## 2.1    REVIEW OF LIBRARY SERVICES

*Cr Clutterham moved:*

*That pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Council orders that the public, with the exception of the Council staff present [Chief Executive Officer, General Manager, Community Development, Mr Dan Jellings (Senior Consultant, BRM Advisory) and Governance Officer], be excluded from the meeting on the basis that the Council will receive, discuss and consider:*

*(a)   information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

*and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.*

*Seconded by Ms Sandra Di Blasio and carried unanimously.*

Short Term Suspension of Proceedings

At 7.04pm, with the approval of two-thirds of the Committee Members present, the Presiding Member suspended the meeting proceedings pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations 2013,* for 45 minutes, to enable informal discussion regarding the Review of Library Services.

Resumption of Proceedings

The meeting resumed at 7.50pm.

Cr Piggott moved:

*1.   That the Final Service Review Report prepared by BRM Advisory be received and noted.*

*2.   That the Committee recommends to the Council the following:*

   *a.   to maintain its current three (3) Library strategy;*

   *b.   with the exception of Recommendation 5.2 of the Final Service Review Report, to endorse "in principle" the recommendations contained in the Report;*

   *c.   authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority; and*

   *d.   request subsequent reports regarding the implementation of the remaining recommendations contained in the Final Service Review Report, as required.*

*Seconded by Ms Sandra Di Blasio and carried unanimously.*

*Cr Clutterham moved:*

*Under Section 91(7) and (9) of the Local Government Act 1999, the Council orders that the report (excluding the Service Review of Library Services Report contained in Attachment A) and discussion be kept confidential for a period not exceeding two (2) years and that this order be reviewed every twelve (12) months.*

*Seconded by Ms Sandra Di Blasio and carried unanimously.*

# Attachment A

**Confidential**

**Review of Library Services**

# City of Norwood Payneham & St Peters

# Service Review of Library Services

18 October 2024

Final Report

BUSINESS • RESOURCE • MANAGEMENT

**BRM**
Advisory

Disclaimer: This document is for the exclusive use of the person named on the front of this document (**'Recipient'**).  This document must not be relied upon by any person who is not the Recipient.  BRM Advisory does not take responsibility for any loss, damage or injury caused by use, misuse or misinterpretation of the information in this document by any person who is not the Recipient.  This document may not be reproduced in whole or in part without permission.

**BRM ADVISORY**
**BUSINESS RESOURCE MANAGEMENT**

**Level 8, 420 King William Street, Adelaide SA 5000**
**Tel 08 8168 8401**
ABN: 65 067 721 797

# TABLE OF CONTENTS

# EXECUTIVE SUMMARY

The City of Norwood Payneham & St Peters is committed to providing exceptional Library Services to citizens residing in and visiting the City.  This Service Review is an integral part of a broader initiative and ongoing commitment to improve community services.  The Service Review is timely to inform future design and capital allocation decisions prior to the planned renewal of the Norwood library.  NPSP operates three libraries (Norwood, Payneham (Felixstow) and St Peters) all of which provide a wide range of resources and activities designed to meet the diverse needs of the community, in addition to providing general Council customer services, and collectively achieves strong levels of community satisfaction.

The Service Review evaluates the effectiveness and efficiency of these library services across the three sites, informed by insights from library staff, customers and industry benchmarking.  Strengths, weaknesses, opportunities and threats are identified to inform recommendations for improvements and innovation.  The Review also considers the staffing structure and the effectiveness of the current organisational design to provide insights and recommendations for enhancing capacity and capability (including staff training).

In our view, the provision of the existing suite of library services within NPSP is relatively effective in delivering a service that meets community expectations, but that there is scope to enhance the service and impact in accordance with NPSP's aspirations for improved community services.  Furthermore, our conclusion is that the provision of library services is not particularly efficient.  The efficiency of the services is hampered by the operational realities of delivering services across three sites, with expenditure above benchmarked median spend and 'middle of the pack' service outcomes achieved across key metrics such as visitations and loan levels.  NPSP could be spending less and achieving more through a change to its service delivery, with consolidation of libraries providing the most significant opportunity for financial savings *and* improved service outcomes.  We recognise that this would represent a significant change in the service offering and would not advocate for it without extensive community consultation to assess the appetite for such a change.

Conversely, given the commitment to improving community services (and to operate three libraries) the Review highlights how NPSP could leverage its three sites more effectively through specialisation of focus and a reduction in the size of (and investment in) its collection, thereby unlocking additional space for new work and study areas, and to improving the utilisation of its collection.

Other opportunities, such as consolidating part time positions, reducing the utilisation of casuals and creating new, dedicated digital and weekend roles, will help reduce the coordination burden on leaders and unlock capacity for investment in service improvements.  Improved community access (and outcomes) could also be achieved by adjusting opening hours to provide access after 5pm for the 'working community' of NPSP.  The Norwood library, given its location and planned renewal, offers the most significant opportunities (within the constraints of the three-site model) to challenge the norms of service delivery and consider an alternative/complementary service experience, catering for demand for digital services, providing more spaces for study and work, and trialling different staffing arrangements that can achieve greater activation of this facility without investing more in library staffing.  Should NPSP intend to be more ambitious, an option for consolidation and creation of an integrated community hub is also explored.

This Service Review highlights opportunities for NPSP to improve the efficiency and effectiveness of its library services in keeping with its aspiration for improved community service outcomes.  By addressing the identified issues and leveraging the opportunities, NPSP can better meet community needs, optimise (or reduce) its investment and sustainably deliver the service now and into the future.

## 1. INTRODUCTION

### 1.1 Background

Library services play a pivotal role in the community, promoting community engagement, intellectual growth, and cultural vibrancy through the provision of safe spaces and knowledge. This important role often results in libraries being at the forefront of promoting and providing the community with access to new technology.

The City of Norwood Payneham & St Peters (NPSP) has a proud tradition of providing library services across its three libraries for many years. Consistent with the social equity aspiration articulated in CityPlan:2030, NPSP operates its library sites as community hubs, repositories of knowledge, and free public spaces that contribute to the overall well-being of its residents and visitors. Libraries are supported by programming, events, community activities and a home delivery service.

NPSP has a rich history of adaptive reuse of historic sites for delivery of library services, including through the former St Peters Town Hall, and the continuation of the historic reading room on The Parade, Norwood.

Service delivery is guided by a staff-developed vision to provide equitable access, offer welcoming places for all community members to connect or simply be; to seek knowledge and know-how from a trusted source, without judgment or expense, tailored to meet the seeker's needs to the best of the libraries' ability.

The staff vision aligns with the broader South Australian Public Library Network vision, which aims for '**Smart Libraries... Smart Communities** [where]:

> *Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world.'*

According to the NPSP's 2021 Community Satisfaction Survey, its library services are the second most utilised Council service by residents and achieve very high satisfaction levels, with consistent improvements in satisfaction achieved over the last five survey collection periods (i.e., since 2009).

While the regular customers of the libraries are largely satisfied with the service, it its timely to undertake this review and consider whether the service is effective and efficient, and maximising its community impact and whether there is an opportunity to increase community reach. In particular, NPSP is served by three libraries, where similar sized council areas are more commonly served by only one or two, presenting both opportunities and operational challenges.

### 1.2 Catalyst for the Review

While achieving high levels of community satisfaction and meeting several relevant library standards, NPSP is committed to reviewing its library services in line with a commitment to continuously improve the quality of services provided to the community.

In addition, NPSP has capital renewal funding allocated in future years of its long-term financial plan for the Norwood library. Prior to making investments in capital works, it is important that the Council consider the service holistically to inform design decisions and the allocation of capital.

## 1.3 Scope of the Review

The scope of the service review of library services is comprised of the following elements:

### Service Delivery

- Evaluation of the effectiveness and efficiency of library services across the three (3) libraries operated by NPSP.

- Identify strengths, weaknesses, opportunities and threats related to service delivery.

- Propose recommendations for improvement and innovation in service delivery.

### Staff Requirements

- Benchmark positions and salaries against industry standards, ensuring competitiveness and fairness.

- Analyse staff classifications and roles, providing clarity in respect to responsibilities and accountabilities.

- Assess the balance of part-time and full-time positions for optimal resourcing.

- Evaluate and benchmark rostering practices.

- Assess and develop collaboration strategies to enhance the cohesion of library services.

### Capacity and Capabilities

- Assess the effectiveness of the current organisational design, positions, culture and capability.

- Provide insights and recommendations for enhancing leadership within the team, including consideration of the capacity and capabilities of the current leadership structure.

### Training Requirements

- Examine existing training programs and materials.

- Identify gaps in staff knowledge and skills, particularly in the context of evolving Library Services.

- Propose a comprehensive development plan, including appropriate training, materials and induction programs for new hires.

## 1.4 Methodology

The approach used to deliver the service review is broadly arranged in the following three phase methodology:



The **Inform** phase involved gathering relevant background information from library staff, site inspections of each of the three libraries, holding a 'leaders' workshop, conducting a staff survey, reviewing customer satisfaction survey data (from both NPSP and South Australian Public Library Services (PLSA)), and comparing learnings with other council library services.

During the **Analyse and Evaluate** phase, the results from the workshop, staff survey and discussions with leaders provided a qualitative assessment of the service to compare with a review of available metrics and benchmarking with library services across South Australia.

The insights gained from the proceeding phases are articulated in observations, conclusions and recommendations contained in this **Report** for presentation to the Audit and Risk Committee.

## 2. CURRENT SERVICE

### 2.1 Service Area

NPSP delivers library services across three library branches (Norwood, St Peters and Payneham (located in Felixstow)).

The NPSP Council Area is shown in Figure One with neighbouring council operated libraries and the NPSP's own three libraries mapped. Libraries in proximity for use by residents, in addition to NPSP's libraries, are shown in Figure One.

- Town of Walkerville;

- City of Burnside;

- Campbelltown City Council;

- City of Adelaide (three libraries); and

- City of Prospect.

**Figure One:  Council area and nearby libraries**
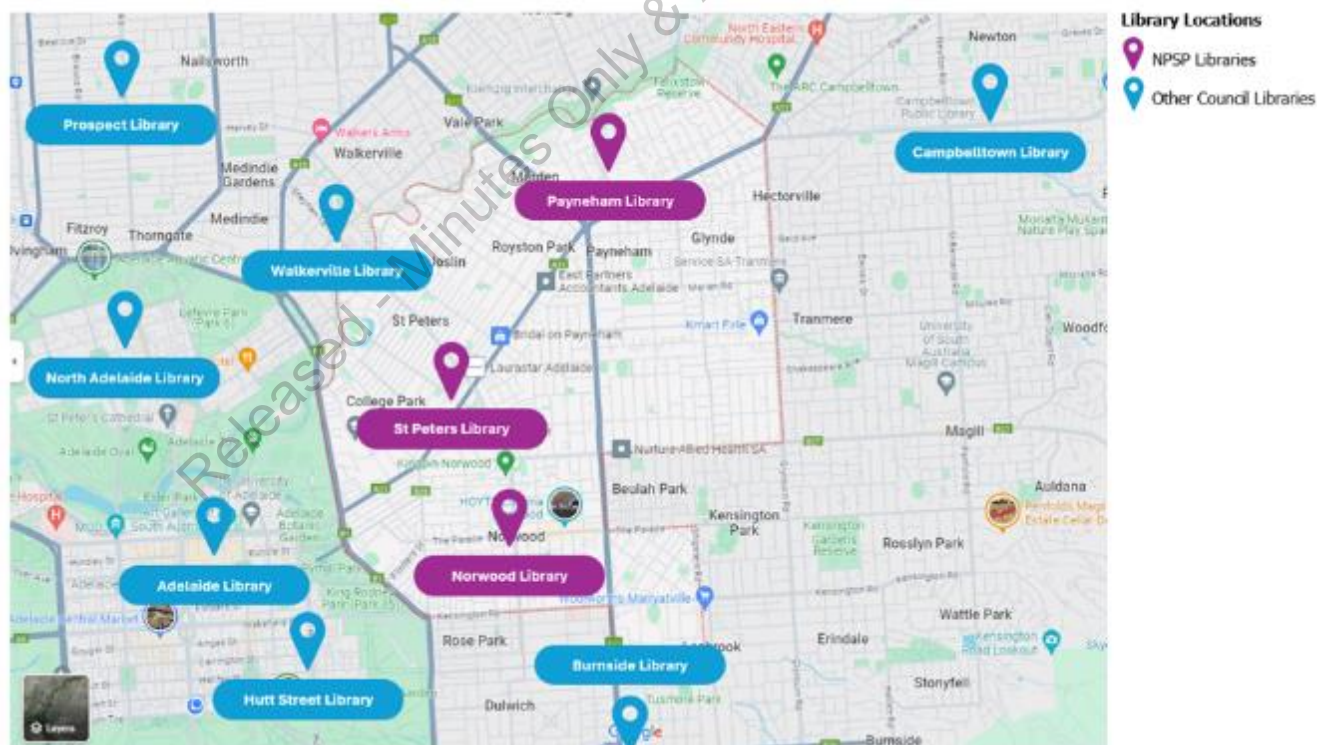


NPSP serves an estimated resident population of 39,312[1], with a population density of 2,603 persons per square kilometre.

