updates made throughout to reflect the results of the staff survey on psychosocial risks – increased risk rating for organisational justice, violence and aggression and sexual harassment

Conclusion

The Board oversees the Risk Management framework for Connected Libraries. The framework includes a Risk Appetite Statement, Risk Management Plan, along with a range of policies, procedures and compliance processes. Connected Libraries is a not-for-profit entity, with a strong reputation and brand in the community. The Board considers current and emerging trends and environmental changes that may impact the risk environment in which we operate.

RECOMMENDATIONS

1. **That the Annual Risk Review Report be noted.**
2. **That the Board endorses the Risk Appetite Statement.**
3. **That the Board endorses the Risk Management Plan 2026-2027.**

Connected Libraries Limited
Risk Appetite Statement

1. Purpose and Context

This Risk Appetite Statement defines the level of risk Connected Libraries is willing to accept in delivering accessible, inclusive, and outstanding library services to the community.

As a not-for-profit charity organisation, we operate in a trusted, community-facing environment, balancing innovation in services with strong stewardship of public funds, collections, digital assets, and community relationships.

The principal purpose of Connected Libraries is to operate library branches and provide library services within the City of Casey including resources, digital services and programs aimed at meeting the information, recreational, educational, placemaking, business, economic and cultural needs of the diverse community.

Connected Libraries delivers these services in an equitable, effective, efficient, responsive and forward-looking manner.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

To encourage life-long 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 peoples 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

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

2. External Environment

The public library environment continues to evolve, impacted by broader environmental, social, political and economic influences.

Funding: Primarily funded through local and State Government, CL's revenue is dependent on annual contributions approved by these external bodies, that are affected by political and economic trends. With a focus on the provision of free services to the community, there is limited opportunity for additional income through fees and service charges. There is some opportunity to pursue additional revenue through grants, sponsorship and tax-deductible donations.

Reputation: While Connected Libraries is now an entity listed with the ACNC, the long history of the library service as a local government organisation means that many library users and broader community members expect that CL will operate with the same level of public service standards as Council. A decision made by Council is often perceived to be that of Connected Libraries, and visa versa. The library is seen to be a safe, inclusive space where everyone is welcome.

Workforce: The workforce is made up of predominantly part-time female workers. Library hours of operation mean that most employees must include evening and weekend shifts as part of their regular work. There is an expectation that working conditions will benchmark favourably with the broader public library sector.

Community pressure: A general increase in pressure on daily demands and cost of living causing stress in the community is leading to a rise in frontline library workers experiencing more frequent incidents, at times involving violence and aggression.

Cost of service: Increases in general cost of service delivery, including library supplies and employee costs, is resulting in a requirement to 'do more with less'. This results in the requirement for leaner administration, and an increased pressure on the workforce.

Social support: Vulnerable community members continue to rely on the library service to meet their everyday needs in terms of access to information and technology, low-cost and free enrichment activities, educational support, links to other essential services and literacy development.

3. Risk Philosophy

The Board recognises that responsible risk-taking is necessary to remain relevant, expand reach, and improve services. Our approach is guided by:

- Protecting community safety and inclusion
- Maintaining public trust and reputation
- Safeguarding collections, data, and assets
- Ensuring financial sustainability and accountability
- Supporting innovation in literacy, learning, and digital access
- Providing a safe and inclusive workplace

4. Key Principles

Strategic and Operational decisions must remain based on the following:

- Safety of people is never compromised
- Legal and regulatory obligations are always met
- Financial decisions are sustainable and transparent
- Risks are identified, assessed, and managed proactively
- Activities align with mission, values, and community expectations

5. Risk Appetite Summary

Connected Libraries' approach to risk tolerance to support business can be summarised as follows:

- **Willing to take measured risks** to enhance services, expand access, and adopt new technologies
- **Low tolerance** for risks affecting service continuity or financial sustainability
- **Very low tolerance** for risks impacting safety, legal compliance, or reputation
- **Zero tolerance** for harm to vulnerable people or safeguarding failures

6. Risk Appetite by Key Area

Risk Area	Risk Appetite Level	Description	Accepted Risks / Approach	Not Accepted / Constraints
Strategic & Service Innovation	**Moderate**	We support innovation that improves community outcomes, even where results are uncertain.	• New programs (digital literacy, outreach, youth engagement) • Partnerships with schools, councils, community groups • Programs for diverse communities • Trialling new technologies and service models	• Not explicitly defined, but constrained by requirement for proper risk assessment and alignment to mission
Community Safety & Safeguarding	**Zero Tolerance**	Safety is prioritised above all else as a public-facing organisation.	• None — focus is on prevention and protection	• Harm, abuse, or neglect of children or vulnerable people • Unsafe physical environments • Inadequate safeguarding practices
Financial Sustainability	**Low to Moderate**	Prudent financial management while enabling service delivery.	• Maintaining reserves • Diversified income (grants, donations, partnerships) • Cautious investment in new services	• Uncontrolled deficits • High-risk financial exposure
Operations & Service Continuity	**Low**	Reliable daily service delivery is essential.	• Focus on stability and continuity of services	• Extended closures or major disruptions • IT failures affecting access to services • Loss or damage to collections/assets

Governance & Compliance	**Very Low**	Must meet all regulatory and funding obligations.	• Strong oversight and governance practices	• Breaches of law or funding agreements • Weak governance • Poor record-keeping or reporting failures
Reputation & Community Trust	**Very Low**	Maintaining trust as a highly regarded community institution.	• Transparent and ethical operations • Inclusive and non-discriminatory services • Proactive complaint management	• Actions undermining community confidence • Misalignment with organisational values
Digital, Information & Data Risk	**Low**	Data protection is critical as digital services expand.	• Emphasis on secure systems and privacy controls	• Data breaches or cyber security failures • Loss of member/donor information • Inadequate privacy controls

7. Risk Framework

The organisation manages risk through:

- A risk plan reviewed quarterly
- Accountability clearly articulated for Board and Executive level
- Defined controls and mitigations
- Regular reporting on key risks and incidents
- Incident reporting system (Elumina) that captures, escalates and reports on OHS and Psychosocial risks
- Periodic review of emerging risks (e.g., digital trends, funding changes)

8. Board Oversight

The Board is responsible for:

- Setting and reviewing risk appetite
- Monitoring risks in relation to CL's tolerance/appetite
- Ensuring appropriate controls are in place
- Supporting management in balancing innovation and prudence

9. Review

This statement will be reviewed annually or following significant changes in:

- Strategy or funding environment
- Service model or scale
- Regulatory requirements

Risk Management Plan

24 June 2026

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders. CL relies on third party to store and manage member data held on Library Management System (Sirsi Dynix). 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 protocols in place Ensure Sirsi and PLV have appropriate security posture in place to manage member data. Proactive threat mitigation. Engaged industry experts Regular review and updates to security posture Cybersafety training for staff (Phished)	3	5	8
Unattended children in the library	GMCE	Community see public libraries as safe places. From time to time guardians leave children unattended in the library, assuming they will be safe/supervised.	Child distressed Child is approached by a stranger- hurt or removed from the space Limited police resources to support during a crisis	5	4	9	Child safe Standards and policy regularly reviewed. Child Safe committee in place. Child Safe standards Training Incident response guidelines Minimum age for unsupervised visits in place at Bunjil Place Child Safe Incident report is standing item in Exec and 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, unwell, or physically aggressive could potentially harm a staff member.	Staff injured either physically or emotionally	5	4	9	Adherence to OHS requirements including psychosocial risk legislation De-escalation Training for frontline staff and managers Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) Outreach staff allocated mobile phones All branches have mobile and landline options. Radios used to communicate with back-of-house support, and across multi levels of public spaces Emergency management training Follow Return to Work and Workcover requirements	5	3	8
Staff mental health	GMOD	Mental health in the work environment, workforce changes.	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted Psychosocial OHS requirements in place Staff Wellbeing surveys Policies and procedures Values driven culture Actively support Consultative Committee	4	3	7

