CONNECTED LIBRARIES

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AGENDA

Board Meeting
Wednesday 20 November 2024
4.00pm

Online – Microsoft Teams

STRATEGIES/PLANS

CL45/2024   DRAFT BUDGET 2025-2026

Report prepared by Emily Ramaswamy

Purpose

To provide the draft estimates for the operating budget for the 2025 – 2026 financial year.

CL Library Plan reference – 4.6

Background

A draft budget for the 2025 - 2026 financial year has been prepared with input from the CL Executive and Leadership Teams.

This Budget takes into account key decisions made by the CL Board made throughout the course of the 2024 – 2025 financial year. This budget is based on a principle of "business-as-usual" for the 6 existing CL Branches, Library Lockers and Outreach Van.

The 2025-2026 Budget presented will eventually be adopted by the Board of Connected Libraries Ltd in June/July 2025. While the new entity will continue library operations and assume the full budget of Casey Cardinia Library Corporation from the new financial year, CCLC will have transactions on 1st July 2025, by way of transfer of Net Assets to Connected Libraries Ltd.

This process of budget endorsement and adoption will follow advice from external Legal and Accounting advice.

Discussion

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

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

- Rate Cap: 2.75% (2025 Financial Year rate)

- State Government (Public Libraries Funding Program (PLFP) & Premiers Reading Challenge Book Fund (PRC)) Increase: 0%

- EA Salary Increase 1.65% (EA Rate – higher of 60% of Rate Cap, or 1.5%)

Income Statement

Comprehensive Income Statement For the Years ending June 30	Note	Budget 2024-25	Budget 2025-26	Actuals 2023-24	2025-26 Variance to 2024-25
Revenue					
Council Contributions	1	7,053,833	7,268,363	7,261,895	3.0%
Recurrent Funding		*7,053,833*	*7,268,363*	*6,865,572*	*3.04%*
One-off Project Funding		*0*	*0*	*396,323*	
State Government Grants	2	2,175,404	2,175,404	2,177,256	0.0%
Interest on Investments	3	118,000	130,000	163,838	10.2%
Other Income	4	108,995	109,052	165,844	0.1%
Total Income		9,456,232	9,682,819	9,768,833	2.4%
Expenditure					
Employee Costs	5	6,895,239	7,068,469	6,481,439	2.5%
IT & Communications	6	570,000	585,641	627,668	2.7%
Library Materials	7	363,600	373,600	358,387	2.8%
Promotions & Marketing	8	112,900	116,000	115,672	2.7%
Administration	9	457,309	432,711	422,575	-5.4%
Depreciation	10	1,070,521	1,141,728	1,089,409	6.7%
Total Expenditure		9,469,569	9,718,149	9,095,150	2.6%
Net Gain (loss) disposal of plant & Equipment		0	0	300	
Total comprehensive result		(13,337)	(35,330)	673,983	

Revenue

1. **Council Contributions** – 2.75% increase (current year Rate Cap) on FY25 Contributions (Including Independent Board Member remuneration & furniture renewal). Furniture renewal was not originally included in the FY25 budget, therefore increasing the total contribution increase to 3.04%

2. **State Gov** – PLFP assumed 0% increase on FY25 Actuals

   PRC assumed 0% increase on FY25 Actuals

3. **Interest on Investments** - $3.25 million investment balance at 4.0% assumed rate

4. **Other Income** – Printing, library programs & meeting room hire 0% increase as printing revenue has not returned to pre-COVID levels due to the shift towards paperless in the community. 2024 Actuals included recognition of Income received in advance (FY23) $21k Rebrand Project reimbursement & $53k Digital Literacy Grant.

Expenses

5. **Employee Costs –** Salaries, Super, Workcover etc have been based on the staffing levels as at 1st July 2024 (with a 2% vacancy rate). Future salary increase rates are represented as a percentage of Rate Cap, as such the increases due next in July 2025 are unknown and have been based on the same 1.65 % increase paid in FY24.

   Staff training & Development budget - increased by Rate Cap %.

6. **IT & Communications** – increased based on Rate Cap to account for CPI.

7. **Library Materials** – Databases (e.g. Studiosity), eBooks, Periodicals & Subscriptions - + Increased based on Rate Cap to account for CPI.

8. **Programs & Marketing** – Marketing Budget – increased based on Rate Cap to account for CPI.

9. **Library Programs** - increased based on Rate Cap to account for CPI.

10. **Other Expenses** –

- Audit Fees- increased in line with actuals.

- Freight – updated in line with quotes & advised increases

- Bank Charges – increased based on Rate Cap to account for CPI.

- Consultants & Legal Fees – removal of additional consultant fees as transition to Beneficial Enterprise Project winds up.

- Finance Outsourcing - increased based on Rate Cap to account for CPI.

- Equipment – updated in line with prior year actual requirements.

- Printing & Stationary – 50% of Rate Cap increase on prior year budget in line with prior year actuals.

- OH&S - Increased by Rate Cap to account for CPI & extended Fire Warden requirements.

11. **Depreciation**– Based on assets owned 1st July 2024 + depreciation on planned purchases in FY25. Assets purchased through the Innovation Projects that were initially scoped to be purchased & subsequently depreciated by Casey increased the depreciation.

Statement of Capital Works For the Years ending June 30					
	Note	Budget 2024-25	Budget 2025-26	Actuals 2023-24	2024-25 Variance to 2024-25
Capital Expenditure					
Library Materials	11	1,089,680	1,118,467	1,169,068	2.64%
Ongoing Collection Maintainence		*1,089,680*	*1,118,467*	*1,081,068*	2.64%
New Branch Collection		*0*	*0*	*88,000*	
Motor Vehicles	12	60,800	0	75,077	-100.00%
Furniture & Equipment	13	160,662	195,100	342,078	21.44%
Ongoing Equipment Purchasing		*160,662*	*195,100*	*146,906*	21.44%
New Branch & Lockers Set-up		*0*	*0*	*195,172*	
		1,311,142	1,313,567	1,586,223	0.18%

Capital Expenditure

12. **Motor Vehicle –** Executive vehicle budgeted for FY25 (3-year renewal policy).

13. **Library Materials -** Increased by Rate Cap to account for CPI, excluding PRC Materials that have had 0% uplift included in line with State Government Revenue.

14. **Digital Equipment & Furniture –** Digital Equipment increased by Rate Cap to account for CPI. Branch Furniture Renewal purchases now included in Capital Expenditure.

New Initiatives

In alignment with the Facilities Development Plan 2021-2024 and the DRAFT Library Plan 2025-2029, CL has developed options for new initiatives. The below projects would require ongoing operational funding beyond the scope of the Draft Budget 2025-2026. These initiatives focus on establishing interim service points (including staffing and recurrent costs) to enhance access to library services in underserved areas of the municipality. The Board may request further investigation or the preparation of a business case for any of these options, with the understanding that projects would need to align with Council priorities.

New Initiatives	Full Year Estimates
Interim Service Point	
Intial project implementation costs, seperately funded by Council.	$ -
Ongoing Operational Costs	
Employee Costs*	$ 384,000
IT & Communications	$ 19,600
Promotions & Marketing	$ 3,000
Administration	$ 15,000
Depreciation	$ 25,000
Total ongoing operational costs	**$ 446,600**
Future Capital Expenditure	$ 3,500
Total ongoing funding required	**$ 450,100**

* Employee costs based on Doveton staffing model Mon-Fri opening hours & 10am-4pm Saturdays
  Staffing reflective of Cranbourne West, would cost $200k

Extension of Opening Hours - Existing Branches**	
Cranbourne Library - Sunday	$ 128,290
Doveton Library - Sunday	$ 64,950
Doveton Library - Extended Saturday	$ 48,950
Endeavour Hills - Sunday	$ 81,550
Hampton Park Sunday	$ 81,550
Cranbourne West Sunday	$ 64,950
Total ongoing operational costs	**$ 341,950**

** Employee costs based on 10am-4pm opening hours in each scenario

New Service Point 24/7 Library Lockers	
Intial project implementation costs, seperately funded by Council &/or External	$ -
Ongoing Operational Costs	
Employee Costs	$ 17,700
Administration	$ 10,000
Depreciation	$ 7,000
Total ongoing operational costs	**$ 34,700**
Future Capital Expenditure	$ 500
Total ongoing funding required	**$ 35,200**

Conclusion

This initial draft Budget is based on a principle of "business-as-usual" for the 6 existing CL Branches, Library Lockers and Outreach Van. While there are several key unknowns at this point, including State Government funding levels, rate cap and salary increases, the 2025-2026 draft budget will be updated for the next version presented to the Board in February 2025.

RECOMMENDATIONS

1. **That the Draft Budget 2025-2026 Report be noted.**

CL46/2024   DRAFT LIBRARY PLAN 2025-2029

Report prepared by Beth Luppino

Purpose
To provide the Board with an update of the development of the Draft Library Plan 2025-2029.

CL Library Plan reference – 4.6, 4.7

Background
The current Library Plan 2021-2025 is in its final year and on track for completion by 30 June 2025. Connected Libraries is required to have a strategic plan under the Local Government Act 1989, reported to the Minister for Local Government on an annual basis, as well as a requirement under the current Regional Library Agreement. Connected Libraries will transition to a company limited by guarantee by the 1 July 2025, and operate in accordance with the Connected Libraries Ltd Constitution, drafted and approved by Casey in 2024.

The CL Executive have led a process of consultation to support the development of a new plan over the past four months. Working with external consultant team from MosaicLab, we developed an initial 'Guide for Our Conversation' which outlined how we would develop the Plan, who we would consult with, how much influence each group would have over the end result, and how we communicate throughout.

Rich insights were gained through the process, and the attached draft is the first attempt to draw all the input together into a way forward.

Other influencing documents included:

- Australian Library and Information Association Strategic Plan
- International Federation of Libraries Association Strategy
- Public Libraries Victoria Strategic Plan
- Casey Council Plan and associated strategies

Discussion
In our rapidly changing world, public libraries play a crucial role in promoting literacy, offering free access to information, fostering a culture of lifelong learning, and contributing to positive socio-economic outcomes throughout the community. With their expanded scope, libraries now face increasing competition for funding and partnership opportunities.

Our current library plan is designed around four strategic areas, offering a place to gather and learn, partnerships and innovation to achieve shared goals, community connection and wellbeing, and organisational excellence.

Over the last four months we have held a series of conversations with the Connected Libraries team, including staff, leadership and board members, along with key Casey personnel to help us develop the new plan. Insights from the community have been gathered through our annual survey and focus groups.

The City of Casey is forecast to grow significantly in the next 20 years. By 2046, the population is set to grow by close to 40%. Our community is young, with nearly 30% of residents under 19, a median age of 34, and 57% of households with children. Casey's diverse population speaks over 140 languages from 150 cultural groups and includes many recent arrivals. This young and diverse population are key library users, indicating a significant increase in demand for library resources over the next four years.

Our Principles:
Our Principles describe the way we work to deliver on the plan, and recurrent themes that came through in engagement with staff, community and the Board:

> *We build strong relationships, with our communities, our partners and our teams.*
> *We create welcoming spaces and experiences that bring people together.*
> *We embrace and celebrate diversity.*
> *We champion innovation and creative solutions.*

We communicate openly and inclusively, sharing stories that engage and inspire.
We work together and celebrate each experience, growing stronger as a community.

A summary of Community Survey results is provided in the report <u>CL50/2024 Library Plan 2021-2025–</u>
<u>Actions and Achievements.</u>

Plan on a page:
We want our strategy to be easily understood, and an integral part of our daily work. The Plan on a page can be printed as a poster and displayed in our staff work areas to help remind us about the things we have set out to achieve.

Strategic Priorities:
1. *Strengthening our people and performance* – Investing in our team reflects the value placed on our workforce by library members, the strength of a team that is representative of our community, and the ability to stay ahead of the curve of eemerging technology and best-practice services.
2. *Inspiring learning and discovery* – The provision of equitable access to quality collections, trusted information, knowledge and technology will position our community to thrive and succeed. Central to this is developing a love of reading for pleasure, and enabling access in flexible ways (physical, digital, self-service add-ons and the Library of Things).
3. *Building connections* – We strengthen health and wellbeing of our community by creating opportunities for connection, learning, and inspiration through a diverse range of programs and activities. By partnering with local organisations, we extend our reach and support the community in building meaningful relationships.
4. *Enhancing our spaces* - We design and maintain adaptable spaces that foster connection, creativity, learning, and collaboration while ensuring accessibility and inclusion. Through thoughtfully integrated makerspaces and creative hubs, we offer opportunities for exploration and skill development without compromising the financial sustainability of our services. Our outreach efforts extend beyond our libraries, ensuring that we meet people where they are to promote engagement and community belonging.

Next steps
The Executive Team will continue to discuss the draft with library staff to refine the plan, to present a final draft for Board approval at the April 2025 meeting.