The community is highly educated, with 16.6% more residents holding a Bachelor or Higher degrees (42.5%) when compared to Greater Adelaide (25.9%) during the 2021 census period.

---

[1] Australian Bureau of Statistics Estimated Resident Population (ERP), 2023

Similarly, an analysis of the jobs held by the resident population in 2021 shows the three most common occupations were:

- Professionals (6,960 people or 36.0%);

- Managers (2,790 people or 14.4%); and

- Clerical and Administrative Workers (2,396 people or 12.4%).

In combination, these three occupations accounted for 12,146 people in total or 62.8% of the employed resident population, a higher total proportion in employment when compared with Greater Adelaide (61.7%).

The community also has a high proportion of 'English only' residents, with 70% only speaking English at home, an increase of 1,946 persons between the two most recent census periods. In addition, an increase in 'Speaks English well or very well' and reduction in 'speaks English not well or not at all' occurred during the last census period (+829 persons and -217 persons, respectively).

The relevant SEIFA Index (Index of Relative Socio-economic Disadvantage) in 2021 was recorded at 1039, putting NPSP at the 72nd percentile across Greater Adelaide (i.e. 72% of suburbs in Greater Adelaide are *more* disadvantaged), akin to adjoining Eastern Regional Alliance Council areas.

A larger percentage of households in NPSP earn more than those in Greater Adelaide, particularly in categories above $4,500 per week. However, there are subtle differences in the population characteristics as they relate to the areas served by NPSP's three libraries. For example, households with incomes above $3,000 per week are more pronounced in areas surrounding St Peters library (north of Payneham Road). These areas also reflect a higher proportion of a professional, working population who are nearing or are recently retired.

Areas surrounding Payneham library tend to be relatively less affluent, with higher proportions of households experiencing 'mortgage' and 'renting' stress, residents with proportionately less university qualifications, less manager and professional workers, and a higher proportion of trade workers and technicians.

Surrounding Norwood library, the population comprises a higher proportion of 25 to 34 year old 'working population' and those attending university. Likewise, there is a higher proportion of 'Lone young person' households and 'renters' in these areas. In general, renting households are more highly represented in areas south of Payneham Road.

Kent Town had the highest proportion of people who moved address over the 5 years between 2016 and 2021. Kent Town also recorded the highest percentage growth in population between the same period, with other areas of higher growth (i.e. when compared to the average growth rate across the Council area) in Marden, Felixstow, Glyn and Norwood and Payneham.

## 2.2 Service Offer

The NPSP library service offers a wide range of resources and activities including free access to educational and recreational resources including books, magazines, DVDs and CDs, online databases, computers, public internet access, events, local history services and interlibrary loans (i.e., through the South Australian Public Libraries OneCard Network). The service configuration reflects a 'traditional library service' rather than a configuration that that may be described as 'contemporary'.

All three libraries also provide NPSP citizen services (e.g. payment of Council rates or registration of dogs, etc.).

Opening hours vary across the three sites, as shown in Figure Two and Table One, with library services only open on Mondays at St Peters, primarily in the afternoon at Norwood, and no branches open past 5pm. (Note, each library branch was kept open late at least one night per week prior to the COVID-19 disruption period).

**Figure Two: Opening Hours Across NPSP Libraries**
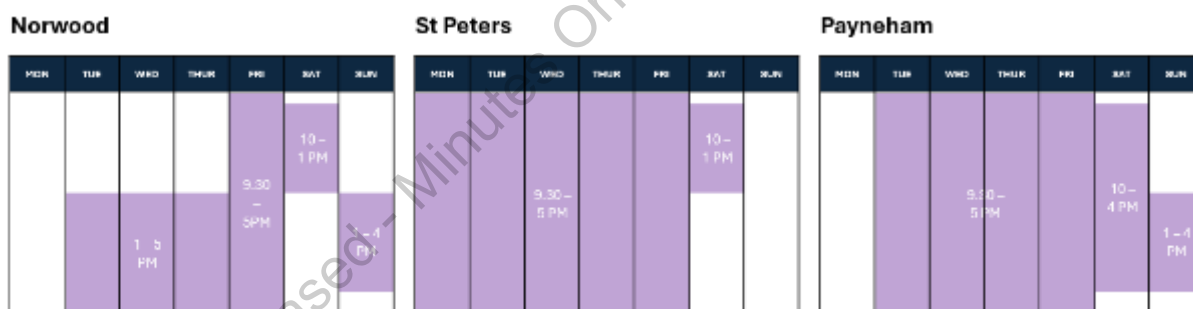


**Table One: Library Weekly and Annual Opening Hours**

| Library | Weekly Hours | Annual Hours |
|---------|--------------|--------------|
| Norwood | 25.5 | 1,326 |
| St Peters | 36.5 | 1,898 |
| Payneham | 39.0 | 2,028 |

While the socio-economic profile within NPSP is strong, the library services support a wide range of residents and visitors with their daily challenges, including vulnerable people, such as new residents engaging in online services and establishing new connections to their community, or older residents accessing online government support services.

The libraries provide a broad and convenient collection of loans, allowing customers to reserve materials online (at any time) and collect materials during business hours.  Casual and informal use of library spaces is encouraged, with areas set aside for reading, studying, or simply relaxing in a quiet environment, but this is limited by small and contested space at all three sites.

All libraries provide access to free WiFi and computers, with some support provided by staff (either via rostered staff at the counter or through a dedicated digital learning role).

The libraries also offer a variety of programs tailored to different age groups and interests.  For adults, libraries host recreational activities such as movie screenings, 'knit and stitch' groups, and book clubs, fostering a sense of community and shared interests.  Skill-based programs are also available, including gardening workshops, self-help sessions, digital literacy support, and author events, which provide opportunities for personal growth and lifelong learning.  These programs are designed to engage the community and offer valuable educational experiences in a welcoming and accessible setting.

For children and their parents, popular programs include 'baby bounce' sessions, story time, and book week celebrations, which introduce young children to the joys of reading.  School holiday programs and activities, such as Lego clubs, offer creative and educational outlets for older children and teenagers.  These programs not only support literacy and learning but also provide safe and enriching environments where young people can explore their interests and develop new skills.

In 2022-23, the 'Home Library Service' visited 37 individual residents and three care organisations monthly, with approximately 470 visits per annum.  This service plays an important role in the community by not only delivering resources to library members who are unable to come to a library branch, but also in providing social interaction to those who may be isolated, or vulnerable.  The service is primarily delivered by volunteers.

In 2022-23, the St Peters and Payneham facilities provided community facility hire to approximately 368 community groups, private hirers and commercial organisations.

### 2.3 Library Sites

#### 2.3.1 Norwood

Located on The Parade in Norwood, the library is located within a historic building that was the original 'Institute' for Norwood and Stepney, providing access to a public reading room and supporting intellectual pursuits for nearly 150 years.

The library is relatively small, providing a floor area of approximately 200 square metres, with a basic computer area (six PCs), newspaper reading area, collection shelves and small children's area on the stage at the rear of the main floor.



**Figure Three: Norwood Library - modest floor area, seating and collection shelves**

Public toilets are provided from the entrance foyer and do not meet contemporary disability access and inclusion needs.

Staff work areas are provided at the north-western corner of the main floor, accessible from both the entrance foyer and from behind the serving counter.

At the rear of the main floor (i.e. past the stage) a small staff room and toilet is available, with storage for program materials.

The building has an upper floor at the rear and front, with two modest rooms at the rear (currently empty), accessed via a set of central stairs, which also provide access to a generous basement beneath, which is currently occupied by a commercial tenant.

At the front of the building, access from the entrance foyer is provided by stairs to additional upper floor rooms used for community groups (e.g. chess club).

The building can be difficult to access for customers due to access from the footpath via stairs and ramp (shown), use of traditional swing doors (i.e. not sliding) and other access limitations throughout primarily due to the age of the building.

An entrance ramp helps to provide access but can also be difficult for customers due to its steep incline and tight switchback design.



**Figure Four: Norwood Library – front access ramp**

While the building offers architectural merit and a strong sense of history, its traditional design and lack of transparent street presentation is at odds with the approach to contemporary civic libraries, which are designed to draw pedestrians in

from the street and assist with wayfinding through contemporary design principles. The modest signage further exacerbates the library's lack of presence.

The facility is on the edges of the busier parts of The Parade and has limited accessible car parking. Its location is both advantageous, in that it can benefit from nearby activity generators and strong foot traffic, but also challenging for access, given the busy nature of the street. The facility's small internal footprint limits circulation areas and flexibility to expand areas for desks, chairs and other informal areas. Full utilisation of the site would require significant capital investment in providing lift access for lower and upper floors.

It is understood that NPSP has provisioned $5 million in capital renewal funding in the Council's Long Term Financial Plan to invest in upgrades to achieve this aim of improved site utilisation.

We note that the facility's toilets would also require reconfiguration and update to meet DDA standards, and Council would also need to address the variation in floor levels, narrow doorways and narrow circulation areas.

To maximise the floor area available, a new lift and contemporary airlock/foyer would ideally be situated in front of the building, maximising the space between the footpath and the existing façade, enhancing street presence and limiting the loss of floor area provided within the historic Reading Room.

To complement the building's heritage values, it is likely that any new structure would utilise transparent materials and contemporary form, akin to the entrance foyer of St Peters library, to intentionally complement and not replicate the era of the heritage building.

The provision of $5 million in capital funding represents approximately $8,300 per square metre to fund the redevelopment (i.e. assuming approximately 400 sqm in library and basement, plus 200 sqm for rooms upstairs at the front and rear of the building). Based on other library project upgrades we have benchmarked, this level of funding should be adequate to unlock access to additional floor area, resolve DDA shortfalls and improve the amenity of the site.

Whilst the basement currently houses a tenant, it's noted that the full potential of a modernised library on the Parade assumes sole occupancy of the building for library services.

### 2.3.2 Payneham

Located on Turner Street, Felixstow, the Payneham library is a relatively modern facility, opened in 1983, offering community access to a library and community rooms for hire.

The library occupies the eastern wing of the facility, with a floor area of approximately 500 square metres, incorporating both public access and staff areas.

Entrance is provided from a shared foyer, with the counter and computer bays (six) occupying the northern end of the library, before large collection shelves occupy most of the remaining spaces. A few small breakout areas are provided in protruding wings on the eastern edge of the building, and a small children's area at the rear of the library.

Public toilets are provided with access from the shared foyer.

Staff work areas are provided behind the library counter, with manager's office, desk areas, storage and processing facility at the rear, accessible by rear loading area. (Collection processing for Norwood is provided at this site due to site constraints at Norwood).

The site has convenient car parking and access to three large meeting rooms that can be connected to provide a very large community hall. (The community hall area is used for children's story time programs during the week).