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
Decline in visitation	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives. 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 could result in reduced library 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.	3	4	7	Promotion of library services Create spaces that attract communities for a variety of uses Advocate for new libraries in growth areas to enable community access Identify new service delivery models that meet community needs Increase digital services where community are unable to visit branches	2	4	6
Child safety during one on one program delivery without parent or carer present	GMCE/GMOD	Reading Buddies program delivers one on one reading support to primary students at school without parent/carer being present. CL staff member assists students from Foundation to Year 2 with reading and literacy skills.	Breach of Child Safety Standards putting a child at risk. Protection of staff member and personal reputation. Loss of trust and reputational risk for organisation. Loss of potential future funding.	2	5	7	All project officers will undergo Police Checks and WWCC. All programs are conducted on school premises, during class hours. 1:1 sessions are completed in an open environment where there is passive supervision via visible lines of sight from other teachers/school staff.	1	5	6
Social media or online targeted attack staff	GMCE/GMOD	While performing their duties, staff may be filmed without consent and footage used to target them online either personally or as a representative of Connected Libraries.	Staff mental health decline, staff welfare impacted, organisational brand/reputation impacted; organisational culture affected.	2	5	7	Signs in all library branches prohibiting filming of staff 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
Fuel crisis	CEO	Local/Global incidents and economic environment affecting the availability and cost of fuel.	Lack of, and high cost of fuel impacts employees and their ability to get to work, therefore potentially affecting operating capacity of the service. It would also impact library usage, in particular physical visits and loans. Extreme shortages of fuel could result in supply chain issues, and ability for the library to deliver outreach services.	3	4	7	Maintain Business Continuity Plan Consider roster options to minimise travel for staff between branches and close to home If staff shortages ensue as a result of fuel crisis, consider temporary reduction to operating hours to consolidate roster and maintain service	3	3	6

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
Inability to recruit suitably qualified staff	GMOD	The achievement of CL's strategic goals would be affected if we are unable to attract suitable staff and ensure a stable workforce.	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
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
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	1	4	5
Accident in the library causing harm to patron/staff	GMCE	In line with OHS/WorkSafe regulations, CL staff must take all reasonable measures to ensure library sites are accessible and safe spaces.	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	Staff emergency response training Communication to ET, Council, emergency services Health & Safety Reps act and provide guidance. First Aiders to be trained within the organisation. Defibrillators available at all branches. Staff comply with OHS regulations	2	3	5
Bomb threats	CEO/GMCE	A bomb threat is a communication indicating the presence of or intent to use an explosive device, used to cause disruption, distraction, or harassment. Even without an actual bomb, such threats can have significant operational, financial, and psychological impacts on an organization or community.	Responses typically involve calmly gathering information from the caller or suspicious item, immediately reporting it to authorities, and following emergency procedures to ensure safety.	1	4	5	Ensure CL has an emergency plan for responding to bomb threats. Required staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
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

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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
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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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
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	Adhere to good governance principles in line with standards expected by community Monitor emerging social and political issues Stay connected with the PLV network , ALIA and other governing bodies Connect with Council on issues affecting community Conduct Risk Assessments on all programs considered "controversial" to reduce the risk of inappropriate community behaviour	4	3	7
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
Censorship and challenges to intellectual freedom	CEO	Library collections contain a wide range of political, religious and social views. In recent years, it is becoming more common for libraries to receive challenges on collection items by members of the community.	CL experiences pressure to remove or include items which could prevent members gaining full information access. This undermines fundamental right to freedom of information and places CL in ethical conflict.	4	4	8	Collection Development Policy articulates which items should be included and excluded from the collection. Challenges on particular titles can be discussed more broadly with sector to take a uniform approach, while protecting fundamental rights to information.	2	4	6

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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	3	4	7	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	3	3	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/Controls**	**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 long-term 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.	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/Controls**	**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. Security guards engaged where required. Staff relocated where required to support recovery.	5	3	8
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. Security guards engaged where required. Staff relocated where required to support recovery.	5	3	8
Change Management	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

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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
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	4	8	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.	3	3	6
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	3	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

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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
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, including public computer usage that prohibits viewing sexual or pornographic content. Policies and procedures in place for when incidents occur, staff training in de-escalation and debrief leadership training, converge EAP services for staff.	3	2	5
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	3	3	6	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	3	2	5
Recognition and Reward	GMOD	Lack of acknowledgment for effort, skills, or career growth opportunities.	Feeling undervalued, Reduced motivation and productivity, Higher turnover and resentment	3	3	6	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.	3	2	5
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

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/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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

OFFICERS REPORTS

20/2026 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

Library Plan 2025-2029 reference – 4.5

Discussion

Income Statement Month Ended 31 May 2026	**Total Budget 2025-26**	**Budget YTD May 2026**	**Actual YTD May 2026**	**YTD Variance**		**June 2026 Forecast**	**Forecast Variance (to budget)**	
	$	$	$	$	%	$	$	%
Income								
Contributions - City of Casey	7,922,934	7,282,944	7,897,753	614,809	8.4%	7,897,753	(25,181)	-0.3%
Recurrent	*7,527,734*	*6,887,744*	*7,497,553*	*609,809*	*8.9%*	*7,497,553*	*(30,181)*	*-0.4%*
Bunjil Furniture Renewal	*80,000*	*80,000*	*80,000*	*-*	*0.0%*	*80,000*	*-*	*0.0%*
Clyde Township Library Lounge	*315,200*	*315,200*	*315,200*	*-*	*0.0%*	*315,200*	*-*	*0.0%*
National Reconciliation Week Funding	*-*	*-*	*5,000*	*5,000*		*5,000*	*5,000*	
Funding from other levels of government	2,175,404	2,175,404	2,259,554	84,150	3.9%	2,248,645	73,241	3.4%
Federal funded grants - non-recurrent	*-*	*-*	*77,950*	*77,950*		*67,041*	*67,041*	
State funded grants - recurrent	*2,175,404*	*2,175,404*	*2,175,404*	*-*	*0.0%*	*2,175,404*	*-*	*0.0%*
State funded grants - non-recurrent	*-*	*-*	*6,200*	*6,200*		*6,200*	*6,200*	
Other income	263,058	236,077	257,816	21,739	9.2%	258,152	(4,905)	-1.9%
Printing & Photocopying	*55,302*	*49,683*	*50,507*	*824*	*1.7%*	*49,607*	*(5,695)*	*-10.3%*
Interest on Investments	*130,000*	*114,125*	*143,956*	*29,831*	*26.1%*	*143,956*	*13,956*	*10.7%*
Sundry Recoverable	*51,480*	*48,671*	*45,091*	*(3,580)*	*-7.4%*	*45,122*	*(6,357)*	*-12.3%*
Programs, meeting rooms & other charges	*26,276*	*23,598*	*18,262*	*(5,336)*	*-22.6%*	*19,467*	*(6,809)*	*-25.9%*
Net gain on disposal of assets	-	-	364	364		566	566	
Total income	**10,361,396**	**9,694,425**	**10,415,486**	**721,061**	**7.4%**	**10,405,116**	**43,721**	**0.4%**
Expenses								
Employee costs	7,297,500	6,735,451	6,482,229	253,222	3.8%	7,062,233	235,267	3.2%
Training & Development	*146,800*	*148,483*	*137,257*	*11,226*	*7.6%*	*181,223*	*(34,423)*	*-23.4%*
Salaries, Super & Leave Entitlements	*7,062,400*	*6,491,979*	*6,293,619*	*198,360*	*3.1%*	*6,818,892*	*243,508*	*3.4%*
Wages and salaries	*6,408,100*	*5,888,008*	*5,742,796*	*145,212*	*2.5%*	*6,268,069*	*140,031*	*2.2%*
Superannuation	*654,300*	*603,971*	*550,823*	*53,148*	*8.8%*	*550,823*	*103,477*	*15.8%*
Redundancy costs	*-*	*-*	*-*	*-*		*-*	*-*	
Workcover, OHS & Travel	*88,300*	*94,989*	*51,353*	*43,636*	*45.9%*	*62,117*	*26,183*	*29.7%*
Materials and services	1,131,975	1,061,270	1,055,354	5,916	0.6%	1,182,790	(50,815)	-4.5%
IT & Communications	*619,475*	*575,979*	*588,014*	*(12,035)*	*-2.1%*	*670,951*	*(51,476)*	*-8.3%*
Library materials	*367,000*	*352,978*	*330,733*	*22,245*	*6.3%*	*367,000*	*-*	*0.0%*
Marketing and library programs	*145,500*	*132,313*	*136,607*	*(4,294)*	*-3.2%*	*144,839*	*661*	*0.5%*
Depreciation and amortisation	1,272,100	805,585	805,585	-	0.0%	1,243,939	28,161	2.2%
Other expenses	427,200	365,786	295,190	70,597	19.3%	396,962	30,238	7.1%
Auditors' remuneration - VAGO	*32,000*	*-*	*-*	*-*		*32,000*	*-*	*0.0%*
Freight - daily branch collection transfers	*95,200*	*87,230*	*88,655*	*(1,425)*	*-1.6%*	*108,911*	*(13,711)*	*-14.4%*
Photocopying, Printing & Stationary	*48,200*	*44,550*	*23,769*	*20,781*	*46.6%*	*29,178*	*19,022*	*39.5%*
Others	*251,800*	*234,006*	*182,765*	*51,242*	*21.9%*	*226,873*	*24,927*	*9.9%*
Net loss on disposal of equipment	-	-	-	-			-	
Total expenses	**10,128,775**	**8,968,093**	**8,638,357**	**329,736**	**3.7%**	**9,885,924**	**242,851**	**2.4%**
Total comprehensive result	**232,621**	**726,332**	**1,777,129**	**1,050,797**		**519,193**	**286,572**	

Income

- Contributions – City of Casey
  - The significant increase in the Recurrent Funding line is due to the City of Casey paying the June monthly contribution earlier than usual. This will correct itself in comparison to budget during June, with Council Contributions expected to finish the year $25k less than budget. This is due to the timing of Clyde Township Library Lounge opening, $45k of cost savings being passed on to Council. $15k of these savings were approved by Casey to be reallocated towards an expansion of the Library Lockers in high demand at Manna Gum.
- Funding from other levels of government
  - Unbudgeted grant was received to set up and run the Reading Buddies program in partnership with Windermere. 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 to CL, this grant was previously recorded in Other Income in prior years, 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 and 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.
  - A further donation has been received from Robin and Arnis Dzedins. This additional income will support the purchase of more Library Locker space for Cranbourne West, along with an expansion of items available for community to borrow through the Library of Things collection. Expenditure (and depreciation expenses) on the projects funded by this donation are expected to cross over into the following financial years.

