AGENDA

Board Meeting
Wednesday 26 August 2026
4.00pm

Online Meeting via Teams

1. Present

2. Apologies

3. Acknowledgement of the Traditional Owners

4. Declaration of Conflicts of Interest

5. Confirmation of the Minutes of the Connected Libraries Limited Board Meeting held on Wednesday24 June 2026

STRATEGIES/PLANS

27/2026 DRAFT ANNUAL REPORT 2025 – 2026 (INCLUDING FINANCIALS)

Report prepared by Beth Luppino and Emily Ramaswamy

Purpose

To present the Board with Connected Libraries Draft Annual Report 2025-2026 including the Year End Financial Report for consideration.

Library Plan 2025-2029 reference – 4.5

Background

Connected Libraries is required to report annually on the activities of the company to the Australian Charities and Not for Profits Commission. As a large company, CL is required to include audited Year-end Financial Statements as part of the submission. This must be completed by the 30 December. The Annual Report with Financials will also be presented to the Annual General Meeting of the Founding Member Council on 25 November.

VAGO will be completing the 2026 Financial Statements Audit and have scheduled Final audit between 5-9 October.

Discussion

Summary of Performance

This is the first year Connected Libraries has operated as a charity, registered under the ACNC, completing the process of transition from a local government entity to a company.

City of Casey is our sole member Council, and the rate of growth in Casey has been reflected in growth of our service throughout the year.

In October, we asked the community what they value about the library service and, importantly, how we can do things better. We received over 2,500 responses that provided real insights into opportunities for growth and improvement. For those who don’t have currently visit the library, time pressures emerged as a key barrier, with working families struggling to visit libraries during opening hours.

We were excited to open a new Library Lounge in February at the Clyde Township Family and Community Centre. This branch is on the fastest-growing fringe of the region and is now attracting over 3,000 visitors a month. We have also been delighted with the uptake of our library lockers in the three separate locations in Clyde, along with the lockers at the Cranbourne West Community Hub. Extensions have been required for the Manna Gum and Cranbourne West locker locations to try to meet the growing demands of this 24/7 collection pick up and drop off service.

Our current library members continue to value the library as a safe and welcoming place. 100% of respondents said they feel a sense of belonging and inclusion at the library. 95% said that the library was a safe and trusted place, that maintained relevance for them. 95% said the library provides an essential service to the community.

Key achievements this year include:

- Delivery of first year actions for the Library Plan 2025-2029
- Library membership grew by 4.1%, from 97,000 to 101,000. This means ¼ of Casey's population have an individual membership with Connected Libraries
- Collection loans increased 15% on the previous year
- The Digital Memory Station supports preservation of local history, intergenerational storytelling and protection of personal memories that contribute to the identity of the Casey community.

- Opening of new service point at Clyde Township Family and Community Hub
- 60,000 attendances at children's literacy programs this year
- Increased usage of library lockers at Manna Gum and Cranbourne West resulting in need for expansion
- Increased usage of Cranbourne West Library Lounge resulting in regular programs expanding into larger spaces throughout the Hub
- Our library podcast surpassing 100 episodes and 12,000 downloads, while achieving rankings of #2 among Australian Library Podcasts and #4 among Australian Book Podcasts.
- More than 2,500 people participated in the 2025 Community Survey, and with the help of QR codes and Culture Counts evaluation platform we gained valuable insights into the impact of our service.

We have completed the first year of our new strategic plan. This annual report will showcase some of the work we have delivered as part of the plan and the impact this is having in the community – individual stories demonstrate the power of libraries to change and improve people's lives. Community members of all ages rely on their public library for free and universal access to resources that improve their literacy, wellbeing and connectedness.

Summary of Financial Year End Results

For the 2025-2026 financial year, Connected Libraries recorded total income of $10.423 million, primarily comprising Member Council contributions of $7.898 million and government funding of $2.237 million. Total expenses were $9.988 million, resulting in an operating surplus and total comprehensive result of $435,223. This compares favourably to the prior year surplus of $136,840.

At 30 June 2026, the organisation maintained a sound financial position with $3.115 million in financial assets, including cash and term deposits, and employee provisions of $1.482 million. Capital investment during the year totalled $1.720 million, including $1.216 million invested in library collections and $504,037 in furniture and equipment.

The financial statements have been prepared on a continuity basis, with comparative figures for 2024-2025 representing the operations of Casey Cardinia Library Corporation prior to the transition to Connected Libraries Ltd. The report confirms the successful transition to the new corporate structure while maintaining the ongoing delivery of public library services to the City of Casey community.

The audited Financial Statements will be presented to the Board for consideration and signing at the October meeting, along with the finalised Annual Report.

Conclusion

Connected Libraries will report on annual activities and performance to the community, our Founding Member Council and the Australian Charities and Not-for-Profit Commission. The service has delivered on the Annual Action Plan, in line with the requirements of the Library Plan 2025-2029. Libraries are thriving hubs of community activity throughout the City of Casey. The Annual Report showcases the organisation's ability to empower and connect people by providing resources, digital services and programs to meet the information, recreational, educational, business, economic and cultural needs of the diverse communities of our region.