Conclusion
Our new Library Plan 2025-2029 will outline the areas of focus for the coming four years. The Connected Libraries team is inspired to deliver service excellence in this region, where increasing population and diversity requires innovative and creative solutions to meet community needs.

RECOMMENDATIONS
1. **That the Draft Library Plan 2025-2029 Report be noted.**

OFFICERS REPORTS

CL47/2024   FINANCE

Report prepared by Emily Ramaswamy

Purpose

To provide the Board an update on Connected Libraries' financial performance as at 31 October 2024.

CL Library Plan reference – 4.5, 4.6

Discussion

Income Statement Month Ended 31 October 2024	Total Budget 2024-25	Budget YTD October 2024	Actual YTD October 2024	Variance	% Actual Vs Budget
Income					
Council Contributions	7,053,833	2,364,611	2,384,611	20,000	0.8%
Government Grants	2,175,404	2,175,404	2,132,541	(42,863)	(2.0%)
Interest on Investments	118,000	43,000	63,366	20,366	47.4%
Other Income	108,995	36,332	42,866	6,534	18.0%
Total Income	9,456,232	4,619,347	4,623,383	4,037	0.1%
Expenditure					
Employee Costs	6,895,239	2,364,570	2,343,664	20,906	0.9%
IT & Communications	570,000	201,436	198,835	2,601	1.3%
Library Materials	363,600	243,700	216,662	27,039	11.1%
Promotions & Marketing	112,900	38,404	42,962	(4,558)	(11.9%)
Administration	457,309	146,086	125,529	20,557	14.1%
Depreciation	1,070,521	341,516	341,516	0	0.0%
Total Expenditure	9,469,569	3,335,712	3,269,169	66,544	2.0%
Net Gain(loss) disposal of plant & equip	0	0	1,136	1,136	
Net result for the reporting period	(13,337)	1,283,635	1,355,351	71,717	5.6%

Income

Interest on Investments

Additional surplus from 2024 Financial Year has enabled an additional term deposit, resulting in higher than budgeted interest revenue for the quarter. Additional revenue produced during the year due to interest rate fluctuations will offset any possible shortfalls in Other Income.

Other Income

$10k Digital Literacy funding received in October. Grant revenue timing & opportunities are difficult to predict, as such this additional surplus is considered timing related.

Expenditure

Employee Costs

Savings in Employee Costs relate to timing of staff training opportunities and Paid Parental Leave entitlements. Employee costs are expected to realign with budget over the next six months.

Library Materials
Variance in library materials spend is entirely timing related, expenditure will realign with budget by end of financial year.

Promotions & Marketing
Investment in stock of Library Bags occurred earlier in the year than originally planned. This is a timing only variance.

Administration
Current savings in administration are largely due to timing of consultant and legal fees relating to the transition to beneficial enterprise. Administration costs are expected to realign with budget over the next six months.

Depreciation
Whilst currently in line with budget, depreciation is expected to finish the year 3-5% 'overspent'. The unplanned shift of Council Capital expenditure during the FY24 budget and reallocation of Branch Furniture Renewal funding in this year, will result in higher than anticipated Depreciation Expense.

Capital Expenditure Month Ended 31 October 2024	Total Budget 2024-25	Budget YTD October 2024	Actual YTD October 2024	Variance	% Actual Vs Budget
Library Materials	1,089,680	509,316	451,736	57,580	11.3%
Motor Vehicles	60,800	0	0	0	0.0%
Furniture & Equipment	160,662	69,000	73,007	(4,007)	(5.8%)
Capital Exp. for the reporting period	1,311,142	578,316	524,743	53,573	9.3%

Capital Expenditure

Library Materials
Underspend in Library Materials is due to timing of suppliers and release dates of new titles. CL will continue to see small variances through the year.

Furniture & Equipment
Current overspend in equipment relates to the agreement made with City of Casey in assume management of the Branch Furniture Renewal Budget. This agreement will see Furniture & Equipment $20,000 overspent at the end of the year.

Contingent Asset Investment
The investments outlined below will utilise surplus interest revenue, in addition to any offsets from other revenue items that may be required throughout the year. The Local History Scanning Stations at Cranbourne Library, supported by our Local History Librarian and Digital Literacy team, and the Library of Things project, providing laptops with mobile internet access, each have an initial investment of $25,000. The ongoing operational costs are estimated at $5,000 per year for the scanning stations and $3,000 per year for the laptops.

Asset Investment - Surplus Interest Revenue		Full Year Estimates
Local History Scanning Stations		
Initial Set-up		
Capital Expenditure - Asset Purchases	$	20,000
Operational Costs	$	5,000
Total initial Investment	**$**	**25,000**
Ongoing Operational Costs	$	5,000
Library of Things - 10x Laptops		
Initial Set-up		
Capital Expenditure - Asset Purchases	$	20,000
Operational Costs	$	5,000
Total initial Investment	**$**	**25,000**
Ongoing Operational Costs	$	3,000

Bank Reconciliation

A Bank Reconciliation is available on request.

Conclusion

Connected Libraries is managing the current environment with measured financial decisions.

Connected Libraries is in a sound financial position.

RECOMMENDATIONS

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

Asset Investment - Surplus Interest Revenue	Full Year Estimates

CL48/2024	ORGANISATIONAL RISK

Report prepared by Janine Galvin

Purpose

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

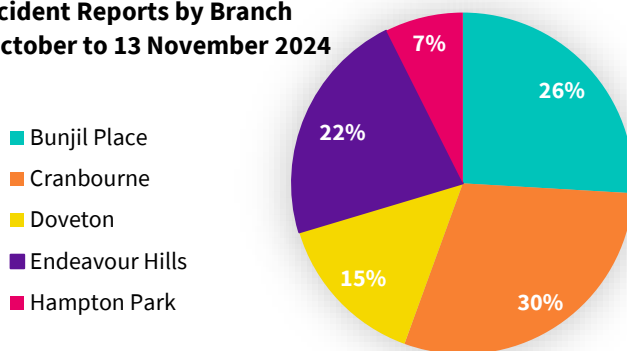*CL Library Plan reference –4.3, 4.6, 4.7*

Discussion

In this report we provide 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.

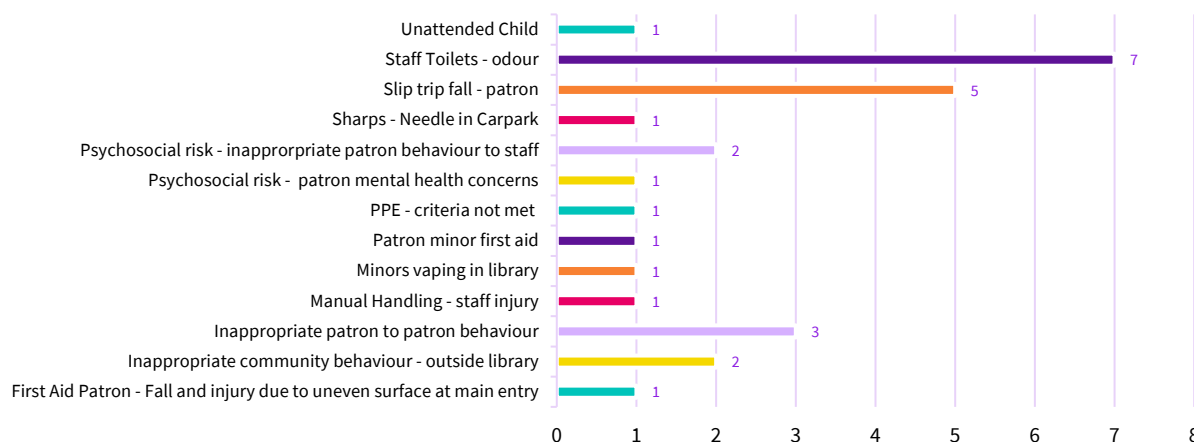**Occupational Health and Safety** *(Library Plan reference 4.6)*

- Working with City of Casey regarding the functionality of Cranbourne Library workroom staff toilets. Plumbing and odour issues have been raised for a period of six months and the cause is due to the age of the building and maintenance plumbing issues that need to be considered by City of Casey.
- Psychosocial risks to staff from verbal abuse and inappropriate patron behaviour are still of concern and training is the key to ensure staff have the right skills and tools to de-escalate these behaviours.
- Incident at Hampton Park Library where a patron has fallen over at the main entry doors due to an uneven surface is being investigated currently with City of Casey to ensure this is rectified for community safety.

In our first Board meeting in 2025, an overall summary and review of incidents by branch and type for 2024 will be presented, with a rolling year report moving forward.

Incident Reports by Branch - 14 October to 13 November 2024

- Bunjil Place 26%
- Cranbourne 30%
- Doveton 15%
- Endeavour Hills 22%
- Hampton Park 7%

Incident Reports by Type -14 October to 13 November 2024

Type	Count
Unattended Child	1
Staff Toilets - odour	7
Slip trip fall - patron	5
Sharps - Needle in Carpark	1
Psychosocial risk - inapprorpriate patron behaviour to staff	2
Psychosocial risk - patron mental health concerns	1
PPE - criteria not met	1
Patron minor first aid	1
Minors vaping in library	1
Manual Handling - staff injury	1
Inappropriate patron to patron behaviour	3
Inappropriate community behaviour - outside library	2
First Aid Patron - Fall and injury due to uneven surface at main entry	1

Risk Management *(Library Plan reference 4.6)*

Quarterly Risk Management Plan review

The operational, strategic, and psychosocial risks have been updated in the Risk Management Plan as outlined below. The top risks with the updates have been identified and presented below for November 2024.

Operational

The risk "Staff assaulted in library or on outreach visits" has been raised from 7 to 8 due to the increase of inappropriate patron behaviours in our libraries. Associated psychosocial injuries pose a risk to staff. To mitigate the risk, we are investigating training providers to conduct further conflict resolution and de-escalation training for staff in 2025**.**

"Staff mental health" mitigated risk has decreased from 7 to 6 due to the time that has lapsed since the pandemic and the withdrawal of Cardinia. We continue to support our workforce culture through effective leadership, and our Health & Wellbeing Team is actively seeking and promoting social work engagement activities.

Strategic

"Increase in Workcover premiums" risk, even after mitigations, has been raised from 5 to 6 due to the number of Workcover claims submitted and approved.

Psychosocial

"Organisational Culture" mitigated risk rating has been lowered from 7 to 6 due to the positive engagement in our workplace since the finalising of the Cardinia withdrawal and subsequent Service Review. We anticipate that this will continue to improve and get stronger as we move forward together as an organisation with clear strategic direction and individual goal setting and workplans.

"Clear Leadership and Expectations" mitigated risk has also been lowered from 6 to 5 due to the volume of training opportunities provided to the Leadership cohort and professional development for Connected Libraries team members.

Top Risks - Operational

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Data Security Breach or Cyber Attack
	8	Unattended children in the library
	8	Staff assaulted in library or on outreach visits
2	6	Staff mental health
	6	Decline in visitation
	6	Catastrophic event destroying a library
	6	Staff assaulted in library or on outreach visits (fatal)

Top Risks - Strategic

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

Top Risks - Psychosocial

Risk number	Risk Rating (after mitigation)	Identified Risk
1	8	Civility and Respect
	8	Protection of Physical Safety
2	7	Workload Management
	7	Organisational Culture
3	6	Balance

Legislation - Gender Equality *(Library Plan Reference 4.6)*

General Manager, Organisational Development is attending training along with City of Casey staff on completing Gender Impact Assessments (GIAs). These form part of our obligations as a defined entity under the Gender Equality Act, and GIAs should be completed for new or reviewed policies, programs and services are likely to have a direct and significant impact on the community.

Conclusion

The Connected Libraries Executive Team continues to manage organisational risks through appropriate mitigation measures.