A commercial kitchen and a small kitchenette support community access to the adjoining rooms for hire.
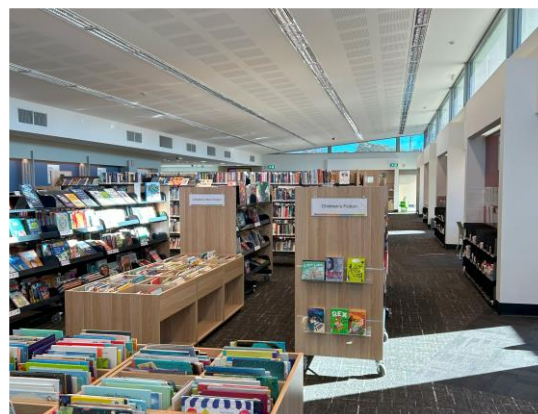


**Figure Five: Payneham Library – contemporary entranceway and congested floor area with high shelving**

The facility is relatively contemporary in design and presents a relatively strong civic façade to Turner Street (as shown) but is more discrete in presentation to OG Road.

The design of internal signage makes navigation of the facility difficult. The shelving height and extent of collection limits visibility and circulation areas.

### 2.3.3 St Peters

Located on Payneham Road, St Peters, the St Peters library makes use of the former St Peters Town Hall.

Opened in 2012, the reconfiguration of the historic town hall facility provides access to main collection area and mezzanine, linking directly through an art gallery, cultural centre and adjoining community facility.

The ground floor is approximately 300 square metres, with the former stage occupied by staff areas, and a further 150 square metre mezzanine, accessed by stairs and lift, and connecting through to the cultural heritage spaces above the ground floor art gallery.

The facility was redeveloped with significant investment in surrounding public realm improvements, providing high-quality spaces between the former Town Hall and the adjoining streets.
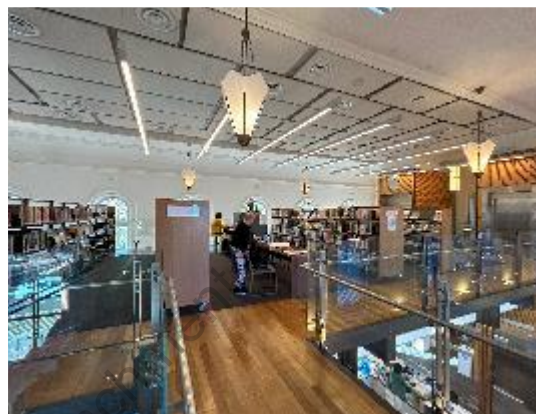


**Figure Six: St Peters Library – mezzanine, quality finishes and architectural merit**

Internally, the facility benefits from quality design and materials.

From the glass entrance on St Peters Street, access is provided to the main counter, which is adjoined by a small casual reading area and small bank of personal computers (six), respectively on each side of the lift shafts and service areas.

A ground floor collection area leads to a children's seating area that wraps around the front of the former Town Hall stage, with storage shelves to provide display of collection materials and provide privacy to staff working on the stage behind.

An open staircase leads to the mezzanine where more collection shelves provide access to resources and a bar-height table and casual seating area provided for reading, work and study.

## 2.4 Service Costs and Delivery

### 2.4.1 Expenditure

In 2022-23, NPSP invested approximately $1.9 million in the delivery of library services or 9.1% of its 2022-23 Council rate revenue (according to the Council's 2022-23 Annual Business Plan).

Expenditure in the 2022-23 financial year is reflective of library service expenditure across the previous year and the 2023-24 financial year. Utilising 2022-23 data enables the Service Review to effectively benchmark against other supplied Council data, collected by the South Australian Public Library Service (PLSA) for the same financial year (as referenced). Library services expenditure for 2022-23 is outlined in Table Two.

**Table Two: Library Services Expenditure (2022-23)**

| Expenditure Item | 2022-23 Expenditure |
|---|---|
| Wages and Salaries | $1,439,789 |
| Operating and corporate expenses | $155,709 |
| Printed Materials | $56,132 |
| Non-Printed Materials | $42,420 |
| Digital Materials | $25,096 |
| Library Materials (General)* | $105,807 |
| Community Languages Levy** | $13,029 |
| Digital Content Levy** | $34,509 |
| **Total** | **$1,872,491** |

\* The Council receives a grant from the PLSA network of approximately $106,000 each year to invest in library materials.

\*\* Note – levies are reported as costs to the service but administered by the Public Library Service (PLSA) directly (i.e. not under control of Council in the delivery of this service).

Expenditure categories include:

- Printed materials: books and magazines;

- Non-printed: audio visual, toys, language kits, gaming;

- Digital: streaming services, e-books, e-audio; and

- Library materials (general): BlueCloud Acquisition (a tool to access PLSA procured resources).

We note that, the maintenance and renewal costs of the three buildings occupied by the libraries is not included in the reported expenditure against the library service. It is estimated at approximately $292,000 per annum, comprising cleaning ($157k), maintenance ($82k) and utilities ($53k). However, these are estimates based on a

proportionate cost allocation of multi-use buildings and care should be taken in relying upon these figures.

For the Service Review to enable comparison with other library services, this report considers only direct service costs as reported to the PLSA.

### 2.4.2 Staffing & Structure

The most significant expenditure item for library services is wages and salaries. NPSP library services are delivered by approximately 15 permanent employees, with most working on a part time basis. In total, this equates to between 10.8 and 12.6 full time equivalents (FTE's) -depending on reporting period and vacancies. In addition, the service utilises a pool of casual staff to cover rostering gaps during the week and to ensure coverage on the weekend.

In 2022-23 there was no expenditure on staff training, and rostering challenges limited opportunities for staff to attend the NPSP corporate 'Empower' training initiative, or PLSA Online training to refresh their skills training, when it was made available.

The organisational structure for the library service is provided in Attachment One.

The team is led by a Manager who is supported by three Team Leaders and a coordinator, with supporting specialist positions underneath. Library and Customer Service officer positions form the bulk of the staffing resources.

The library staffing structure and levels has been compared with a sample of five councils in Table Seven of Attachment Two and shows the variety of staffing arrangements across council libraries sampled.

As shown, NPSP library structure is similar to the City of Marion and City of Burnside, with staffing provided by Level 2 customer service and library officers, supported by collection and program roles (Level 3), coordinated by Level 5 leaders and a Manager/Team Leader (Level 7). However, there are some differences noted, such as the number of Level 3 and Level 4 roles used across the compared services.

For example, as shown in Attachment Two, the City of Burnside, the City of Mitcham and the City of Prospect are supported by a higher number of Level 3 and Level 4 roles. These three library services do achieve a higher level of program participation and active memberships than NPSP (approximately 60% higher) despite less or comparable levels of expenditure on staffing overall.

In our discussions with the relevant library Managers and Team Leaders from these three councils, it was explained that the mix of staffing levels is the result of extended efforts over time from staff to instigate and achieve reclassifications that recognised their qualifications and the technical nature of their roles. However, the Managers and Team Leaders were reluctant to conclude that their program and membership outcomes were due to the mix of classifications. Rather, they believed that strong promotional activities, including widely circulated newsletters and marketing efforts, a culture of innovation amongst staff and an investment in high-quality events was key. Further, with each new vacancy following a staff departure, each leader

emphasised their intention to hire new staff with a particular passion for activation of their library services.

Consistent with these perspectives, across all South Australian metropolitan library services benchmarked, we found no observable correlation between the total expenditure on staffing and program attendance and/or memberships.

Across the comparison councils and at NPSP, most permanent staff are part time (0.5 to 0.8 FTE). The prevalence of part time workers within the NPSP library service results in a higher number of employees, which, in our experience, requires more coordination than the employment of less staff in full time roles, and adds to reported rostering challenges.

### 2.4.3 Rostering

All staff members are engaged in providing customer service for three hours daily, except for Team Leaders who are provided one day away from customer service, per week, to provide additional time to perform leadership duties.

Duties within the 3-hour shift are split between two 90-minute periods of 'Desk' and 'Backup'. Those rostered on Desk deliver the primary customer support duties, ready and open the facility, and manage all *reactive* enquiries (both for customer service and library services) from the front counter position. Those on Backup perform a range of duties including management of the holds and hold shelves, redistribution of inter-library collection materials (i.e. 'Black Box' management), re-shelving items, topping up displays and collateral, managing internal courier and issuing late notices, etc.

From our comparisons with the City of Burnside, the City of Mitcham and the City of Prospect, we note that these libraries are also organised into shifts in a similar manner, with at least one primary and secondary position rostered who perform similar duties as undertaken by staff at NPSP. However, the shift times do vary from one hour to four hours, and the number of staff rostered from two to four at a time, depending on the size of the library and the time of day.

It is also common for Team Leaders and Coordinators (i.e. at Level 5) to provide customer service shifts each day. Similarly, it is common for each shift to be provided with a more senior staff member to partner with a more junior member or casual (as required).

For NPSP, those rostered on shift have limited capacity to be *proactive* in their interaction with customers, either due to the restricted design of counters (which restricts movement onto the floor) and when busy 'back of house' sorting collection items.

When permanent staff are not rostered on customer service duties, they manage their positional responsibilities, e.g. collection, programming, technical support, etc.

All permanent staff have a rostered weekend shift, once a month, with full-time positions covering two shifts a month. When staff members work a weekend shift, they take equivalent time off during the working fortnight in lieu.

Rostering is generally problematic due to its complexity and limited baseline of permanent staff to cover opening hours across the three libraries. Staff absences for leave, training and attending meetings also add to rostering pressures.

Figure Seven demonstrates the allocation of staff for customer service duties and gaps for casuals during a typical week at St Peters.

**Figure Seven: Typical Weekday Roster (St Peters) with staffing gaps as highlighted**

|  | Monday | | Tuesday | | Wednesday | | Thursday | | Friday | |
|---|---|---|---|---|---|---|---|---|---|---|
|  | Desk | Backup | Desk | Backup | Desk | Backup | Desk | Backup | Desk | Backup |
| 9am | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed |
| 10.30am | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed |
| 12noon | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed | Staffed |
| 1pm | x | Staffed | x | Staffed |  |  | x | Staffed | x | Staffed |
| 2.30pm | x | Staffed | x | Staffed |  |  | x | Staffed | x | Staffed |
| 4pm | Staffed |  | Staffed |  |  |  | Staffed |  | Staffed |  |

As shown, for St Peters in a typical week, between 12 and 16 hours of casual staffing is required to cover Desk and Backup responsibilities. Shifts on the weekend add approximately 14 hours (at St Peters).

A budget of $109,000 per year is included in service costings to fund casual staff. At $43 per hour, this equates to approximate funding of 49 hours per week across the full service / three sites. Salary savings resulting from staff vacancies help fund any budget shortfall to fulfil the currently required 100 hours per week casual support.

Table Three illustrates a typical week in mid-June, the 100 hours of casual support (from a pool of approximately 15 casuals) required to meet service requirements.

**Table Three: Typical Casual Hours Across Entire Week (including weekends)**

| Mid-June | Norwood | Payneham | St Peters |
|---|---|---|---|
| Casual Hours | 31.5 | 45.5 | 31 |

Rostering is managed manually (using Excel) by a 0.5 FTE staff member and relies on a series of phone calls for resolving roster failures when they occur (i.e. the staff member calling casuals and other team members to check availability and resolve gaps in the roster and/or attending the site themselves).

The use of Team Leaders for weekend shifts requires corresponding time off during the week, reducing time available to lead their teams and perform other operational responsibilities.

The seven-day a week nature of the service can result in staff members working six or seven days in a row, which is not ideal from a lifestyle or wellbeing perspective.

### 2.4.4 Decentralised Operations

Each library site provides staff areas for undertaking 'back of house' activities supporting a decentralised operating model. The Manager is based at St Peters and travels between sites. Each site has a Team Leader or coordinator who provides leadership and manages day-to-day operations.

