



Gawler Public Library

Strategic Context and Overview



Submitted by:



PO Box 10,
Seaforth NSW 2092
www.rhcs.com.au
admin@rhcs.com.au

May 2016

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1. Background and Summary

Libraries have always been at the heart of the communities they serve, and are an essential part of creating and maintaining an educated and literate population. But public libraries are at a turning point. The way we access and consume information has changed dramatically in the 21st century, and this presents major challenges and opportunities for public library systems across the world. The advent of new technologies has changed some of our reading habits, but our need for shared, community-centred spaces to find information and connect with others is unlikely to change any time soon. To survive in the digital age and stay relevant, public libraries need to be flexible and innovative, embracing both the physical and virtual.

In recognition of this need to innovate and change to meet community needs and demands, Gawler Public Library contracted Roger Henshaw Consultancy Services to work with them to review their current service delivery and to develop a new strategic direction. As a result of the research and consultation, two reports have been prepared. Part 1, *Strategic Context and Overview*, sets the background, and includes an environmental scan of the public library sector, and a detailed overview of the current Gawler Public Library. This report details the legislative and professional context within which the library operates, and then examines new and emerging trends in the sector. It includes a review of the current demographics of the Gawler area, detailing the impacts on the library service, and concludes with a brief comparative performance review, benchmarking Gawler Public Library against some of its peers. Part 2, *Library Connect* looks at ways Gawler Public Library can integrate with the greater Gawler Connect project, and how it might deliver its vision for the future, through an innovative new staffing structure and clearly defined goals and objectives.

2. Australian Public Libraries – National Snapshot

Australia's public libraries provide quality information services that support lifelong learning to the Australian community, significantly impacting on the cultural and information industry.¹

- 1,530 public library service points with 1,455 fixed point libraries and 75 mobile libraries
- One public library service point for every 15,000 people
- More than 70% of all public libraries are open more than 30 hours per week
- Over 171 million items were lent to 8.6 million public library members
- Over 112 million customer visits annually, or more than 9 million per month
- Over 39 million items (1.7 items per person) were made available for the use of the community and almost \$129 million was spent on ensuring that these collections remain up to date and relevant (more than 60% of the collections are less than 5 years old)
- One and a half million children (53%) visited a public library²
- Total expenditure on public libraries has increased from \$914 million in 2009-2010 to over \$1.04 billion in 2013-2014, representing an 14.7% increase. Expressed on a per capita basis, funding for public libraries has increased by 9.1% over the same period to \$44.66.
- It is estimated that a net annual benefit of some \$1.97 billion is provided to Australians by public library services³
- Approximately \$3.18 billion of economic stimulus is provided to the Australian economy by public libraries each year, through triggered library user expenditures and the recurrent operating expenditures of public libraries⁴
- 34% of the population visited a library in 2013-14, and public libraries regularly attract frequent repeat visitors. Only cinemas (66%) and botanic gardens (37%) were more popular cultural venues to attend.⁵

¹ *Australian Public Library Statistics 2013 – 2014*

http://www.nsla.org.au/sites/www.nsla.org.au/files/publications/NSLA.Aust-Pub-Lib-Stats-2013-14_1.pdf
[accessed April 2016]

² Australian Bureau of Statistics, Cat. No. 4901.0 *Children's Participation in Cultural and Leisure Activities, Australia, Apr 2012* <http://www.abs.gov.au/ausstats/abs@.nsf/mf/4901.0> [accessed April 2016]

³ ALIA (2013) National Welfare and Economic Contributions of Public Libraries

<https://www.alia.org.au/sites/default/files/Contribution%20of%20Australian%20Public%20Libraries%20Report.pdf>
[accessed April 2016]

⁴ *ibid*

⁵ Australian Bureau of Statistics, Cat. No. 4172.0 *Arts and Culture in Australia: A Statistical Overview, 2014*
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/mf/4172.0> (accessed April 2016)

3. Policy and Strategic Context

Public library services in Australia operate locally within a global context. A number of key documents provide the basis on which public library policy is determined. These are outlined below.

3.1 International

3.1.1 UNESCO Public Library Manifesto

Australia is a longstanding member of UNESCO and a signatory to its *Public Library Manifesto*⁶, which states:

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.

The following key missions, which relate to information, literacy, education and culture should be at the core of every public library services:

- creating and strengthening reading habits in children at an early age;
- supporting both self-conducted education and formal education at all levels;
- providing opportunities for personal creative development;
- stimulating the imagination and creativity of children and young people;
- promoting awareness and appreciation of cultural heritage, the arts, and scientific achievements;
- fostering inter-cultural dialogue and favouring cultural diversity;
- supporting the oral tradition;
- ensuring access for citizens to community information;
- providing adequate information services to local enterprises, associations and groups;
- facilitating the development of information and computer literacy skills;
- supporting, participating and initiating literacy activities and programs for all age groups

3.1.2 IFLA (International Federation of Library Associations) Public Library Service Guidelines⁷

The primary purpose of the public library is to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. They have an important role in the development and maintenance of a democratic society by giving the individual access to a wide and varied range of knowledge, ideas and opinions.

⁶ <http://www.unesco.org/webworld/libraries/manifestos/libraman.html> [accessed April 2016]

⁷ *IFLA Public Library Service Guidelines*

<http://www.degruyter.com/view/product/43971> [accessed April 2016]

3.2 National

3.2.1 ALIA Public Libraries Summit 2009⁸

The Summit looked at how public libraries contribute to a wide variety of government agendas, including health, economic prosperity, digital citizenship, social inclusion, lifelong learning, literacy, stronger communities, wellbeing, supporting families, multiculturalism and the environment. Several clear themes emerged:

- Children, early reading and a literate Australia
- Encouraging the digital economy and digital citizenship
- Social inclusion and community partnerships — safety, fairness and participation
- Health and ageing

Several key submissions proposed a strategic framework for Australia's public libraries.

- *Creating the future: the strategic direction and sustainability of Australia's public library system.* A submission by Public Libraries NSW - Metropolitan Association (PLM)
- *Towards a policy framework for the Australia public library system.* A submission by Friends of Libraries Australia (FOLA)
- *Creating a national public library service delivery model.* A submission by Public Libraries Australia (PLA)

3.3 State

The South Australian public library network operates within The Libraries Act (1982) and a Memorandum of Agreement (MOA) between the Minister for The Arts and the President of the Local Government Association (LGA) for funding public library and community information services 2011- 2021.

South Australia's 142 public libraries are operated or supported by 68 Local Government Authorities, with several libraries operating without council support in unincorporated lands in remote SA.

3.3.1 South Australia's Strategic Plan

South Australia's Strategic Plan was updated in 2011 based on widespread community and industry consultation and collaboration. There are a number of targets within the plan, arranged under six objectives:

1. Growing prosperity
2. Improving wellbeing
3. Attaining sustainability
4. Fostering creativity and innovation
5. Building communities

⁸ ALIA Public Library Summit (2009)

<https://www.alia.org.au/sites/default/files/Public%20Libraries%20Summit%202009%20summary.pdf> [accessed April 2016] Note: there are some broken 'links' here to submissions. Contact ALIA.

6. Expanding opportunity

Within this context, seven strategic priorities have been developed to help focus the government's efforts. The priorities are:

- Creating a vibrant city
- Safe communities, healthy neighbourhoods
- An affordable place to live
- Every chance for every child
- Growing advanced manufacturing
- Realising the benefits of the mining boom for all
- Premium food and wine from our clean environment

South Australia's Strategic Plan and the seven strategic priorities are reflected in the strategic agenda of the State Library of South Australia and Public Library Services. Specific public libraries' outcomes are:

- Equitable access to public library collections and services for all South Australians
- Access to the information economy and free public access to the Internet through public libraries
- Public libraries as centres to facilitate lifelong learning for all South Australians
- Access to public library services across Council boundaries

3.3.2 The Libraries Act (1982)⁹

The objectives to be sought in the administration of this Act are as follows:

1. To achieve and maintain a co-ordinated system of libraries and library services that adequately meets the needs of the whole community;
2. To promote and facilitate the establishment and maintenance of libraries and library services by councils and other appropriate bodies;
3. To promote a co-operative approach to the provision of library services;
4. To ensure that the community has available to it adequate research and information services providing access to library materials and information stored in libraries and other institutions both within and outside the State.

3.3.3 Libraries Regulations (2013)¹⁰

Libraries Regulations (2013) are the controlling rules for the conduct of public library services in South Australia, including behaviour of persons on library premises, use of library materials and computers and parking. The Regulations also detail the penalties for breaches.

⁹ <http://www.legislation.sa.gov.au/LZ/C/A/LIBRARIES%20ACT%201982/CURRENT/1982.70.UN.PDF> [accessed April 2016]

¹⁰ <http://www.legislation.sa.gov.au/LZ/C/R/Libraries%20Regulations%202013.aspx> [accessed April 2016]

3.3.4 The Libraries Board of South Australia

The Libraries Act (1982)¹¹ confers on the Libraries Board specific objectives, membership requirements, powers and obligations towards public libraries including:

- a) to establish and maintain such other public libraries and public library services as may best conduce to the public interest; and
- b) to promote, encourage and assist in the establishment, operation and expansion of public libraries and public library services by councils and others; and
- c) to make recommendations to the Minister on the allocation of funds that are available for the purposes of public libraries and public library services; and
- d) to initiate and monitor research and experimental projects in relation to public libraries and public library services; and
- e) to keep library services provided in the State under continuing evaluation and review

The Libraries Board provides operating subsidies and library materials grants to all libraries. These grants ensure that all libraries provide a range of services at no cost, and purchase a variety of new library materials every year.

3.3.5 The Memorandum Of Agreement¹²

The Memorandum of Agreement (MOA) between the Minister Assisting the Premier in the Arts and the President of the Local Government Association regarding funding for public libraries from 2011-12 to 2020-21 provides the framework within which both parties contribute to ensuring that all South Australians have access to modern, free public library services. Membership of libraries, borrowing of library materials, access to the Internet and many other services are provided at no direct cost to the user.

3.3.6 Public Library Services (PLS)

Public Library Services (PLS), a business unit of The Libraries Board, provides centralised e-procurement and contract management, outsourced cataloguing of all items purchased, free Internet and wireless access and a number of state wide collections and services.