Expenditure

- Employee costs
  - Costs are currently within budget, forecast to be underspent at the end of June, 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. Vacancies in the Digital Operations area, have been offset with increased external support being utilised as backfill.
- Materials and services
  - IT & Communications - Overspend in IT is largely due to the reliance on external technology support to provide backfill of vacant position and staff leave.
- Depreciation
  - Based on YTD purchasing and assets owned at the beginning of the year, depreciation is expected to be within $30k of budget.
- Other expenses
  - It is expected the Freight will be overspent during the year by at least $10k, due to higher than anticipated courier fuel surcharge costs. CL will monitor this cost area closely and look to ways to achieve cost efficiencies where possible.
  - Some external consulting costs may need to roll forward into next financial year, due to project team availability.

Capital Expenditure Month Ended 31 May 2026	Total Budget 2025-26	Budget YTD May 2026	Actual YTD May 2026	YTD Variance		June 2026 Forecast	Forecast Variance (to budget)	
	$	$	$	$	%	$	$	%
Books and materials	**1,211,500**	**1,132,917**	**974,088**	**158,830**	***14.0%***	**1,243,387**	**(31,887)**	***-2.6%***
Recurrent	*1,121,100*	*1,047,917*	*854,182*	*193,735*	*18.5%*	*1,123,395*	*(2,295)*	*-0.2%*
Clyde Township Library Lounge	*90,400*	*85,000*	*119,906*	*(34,906)*	*-41.1%*	*119,992*	*(29,592)*	*-32.7%*
Furniture and equipment	**505,065**	**452,944**	**367,730**	**85,214**	***18.8%***	**488,814**	**16,251**	***3.2%***
Recurrent	*195,500*	*172,179*	*105,595*	*66,584*	*38.7%*	*195,500*	*-*	*0.0%*
Bunjil Furniture Renewal	*80,000*	*60,000*	*65,481*	*(5,481)*	*-9.1%*	*80,466*	*(466)*	*-0.6%*
Clyde Township Library Lounge	*203,800*	*195,000*	*170,275*	*24,725*	*12.7%*	*171,744*	*32,057*	*15.7%*
Other Funded Capital Projects	*25,765*	*25,765*	*26,379*	*(614)*	*-2.4%*	*41,105*	*(15,340)*	*-59.5%*
Motor Vehicles	-	-	-	-		-	-	
Total Capital Expenditure	**1,716,565**	**1,585,861**	**1,341,817**	**244,044**	**15%**	**1,732,201**	**(15,636)**	**-1%**

Capital Expenditure

- Books and materials
  - The current underspend in this area is considered to be timing related. In the delivery of the Clyde Township Library Lounge, savings were able to be achieved in Furniture & Equipment, which allowed for funds to be reallocated to purchasing collection.
- Furniture & equipment
  - All budgeted furniture & equipment Capital Expenditure is expected to be spent in line with budget. Additional unbudgeted projects where unbudgeted funding was received will appear as a negative variance.

Bank Reconciliation

Available upon request.

Procurement Policy

The Procurement Policy has undergone its annual review, with only minor updates identified. An updated, clean version of the policy is attached for Board members' consideration.

2025-26 VAGO Audit

The below dates outline the schedule for 2026 Financial Statement Audit with VAGO:

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

CCLC wind up

Liquidators continue to complete the required steps to wind up Casey Cardinia Library Corporation. Rogers and Reidy are awaiting a tax clearance certificate from the ATO before they can proceed with the final member distribution. Noting that this may be received after 30 June.

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.**
2. **That the Board endorses the updated Procurement Policy.**

CONNECTED LIBRARIES

PROCUREMENT POLICY

CONTENTS

1 PURPOSE

The purpose of this Policy is to:

- ensure consistency, transparency and accountability in all procurement activities undertaken by Connected Libraries Limited (CL);
- demonstrate responsible and ethical financial management to stakeholders;
- support the achievement of CL Ltd's charitable purpose and public benefit obligations through value-driven and socially responsible purchasing;
- facilitate effective, sustainable procurement practices that achieve value for money over the full lifecycle of goods and services; and
- increase the probability of obtaining the best outcome for CL when purchasing goods and services.

Values

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

2 SCOPE

This Policy applies to all contracting and procurement activities at CL and is binding upon Board Directors, Library employees, temporary employees, volunteers, contractors and consultants while engaged by CL.

All CL's procurement activity is subject to the applicable:

- Legislative and regulatory provisions in the Corporations Act 2001, Competition and Consumer Act 2010 and in line with ACNC Governance Standards.
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2024).

This Policy ensures that CL contracting and purchasing activities:

- Support the strategies, aims and objectives of CL
- Achieve value for money and quality in acquiring goods
- Are shown to be undertaken fairly and in an ethical manner
- Seek continuous improvement, value for money and quality
- Support local business, encourage sustainable business practices and social procurement principles where possible.

3 POLICY STATEMENT

The following principles apply to all aspects of CL's procurement.

3.1 Value for Money

All persons engaged in purchasing decisions must aim to obtain best value-for-money for CL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services and works will also be selected on the basis of the degree of compliance with specified quality standards.

CL will seek to minimise the cost of procurement by:

- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition
- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently

- Ensuring contracts are managed effectively and efficiently.

3.2 Ethics and Probity

CL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CL procurement must exercise the highest standards of probity and will:

- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

3.3 Conflict of Interest

Board Directors and members of staff (and all persons engaged in procurement on CL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (Corporations Act 2001).

Board Directors and members of staff shall at all times avoid situations in which private interests conflict or might reasonable be perceived to conflict or have potential to conflict with their CL duties.

3.4 Fair and Honest Dealing

All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times. Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

3.5 Accountability and Transparency

All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

3.6 Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. *(Refer to other policies that interact with procurement).*

Staff must not authorise the expenditure of funds in excess of their financial delegation.

3.7 Gifts and Hospitality

No Board Member or member of staff shall, either directly or indirectly solicit gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CL is interested.

Staff are referred to the CL's Gifts and Hospitality Policy for details. Gifts and Hospitality Policy

Board Directors and member of staff (and all persons engaged in procurement on CL's behalf) must adhere to relevant CL Policies and Procedures on Gifts and Hospitality.

3.8 Procurement Thresholds and Competition

Purchase of all goods and services with an estimated expenditure exceeding $150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.
The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term and are to be inclusive of GST.

As an alternative however, purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CL to act on its behalf and CL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the CL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

3.9 Quotations, Specification and Tenders

Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchases with value between $500 and $5,000
  - Purchase order must be raised.
  - Only one quotation required.
- Purchases with value between $5,001 and $10,000
  - Purchase order must be raised.
  - Two written quotations required to be recorded.
- Purchases with value between $10,001 and $150,000
  - Purchase order must be raised.
  - Minimum of three written quotations required to be recorded.
- All pricing is exclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CL or through a Government approved agent under ministerial order.
The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded, or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

3.10 Use of Corporate Credit Cards

Connected Libraries has four (4) Westpac Bank Credit Cards to be used in circumstances outside of normal purchasing routines, these cards are allocated to the members of the Executive Team.

The cards are intended to facilitate the purchase of goods or payment for services when the normal invoice/accounts payable routines are not possible or inappropriate. Examples of such circumstances are:

- Booking of airline tickets for conference travel
- Booking accommodation for conferences
- Purchase of software or other items over the Internet

- Where a supplier is not able to provide a credit account or does not support the payment of goods/services via EFT.

Purchases made using the Corporate Credit cards are to be within the approved budget lines or the source of funds needs to be established prior to the commencement of purchase for any goods, services or works.

Under no circumstance may a Corporate Credit Card be used for private or personal purchases.