RECOMMENDATIONS

1. **That the Board notes Connected Libraries Draft Annual Report 2025-2026 and associated Draft Financial Report**

OFFICERS REPORTS

28/2026 FINANCE

Report prepared by Emily Ramaswamy

Purpose

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

Library Plan 2025-2029 reference – 4.5

Discussion

Income Statement Month Ended 31 July 2026	Total Budget 2025-26	Budget YTD July 2026	Actual YTD July 2026	YTD Variance	
	$	$	$	$	%
Income					
Contributions - City of Casey	7,734,747	663,965	1,306,764	642,798	96.8%
Funding from other levels of government	2,237,379	1,123,246	60,628	(1,062,618)	-94.6%
Federal funded grants - non-recurrent	*56,975*	*56,975*	*60,628*	*3,653*	*6.4%*
State funded grants - recurrent	*2,175,404*	*1,066,271*	*-*	*(1,066,271)*	*-100.0%*
State funded grants - non-recurrent	*5,000*	*-*	*-*	*-*	
Other income	265,105	17,771	20,313	2,543	14.3%
Printing & Photocopying	*60,825*	*5,069*	*6,698*	*1,629*	*32.1%*
Interest on Investments	*146,250*	*9,563*	*12,204*	*2,641*	*27.6%*
Sundry Recoverable	*30,575*	*1,528*	*99*	*(1,429)*	*-93.5%*
Programs, meeting rooms & other charges	*27,455*	*1,611*	*1,313*	*(299)*	*-18.6%*
Net gain on disposal of assets	-	-	406	406	
Total income	**10,237,231**	**1,804,982**	**1,388,111**	**(416,871)**	**-23.1%**
Expenses					
Employee costs	7,432,810	850,812	867,781	(16,970)	-2.0%
Training & Development	*148,825*	*12,402*	*13,065*	*(663)*	*-5.3%*
Salaries, Super & Leave Entitlements	*7,220,020*	*833,079*	*853,865*	*(20,786)*	*-2.5%*
Workcover, OHS & Travel	*63,965*	*5,330*	*851*	*4,479*	*84.0%*
Materials and services	1,128,790	167,436	152,268	15,167	9.1%
IT & Communications	*620,310*	*51,693*	*44,906*	*6,787*	*13.1%*
Library materials	*367,000*	*103,953*	*99,855*	*4,098*	*3.9%*
Marketing and library programs	*141,480*	*11,790*	*7,507*	*4,283*	*36.3%*
Depreciation and amortisation	1,307,085	105,688	105,688	-	0.0%
Other expenses	442,500	39,293	33,588	5,705	14.5%
Auditors' remuneration - VAGO	*32,000*	*-*	*-*	*-*	
Freight - daily branch collection transfers	*105,295*	*8,775*	*8,172*	*603*	*6.9%*
Photocopying, Printing & Stationary	*49,550*	*4,129*	*481*	*3,648*	*88.3%*
Others	*255,655*	*26,389*	*24,935*	*1,455*	*5.5%*
Net loss on disposal of equipment	-	-	-	-	
Total expenses	**10,311,185**	**1,163,228**	**1,159,325**	**3,903**	**0.3%**
Total comprehensive result	**(73,954)**	**641,753**	**228,785**	(412,968)	

Income

- Contributions – City of Casey
  The favourable variance relates to the timing of the August 2026 City of Casey monthly contribution, which was received in advance to assist with short-term cash flow requirements. This support was provided due to the delay in receipt of Public Libraries Funding Program (PLFP) funding from the State Government and the maturity of a fixed-term deposit not occurring until the first week of August. This variance is timing-related only and is expected to reverse in the following reporting period.
- Funding from other levels of Government
  The unfavourable variance relates to the delay in receipt of Public Libraries Funding Program (PLFP) funding. Historically, approximately 50% of the annual funding allocation is received by the end of July; however, at the time of reporting, funding had not yet been received despite formal confirmation of the funding amount and advice that funding is secured. The delay has created short-term cash flow constraints, particularly as a portion of organisational funds remains invested in term deposits. Receipt of the funding is anticipated in the coming weeks and no impact on the full-year funding outcome is expected. This timing difference is expected to resolve in subsequent months.

Other Income and Expenditure

All remaining variances are considered timing-related and reflect the phasing of operational activities, supplier payments and program delivery across the financial year. At this stage, no material underlying issues have been identified, and current forecasts indicate that results will align with the approved budget by year end.

Capital Expenditure Month Ended 31 July 2026	Total Budget 2026-27	Budget YTD July 2026	Actual YTD July 2026	YTD Variance	
	$	$	$	$	%
Books and materials	1,121,100	260,144	76,996	183,149	70.4%
Recurrent	*1,121,100*	*260,144*	*76,996*	*183,149*	*70.4%*
Furniture and equipment	195,500	16,292	-	16,292	100.0%
Recurrent	*195,500*	*16,292*	*-*	*16,292*	*100.0%*
Motor Vehicles	-	-	-	-	
Total Capital Expenditure	**1,316,600**	**276,436**	**76,996**	199,440	**72%**

Capital Expenditure

- Books and materials
  The $77k underspend against budget is due to the timing of supplier invoicing early in the financial year. Expenditure is expected to align with budget over coming months as invoices are received and processed.

Bank Reconciliation

Available upon request.

2025-2026 FY VAGO Audit

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

- Year end – 05 October – 09 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.

Public Libraries Funding Program

Confirmation of the 2026-2027 State Government funding through the Public Libraries Funding Program has been received. The amount is $2,132,541 excluding GST – as anticipated, this aligns with the previous year funding with no uplift. In addition to this, the attached correspondence confirms that funding is secured for the continuation of the Premiers Reading Challenge Book Fund and the Living Libraries Infrastructure Fund.