In May 2012, PLS commenced the implementation of a One Card system that sees all libraries in the State utilising a shared Library Management System. The project was completed in late 2014. Outcomes of this project are that all library customers will have one card that can be used at any library; and they can reserve any item from any library to be delivered to their own local library.

All public library services have now joined the One Card system, and South Australians have embraced the new, shared environment, demonstrating the continued value they ascribe to learning, literacy and the place of libraries in the community.

Public Library Services (PLS) continued to progress strategic directions that aim to improve accessibility to resources from public libraries across South Australia.

¹¹ op cit

¹² <https://www.lga.sa.gov.au/webdata/resources/files/LGA-70843 - Library Funding Agreement 2011-2021.pdf> [accessed April 2016]

Strategy 1: To provide collaborative leadership for the State's Public Library Network

Actions include:

1. The Memorandum of Agreement
2. Every Chance for Every Child

In response to the SA Government's Every Chance for Every Child strategic priority, PLS:

- Continued to partner with the Little Big Book Club in the delivery of a state wide early literacy program
 - Adopted the State Library of Queensland's *Dads Read* campaign with media support from Channel 7 Adelaide. *Dads Read* is a campaign targeting South Australian fathers to deliver the message that reading to their children in early childhood is essential for child development in language, literacy and school readiness. The *Dads Read* campaign complements successful programs such as the Premier's Reading Challenge, Summer Reading Program, Children's Book Week, and The Little Big Book Club, and provides an opportunity for collaboration across government and likeminded agencies.
3. Radio Frequency Identification (RFID) Strategy
Research into the uptake of RFID in South Australian public libraries identified that by the end of 2014 almost 50% of all items held across the state will belong to a library that uses RFID technology. PLS is working to increase the uptake of RFID technology in libraries, with the aim of having RFID universally in place by mid-2016.
 4. Digital content solution
The introduction and rapid growth of audio and eBooks through a consortium subscription to OverDrive has meant that more library materials are now being delivered to customers via digital download to their PC, digital devices or mobile phones.
 5. National Year of Reading
The 2012 National Year of Reading was a national collaborative project that linked public libraries, government, community groups, media and commercial partners and the public with the aim of helping Australians increase their reading confidence, literacy, IT literacy, vocabulary and general knowledge. Following on from the success of the campaign, the founder partners decided to carry forward the Love2read and The Reading Hour brands into the future, making the most of the momentum that had been created during the National Year of Reading.

Strategy 2: To achieve and maintain a coordinated and cooperative system of libraries and library services that adequately meets the needs of the whole community

1. State-wide Library Management System
2. Community Languages
During 2013-14, network library staff engaged in the preparation and adoption of a Community Language Strategic Plan for South Australian libraries. The final document was delivered in March 2014 and provides an action plan to achieve a coordinated and co-operative system of library services that meets the needs of South Australia's culturally and linguistically diverse (CALD) communities.

Strategy 3: To maximise the benefits derived from state government resources applied to public libraries, demonstrating value and effectiveness

1. Market and promote library network effectiveness
2. Comply with SA Government mandated requirements

Strategy 4: To establish an energetic and positive organisational culture that develops corporate and individual capabilities

In 2013-14, PLS continued to encourage staff to participate in professional associations and forums, and to pursue opportunities for personal development.

3.4 Local

The library is well positioned to be the public face of Council; and will strive to reflect its corporate values and strategic priorities. The following is an outline of Gawler Library's strategic alignment with Council's principle planning documents.

The Town of Gawler Library supports the key strategic directions, outcomes and strategies contained in these plans, in all aspects of its operations. The Library is:

- a trusted, safe and democratic space;
- a place to learn and connect; and
- a place to engage in creative and cultural activities

3.4.1 Gawler Community Plan 2014-2024¹³

Vision for Gawler

A liveable, cohesive, active, innovative and sustainable community

There are five key themes underpinning the Plan:

1. A uniquely identifiable township
2. Sustainable growth management
3. A healthy active safe, engaged community
4. To respect and nurture the environment
5. A strong vibrant community

The Library is uniquely positioned to help Council meet the strategic objectives contained within the Plan, in particular:

1.2 Build a local community that is proud of Gawler

- *The Library is one of the most visible and appreciated of Council's services*
- *The Library is an essential community hub – welcoming and inclusive – offering a wide range of information, activities and events*
- *The Library is a valued and recognisable 'main street' asset*

¹³ http://www.gawler.sa.gov.au/webdata/miniSites/Gawler_Community_Plan/index.htm [accessed April 2016]

1.3 Protect and promote Gawler's unique history

- *The Library can store and preserve a record of significant local events*
- *The Library collects, stores and promotes local heritage resources and also encourages the community to explore its own culture and creativity*

1.4 Create a vibrant and active, event filled council area

1.5 Value the role the arts play in promoting community spirit and pride

2.6 Local economic activity to create local job opportunities and generate increased local wealth

- *Many people base their decision to move to an area on the availability of good facilities, including libraries*
- *The Library can offer traineeships and student work placements; and provide a venue for showcasing young people's talents*
- *Library staff offer excellent customer service and are responsive to the community's needs*

3.3 Provision of sufficient structured and informal recreation facilities

- *The Library is ideally positioned to provide an excellent information service to the community*
- *The Library provides dedicated PCs that can be used to access Council information and services*
- *The Library is a recognised and respected venue for lifelong learning – 'the street corner university'*
- *The Library provides opportunities for community training in technology and knowledge management*
- *The Library's programs facilitate social connections*
- *The Library offers a Home Library Service for aged and housebound customers, and could partner with other health support services*
- *The Library is a source of inspiration and information for all residents*
- *The Library makes a major contribution to a child's path to reading – we are all 'born to read'*

3.5 Recognise, respect, support and advocate on behalf of volunteers

- *The Library partners with community organisations*
- *The Library offers a range of volunteering opportunities for all ages*

5.1 Support and encourage community teamwork

5.2 Be recognised as a best practice local government organisation

5.3 Deliver ongoing, effective and efficient services

5.4 Create and support community partnerships

- *The Library can partner with Council and existing tourism / visitor centres to support local festivals and events, by providing venues, promotion and resources such as staff and local information*
- *Opportunities exist to create mobile apps (e.g. local history walk), upload photos and information on Pinterest or Flickr, and increase social media presence (e.g. Facebook or Twitter)*
- *The Library is an ideal venue for consultation, with a significant percentage of the population already Library users*
- *The Library is a neutral and democratic space*
- *The Library engages in regular consultation with its users*
- *Library staff are skilled in the use and promotion of new technology, and social media tools*
- *The Library can provide leadership in Council's cultural programs*

3.4.2 Town of Gawler Strategic Directions Report 2013-2017¹⁴

The Library is ideally placed to ensure Council delivers on a number of the key strategic outcomes in this report, including:

- Identify, protect and enhance the character of established areas of heritage significance
- Promote opportunities to foster and develop tourism through the Council area
- Promote recreational opportunities
- Promote and protect community heritage assets
- Identify major infrastructure requirements

3.5 Policies and Guidelines

Internal library and Council policies reflect current practice, and provide guidelines and information for staff and customers. There needs to be a schedule of review for all such documents to ensure they remain timely and relevant.

3.5.1 Current Gawler Library Policies, Guidelines and Procedures

The Gawler Library Policy states Council's position in the provision of library services to the community. The existence of this policy will assist to identify the Town of Gawler's role in delivering high quality and equitable community services through the provision of effective access to library services. Related policies and guidelines include:

- Gawler Public Library - Collection Management Policy
- Gawler Public Library - Conditions of Membership
- Gawler Public Library - Conditions of Use
- Gawler Public Library - Regulations and Rules for Online Resources and Services

It is recommended that Gawler Library develop and maintain a comprehensive suite of policies and procedures. Well-written policies and procedures should:

¹⁴ <http://www.gawler.sa.gov.au/webdata/resources/files/Strategic%20Directions%20Report%202013%20-%202017%20-%20Endorsed%20by%20Council%2022%20October%202013.pdf> [accessed April 2016]

- be consistent with the values of Council and workplace legislation;
- demonstrate that the library is being operated in an efficient and businesslike manner;
- ensure uniformity and consistency in decision-making and operational procedures;
- save time when new issues can be handled quickly through existing policies;
- foster stability and continuity;
- maintain the direction of the library even during periods of change;
- provide the framework for business planning;
- assist in assessing performance and establishing accountability, and
- clarify functions and responsibilities.

The One Card system has meant that Public Library Services now develop and update several policies and procedures that directly relate to the Library Management System. This ensures consistency of services and standards for customers at each public library they visit.

The following are examples of policies and procedures documented by other public libraries throughout Australia.

- | | |
|---------------------------------|------------------------------------|
| • Book Clubs Policy | • Lending Policy |
| • Children’s Policy | • Library Use Policy |
| • Collection Development Policy | • Membership Policy |
| • Community Bus Policy | • Opening Hours Policy |
| • Community Noticeboard Policy | • Privacy Statement |
| • Customer Exclusion Policy | • Procurement Policy |
| • Customer Service Charter | • Public Access Library PCs Policy |
| • Document Delivery Policy | • Reciprocal Membership Policy |
| • Fees and Charges | • Social Media Policy |
| • Hire of Facilities Policy | • Visitor Policy |
| • Internet and PC Access Policy | • Volunteers Policy |
| • Internet Usage Policy | • Work Experience Policy |

Attachment 1 lists some examples of the above public library policies available online.

4. Emerging Trends and Challenges

4.1 Background

How do we define a public library in the 21st century? One thing is clear, public libraries should no longer be considered, or defined as, lending and reference centres. It has been convenient for some, in the context of the advances made in technology and online access to information, to pigeonhole libraries as no longer relevant or as mere repositories for books. This context has placed public libraries in a position of defensiveness, with many battles being fought over their ongoing relevance and value to the community and access to resources. A contemporary public library provides a large number of services, programs and activities via a network of well-designed service points in a context of exponential technological growth, social change and shrinking budgets. This is the desired future for the Gawler Public Library.

The impact of these trends on Gawler Public Library is considered in more detail in Part 2 of this report: *Library Connect*.