RECOMMENDATIONS

1. That the Organisational Risk Report be noted.

Risk Management Plan

20 November 2024

Risk Ratings Matrix

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

Risk Ratings

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

Risk Consequences Descriptors

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

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Data Security Breach or Cyber Attack	GMFDO	CL stores data for all its members, staff and stakeholders CL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	5	5	10	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	5	8
Unattended children in the library	GMCE	There is a perception public libraries are safe places.	Frightened child – staff need to follow approved guidelines Language barriers prevent clear communication with child and parents/carers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child Child is approached by a stranger- hurt or removed from the space	5	4	9	Child safe Standards and policy regulary reviewed. Child Safe standards Training Incident response guidelines Staff trained and follow City of Casey implemented minimum age requirements for unattended children at Bunjil Place Child Safe Standards standing item in leadership meetings	5	3	8
Staff assaulted in library or on outreach visits	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each other to be safe and then call for support Outreach staff allocated mobile phones	Staff injured either physically or emotionally	3	4	7	De-escalation Training Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) City of Casey to review OHS assessment and required changes for Doveton and Endeavour Hills to ensure staff safety	4	4	8
Staff mental health	GMOD	Mental health in the post-pandemic work environment, CL transition over past 2 years, workforce changes	Staff illness /absenteeism- unable to work Impact on quality of work and deadlines	4	4	8	EAP promoted Staff Wellbeing surveys ET have frequent in-branch presence to enable staff to voice concerns Promote strong culture through executive leadership and broader Leadership team training Policies and procedures Values driven culture Actively support Consultative Committee	3	3	6

Risk Ratings - Operational

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Decline in visitation	GMCE	Lack of access to libraries in new housing areas means visitation is not keeping pace with population growth. Casey communities are time-poor, and the library competes with many other activities in peoples daily lives.	Declining visitation may impact on CL's ability to advocate for new libraries and increased funding. This in turn could impact existing service provision.	4	3	7	Ensure clear messaging on library users access to services across City of Casey Establish strategies to grow visitation that are not collection dependent or physical visit dependent eg Online services. Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West) and identify new service delivery models - e.g 24/7 - click and collect stations- reading lounges -outreach van etc	3	3	6
Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CL could lose branches and staff in a catastrophic event	1	5	6	Risk Management Plan Disaster Response and Recovery Plan Note response to Global warming - climate change in strategic risks	2	4	6
Staff assaulted in library or on outreach visits (fatal)	GMOD	CL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Branches are designated an "Outreach" mobile phone for staff to use on external visits	Staff fatally injured	1	5	6	De-escalation Training Health & Safety Reps and Mental Health Champions provide guidance and support Maintain and utilise Employee Assistance Program (EAP) City of Casey to review OHS assessment and required changes at Doveton and Endeavour Hills to ensure staff safety	1	5	6
Pandemic - acute	GMOD	Depends on for example the clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic	Staff illness - unable to work Members of the community ill and come to library spreading disease	3	4	7	Follow the advice of Victoria's Chief Health Officer (CHO) Follow Business Continuity Plan Promote vaccination strategy as per Government Health orders Employ relevant Goverment pandemic Framework	1	4	5

Risk Ratings - Operational

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

	Risk Identification							Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**		**Mitigation**	**Likelihood**	**Consequence**	**Risk Rating**
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	CL experienced significant vacancies over the last 12 months through the withdrawal of Cardinia and subsequant service review. This impacted customer experience and staff moral	3	4	7		Focus on recruiting staff with transferrable skills. Conduct succession planning Secondments Upskill existing staff through acting and backfill opportunities Leadership Training in recruitment	2	3	5
Domestic violence incident staff	GMOD	CL staff are at increased risk of having a domestic violence incident with partner	Staff injury -physcially or mental and unable to work. Unsafe in own home	3	4	7		GMOD and Leadership Team in contact with staff identified at risk EAP promoted Emergency Leave and Domestic Violence provision included in CL EA	2	3	5
Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	4	7		Good compliance frameworks with clearly articulated policies and procedures Fully trained staff – Health & Safety Reps, Fire Wardens, RTW Coordinators. Elumina Incident Reporting	2	3	5
Pandemic - fatal	GMOD	Clinical severity of the disease, the ability to transmit between humans, the functionality of the community health systems, the states/council level of effective response to a pandemic and the population. Public Liability Insurance in unable to cover against events arising from a Pandemic. Concerns remain over slow roll out of vaccine	Staff/family member illness or quarantine-unable to work Members of the communty ill and come to library spreading disease Whole teams impacted if Library branch identified as COVID site Widespread fatalities Closure of the Library Service	2	4	6		Follow the advice of Victoria's Chief Health Officer Follow Business Continuity Plan Staff encouraged not to come to work if they are unwell Staff encouraged to work from home in line with Government recommendations Staff employee safe hygiene practices Library services are restricted where required in line with State Government directives. Staff follow Government vaccination policy	1	4	5

Risk Ratings - Operational

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

		Risk Identification					Risk Mitigation			
Risk	**Who?**	**Analysis**	**Impact**	**Likelihood**	**Consequence**	**Risk Rating**	**Mitigation**	**Likelihood**	**Consequence**	**Risk Rating**
Accident in the library causing harm to patron/staff	GMCE	CL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	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	Management staff trained in emergency response management Communication to ET, Council, emergency service Health & Safety Reps act and provide guidance. First Aiders to be trained within the organisation. Defib available at Bunjil, Cranbourne, Doveton and Hampton Park. Endeavour Hills can utilise YMCA defib. Emergency contact lists are up to date and readily available for staff Staff work to OHS regulations	2	3	5
Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users - provide support Provide follow-up such as EAP	1	4	5	Ensure Emergency Management Procedures are reviewed and current 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	Staff unable to provide service to customers CL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
Personal use of own vehicle	GMCE	CL staff at times use their own car to drive to and from Outreach and other library activities	CL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	2	3	5	CL Vehicle Policy is kept up to date and CL employees who drive their own vehicles understand the policy.	1	3	4
Sharp Decline in loans resulting in declining library usage	GMCE	Loans are one of the key usage and relevance indicators for CL. Usage of both physical and digital collections is monitored and reported monthly, incoroprated into Board Operational reports, and annually through the Annual Report and the PLV Annual Statisitical survey.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Ensure digital offering of collections is appealing and well-used Ensure library services offer a range of attractive programs to compliment lending collections and promotoe usage.	1	3	4

Risk Ratings - Strategic

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

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

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Increase in Workcover Premiums	GMOD	CL has an aging workforce that has exposure to manual handling risks, and mental health risks due to the front-facing customer service we provide.	While CL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	5	3	8	Actively support a happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID to decrease manual handling. Regularly review processes for efficiencies Efficient RTW processes to provide quick return to work De-escalation training for frontline staff Trained Health & Safety Reps	4	2	6
Poor enterprise risk management	CEO GMOD	CL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CL's capacity to respond to risk.	3	4	7	Revise Risk Management Plan on an annual basis Table the Top Risk Register with the Board on a quarterly basis	3	3	6
Failure to adhere to legal and regulatory compliance issues e.g. OH&S, Psychosocial legislation & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good 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	Good compliance frameworks. Value driven culture. Modest annual budget allocated for consultancy fees to enable CL to seek advice if required.	2	3	5

Risk Ratings - Strategic

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Impact on cash flow if significant debtors delay payments	GMFDO	CL has experienced delays in State Goverment funding this financial year due to departmental changes.	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 compliance framework. CL will need to transition to a compliant entity under the new Local Government Act 2020 by 2030.	CL has a reasonable capital reserve to support ordinary business, however a multimillion-dollar call would impact this	2	4	6	Keeping abreast of current factors impacting on State and Local Government including the 'longtail' implications of pandemic on the economy	1	4	5
Fraud	CEO GMFDO	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and 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 Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal and external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CL staff on the legal and contractual requirements	1	3	4
Poor supplier management	CEO	Collection Purchasing Plan is implemented. Product and service standards are regularly reviewed. Contractual arrangements are regularly reviewed	Library resources are invested inefficiently	3	3	6	CL have a current Procurement Policy Review top ten supplier contracts Meet with key suppliers regularly	1	3	4

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

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

Risk Ratings - Psychosocial

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

Risk Identification							Risk Mitigation			
Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
Psychological Protection	GMOD GMCE	Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace promotes emotional well-being while minimising threats to employees mental health. When staff are psychologically protested, they have greater job satisfaction, enhanced team learning behaviour, improved performance. They are more likely to speak up and be engaged, and less likely to experience stress-related illness. and conflicts.	When staff do not feel psychologically safe, they experience demoralisation, sense of threat, disengagement and strain; perceiving their workplace conditions as ambiguous and unpredictable. This could in turn undermine, community confidence in the organisation.	2	3	5	Value Driven Culture Workplan and inidivudal goal setting Staff understanding of organisational objectives Meetings where individual ideas are heard Live with CEO	1	3	4
Recognition and Reward	GMOD GMCE	In a workplace acknowledgement and appreciation of employees efforts in a fair and timely manner is important, this could take the form of financial compensation as well as employee or team celebrations, recognition of years served, demonstrating/acting according to CL values and or milestones reached. Recognition and rewarding of staff is important as it motivates, fuels the desire to excel, builds self esteem, encourages employees to exceed expectations, enhances team success, and in turn are more likely to treat together with courtesy, respect and understanding.	Lack of recognition and reward undermines employee confidence in their work and trust in the organisation. Staff may feel demoralised or they quit. If there is an imbalance between effort and reward it can contribute to emotional distress leading to a range of psychological and physical disorders.	2	3	5	Value Awards Round of Values in Meetings Leadership recognising good behaviour and achievements	1	3	4
Involvement and Influence	GMOD GMCE	Employees are included in discussions about how their work is done and how important decisions are made. When staff feel they have meaningful input into their work they are more likely to be engaged, higher morale and take pride in their work and their organisation - increased willingness to make an extra effort where required, increased psychological well-being, enhanced innovation and commitment to the organisation.	If staff feel they do not have a voice in the organisation, they may feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover and burnout.	2	2	4	Consultative Committee OHS Committee Health & Wellbeing Committee Child Safe Committee Ask the CEO Opportunity Live with CEO Return from WFH Model to 60/40 Hybrd to get office re-engagement Leadership WorkShops.	1	2	3

CL49/2024   OPERATIONAL PERFORMANCE

Report prepared by Koula Kalaitzoglou and Melinda Rogers

Purpose

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

CL Library Plan reference – 4.3, 4.4

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.

Key Measure Outputs
Financial Year - 2024-2025

Measure	Target 2024/25	Quarter 1 (Jul – Sep)	Quarter 2 (Oct– Dec)	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Engagement			OCT Only			
Utilisation of Technology (Wi-Fi, Public PC user in branch)	156,297	34,349	14,176	48,525	46,481	4.40%
Net Promoter Score (Community Survey)	65	64	-	64	65	-1.54%
Memberships*	98,000	95,010	96,308	96,308	83,941	14.73%
Visits						
Visits – physical	829,000	206,640	80,608	287,248	267,918	7.21%
Visits – virtual	829,000	216,070	68,524	284,594	278,823	2.07%
Total visits	*1,658,000*	*422,710*	*149,132*	*571,842*	*546,741*	*4.59%*
Program and events attendance	63,500	20,494	6,984	27,478	22,394	22.70%
Collection						
Loans – physical	1,293,000	347,981	109,059	457,040	433,454	5.44%
Loans – digital	739,000	249,125	87,071	336,196	256,669	30.98%
Loans (total physical and digital)	*1,971,270*	*597,106*	*196,130*	*793,236*	*690,123*	*14.94%*
Physical quality of library collection (age of collection - less than 5 years)	75.0%	70.0%	69.4%	69.6%	68.2%	2.01%

*Membership on last day of the quarter
Note: Quarter 2 for 2024/25 only includes one month (October) to date.

Our performance four months into 2024-2025 is looking positive and as expected, with most measures tracking between 34 and 45 percent of 2024-2025 targets.

Library Usage *(Library Plan reference 4.3)*

Community usage across our libraries continues to be strong. After all branches experienced a drop in September visitation, October had a 23 percent jump, with over 80,600 visits across the region. All branches had an increase with the largest occurring at Cranbourne West, Bunjil Place, Doveton and Endeavour Hills libraries. Increase in visitation is common in October each year with students using our spaces to study for upcoming exams. Year on year for the same period, physical and virtual visits are up. October 2024 physical visits were up 8.7 percent on October 2023.

VISITS	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	2,196	1,911	1,721	2,385	8,213	-	
Cranbourne	13,313	12,179	11,027	12,888	49,407	53,653	-7.91%
Doveton	5,013	4,641	4,387	5,470	19,511	15,545	25.51%
Endeavour Hills	7,537	7,069	6,412	7,987	29,005	29,893	-2.97%
Hampton Park	8,772	9,533	7,943	9,301	35,549	33,561	5.92%
Bunjil Place	33,792	35,148	34,046	42,577	145,563	135,266	7.61%
Regional Total	**70,623**	**70,481**	**65,536**	**80,608**	*287,248*	*267,918*	*7.21%*
Virtual Visits	75,907	71,509	68,654	68,524	*284,594*	*278,823*	*2.07%*
TOTAL	**146,530**	**141,990**	**134,190**	**149,132**	*571,842*	*546,741*	*4.59%*

Virtual visits continue to perform nicely and were steady from September to October.

VIRTUAL VISITS	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Website	39,543	38,126	37,295	36,789	151,753	149,377	1.59%
Enterprise	15,192	12,972	11,722	12,086	51,972	55,114	-5.70%
CL App	21,172	20,411	19,637	19,649	80,869	74,332	8.79%
TOTAL	75,907	71,509	68,654	68,524	284,594	278,823	2.07%

Physical loans are steady, following a similar trend as physical visits, dropping in September but then had a slight increase overall of 1.5 percent in October.