The funding agreement has not yet been received but is expected to arrive in coming weeks.

Enterprise Agreement

Connected Libraries has not yet formally entered into negotiations for a new Enterprise Agreement.

ASU and CL Union Representatives have conducted a tour in August of all library branches to liaise and promote membership ahead of negotiations. ASU have also held online information sessions for current members. The ASU have allocated Organiser Nafiye Sahin to the coming Connected Libraries negotiation process.

Further updates will be provided to the Board as the matter progresses.

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.**

The Hon. Paul Hamer MP

Minister for Local Government
Minister for Youth Justice
Minister for Corrections

Level 16, 121 Exhibition Street
Melbourne Victoria 3000

Our ref: BMIN-260200484

Ms Penny Holloway
Chair
Connected Libraries Ltd
By email: c/o beth.luppino@connectedlibraries.org.au

2026–27 PUBLIC LIBRARIES FUNDING PROGRAM

Dear Ms Holloway

I am pleased to advise that the Victorian Government will provide $2,132,541 (excluding GST) to Connected Libraries Ltd as part of the 2026–27 Public Libraries Funding Program. This funding assists in providing public library services to the Victorian community.

Casey City Council	$2,132,541
Connected Libraries Ltd	**$2,132,541**

Total funding of $48.1 million is available under the Public Libraries Funding Program in 2026–27 to support councils, regional library corporations, beneficial enterprises, and Vision Australia to provide public library services.

In addition to the funding support provided to through the Public Libraries Funding Program, the Victoria Government is also continuing to support public libraries in 2026–27 through the Premiers' Reading Challenge Book Fund and the Living Libraries Infrastructure Program.

The Department of Government Services will shortly provide your Chief Executive Officer with a funding agreement for signing.

If you would like further information about the Public Libraries Funding Program, please contact Colin Morrison, Director Sector Engagement and Program Delivery, Department of Government Services at plfp@dgs.vic.gov.au

Thank you for your ongoing support of public library services.

Yours sincerely

The Hon. Paul Hamer MP
Minister for Local Government
Minister for Youth Justice
Minister for Corrections

03 / 08 / 2026

Cc: Ms Beth Luppino, CEO

29/2026 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

Previous Year Recap - 2025-2026

TOTAL INCIDENT TYPES (near miss and incidents)	Cranbourne	Doveton	Endeavour Hills	Hampton Park	Bunjil Place	Cranbourne West	Outreach	*2025-2026 YTD*
Banned Patron Removed	0	1	0	0	1	0	0	*2*
Biological Chemical Exposure	1	0	0	1	0	0	0	*2*
Child Risk of Neglect (reportable) - *child protection*	1	0	0	1	0	0	0	*2*
Child Unattended/missing	5	4	1	0	6	1	0	*17*
Evacuation/lockdown	0	1	0	0	1	0	0	*2*
Fire/Smoke	0	0	0	1	0	0	0	*1*
First Aid Major - Patron	0	1	0	0	1	0	0	*2*
First Aid Major - Staff	0	1	0	0	1	0	0	*2*
First Aid Patron - Minor	0	1	0	1	6	0	0	*8*
First Aid Staff - Minor	2	1	0	0	0	0	1	*4*
Impact with object	0	0	0	0	1	1	1	*3*
Inappropriate patron behaviour to staff	6	3	0	1	6	0	0	*16*
Inappropriate patron behaviour	1	3	2	3	5	0	0	*14*
Inappropriate patron behaviour with carer	1	0	0	0	0	0	0	*1*
Inappropriate patron to patron behaviour	1	2	4	3	10	0	0	*20*
inappropriate use of technology	0	2	0	0	1	0	0	*3*
Manual Handling	0	0	0	0	1	0	0	*1*
Motor Vehicle Incident - Personal Vehicle	0	0	0	0	0	0	0	-
Noise	0	0	0	0	0	0	0	-
Other	4	3	2	3	3	0	0	*15*
Sharpes	0	0	0	0	0	0	0	-
Slip, trip or fall	2	3	3	2	14	2	0	*26*
Temperature/weather	0	0	0	0	0	0	0	-
Theft	0	1	2	3	0	0	0	*6*
TOTAL	**24**	**27**	**14**	**19**	**57**	**4**	**2**	***147***

A total of 147 incidents and near misses were recorded across the organisation for 2025–2026. Bunjil Place Library recorded the highest number with 57 incidents, followed by Doveton (27), Cranbourne (24), Hampton Park (19), Endeavour Hills (14) and Cranbourne West (4).

The most commonly reported incident types were slip, trip or fall (26), inappropriate patron-to-patron behaviour (20), child unattended/missing (17) and inappropriate patron behaviour towards staff (16).

Collectively these categories represent most reported incidents and remain priority areas for ongoing monitoring, risk management and preventative action.

Current Financial Year 2026-2027

A total of eight incidents have been recorded year-to-date in 2026–2027, compared with 15 for the same period in 2025–2026, representing a 46.67 percent reduction.

The most significant reduction was at Bunjil Place Library, where incidents decreased from ten to three incidents. Endeavour Hills was the only branch to record an increase in incidents during the reporting period.