Unauthorised staff or personnel must not use or divulge a Corporate Credit Card number, and the Card PIN must only be used by the Credit Card Holder and may not be divulged to any other staff member or person.

After using the Credit Cards to undertake a transaction, a New Item transaction record must be completed within SharePoint and a valid receipt/tax invoice attached.

Withdrawal of cash using the Corporate Cards is strictly prohibited.

Any unauthorised transactions on the Credit Card Statement (eg. fraudulent or unidentified transactions) are to be reported to the Accounts Department as soon as they detected.

A lost or stolen card must be reported to the Accounts Department immediately.

The Chief Executive Officer is responsible for signing off monthly bank credit card statements for the members of the Executive Team, while the Chairperson of the Library Board is responsible for signing off monthly bank credit card statements for the Chief Executive Officer.

3.11 Internal Controls

CL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CL employee is involved in each transaction
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

3.12 Risk Management

CL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

3.13 Sustainability

CL is committed to achieving environmental sustainability and supporting initiatives that have an impact on or contribute to the environment.

CL supports sustainable procurement practices including:

- Buying locally produced products and services
- Buying products that have recycled content eg paper
- Engaging suppliers who support sustainable business practices
- Buying durable products that have guarantees

Value-for-money purchasing decisions made by CL are made on the basis of whole-of-life cost and non-price factors impact of CL procurement on environment.

3.14 Support of Local Business

CL is committed to buying from local business where such purchases may be justified on value-for-money grounds.

3.15 Social Procurement

CL is committed to employing Social Procurement principles where practicable to help create positive social change. For example, encouraging the procurement of goods and services from Aboriginal and Torres Strait Islander businesses when appropriate.

4 RESPONSIBILITIES

Compliance, monitoring and review

The next annual review of this document is scheduled to be presented to the Board at the Connected Libraries Limited June 2026 Board meeting.

Reporting

No additional reporting is required.

Records management

Staff must maintain all records relevant to administering this policy in a recognised recordkeeping system.

5 DEFINITIONS

Board Directors	individuals holding office on the CL Limited Board, including Councillors, Officers and Independents. Also, referred to as CL Ltd Board members.
CL	Connected Libraries Limited, trading as Connected Libraries, a registered charity with the Australian Charities and Not-for-profits Commission
Staff	Employees of CL, permanent, fixed term and casual employees.
Probity	refers to a good process, one that has clear procedures consistent with organisations policies and legislation understood and followed from the onset.
Procurement	the entire process of acquisition of goods, services and works, including initial concept through to end of the useful life of an asset or service agreement or contract.
Quotation	a formal process whereby suppliers or different parties are invited to submit a statement setting out the estimated cost for a particular good, service or work.
Social Procurement	when organisations use their own buying power to generate positive social value and outcomes above and beyond the value of the goods or services being procured.
Supplier/s	any organisation that supplies goods or services, includes but not limited to contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.

6 RELATED LEGISLATION AND DOCUMENTS

Our Governance Documentation

Gifts and Hospitality Policy

Our Forms and Templates
Corporate Gift Register

Other Related Documentation
Competition and Consumer Act 2010.
Legislative and regulatory provisions
Promulgated guidelines (including).
ACNC Governance Standards
Corporations Act 2001

7 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance & Digital Operations
Advisory Committee to Approval Authority	General Manager, Finance & Digital Operations
Administrator	Executive Assistant
Next Review Date	June 2027

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance & Digital Operations
Amendment Authority and Date	June 2026
Notes	This document is updated annually and presented to the Library Board for endorsement.

8 APPENDICES

Attachment 1 - Delegations of Authority

Chief Executive Officer

- Purchase orders to the value of $149,999
- Contracts to the value of $149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

General Manager Finance & Digital Operations

- Purchase orders to the value of $75,000
- Contracts to the value of $10,000 per year with a life up to 5 years
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

General Manager Customer Experience

- Purchase orders to the value of $50,000 (Library materials and equipment)
- Purchase orders to the value of $10,000 (Promotions/Marketing)
- Contracts to the value of $10,000 per year with a life up to 2 years
- Credit Card access ($5,000)

General Manager Organisational Development

- Purchase orders to the value of $20,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access ($5,000)

Digital Operations Manager

- Purchase orders to the value of $20,000 (IT hardware and software)
- Contracts to the value of $10,000 per year with a life up to 2 years

Collections and Local History Manager

- Purchase orders to the value of $20,000 (Library materials & Databases)
- Contracts to the value of $10,000 per year with a life up to 2 years

Children, Youth and Outreach Manager

- Purchase orders to the value of $10,000 (Library materials & Program Costs)
- Contracts to the value of $3,000 per year with a life up to 2 years

Marketing Manager

- Purchase orders to the value of $5,000 (Marketing Costs)
- Contracts to the value of $2,000 per year with a life up to 2 years

Endeavour Hills and Adult Programs Manager

- Purchase orders to the value of $2,000 (Library materials & Program Costs)
- Contracts to the value of $1,000 per year with a life up to 2 years

Cranbourneand Digital Resources Manager

- Purchase orders to the value of $2,000 (Databases, Hardware and Software)
- Contracts to the value of $1,000 per year with a life up to 2 years

Hampton Park and CALD Manager

- Purchase orders to the value of $2,000 (Library materials & Program Costs)
- Contracts to the value of $1,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.

Attachment 2 - Connected Libraries Limited Bank Signatories

The Connected Libraries Limited Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Connected Libraries Limited.

Chief Executive Officer, Connected Libraries Limited

- Elspeth Luppino

General Manager Finance and Digital Operations, Connected Libraries Limited

- Emily Rachel Louise Ramaswamy

Chairperson, Connected Libraries Limited

- Penelope Holloway

Chief Financial Officer, City of Casey

- Melissa Baker

Council Officer, City of Casey

- Glenn Andrew Patterson, Chief Executive Officer

Note: Westpac advise that any two signatories are able to sign jointly.

Authorised Officers to issue instructions only, regarding term deposits:

- General Manager Finance and Digital Operations, Connected Libraries Limited
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey

21/2026 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 (21.2 percent) to 130 compared to 165 for the same period last year. This demonstrates a positive improvement and reflects the ongoing efforts of staff to maintain safe and welcoming library environments. Most library locations recorded a reduction in incidents, with the most significant decreases occurring at Hampton Park (-57.58 percent), and Endeavour Hills (-52.38 percent). However, it is worth noting that there was one significant incident at Hampton Park in June, just outside this reporting period. This involved patron to patron behaviour, with injury caused to one patron and police involvement.

Cranbourne Library was the only location to record a slight increase in incidents, rising from 23 to 24 incidents (+4.35 percent). While the increase is minimal, incident trends at Cranbourne Library will continue to be monitored to identify any emerging patterns and ensure appropriate responses are implemented if required.

INCIDENTS	Feb-26	Mar-26	Apr-26	May-26	2025-2026 YTD	*2024-2025 YTD*	*% Variance YTD*
Cranbourne West - Lounge	0	0	0	1	3	0	-
Cranbourne	5	2	3	0	24	23	*4.35%*
Doveton	1	6	0	4	27	30	*-10.00%*
Endeavour Hills	2	1	2	0	10	21	*-52.38%*
Hampton Park	0	0	3	3	14	33	*-57.58%*
Bunjil Place	4	3	3	3	51	55	*-7.27%*
Outreach	0	1	0	0	1	3	*-66.67%*
TOTAL	**12**	**13**	**11**	**11**	**130**	**165**	***-21.21%***

Near miss incidents (no injuries) for 2025–2026 year-to-date have decreased significantly to 98 compared to 143 for the same period last year, representing a 31.47 percent reduction. This continues the positive trend in reducing safety-related incidents across the organisation. Several categories recorded substantial decreases, particularly incidents involving inappropriate patron behaviour. Inappropriate patron behaviour towards staff decreased by 55.88 percent, inappropriate patron-to-patron behaviour decreased by 55.56 percent, and general inappropriate patron behaviour decreased by 38.89 percent.

A small number of categories recorded increases during the reporting period. Slip, trip or fall incidents increased from 11 to 18 incidents (+63.64 percent). These incidents continue to primarily involve community members falling from chairs or tripping while walking within library facilities, including on stairs. The "Other" category also increased from 1 to 11 incidents; however, this reflects a broad range of unrelated incidents rather than an emerging trend in a specific risk area.