The benefit of a decentralised approach is that it supports the operation of the three individual libraries to provide similar services. It limits travel time for staff attending for rostered counter duties and allows for easy transition from customer service shifts to fulfilling core role responsibilities. It also limits idle time for secondary customer service shifts, whereby staff can easily resume core activities once duties 'on the floor' are complete (while still being available for backup).

The challenge with a decentralised model is that all three sites are constrained for space and staff areas occupy valuable floor area. In particular, at St Peters, the staff area is problematic due to its siting on the former Town Hall stage, requiring a mechanical lift to move collection items and requiring staff to navigate a range of stairs and narrow doorways.

A centralised operating model, whereby staff travel to attend site for customer service duties, would allow two of the libraries additional space for public access. However, it would also add travel time and additional logistical complexity. Inter-library collection items can only be processed locally, and physical items moved between sites and manually returned to shelving.

## 2.5 Service Metrics & Benchmarking

### 2.5.1 Number of Libraries

When considering the NPSP libraries services against metropolitan Adelaide equivalents, attention is first drawn to the total number of libraries per capita. As shown in Table Eight, Attachment One, NPSP is unique in the total number of libraries its supports within its relatively small catchment of 39,312 residents (2023).

The Town of Gawler and Adelaide Hills Council provide a similar ratio of libraries to residents; while the City of Unley and the City of Holdfast Bay provide one library per 20,000 residents, with Campbelltown City Council, City of West Torrens and City of Tea Tree Gully delivering library services through a single centralised facility for much larger populations.

When considering the number of libraries per square kilometre (i.e. in contrast to the number of residents), NPSP has one of the highest ratios across metropolitan Adelaide, similar to the City of Adelaide and Town of Walkerville, as illustrated in Table Nine, Attachment One.

### 2.5.2 Expenditure Benchmarking

With respect to expenditure per capita, NPSP invests more in staffing and more in total expenditure, when compared to the median spend across metropolitan Adelaide libraries, as shown in Table Ten, Attachment One. NPSP invests $39 per capita in

staffing and $51 per capita in total, per annum, in the delivery of its library services. The calculated median for 2022-23 is $34 and $49, respectively, as shown below.

**Table Four: Expenditure per capita**

| Expenditure Type | NPSP Expenditure (Per Capita) | Median Expenditure (Per Capita) | Difference (and percentage difference) |
|---|---|---|---|
| Staffing | $39 | $34 | $5 (14.7% above) |
| Total | $51 | $49 | $2 (4% above) |

In contrast, at the extremes of service costs across libraries in metropolitan Adelaide, the City of Playford cost per capita was $19 (staffing) and $27 (total), whereas the City of Adelaide (which supports a small resident population) cost per capita was $90 (staffing) and $187 (total).

Another area of expenditure focus is investment in the library collection, with NPSP investing approximately $162,000 per annum, which includes a Council contribution towards printed materials of approximately $56,000 to complement the PLSA grant of approximately $106,000 in 2022-23 (with PLSA grants determined by the number of residents in the council Area).

Based on the PLSA dataset, the value of the grant each year is approximately $2.85 per resident of each council. NPSP invests $4.40 per resident in physical collection materials, which is the sixth highest investment in physical collection materials, significantly above a low of $2.30 (City of Playford) and above the median of $3.64.

This is reflected in the size of the physical collection and the turnover of stock (refer Table Thirteen, Attachment One).

### 2.5.3 Visitations and Loans Benchmarking

With respect to visitation and loans, NPSP performs comparably with a range of similar sized Councils.

In 2022-23, the three libraries achieved a total of 156,365 visits and members accessing 330,486 physical and 56,4999 digital loans, with nearly 800 new users registered during the financial year.

**Table Five: Visitations and Loans Per Library (2022-23)**

| Library | Visitations | Physical Loans |
|---|---|---|
| St Peters | 68,601 | 124,228 |
| Payneham | 59,323 | 149,032 |
| Norwood | 28,441 | 57,226 |

As shown in Table Five, Norwood has considerably fewer visits and physical loans than the two other libraries. While this in part can be explained by its limited opening

hours, as shown in Table Six, its performance on a 'per hour opened' adjusted ratio is also below St Peters and Payneham.

**Table Six:  Visitations and Loans Per Library Hours Open**

| Library | Average Visitations Per Hour Open | Average Physical Loans Per Hour Open |
|---|---|---|
| St Peters | 36 | 65 |
| Payneham | 29 | 73 |
| Norwood | 21 | 43 |

Norwood underperforms the other two libraries by between 35-40% with less visitations and loans, even when performance is adjusted for opening hours.

Overall, across all three libraries, loans and visitation levels are above median when compared with other metropolitan Councils, per Table Eleven, Attachment One.

### 2.5.4    Program Participation and Membership Benchmarking

NPSP attracts less participants per capita than the median across South Australian metropolitan councils, per Table Twelve, Attachment Three.

In the 2022-23 financial year, NPSP attracted 8,859 program participants, achieving a ratio of approximately one per four residents.  This is less than the median, which is approximately one per three residents, and significantly less than the City of Playford, who achieved 108,394 program participants at a ratio to residents of over one participant per resident (though we acknowledge the differences in the socioeconomic needs between the communities of NPSP and Playford).

Similarly, the City of Burnside, the City of Mitcham and the City of Prospect all achieve above the median program participation rates and approximately 60% higher than NPSP.

These councils also achieve a higher ratio of 'Active Memberships'.  For example, in 2022-23, the City of Burnside achieved just over 18,000 active memberships at a per capita ratio of four membership per ten residents (0.4), which is above the recommended Australian Library and Information Association (ALIA) Standard of between three and four and a half per ten residents (0.3 and 0.45).

In contrast, in 2022-23 NPSP counted 8,964 'Active Memberships' or approximately one member for ever four residents, which is approximately 40% less than the City of Burnside and 25% less than the median ratio of active memberships across South Australian metropolitan library services.

NPSP would need to increase its active memberships and program participants by between 2,200 and 7,750 to achieve ALIA standards.

### 2.5.5 Customer Satisfaction

NPSP undertakes a customer satisfaction survey every two years to assess satisfaction across all of its services.

Based on the 2021 results, the library services are the second highest utilised services and the service that residents are most satisfied with. This has been a consistent result since 2009, with an improvement in satisfaction over that time period from 4.2 out of 5 to 4.4 in the 2021 results.

While there is a high level of satisfaction, comments made by survey participants are consistent with some of the observations already canvassed within this report, such as the small size of the Norwood library, restricted opening hours and some of the practical challenges resulting from running three smaller libraries rather than a large, consolidated library.

Interestingly, when considering results from surveys sourced from the City of Burnside, Campbelltown City Council, Town of Walkerville, City of Holdfast Bay, City of Salisbury, City of Tea Gully and City of Playford, all customer satisfaction surveys scored comparably with NPSP (i.e. satisfaction ratings between 83% and 88%). Whereas other council satisfaction surveys sourced demonstrate even higher levels of satisfaction achieved for the cities of Marion (98%) and Burnside (96%) in 2022 and 2020 (respectively).

In 2023, SA Libraries conducted its annual Customer Survey to capture customer experiences at the network level, highlight key findings and areas where this year's data has shown significant movement from last year's.

As shown in Attachment Three, the NPSP library services performed strongly from the perspective of its customers, achieving an increase in 'Net Promoter Score' from the last reporting period and levels of satisfaction across categories of 'positive experience', 'offer' and 'customer service' in the low to mid 90% - aligned with Council's own customer satisfaction survey results from 2021.

*This is reflected in the SWOT Analysis, where staff survey results highlight a strong staff focus on providing a positive customer experience.*

Against the areas of focus for this SA Libraries Customer Survey, the only area where the NPSP library services does not achieve a high level of agreement is with the statement '*My visit to the library has provided me with new ideas*'.

### 2.5.6 Australian Library and Information Association Standards

When considering the overall performance of NPSP libraries, consideration has been given to the Australian Library and Information Association (ALIA) Standards.

The purpose of national standards and guidelines for public libraries is to reflect the evolving role of contemporary public libraries and to better recognise the different circumstances in the eight states and territories, allowing for appropriate local interpretation.

ALIA provides '…*standards and guidelines [that] outline what is achievable and what is aspirational*' and acknowledging that '… *while some libraries may operate at the most basic level of service, all libraries strive towards the highest levels of service that they can deliver.*'

The benefit of aligning a review to these standards and guidelines is it enables benchmarking against a national context and objectively consider the allocation of resourcing. A full assessment of NPSP library services against these ALIA Standards is provided in Table Thirteen, Attachment Three.

Areas where the NPSP service does not meet the ALIA standard includes staffing levels, opening hours, membership numbers, program participation and access to web-based information.

Areas where the NPSP service sits above the standards include expenditure on library materials, collection size, collection age, loans and turnover of stock.

These quantitative findings are balanced against a qualitative assessment with input from library staff as provided in the SWOT Analysis.

## 2.6 SWOT Analysis

To better understand the relative effectiveness and efficiency of the service, an assessment has been undertaken with input from NPSP library staff. A workshop was held with senior staff and project team members, complemented by an online staff survey to inform the following SWOT analysis.

**Figure Eight: Workshop Outputs**
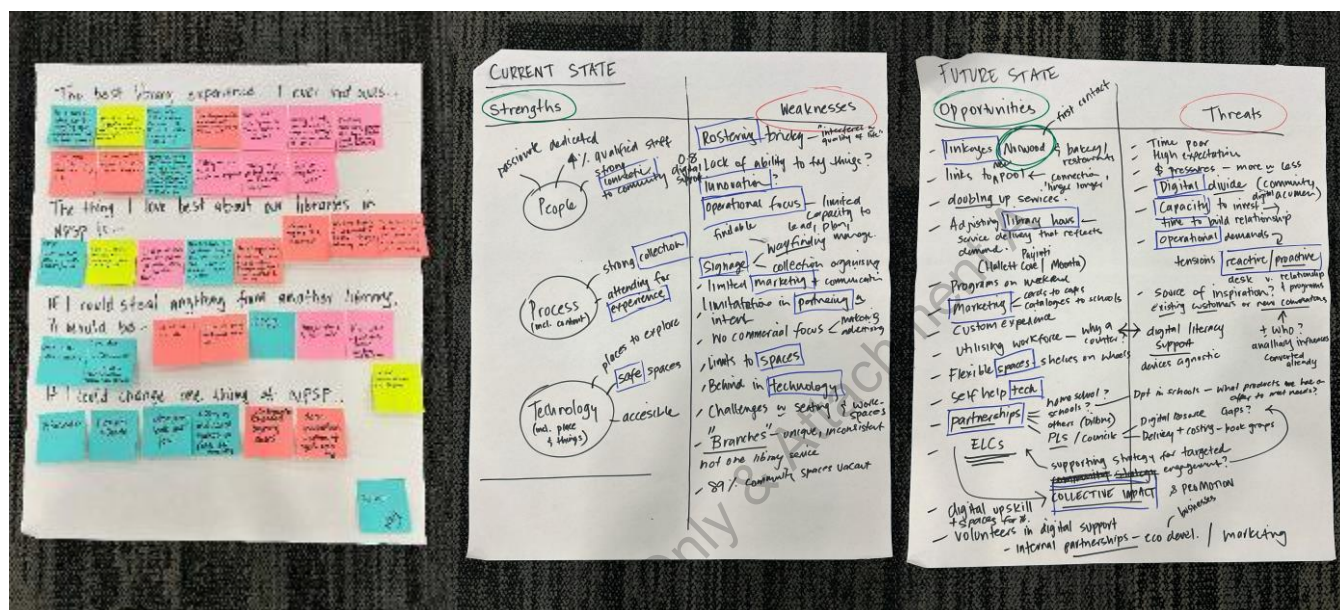


### 2.6.1 Strengths

One of the library's greatest strengths identified is its excellent relationship between staff and members/visitors. It was also evident from the workshop and based on survey feedback that staff are strongly focussed on providing quality customer experiences.

Staff value the opportunities to connect and engage with visitors, offer personalised assistance and foster meaningful connections. Amongst staff, there is desire to build relationships and create a welcoming atmosphere where visitors feel valued and supported.