The locker locations Cranbourne West, Manna Gum and Orana usage remains stable with all three locations seeing more usage in October from September.

eLoans continue to be strong, peaking in October with over 87,000 loans, up on our highest performance in August of 84,791. We have now experienced eLoans over 80,000 on five occasions since July 2022, with four of these being the last four months.

LOANS	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Regional Support	1,722	1,561	1,387	1,566	6,236	5,379	15.93%
Cranbourne West - Lounge	3,219	2,786	2,740	2,825	11,570	-	
Cranbourne	34,716	31,728	30,322	31,052	127,818	130,828	-2.30%
Doveton	3,599	3,183	2,658	2,544	11,984	11,912	0.60%
Endeavour Hills	15,337	13,554	11,924	12,899	53,714	56,497	-4.93%
Hampton Park	11,753	11,035	10,512	11,051	44,351	42,270	4.92%
Bunjil Place	54,378	50,607	47,124	46,391	198,500	186,568	6.40%
Cranbourne West - Locker	306	357	376	398	1,437	-	
Manna Gum Locker	337	275	258	268	1,138	-	
Orana Locker	86	90	51	65	292	-	
Locker Total	729	722	685	731	457,040	433,454	5.44%
Regional Total	125,453	115,176	107,352	109,059	457,040	433,454	5.44%
eLoans	82,392	84,791	81,942	87,071	336,196	256,669	30.98%
TOTAL	207,845	199,967	189,294	196,130	793,236	690,123	14.94%

Consistent performers in our eResources collection continue to be eAudiobooks, eBooks, eMagazines and Press Reader. Choice had a strong performing month in October.

Electronic Resources	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Age Library Edition	1,129	1,118	1,085	1,028	4,360	2,990	45.82%
Bolinda eAudiobooks	7,197	7,231	7,014	7,265	28,707	26,795	7.14%
Bolinda eBooks	5,026	4,700	4,519	4,469	18,714	17,320	8.05%
Choice	355	330	333	560	1,578	844	86.97%
Comic Plus	-	115	240	64	419	-	
Kanopy	1,406	1,190	945	1,245	4,786	3,560	34.44%
Libby eAudiobooks	3,132	3,270	3,206	3,503	13,111	8,411	55.88%
Libby eBooks	2,058	2,030	1,768	1,809	7,665	5,264	45.61%
Libby eMagazines	2,830	2,691	2,983	2,972	11,476	9,993	14.84%
Press Reader	58,903	61,829	59,616	63,934	244,282	180,204	35.56%
Storybox Library	80	120	58	88	346	274	26.28%
Tumblebooks	276	167	175	134	752	1,014	-25.84%
TOTAL	82,392	84,791	81,942	87,071	336,196	256,669	30.98%

Memberships continue to grow month on month – 96,308 at the end of October, increasing 1.37 percent from September. Connected Libraries have seen an increase of more than 5,100 members from the beginning of the financial year (91,155 at 30 June 2024). Membership data includes the removal of inactive memberships as part of regular database maintenance.

Public internet PC bookings are steady, with a 9.1 percent increase from September to October, on trend with visits, slightly down year on year.

Wi-Fi usage in October saw a significant increase, which is expected with the trend and visitation and the number of students that could be seen using our spaces.

City of Casey updated their Wi-Fi provisioning services for Bunjil Place, the data results supplied monthly since May 2024 are a total for the precinct and not solely the library. An average figure has been used. Wiring issues at Endeavour has meant that more branch/staff devices are having to be run on the Wi-Fi until the rewire project can be completed. Year on year for the same period PC internet bookings and Wi-Fi usage are on par.

INTERNET	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	30	31	35	48	144	-	
Cranbourne	981	1,099	777	993	3,850	4,114	-6.42%
Doveton	615	514	553	602	2,284	1,939	17.79%
Endeavour Hills	635	595	505	570	2,305	2,284	0.92%
Hampton Park	992	941	865	864	3,662	3,419	7.11%
Bunjil Place	1,701	1,099	1,283	1,307	5,390	6,408	-15.89%
TOTAL	4,954	4,279	4,018	4,384	17,635	18,164	-2.91%

WI-FI	Jul-24	Aug-24	Sep-24	Oct-24	2024-2025 YTD	2023-2024 YTD	% Variance YTD
Cranbourne West - Lounge	203	223	210	224	860	-	
Cranbourne	1,675	1,889	1,762	2,069	7,395	7,524	-1.71%
Doveton	620	630	563	655	2,468	2,473	-0.20%
Endeavour Hills	1,156	1,158	1,052	1,224	4,590	3,977	15.41%
Hampton Park	911	1,064	966	1,165	4,106	4,105	0.02%
Bunjil Place	2,593	2,145	2,279	4,455	11,471	10,238	12.04%
TOTAL	7,158	7,109	6,832	9,792	30,890	28,317	9.09%

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)
Jul 2024	84,289	25,702	0.80%
Aug 2024	84,435	26,521	0.86%
Sep 2024	85,477	28,033	2.03%
Oct 2024	87,726	27,249	0.92%

Read Next Newsletter (EDM)

Month	Recipients	Opens	Click through rate (number of people that opened then clicked a link)
Jul 2024	821	371	2.92%
Aug 2024	837	362	2.99%
Sep 2024	835	315	1.32%
Oct 2024	844	333	2.37%

Social Media

	Jul 2024	Aug 2024	Sep 2024	Oct 2024
Facebook	Followers: 9,261 Reach: 7,068	Followers: 9,334 Reach: **18,996	Followers: 9,341 Reach: 7,082	Followers: 9,327 Reach: 7,622
Instagram	Followers: 2,051	Followers: 2,089	Followers: 2,103	Followers: 2,123

*Note: Facebook had a significant reach in June is due to a paid Advertisement promoting library membership. 'Reach' reflects 2,753 from organic customer-driven impressions, and 40,634 from paid Advertisements.

**Note: Facebook had an increase in reach in August from July, there were two paid advertisements promoting the library's collection and programs. So 'reach' reflects 9,206 from organic customer driven impressions, and 10,758 from paid advertisements.

Programs and Events

Program attendance during October was significant with almost 7,000 attending almost 400 sessions. Early childhood and children continue to be a key target audience for our programs with Baby Rhyme Time, Storytime and Tinies Time being the most popular.

Target Audience	Aug 2024 – Attendance	Aug 2024 - Sessions	Sep 2024 – Attendance	Sep 2024 - Sessions	Oct 2024 – Attendance	Oct 2024 - Sessions
Early childhood	5,113	180	3,087	113	2,997	127
Children	2,367	99	1,768	83	1,983	98
Young Adult	115	7	88	9	135	13
Adults	845	126	549	84	883	119
Seniors	21	9	14	8	104	22
All ages (not specific)	173	11	435	13	882	18
TOTAL	**8,634**	**432**	**5,941**	**310**	**6,984**	**397**

Outcomes for our programs were largely focused on Literacy and Lifelong Learning.

Program Outcome	Aug 2024 – Attendance	Aug 2024 - Sessions	Sep 2024 – Attendance	Sep 2024 - Sessions	Oct 2024 – Attendance	Oct 2024 - Sessions
Digital inclusion	321	81	167	52	295	75
Economic and workforce development	1	1	-	0	1	1
Health and Wellbeing	526	50	906	57	809	59
Informed and connected citizens	17	3	99	6	120	10
Literacy and lifelong learning	4,784	199	3,291	147	3,544	191
Personal development *	93	5	48	4	276	8
Stronger and more creative communities	2,892	93	1,430	44	1,939	53
TOTAL	**8,634**	**432**	**5,941**	**310**	**6,984**	**397**

*Reporting in 2023/24 was Personal Development and Wellbeing. Health and Wellbeing category is an addition and Personal Development sat on its own, this occurred in July 2024.

PLV 2023-2024 Library Service benchmarking report *(attached)*

Each year PLV engages Ian and Jacqui Phillips from I&J Management to analyse performance indicators for all of Victoria's public libraries. In general, Casey has the third-largest regional population, shows strong member usage of library materials (highest level of digital item turnover), one of the lowest levels of service funding per capita and the lowest level of staff EFT per capita in Victoria.

- 23% of our population are library members (17% currently active)
- Average of 2 visits to the library each year for every citizen
- In-branch computer usage has dropped when compared with other services, as has Wi-Fi (we have seen this reflected in our own KPIs)
- Ranked 3rd in Victoria for the number of loans per active borrower – CL members are power borrowers!
- Noting ranking drop in percentage of physical items purchased in the last 5 years. Note that data from Nov 2022 onwards is impacted by Cardinia withdrawal. A coordinated weeding program is planned for early 2025, led by our Collections team.
- Average staff opening hours ranking dropped in 22/23 reflecting Cardinia exit but increased with opening of Cranbourne West.
- Ranking drop in staff expenditure per capita reflects reduction in staffing levels post Cardinia exit.
- We are ranked 3rd for active members but 12th for active borrowers – this indicates that a significant proportion of our members use the library for programs, events and services other than for borrowing collections.

RECOMMENDATIONS

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

Public Libraries Victoria

Connected Libraries

(from PLV's Annual Survey of Victorian Public Libraries, 2021-22 to 2023-24)

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

Indicator	Connected Libraries 2023-24	Ranking		
		23-24 of 50	22-23 of 50	21-22 of 50
Service setting				
Population	392,110	3	3	1
Area serviced (sq. km)	419	31	31	24
Static branches (mobiles)	6	13	18	11
Service provision				
Opening hours per week (brnch+mob)	342	11	15	7
Staffed opening hours per week	342	8	14	5
Average staffed opening hours per branch	57	5	2	6
Collection items per capita	0.7	50	50	49
Physical items per capita	0.6	48	48	49
Digital items per capita	0.1	48	49	49
Devices per '000 population	0.16	49	48	30
Staff EFT per '000 population [#]	0.15	50	48	49
Volume measures (number of/total)				
Total active members (2023-24)	66,260	3		
Total downloads of digital items	789,072	3	3	2
Total members (3 years)	91,155	6	8	6
Total number of loans and downloads	2,043,850	6	6	4
Website visits	445,000	8	11	9
Total number of collection items	271,901	8	9	6
Total loans of physical items	1,254,778	8	8	5
Collections expenditure $M	$1.53	8	9	7
Launches of library app	214,497	9	7	4
Total number of physical items	236,660	9	9	6
Number of program attendees	67,134	9	8	7
Total income $M	$9.30	9	8	5
Income from Council $M	$6.84	9	8	7
Items for loan in a Library of Things	60	10		
Total number of staff	120	10		
Staff expenditure $M	$6.47	11	7	4
Active borrowers (2023-24)	28,375	12	11	9
Website visitors	226,000	12	14	11
Total library visits (branch/mobile)	741,005	14	8	5
Hours of Early Years programming per week	14	14	15	4
Children /adults at EY programs per week	712	15	17	10
Number of public access devices	64	20	14	3
Total number of digital items	35,241	24	25	22
Total staff FTE	59.5	25	8	4

Public Libraries Victoria

Indicator	Connected Libraries 2023-24	Ranking 23-24 of 50	Ranking 22-23 of 50	Ranking 21-22 of 50
Use (per capita)				
Members as % of population	23%	36	43	42
Active members as % of population	17%	17		
Active borrowers as % of population	7%	48	47	48
Library visits per capita	1.9	45	40	49
Website visits per capita	1.1	25	30	32
Website visitors per capita	0.6	26	29	33
Loans and downloads per capita	5.2	29	28	28
Loans (physical items) per capita	3.2	39	38	37
Downloads (digital items) per capita	2.0	10	10	10
Program attendees per capita	0.17	47	44	46
Hours of tech. use per '000 population	113	45	37	36
Hours of computer use per '000 population	113	36	25	26
Wifi hours per '000 population				
GB downloads per '000 population	89	28	17	14
Efficiency / Productivity				
Turnover rate (physical items)	5.3	15	11	7
Turnover rate (digital items)	22.4	1	1	1
Loans (physical items) per active borrower	72	3	4	2
Loans (physical items) per staff EFT	21,089	10	10	14
Library visits per staff EFT	12,454	19	16	37
Library visits per staffed opening hour	43	17	7	16
Quality				
% of physical items purchased in last 5 years	66%	15	8	16
Customer satisfaction rating (out of 10)				
Financials				
Library service funding per capita *	$23.71	2	3	1
Income from Council per capita	$17.46	49	46	48
Council income as % of total income	74%	35	33	35
Income from State Govt per capita	$5.55	48	46	48
User fees and charges per capita	$0.17	42	40	37
Collections expenditure per capita	$3.89	47	48	50
Staff expenditure per capita #	$16.51	50	43	48

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

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

CL50/2024   LIBRARY PLAN – 2021-2025 – ACTIONS AND ACHIEVEMENTS

Report prepared by Beth Luppino and Koula Kalaitzoglou

Purpose

To provide the Board with key achievements from the Library Plan 2021-2025. This report will provide a summary of achievements against the 2024-2025 Action Plan, including traffic-light tracking of Key Activities. Also, provided is an overview of feedback gathered from the recent Community Survey – Your Library, Your Say!