4.2 Visitation and Lending

While visits to public libraries nationally are stable and not in decline, libraries are experiencing a general reduction in demand for some physical collections, especially non-fiction materials and reference materials. Over the past five years the number of loans (Australia-wide) has declined (-13.4%), with only the ACT reporting an increase, and with South Australia consistently reporting the highest per capita loans (9.52) during the period.¹⁵ The reasons for decreases in lending are many, and arguably have little to do with the advent of eBooks, as many public libraries are already lending material in this format. Rather, these decreases may be related to these three factors:

- the amount of time people have available to read
- a higher emphasis on collection development by libraries, which means people are finding what they want to read more often, thus are not over-inflating loan figures by borrowing large numbers of books in order to find one or two they want to read;
- the poor levels of functional literacy evident across Australia.

In this context, the public library, as a lending institution, could be greatly concerned at the downward or fluctuating trend in loans. However, while books and reading will always be a core library service, more and more programs and events are taking place in libraries; and users are demanding longer opening hours so that those with work and family commitments are also able to participate in these community activities.

Modern public libraries are so much more than lending institutions. They are learning and study venues; they provide programs, events and activities that support both the informational and recreational needs of their communities; they are at the forefront of providing equitable access to technology and the Internet; and they are considered safe, neutral and democratic spaces.

¹⁵ *National & State Libraries Australasia (NSLA) Australian Public Libraries Statistical Report 2012-2013* (2014) http://www.nsla.org.au/sites/www.nsla.org.au/files/publications/NSLA.Aust-Pub-Lib-Stats-2013-14_1.pdf [accessed April 2016]

4.3 What's New

The diagram below shows the emerging trends and challenges that are impacting, or will impact, on libraries and that are influencing ongoing planning.



Figure 1 - Emerging Public Library Trends / Challenges

The above trends are detailed under the following strategic headings:

1. Service Delivery
2. Infrastructure
3. Community Development / Programming
4. Digital Technology
5. Collections
6. Partnerships / Networks
7. Resourcing
8. Professional
9. Economic

4.3.1 Service Delivery

The contemporary public library service requires flexibility, agility, and adaptability. It needs to engage more meaningfully with its users and community; and reflect both the needs of its users and the expectations of the community it serves. This new model of service delivery requires public libraries to focus more on their internal effectiveness and efficiencies, to have a stronger policy base, to plan strategically, to meet professional standards and guidelines, to keep abreast of innovations, to form collaborative partnerships, and to consult widely with users and potential users. It involves public libraries developing systems and processes that allow for delivery of services beyond the physical boundaries of the branch i.e. via online delivery, and through outreach services and programs.

4.3.2 Infrastructure

Size and Focus

Growth in usage of libraries, general recognition of the library as an important community focal point, hub or *community living room*, and the establishment of public library building standards and guidelines have led to an overall increase in the size, and design of public library buildings throughout Australia.

The growth in library spaces and capital investment by Councils, and via state government grant funding recognises the positioning and strength of the public library as a community venue, with a diverse but compatible range of uses and services.

*People Places: a guide for public library buildings in NSW*¹⁶ contains practical advice and tools to assist in the planning of public library buildings to meet the needs of its community; and identifies the following key trends for consideration when designing or redesigning a library:

- Cultural and community hubs
- Both functional and multi-purpose (adaptable / flexible spaces)
- Enable access to the latest technologies
- Places of lifelong learning

Shared Services and Building Development / Location Models

It is becoming more common to find libraries co-located with other services. While this may be an economy of scale for Councils it also provides, or potentially provides, the opportunity for libraries to partner with other services. For example, public libraries have been co-located with community centres, youth centres, aged care facilities, museums and galleries etc. Public libraries have also been used for the delivery of Council Customer Services e.g. as one stop shops. The trend of co-located services is a positive one for the community, offering both convenience and a reduction in overall running costs.

Another common trend has been to locate commercial services such as cafes and bookshops within or attached to a library. This model provides an additional service to library users, and creates a revenue stream via leasing arrangements.

¹⁶ *People Places: a guide for public library buildings in NSW* - an important planning tool for New South Wales public libraries. http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf [Accessed April 2016]

Other examples include commercial location (close to or within a major shopping complex) and real estate sales (apartments located in the library building) to offset the cost of a new library, for example The Hills Library Service (NSW).

Flexibility

A trend emerging across public libraries, particularly those that are new or have recently been redesigned, refurbished, or rebuilt is flexible design. For example, a contemporary public library should include moveable display modules, shelving and furniture. It should also have flexible meeting room spaces e.g. moveable walls or partitions to open up meeting space, or reconfigure to particular need. Multifunctional areas that can be isolated from the library are also useful, extending the after hours' access and use of the facility.

4.3.3 Community Development / Programming

Public libraries are playing an active role in community development and capacity building, based on the widely held view that they are informal, non-threatening, non-judgmental, neutral, democratic, safe and supportive places.

The delivery of targeted programming, events and activities is a major area of growth across the Australian public library network. Programs are traditionally delivered in four major areas:

- Adults
- Children
- Literacy
- Digital literacy

The broad areas of focus, typically, are learning and capacity building; shared or Interactive programs; and recreation. The growth in the area of lifelong learning in particular has seen libraries move from a passive role as a trusted and neutral place for self education, to a more defined, facilitated, and outcomes-based role i.e. hosting, facilitating or running learning programs and activities for specific purposes. In this they contribute to community capacity building, social inclusion and lifelong learning.

4.3.4 Digital Technology

e-materials

The transformation of the media market and the emergence of eBooks are causing great changes to library models worldwide. The answers libraries find to the challenges emerging, and the positions and models developed moving forward will be crucial to their future.

Over hundreds of years libraries decided what books to buy and use for public lending in accordance with their collection development policies or plans. In the world of eBooks, libraries no longer have such a right. It is a significant - and in the view of libraries unacceptable - change that today the acquisition policies of libraries may be decided by publishers and not by libraries themselves. Library Associations both nationally and internationally have taken up the challenge is to find solutions to this

problem, with the hope of coming up with a solution or model that protects both libraries and importantly e-access by library users.¹⁷

The rapid growth of ePublishing and the availability of eBooks could see eBook sales sharing the market 50/50 with hard copy sales within the next 10 years.¹⁸ While there is no way to accurately predict the ratio, it is safe to say that eBooks are growing in popularity, and are here to stay.

Many public libraries throughout the world and Australia have started lending e-materials (predominantly eBooks, with some eAudio). Most of the e-content purchased or subscribed to in Australia is delivered through content aggregators such as *Overdrive* or *Bolinda* – this is done to handle the plethora of lending and licensing conditions placed on these items by publishers. This new format brings with it the need for both library staff and customers to be trained in the use of eReaders, the software and device requirements and steps needed to borrow material. As with other technological innovations used by libraries, staff now require a new suite of troubleshooting skills.

Impact on the library:

- Libraries will need to ensure access to e-material to meet the reading needs of their community i.e. the popularity of a format may change, but the demand for access to reading materials still remains.
- This additional format places pressure on the library's resourcing budget, as it still needs to maintain its traditional and popular hard copy collections
- Borrowers may prefer to access material online (remotely) rather than in-person (which may impact on physical visitation numbers over time) and this will impact how the library records usage and visitation.
- Traditional book distribution channels are changing, making it more difficult for libraries to develop collections of sufficient breadth and depth i.e. traditionally libraries have developed collections that expose their readers to a broad range of authors and topics, not just popular materials.

From an access and equity viewpoint, the rise of e-materials presents a challenge to both public libraries and readers generally, as it requires the purchase or hire of a reading device and access to a computer. Public libraries have tried to tackle this issue in a variety of ways, for example by purchasing and lending eReaders or tablet devices, sometimes already preloaded with titles, for instance, large print or audio items for home library clients or with Book Club titles. Other libraries are reliant on the borrower having access to their own devices. When compared with the printed book, these new formats are potentially more expensive for both the public library and the borrower.

Digital Information

The rapid uptake of mobile and smart devices; and the way people like to access information and entertainment, and interact with each other, with business, at work, and with government will all have an impact on the design and delivery of public library services.

¹⁷ E-books in libraries: A global question of survival <http://www.infodocket.com/2013/03/20/presentations-from-e-books-in-libraries-a-global-question-of-survival-seminar-now-online/> (accessed April 2016)

¹⁸ Pesche, Mark (Digital Consultant): ABC TV 7.30 report 18 March 2010

The exponential growth in digitisation, the production of digital information, and digital publishing has in many ways made the role of the public library more important than ever. The public library's recognised and core role of providing free access to reputable information (content) is being impacted in many ways including:

- The commercial aggregation of digital products, and the ensuing copyright and varying usage models associated with aggregation e.g. ownership versus subscription, or limited usage / lending
- Search engine optimisation (SEO) by commercial entities to drive their data / products to the top of search lists e.g. Google
- Growth in 'big data' and the library's ability to locate, reference and or catalogue accredited data to meet the needs of users
- Access technologies i.e. the growth in smart technologies / devices, and commercially driven access applications and information sources
- Growth in need to access resources and information electronically (internally and externally), while still maintaining access to more traditional hard copy resources
- Convergent interfaces and access models i.e. Internet, search and social networking, and messaging
- A move from being information providers to being content developers
- Changing expectations of users / community on how they can access information
- Expectation that library staff are skilled (and willing) to assist
- The growth in information available via the Internet has increased the adeptness of the community in accessing information, which has and will continue to impact on how public libraries provide and market information resources and content
- Libraries will need to focus on the easy and intuitive provision and development of tailored and reputable content, rather than merely being an access point for information i.e. as per the traditional reference service model.

Wireless Access

The growth in public library Wi-Fi hotspots has emerged as an important customer service trend, in that it supports users on their own devices, and brings people into the library where they can access other complementary services. This service has the potential to free up time on the more traditional hardwired public access terminals, and reduces the demand for additional terminals. Libraries will have to monitor the quality of their Wi-Fi service to ensure the provision of a competitive service, and explore ways of using this service for marketing purposes e.g. pop up advertising; Wi-Fi page useful links etc. There is also a growing demand from users for access to wireless printing when using their own devices in libraries.

The creation of a Wi-Fi 'cold spot'¹⁹ has recently been put forward as alternative to Wi-Fi i.e. a specially prepared space that is shielded from wireless connection (a wireless free oasis for those who wish to escape ubiquitous smart devices). This type of thinking builds on the public library's innate role as a neutral and relaxing space.