Over 80% of staff survey respondents remarked that 'customer service' was where NPSP library services excelled. The second most frequent remark related to the strength of the collection, followed by the digital support services provided by staff to customers.

With respect to physical spaces, it was noted by staff that the libraries are steeped in heritage (in particular, Norwood) with a distinctive look and architectural quality (in particular, St Peters). These spaces provide not only culturally rich environments, but also serve as important, safe spaces where regular users can read, connect, work, or study (albeit with limited areas to do so). The library's inclusive approach endeavours to ensure that everyone, regardless of background, feels welcome.

Staff are very proud of the library's extensive collection, which is highly responsive to the needs and desires of its members. By actively seeking feedback and staying attuned to members' interests, the library staff curate a collection that responds to the requests of its members.

Likewise, the collection is large, varied and regularly renewed, which presents unique opportunities and challenges (specifically, discovering collection items after they are relocated from the 'new release' shelves and accommodating effective storage).

The home library program is also seen by staff as an important service offer, catering to vulnerable and isolated members. This service demonstrates the library service's commitment to inclusivity and community support, ensuring that even those who cannot visit the library in person have access to its resources.

### 2.6.2    Weaknesses

While the staff are proud of the collection, it is recognised that its considerable size places additional pressure on the limited physical spaces available across the three libraries. Each library reportedly struggles to achieve sufficient space for study, work, casual use and other, new emerging spaces (e.g. make spaces, virtual reality, coding rooms, etc.). These space constraints hinder the libraries' ability to serve as versatile and dynamic community hubs.

Likewise, staff reported through their survey that library services at NPSP did not provide 'modern contemporary spaces'.

Marketing and promotional efforts are also limited. The library has minimal online marketing, and workshop participants stated that it can be difficult to secure adequate support or funding for additional promotional materials, which hinders its ability to reach a broader audience and attract more visitors.

Similarly, signage is another area where the library service is limited. On the outside of its buildings, branded wayfinding signage tends to use small fonts and sign placement is regularly hindered by heritage constraints.

Further, navigating within the library to discover collections is problematic due to inconsistent and non-effective signage across the different sites. This lack of effective signage can make it difficult for customers to fully utilise the library's resources, compounded by very full shelves with limited display materials. This in part can explain the library service's high 'Dead on Arrival' statistics, where many of its collection items are only borrowed once – either by the member who requested the item or discovery through the 'new release' shelves. With congested shelves, poor signage, and limited recommendations by staff and curated displays, members struggle to maximise collection items.

Another challenge is the heavy operational focus for leaders, which limits their capacity to innovate, plan, or be creative. Similarly, staff will often report that their hours are often consumed with routine, day-to-day tasks, leaving little time for trying new approaches. Likewise, rostering staff to cover the seven-day schedule across three distinct sites is problematic, often resulting in a heavy reliance on the use of casual employees.

Time constraints on staff further limit the library's ability to form partnerships with local schools and aged-care providers (for example). Without adequate time to invest in building and maintaining partnerships, opportunities for collaboration and community engagement are often missed.

Additionally, it is felt that staff could benefit from a more strategic approach to investing time and resources to achieve better returns, ensuring that efforts are aligned with the library's goals and community needs, supported by capacity that needs to be unlocked throughout the week.

There is also limited digital technology support available, even though staff report this as their primary area of development and a significant part of their customer support role. Staff desire the skills necessary to help develop the community to develop digital acumen. This deficiency hampers the library's ability to meet the growing technological needs of its customers.

Against the SA public library network's "Tomorrow's Libraries" five strategies, staff were asked to assess where they did not feel that the NPSP service met community expectations. Nearly half of the 17 respondents believed that NPSP library services were not meeting community expectations as they related to the provision of *community spaces*, *innovation and digital hubs*, and *partnering with intent*.

Staff were also asked to rate how well supported they felt to deliver library services that met community expectations, now and into the future, resulting in an average rating of 2.8 out of 5. Similarly, staff gave themselves an average rating of 3.1 out of 5 as a measure of how well equipped they felt to deliver library services, now and into the future.

### 2.6.3 Opportunities

The library service faces the unique challenge of managing consistent outcomes across three distinct sites, each with its own set of demands and characteristics. The three sites present opportunities for the library service, but consolidation of library sites is likely to present the most significant opportunity. As best articulated by a library staff member survey response, "…consolidating into one large library [would allow] optimised space, technology, and staffing, rather than maintaining three smaller, less functional sites, and ensure the continuation of highly valued services, such as timely access to popular books and quiet, comfortable reading and IT spaces".

Notwithstanding the concept of consolidation, the other opportunity raised by staff was that library services need not be replicated consistently across each site and could instead specialise at each site, providing new space and focus for innovation and experimentation.

The proximity of Payneham library adjoining the redeveloped Payneham Memorial Swimming Centre presents opportunities to connect its services and potentially leverage the library to support greater activation of this important asset. Library staff also highlighted an opportunity to play a more active role in managing the use of community spaces adjoining the Payneham library.

Adjusting library hours could also help to expand the impact of library services, without necessarily requiring additional Council investment. With no libraries open after 5pm, it is likely that there are additional members that would access library services after-hours if available. (This was raised as an area for desired focus for the review by library staff, who reported regular customer requests for libraries to be opened late at least once per week).

New flexible workspaces would also support increased library utilisation for both workers and students and could relieve some of the community tension over access to existing shared workspaces. Similarly, an investment in movable shelving may help to further expand the possibility for access to library space, with shelving at Payneham requiring adjustment in height to improve visibility and aesthetics.

There are also potentially many opportunities to partner with nearby schools and other service providers to increase the programming and leverage the collection for the benefit of more members. Volunteers could potentially help to bridge the gap in demand for digital support services.

Marketing efforts would help to drive increased patronage, particularly at Norwood, reminding the community of the important service that they have free access to within a short walk or drive from their homes (and near retail on The Parade).

Library staff provided their perspectives on the top priorities for focus and ranked 'Improvements to physical spaces', 'staffing levels' and 'technology' as the three highest areas for improvement. Underneath these, 'marketing of the collection', 'hours of service', and 'signage' were the next highest ranked areas for improvements and focus.

Library staff also highlighted areas of knowledge and skills (particularly in the context of evolving library services) that they would recommend additional training and support. Two thirds of respondents listed support in developing digital acumen, with approximately one in four requesting training on community outreach and ensuring support to use new equipment or delivery of new services.

### 2.6.4 Threats

The library service faces threats to its ability to meet community needs and to compete with other neighbouring council library services. Staff at NPSP often feel time-poor, with limited capacity to take on additional tasks or try different approaches. This is compounded by high expectations to continually deliver the same quality service that existing members expect, placing pressure on staff to do 'more with less' or to achieve more without any additional funding.

The growing digital divide within the community further strains staff time as they support customers who lack digital skills. This digital divide highlights a critical need for investment in technology and staff training. Without such investments, the library risks falling behind in its ability to serve all members of the community effectively.

The demands of daily operations often require a reactive rather than proactive approach, making it difficult for staff to engage in creative planning or strategic thinking. This is further exasperated by unfilled positions, putting pressure on

remaining staff.  Time spent at the counter is commonly reported as a challenge that detracts from time that could be used for planning and innovation.

There are also concerns about the capacity to build and maintain relationships with customers if there is a significant shift in service delivery style.  Any additional operational focus will reduce time for staff to develop meaningful connections with members, which are essential for understanding and meeting their needs.

There is also tension about who the service should be designed for.  For instance, library staff debate whether the focus be on its existing customers or whether more effort is made to understand the needs of those not currently using the library.  Staff felt that addressing this question is critical for ensuring that services are designed to be inclusive and meet the broader community's needs.

Lastly, the digital challenge is exacerbated by the rapid proliferation of information and knowledge, changing the demands on contemporary libraries.  If libraries are not staffed with individuals who can help develop discernment among students, enhance digital acumen within the community, and provide flexible spaces for knowledge workers, their importance and community satisfaction are expected to decline over time.

## 3. SERVICE REVIEW

### 3.1 Service Effectiveness

#### 3.1.1 Overall Assessment of Effectiveness

For the purposes of this Service Review, 'effectiveness' has been defined as a library service that achieves high levels of community satisfaction and delivers comparable levels of service, with a strong focus on visitation, loans, program participation and active memberships, as well as consideration of the quality of (and access to) physical spaces.

We have constrained benchmarking to other South Australian metropolitan councils and ALIA Standards.

Overall, the NPSP library service is considered relatively effective, as demonstrated through visitations and loan levels across the three sites, which are above the median of other metropolitan council library services (and near recommended ALIA standards), and when considering customer satisfaction data.

However, there is scope for improvement to meet NPSP's aspirations for improved community services. In particular, program participation and membership levels are below the median achieved by metropolitan council library services, and do not meet ALIA standards.

Further, while visitations and loans *across* the three sites achieves levels above the median of other metropolitan Council library services, Norwood significantly underperforms the other two library sites (even when assessed for hours open).

The library service is also not accessible after 5pm, despite it serving a community that comprises a high proportion of working professionals, and despite the Norwood library being situated within a premier shopping precinct (The Parade).

The physical collection receives an overly high level of investment, adding pressure on congested spaces, reducing the effective access to the collection and leaving limited floor space for contemporary study spaces.

Library staff are distributed across three sites and report a lack of capacity to invest in the development of the service beyond managing basic operational responsibilities. A high proportion of part time and casual workers creates coordination burden and rostering challenges.

There has also been limited investment in the adoption of new technologies and development of staff members' digital acumen (despite demand from staff and customers alike).

While the NPSP library services achieves relatively strong customer satisfaction results, this is common amongst Council library services and NPSP's results *may* simply reflect the quality of customer service provided by its staff, rather than represent the overall quality of the library service that is delivers.

### 3.1.2 Visitation, Loans, Participation and Memberships

*Below expectations*

As highlighted in Table Eleven, Attachment One, visitations and loans are above the median of metropolitan councils, but below the ALIA Standard.

Further, Norwood has considerably fewer visits and physical loans than the two other NPSP libraries. While this in part can be explained by its limited opening hours, even when adjusted to a 'per hour opened' ratio, Norwood achieves less visitors and loans than both St Peters and Payneham.

When considering the ALIA standard against the NPSP resident population (refer Attachment Three), it is noted that total visitations should achieve between 157,248 and 176,850. This represents approximately 20,000 more visits (at the top of the range), per annum, to be truly 'effective'.

Program participation and membership levels are also below the median and do not meet the ALIA standard, as shown in Table Twelve, Attachment One, and Attachment Three. To be considered highly effective (and to meet ALIA Standards), the NPSP library service would need to increase both its program participants and members by between 2,200 and 7,750 (each).

It is understood that St Peters art gallery attracts a very high number of visitors annually (approximately 13,000), which presents opportunities to draw attendees into the library and to encourage increased loans through curated collections nearby (or within) the gallery itself. Similarly, the redevelopment of the Payneham Memorial Swimming Pool offers opportunities to attract higher visitation levels at Payneham by creating linkages between the facilities.

**Library services are less effective than others in attracting visitors or achieving adequate levels of loans, program participation and memberships.**

### 3.1.3 Spaces

*Congested by Collection*

The large collections across all three sites results in floor areas being congested by shelving. Shelving is also high, which limits views across the library floor, and is largely fixed in position, limiting flexible use of floor space (e.g. for programming and events).

The allocation of space is particularly problematic at the Norwood branch, where space is significantly constrained by the small floor size and design of the historic 'Reading Room'.

Each of the libraries would benefit from more space for flexible workstations and access to new digital technology areas, however this is not viable without the reduction in collection and the reallocation of space.

As outlined in the SWOT, NPSP library staff are proud of the diverse and comprehensive collection. Comments reviewed through satisfaction survey data and from staff comments suggests that existing library members support access to a strong collection.

However, all three sites are at shelving capacity and browsers struggle to effectively discover new items in the collection as illustrated by a high ratio of 'Death on Arrivals' (DoAs), whereby new stock is purchased, borrowed once, and then not accessed again for the life of the collection item.