CL Library Plan reference – 4.6 - Good governance and compliance with legislative requirements

Discussion

Connected Libraries Annual Action Plan 2024-2025 – progress report

This report provides a summary of progress and achievements against the 2024-2025 Action Plan, including traffic-light tracking of Key Activities as at 31 October 2024. Connected Libraries are tracking well for the 2024-2025 financial year. The attached report provides information on how we are performing against each key activity.

Points to note:

1.3.1 Key Activity: *Develop a Digital Safety page on CL website supporting cyber-education.*

Timeline: At Risk for December 2024

- The benchmarking of online safety pages is complete. However, the design of a new page is on hold, as we conduct a review of our current website early 2025.

- This review is expected to guide the redesign process, with the new online safety page projected for completion by June 2025.

3.4.2 Key Activity: *Develop community campaign highlighting the impact of library services through real member stories.*

Timeline: Priority for March 2025

- The marketing team is currently developing a campaign set to launch in 2025.

- The campaign aims to increase community engagement, drive library visits, and showcase the unique value of each branch within our service.

- By highlighting stories that reflect our library's impact on individuals and the community, we aim to foster a stronger sense of connection and promote the library as an essential community service.

- The Branch Managers are contributing to this project by highlighting stories of users and community groups whose stories we can share.

Please see the Operational Performance Report (CL49/2024) for Key Measure Outputs data and tracking at 31 October 2024.

Community Survey – Your Library, Your Say!

In September, CL surveyed our community to ask them what they love, and what they would change about the library service. Over 1500 people provided their feedback.

1. **What are the services you MOST value at your library?**

- Over 80% of respondents value the lending collections, and over 30% cited staff support, programs and events, and study/lounge spaces as the most valued services on offer.
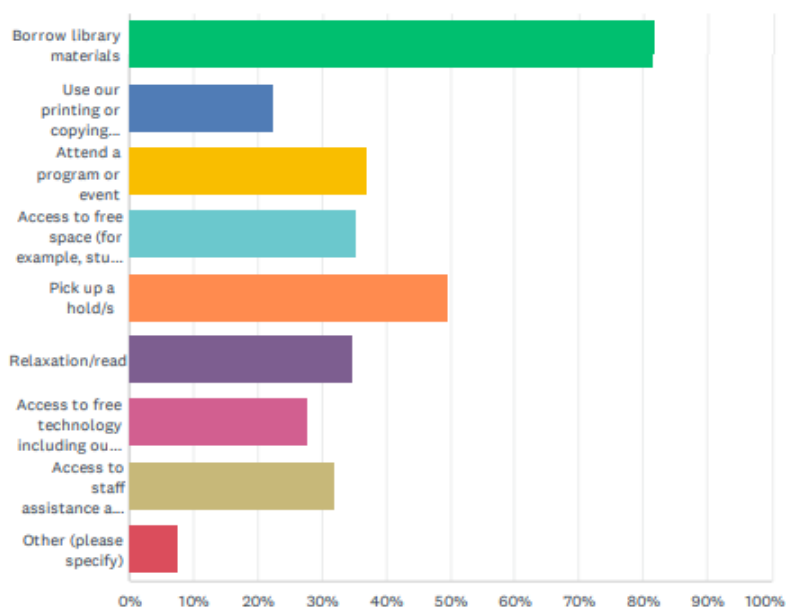
2. How important is the library as:

	VERY IMPORTANT	FAIRLY IMPORTANT	IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL IMPORTANT
A place to connect with others	31.95% 486	20.32% 309	20.91% 318	16.63% 253	10.19% 155
A place to gather information	67.39% 1,025	15.91% 242	12.69% 193	2.63% 40	1.38% 21
A place to celebrate culture	31.56% 480	18.28% 278	23.87% 363	13.94% 212	12.36% 188
A place to learn or study	61.14% 930	14.79% 225	13.41% 204	5.59% 85	5.06% 77
A place to celebrate diversity	34.98% 532	15.06% 229	23.80% 362	12.16% 185	14.00% 213

- While information access and provision of study spaces are top of the list for important services, members also see the library as an important place to connect with others, and celebrate culture and diversity.

3. What additional community services would you like to access through the library?

Document and Legal Services: 240 mentions

Our libraries are increasingly relied upon as community hubs for government forms, legal assistance and document signing.

"Legal support would help those who can't afford a lawyer."

"It would be helpful to have a legal aid service available at the library."

"Having a JP available would make it easier to get documents signed."

"Document signing services are essential for many of us."

Council Services: 92 mentions

Bringing Council services into library locations assists our community with easy access and additional support when it is needed.

"Council services should be integrated with library services for easy access."

"If I could do council business here, it would save me a lot of time."

Health and Wellbeing Services: 92 combined mentions

People from both Casey and outside areas requested health workshops, mental health resources, and wellbeing programs.

"Workshops on mental health or well-being would benefit the community."

"A space to access reliable health information would be great."

Job Support and Workshops: 24 mentions

Participants identified a need for career guidance, resume writing workshops, and skills training.

"Job search for mothers that have taken a hiatus from work to raise kids. Also, for women who have no local work experience but are professional from another country"

"Engagement sessions for Job seekers, and new migrants interactions/awareness sessions"

4. **Library of Things – are there any other non-book items you would like to borrow?**

Tools and Home Improvement Resources: 168 mentions

Members suggested items like drills, gardening tools, and sewing machines. This demand reflects a shift towards DIY projects and home maintenance without requiring users to purchase expensive equipment.

"We need more options for borrowing tools – it's better than everyone buying their own."

"Borrowing sewing machines would be a great way to try them out before buying."

Sports Equipment and Recreational Items: 106 mentions

Sports equipment was suggested such as bikes, balls, and rackets. One participant even mentioned camping gear for loan! Our community have an interest in being able to borrow and try different sports, games and musical instruments.

"What about board games? They'd be a hit with families."

"Libraries lending guitars or keyboards would help people explore music."

Technology and Creative Tools: 30 mentions

Respondents highlighted the need for laptops, tablets, and 3D printers. Access to high-cost technology allows users to work remotely, study, or engage in creative projects. This also reflects the library's potential to close the digital divide, ensuring equitable access to technology.

"It would be fantastic to borrow Wi-Fi hotspots or tablets for home use."

"Can we borrow e-readers? Not everyone can afford one."

5. **What do you love about the Library?**

Friendly and Supportive Staff: 336 mentions

Many respondents pointed out their love for our team, including their kindness, helpfulness, and knowledge. Another repeating theme was how the welcoming atmosphere created by staff members enhances their experience and encourages repeated visits.

"The staff are always welcoming and helpful."

"It's nice to see familiar faces who genuinely care."

"The librarians go out of their way to help, even with small things."

"Staff are patient, knowledgeable, and kind to all users."

"The friendly attitude of the library team makes it a pleasure to visit."

Community and Connection: 51 mentions

Libraries are valued as community hubs where people can meet, engage in group activities, and participate in events. Respondents highlighted the multigenerational nature of the spaces, where children, parents, and seniors can all find activities of interest.

Free events, Children's Programs and Digital Resources: 82 mentions

Storytime sessions, book clubs, and holiday activities are all clearly valued by our members. The availability of e-books and digital resources also received positive feedback – this aligns with e-resources being one of the strongest valued services in our first question (mainly listed under 'other' services valued by members).

"The free events and programs are such a great resource for the community."
"We attend storytime regularly—it's our family's favourite weekly activity."
"Workshops and events provide a great way to learn new things."
"The STEAM activities are perfect for my kids—they absolutely love them."
"I really appreciate the craft sessions, they're such a wonderful way to connect."
"I've been borrowing the latest eBooks—it's so easy to access."

Quiet Spaces for Study and Work: 146 Mentions

"I appreciate the quiet environment—it helps me stay focused."
"The library offers a peaceful escape where I can concentrate on my studies."
"It's my go-to spot for uninterrupted work when I need a break from home."
"The study rooms are incredibly useful, especially during exam season."
"I love how the library provides a calm space for students and professionals alike."

Variety of Books and Resources: 380 Mentions

"The library always has a great selection of books and materials."
"I've been borrowing the latest eBooks—it's so easy to access."
"We love the children's book collection—it keeps my kids engaged and learning."
"I appreciate the specialized collections like gardening and craft books."
"Being able to borrow books without buying them has made a huge difference for me."

6. **What improvements to the library service would you suggest?**

60% of respondents wouldn't change a thing! Of the improvement suggestions that were made, there were recurring mentions of the following:

Extended Hours and Weekend Access: 176 mentions

The desire for extended evening and Sunday hours reflects a need for more accessible and/or flexible opening hours. This is particularly relevant for working individuals who struggle to visit libraries during standard hours.

"Please extend them, especially on Sunday."
"I would like the library open until 5 PM on weekends."
"Saturdays and Sundays should have the same hours as weekdays."

Study Spaces and Quiet Areas: 35 mentions

Some members expressed frustration about the lack of quiet zones. We could explore ways to expand study areas (such as the tech-bar extension project at Bunjil Place).

Self-Service Models:

Several respondents suggested unstaffed access to study spaces during non-operational hours, or access to Library Lockers for item collection.

Note: A total of 345 respondents expressed positive sentiments about the **current library hours.** Below is a sample of their feedback:

"I am retired so the hours are fine."

"No comments - very happy for current opening hours."

"Hours are good."

"Good hours accessible for everyone."

"Perfectly fine."

"Good."

"Happy."

"The times are very good."

"Happy with the opening hours."

"Suits me."

This feedback reflects satisfaction with the existing schedule, with many respondents indicating that the hours are already convenient and suitable for their needs.

7. **If you could pick a place for more library services in the Casey region, where would that be and what services would it offer?**

   Clyde North: 84 mentions

   Clyde North's rapid residential growth supports strong demand for a new library branch to cater to young families, students, and professionals.

   Clyde: 60 mentions

   With significant new housing developments, Clyde residents need closer library services. A mobile library or new branch could meet local needs.

   Berwick: 60 mentions

   Despite proximity to Bunjil Place, Berwick's size and population growth indicate demand for more localized services.

   Cranbourne: 44 mentions

   Residents suggest that current services aren't sufficient, indicating the need for longer hours or more specialized programs.

   Pop-ups: 72 mentions

   72 respondents expressed interest in having library services within shopping centres, with the most frequent mentions including Westfield Fountain Gate, Casey Central, Eden Rise, and Cranbourne Park.

   Summary of feedback on library locations:

   - **New branches**: Clyde North, Clyde, and Berwick are prime candidates for **new library branches** due to population growth and lack of nearby services.
   - **Service enhancements**: Cranbourne and Bunjil Place branches require **extended hours and specialized programs**.
   - **Mobile services**: Suburbs like Hallam can benefit from **pop-up or mobile libraries**, providing cost-effective access to underserved areas.

Conclusion

CL continues to deliver services in line with 2024-2025 Action Plan. Community recently provided rich feedback to assist the CL team to plan for service delivery in the future.

To continue to be valued by our growing community, CL should support workforce development by investing in staff training and ensure our spaces remain welcoming and inclusive for all users. Our

members value the practical services and community atmosphere that our libraries provide. This aligns with trends emphasized by ALIA (Australian Library Information Association) and IFLA (International Federation of Libraries Association), where libraries are described as vital spaces for lifelong learning, social connection, and resource accessibility.

RECOMMENDATIONS

1. **That the Library Plan 2021-2025 – Actions and Achievements Report be noted.**

CONNECTED LIBRARIES

Annual Action Plan
2024-2025
Progress Report - November 2024

Our Vision
Inspiring spaces where everyone is free to discover possibilities.

Our Mission

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

Our Values and Guiding Behaviours

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

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

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

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

Kindness
- We are mindful of 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

Red = priority/ serious risk
Orange = at risk
Green = on track
Blue = completed

1   A Place to Gather and Learn

Create Safe and welcoming places where everyone can gather, learn, share and grow.