¹⁹ Brady, Ben *WiFi Coldspot* [Library Test Kitchen]: <http://www.fastcoexist.com/1680506/the-wi-fi-cold-spot-shields-you-from-the-pressures-of-modern-technology> [accessed April 2016]

Public Access Technology

Libraries need to offer their customers technology access that is up to date i.e. there is a strong expectation that users are able to access up to date operating systems, software, connectivity, social media and browsers. If this does not occur, users may experience issues with software or browser incompatibility.

Impact on the library:

- Cost to maintain public access terminals to a contemporary standard.
- Varying operating systems i.e. between public and staff machines, will impact on staff skill development and ability to troubleshoot.

Establishment of the National Broadband Network (NBN)

The NBN is an Australian Federal Government initiative aimed at building Australia a new communications network, to give personal, business and government users access to fast broadband (fast download, and importantly, faster upload speeds). This has been done to ensure Australia can compete internationally and to enable the development of services that will support Australians into the future.

Impact on the library:

- Variable access to the NBN will impact on consistency of online service delivery across the branch network. The NBN may not be rolled out across the LGA evenly, which may leave some areas better serviced than others, at least in the short to medium terms.
- High download and upload speeds will allow public libraries to provide a higher standard of public access, and allow the development of additional and value-added services, for example teleconferencing, live streaming or video and podcasts of events and programs, development of service applications that take advantage of the NBN's speed; and the opportunity to evaluate and utilise the many new products that will be developed for the new Internet platform. The NBN will be an enabler of entrepreneurial activity and services.
- Higher costs of Internet provision via the NBN (at least in the short term) that may impact on the level of download occurring over the network i.e. download allowances for customers.
- Potential need for computer hardware upgrade (cost to do so).
- Increased ability for the community to conduct business online due to speed of the network and the ability to transfer and receive large amounts of data at a higher speed. This also provides an opportunity for libraries to explore positioning themselves as 'public office' points i.e. a secure place for people to conduct business online.

Technology Petting Zoo Program (also known as Gizmo Garages)

Building on the public library role of informing and creating learning opportunities, the advent of these programs has allowed library customers and other interested people the opportunity to handle and discover a wide range of devices such as eReaders, tablets, smart phones etc. in a non-sales environment, assisted by skilled library staff. This can be done by the library purchasing the devices itself, or in partnership with local commercial providers.

Impact on the library:

- Costs associated with purchase of devices and training of staff.
- Governance issues associated with technology partnerships.
- Updating of staff position descriptions to include a technology component.

Web Design

An emerging trend that is on the rise for Councils and their public libraries is the advent of mobile websites, smart apps, and e-news communications, developed for reading on mobile devices e.g. smart phones or tablets. There is an increasing public expectation of being able to access Council services (including library services, catalogue etc.) via mobile websites or targeted apps will increase, and accordingly work on this needs to occur soon. This trend offers Councils and their libraries an opportunity to rethink the way information is presented and accessed – the mobile world expects quick and intuitive access to information, services and interactive communication.

Gawler library users have access to BookMyne via the SirsiDynix library management system. BookMyne allows library members to search the catalogue, place holds, view their accounts, view digital bookshelves, and download electronic resources through their iOS or Android devices.

Impact on the library:

- Cost and time to redesign the website – would need to be done in tandem with Council's website but could operate as a standalone mobile site / access point.
- Costs and expertise associated with app development and maintenance
- Costs associated with content design for delivery via mobile web and apps

Community / User Expectation

The rapid escalation in take-up of emerging technologies such as smart phones and tablets and the millions of smart applications, and mobile websites available is changing the world's expectation of how services are delivered, and how people can interact / engage with each other, business and government. From a public library perspective this offers the opportunity to explore more self-serve options, and also gives the user an opportunity to create and interact with their own personal data. The library's online library management system and website already offers a level of self-service and personal interaction with the library, but will need to focus more on meeting user expectation in this regard now and into the future.

4.3.5 Collections

Our public library buildings are getting bigger, despite the fact that physical collections are not experiencing any real growth and in some cases are decreasing (particularly non-fiction), due to the move to digital or Internet based information retrieval and resources.

It is worth noting the following trends and challenges around public library collections:²⁰

- The growing need to more carefully manage and monitor the composition of collections. Due to technological changes and the digital publication of material, the physical versus digital composition of collections will change; this will also impact on investments in collections, and as stated above changes to ownership and usage models.
- Development of targeted and in-demand collections. Library users will expect the latest format.
- More emphasis on collection display and arrangement e.g. face-out bookshop type display and thematic displays; and more attractive shelving.
- Reference resources increasingly being incorporated into non-fiction lending collections.
- Greater attention to creation of living room/ reading / study spaces by furniture and shelving placement (genre and/or subject based).
- Increase in recreational collections.
- More frequent 'weeding' to keep collections vibrant and relevant.
- Unique collections which tell the story of our community – local history, indigenous etc.
- Less reference material and more 'how to....' resources.
- Books may become 'retro-cool' and more in demand by youth.
- Lowering procurement costs via collaborative purchasing arrangements and outsourcing.
- Need for an equitable approach to the delivery and development of multicultural collections.

However, public libraries are now clearly moving into a very challenging period due to fundamental changes in the publishing sector brought on by e-publishing, and the move of aggregators such as Amazon to heavily control and regulate the digital market place. From a public library viewpoint, this is creating publishing silos, which are much harder to navigate for collection development purposes than the more traditional hardcopy publishing models.

Collectively, Australian public libraries spend close to \$1 billion dollars annually on library materials. It will be some time before there is a clear picture of how the digital publishing trend will affect libraries, especially in the areas of digital ownership, lending and access.

An emerging trend to watch is the public library as e-publisher and/or aggregator of local and independent e-publications, perhaps in partnership with independent publishers or groups²¹, for example local and family history societies. Public libraries will also need to consider how they can then collectively aggregate their e-published materials, rather than operating in local silos.

Hard copy materials are still in strong demand, with the emerging eBook trend adding yet another reading format to those already available through the public library. The market will essentially drive the hardcopy to e-copy ratio in the future, and this will eventually filter through to how public libraries develop and operate their collections. Public libraries will still have an obligation to balance the needs of all users i.e. to create equitable access to collections.

²⁰ Tomorrow's Library (2012) <http://www.dtpli.vic.gov.au/local-government/public-libraries/tomorrows-library-stage-1-and-2> [accessed April 2016]

²¹ For example, Douglas County Library (USA) <http://douglascountylibraries.org/content/ebooks-and-DCL> [accessed April 2016]

Impact on the library:

- Greater attention will be required to digital rights management.
- E-collection development costs.
- Reduction in collection insurance and depreciation costs i.e. due to increase in digital materials.
- Opportunity to participate in consortia purchasing arrangements.
- Opportunity to explore e-publishing and other publishing partnerships.
- Reduction in need for traditional inter-library lending due to growth in e-materials.

4.3.6 Partnerships

Public libraries need to consider developing project and program based partnerships and sponsorships, including the development of Return on Investment business cases for potential partners and sponsors. The trend emerging in this regard is for public libraries to take a much more planned and formal approach to attaining and maintaining partnerships and sponsorships. These partnerships can be internal i.e. with other sections of Council, or external e.g. with the public library network, business, government, NGOs, local community groups etc. While it has been common in the past for libraries to achieve small ad hoc sponsorships for various activities, it is clear that in a climate of tight budgets and competing local government priorities, libraries need to focus on developing key partnerships.

Beneficial partnership models already exist that can inform the thinking and planning of Gawler Library, for example:

- Hume Libraries in Melbourne are involved in a strategic partnership with other organisations such as learning centres, local business, education institutions and employment agencies. Called the *Hume Global Learning Village*, the network combines the collective resources of the 700+ membership of individuals and organisations to improve learning opportunities for the local community.²²
- Sydney's Northern Beaches *Inside Break* (HSC Resources website) is an innovative service originally available to secondary schools in Sydney's northern beaches region, and is a cooperative venture between Manly, Pittwater and Warringah library services with a collective population of 250,000 people.²³ Note: As of 2016 *Inside Break* has now expanded to all NSW public libraries.
- The University of Western Sydney, in partnership with a number of large western Sydney Councils including Bankstown, Parramatta, Fairfield, Camden and Campbelltown, has a partnership with Tutoring Australasia which provides financial support to assist with the delivery of its online homework help service *Your Tutor*, which is available to local primary and secondary school students through public libraries.²⁴
- Ten Minutes a Day²⁵ Baby Book Time is a literacy program designed for parents and their babies, two years and under. The program is designed to give parents an opportunity to share and experience the love of reading with their baby, and gives parents practical

²² www.humelibraries.vic.gov.au/hume_global_learning_village [accessed April 2016]

²³ <http://www.insidebreak.org.au/> [accessed April 2016]

²⁴ http://www.uws.edu.au/__data/assets/pdf_file/0008/189485/SEN1452_YourTutor_6_HR.pdf [accessed April 2016]

²⁵ <http://www.tenminutesaday.com.au/npcf.html> (accessed June 2015)

ideas on using stories, rhymes, songs and music to help babies develop early literacy skills. The program is sponsored by the Newcastle Permanent Building Society in the Hunter region of NSW.

It is important to also consider practical community partnerships through strategic connection with selected community organisations and groups, and through the development of a Library Friends' or Champions' strategy. Friends of Library groups are common across the public library network, providing varying degrees of practical benefit to libraries. Less successful groups are often due to poor scoping, and a lack of clear policy and focused management. The potential for a successful partnership with the community via a Friends group does have great potential if handled correctly and responsibly.

In future the Library may wish to undertake stakeholder consultations to obtain a broader view of the issues and needs of various community groups and schools and TAFE (libraries, teachers and students) to better inform those groups of the Library's services etc.; and to develop mutually beneficial partnerships and collaborations.

Opportunities for the library:

- Partnerships with the local education sector (in line with focus on lifelong learning).
- Selected project / program based partnerships.
- Development of a partnership / sponsorship prospectus.
- Development of a Friends' group.