New releases can be discovered easily in contrast to older items that are stored within the general collection shelves. When items are not accesible via the new release area, they are shelved at high density with limited 'face-out' displays, limited signage and limited curated displays.

As highlighted, NSPS's investment in new collection items is high when considering its expenditure per capita. In addition to consuming valuable space and making browsing more difficult, a large collection also requires time to choose, source, order and commission items (and dispose of the replaced stock). This is not an effective allocation of resources, as shown through the DOA's, congested collection areas and high proportionate spend, above ALIA standards.

**An overinvestment in collection items has resulted in the ineffective allocation of floor space and limits opportunities for additional flexible workstations and/or providing access to new digital technology areas.**

**The collection is not being effectively accessed due to congested shelving, poor signage and display practices.**

### 3.1.4 Opening Hours

*Provide Access After 5pm for the Working Community*

The library service coverage of hours across the week and across its three libraries is 46.5 hours, which is below the recommended ALIA standards for a catchment of NPSP's size (i.e. 48 hours per week).

The primary deficiency is access to a library after 5pm.

**Figure Nine: Opening Hours Across NPSP Libraries**
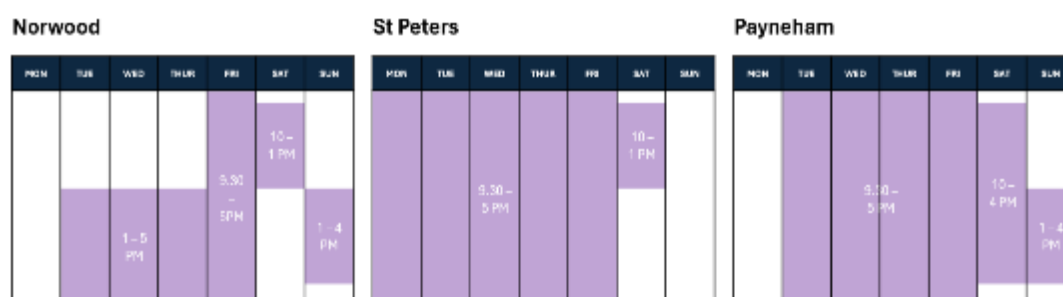
As shown through satisfaction data and anecdotal feedback provided by staff, it is common each week to receive requests from members for libraries to return to 'pre-COVID-19' levels, with each library offering access after 5pm at least one night per week.

Given the reasonable level of coverage provided across the three sites, in aggregate, NPSP has an opportunity to consider *recalibrating* opening hours to more effectively provide access to residents to library services, particularly for those not available to attend the site during the day. This could be achieved without adding additional hours and staff (e.g. by opening later and closing at 6 or 7pm, etc.).

Norwood is a prime site for late night access, due to its location on The Parade and given that it already operates on a primarily 'afternoon shift' basis. Likewise, the site presents opportunities to experiment with a different offering and staffing arrangements, and lower-service provision 'out of hours' to improve the overall effectiveness of the library service.

**An effective library service provides access after 5pm to cater for a working community.**

### 3.1.5 Wayfinding

*Make it Easy to Locate, Park and Explore*

All sites present access and wayfinding challenges.

In addition to limited collection signage, each site lacks clear signs that would help visitors locate the sites, entrances and supporting car parking.

In particular, Norwood library is difficult to locate, as attested to by anecdotal staff experience and online reviews, with a façade that is set back from the street and supported by limited directional signage.

Locating parking can also be problematic for access to Norwood and St Peters. Norwood is in a busy shopping precinct without a designated car park; whereas St Peters has dedicated car parking to the rear and opposite the site (on St Peters Street) but both are obscured, lack clear signage and are not actively reserved only for library customers.

None of the library entranceways are provisioned with large, high contrast and large font accessible signage.

Internally, inconsistent and limited signage across all three library sites detracts from the user experience, making it difficult for customers to navigate and discover collection items.

**Poor signage makes locating, parking and exploring libraries difficult, detracting from the experience and reducing service effectiveness.**

### 3.1.6 Three Libraries

*Three libraries: expensive and not essential*

Benchmarking shows that NPSP provides more libraries per capita than almost all other metropolitan council areas. On a per square kilometre basis, only the Town of Walkerville's library provides greater proximity for its residents than NPSP.

Each of the three existing libraries offer similar collections and services.

By comparison, library services, such as the City of Unley and City of Prospect, deliver library services with a ratio of approximately 1 per 20,000 residents and achieve higher visitations and more loans, delivered at comparable expenditure per capita (Unley) and significantly less expenditure (Prospect).

Further, the City of Burnside is served by only one library and caters for over 8,000 more residents than NPSP, yet achieves similar visitations per capita, more loans per capita, and delivers the service for 8% less per capita, per annum.

Based on this comparative data, the provision of library services at a high ratio of libraries per capita is not seen as critical to effective service delivery. Further, operating multiple sites adds additional building costs and requires staff members to be distributed across multiple sites, adding operational and logistical complexity.

**The delivery of library services through the existing three libraries adds cost, complexity and does not achieve comparable results to consolidated libraries.**

## 3.2 Service Efficiency

### 3.2.1 Overall Assessment of Effectiveness

For the purposes of this Service Review, 'efficiency' has been defined as a library service that achieves comparable levels of effectiveness at expenditure levels that compare favourably to other South Australian metropolitan councils.

NPSP service expenditure, per capita, is $51 per annum, which places NPSP directly in the middle of expenditure across South Australian metropolitan councils.

However, expenditure on library staffing is approximately 14% above the South Australian metropolitan council average.

While this may represent efficient delivery for a multiple site library service, it does not represent efficient value when overall outcomes, such as loans and visitations and the other metrics reported that do not achieve ALIA standards.

Relative efficiency 'per site' expenditure can, in part, be explained by relatively low staffing levels that are below the per capita ALIA standards of 1.25 to 1.5 per 3,000 residents (which equates to a total of between 16.6 and 21 FTEs when calculated for NPSP based on this standard and the resident population of the council area) and comprising a high level of relatively low role classifications.

Further, and as already explored, expenditure on library materials per capita is higher than the ALIA recommended standard, which is reflected by the large collection.

Visitations and loan levels vary between the three sites, even when adjusting for hours opened, with Norwood underperforming the other two libraries.

With a high proportion of part timers and casual staff, rostering across the three sites is complex, time consuming and inefficient, offering opportunities for improved efficiencies through changes in role structure, practice and investment in supporting systems.

### 3.2.2 Structure and Library Resourcing

Expenditure on staffing to deliver NPSP library services is approximately 14% above the South Australian metropolitan council average.

However, given the challenges of providing staff for three sites, staffing levels are not considered above what is necessary to deliver the service in its current form. While the total level of FTE is less than ALIA standards, the structure is not dissimilar to other council's library services that we have compared.

As shown, NPSP is broadly similar to the councils compared, with a mix of Level 2 library officers, Level 3 program and coordinator roles, Level 5 coordinating or team leaders and a Manager who provides overall responsibility for the service outcomes. We have highlighted that library services across City of Burnside, City of Mitcham and City of Prospect all achieve a higher level of program participation and active membership than NPSP (approximately 60% higher) for similar or less expenditure on wages per resident population.

While there is a noted difference in the prevalence of Level 3 and Level 4 roles in these councils, our discussions with the relevant library Managers and Team Leaders uncovered that this is the result of extended efforts over time from staff to instigate and achieve reclassifications that recognised their qualifications and the technical nature of their roles, rather than a strategic intervention designed to improve library outcomes. It is unlikely that simply reclassifying library officers will result in better service outcomes.

However, as highlighted by the leaders of these three library services, intentional effort to capitalise on vacancies and bring new staff with energy for activation and innovation was seen as critical to their success. As was an investment in promotional activities and the quality of events. Staff require capacity to make these investments.

Capacity at NPSP could be unlocked through reducing 'coordination burden'. At NPSP, the prevalence of part time staff and the frequent use of casuals creates a significant coordination burden. Fragmented FTE results in more staff members who then in turn require more training, oversight and support. While this can provide additional flexibility and enable more specialist focus areas, having more staff members is simply less efficient than delivering the service with less staff who can work more days and longer hours.

The use of casuals is also more expensive per hour and requires additional coordination and support from permanent staff (on shift) and attracts a more transient workforce, prone to pursue other opportunities, putting more pressure on training and support of replacement casuals.

These factors, coupled with the demands on team leaders to provide regular customer service shifts, limits capacity for leaders to invest in the design and evaluation of program and experience outcomes, which could help to improve service effectiveness. For example, Level 5 coordination roles at the City of Mitcham, which are akin to the NPSP team leader roles, are only expected to cover one, 90-minute shift per day. In contrast, NPSP team leaders are expected to provide one 3-hour shift, four days a week, which equates to approximately 12 hours per week or 4.5 *more* hours per week than the City of Mitcham coordinators.

Lastly, the level of investment in digital support and programs is considered low at only 0.9 FTE, particularly given the growing demand for digital support amongst members of the community (and staff reporting a desire for greater digital training as well).

**Reducing the use of part timers and casuals would provide efficiencies (i.e. through reduced coordination burden and reduced hourly rate) and unlock capacity in leaders to reinvest in improvements to programming.**

### 3.2.3 Rostering

The high reliance on a large casual pool of workers and the combination of part-timers also makes rostering inefficient. The process for settling the roster is a manual process, relying on a series of phone calls and last-minute adjustments, and management of two separate Excel spreadsheets.

Rostering for afterhours and weekend shifts is particularly difficult as they are unpopular shifts to fill. Weekend shifts are rostered with a combination of permanent staff and casuals.

The City of West Torrens is one council that has created designated weekend staffing positions. The benefit is a reduced reliance on rostering, the ability to offer permanent roles and hours to attract talent, and to specifically hire for the role, providing clear expectations of weekend work, upfront.

Another approach is to utilise only casual staff for weekend rostering, but this approach brings additional risks to service quality and would require a greater investment in induction, training and support for the casual workforce.

Similarly, NPSP could explore 'non-staffed' open hours to provide greater access to the community without requiring new costs or coordination. This is a concept widely in use across the United Kingdom, but we have been unable to confirm an active use case in Australia for comparison and to leverage learnings. In short, the concept comprises swipe card access granted to members who complete an induction process, and who can then access loans and digital technology on site without staff supervision. In South Australia, we are aware of at least one Council recreation centre operating in this manner for access to gym and court hire.

Several metropolitan councils have invested in automated rostering systems. NPSP has also taken initial steps to explore the use of 'Shifts' within Microsoft Teams. An investment in automation and the provision of a system that allows staff to nominate, swap and manage their shifts would reduce demand on the person responsible for the roster.

**A reduction in the use of casuals and the creation of dedicated 'weekend roles' would improve the efficiency of rostering and could lead to improved service quality outcomes.**

### 3.2.4 Staff Cohesion / Culture

The SWOT process informed by NPSP library leaders and staff suggests that staff are loyal and dedicated, with many employed by the Council for many years. Customer feedback on the quality of customer service is strong and staff see this as the strongest value of the existing service.

The library service has been delivered in similar ways for many years. With staff spread across three sites and staffing/rostering challenges (as outlined), staff report that it has been challenging to allocate time for new thinking and experimentation.

Similarly, part time leaders also deliver frontline customer service roles, keeping leaders 'busy in the operations' and limiting capacity to explore service improvements. It will be difficult to unlock capacity to drive improvements without an alteration to this practice.

**A change in practice to limit team leader time spent on the customer service desk would unlock 'more time to lead'.**

## 3.3 Staff Requirements

### 3.3.1 Capability and Capacity

As shown, the current library service team structure is not significantly at odds with comparison councils and there are significant levels of variation across library teams reviewed.

NPSP library services are largely delivered by lower-level staff and leadership is provided by Level 5 positions (similar to sampled Councils). The advantage of this approach is that lower-level positions reduce service expenditure; but the challenge is attracting and retaining talent to fill these roles.