NEAR MISSES (no injuries)	Mar-26	Apr-26	May-26	2025-2026 YTD	*2024-2025 YTD*	*% Variance YTD*
Banned Patron Removed	0	0	1	**1**	1	0.00%
Biological Chemical Exposure	0	1	0	**2**	14	*-85.71%*
Child Risk of Neglect (reportable) - *child protection*	0	0	0	**1**	1	*0.00%*
Child Unattended/missing	1	0	0	**16**	16	*0.00%*
Evacuation/lockdown	0	0	1	**2**	1	*100.00%*
Fire/Smoke	0	0	0	**1**	1	*0.00%*
Impact with object	0	0	1	**2**	0	-
Inappropriate patron behaviour to staff	0	1	0	**15**	34	*-55.88%*
Inappropriate patron behaviour	1	0	2	**11**	18	*-38.89%*
Inappropriate patron behaviour with carer	0	1	0	**1**	6	*-83.33%*
Inappropriate patron to patron behaviour	1	1	1	**12**	27	*-55.56%*
inappropriate use of technology	0	0	0	**2**	3	*-33.33%*
Other	3	1	1	**11**	1	*1000.00%*
Sharpes	0	0	0	**0**	1	*-100.00%*
Slip, trip or fall	3	2	1	**18**	11	*63.64%*
Temperature/weather	0	0	0	**0**	1	*-100.00%*
Theft	0	1	1	**3**	7	*-57.14%*
TOTAL	**9**	**8**	**9**	**98**	**143**	***-31.47%***

Incidents involving injuries for 2025–2026 year-to-date have increased to 32 compared to 22 for the same period last year, representing a 45.45 percent increase. While this reflects a higher number of reported injury incidents, the majority were minor in nature and required only basic first aid treatment, such as the application of a band-aid. The largest categories of injury incidents were minor first aid cases involving patrons (8 incidents) and slip, trip or fall incidents (6 incidents), together accounting for almost half of all recorded injuries. Pleasingly, slip, trip and fall incidents decreased by 25 percent compared to the previous year, despite remaining one of the more common injury types. Staff-related first aid incidents also increased, with three minor first aid cases and two major first aid cases recorded during the reporting period.

INCIDENTS (with injuries)	Mar-26	Apr-26	May-26	2025-2026 YTD	*2024-2025 YTD*	*% Variance YTD*
Child Risk of Neglect (reportable) - *child protection*	0	0	0	**1**	0	-
First Aid Major – Patron	1	0	0	**2**	2	*0.00%*
First Aid Major - Staff	0	1	1	**2**	0	-
First Aid Patron – Minor	1	0	0	**8**	8	*0.00%*
First Aid Staff – Minor	1	1	0	**3**	1	*200.00%*
Impact with object	1	0	0	**1**	1	*0.00%*
Inappropriate patron behaviour to staff	0	0	0	**1**	0	-
Inappropriate patron behaviour	0	0	0	**1**	0	-
Inappropriate patron to patron behaviour	0	1	1	**4**	1	*300.00%*
inappropriate use of technology	0	0	0	**0**	0	-
Manual Handling	0	0	0	**1**	1	*0.00%*
Other	0	0	0	**1**	0	-
Slip, trip or fall	0	0	0	**6**	8	*-25.00%*
Theft	0	0	0	**1**	0	-
TOTAL	**4**	**3**	**2**	**32**	22	***45.45%***

Monitoring Psychosocial Incidents

Psychosocial hazard incidents for 2025–2026 year-to-date total 30 incidents. Monthly reporting shows relatively low incident numbers throughout the year, with no psychosocial incidents recorded in March, followed by a slight increase in April (4 incidents) and May (6 incidents). Psychosocial incidents are concentrated primarily at Doveton (13 incidents), Bunjil Place (8 incidents), and Cranbourne (7 incidents), which together account for the most reported incidents.

Violence and aggression remains the most frequently reported psychosocial hazard, accounting for 17 incidents (56.7 percent of all psychosocial incidents). Exposure to traumatic content and events accounted for 5 incidents, followed by job demands (4 incidents) and sexual harassment (4 incidents). No incidents were recorded in the remaining psychosocial hazard categories.

As psychosocial hazard reporting was introduced in November 2025, trend data remains limited. However, the information collected is providing valuable insight into workplace psychosocial risks and will continue to support targeted prevention strategies, staff wellbeing initiatives, and organisational risk management procedures.

PSYCHOSOCIAL HAZARD INCIDENTS*	Feb-26	Mar-26	Apr-26	May-26	2025-2026 YTD
Cranbourne West - Lounge	0	0	0	0	0
Cranbourne	3	0	1	0	7
Doveton	1	0	0	3	13
Endeavour Hills	1	0	0	0	2
Hampton Park	0	0	0	0	0
Bunjil Place	0	0	3	3	8
Outreach	0	0	0	0	0
TOTAL	**5**	**0**	**4**	**6**	**30**

PSYCHOSOCIAL HAZARD INCIDENT TYPES*	Mar-25	Apr-25	May-25	2025-2026 YTD
Bullying	0	0	0	0
Environmental Conditions	0	0	0	0
Exposure to Traumatic Contents & Events	0	1	1	5
Job Control	0	0	0	0
Job Demands	0	2	2	4
Organisational Change	0	0	0	0
Organisational Justice	0	0	0	0
Recognition and Reward	0	0	0	0
Remote & Isolated Work	0	0	0	0
Role Clarity	0	0	0	0
Sexual Harassment	0	0	0	4
Support	0	0	0	0
Violence & Aggression	0	1	3	17
Workplace Relationships	0	0	0	0
TOTAL	**0**	**4**	**6**	**30**

*Started recording psychosocial incidents by hazards in November 2025.

Risk Management

Fuel Crisis – Business Continuity

We continue to monitor the potential impacts of fuel prices and broader economic conditions on organisational operations and service delivery. Following the reduction in fuel excise, there have been no material impacts on library services, visitation, programs, outreach activities, or operating costs during this reporting period. As a result, no changes have been made to the current risk ratings or mitigation strategies associated with fuel-related risks.

Noting that news of a peace deal between the US and Iran may bring longer term improvements to the cost and availability of fuel, we will continue to monitor impacts on service delivery, procurement costs, and operational activities as required.

Converge – Psychosocial Risk Staff Survey

Converge's Psychosocial Hazard Assessment was used to gather and assess data across 14 psychosocial hazards and to assist in determining the severity and likelihood of each risk. The survey was sent to all employees via an email link on 2 March 2026, closing on 20 March 2026.

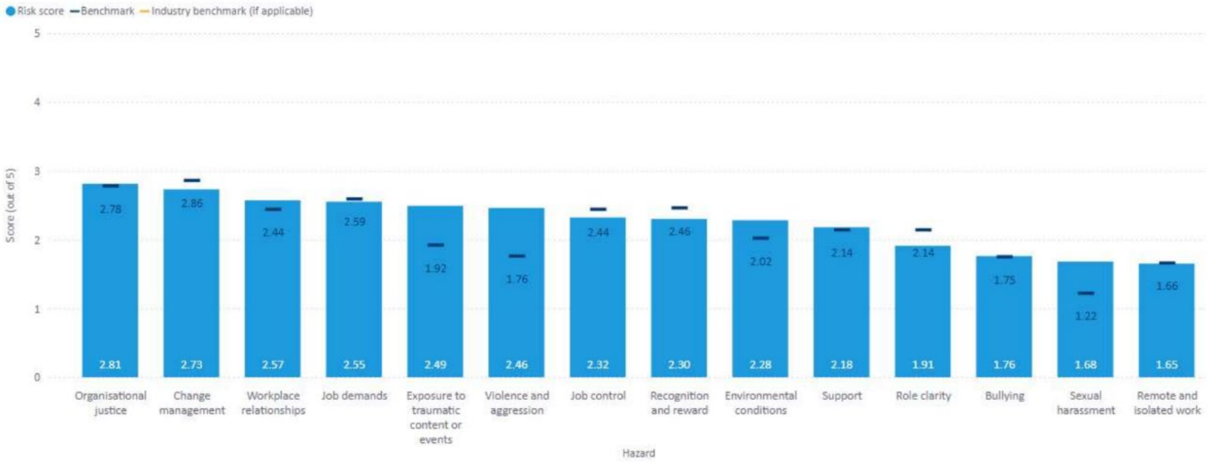
Our results have most indicators either right on or close to the benchmarked average (note: benchmark is broader than the library sector, covers all sorts of organisations).

Our top four risks are in line with most organisations – stands to reason as these are very people-centred indicators. Our top four risks are Organisational Justice, Change Management, Workplace Relationships and Job Demands.

Risks in our results that are higher than the benchmark included Exposure to Traumatic events, Violence and Aggression, and Sexual Harassment. These risks relate to our work with community in frontline service.

CL's Health and Wellbeing team will look at the results and work on a Health and Wellbeing Strategy that specifically considers insights from the results. This is now an item to be completed in the 2026-2027 Action Plan.

The below graph shows the Connected Libraries' survey results according to each psychosocial hazard in order from the highest hazard (organisational justice) to the lowest (remote and isolated work). This is compared to the benchmarked average (n = 11,818) for all survey results. Industry benchmark data was not available.