4.3.7 Resourcing

Operational Funding

The focus on library resourcing cannot truly be considered an emerging trend, as libraries have always been under pressure to do more with less, despite being one of local government's most used and most loved services. There is however, an emerging trend around developing more sustainable resourcing models for public libraries i.e. beyond access to rates, loans, Development Contributions Plans and grant funding. The additional pressures on funding levels brought on by years of cost shifting to local government by State government has added to this issue and continues to be a lobbying point for local government associations and public library associations. Currently, the shared cost of public libraries in South Australia is approximately 75% local government and 25% state government (through Public Library Services subsidies and programs).

Public libraries, including Gawler Public Library, will need to focus more attention on how services are resourced in the future. Beyond beneficial partnerships, the library and Council may also need to consider how to generate service income that can at least partially offset some operational costs.

Income Models

A stronger focus on public library resourcing and income has emerged over the last decade. This is due in part to growth in library services, and shrinking state government funding (in real terms). The following provides an overview of possible income streams for libraries.

Income and Expenditure – this model is cost neutral to Councils i.e. expenditure mirrors income. This is usually a service-based initiative, for example fees for training programs and meeting room hire incomes offset expenditure in nominated areas.

Community Levy – best for capital projects such as the building of a new library, for example Gosford City Council (NSW) places a levy on all residential rate notices for the building of a new Central Library. A community levy can be in addition to funds collected via Development Contributions Plans.

Joint Agreements - some Councils and public libraries have regional or consortia agreements with other adjoining Councils regarding shared costs of public library services, for example the SWIFT shared Library Management System (VIC); or on a larger scale as evidenced by regional libraries (e.g. Riverina Regional Library, NSW, provides library services to approximately 137,700 constituents of 13 local government areas).

Fee Structures - the focus of library fees has generally been around overdue material, lost material, photocopying and printing, and the reservation of materials. The staff time and costs involved in collecting this type of fee are, in most cases, higher than the revenue raised. Libraries need to put more focus on value-added income initiatives, for example room hire, leased space in new or existing library developments, programs and events.

Deductible Gift Register (DGR) Status – a growing number of public libraries have obtained DGR status through application to the Australian Tax Office. This status allows tax deduction for financial gifts and donations to the library. To date public libraries have yet to obtain any serious income from this status. DGR status however would attract greater levels of sponsorship, and be an added attractant for potential business partners. It is worth noting that many philanthropic grant programs are only available to organisations with DGR status.

4.3.8 Professional

When reviewing and considering emerging trends in the public library sector it is useful to consider the work being done by librarians and their professional associations in creating useful and meaningful standards and guidelines for the operation and performance measurement of public library services.

Evidence Based Standards And Guidelines

Public libraries are under constant scrutiny and review (by their governing bodies and/or by the profession), with a particular emphasis on streamlining services, modernising service delivery models and reducing costs. The library profession has a long history of collecting statistical data on library operations, for example loans, visitation and per capita expenditure – mostly for local and state reporting purposes. In more recent times however the profession (through its associations and with support of State Libraries) has collaborated to produce evidence-based standards and guidelines to provide a clearer picture of a given library's performance and how it compares at a state and national level. It also provides goals for attainment (to enhanced or exemplary service delivery levels), and best practice standards that are intended as suggestions for the operational improvement of library performance. These standards also underpin the equitable access of public library services and programs.

The two documents referenced here are:

- *Living Learning Libraries: standards and guidelines for NSW public libraries*²⁶
- *Beyond a Quality Service: strengthening the social fabric. Standards and guidelines for Australian Public Libraries*²⁷

4.3.9 Economic

With the multi-million-dollar investment in Australian public libraries and growing pressure on local and state government budgets, efforts have been made over the last five years to quantify the return on investment achieved by public libraries.

With libraries involved in many activities which positively influence communities in a number of ways, quantifying all the impacts of libraries on their communities can be difficult. Nevertheless, international and Australian studies have attempted to identify the return on investment of public libraries. See Attachment 1 for an overview.

Three Australian studies into the economic value of public libraries have been commissioned and published. They are:

- *Enriching communities: The value of public libraries in New South Wales (2008)*
- *Dollars, Sense and Public libraries: The landmark study of the socio-economic value of Victorian Public libraries (2011)*²⁸
- *The Library Dividend: a study of the socio-economic value of Queensland public libraries (2012)*²⁹

It is clear from all these Australian studies that public libraries provide an economic return on each dollar invested in their services, and there is also work underway to create a national report on the value of public libraries.³⁰

Study	ROI*
Enriching communities (NSW)	\$2.83
Dollars, sense and public libraries (VIC)	\$2.30
The Library Dividend (QLD)	\$3.56

A new report from SGS Economics, an independent firm of economists has found that Australia's public libraries deliver benefits that are worth nearly three times the cost of running them, a \$290 return on every \$100 invested.³¹

The findings of several international studies of the Return on Investment for every dollar invested in public libraries show similar results, and are included as Attachment 2. The context of these documents is important to note, as they are the outcome of libraries:

²⁶ http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html [accessed April 2016]

²⁷ https://www.alia.org.au/sites/default/files/documents/advocacy/PLSG_ALIA_2012.pdf (accessed April 2016)

²⁸ http://www.plvn.net.au/sites/default/files/DSPL_TechRep_pt1_FINAL_0.pdf [accessed April 2016]

²⁹ <http://www.plconnect.slq.qld.gov.au/manage/championing> [accessed April 2016]

³⁰ A cooperative project between ALIA and state public library associations

³¹ National Welfare and Economic Contributions of Public Libraries (2013)

<http://alia.org.au/sites/default/files/documents/advocacy/Contribution%20of%20Australian%20Public%20Libraries%20Report.pdf> [accessed April 2016]

- a) having to justify their existence and importance in a tight economic climate,
- b) needing to demonstrate return on community investment and best value for dollar invested; and
- c) providing a local, state and national basis on which to lobby all levels of government regarding the growing importance, and economic worth of the public library.

4.3.10 Community Development Role

It can be strongly argued that public libraries have now formalised their historic role of helping their users develop and learn i.e. the public library service delivery model now includes a stronger emphasis on educational support for students, life-long learners and other specific target groups. Libraries are redesigning and redefining themselves as promoters and facilitators of independent learning, as well as being providers of information content, and being a public work, study and recreational space.

The impact on the library:

- Need for an outcomes focused approach to planning and delivering library programs, events and activities
- Need to undertake both quantitative and qualitative measurement of programs, events and activities.
- Need for a marketing plan to support the library's community development activities.

5. Demographics – Current and Future Trends

Figures in this summary are from *Profile id*³², Australian Bureau of Census *Community Profile Gawler*³³, *Town of Gawler Community Plan 2014-24*³⁴ and written advice from Gawler's Community Development Officer.

5.1 Town of Gawler Local Government Area

Gawler is located 42 kilometres from Adelaide, at the edge of the greater metropolitan area. However, it is regarded as a separate town with a regional focus, and covers an area of 41 square kilometres.

5.2 Population growth

The 2011 Census population was 20,536, and is predicted to rise to over 30,000 by 2026 and to 40,000 by 2036. Over 4,000 people reside in neighbouring townships (in Light Regional Council and Barossa Council) but form a significant part of the Gawler community and use its services and facilities.

Approximately 4,000 new dwellings will be created in Gawler East and 3,000 in the New Southern Urban Area. Multiplying these dwellings by an average occupancy rate of 2.39 people, the population growth expected in these new growth areas over the next 5 to 10 years is in the region of 17,000 people.

Gawler has attracted a number of people who live in the Town but commute to Adelaide for work, and also significant numbers of people from outside the Town who come to Gawler on a daily basis for employment, education, health and retail reasons. As a result, there is a large proportion of young families in the area and a steady average annual population growth rate. The area also appears to be attracting empty nesters, retirees and seniors in increasing numbers. The median age in the Town is 40. Children aged 0 - 14 years made up 18.2% of the population and people aged 65 years and over made up 18.1% of the population

5.2.1 The impact on the library:

- A need to plan for an increase in services and activities for pre-schoolers and those aged 65 and older.
- Libraries are likely to become favoured meeting places for children and teenagers, but there is a need to develop a marketing plan that targets these clients.

5.3 Cultural and Linguistically Diverse (CALD)

The most common ancestries in Gawler were English (36.1%), Australian (29.1%), German (7.4%), Scottish (6.1%) and Irish (6%), and 76.8% of people were born in Australia. Only 4.5% were from a non-English speaking background.

³² <http://profile.id.com.au/aphn/about?WebID=300> [accessed April 2016]

³³ http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA42030?opendocument&navpos=220 [accessed April 2016]

³⁴ http://www.gawler.sa.gov.au/webdata/miniSites/Gawler_Community_Plan/index.htm [accessed April 2016]

5.3.1 The impact on the library:

The numbers of CALD residents is not currently of significance to the library's collections, services etc. Demand for non-English materials could be reasonably met through inter library lending, and the multicultural collections of the State Library of South Australia.

5.4 Aboriginal and Torres Strait Islanders (ATSI)

Aboriginal and Torres Strait Islander people make up 1.5% of the population; however, many ATSI people accessing Gawler's support services and facilities (including the Library) come from other rural areas and regional towns and also from Northern Adelaide (for example the Gawler Health Service, Aboriginal Health Team has 750 clients). There are also many Indigenous people who move frequently, and stay with friends and families for periods of time but may not be counted in the census count.

Northern Adelaide LGA comparisons: 2011: ABS Census of Population and Housing

LGA	Indigenous persons (identified)	Total persons	% Indigenous/total population
Salisbury	2438	129108	1.9%
Playford	2365	79115	3.0%
Tea Tree Gully	803	95466	0.8%
Gawler	310	20536	1.5%
Port Adelaide/ Enfield	2720	112816	2.4%

5.4.1 The impact on the library:

The number of people in town identifying as Aboriginal or Torres Strait Islander is not currently of significance to the library's collections, services etc. However, the Library has begun creating Indigenous literacy kits, which will contain books, activity ideas and themed toys to encourage literacy-based play and parent-child interactions, as well as kits for older children and teens. These kits will be available for loan to everyone in the state, and it is hoped they will be heavily utilised by all community members. The kits are aimed at three age ranges: preschool, primary school and secondary school, and the content will change to reflect these different age ranges. This initiative will also help to target other services to indigenous young people and their families.