Staffing levels are not currently adequate to cover the minimum hours that libraries are open without relying on a casual workforce. From staff feedback provided, this in part is explained through staffing vacancies, but it is also likely that casual roles could be converted to permanent roles to manage these rostering gaps.

Casual workers offer flexibility but cost the service more per hour than a permanent employee. Service quality is more difficult to deliver consistently without the use of permanent staff. Talented casual workers are also more likely to secure permanent work elsewhere, over time.

As a general concept, the more staff in use, the more shifts to coordinate and the heavier the logistical workload for leaders.  This concept appears to be proven by the experience of the rostering coordinator.

### 3.3.2 Leadership

Team Leaders lose on average three hours per day to customer service functions – limiting their ability to lead the team and invest in innovation and development.

Removing the four leadership roles from the customer service roster would require an additional full time customer service role (i.e. 4 leaders, spending on average 3 hours per day for 3 days per week = 36 hours) but could unlock capacity for development and provide more flexibility for leadership, collaboration and growth.

It could also help to provide capacity for leaders to fill vacancies, in response to staff survey feedback, with staff reporting operational strains resulting from a failure to timely fill vacancies (i.e. as remaining staff cover gaps in service provision).

Another insight from the staff survey was that the close involvement of leadership in daily operational activities can at times limit opportunities for staff to experiment and innovate.  With much of the team's time and energy focused on delivering existing tasks, there is limited capacity for exploring new ideas and approaches.

### 3.3.3 Training

From the staff survey results, it is clear that staff would appreciate a greater investment in digital upskilling to support the new demands of the service.

Staff training in 2022-23 was largely delivered through a NPSP corporate 'Empower' initiative, in addition to staff attending PLSA supplied training to refresh skills, for example, using LinkedIn Learning (free online tool) and PLSA Online training via OnePlace (Forum), with no direct library training costs reported against the service in 2022-23.

Staff also attended online PLSA user groups in specialised areas, such as digital services, youth services and collections, and were allocated time away from customer service duties to attend inhouse training, such as managing difficult customers.

Leadership training was also made available to leaders and team members through the Empower corporate training initiative.

As part of the informing survey, staff were asked to rate how well supported they felt to deliver library services that met community expectations, now and into the future, resulting in an average rating of 2.8 out of 5.  Similarly, staff gave themselves an average rating of 3.1 out of 5 as a measure of how well equipped they felt to deliver library services, now and into the future.

This is, by definition, average.  Ideally, staff would feel confident and positive about the support they receive to deliver and equipped to achieve success.

Library staff also highlighted areas of knowledge and skills (particularly in the context of evolving library services) that they would recommend additional training and support.

Two thirds of respondents listed support in developing digital acumen, with approximately one in four requesting training on community outreach and ensuring support to use new equipment or delivery new services.

The growing digital divide within the community further strains staff time as they support customers who lack digital skills.  This digital divide highlights a critical need for investment in technology and staff training.  Without such investments, the library services risk falling behind in its ability to serve all members of the community effectively.

Adequate staffing and training across the three-library model was raised through the survey as essential for staff wellbeing and to ensure the delivery of a quality service.

## 4. CONCLUSIONS

### 4.1 Service Delivery

The service is considered relatively effective but there is scope for improvement to meet NPSP's aspirations for improved community services.

The service is not considered efficient, and Council could be investing less and achieving more with its library services.

The investment of $51 per capita, per annum (or approximately $2 million in total), places NPSP near the median spending level when benchmarked with other SA metropolitan Councils to deliver 'middle of the pack' outcomes across loans and visitations.

While the service achieves high levels of community satisfaction, other library services (such as City of Marion or City of Burnside) demonstrate that much higher levels (95%+) of community satisfaction can be achieved with less investment, per capita.

Likewise, other library services demonstrate that greater visitation and similar loan levels can be achieved for less investment and deliver program participation and membership levels within ALIA standards.

The provision of three libraries and the resulting high level of libraries per capita is not critical to NPSP to deliver an effective service. Further, managing three sites is more complex and requires more supervision and coordination than managing one or two, creating inefficiencies.

Consolidation of library services could provide for more efficient site management and staffing. Both the St Peters and Payneham sites could be configured to maximise community spaces for larger library footprints.

Across the three libraries, the extensive collection is both a strength and a weakness – supported by staff, but limiting the space available for new, flexible workspaces, and making it difficult for members to discover collection items (other than new releases). Across the three libraries, the collection could be reduced to unlock space and reduce operating costs.

Opening hours should be adjusted to improve community outcomes by providing access to the NPSP working community after 5pm.

### 4.2 Staff Requirements

Expenditure on staffing to deliver NPSP library services is approximately 14% above the South Australian metropolitan council average. However, staffing levels are not considered high given the challenges of rostering for three sites.

The prevalence of part time staff and the frequent use of casuals creates coordination burden and inefficiencies.

A broader effort to consolidate and reshape roles to reduce the total number of staff and to provide dedicated coverage on weekends will reduce the coordination burden and unlock capacity for leaders.

## 4.3 Capacity and Capabilities

The current organisational design and staffing structure is not considered a significant barrier to effective or efficient service delivery. However, it would benefit from consolidation of roles/FTE and a stronger focus on digital services.

A high degree of effort and focus from staff is also being directed towards coordination activities and operational matters, with limited capacity and effort placed on the improvement to service outcomes (such as increase memberships and program participation). Unlocking capacity for investment in program design and promotion is important to drive improved service outcomes.

Investment in digital acumen and digital services will also help meet demand both from staff and customers, now and into the future.

Reducing part time roles, converting casual positions to permanent roles, and reducing the hours leaders staff the customer service counter will unlock capacity for leaders to develop their programs, staff and service improvements.

## 4.4 Training Requirements

When surveyed, two thirds of library staff survey respondents listed support in developing digital acumen; and one in four requested training on community outreach and ensuring support to use new equipment or delivery of new services, as key priorities for a focus on training.

Digital acumen, marketing, collection management and general leadership training would be of benefit to the library services staff.

## 5. SERVICE DELIVERY IMPROVEMENTS AND INNOVATION

The following opportunities and recommendations are provided for NPSP to consider in order to achieve service delivery improvements and innovation across its library service.

### 5.1 Maximise the three-library model

#### 5.1.1 Create unique library experiences

If the Council is committed to retaining all three library sites, then its opportunity is to leverage each site to create unique experiences while utilising its existing resource base and limiting additional operational costs or complexities. Creating a unique experience at each library presents opportunities to reduce and redistribute the collection, unlock new spaces and encourage customers to visit different branches for different experiences.

Through reframing the service offer around a concept of 'One library: three unique library experiences', NPSP could allocate spaces at each library differently and challenge the held stereotypes of what a library service comprises. The service could be reshaped to move beyond access to collections, programs and digital support services, and focus on providing vibrant, safe, integrated 'community hubs' that support a range of outcomes, not just those related to literacy and lifelong learning. The unique differences between the surrounding areas of each library could be leveraged to deliver a tailored experience organised against these themes:

- Payneham: "Children, Youth and Family"

- St Peters: "Art, Culture and History"

- Norwood: "Digital Connection"

**Payneham** library supports an area experiencing greater levels of population growth than other areas of NPSP. Residents within its catchment are generally relatively less affluent, more likely to be experiencing mortgage and rent stress, and comprise lower household incomes than other parts of the City. In addition, the Council is investing in the adjoining redevelopment of Payneham Memorial Swimming Centre. These factors combined present a range of opportunities to tailor library services to creatively extend the offer to draw from (and add to) future demand generated by the redeveloped pool, setting the tone for the library as a vibrant hub of learning and activity for families.

**St Peters** library is conversely situated in the Council's most affluent area, where the population is largely professional, more highly educated and comprises a higher proportion of early retirees. In addition, the library adjoins a highly visited art gallery and benefits from a well-appointed historic building. Council could leverage these factors, encourage dual purpose visits, integrate displays with collection content, encourage permeable access between the two, setting the tone for the library as a place for art, history and culture.

**Norwood** library is situated in a more 'transient' part of the Council area, with areas south of Payneham Road comprising a higher proportion of renters, working

populations of between 25 to 34 years old and those attending university. In addition, the library sits within the Council's premier 'Mainstreet' (i.e. The Parade), which presents both an opportunity to benefit from heavy foot traffic and to help drive economic activity e.g. visitation through a new type of offer that caters to workers with a stronger digital focus (particularly if hours could be adjusted to extend after 5pm).

If more space is created through a reduction in collection, each library could explore services and resources to cater for specific needs and interests. This strategic reorganisation could ultimately create a more dynamic and engaging library service for the community.

### Recommendations

5.1.1.1   NPSP should consider reframing its services to be 'One library: three unique library experiences', organised broadly against three themes to reflect local demographics and the setting of each respective library:

- Payneham: "Children, Youth and Family"
- St Peters: "Art, Culture and History"
- Norwood: "Digital Connection"

5.1.1.2   NPSP should consider curating its collection to match each library branch 'theme' through engagement with staff and community, supported by aligned programming, promotion and outreach. It is important the community is engaged through this process to help inspire support for a change in approach.

*As part of the renewal project at Norwood:*

5.1.1.3   NPSP should adjust opening hours to provide after 5pm access to complement the more traditional offers at Payneham and St Peters (either through adding hours or simply recalibrating to a 'late afternoon and evening only' model).

5.1.1.4   NPSP should invest in a new secured foyer space (or similar) that could allow for collections and returns at any hour of the day, providing a new afterhours collection point for working residents, supported by dedicated short-term parking as required.

5.1.1.5   NPSP should invest in a high proportion of flexible workstations at Norwood and consider options for additional late-night access with reduced service offer (i.e. complemented by security or similar) to expand community access without additional library staff.

### 5.1.2   Reduce and unlock the full potential of the collection

NPSP should reduce its investment in the collection and enhance its shelving to assist customers with their discovery of collection items, supported by enhanced signage. Paradoxically, we believe that a reduction in the size of the collection (with improved presentation) will result in higher levels of loans and improved customer satisfaction.

For example, a combination of 40% binding out, 40% face-out and 20% empty shelves can create a visually appealing and accessible collection, and potentially make reshelving more expedient.

Redeploying surplus stock to local schools and community libraries can help manage space effectively while supporting the broader community.

A reduction in spend in new collection items would also unlock staff capacity for other activities (such as programming and partnerships) and would provide operational funding for other investments (such as new furniture, digital resources and marketing).

In addition to the $106,000 grant from PLSA, the Council invests approximately $123,000 to fund its library materials.  Of this combined $229,000 investment, approximately $162,000 is invested into *printed* materials.  A reduction of $50,000 per annum in printed materials would result in a reduced per capita rate of approximately $3, which is similar to the investment made by the City of Unley, Mount Barker District Council and the City of Tea Tree Gully.  Further, given the strong investment over recent years, NPSP could also reduce collection expenditure more aggressively in the short term to unlock more financial capacity for once-off investments, before returning to a more sustainable level of investment (with support by the PLSA).

With a unique branch focus, staff could place more targeted effort to leverage existing stock through effective displays, recommendations from staff and advice to members.

## Recommendations

5.1.2.1   NPSP should restrict its investment in new collection items and focus efforts on reducing existing floor stock across the three sites.  The benefit of this is to unlock new floor space and improve access to and promotion of remaining collection items.

5.1.2.2   NPSP should reinvest any financial savings achieved through a reduced expenditure on new collection items (initially) on new moveable shelving, end displays, collection signage design and installation, and then digital resources.  This approach will improve collection maximisation and improve the aesthetics of each library.

### 5.1.3   Develop new spaces for work, study and exploration

Ideally, libraries provide relaxed, safe, and inviting spaces with thoughtful interior design, comfortable seating, and interesting collection displays, however for a variety of reasons all three libraries struggle to achieve this desired level of ambiance.

At St Peters, the architecture is striking, but wayfinding is problematic, and the building has a formal, structured feel.  At Payneham, the foyer is light filled, but empty, and the entrance to the library is congested.  Tall shelving and a lack of break-out spaces limit the desired feeling of spaciousness.  At Norwood, the history of the building is strong, but the experience is akin to stepping back in time as visitors navigate old stairs and attempt to make sense of the small, congested spaces.