INCIDENTS	Apr-26	May-26	Jun-26	Jul-26	2026-2027 YTD	2025-2026 YTD*	% Variance YTD
Cranbourne West - Lounge	0	1	1	0	0	0	-
Cranbourne	3	0	0	0	0	1	-100.00%
Doveton	0	4	0	1	1	2	-50.00%
Endeavour Hills	2	0	4	3	3	1	200.00%
Hampton Park	3	3	5	1	1	1	0.00%
Bunjil Place	3	3	5	3	3	10	-70.00%
Outreach	0	0	1	0	0	0	-
TOTAL	**11**	**11**	**16**	**8**	**8**	**15**	**-46.67%**

A total of eight near misses have been recorded year-to-date, consistent with the same period in 2025-2026, with no overall variance.

Incidents reported in July 2026 comprised of child unattended/missing (2), inappropriate patron behaviour towards staff (2), general inappropriate patron behaviour (2), and inappropriate patron-to-patron behaviour (2). While the nature of incidents continues to reflect behavioural and supervision-related risks, the overall number of near misses remains stable compared with the previous year.

NEAR MISSES (no injuries)	May-26	Jun-26	Jul-26	2026-2027 YTD	2025-2026 YTD*	% Variance YTD
Banned Patron Removed	1	1	0	0	0	-
Biological Chemical Exposure	0	0	0	0	0	-
Child Risk of Neglect (reportable) - *child protection*	0	0	0	0	0	-
Child Unattended/missing	0	1	2	2	4	-50.00%
Evacuation/lockdown	1	0	0	0	0	-
Fire/Smoke	0	0	0	0	0	-
Impact with object	1	0	0	0	0	-
Inappropriate patron behaviour to staff	0	0	2	2	0	-
Inappropriate patron behaviour	2	2	2	2	1	100.00%
Inappropriate patron behaviour with carer	0	0	0	0	0	-
Inappropriate patron to patron behaviour	1	4	2	2	3	-33.33%
inappropriate use of technology	0	0	0	0	0	-
Other	1	3	0	0	0	-
Sharpes	0	0	0	0	0	-
Slip, trip or fall	1	1	0	0	0	-
Temperature/weather	0	0	0	0	0	-
Theft	1	2	0	0	0	-
TOTAL	**9**	**14**	**8**	**8**	8	**0.00%**

Injury related incidents have continued to decline. For 2025-2026 year to date, injury incidents decreased from seven to four, representing a 42.9 percent reduction compared with the same period in the previous year. This continued reduction in both overall and injury related incidents reflects a positive organisational safety trend and the effectiveness of current risk management practices. For the 2026-2027 financial year, we have no incidents involving injuries recorded in July. The overall reduction in incidents is a pleasing result.

INCIDENTS (with injuries)	May-26	Jun-26	Jul-26	2026-2027 YTD	2025-2026 YTD*	% Variance YTD
Child Risk of Neglect (reportable) - *child protection*	0	0	0	*0*	*0*	-
First Aid Major – Patron	0	0	0	*0*	*0*	-
First Aid Major - Staff	1	0	0	*0*	*0*	-
First Aid Patron – Minor	0	0	0	*0*	*2*	*-100.00%*
First Aid Staff – Minor	0	1	0	***0***	*0*	-
Impact with object	0	0	0	*0*	*0*	-
Inappropriate patron behaviour	0	0	0	*0*	*1*	*-100.00%*
Inappropriate patron behaviour to staff	0	0	0	*0*	*0*	-
Inappropriate patron behaviour	0	0	0	*0*	*0*	-
Inappropriate patron to patron behaviour	1	0	0	*0*	*1*	*-100.00%*
inappropriate use of technology	0	0	0	*0*	*0*	-
Manual Handling	0	0	0	*0*	*1*	*-100.00%*
Other	0	0	0	*0*	*0*	-
Slip, trip or fall	0	1	0	*0*	*2*	*-100.00%*
Theft	0	0	0	*0*	*0*	-
TOTAL	**2**	**2**	**0**	***0***	*7*	***-100.00%***

Monitoring Psychosocial Incidents

A total of eight psychosocial hazard incidents have been recorded year-to-date for 2026–2027. with a slight increase in July due to more structured reporting and awareness of our psychosocial hazards.

For July, Bunjil Place recorded the highest number of incidents followed by Endeavour Hills, with most incidents related to violence and aggression (6) and the remaining two incidents associated with job demands. No incidents were recorded across the other psychosocial hazard categories.

While reporting levels have increased slightly in recent months, this is considered a positive indicator of workforce awareness and engagement with psychosocial risk management processes. Continued monitoring, education and early intervention strategies remain a focus to support staff wellbeing and maintain a psychologically safe workplace.

PSYCHOSOCIAL HAZARD INCIDENTS*	Apr-26	May-26	Jun-26	Jul-26	2026-2027 YTD
Cranbourne West - Lounge	0	0	0	0	*0*
Cranbourne	1	0	0	0	*0*
Doveton	0	3	1	1	*1*
Endeavour Hills	0	0	0	3	*3*
Hampton Park	0	0	2	1	*1*
Bunjil Place	3	3	4	3	*3*
Outreach	0	0	0	0	*0*
TOTAL	**4**	**6**	**7**	**8**	***8***

PSYCHOSOCIAL HAZARD INCIDENT TYPES*	May-25	Jun-26	Jul-26	2026-2027 YTD
Bullying	0	0	0	*0*
Environmental Conditions	0	0	0	*0*
Exposure to Traumatic Contents & Events	1	0	0	*0*
Job Control	0	0	0	*0*
Job Demands	2	0	2	*2*
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	*0*
Support	0	0	0	*0*
Violence & Aggression	3	7	6	*6*
Workplace Relationships	0	0	0	*0*
TOTAL	**6**	**7**	**8**	***8***

*Started recording psychosocial incidents by hazards in November 2025.