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.*	Traffic Light Status	Evidence/ Comments
1.1	Safe, welcoming and accessible physical and virtual spaces which support community to access knowledge and information							• **People feel safe and welcome** • **People can easily access library services how and when they need them (location, opening hours, physical spaces)** • **People who visit our branches feel happier** • **People can easily access our digital platforms**		
		1.1.1	Strengthen the accessibility of library branches	Review and update Access Keys (supports community of all abilities to feel welcome in library spaces)	GMCE	Marketing	Dec-2024	• CL branches are accessible to all - community can easily access our libraries buildings and services	🟩	*• Access keys have been updated onto our website. Currently finalising review by BMs to update with any changes.*
		1.1.2	Strengthen accessibility of digital platforms	Add shortcut to accessibility feature to public PCs Desktops.	GMCE GMFDO	Marketing & Dig Ops	Dec-2024	• Increased engagement with our digital platforms including website, social media, online content, CL app as well as in branch technology • Draw on community feedback to inform and enhance our digital platforms	🟦	*• Public PCs updated to allow access to the Ease of Access accessibility settings and also Bluetooth in Sept 2024*
		1.1.3	Offer a broad range of opening hours that meet community needs	Adjust opening hours seasonally in line with community usage/visitation patterns	GMCE, Branch Managers	Exec	Ongoing	• Community feedback and advice is used as evidence to support branch opening hours	🟩	*• Increased opening hours of Cranbourne West lounge to meet demand 1/7/24* *• Launched Saturdays once per month at Cranbourne West from Oct.*
		1.1.4	Implement the Customer Experience Framework	Deliver "Design Thinking" projects with staff around the Customer Experience framework.	GMCE	Leadership	Jun-2025	• People can easily access library services how and when they need them (location, opening hours, physical spaces) • People who visit our branches feel happier	🟩	*• Design Thinking workshop scheduled for BMTLs and Specialists in February to cover principles and tools and decide on project*
		1.1.5	Implement the Social Inclusion Strategy	Maintain and adhere to Equal Opportunity Policy (incorporates Social Inclusion) and provide Traineeship opportunity for diverse communities	GMCE GMOD	Exec	Ongoing	• Our diverse community feel safe, supported and included when they engage with CL • Our staff are trained, understand and support social inclusion in our community	🟩	

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1.2	**Core services that are free and accessible**							• **Communities have free access reading materials, information, physical and digital resources**		
		1.2.1	Provide free access to Wi-Fi and ICT within library branches	Provision of additional lendable technology to community.	GMFDO	Dig Ops	Dec-2024	• Community access library lendable devices and in-branch technology services	🟦	*• HAM laptops now available - July 2024; DigiOPs will continue to reassign retired staff/branch laptops to be public lendable devices throughout the year.*
		1.2.2	Provide free access to a popular and well used collection	A targeted weeding program to reduce underutilised collections remove out dated stock.	GMCE	Collections Team	Jun-2025	• Our collection meets key statewide benchmarks for currency and usage • Our collection (physical and digital) is well used - loans and turnover	🟩	*• Targeted Weeding scheduled to begin January 2025 in alignment with Bunjil closure.*
		1.2.3	We do not charge overdue fines	Annual Review of User Fees and Charges	GMFDO	Exec	Nov-2024	• Remove barriers to participation	🟩	*• Inter Library Loan fees adjusted for 24-25. Review further when developing new Budget 25-26*
1.3	**Bridging the Digital Divide**							• **Increase in the range of Information Communication Technology (ICT) resources available for community use** • **More community members are able to safely and freely access digital information and collections** • **Levels of digital literacy and inclusion increase in our community**		
		1.3.1	Provide digital resources that encourage safe adoption of technology in our community	Develop a Digital Safety page on CL website supporting cyber-education.	GMCE GMFDO	Dig Ops	Dec-2024	• More community members are able to safely and freely access digital information and collections	🟧	*• This work forms part of a larger review of the website. We are currently collating information and intend the work be completed by June 2025.*
		1.3.2	Increase digital literacy in our community through programming, services, and digital resources	Digital Literacy Guide, released seasonally. Deliver digital literacy sessions at external sites to broaden reach.	GMCE GMFDO	Dig Lit Marketing	Jun-2025	• More community members are able to access digital literacy sessions • Increase in the range of Information Communication Technology (ICT) resources available for community use • Levels of digital literacy and inclusion increase in our community	🟦	*• Offer of Virtual Reality experience to the community has been highly successful and received great interest from various age groups - Teens through to elderly.*
		1.3.3	Sustained investment in digital services to the community, including the expansion of fast, free, Wi-Fi	Review of Wi-Fi coverage and performance across library branches.	GMCE GMFDO	Dig Ops	Dec-2024	• Community have greater access to quality Wi-Fi across our libraries	🟩	*• Review of internet practices conducted with Avtech.* *• Proposal to switch to Telstra WBI (Wholesale Broadband Internet) Contract has been signed, roll-out scheduled.*

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		1.3.4	CL work with key partners to help bridge the digital divide in our community	Partner with local organisations to provide spaces and access to technology for Digital Literacy training.	GMCE GMFDO	CALD Outreach Digital Literacy Teams	Jun-2025	• Community have access to digital literacy training • Levels of digital literacy and inclusion increase in our community		*• New Digital Sisters grant round - successful - partnership with Doveton College to deliver program over period of six months.* *• Get Online Week grant - successful, funding received.*
1.4	**Resources and skills to support access to knowledge and information**							**• Staff feel confident in their ability so support communities to access resources** **• Digital improvements are reviewed regularly and funded appropriately**		
		1.4.1	Lift staff capacity to support community to access information and programming	Conduct a skills-gap analysis survey to enable staff to identify development/training opportunities.	GMOD GMCE	Dig Lit	Dec-2024	• Our staff are continually upskilled to support community needs in accessing information		*• Short staff survey on Dig Lit skills related to library software and processes to be conducted before Dec - results will inform toolbox training sessions in 2025.*
		1.4.2	Sustained investment in digital platforms, services and infrastructure that will enhance digital access to knowledge and information	Provide training opportunities to staff to engage with emerging technologies.	GMFDO	Dig Lit Dig Ops	Jun-2024	• Our services adapt to the changing digital environment to ensure delivery of relevant platforms, services and infrastructure to our community		*• 3D printing & Laser cutter training has been trialled in October through GetOnline week grant.*

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1.5	Deliver accessible programs and services that support reading, writing and lifelong learning							• **More people are reached through events and programming** • **More joint programs and services are delivered to enhance reading, writing and lifelong learning** • **Increase in the number programs and activities that promote STEAM** • **Library users are satisfied with the accessibility and quality of events and programs that support reading, writing and lifelong learning including STEAM**		
		1.5.1	Deliver events and programs that support reading, writing and lifelong learning	Expand CL Book Groups to include additional outdoor events and youth.	GMCE	CYS Outreach	Feb-2025	• Our communities reading, writing and lifelong learning skills are enhanced • The community recognise CL as an active contributor to literacy	🟩	*• Exploring option to deliver walking book group at Cranbourne Botanical Park*
		1.5.2	Provide opportunities for people with lived experience of disability to be involved in developing and reviewing library services and programs	Strengthen partnership with NDIS and identify improvement opportunities.	GMCE	Dig Ops Leadership	Dec-2024	• More people are reached through events and programming	🟩	*• Focus has been on discussions with Casey accessibility team. Still more work to do to develop partnership with NDIS for adults.* *• Youth Team connected to NDIS provider LINK - they attend scheduled early literacy programs to provide information and support to families and staff.*
		1.5.3	Explore opportunities to work with partners to deliver accessible programs that enhance reading, writing and lifelong learning	Offer literacy and learning programs/events with: Casey Tech, RBG Cranbourne, Casey Best Start, Dad's Matter and City of Casey Youth team.	GMCE	Leadership	Ongoing	• Demonstrated connection and engagement with partners • Our communities reading, writing, lifelong learning skills and wellbeing are enhanced • Positive community feedback • Increased library visitation, membership and engagement (physical and digital) as a result of partnerships	🟩	*• Book clubs and early years literacy sessions regularly provided through these partnership networks.*
		1.5.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM)	Offer STEAM sessions during school holiday programs in branches and outreach locations.	GMCE	CYS Outreach	Jun-2025	• STEAM programs run in our branches throughout the region are well attended	🟩	*• Part of our core programming.*
		1.5.5	Facilitate accessible programs and activities that promote physical, mental and social health	Deliver Chatty Café program in Hampton Park.	GMCE	Adult Programs Hampton Park Team	Jun-2025	• Increase social interactions by getting people chatting	🟩	*• Recruiting volunteers as of October 2024*

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1.6	A new digital library to enhance access to knowledge and information								• **Communities can access an integrated digital library collections and services.** • **Library users agree that the digital library enhances access to knowledge and information.**		
		1.6.1		Review and update digital library branch content	Use QR codes in branch to link physical collections to digital collections.	GMCE	Marketing & Collections Dig Ops	Nov-2024	• Communities can access an integrated digital library collections and services.		*• Shelf displays designed initial resources and distributed in October - remaining digital collections to be distributed once change is made to website to allow for direct link to the resources.*

2 Partnership and innovation

Strengthen partnerships and encourage innovation to broaden and deepen our impact.

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2.1	**Support councils to make evidence-based decisions about investment in library services**							• **Enhanced data collection and reporting** • **Council make evidence-based decisions in relation to library infrastructure that meet our community needs**		
		2.1.1	Strengthen data collection, management and reporting	Engage with Council and external partner to provide Business Insights dashboard.	GMFDO	Exec	Jun-2025	• Enhanced data collection and reporting • Council is engaged in service innovation and improvement of libraries in the Casey region	🟩	*• Data Spark & Tableau project has commenced.*
		2.1.2	Support council in their strategic decision making with relevant quantitative and qualitative evidence	Align data collection measures with Council measures (in Library service level Agreement)	CEO GMCE	Exec	Dec-2024	• CL engagement with relevant council departments and working parties on community library service and facilities needs • State-wide library census data provided to council	🟦	
2.2	**Strengthen partnerships with Member Council to support shared goals including program delivery and infrastructure design**							• **Increase in the number of joint programs and services** • **Joint service delivery models are regularly considered** • **Council teams are supported to consider, develop and deliver new library infrastructure** • **Our partnerships deliver enhanced learning and wellbeing outcomes for the community**		
		2.2.1	Explore and invest in joint planning and programming across council	Continue participation in Casey Best Start partnership	GMCE	CYO	Ongoing	• Joint programming and events with Council	🟩	*•Children's, Youth and Outreach Manager attends meetings*
		2.2.2	Explore new service delivery models that utilise shared digital and physical assets	Participate in Co-Design workshops with Council on proposed Cranbourne Hub development	CEO GMCE	Leadership	Ongoing	• Council teams are supported to consider, develop and deliver new library infrastructure • Increased library visitation, membership and engagement (physical and digital)	🟦	*• Initial co-design phase of meetings completed.*

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2.3	**Develop partnerships that enhance learning, knowledge and wellbeing in our communities**							**• Increase in the number of joint programs and services provided to our community** **• Working relationships are established and fostered with partners across the breadth of the Education sector in the region**		
		2.3.1	Strengthen partnerships with community organisations to increase access to information and knowledge	Develop partnership with new facilitator of Pools and Leisure Centres, Aligned Leisure	GMCE	Leadership	Ongoing	• Working partnerships provide the community with greater information and knowledge that enhance their wellbeing	🟩	*• Aligned Leisure more focused on fee-for-service model than partnership. Council can provide some funding for this, which we will access* *• Partnering with Endeavour Hills for Christmas event*
		2.3.2	Work with partners to deliver library services and programming to a wider audience	Deliver programs and activities with Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale	GMCE	Outreach	Ongoing	• Increased library visitation, membership and engagement (physical and digital)	🟩	*• September School Holidays -* *Blind Bight CC - Storytime and STEAM* *Manna Gum CC - External performer* *• Planned for January School Holidays -* *Elliston FCC Storytime and STEAM activities* *Botanic Ridge FCC - STEAM activity* *Blind Bight CC - Children's Performer*
		2.3.3	Partnerships are reviewed annually to ensure the community benefits	Develop Partnership Management Framework to facilitate annual reviews.	GMCE	Partnerships Leadership	Dec-2024	• Increase in the number of joint programs and services provided to our community • Working relationships are established and fostered with partners across the breadth of the Education sector in the region	🟩	*• MOU template and spreadsheet created to be circulated to BMTLs by November. New BUN Branch Manager to lead draft framework.*
		2.3.4	Deepen engagement with education providers to facilitate clear learning pathways for our communities	Support transition of children into primary school through our early years programs. Explore option to deliver or partner with existing pathways to secondary education session.	GMCE	CYS	Jun-2025	• Working relationships are established and fostered with partners across the breadth of the Education sector in the region	🟩	*• Discussion held with Casey youth services transition program to connect for 2025 secondary school transition program.*

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2.4	**Positive advocacy for public libraries through active membership of the Public Libraries Victoria (PLV) and the Libraries Victoria Consortium**							**• CL is engaged in state-wide advocacy and supports plans to advance shared service models across Victoria** **• CL is an active member of the Libraries Victoria Consortium**		
		2.4.1	Continue to actively engage with PLV and Libraries Victoria Consortium	Leadership Team participation in Special Interest groups	CEO	Leadership	Ongoing	• Active ongoing participation in the Libraries Change Lives Campaign • The role of public libraries is embraced and understood by the community • Awareness and appreciation of the leadership role libraries plays in a regional and State-wide context		*• Programs & Partnerships SIG - Partnerships, Adult and CALD Managers* *- Digital - Dave H* *- Children & Youth SIG - Tim was convenor in 2024 will be replaced in 2025 - ALL Youth Team Leaders have access to meetings* *- Collections SIG - Collections Manager* *- Home Library Service - Outreach TL and Outreach Officer* *- Marketing, Advocacy and Engagement SIG - Marketing Manager* *- Local Studies - Local and Family History Librarian* *- Multicultural Services - CALD Manager* *- Reader Development - Adult Program Manager*