5.5 Education

38% of persons living in Gawler have tertiary or TAFE qualifications, compared to the Greater Adelaide average of 44%. 19% of the population are attending educational institutions, with a significantly large number attending primary school (2.9% compared to the Greater Adelaide average of 1.5%).

5.5.1 The impact on the library:

- The library should work collaboratively with other agencies in the LGA and beyond to provide resources and services aimed at improving literacy levels in the community.
- There may be increasing pressure on the library to offer study spaces and homework help support or classes; and to develop information literacy programs.

- An increase in the use of library service by people studying for higher education qualifications may impact on the quality of the collection with regards to content level, for both print and electronic material.

5.6 Access to Technology

In Gawler, 69.3% of persons live in households that have Internet access compared to the Greater Adelaide average of 73.1%, with 90% of these connections via broadband.

5.6.1 The impact on the library:

- The lower number of households with Internet access may have implications for the need for Wi-Fi accessibility and the bandwidth provided by the library service i.e. increased expectation of access to connectivity outside the home, school or work; opportunity to deliver value-added services e.g. specific content or database access over library W-Fi and within the library via public computers
- There will be an increasing need for technology services provided to older persons to enable them to maintain a place in the wired world or to be able to access it on a needs basis e.g. Internet tutorials for seniors. Staff are likely to have an on-going role as tutors in the use of technology and Internet searching using the facilities provided in the libraries.
- There will be an ongoing need for training of staff to keep up with the rapid changes in technology/to continue to service customers.
- The library may play an increasing role for the 18 to 24 years age group in the provision of technology services, e.g. Internet tutorials, workshops, as a source of knowledge for technology development, or as a place to be exposed to new technology
- Online purchasing by individuals may have an impact on the future development of the collection. The most common types of goods purchased over the Internet were CDs, music, DVDs, videos, books or magazines. The library will need to investigate copyright issues with digital material and, possibly, online lending / streaming services for members (an access and equity initiative).
- Some schools pay students to run IT support - can libraries do the same?

5.7 Economic indicators

Household incomes in the Town are slightly below the Greater Adelaide average, with 27% considered low-income households (a weekly income of less than \$600).

5.7.1 The impact on the library:

Lower income households rely more on public libraries for educational and recreational reading material; are less likely to have access to the latest technology, and may have an increased need to access Government websites. Their capacity to pay for value-added services or programs is limited.

5.8 Key industries³⁵

Industry in Gawler is varied, including manufacturing, retail, health care and education, largely small enterprises (96% of businesses in the region employ fewer than 20 people). There are approximately 1,300 separate businesses based in the Gawler area. Tourism is also a major contributor to the economic, social and cultural wealth of the area.

5.9 Employment

9,861 people reported being in the labour force in the week before Census night (2011) in Gawler. Of these 57.5% were employed full time, 34.8% were employed part-time and 5.8% were unemployed. The most common occupations in the Gawler Local Government Area included Technicians and Trades Workers (16.4%), Professionals (14.7%), Clerical and Administrative Workers (14.3%), Labourers (12.8%), and Community and Personal Service Workers (11.9%).

5.9.1 The impact on the library:

- The planning and timing of events and activities will need to take into account working hours to attract more users into the library.
- The libraries may have to provide value-added Council services such as Customer Services (ability to pay rates, dog registration etc) and to provide basic tourism and town information (like that provided at the Visitor Information Centre).
- There may be opportunities to develop collaborations, partnership and potential sponsorship deals with the major employers in the Town.
- In future, libraries may need to extend their opening hours, as they become workplaces for telecommuters and small business operators.

5.10 Volunteers

33% of persons living within Gawler reported that they helped out as a volunteer.

5.10.1 Opportunities for volunteers in the library:

- Home library services / delivery of books to people who are housebound
- Sharing of knowledge through assistance with, or provision of, tutorials, workshops or lectures on a regular or occasional basis
- Assisting with family and school holiday programs, book talks, and other library events
- Assisting with homework help and adult literacy classes
- Friends of the Library group
- Local studies projects

³⁵ *Regional Growth Opportunities Initiatives – Gawler* (2012)
<http://www.barossa.org.au/assets/Uploads/Presentations/Summary-of-findings-Oct-2012.pdf> [accessed April 2016]

5.11 Disadvantage and Need for Assistance

The information provided here has been extracted from the *SEIFA Index of Relative Socio-Economic Disadvantage*. The Socio-Economic Index for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics including income, educational attainment, unemployment and occupations. A score higher than 1,000 means a lower level of disadvantage and a score lower than 1,000 means a higher level of disadvantage. Gawler scored 951 on the SEIFA Index, indicating a medium level of socio-economic disadvantage, compared to Adelaide (993) and South Australia as a whole (983).

12% assisted family members or others due to a disability, long-term illness or problems related to old age.

Public transport is available in Gawler, including a rail link to Adelaide.

5.11.1 The impact on the library:

- There may be an increased need for housebound services
- Lack of public transport may have a number of implications for libraries e.g. the need for increased parking, alternative delivery and return options, loan periods and so on.

5.12 Community Health and Wellbeing

*Indicators of Community Strength Across South Australian Local Government Areas (2013)*³⁶ contains a select number of indicators, which are used to highlight important trends and issues in the community. They measure the five domains of community wellbeing - social, economic, environmental, democratic and cultural.

Gawler residents score above the average in their sense of personal wellbeing, feeling part of the community, perception of safety, and their access to help from family, friends and neighbours. 42% of persons in Gawler had been actively involved in local issues e.g. had attended a town meeting or public hearing, met, called or written to a local politician, joined a protest or signed a petition in the previous 12 months.

5.12.1 The impact on the library:

- The Library could work closely with health care workers in providing resources and activities that support a healthy lifestyle
- The active participation in activities by residents is a good indicator that increased programming in the Library would be welcomed
- Residents have a strong sense of community. Possible ways for the Library to capitalise on this include:
 - Additional provision of services for both youth and the elderly
 - Inter-generational programming and activities
 - Greater involvement in events, festivals and celebrations

³⁶ http://www.dcsi.sa.gov.au/__data/assets/pdf_file/0013/15061/Community-Strength-Survey-Report-2013-FINAL-PDF.pdf [accessed April 2016]

5.13 Households with Children

39% of households in Gawler include children.

5.13.1 The impact on the library:

A growing demand for resources and services for children, and the need for more space to deliver programs.

5.14 Number of Cars per Household

70% of households had one to two motor vehicles per dwelling. 8.2% of households reported they had no vehicle. 74% of residents travel to work by car as driver or passenger.

5.14.1 The impact on the library:

- Any new library (or changed location) will need adequate car parking spaces
- The location of any new library buildings will need to be carefully considered in relation to co-location with other services / retail / recreation facilities etc; and the availability of public transport for those without cars
- Rural and remote populations are more likely to travel to access community services.

6. Gawler Library Overview

6.1 Town Centre Library

Issues with the current library building are well known and understood by Council, and will be addressed by the considerable investment being made by both Council and via the Federal funding of the Gawler Connect initiative. The current premises are congested and do not meet modern accessibility or public library standards.

The heritage nature of this building, while very important, has impacted on the library's amenity for staff and users. The proposed redevelopment of this site should address this to a large extent.

Features

- Main street location
- Adjacent to Council Customer Service desk
- Heritage building

Challenges

- Lack of activity and programming space
- Lack of study and research space
- Lack of casual reading space
- Limited access to technology
- Limited access to natural light
- The current entry does not clearly 'address' the main street i.e. the library's entry way is poorly signed and effectively hidden
- Lack of parking
- Poor acoustics and sightlines - noise control is an issue for some activities
- Opening hours are limited to standard business hours and therefore do not provide equitable access to workers and commuters
- Poor storage and display of important historical material
- Poor display and exhibition capability / capacity
- Poorly situated library service desk
- Small spaces
- Awkward layout in rooms
- Predominantly children's activities
- No meeting room or dedicated activity space/s

6.2 Evanston Gardens Branch Overview

Features

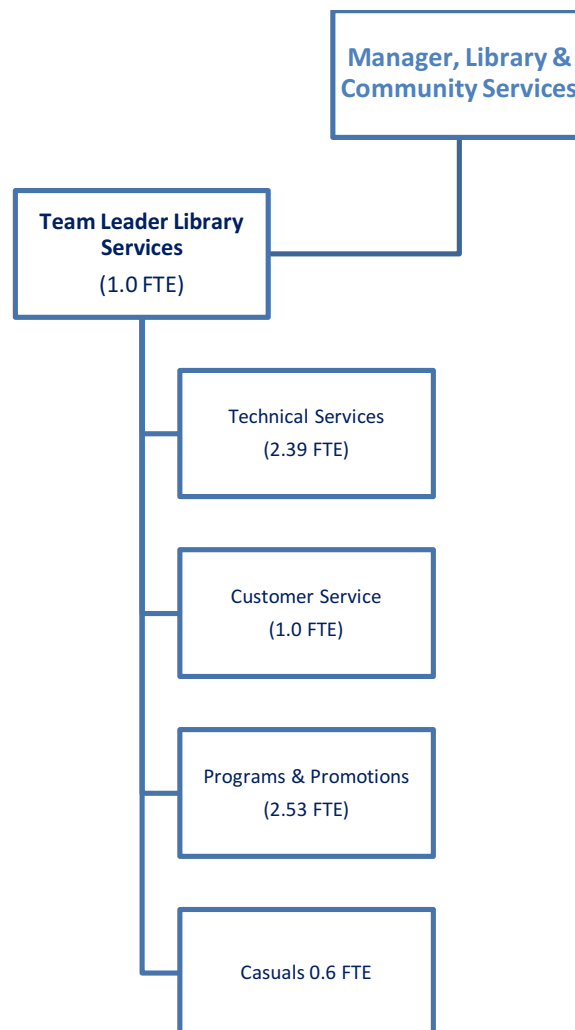
- Modern, well appointed and accessible building with adequate car parking
- Building shares spacious entry foyer with heritage Community Hall
- Co-located with Council Environmental Section i.e. walled office space within the actual library
- Library and Foyer space suitable for medium sized activities

- Co-location with the community hall offers potential for larger library activities (ensuring suitable permissions etc. are in place for use)

Challenges

- Current hours (Tuesdays and Friday mornings) allow minimal member and community access to this valuable asset. It is only open 12 hours per week with no evening or weekend opening hours. Programs and activities are also severely impacted by limited hours of opening.
- Co-location with Council’s Environmental section impacts on:
 - The library’s ability to use the space for activities i.e. due to space constrictions and noise levels
 - Privacy - telephone calls and conversations between the Environmental department staff and clients etc. can be clearly heard by library staff and users during opening hours
 - The library’s capacity to expand or reconfigure its layout

6.3 Current Library Service Structure



Current Library Structure (6.92 FTE + 0.6 Casuals = 7.52 FTE)

Currently, library staff work very hard to deliver services to the community. However, their capacity to do more, and to expand library programming and services to a more contemporary level are severely limited. Gawler Connect will provide a much needed platform for change i.e. to grow services and programs, develop key partnerships, create more efficient and effective service delivery, and to expand access e.g. hours of access.