<u>Quarterly Risk Management Plan review</u>
The Risk Management Plan is reviewed by the Board each quarter and undergoes a comprehensive annual review.

During this quarter, the psychosocial risk profile was updated following analysis of the staff psychosocial hazards survey results:

- Likelihood, consequence ratings, and mitigation strategies for Workplace Relationships, Job Control, Job Demands, and Recognition and Reward have been updated to better reflect the staff psychosocial hazards survey results and identified psychosocial risks across the organisation.
- The psychosocial risks relating to Exposure to Traumatic Events, and Violence and Aggression were also reviewed. While the overall risk rating remains unchanged at 8, additional mitigation strategies have been incorporated, including the engagement of security guards where required and the temporary relocation of staff to support recovery following incidents.
- The Sexual Harassment risk assessment was updated, including revisions to likelihood and consequence ratings. Additional mitigation strategies have been introduced to support staff in managing incidents involving patrons accessing sexual or inappropriate content on public computers.

Any other proposed changes to Operational and Strategic Risks have been included in the draft tabled in *18/2026 Annual Risk Review report* for Board consideration.

Top Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Data Security Breach or Cyber Attack
	8	Unattended children in the library
	8	Staff assaulted in library or on outreach visits
2	7	Staff mental health
3	6	Decline in visitation
	6	Child safety during one-on-one program delivery without parent or carer present
	6	Social media or online targeted attack staff
	6	Fuel crisis

Top Risks - Strategic

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Decline in funding from Council or State Government for Library Services
	7	Loss of reputation/ brand
2	6	Increase in Workcover Premiums
	6	Censorship and challenges to intellectual freedom
	6	Global warming - climate change
	6	Poor enterprise risk management

Top Risks - Psychosocial Hazards

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Exposure to Traumatic Contents & Events
	8	Violence & Aggression
2	7	Change Management
3	6	Support
	6	Organisational Justice
	6	Workplace Relationships
	6	Job Demands

External Cybersecurity Review

Information security company, Dvuln, was engaged to assess Connected Libraries against the NIST Cybersecurity Framework (CSF) v2.0, drawing on document review, a Microsoft tenant technical validation, and a structured workshop with the executive and IT leadership.

Report summary prepared by Dvuln:

> *Connected Libraries has invested well in foundational controls, with genuine strengths in endpoint detection and identity, while the assessment identified the greatest opportunity for uplift in incident response, recovery and third-party governance.*
>
> *The assessment recorded twenty-eight findings. Consistent with a NIST maturity review, these are recorded as informational observations rather than vulnerability severities. The focus is how documented, consistent and repeatable each control is, measured against the NIST CSF implementation tiers and benchmarked to a target of Tier 3.*
>
> *Maturity in this report is rated against the NIST Cybersecurity Framework implementation tiers: Tier 1 (Partial), Tier 2 (Risk Informed), Tier 3 (Repeatable) and Tier 4 (Adaptive). Tier 3, Repeatable, means cyber security practices are documented, applied consistently across the organisation, and repeatable regardless of which individuals are involved, rather than*

depending on personal knowledge or ad hoc effort. Tier 3 is the level widely recognised as the appropriate target for organisations of Connected Libraries size and risk profile, so it is used here as a standards-anchored goal rather than an arbitrary score. It is deliberately not the maximum, as Tier 4 (Adaptive) is reserved for organisations that continuously self-improve and is generally beyond what a community library requires.

Each remediation recommendation provided by Dvuln will be assessed throughout the coming months by the Executive and relevant teams, to determine operational and financial viability. Recommendations contained in the Cybersecurity Review Report will be included as part of the Annual Risk Review discussion, but not circulated as part of this agenda to limit access and prevent external distribution.

Conclusion

Connected Libraries continues to identify and control key risks impacting the organisation.

RECOMMENDATIONS

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

22/2026 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)*	*Quarter 4 (Apr– Jun)*	2025-2026 YTD	*2024-2025 YTD*
Engagement					Only Apr & May		
Net Promoter Score (Community Survey)	*65*	-	63	-	-	*63*	*65*
Memberships*	*108,500*	98,805	98,877	99,812	101,066	101,066	*97,115*
Visits							
Visits – physical	*870,000*	222,025	196,112	202,347	154,427	*774,911*	*710,301*
Visits – virtual	*937,500*	229,289	226,037	231,373	178,180	*864,879*	*763,399*
Total visits	***1,807,500***	***451,314***	***422,149***	***433,720***	***332,607***	***1,639,790***	***1,473,700***
Program and events attendance	*81,500*	22,258	15,467	16,600	14,447	*68,772*	*38,873*
Collection							
Loans – physical	*1,703,500*	340,108	292,048	309,442	208,990	*1,150,588*	*1,147,873*
Loans – digital	*831,000*	310,946	337,862	345,490	245,717	*1,240,015*	*1,000,652*
Loans (total physical and digital)	***2,534,500***	***651,054***	***629,910***	***654,932***	***454,707***	***2,390,603***	***2,148,525***
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*

With one month remaining in the 2025-2026 financial year, overall performance is strong, outpacing the previous year. However, most areas are tracking at more than 65 percent of their annual targets, which means likely falling short of these targets at end of June. Targets for 2026-2027 have been more closely aligned with this year's actual performance.

Physical loans remain the lowest performing measure at 67.5 percent of target, although this represents a slight improvement of 0.24 percent compared with same point last year (2024-2025). Digital loans continue to be the strongest performer, having already exceeded target (149.2 percent) and are up 23.9 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 80,420 in May. This represents the third month in a row where visits have exceeded 70,000.

The May increase was primarily driven by strong visitor growth at Bunjil Place library. Month on month variations could also be attributed to public holidays with branches closed in previous months. Overall year on year, physical visits are up 9.10 percent for the same period.

VISITS	Feb-26	Mar-26	Apr-26	May-26	*2025-2026 YTD*	*2024-2025 YTD**	*% Variance YTD*
Clyde Township - Lounge	2,509	2,134	2,041	2,514	9,750	-	
Cranbourne West - Lounge	2,493	2,763	2,463	2,485	22,355	19,735	*13.28%*
Cranbourne	10,713	13,236	12,994	13,392	132,097	127,643	*3.49%*

Doveton	4,320	4,644	5,004	4,876	51,082	48,556	5.20%
Endeavour Hills	7,376	7,881	7,532	7,871	82,769	78,457	5.50%
Hampton Park	9,046	9,309	7,953	8,409	94,717	89,455	5.88%
Bunjil Place	31,039	36,318	36,020	40,873	382,141	346,455	10.30%
Regional Total	**67,496**	**76,285**	**74,007**	**80,420**	774,911	710,301	9.10%
Virtual Visits	68,788	82,461	82,736	95,444	864,879	763,399	13.29%
TOTAL	**138,793**	**160,880**	**156,743**	**175,864**	**1,639,790**	**1,473,700**	**11.27%**

*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 strongly across both the website and CL App. In May virtual visits exceeded 95,000 – making this the first time Connected Libraries have surpassed 90,000. This increase was largely driven by the website and CL app, reflecting a positive upward trend in digital engagement. CL App visits were up 6.73 percent from April to May, and 19 percent up year to date on the previous year. Website visits were up 23.6 percent from April to May, and 15 percent up year to date on the previous year.

The website traffic increase is May is likely attributed to a couple of big events that were offered including Rhys Nicholson, National Simultaneous Storytime and National Reconciliation Week.

VIRTUAL VISITS	Feb-26	Mar-26	Apr-26	May-26	*2025-2026 YTD*	*2024-2025 YTD**	*% Variance YTD*
Website	35,263	46,453	45,956	56,822	477,579	415,049	15.07%
Enterprise	11,239	11,426	12,167	12,352	131,589	133,584	-1.49%
CL App	22,286	24,582	24,613	26,270	255,711	214,766	19.06%
TOTAL	**68,788**	**82,461**	**82,736**	**95,444**	**864,879**	**763,399**	**13.29%**

Membership has remained steady with small increases month on month, with 101,066 members at the end of May 2026.

Physical loans followed a similar trend to physical visits, a strong performance in March, decline in April followed by an increase by 3.39 percent in May. Year on year for the same period, physical loans are stable, recording a slight increase of 0.24 percent.

Library lockers across the four locations, including the addition of Clyde Township Lockers, continue to perform well, with overall usage up 32.89 percent year to date compared with the same period last year.

eLoans remain highly popular, and consistent in recent months, once again following the same trend as visits and physical loans, strong in March, dropping in April and bouncing back up in May reaching 123,000. Year to date, eLoans are up by 23.9 percent compared with the same period last year. We continue to register eLoans over 90,000 since January 2025.