3 Facilitate community connection and wellbeing

Contribute to thriving, healthy and inclusive communities

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3.1	Community connections strengthened through our programming and partnerships							• **Communities are connected through the library to council and community programs and services** • **CL, Council and community organisations are able to reach a larger, more diverse community** • **Communities are actively engaged and consulted in CL's development.** • **Community connections are strengthened**		
		3.1.1	Deliver programs and services across the region that strengthen social connection	Showcase key projects on our website to increase visibility of our impact.	GMCE	Marketing	Jun-2025	• Community connections are strengthened through library programs and promotion • Community members are more connected with each other • Community feedback demonstrates library programs improve participants social connection		*• Not started yet.*
		3.1.2	Partner with council teams and community organisations to engage our community through programs and outreach activities	Deliver services in Community Centres in areas not close to our fixed Libraries - Coastal Villages, Tooradin and Pearcedale (as per 2.3.2)	GMCE	Outreach	Jun-2025	• Working precinct and community partnerships enrich programs and activities for our community • Increased library visitation, membership and engagement (physical and digital)		*• Programs delivered at Blind Bight CC in July school holidays. Investigating service delivery at Tooradin, Pearcedale and Clyde (Oct 2024)*
		3.1.3	Support the Friends of CCLC to engage with and promote CCLC to the wider community	Engage and consult with Friends of CCLC on development of the Library Plan 2025-2029	CEO	Marketing	Nov-2024	• Friends of CCLC group engaged with our libraries and act as advocates for our service		*• Direct email sent to FoCL in Library Plan engagement plan*

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3.2	Actively encourage health and wellbeing in our community							• **Deliver programs and services that support health and wellbeing** • **Communities are connected through the library to council and community health and wellbeing services** • **Communities access information and programs that support health and wellbeing** • **Working relationships with partners across the breadth of the Health and Wellbeing sector in the region** • **Library users are healthier and more knowledgeable about their own wellbeing**		
		3.2.1	Work with council teams and community partners to enhance health and wellbeing	Develop a new partnership with Aligned Leisure to deliver regular programs each season	GMCE	Partnerships Leadership	Dec-2024	• Successful community partnerships that enrich programs and activities for our community	🟩	*• Discussions started Aug 2024*
		3.2.2	Deliver programs and services that support communities to strengthen their health and wellbeing	Deliver and promote Health and Wellbeing through events across Men's and Women's Health week	GMCE	Adult Programs	Jun-2025	• Collections, programs and information services empower communities to improve their own Health and Wellbeing	🟩	
		3.2.3	Deliver health and wellbeing programs and information with a focus on Mental Health, Physical Health and Social Connection	RUOK week programming for early years Physical activity/health programs during school holiday programs Mental health, physical health and social connection programming in adult seasonal program.	GMCE	CYS Adult Programs	Jun-2025	• Communities are connected through the library to council and community health and wellbeing services • Deliver programs and services that support health and wellbeing	🟩	*• RUOK promoted to staff through morning tea and screen and social media activity.* *• Physical activities during school holidays for AFL grand final, musical performances and Australian Ballet workshops.* *• All adult programming underlined with intention of supporting social connection and mental health and wellbeing.*
		3.2.4	Work with local health providers to connect community to health prevention programs, quality information and activities that enhance health and wellbeing/healthy living	Partner with council health and wellbeing team to identify local health providers and promote opportunities for community.	GMCE	Partnership	Mar-2025	• Working relationships with partners across the breadth of the Health and Wellbeing sector in the region	🟩	*• Seed Library partnership with Justice Department to use donated seed boxes made by individuals on Community Orders to compliment seasonal seed offerings. These seed boxes are suitable for growing seedlings that are then planted directly into the soil.*
		3.2.5	Align CL services with City of Casey's municipal public health and wellbeing plans	Deliver programs aligning with Council objectives in key Health Domains - 16 Days of Activism, Seed Library and food/health programs	GMCE	Leadership	Ongoing	• Library health and wellbeing programs align with Council Health and Wellbeing strategy	🟩	*• 4 week program on self defence for women as part of 16 days of activism to be delivered in November - funding provided by City of Casey Health Initiative.* *Storytimes in December themed around "kindness" to support 16 Days of Activism*

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3.3	Support Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) communities to better access social and wellbeing supports and services								• Increase in the number of joint services, resources and programs for CALD communities • CALD communities feel that they are supported to access services and resources • CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities • CL 'Innovate' Reconciliation Action Plan is completed		
		3.3.1		Work with council teams and community partners to support CALD communities to engage with council and library services and programs	Develop relationship with Council's Inclusion officers to develop directory of services and cross promote library activities	GMCE	CALD	Apr-2025	• Provision of information in appropriate community languages	🟩	*• Connected with Casey CALD officer to advertise and create focus group for DRAFT Library Plan 2025-29.*
		3.3.2		Deliver programs and services that empower CALD communities to access social and wellbeing supports and services	Deliver programs that celebrate community cultural groups and promote inclusion and social connection - Harmony week, Eid, Lunar New year	GMCE	CALD	Jun-2025	• CALD communities access library services to connect to others, healthy living programs and lifelong learning opportunities	🟩	*• CALD programming including Lunar New Year, Sri Lankan New Year, Diwali candle light festival as well as authors' talk event in the lead up to reconciliation week 'Years of Terror'. Also offer Korean language classes to connect with emerging cultural interests and tap into previously unexplored community interest.*
		3.3.3		CL continues its journey to reconciliation	Assessment of new RAP with the CL RAP committee	CEO	Exec	Sep-2024	• Continued reconciliation journey	🟩	*• Connected with Council RAP officer to discuss co-programming, and engagement opportunities to improve services to Aboriginal peoples.*
		3.3.4		Continue efforts to engage with local Aboriginal and Torres Strait Islander communities and provide relevant support and services	Develop a First Nations collection in consultation with local Aboriginal communities	GMCE	DOV TL	Jun-2025	• First Nations communities access library collections and lifelong learning opportunities	🟦	*• Promote current collections through Gathering Place, VACCA* *• Changes made to cataloguing to enable easier search functions within the collection*

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3.4	Inform and engage community about our library services							• **Community members are aware of, and appreciate the libraries' services and resources** • **Community members are aware of, and appreciate the impact of libraries** • **CL delivers year on year growth in visits, loans, membership and program attendance**		
		3.4.1	Increase awareness of CL's impact, services and resources through strategic marketing, public relations and outreach activities	Target new library users through high traffic external locations including shopping centres and train stations	GMCE CEO	Marketing	Mar-2025	• CL delivers year on year growth in visits, loans, membership and program attendance		*• PLV statewide E-resources promotion delayed until Feb 2025. Promo will include Metro, bus stops.* *• Marketing campaign at Cranbourne Shopping centre during membership drive*
		3.4.2	Inform communities about the library's impact	Develop community campaign highlighting the impact of library services through real member stories.	GMCE	Marketing	Mar-2025	• Community members are aware of, and appreciate the impact of libraries		*• Marketing team have developed a campaign to roll out in 2025 - currently collecting stories from Branch Managers.*
3.5	Social inclusion strategy that guides inclusive community engagement							• **CL adopt the best practice guidelines in the Social Inclusion Strategy when engaging with diverse communities**		
		3.5.1	Maintain and refine the strategy that will inform CL's approach to inclusive community engagement	Deliver Social Inclusion outcomes through seasonal program plans by including programs for diverse communities.	CEO GMCE GMOD	Exec	Jun-2025	• Diverse communities are celebrated, and considered in the planning and delivery of services and programs		*• CALD focus group session delivered to capture the thoughts of the thoughts of the community in the development of the new Library Plan.* *• See 3.3.2 for examples of programming*

4 Organisational Excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

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4.1	Integrate CL values throughout the organisation							• **Staff embrace CL's values and incorporate them into their day to day work**		
		4.1.1	Recognise and celebrate staff who live CL values	Celebrate staff living CL values through Value Awards and announcing Value Champions at Staff Professional Development Day.	GMOD	Exec	Oct-2024	• Staff engagement shows increased understanding and support of CL values • CL staff engagement with the Workforce Development Plan, and working to their strengths inline with CL values	(blue)	
		4.1.2	Work with all library team members to reinforce CL values	Incorporate CL values in the development of new Library Plan	GMOD	Exec	Jun-2025	• CL staff share belief in the value of the services we provide and the communities we support • CL staff take calculated risks and embrace opportunities for growth • Staff engagement survey(s) show understanding and support of CL values	(green)	
4.2	Partner with community to design and strengthen positive impact of library services							• **Community have the opportunity to contribute to library planning**		
		4.2.1	Involve community in making key decisions about CL's infrastructure, services and programming	2024 Survey gathers information for new Library Plan	CEO	Marketing	Dec-2024	• Community have the opportunity to contribute to library planning • Community engagement through surveys and feedback	(blue)	
		4.2.2	Engage with Friends of CCLC to review and develop library initiatives	Consult FOCL in the development of the new Library plan 25-29	CEO	Marketing	Jun-2025	• Community have the opportunity to contribute to library planning	(blue)	

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4.3	Strengthen staff capacity to innovate and respond effectively to community needs							• **Staff have the opportunity to contribute to library planning** • **Staff are informed about CL's planning and priorities** • **Staff feel confident in their ability to engage and support customers** • **CL has a diverse workforce (in age, culture, life experience and ability) that reflects the communities we serve**		
		4.3.1	Encourage staff to work to their strengths	Emerging Leaders and Working Styles programs and engagement delivered.	GMOD	Leadership	Jun-2025	• Strengths conversations through Increment reviews and performance planning	🟩	
		4.3.2	Provide staff with opportunities to co-design services and programs	Training on co-design principles for leaders	GMCE	Leadership	Feb-2025	• Staff conversations that encourage creativity and innovation in service delivery and program planning	🟧	*• Program leads have coordinated planning days with their teams to design 2025 program plans and new initiatives based on library plan and council plan key objectives - example Rainbow Action Plan* *• Co-Design training will be looked at in 2025*
		4.3.3	Provide staff with regular updates on CL's performance, including community feedback	Report community feedback, survey results, stories and performance to staff	CEO	Exec	Ongoing	• CL staff share belief in the value of the services we provide and the communities we support • Community feedback is communicated to staff regularly and positive stories pulled together in the annual report • Monthly performance statistics are available for staff	🟩	*• Community Survey results summary to be provided to staff*
		4.3.5	CL is an inclusive employer	Utilisation of volunteers within our community across the libraries	GMOD	Exec	Jun-2025	• CL workforce is diverse and represents the community we serve	🟩	*• Development of Volgistics - Volunteer Management Software to support the growth of volunteers in our organisation.*

4 Organisational Excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.*	Traffic Light Status	Evidence/ Comments
4.4	**Know and understand our impact**							• **CL regularly collects and reports on its impact** • **CL's board, council staff and community organisations are aware of CL's impact**		
		4.4.1	Explore opportunities to strengthen data collection within CL	Engage with Council and external partner to provide Business Insights dashboard.	CEO GMFDO GMCE	Exec	Dec-2024	• Deliver Business Insights Dashboard to provide staff the tool to monitor performance	🟩	*• Data Spark & Tableau project has commenced.*
		4.4.2	Work with partners to track and understand CL's impact across council goals	Monthly reporting to council on Innovations Projects	CEO	Exec	Ongoing	• Community engagement with the library - visits (physical and virtual), membership • CL regularly collects and reports on its impact	🟩	
		4.4.3	Report on CL's impact annually	Develop Annual Report	CEO	Exec	Sep-2024	• Annual Report	🟦	
4.5	**Seek funding opportunities that enhance our capacity to support the community**							• **Additional services and programs are delivered as a result of funds raised**		
		4.5.1	Apply for funding and grant opportunities	Apply for Science Week and Be Connected grants	CEO GMFDO GMCE	Leadership	Jun-2025	• Applications for funding and grants completed • Success in receiving funding and grant opportunities	🟩	*• Good Things Foundation - Awarded Digital Sisters Grant for $10K . Also applied for Tiny Towns funding Get Online Week Grant - Awarded $1,000*
		4.5.2	Raise funds through donations and sponsorships from our community	Fundraising campaign for Homelessness and community "Deliver Joy".	CEO	Marketing	Dec-2024	• Additional services and programs are delivered as a result of funds raised (donations passed on to community partners)	🟩	*• Two week donation drive in August for Homelessness week supporting local charities.* *• Deliver Joy campaign running through November and December. Branches taking donations for local charities.*