The library's current Service Delivery Model limits the reach and operation of its services due to low staffing numbers and a below standard quantum of opening hours to support and operate the core and value-added services associated with a contemporary public library. The library's ability to deliver a contemporary suite of library programs and activities e.g. learning and recreational activities designed for the various target groups that use the library, is also impacted upon by the current size and layout of the library.

The current structure will not be suitable for the Library's ongoing operation and its integral role in Gawler Connect, if the service is to:

- Expand its hours of operation
- Expand its programming and activities
- Manage the use and demand for technology support
- Operate in a shared service environment
- Develop new skill sets for staff

The refurbishment and repurposing of spaces within the existing heritage library building, and the resultant partnerships and co-location with other Gawler Connect services, will provide an opportunity to redefine staff roles and quantum.

Current library staffing is on target by Australian public library standards (1.15 per 3,000 – baseline target 1 per 3,000) but will require a rethink before and after the completion of the Gawler Connect infrastructure project i.e. what are the numbers required to achieve adequate service levels now, and a further review after launch i.e. within the first 12 months to test the efficacy of staffing levels.

Co-locating the library with other services will offer Council the opportunity to cross-train or multi-skill the staff responsible for the day-to-day operation of the services provided as part of Gawler Connect. An expansion of hours (see page 14) will be required to maximise the value of the asset and its services to users and the community generally.

Recommendations

1. Review all position descriptions (e.g. a skills and experience gap analysis)
2. Undertake skills audit of staff
3. Assess staff and skills needed for delivery of additional services when Gawler Connect is operational
4. Develop training plan
5. If a merged service delivery model with Council Customer Services is adopted, a new structure and additional staff training will be required

7. Comparative Review Against Australian Public Library Standards

*Beyond a Quality Service*³⁷ is an evidence-based guide for the development of library services in Australia. It provides a framework for service assessment and continuous improvement, and is a practical tool for comparison among library services. It is intended to encourage good practice and equity in service delivery; not by presenting theoretical targets, but by highlighting the standards already achieved by leading libraries.

These standards and guidelines are intended to assist public libraries, their funding bodies, stakeholders and other interested parties to:

- evaluate current services
- set targets for improvement
- develop continuous improvement in library service delivery
- plan for future needs, and
- provide a framework for equitable service delivery across Australia.

There are two evidence-based measurement guides that are applied to all nominated standards. They are, *Baseline* and *Enhanced*:

- **Baseline:** This is judged to be a reasonable minimum target for libraries, and is the *median* of all Australian public libraries
- **Enhanced:** This target indicates the minimum enhanced level that higher performing libraries are achieving

The *Beyond a Quality Service* standards are as follows:

1. Library Expenditure per capita
2. Membership as a percentage of population
3. Visits per capita per annum
4. Number of staff (EFT) per capita
5. Number of qualified staff (EFT) per capita
6. Library materials expenditure per capita
7. Collection items per capita
8. Age of collection (Percentage purchased in the last 5 years)
9. Circulation (Loans) per capita
10. Turnover of stock (loans per volume/collection item)
11. Provision of PCs for public Internet access per capita
12. Customer satisfaction

Gawler Public Library Performance in Brief

1. Library expenditure per capita is at baseline
2. Membership as a percentage of population is close to enhanced
3. Visits per capita are below target
4. Number of staff per capita exceeds baseline
5. Number of qualified staff (EFT) per capita is enhanced

³⁷ https://www.alia.org.au/sites/default/files/documents/advocacy/PLSG_ALIA_2012.pdf [accessed April 2016]

6. Library materials expenditure per capita is below target
7. Collection items per capita is below target
8. Currency of collections is at enhanced levels
9. Circulation per capita is below target
10. Collection turnover is below target
11. There is good access to public technology and WiFi (although limits set by PLS cause some issues for users)
12. Customer satisfaction – 2012 survey indicated high levels of satisfaction

Data was derived from the latest statistical return on *Bibliostat*, using the following figures.

Population	21,590
# of Computers	9
# of Library Sites	2
# of Organisations Visited	3
# of Registered Home Service Borrowers	47
# of Visits (Door Count)	66,927
# of Volunteers	25
Library Website Hits per Annum	23,414
Registered Active Library Members	10,550
Total EFT staff	7.52
# FTE qualified librarians	3.5
Total Events	147
Total Loans	123,222
Total Materials	37,161
Total Opening Hours	48
Expenditure on library materials	\$82,508 (2014/15)
Total Operating Expenditures	\$955,012

Performance Overview

Standard 1 - Library expenditure per capita p.a. (excl. library materials)

	Below target	Baseline target	Enhanced target
Benchmark	< \$36	\$36	> \$41
Gawler	-	\$40.39	-

Comment

'Public library expenditure' means: expenditure on public libraries (excluding library materials, electronic resources and capital purchases) plus State government costs directly related to the delivery of public library services (excluding expenditure on library materials, electronic resources and capital purchases).

This figure is very close to the enhanced target of \$41.

Standard 2 – Membership as a percentage of population

	Below target	Baseline target	Enhanced target
Benchmark	< 45%	45%	> 50%
Gawler		49%	-

Comment

Borrowers are those members of the community who have joined their local public library and hold a membership card. National standards recommend that member records are monitored every three years and that any member not using a card for a three-year period is not counted as a member for reporting purposes.

This figure is close to the enhanced target of 50%.

It is also possible that Gawler Library has a significant hidden membership, that is, customers who, without registering as members, visit the library to use materials, computers or library spaces, or attend events. These customers are counted in the 'visits' statistics, but not in the membership tally. Some customers may also use a single card for all family members. All visitors to the Library, including those using the WiFi or attending events, should be encouraged to register as members.

It is assumed the opening of the refurbished town library and possible extended opening hours at the Evanston Gardens branch will significantly boost membership numbers.

Standard 3 – Visits per capita per annum

	Below target	Baseline target	Enhanced target
Benchmark	< 5.2	5.2	> 6.3
Gawler	3.09	-	-

Comment

This figure is of some concern given the high proportion of membership (Standard 2), and is probably related to the general lack of awareness of library services and programs in the community. If we look at the number of visits per *registered member* (6.3 visits per annum) we can see that the Library is heavily used by its members.

The restricted opening hours also heavily impact on membership, visits and loans. Members

of the community who work in Adelaide or Barossa may be more likely to join those libraries and borrow from them because they are accessible at times when they can visit.

Standard 4 - Number of staff (FTE) per capita

	Below target	Baseline target	Enhanced target
Benchmark	< 1 per 3,000	1 per 3,000	> 1 per 2,500
Gawler	-	1.04	-

Comment

Staff requirements are influenced by a number of things including the degree to which administrative processes and operations (such as selection, cataloguing, and shelf-ready processing) are resourced or outsourced. In multi-branch library services, staff numbers are also influenced by the need to keep branches open to provide an acceptable level of service for an acceptable number of hours, and by requirements for a minimum number of staff to be on duty for safety and security reasons i.e. for risk management purposes (WH&S).

If the opening hours at both branches are to be extended, this will impact on staffing requirements. Further review will be necessary when the Gawler Connect project is completed.

Standard 5 – Number of qualified staff (FTE) per capita

	Below target	Baseline target	Enhanced target
Benchmark	< 1 per 10,000	1 per 10,000	> 1.2 per 10,000
Gawler	-		1.5

Comment

‘Qualified staff’ means paid staff members who are eligible for professional membership of the Australian Library and Information Association (ALIA) – and those requiring other professional/specialist qualifications to carry out their duties and meet their responsibilities.

Gawler Library currently meets the enhanced target on this standard. The employment of qualified staff not only ensures the best quality library service to the community but can also enhance the overall performance of Council (i.e. a greater number of staff who are qualified and able to assist in the management of Council business), and provides some level of succession planning.

Standard 6 – Library materials expenditure per capita

	Below target	Baseline target	Enhanced target
Benchmark	< \$5.34	\$5.34	> \$6.54
Gawler	\$4.14	-	-

Comment

Gawler Library’s expenditure on library materials is below baseline. The need to stock the refurbished Gawler Connect library will also put additional pressure on book funding. The Library must be mindful that the use of interlibrary loan (i.e. via the One Card system) is to supplement, NOT supplant, local collection development.

Standard 7 – Collection items per capita

	Below target	Baseline target	Enhanced target
Benchmark	< 1.8	1.8	> 2.2
Gawler	1.72	-	-

Comment

Items per capita alone is not a sufficient indicator of collection quality. Items per capita may be artificially inflated if the collection is not regularly weeded and the age of stock drifts out, or if the library maintains a large ‘stack’ collection. The strength of a public library collection usually lies with its currency rather than its size, so Standard 7 (items per capita), Standard 8 (age of collection), Standard 9 (loans per capita) and Standard 10 (stock turnover) taken together are important indicators of collection status and appeal.

Smaller libraries usually have a proportionately higher number of items per capita in order to maintain customer choice. The implementation of the One Card system has reduced this need to some extent but should not be a substitute for dynamic collection development.