LOANS	Feb-26	Mar-26	Apr-26	May-26	*2025-2026 YTD*	*2024-2025 YTD**	*% Variance YTD*
Regional Support	1,862	2,110	1,910	1,916	20,253	17,740	14.17%
Clyde Township - Lounge	1,222	1,590	1,626	1,779	6,227	-	
Cranbourne West - Lounge	2,595	2,812	3,070	2,490	29,279	27,343	7.08%
Cranbourne	29,102	30,320	31,610	31,910	347,095	333,170	4.18%
Doveton	2,108	2,291	2,369	2,311	26,236	29,381	-10.70%
Endeavour Hills	11,450	12,324	12,569	12,505	140,327	141,126	-0.57%
Hampton Park	7,308	7,501	7,572	7,579	91,833	109,127	-15.85%
Bunjil Place	40,058	43,148	40,980	44,602	478,347	481,715	-0.70%
Clyde Township - Locker	42	74	46	84	246	-	
Cranbourne West - Locker	469	529	469	543	4,839	4,186	15.60%
Manna Gum - Locker	364	345	309	337	3,881	3,169	22.47%
Orana - Locker	162	164	224	180	2,025	916	121.07%
Locker Total	1,079	1,112	1,048	1,144	10,991	8,271	32.89%
Regional Total	**98,006**	**103,208**	**102,754**	**106,236**	**1,150,588**	**1,147,873**	**0.24%**
eLoans	102,919	123,012	122,717	123,000	1,240,015	1,000,652	23.92%
TOTAL	**200,925**	**226,220**	**225,471**	**229,236**	**2,390,603**	**2,148,525**	**11.27%**

*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	Feb-26	Mar-26	Apr-26	May-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Age Library Edition	810	930	917	923	9,861	10,653	-7.43%
Bolinda eAudiobooks	5,620	6,139	6,412	6,594	69,351	79,135	-12.36%
Bolinda eBooks	3,537	3,875	4,190	4,097	44,434	49,733	-10.65%
Choice	195	301	199	266	3,445	3,805	-9.46%
Comic Plus	93	31	204	213	1,149	1,183	-2.87%
Kanopy	962	699	1,021	921	10,238	12,607	-18.79%
Languagenut	-	98	124	142	364	0	-
Libby eAudiobooks	5,676	6,151	5,758	5,849	62,174	39,609	56.97%
Libby eBooks	2,807	3,492	3,505	3,605	34,804	22,900	51.98%
Libby eMagazines	3,370	3,606	3,452	3,734	37,813	32,851	15.10%
Libby LOTE ebooks & eAudio	34	51	77	76	526	195	169.74%
Lote4Kids	-	81	92	8	181	0	-
Press Reader	79,585	97,457	96,577	96,444	962,907	745,512	29.16%
Storybox Library	118	191	113	117	1,256	812	54.68%
Tumblebooks	112	89	76	11	1,512	1,852	-18.36%
TOTAL	102,919	123,191	122,717	123,000	1,240,015	1,000,847	23.90%

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

INTERNET	Feb-26	Mar-26	Apr-26	May-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Clyde Township - Lounge	4	17	25	34	80	-	
Cranbourne West - Lounge	35	44	54	39	466	360	29.44%
Cranbourne	1,177	1,096	1,196	1,065	12,434	10,955	13.50%
Doveton	505	568	733	783	6,827	5,829	17.12%
Endeavour Hills	578	655	686	677	6,438	6,058	6.27%
Hampton Park	880	845	859	776	10,266	9,673	6.13%
Bunjil Place	1,253	1,404	1,187	1,447	14,532	14,058	3.37%
Digital Memory Station	20	15	21	22	215	-	
TOTAL	4,456	4,661	4,786	4,877	51,338	46,933	9.39%

WI-FI	Feb-26	Mar-26	Apr-26	May-26	2025-2026 YTD	2024-2025 YTD*	% Variance YTD
Clyde Township - Lounge	124	99	79	79	381	-	
Cranbourne West - Lounge	136	159	139	159	1,774	2,064	-14.05%
Cranbourne	1,556	1,992	1,644	1,782	18,721	18,399	1.75%
Doveton	436	476	409	516	5,210	6,063	-14.07%
Endeavour Hills	1,086	1,158	1,089	1,264	12,502	11,738	6.51%
Hampton Park	799	841	729	798	9,501	10,452	-9.10%
Bunjil Place	2,184	2,490	2,294	2,518	26,441	27,256	-2.99%
Digital Memory Station	0	3	2	0	9	20	-55.00%
TOTAL	6,445	7,317	6,464	7,195	74,920	75,992	-1.41%

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 looking 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)
Feb 2026	90,498	38,574	2.34%
Mar 2026	90,231	38,260	1.27%
Apr 2026	89,938	37,939	0.63%
May 2026	74,208	37,454	1.43%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Feb 2026	812	360	3.45%
Mar 2026	812	380	3.75%
Apr 2026	811	377	2.22%
May 2026	808	409	4.95%

Social Media

	Feb-26	Mar-26	Apr-26	May-26
Facebook	Followers: 9,535 Reach: 85,156	Followers: 9,538 Reach: 28,785	Followers: 9,563 Reach: 34,280	Followers: 9,606 Reach: 54,852
Instagram	Followers: 2,443 Reach: 43,126	Followers: 2,485 Reach: 19,452	Followers: 2,526 Reach: 21,797	Followers: 2,535 Reach: 19,527

eNewsletter database Cleanup

In mid-May 2026, the Marketing team undertook a database cleanup for our eNewsletter, removing email addresses that had not opened an email from Connected Libraries in the last 18 months or more. The database cleanup resulted in 15,619 inactive email addresses removed and an active current subscriber database of 74,486.

Key Benefits

- Improved engagement metrics
  Removing inactive subscribers means reported open rates and click rates are more accurate, giving a clearer picture of how engaged our audience really is.
- More targeted communication
  The remaining database of 74,486 subscribers represents a more engaged audience who are actively interested in Connected Libraries news which should increase "open rates".
- Reduce costs
  By removing 15,619 inactive email addresses, we reduce the number of credits used for each campaign, helping our prepaid Campaign Monitor credits last longer and improving value for money.
- Supports privacy and best practice
  Regularly reviewing and removing long-term inactive contacts is good database management practice and ensures we maintain a healthy, relevant communications list.

A database cleanup will be done annually at the end of financial year in May/June.

Programs and Events

Program sessions and attendance continue to show strong performance. Our regular weekly programs - baby time and toddler time remain the most popular offerings for children and young audiences in recent months. These are followed by groups visits, both in the library and through outreach visits as well as storytime and STEAM activities.

Early childhood and children continue to be a key focus for program delivery with literacy and lifelong learning remain the most prominent outcomes of our programming.

Target Audience	Mar 2026 - Attendance	*Mar 2026 - Sessions*	Apr 2026 - Attendance	*Apr 2026 - Sessions*	May 2026 - Attendance	*May 2026 - Sessions*
Early childhood	4,683	*154*	2,496	*87*	4,954	*160*
Children	1,286	*94*	2,371	*102*	1,759	*108*
Young Adult	55	*8*	75	*8*	262	*10*
Adults	1,184	*130*	1,015	*99*	1,166	*133*
Seniors	22	*11*	20	*3*	57	*9*
All ages (not specific)	314	*15*	148	*8*	124	*10*
TOTAL	**7,544**	***412***	**6,125**	***307***	**8,322**	***430***

Program Outcome	Mar 2026 - Attendance	*Mar 2026 - Sessions*	Apr 2026 - Attendance	*Apr 2026 - Sessions*	May 2026 - Attendance	*May 2026 - Sessions*
Digital inclusion	133	*62*	132	*39*	206	*67*
Economic and workforce development	0	*0*	-	-	14	*1*
Health and Wellbeing	747	*49*	1,374	*52*	575	*46*
Informed and connected citizens	598	*37*	574	*32*	699	*41*
Literacy and lifelong learning	5141	*214*	3,099	*146*	5,237	*220*
Personal development *	210	*21*	457	*19*	139	*17*
Stronger and more creative communities	715	*29*	489	*19*	1,452	*38*
TOTAL	**7,544**	***412***	**6,125**	***307***	**8,322**	***430***

RECOMMENDATIONS

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

23/2026 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 activities related to 2025-2026 Action Plan.

Library Plan 2025-2029 reference –4.5

Discussion

Connected Libraries Annual Action Plan 2025-2026

Connected Libraries is approaching the end of the first year of the Library Plan 2025-2029 and the 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 examples of key areas of achievements recently.

Strategic Outcome 2: Stronger Connections

Through these actions Connected Libraries will create opportunities for connection, enhance health and wellbeing, develop partnerships that amplify our impact and bridge gaps to essential information, and connect community to topical information.