Risk Management

Quarterly Risk Management Plan review

The Risk Management Plan is reviewed by the Board each quarter and undergoes a comprehensive annual review, this occurred in June 2026 as part of a whole-Board workshop.

At the workshop, the Board requested that the Operational risk 'Pandemic – Acute' be added back in to the register. This has been done in the attached version. The quarterly review has no further changes and the highest-rated strategic, operational and psychosocial remain in place as outlined below.

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

Conclusion

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

RECOMMENDATIONS

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

CONNECTED LIBRARIES

Ignite your imagination

Risk Management Plan

26 August 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
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

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**
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment. Identification of risks/ hazards required by legislation. OHS Reps engagement across the service affects quality of response.	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7	Strong compliance frameworks with clearly articulated policies and procedures Fully trained staff – Health & Safety Reps, Fire Wardens, RTW Coordinators.	2	3	5
Pandemic - acute	GMOD	Risk level could vary depending on the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance does not cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Create and follow Business Continuity Plan Promote vaccination strategy as per Government Health orders Implement relevant Government pandemic Framework	1	4	5
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
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

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**
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
Organisational Justice	GMOD	Unfair or inconsistent processes in decision-making, performance management, or resource allocation.	Perceptions of unfairness → strong emotional stress Conflict, grievances, lack of trust Higher turnover and reduced commitment	4	4	8	Transparent procedures, policies shared with Consultative Committee for feedback, apply rules consistently, provide opportunities for informal feedback, ensure equitable workload distributions, train leaders in respectful communication, zero tolerance for bullying and harassment.	3	3	6

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Definition**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
Workplace Relationships	CEO	Conflict, poor communication, or harmful interactions with managers, colleagues, or clients.	Emotional distress and tension, Reduced teamwork and communication breakdowns, Increased absence and resignations	4	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
Role Clarity	GMOD	Ambiguous responsibilities, conflicting demands, or unclear expectations.	Confusion, stress, frequent mistakes, Conflict between workers or departments, Inefficient and duplicated work	3	4	7	Regular review of employee position description in annual performance review and monthly catch ups, appropriate professional development opportunities, set behaviour expectations, transparent organisational systems, culture of mutual respect and accountability	3	2	5

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	**Who?**	**Definition**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation/Controls**	**Likelihood**	**Consequence**	**Risk Rating**
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
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

30/2026 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							
Net Promoter Score (Community Survey)	*65*	-	63	-	-	**63**	65
Memberships*	*108,500*	98,805	98,877	99,812	101,620	**101,620**	97,115
Visits							
Visits – physical	*870,000*	222,025	196,112	202,347	231,824	**852,308**	776,322
Visits – virtual	*937,500*	229,289	226,037	231,373	262,113	**948,812**	834,334
Total visits	***1,807,500***	***451,314***	***422,149***	***433,720***	***493,937***	***1,801,120***	***1,610,656***
Program and events attendance	*81,500*	22,258	15,467	16,600	22,459	**76,784**	72,038
Collection							
Loans – physical	*1,703,500*	340,108	292,048	309,442	320,334	*1,261,932*	*1,249,428*
Loans – digital	*831,000*	310,946	337,862	345,490	384,516	*1,378,814*	*1,098,872*
Loans (total physical and digital)	***2,534,500***	***651,054***	***629,910***	***654,932***	***704,850***	***2,640,746***	***2,348,300***
Physical quality of library collection (age of collection - less than 5 years)	*65.0%*	71.2%	71.4%	71.7%	71.3%	**71.4%**	70.2%

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

Connected Libraries demonstrated strong performance against key measure outputs in 2025-2026, exceeding most prior year results and achieved above 90 percent of revised targets. Growth in membership, visitation, digital access, collections usage and collection quality indicators reflects continued community engagement and service demand. Key areas to point out include:

- Membership – increased to 101,620 up from the previous financial years 97,115
- Visitation – despite falling short of target in our physical visitation for 2025-2026, we experienced a 9.79 percent growth on 2024-2025 visitation. Our virtual visits target was spot on, achieving 101.21 percent of revised target. It was fantastic to see significant growth of virtual visits year-on-year, up 13.72 percent on 2024-2025.
- Program and event attendance – we had 76,784 attend our 4,031 programs in 2025-2026, our community continues to engage in the large variety of program and events on offer. Like previous years, our key target audience continues to be early childhood, 52.7 percent (40,468 attendees at our 1,365 programs) and children, 23.8 percent (18,308 attending our 953 programs), aligning with community demographics. Over 57.2 percent of those attending programs was a program with an outcome centered around Literacy and Lifelong Learning. Connected Libraries programs were offered onsite directly by staff, onsite together with partners, and also many programs delivered offsite at another community location whether it be in a park, shopping centre, school, or online.

- Loans – our digital loans were the strongest achieving key measure output in 2025-2026, exceeding target with 165.92 percent, up 25.48 percent on 2024-2025. This was expected given that performance had already exceeded targets by the end of quarter three. Digital loans popularity continues to be driven largely by eBooks, eAudio, and Press Reader.

Financial Year 2026-2027

Our performance one month in for 2026-2027 is looking constant and as expected.