Standard 8 – Age of collection (percentage published in the last 5 years)

	Below target	Baseline target	Enhanced target
Benchmark	< 50%	50%	> 58%
Gawler	-	-	61%

Comment

Family history and local studies library material should not be counted when applying this standard. These resources have usually been collected over long periods and are intended to be retained indefinitely regardless of age. Factors that impact on age of collection include:

- ‘floating’ collections, in which customer choice is maintained by movement of stock among branches
- the shorter shelf-life and more frequent replacement of some materials, such as DVDs and best sellers
- the high turnover rate of some special collections (such as LOTE – languages other than English, and Large Print) which may require weeding and replacement at a higher rate than other parts of the collection.

Standard 9 – Circulation (loans) per capita

	Below target	Baseline target	Enhanced target
Benchmark	< 8.4	8.4	> 10.1
Gawler	5.7	-	-

Comment

This figure is related to a number of variables including a certain lack of consistency in measurement by libraries of, for example, transient and seasonal populations; the length of the circulation period; the number of items allowed to be borrowed at one time; and renewal policies.

The circulation per capita is below baseline, and may indicate that the collection is not adequately meeting customer needs. The implementation of a new Collection Management Plan, based on community expectations and needs, is expected to increase circulation.

Standard 10 - Turnover of stock (loans per volume/collection item)

	Below target	Baseline target	Enhanced target
Benchmark	< 4.7	4.7	> 6.1
Gawler	3.3	-	-

Comment

Turnover of stock and circulation per capita provide an indication of how well the library's collection is used. Both the low turnover figure and the lower than expected circulation (Standard 9) at Gawler Library raise some concerns, and indicate that the collection may not be adequately meeting customer needs. Further analysis of what clients are using will help collection planning. With limited shelf space, it is critical that every item purchased is something that the Library's users want. The use of carefully constructed profiles (for in house or outsourced acquisition) can help ensure the viability of the collection. This does not mean the collection needs to be 'dumbed down', nor every item to be a best seller. Rather that the collection should reflect the diversity of interests in the community. The Library's catalogue can link to the wealth of material available digitally for free (for example *Project Gutenberg*³⁸ and *Free eBooks*³⁹) to supplement hard copy and subscription eCollections.

Standard 11 - Provision of PCs for public Internet access (per capita)

	Below target	Baseline target	Enhanced target
Benchmark	< 1 per 3,000	1 per 3,000	> 1 per 2,000
Gawler	-	-	1 per 1,700

Comment

The number of PCs provided in the library depends on the nature of demand in the community, including seasonal requirements; and local factors such as the degree of penetration of Internet access in households, the take-up of mobile devices, and the availability of broadband connectivity.

Access to the Internet should, where possible, be provided free of charge. Both public and staff PCs should be less than three years old, as should application software. There needs to be at least one printer accessible from each public workstation; and wireless Internet provision and power outlets so that customers can use their own personal devices in the library. Gawler Library performs well against this standard in terms of numbers of PCs available for public use. Internet connection speeds could be better; and free access to WiFi should be consistent across both branches.

Standard 12 - Customer satisfaction

	Below target	Baseline target	Enhanced target
Benchmark	< 95% good/very good	95% good/very good	> 98% good/very good
Gawler		97%	-

Comment

A single, simple measure of satisfaction with library services, which libraries can use for comparison with each other or for identifying trends over time should include the following question to library customers: *What is your opinion of the library service?* Circle one option: Very good; Good; Satisfactory; Poor; Very poor

³⁸ Project Gutenberg. http://www.gutenberg.org/wiki/Main_Page [accessed April 2016]

³⁹ Free eBooks. <https://www.free-ebooks.net/> [accessed April 2016]

This simple measure should be undertaken regularly; once every two years is suggested. The library may also have the opportunity to include specific questions in Council surveys.

The 2012 Customer Survey conducted by the Library indicated high levels of satisfaction by the community, although it also raised a number of issues of concern:

- Lack of parking at town library
- Lack of space at town library
- WiFi limits
- Opening hours
- Signage
- And, of course, the squeaky floors at the Gawler library!

Comparative Performance Overview

The libraries used for comparison were Alexandrina, Murray Bridge, Prospect, and Whyalla (similar population base), and the summary is based on figures reported in Bibliostat for the year 2013/2014.

Note: Barossa figures appear to have been incorrectly submitted and were therefore not used for this comparison.

Element	Gawler	Alexandrina	Murray Bridge	Prospect	Whyalla
Population	21,590	24,530	20,464	21,000	22,733
Total expenditure	\$955,012	\$2,110,782*	\$1,017, 821	\$995,942	\$1,093,440
Expenditure per capita	\$44.23	\$86.04*	\$49.73	\$47.42	\$48.09
Total # of service points	2	5	1	1	1
Total open hrs.	48	96	51	44	45
Total staff	8.29	14	10	13	7.6
Population per staff	2,604	1,752	2,046	1,615	2,991
Total circulation	123,222	277,680	143,343	200,937	131,624
Circulation per capita	5.71	11.32	7	9.57	5.79
Turnover of stock	3.3	5.4	3.9	5.0	3.0
% of pop are members	49%	66%	29%	47%	37%
Total stock	37,161	51,409	36,322	39,647	44,307
Total stock per capita	1.72	2.1	1.77	1.89	1.95
Total visits	66,927	238,314	57,483	115,697	79,826
Visits per capita	3.1	9.7	2.8	5.5	3.5
Total # events	147	300	358	130	239

**This may represent ongoing expenditure related to the new library facility at Strathalbyn*

It is apparent from the above that while Gawler Library compares favourably on many measures it is underperforming in a number of areas when compared to similar library services. Of particular concern are the number of library materials per capita and the circulation of library materials per capita. Visits per capita are also low.

Attachment 1 – Example Library Policies

Goldfields Library (Vic)

<http://www.ncgrl.vic.gov.au/content/keypolicies> [accessed April 2016]

Policies include:

- Circulation Policy
- Internet use Policy
- Privacy Policy
- Procurement Policy

Grove Library (Western Australia)

<http://www.librariansmatter.com/blog/2010/09/10/a-social-media-policy-for-a-one-branch-public-library/> [accessed April 2016]

Policies include:

- Social Media Policy

Melbourne Library Service (Vic)

<http://www.melbourne.vic.gov.au/community/libraries/using-the-library/pages/policies.aspx> [accessed April 2016]

Policies include:

- Library use Policy
- Collection Development Policy
- Community Noticeboard Policy
- Interlibrary Loans Policy
- Internet Policy
- Loans Policy
- Membership Policy
- Public Access Library PCs Policy
- Venue Hire Policy

Randwick City Library (NSW)

<http://www.randwick.nsw.gov.au/library/search?query=policy> [accessed April 2016]

Policies include:

- Book Clubs Policy
- Collection Development Policy
- Community Bus Policy
- Document Delivery Policy
- Fees and Charges
- Hire of facilities Policy
- Internet and Personal Computer Access Policy
- Lending policy
- Membership policy
- Opening hours Policy
- Serving Children and Young Persons Policy
- Volunteers Policy
- Work experience Policy

Riverina Regional Library (NSW)

<http://rrl.nsw.gov.au/riverina-regional-library/policies/> [accessed April 2016]

Policies include:

- Children's Policy
- Customer Exclusion Policy
- Customer Service Charter
- Internet Usage Policy
- Lending Policy
- Privacy Statement
- Reciprocal Membership Policy
- Visitor Policy

State Library of NSW

Policies include:

- Internet Policy Guidelines
http://www.sl.nsw.gov.au/sites/default/files/internet_guidelines_2011.pdf [accessed April 2016]
- Children's Policy Guidelines Guidelines
http://www.sl.nsw.gov.au/sites/default/files/childrens_policy_guidelines_0.pdf
[accessed April 2016]
- Privacy Guidelines
- http://www.sl.nsw.gov.au/sites/default/files/privacy_library_obligations.pdf [accessed April 2016]
- Social Media Policy guidelines
http://www.sl.nsw.gov.au/sites/default/files/social_media_policy_2015_10_15.pdf
[accessed April 2016]

Attachment 2 – Return on Investment of Public Libraries

Summary of results of international studies on Return on Investment (ROI) of public libraries⁴⁰

Study	ROI*
Fort Morgan Public Library, Colorado	\$8.80
Taxpayer Return on Investment in Florida Public Libraries	\$6.54
Tax Payer Return on Investment in Pennsylvania Public Libraries	\$5.50
Montrose Library District, Colorado	\$5.33
Douglas County Libraries, Colorado	\$5.02
Denver Public Library, Colorado	\$4.96
Rangeview Library District, Colorado	\$4.81
Placing Economic Value on the Services of the Middle Country Public Library in Suffolk County, New York	\$4.59
Mesa County Public Library District, Colorado	\$4.57
Economic Impact of Public Libraries in South Carolina	\$4.48
Eagle Valley Library District, Colorado	\$4.28
The Economic Value of the Port Jefferson Free Library in Suffolk County, New York	\$4.14
Placing an Economic Value on the Services of Public Libraries in Suffolk County, New York	\$3.93
Economic Benefits of Public Libraries: Value for Money, Ohio	\$3.81
Placing Economic Value on the Services of the Northport-East Northport Public Library in Suffolk County, New York	\$3.30
Carnegie Library of Pittsburgh: Community Impact and Benefits	\$3.00
Placing Economic Value on the Services of the Mastic-Moriches-Shirley Community Library in Suffolk County, New York	\$2.97
Best Bang for the Buck: Calculating the economic benefit of Sunshine Coast Libraries	\$3.66- \$5.45
Enriching communities (NSW)	\$2.83
Dollars, sense and public libraries (VIC)	\$2.30
The Library Dividend (QLD)	\$3.56

*Values indicated in this column are the calculated Return on Investment (ROI) for every \$1 invested in the operation of library services.

⁴⁰ *Worth Their Weight: An Assessment of the Evolving Field of Library Valuation*, <http://www.ala.org/research/sites/ala.org.research/files/content/librariystats/worththeirweight.pdf> [accessed April 2016]
Public Libraries: A Wise Investment. A Return on Investment Study of Selected Colorado Public Libraries (2009) https://www.lrs.org/documents/closer_look/roi.pdf [accessed April 2016]
Best Bang for the Buck: Calculating the Economic Benefit of Sunshine Coast Libraries, (2008) <http://librarytraining.wordpress.com/2009/02/26/best-bang-for-the-buck-the-economic-benefits-of-sunshine-coast-libraries-queensland/> [accessed April 2016]