4 Organisational Excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.*	*Traffic Light Status*	*Evidence/ Comments*
4.6	Good Governance and compliance with legislative requirements							• **An informed and engaged Board** • **A reputation for good governance practices** • **Unqualified Audit Opinion from Victorian Auditor General's Office**		
		4.6.1	Robust oversight of CL by the Board	Strategic Planning Workshop and development of Library Plan 2025-2029	CEO	Exec	Oct-2024	• Library Plan 2025-29		*• Workshop delivered by MosaicLab 28/08/24*
		4.6.2	Board performance evaluation conducted annually	Board members sign Board Code of Conduct	Chairperson CEO (admin only)	Exec	Jan-2025	An informed and engaged Board		
		4.6.3	Compliance with relevant legislation	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Annual Financial Report (July) • VAGO opinion (Aug/Sep) Forwarded to Minister by 30 Sep • Fringe Tax Benefit (Annual – May) • BAS - Quarterly • CCL Insurance Declarations (Jun) • Workcover Remuneration Declaration (Aug/Sep) • Annual Report Forwarded to the Minister by Sep 30	• Compliance with Local Government Act (1989) • Compliance with Industrial Relations and Human Resource practices. • Compliance with Occupational Health and Safety including psychosocial and Child Safety Standards • Compliance with Gender Equality Act • Meeting financial legislative and reporting requirements • Service and license agreements with member councils maintained • Delivery and completion of the Annual Report		

4 Organisational Excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.*	Traffic Light Status	Evidence/ Comments
		4.6.4	Annual Budget	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Proposed budget approval by CL Board. • Forwarded to Minister by Aug 31 • Quarterly Budget report to Board - Apr, July, Oct & Jan • Draft Budget presented to the Board (Nov2024) • Budget endorsement by the Board. (Feb/Mar) • Public notice – request submissions. (May) • June 2025 Budget Approval by CL Board.	• All our activities are governed by sound financial and business management principles • Annual Budget comes within +/- 5% projections • Maintain working capital ratio above 1.3 • The Board provides good governance and advice.	*(green)*	*• Annual report including financials submitted on 23 October 2024.*
		4.6.5	Library Plan	Compliance with listed outcomes	CEO	Exec	• Forwarded to Minister by Aug 31	• Development of Library Plan 2025-2029 • Review of our Library Plan on an annual basis • Lodged on time and in accordance with Local Government Act (1989)	*(green)*	
		4.6.6	Strategic Resource Plan (SRP)	Compliance with listed outcomes	GMFDO Exec Team	Exec	• Adopted by CL Board June 2024 • Copy to Minister before Aug 31.	• Lodged on time and in accordance with Local Government Act (1989)	*(green)*	

4 Organisational Excellence

Strengthen our capacity to lead adapt and innovate to meet changing community needs

	Strategy		Action	Key Activity	Manager Responsible	Team	Timeline	Aims and Outcomes *As outlined in the Library Plan 2021-2025 - (endorsed Apr 2024). Additional Aims and Outcomes listed next to each Key Action and Activity.*	Traffic Light Status	Evidence/ Comments
4.7	**Provision of strategic guidance and support to Member Council**							• **Our community has access to high quality library services** • **Our communities are stronger, healthier and better connected**		
		4.7.1	Strong connections across the public library sector at a national and state level.	Participate in the PLV Executive and influence advocacy for public libraries at a National and State level	Exec Team	Leadership	Ongoing	• Active participation and engagement with PLV		
		4.7.2	Provide guidance and support to Member Council on the future development and delivery of library services	Participant in future masterplan and precinct planning discussions for Cranbourne	Exec Team	Leadership	Ongoing	• The role of public libraries is embraced and understood by Member Council • Recognition of CL as an active contributor to community life and wellbeing • Better community outcomes		*Initial co-design phase of project complete*
		4.7.3	Support key strategic partners by sharing our expertise, and bringing our strengths to planning conversations	Involvement in Community Service Organisations partner network	Exec Team	Leadership	Ongoing	• Our communities are stronger, healthier and better connected		*Casey Future Partnerships - GMCE on Governance committee.*

GENERAL BUSINESS

CL51/2024   BENEFICIAL ENTERPRISE

Report prepared by Beth Luppino

Purpose
To provide the Board with an update of the upcoming steps to transition Connected Libraries to a compliant entity under the Local Government Act 2020.

CL Library Plan reference – 4.6, 4.7

Background
Casey Cardinia Library Corporation (trading as Connected Libraries) must be wound up by July 2030 in accordance with provisions of the Local Government Act 2020. Several steps are required by both Council and Connected Libraries to achieve this, and for Connected Libraries to transition to a new entity structure, referred to in the Act as a 'beneficial enterprise'. This will enable the ongoing delivery of library services in the City of Casey on behalf of Council.

Council is in the process of completing all requirements for the registration of the new entity, Connected Libraries Ltd, to commence operations on 1 July 2025.

In accordance with section 18.1 of the Connected Libraries Ltd Constitution, City of Casey, as the Founding Member Council and the sole Member of the new Company, will hold up to three Director positions on the new Connected Libraries Ltd Board. This includes two Directors appointed by the CEO of the City of Casey (Council Officers) and one other representative appointed by Council which will be confirmed following the election of the new Council. The Board will also include two Independent Directors, to be nominated by the Founding Member Council on recommendation of its CEO.

Discussion
Representatives on Connected Libraries Ltd Board
In order to register the new company, Casey is required to confirm at least three (3) initial Directors for the new Board.

On the 30 October, the attached correspondence was received from Casey CEO, Glenn Patterson, in relation to the initial Directors, member representative and Secretary/Public Officer for the new entity.

Mr Patterson has confirmed that Steve Coldham and Keri New are the two CEO-appointed Council representatives and Penny Holloway and Helen Partridge are the two Independent representatives of the new Connected Libraries Ltd Board.

The third Council representative will be appointed at the December 2024 Council meeting following a nomination process with the newly elected Councillors.

Also confirmed are the initial appointments of office holders - CEO Beth Luppino as Secretary and Emily Ramaswamy as Public Officer (key contact for the Australian Tax Office for the new entity).

The transition to the new entity will not impact the object, purpose or operations of our current Library Service, and will enable Connected Libraries and Council to comply with the Local Government Act 2020.

Connected Libraries will continue to provide library services under the current model and Regional Library Agreement until the transition to Connected Libraries Limited is complete and operations commence on the target date of 1 July 2025.

Conclusion
In accordance with the requirements of the Local Government Act 2020, Casey Council sole member of Connected Libraries, will establish a new beneficial enterprise registered as Connected Libraries Limited – a not-for-profit Public Company Limited by Guarantee. The CL Executive Team work with Council officers to progress the next steps in the formation of, and transition to, the new entity.

RECOMMENDATIONS

1.   **That the Beneficial Enterprise Report be noted.**

City of
Casey

30 October 2024

Ms Beth Luppino
Chief Executive Officer
Connected Libraries
Locked Bag 2400
CRANBOURNE VIC 3977
beth.luppino@connectedlibraries.org.au

Dear Beth

Representatives on Connected Libraries Ltd Board

Council is in the process of completing all requirements for the registration of the new entity, Connected Libraries Ltd, to commence operations on 1 July 2025.

Under section 18.1 of the Connected Libraries Ltd Constitution, the City of Casey, as the Founding Member Council and the sole Member of the new Company, will hold up to three Director positions on the new Connected Libraries Ltd Board. This will comprise two Directors appointed by the Chief Executive Officer (CEO) of the City of Casey and one other representative appointed by Council. The Board will also include two Independent Director positions, to be nominated by the Founding Member Council on recommendation of its CEO.

I can advise that Steve Coldham and Keri New are the two CEO-appointed Council representatives and Penny Holloway and Helen Partridge are the two Independent representatives of the new Connected Libraries Ltd Board.

The third Council representative will be appointed at the December 2024 Council meeting following a nomination process with the newly elected Councillors.

I am also supportive of you and Emily Ramaswamy as initial officeholders of Connected Libraries Ltd, with the respective positions of Company Secretary and Public Officer.

Council looks forward to continuing our close working relationship with Connected Libraries through the transition process and beyond, as you continue to deliver highly valued library services to the Casey community.

Yours faithfully

Glenn Patterson
Chief Executive Officer

Web: casey.vic.gov.au   **TIS:** 131 450   **Customer Service Centres:**
Email: caseycc@casey.vic.gov.au   (Translating and Interpreting Service)   **Narre Warren:** Bunjil Place, Patrick Northeast Drive
Phone: 03 9705 5200   **NRS:** 133 677   **Cranbourne:** Cranbourne Park Shopping Centre
Post: PO Box 1000, Narre Warren VIC 3805   (for the deaf, hearing or speech impaired)   **ABN:** 43 320 295 742

CL52/2024	BOARD CODE OF CONDUCT DRAFT 2025

Report prepared by Beth Luppino

Purpose

To present to the Board Connected Libraries Code of Conduct for annual review.

CL Library Plan reference – 4.1, 4.6

Discussion

A draft Code of Conduct 2025 for Connected Libraries Board Members is tabled for consideration and review.

Board Members are invited to reflect on the draft Code of Conduct 2025 and provide feedback. Once adopted, the Code of Conduct is to be signed by all members of Connected Libraries Board.

Upon transition to Connected Libraries Ltd, an updated Code of Conduct will be presented to the new Board for consideration and signing.

RECOMMENDATIONS

1. **That the Board adopts Connected Libraries Board Code of Conduct 2025.**
2. **That Board Members sign and provide a copy to the CEO of CL before the next Board meeting scheduled in February 2025.**

Connected Libraries Board Members Code of Conduct – 2025

Introduction

Casey-Cardinia Library Corporation, trading as Connected Libraries (CL) is required by the Local Government Act 1989* ('The Act') to have a Code of Conduct.

This CL Board Member 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 first meeting of the calendar year.

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

CL Code of Conduct for Board Members

As a Board Member I:

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989 **

2. Will support the organisation's vision and values.

3. Will act honestly, in good faith and in the best interests of CL as a whole.

4. Will use due care and diligence in fulfilling the functions of my office.

5. Recognise that my responsibility is to CL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CL.

6. Will not take advantage of being in the position of a CL Board Member.

7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CL.

8. 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 Board.

9. Will not make improper use of information acquired as a CL Board Member.

10. Acknowledge that confidential information received as a Board Member 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.

11. Will not engage in conduct likely to bring discredit to CL.

12. Will comply at all times with the spirit, as well as the letter, of the law.

13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.

14. Will engage with CL staff in a professional and courteous manner and avoid any involvement in the day-to-day operations of CL.

15. Understand that Board Members 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.

16. Will communicate well by making statements and requests in a clear and direct manner and listening generously to others.

17. 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.

18. Respect and acknowledge fellow Board Members 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 Board Members Code of Conduct – 2025.

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.

Notes

* Local Government Act

While a new Local Government Act was adopted in 2020, Regional Library Corporations remained governed by the Local Government Act 1989 (version 158 01/12/2020) under a Grandfather Clause which has a 10-year life span (Local Government Act 2020 – Section 330)

**Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to all members of the CL Board.

CL53/2024   MEETING SCHEDULE 2025

Report prepared by Beth Luppino

Purpose

To provide the Board with the meeting schedule for Connected Libraries Board meetings in 2025.

CL Library Plan reference – 4.1, 4.6

Discussion

The Board is required to meet at least 'once every three months' under the terms of the Regional Library Agreement. Board meetings are generally held on the fourth Wednesday of the month commencing at 4.00pm. Meetings can be either in person or online.

The following dates are proposed for review and discussion:

Date	Location	Agenda Items
Wednesday 26 February 2025	Online	• Facilities Development Plan (draft) • Budget 2025–2026 (draft) • Library Plan 2025–2029 update (draft) • Risk Management Plan – Quarterly Review
Wednesday 16 April 2025 (Precedes Easter and Anzac Day)	Online	• Strategic Resources Plan (final draft) • Budget 2025–2026 (final draft) • Risk Management Policy • Risk Management Plan – Quarterly Review
Wednesday 25 June 2025	In person	• Procurement Policy • Library Plan 2025-2029 (adopt) • Annual Action Plan 2025-2026
Wednesday 27 August 2025	Online	• Year End Finance Report • Annual Report 2024–2025 (draft) -including Financial Reports • CEO's Performance Review – KPI's 2024-2025, plan 25-26 • Risk Management Plan – Quarterly Review
Wednesday 22 October 2025 *	Online	• *Optional meeting* *
Wednesday 26 November 2025	In person	• Meeting Schedule 2026 • Board Code of Conduct (draft) • Risk Management Plan – Quarterly Review

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

Conclusion

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

RECOMMENDATIONS

1. **That the schedule of meeting dates and times for 2025 be agreed on and then forwarded to City of Casey and invitations sent to CL Board members.**

IN CAMERA

CL54/2024	BENEFICIAL ENTERPRISE TRANSITION

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NEXT MEETING

Wednesday 26 February 2025 - online teams meeting