Measure	*Target 2026/27*	*Quarter 1 (Jul – Sep)*	2026-2027 YTD	*2025-2026 YTD*
Engagement		*Jul only		
Net Promoter Score (Community Survey)	*65*	-	*0*	*65*
Memberships*	*104,000*	102,369	*102,369*	*101,620*
Visits				
Visits – physical	*852,500*	80,022	*80,022*	*74,883*
Visits – virtual	*972,500*	85,560	*85,560*	*80,194*
Total visits	***1,825,000***	***165,582***	***165,582***	***155,077***
Program and events attendance	*79,000*	6,926	*6,926*	*76,784*
Collection				
Loans – physical	*1,292,500*	118,786	*118,786*	*117,202*
Loans – digital	*1,425,000*	130,930	*130,930*	*102,700*
Loans (total physical and digital)	***2,717,500***	***249,716***	***249,716***	***219,902***
Physical quality of library collection (age of collection - less than 5 years)	*65.0%*	-	-	-

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

Library Usage *(Library Plan reference 4.3)*

Physical visits remain strong, exceeding over 70,000 month on month since March 2026, with May and July both exceeding 80,000. Year on year, physical visits are up 6.86 percent 9.10 percent for the same period.

VISITS	Apr-26	May-26	Jun-26	Jul-26	*2026-2027 YTD*	*2025-2026 YTD**	*% Variance YTD*
Clyde Township - Lounge	2,041	2,514	3,126	2,938	*2,938*	*0*	*-*
Cranbourne West - Lounge	2,463	2,485	2,249	2,411	*2,411*	*1,851*	*30.25%*
Cranbourne	12,994	13,392	13,969	14,818	*14,818*	*13,658*	*8.49%*
Doveton	5,004	4,876	5,381	6,144	*6,144*	*5,361*	*14.61%*
Endeavour Hills	7,532	7,871	8,294	8,314	*8,314*	*7,999*	*3.94%*
Hampton Park	7,953	8,409	8,635	8,598	*8,598*	*8,737*	*-1.59%*
Bunjil Place	36,020	40,873	35,743	36,799	*36,799*	*37,277*	*-1.28%*
Regional Total	**74,007**	**80,420**	**77,397**	**80,022**	***80,022***	***74,883***	***6.86%***
Virtual Visits	82,736	95,444	83,933	85,560	*85,560*	*80,194*	*6.69%*
TOTAL	**156,743**	**175,864**	**161,330**	**165,582**	***165,582***	***155,077***	***6.77%***

*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, like physical visits these are up year on year for same period – 6.69 percent.

VIRTUAL VISITS	Apr-26	May-26	Jun-26	Jul-26	*2026-2027 YTD*	*2025-2026 YTD**	*% Variance YTD*
Website	45,956	56,822	44,895	44,779	*44,779*	*43,206*	*3.64%*
Enterprise	12,167	12,352	12,753	13,841	*13,841*	*13,710*	*0.96%*
CL App	24,613	26,270	26,285	26,940	*26,940*	*23,278*	*15.73%*
TOTAL	**82,736**	**95,444**	**83,933**	**85,560**	***85,560***	***80,194***	***6.69%***

Membership remains steady with small increases month on month, with 102,369 members at the end of July 2026.

Unlike physical visits that increased in May dropped, in June and then increasing again in July, physical loans followed a trend, increasing month on month - 4.81 percent May to June and 6.68 percent from May to July. Year on year for the same period, physical loans are stable, recording a small increase of 1.35 percent.

Library lockers across the four locations, including the addition of Clyde Township Lockers, continue to perform well, with overall usage up 27.49 percent year to date compared with the same period last year.

eLoans remain popular and are up by 27.49 percent compared with the same period last year.

LOANS	Apr-26	May-26	Jun-26	Jul-26	2026-2027 YTD	2025-2026 YTD*	% Variance YTD
Regional Support	1,910	1,916	2,133	2,061	2,061	1,709	20.60%
Clyde Township - Lounge	1,626	1,779	2,334	2,484	2,484	-	
Cranbourne West - Lounge	3,070	2,490	2,847	3,586	3,586	3,325	7.85%
Cranbourne	31,610	31,910	33,335	35,021	35,021	34,611	1.18%
Doveton	2,369	2,311	2,483	2,681	2,681	2,573	4.20%
Endeavour Hills	12,569	12,505	12,777	13,869	13,869	14,060	-1.36%
Hampton Park	7,572	7,579	8,037	8,786	8,786	9,934	-11.56%
Bunjil Place	40,980	44,602	45,866	48,799	48,799	50,055	-2.51%
Clyde Township - Locker	46	84	105	102	102	-	
Cranbourne West - Locker	469	543	637	541	541	420	28.81%
Manna Gum - Locker	309	337	540	558	558	369	51.22%
Orana - Locker	224	180	250	298	298	146	104.11%
Locker Total	1,048	1,144	1,532	1,499	1,499	935	60.32%
Regional Total	**102,754**	**106,236**	**111,344**	**118,786**	***118,786***	***117,202***	***1.35%***
eLoans	122,717	123,000	138,799	130,930	130,930	102,700	27.49%
TOTAL	**225,471**	**229,236**	**250,143**	**249,716**	***249,716***	***219,902***	***13.56%***