Highlights include:

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

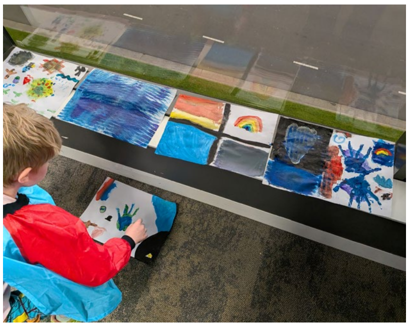
- Action – Deliver events and programs that celebrate diversity and build community connections
- *Celebrating Boonwurrung Culture – National Reconciliation Week*

  During National Reconciliation Week, Bunjil Place Library hosted two workshops facilitated by Jaeden William-Briggs, a proud Yalukit Willam man of the Boonwurrung. Through storytelling, history, and art, the sessions shared Boonwurrung culture and encouraged reflection on connection to Country, community, and culture.

  In a workshop for adults and young people, Jaeden shared his family's longstanding advocacy for Aboriginal rights, including the legacy of his ancestor Louisa Briggs (1836–1925), a Boonwurrung leader who worked at Coranderrk Aboriginal Station and advocated for the welfare and employment rights of Aboriginal people. He also highlighted the ongoing cultural leadership of descendants, including Aunty Caroline Briggs and Aunty Fay Stewart-Muir, who continue to preserve and share Boonwurrung language and cultural knowledge. Participants reported gaining new insights into local Aboriginal history and valued the opportunity to hear contemporary perspectives on Boonwurrung culture and experience.

  In a separate session for primary school-aged children, Jaeden shared the story of Bunjil, the Creator Spirit, and guided participants in creating artworks inspired by Boonwurrung motifs. The workshop explored the importance of caring for Country and introduced the Boonwurrung six-season calendar, supporting children to deepen their understanding of seasonal and environmental connections.

  As part of the program, the library also displayed a rare portrait of Wurundjeri Woi-wurrung man Ginnin, on loan from the Royal Historical Society of Victoria. Painted in 1840, the portrait provides an important historical record of a period of significant disruption following European settlement. A presentation by Local History Team Leader Helen Stitt explored Ginnin's role as a ngurungaeta (leader) and the experiences of Wurundjeri and Boonwurrung peoples during the early colonial period, highlighting both profound loss and enduring resilience.



- *<u>Rhys Nicholson IDAHOBIT event</u>*

  In recognition of International Day Against LGBTQIA+ Discrimination (IDAHOBIT) Connected Libraries in partnership with City of Casey, hosted an event featuring Rhys Nicholson.

  Rhys Nicholson is an award-winning Australian stand-up comedian, author and actor with extensive television and stage experience, including appearances on Taskmaster Australia, RuPaul's Drag Race Down Under, Fisk, The Imperfects, and The Weekly with Charlie Pickering. In 2023, they released their debut book Dish.

  The session comprised an hour of storytelling, book readings from Dish, and audience Q&A. The author shared selected excerpts from the book and connected with the audience through reflections on themes explored in the work.

  The program provided an opportunity for community members to hear from Rhys, a contemporary LGBTQIA+ voice in literature and performing arts, while also celebrating the broader inclusive theme of IDAHOBIT.

  Following the session, attendees enjoyed book signings, photographs, and informal engagement with the speaker.

  This event highlighted library's continuing role in supporting inclusive programming and strengthening community awareness, participation, and engagement.

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. The Action Plan 2026-2027 has been presented to the Board separately for noting, (*see 18/2026 Annual Action Plan 2026-2027 report).*

RECOMMENDATIONS

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

GENERAL BUSINESS

24/2026 BOARD CODE OF CONDUCT 2026-2027

Report prepared by Beth Luppino

Purpose

To present the annual review of Connected Libraries Limited Board Code of Conduct for consideration and approval.

Library Plan 2025-2029 reference – 4.5

Background

In June 2025, Connected Libraries Limited considered and adopted a new Board Code of Conduct for the new entity from 1 July 2025. The Board Code of Conduct draws on sources including Casey Council Code of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services. It acknowledges the vision and values of Connected Libraries, community expectations and the principles of good governance. The Connected Libraries Board adopted the Code of Conduct at the 26 June 2025 meeting, and the Board Directors signed a provided a copy to the CEO.

Discussion

CL Limited Board Directors are invited to review the Code of Conduct and provide feedback prior to approval and signing for the financial year beginning July 1, 2026.

It outlines the ethical and professional standards agreed to by all Board Directors and serves as a guiding framework for directors to navigate their fiduciary duties and professional obligations in line with Connected Libraries vision and values.

Conclusion

It is proposed that Directors review and sign the Code of Conduct at the June meeting of the Board each year. The Board Directors are required to sign and providing a copy for the upcoming financial year by the 1 July 2026.

RECOMMENDATIONS

1. **That the Board adopts Connected Libraries Limited Board Code of Conduct 2026-2027.**
2. **That Board Directors sign and provide a copy to the CEO of CL Limited by 1 July 2026.**

Connected Libraries Limited Board

Code of Conduct – 2026-2027

Introduction

This Connected Libraries Limited Board Code of Conduct draws on sources including Council Code of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services. It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

To encourage life-long 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 peoples 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

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

Review Process

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the June Board meeting.

The annual review should be led by the Chairperson with input and advice from all Board Directors.

CL Code of Conduct for Board Directors

As a Board Director I:

1. Will support the organisation's vision and values.
2. Will act honestly, in good faith and in the best interests of CL Ltd as a whole.
3. Will use due care and diligence in fulfilling the functions of my office.
4. Recognise that my responsibility is to CL Ltd as a whole but will, where appropriate, have regard to the interests of all stakeholders in CL Ltd.
5. Will not take advantage of being in the position of a CL Ltd Board Director.
6. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CL Ltd.
7. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CL Ltd Board.
8. Will not make improper use of information acquired as a CL Ltd Board Director.
9. Acknowledge that confidential information received as a Board Director in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.
10. Will not engage in conduct likely to bring discredit to CL Ltd.
11. Will comply at all times with the spirit, as well as the letter, of the law.
12. Will be accountable to fellow Board Directors, arrive well-prepared to meetings and be engaged in Board matters.
13. Will engage with CL Ltd staff in a professional and courteous manner and avoid any involvement in the day-to-day operations of CL Ltd.
14. Understand that Board Directors will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CL Ltd.
15. Will communicate well by making statements and requests in a clear and direct manner and listening generously to others.
16. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.
17. Respect and acknowledge fellow Board Directors and appreciate individual contributions and the voluntary nature of their commitment.

Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate
2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.
3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

Acknowledgement and Acceptance of the Code of Conduct

I, ... acknowledge that I have received and read the Connected Libraries Limited Board Code of Conduct – 2026-2027.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature ……………………………………………………………………………………………..................

Name (printed) ……………………………………………………………………………………………..................

Date ……………………………………………………………………………………………..................

This signed Code of Conduct is available for inspection by members of the community.

25/2026 CHAIRPERSON

Report prepared by Beth Luppino

Purpose

To outline the Board Governance Policy requirements regarding the terms of office for the Board Chair position and to support the Board in the election of a Chairperson from 01 July 2026.

Library Plan 2025-2029 reference - 4.5

Background

At the Connected Libraries June Board meeting in 2025, the Board discussed the role of Chairperson and time held in the position.

The Board Governance Policy articulates that the Chairperson must be one of CL's Independent Directors.

Discussion

Clause 6.4 of the policy outlines the general terms of office for Independent Directors (4 years initial term with optional further term) unless removed by CL in accordance with the terms of a separate contract of appointment; or the Independent Member resigns.

The policy outlines that the Chairperson shall hold office for 24-months unless the Chairperson goes out of office earlier in accordance with clause 6.4 of the policy. Throughout any term as Chairperson, the other Independent Director will act as alternate Chair where the Chairperson is not available.

At the June meeting in 2025, the Board endorsed that Penny Holloway would remain in the roll of Chair for a further twelve months, to be reviewed in June 2026.

Following consultation, the Independent Board members have indicated that Penny Holloway will nominate for the role of Chair for a further twelve months, with Helen Partridge continuing in the role of alternate Chair.

The Board should consider the appointment of a Chair of the Connected Libraries Limited Board for the period 1 July 2026 to 30 June 2027.

Conclusion

The Board governs Connected Libraries in accordance with the Regional Library Agreement and Board Governance Policy.

RECOMMENDATIONS

1. **That the Board Chairperson report be noted.**
2. **That the Board endorse an Independent Board member in the role of Chair from 1 July 2026 until 30 June 2027.**

IN-CAMERA

26/2026	**CEO PERFORMANCE REVIEW SUB-COMMITTEE**

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NEXT MEETING

Wednesday 26 August 2026 – Online – Microsoft Team