*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	Apr-26	May-26	Jun-26	Jul-26	2026-2027 YTD	2025-2026 YTD*	% Variance YTD
Age Library Edition	917	923	983	1,053	1,053	952	10.61%
Bolinda eAudiobooks	6,412	6,594	6,416	6,875	6,875	6,811	0.94%
Bolinda eBooks	4,190	4,097	3,889	4,368	4,368	4,354	0.32%
Choice	199	266	254	217	217	339	-35.99%
Comic Plus	204	213	57	215	215	67	220.90%
Kanopy	1,021	921	1,003	1,114	1,114	858	29.84%
Languagenut	124	142	89	191	191	0	-
Libby eAudiobooks	5,758	5,849	6,481	7,255	7,255	5,343	35.79%
Libby eBooks	3,505	3,605	3,880	4,211	4,211	3,159	33.30%
Libby eMagazines	3,452	3,734	3,643	3,714	3,714	3,397	9.33%
Libby LOTE ebooks & eAudio	77	76	75	40	40	55	-27.27%
Lote4Kids	92	8	214	81	81	0	-
Press Reader	96,577	96,444	111,339	101,242	101,242	77,010	31.47%
Storybox Library	113	117	117	76	76	64	18.75%
Tumblebooks	76	11	359	278	278	291	-4.47%
TOTAL	**122,717**	**123,000**	**138,799**	**130,930**	***130,930***	***102,700***	***27.49%***

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

INTERNET	Apr-26	May-26	Jun-26	Jul-26	*2026-2027 YTD*	*2025-2026 YTD*	*% Variance YTD*
Clyde Township - Lounge	25	34	27	26	*26*	*0*	*-*
Cranbourne West - Lounge	54	39	54	69	*69*	*48*	*43.75%*
Cranbourne	1,196	1,065	1,154	1,313	*1,313*	*1,282*	*2.42%*
Doveton	733	783	877	1,240	*1,240*	*774*	*60.21%*
Endeavour Hills	686	677	672	704	*704*	*552*	*27.54%*
Hampton Park	859	776	793	1,097	*1,097*	*1,025*	*7.02%*
Bunjil Place	1,187	1,447	1,505	1,709	*1,709*	*1,367*	*25.02%*
Digital Memory Station	21	22	9	13	*13*	*0*	*-*
TOTAL	**4,786**	**4,877**	**5,091**	**6,171**	***6,171***	***5,048***	***22.25%***

WI-FI	Apr-26	May-26	Jun-26	Jul-26	*2026-2027 YTD*	*2025-2026 YTD**	*% Variance YTD*
Clyde Township - Lounge	79	79	91	98	*98*	*0*	*-*
Cranbourne West - Lounge	139	159	156	144	*144*	*197*	*-26.90%*
Cranbourne	1,644	1,782	1,684	1,694	*1,694*	*1,529*	*10.79%*
Doveton	409	516	568	621	*621*	*544*	*14.15%*
Endeavour Hills	1,089	1,264	1,130	1,142	*1,142*	*1,135*	*0.62%*
Hampton Park	729	798	836	863	*863*	*969*	*-10.94%*
Digital Memory Station	2	0	0	10	*10*	*0*	*-*
TOTAL	**4,091**	**4,598**	**4,465**	**4,572**	***4,572***	***4,374***	***4.53%***

**Bunjil Place Wi-Fi statistics are excluded as the system is managed by City of Casey for the precinct, and unable to accurately identify Library only connections.*

Engagement Statistics

Digital engagement is strong across many platforms, including eNewsletters, social media, as well as the website.

eDM/eNewsletters

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Apr 2026	89,938	37,939	0.63%
May 2026	74,208	37,454	1.43%
Jun 2026	74,021	37,893	1.16%
Jul 2026	73,834	35,306	1.04%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Apr 2026	811	377	2.22%
May 2026	808	409	4.95%
Jun 2026	753	385	4.38%
Jul 2026	757	408	3.83%

Social Media

	Apr-26	May-26	Jun-26	Jul-26
Facebook	Followers: 9,563 Reach: 34,280	Followers: 9,606 Reach: 54,852	Followers: 9,651 Reach: 101,234	Followers: 9,690 Reach: 95,197
Instagram	Followers: 2,526 Reach: 21,797	Followers: 2,535 Reach: 19,527	Followers: 2,563 Reach: 22,509	Followers: 2,601 Reach: 32,016

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. Program offerings changed during the school holiday break in July, providing community with a larger variety of programs and events including entertainers that are always a winner with families.

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	May 2026 - Attendance	*May 2026 - Sessions*	Jun 2026 - Attendance	*Jun 2026 - Sessions*	Jul 2026 - Attendance	*Jul 2026 - Sessions*
Early childhood	4,954	*160*	4,798	*144*	3,684	*119*
Children	1,759	*108*	1,787	*110*	1,922	*102*
Young Adult	262	*10*	49	*9*	64	*9*
Adults	1,166	*133*	1,195	*119*	1,022	*92*
Seniors	57	*9*	49	*11*	22	*17*
All ages (not specific)	124	*10*	134	*10*	212	*14*
TOTAL	**8,322**	***430***	**8,012**	***403***	**6,926**	***353***

Program Outcome	May 2026 - Attendance	*May 2026 - Sessions*	Jun 2026 - Attendance	*Jun 2026 - Sessions*	Jul 2026 - Attendance	*Jul 2026 - Sessions*
Digital inclusion	206	*67*	154	*58*	97	*41*
Economic and workforce development	14	*1*	6	*1*	7	*1*
Health and Wellbeing	575	*46*	1,000	*61*	1,276	*73*
Informed and connected citizens	699	*41*	714	*35*	691	*38*
Literacy and lifelong learning	5,237	*220*	4,969	*200*	4,003	*156*
Personal development *	139	*17*	28	*5*	102	*7*
Stronger and more creative communities	1,452	*38*	1,141	*43*	750	*37*
TOTAL	**8,322**	***430***	**8,012**	***403***	**6,926**	***353***

RECOMMENDATIONS

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

31/2026 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 2026-2027 Action Plan.

Library Plan 2025-2029 reference –4.5

Discussion

Connected Libraries Annual Action Plan 2026-2027

Connected Libraries has entered the second year of the Library Plan 2025-2029 and begun the delivery of the Action Plan 2026-2027. The year has begun on a positive note, and this report highlights some key examples of achievements to date.

Strategic Outcome 2: Stronger Connections

Core Priority 2.5 Partner with external organization to deliver workshops and programs to support community education.

- Action – Seek grant and sponsorship opportunities to support service delivery.

  Connected Libraries has secured $20,000 through the national Social Cohesion Grants program, delivered by the Australian Library and Information Association (ALIA) in partnership with the Office for Social Cohesion within the Department of Home Affairs.

  The funding will support the delivery of seven workshops and one full-day community event, focused on strengthening social cohesion and creating opportunities for community members to connect, participate and engage with others. The program will respond to the themes and priorities of the Social Cohesion Grants program and provide opportunities for dialogue, connection, understanding and participation across the Casey community. All funded Social Cohesion activities are required to be delivered by April 2027.

  Connected Libraries has also secured $3,000 per year in Libraries After Dark (LAD) funding for the next two years, providing a total of $6,000 in funding to deliver programs at Bunjil Place Library.

  Libraries After Dark aims to provide positive, accessible and engaging alternatives to gambling venues, supporting people to participate in social, recreational and community-based activities in a safe and welcoming environment. This funding is particularly relevant to the Casey community, which experiences high levels of gambling participation and gambling-related harm.

Core Priority 2.5 Reach out to non-users, promoting the benefits of library engagement to inspire broader community participation.

- Action – Explore creative options to promote library membership to new members.

  Connected Libraries has achieved a strong result through the Join in July 2026 membership campaign, welcoming 3,039 new members during July, compared with 2,336 new members in July 2025.

  This represents an increase of 30%, demonstrating the continued relevance of Connected Libraries within the Casey community and the effectiveness of a coordinated, organisation-wide approach to community engagement.

  Key results across the network included:

- Doveton recorded the largest percentage increase, registering 191 new members, representing a 77% increase on July 2025.
- Cranbourne achieved an outstanding result with 932 new members, an increase of 38%.
- Endeavour Hills welcomed 210 new members, representing a 21% increase.
- Bunjil Place welcomed 1,257 new members, an increase of 20% and continuing to be a significant contributor to overall membership growth.
- Hampton Park also increased its membership numbers, welcoming 211 new members.
- Clyde and the Cranbourne West Library Lounges also contributed new memberships to the overall result.

The campaign included a community prize, with a Clyde resident selected as the winner of a $200 voucher.

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

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

Connected Libraries joined with Council and Community partners on the site of the new Cranbourne Hub to support the recently launched media and communications campaign. Representatives of all the Hub partners were present, including WAAYS, Wellsprings for Women, Peninsula Legal Service and Council Youth and Customer Service departments.

We look forward to the Hub partnership developing over the coming two years ahead of the early 2029 opening. CL is seeking innovation in service delivery, along with opportunities to codesign programs and services to deliver a seamless experience for our Cranbourne community.

Conclusion

Connected Libraries continues to deliver on the Action Plan 2026-2027 in line with the Strategic Outcomes in the Library Plan 2025-2029. Through the Library Plan, we achieve our mission to encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey region.

RECOMMENDATIONS

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

GENERAL BUSINESS

32/2026 CORPORATE REPRESENTATIVE

Report prepared by Beth Luppino

Purpose

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

Library Plan 2025-2029 reference – 4.5

Background

In accordance section 15.4 of the company's Constitution, the Founding Member must nominate a Corporate Representative ahead of the next General Meeting, and notify Connected Libraries. Notification must be received by no less than 48 hours before the next General Meeting which, unless otherwise required, will be the Annual General Meeting (AGM) on 25 November 2026.

Following the resignation of Emily Clarke earlier this year, Casey indicated that the new Corporate Representative would be confirmed on the appointment of a new Manager Creative Communities.

Discussion

Connected Libraries has now received notice of the appointment of Corporate Representative, Elissa Bates

Elissa replaces Emily Clarke in the role of Manager Creative Communities with the City of Casey, Community Life directorate.

Elissa will represent the Founding Member at the November AGM.

RECOMMENDATIONS

1. **That the Board notes the appointment of Corporate Representative Elissa Bates.**

IN-CAMERA

33/2026 CEO PERFORMANCE REVIEW AND PLAN

Report prepared by CEO Performance Sub-Committee (Penny Holloway, Keri New and Callum Pattie)

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IN-CAMERA

34/2026 CONNECTED LIBRARIES CHIEF EXECUTIVE OFFICER CONTRACT

Report prepared by Board Chair – Penny Holloway

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NEXT MEETING

Wednesday 28 October 2026 – Online – Microsoft Team