How a library is perceived and how easily it is used are critical to its success and community impact. An approachable library building should provide a degree of transparency – inside and out, allowing passers-by to see inside before entering, and support transparent work practices, such as smaller service desks, side-by-side consultation areas, and roving librarians help to break down boundaries between staff and users.

Clear sightlines within the library, achieved through low shelves, open staircases, and high viewing points, make navigation easier. Comfortable and welcoming spaces for reading, study, research, and recreation enhance the library experience.

All three sites suffer from a lack of informal seating, areas to study and work, and displays to help members discover new collection items. Public computer stations are available but lack flexibility to support those with their own laptop or limit the noise of a phone call or video conference. There are limited flexible meeting spaces, with Payneham meeting spaces far too large for daily use and St Peters spaces disconnected from the library via breezeway and difficult to locate. There is no formal access to the library beyond opening hours, other than access to meeting rooms in the community centres

Likewise, all sites struggle at times to manage noise, with children's areas either elevated (at Norwood), adjoining a large void (at St Peters) or simply too small (at Payneham), with resulting noise periodically causing complaint. Curating each library for a different experience, as outlined, will help, but NPSP should also consider investments in loose furniture and acoustic treatments to enhance the experience for users.

## Recommendations

5.1.3.1 With savings diverted from a reduced collection, NPSP should consider investment in new furniture, including new shelving, desks, booths and acoustic dampening panels, to maximise spaces unlocked through a reduction in collections and improve casual use.

5.1.3.2 NPSP should seek to maximise the entrance foyer at Payneham for the display of new releases, selected collection materials and sale of old stock (with quality display). Doing so will enhance the sense of arrival and help promote the discovery of collection items.

5.1.3.3 NPSP should consider reconfiguring community meeting spaces at Payneham to provide additional study and workspaces, with flexible furniture trialled to store children's collections and to create a more engaging children's space on days that Storytime activities are delivered from the main hall.

5.1.3.4 Where practicable, NPSP should invest in a redesign of all three library front counters to provide a smaller, side-by-side consultation area, creating a zone of informal interaction between customer service officer and customers.

5.1.3.5 NPSP should consider the reallocation of space at St Peters for new work and study spaces, adjoining the existing ground floor counter. Access to the upstairs heritage room should also be trialled for low impact activities (e.g. reading). Providing more

space for these uses will encourage more visitation and reduce community friction around access to communal spaces.

5.1.3.6 NPSP should consider a significant allocation of space at Norwood to flexible study and workspaces, gaming and casual seating and contemplate significant restriction to the collection at this site (e.g. to new releases, magazines, digital resources and holds/returns).  Doing so will maximise the space available and set the tone of the Norwood library as a primarily digital experience for 'commerce and connection', with traditional collections available at the other two libraries.

### 5.1.4 Address the Digital Divide

Apart from a small television and PlayStation at Norwood, and traditional banks of PCs provided at each library, there are limited spaces allocated for gaming or design or exploring digital enterprise.

Modern libraries are commonly provisioned with digitally focussed spaces to engage young people and set a tone of technological advancement.  Likewise, many modern libraries now provide access to iPads and laptops, 3D glasses, printers and a broad host of electronic devices.

Staff and the community alike report an increasing demand for greater access and support for developing digital acumen.  The NPSP libraries are well placed to divert its effort to meet this demand.

**Recommendations**

5.1.4.1 NPSP should utilise reduced spend from its physical collection to purchase new electronic devices for promotion and lending.  This will help to expand the offer and attract new loans and visitations.

5.1.4.2 NPSP should focus its efforts on digital services at Norwood, where it can trial new approaches and in concert with new, out of hours access.  Norwood is the logical site to start experimenting with this digital focus through the renewal process and in response to current flagging community outcomes (i.e. when compared to the other two libraries).

5.1.4.3 NPSP should engage its community to test demand for access to new creative industry spaces and supporting infrastructure (such as super computers and recording or design software).  Expanding this offer to attract those in (or trying to break in) to the creative industries market is one area of differentiation that NPSP could explore.

### 5.1.5 Enhance the structure and resourcing

The current structure, while similar to other councils, would benefit from consolidation and creation of dedicate weekend positions.

Likewise, a dedicated site coordinator role could improve coordination across the three sites, enhance consistency where needed (i.e. signage) and allow program and technical roles to focus on overall outcomes across the three sites rather than site

specific issues. Increasing digital support staff is also crucial to meet growing community demand.

The reliance on part timers and casual workers complicates rostering. An effort to consolidate roles and create dedicated positions for weekend shifts will streamline operations and free up leaders to focus on community outcomes. This could also be supported by automated rostering software.

Limited staff capacity for innovation and strategic planning hampers service improvement. Investing in digital upskilling and reducing operational burdens on leaders could unlock potential.

## Recommendations

5.1.5.1 NPSP should consider a revised team structure that supports holistic library outcomes and assigns clear responsibilities by function (e.g. site management, collection, programs, digital) under the 'One library' concept.

5.1.5.2 NPSP should reshape its staffing roles to create a more significant focus on digital enterprise and support. Staff require training and the community requires more support to engage with digital services. New roles (or the reshaping of a dedicated team) would help to achieve this.

5.1.5.3 NPSP should progressively consolidate part-time positions and create new roles to fulfil duties currently delivered by casual staff thereby reducing overall head-count and the resulting 'coordination burden' of a large team of part-timers and casuals. This will unlock leaders' capacity for focus on higher-value work.

5.1.5.4 NPSP should investigate and trial a digital rostering system that could allow staff to self-manage availability, trade shifts and accept unplanned shifts without the roster coordinator needing to manage. This will unlock capacity for leaders to focus on higher-value work.

## 5.2 Explore a library of the future (a community hub)

The consolidation of library services into one 'library of the future' provides NPSP with the most significant opportunity for financial savings and improved service outcomes. Consolidation of library services should deliver more efficient site management and staffing, reduce building maintenance and utility costs, and reduce the complexities surrounding rostering, opening hours and achieving consistent service outcomes (i.e. compared with delivering a three-library model).

More importantly, consolidation of library services would enable NPSP to pool its capital resources (including funding earmarked for renewal of Norwood) to unlock capacity to develop a state of the art, purpose-built community hub that draws its learning from the best community hubs and libraries across South Australia and further abroad.

The creation of 'one library of the future' would allow NPSP to develop a range of varied and integrated community spaces that could offer the flexibility required to support the community to thrive now and into the future.

The Cove Civic Centre at Hallet Cove (City of Marion) is a strong South Australian example of how a 'library of the future' can look and perform. Comprising integrated meeting spaces, digital kiosks, wide aisles, nooks and quiet booths, this space is an exemplar of modern civic design and in combination with its three other libraries, delivers high community satisfaction.

As shown in Figure Ten, Cove is characterised by interesting and varied spaces that support study, work and learning. It is not dominated by collection, and it provides digital kiosks and small counters with customer service staff to support the discovery of collection items. There is free movement between library and civic areas. The space is provided on a single level with wide movement paths to provide comfortable accessibility for all.

Salisbury Community Hub and City of Prospect's Payinthi are also examples of this new movement in civic spaces that supports flexible, adaptive uses and exemplify what a 'library of the future' should be: an integrated community hub.

**Figure Ten: Cove Civic Centre, Hallet Cove (City of Marion)**

A single library (or 'community hub') offering for a Council area of NPSP's size would be akin to the ratio of libraries per square kilometre provided by the City of Marion too.

While it is unlikely that this consolidation would reduce staffing costs (when considering comparable benchmarks), it should unlock staff capacity to invest in programming and to drive memberships, and it should deliver operational savings through a reduction in the number of buildings and total floor area. More importantly, it would deliver better service outcomes than achievable through the retention and operation of the existing three library sites.

However, we also acknowledge that consolidation from three libraries to one is a significant change in practice for NPSP and may be too significant for the community to support. A hybrid model comprising two sites may offer a more achievable approach and would also provide interesting opportunities for service differentiation.

Under a two-site hybrid model, NPSP is uniquely positioned to leverage its Norwood library building to create a unique, digital-focused workspace (described in Section 5.1) that can complement a new consolidated community hub. Council could explore methods for providing 24-hour access to Norwood to expand the reach of the service and extend activation of The Parade.

Whether through a single site or through the exploration of two-site hybrid model, consolidating libraries is expected to unlock capacity for service improvements.
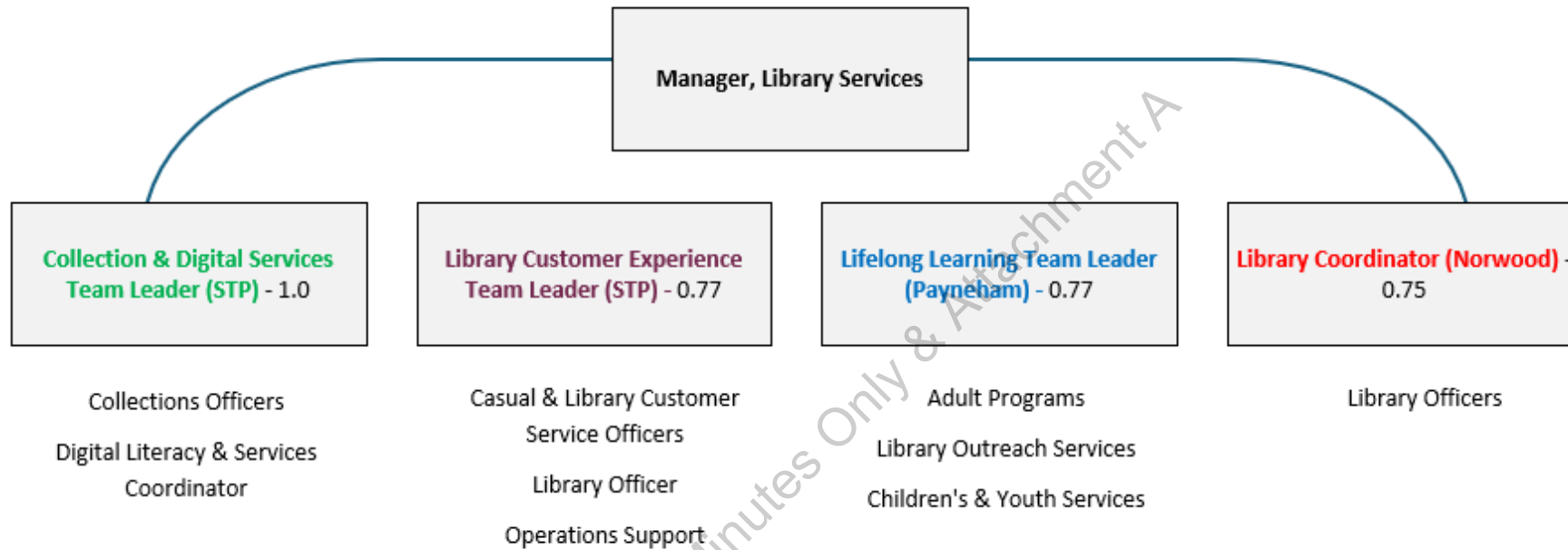
**Recommendations**

NPSP should consider commissioning a feasibility study that explores sites and options for a consolidated library/community hub and available capital funding pathways, considering the revenue available through the repurposing or disposal of the other three library sites.

**ATTACHMENT ONE: ORGANISATIONAL CHART – NPSP LIBRARY SERVICES**

## ATTACHMENT TWO: SALARY AND STRUCTURE BENCHMARKING

**Table Seven: Comparison of Levels, Salary and Structure – Selected SA Metropolitan Councils**

*Salary figures represent the respective top of the level range and exclude superannuation. The number of reported positions counted via published Salary Registers and shown as (X) but may not reflect the total number of roles or FTEs (i.e. if duplicate roles are not reported via the Salary Register).*

| Roles | NPSP | Burnside | Mitcham | Prospect | Marion | Adelaide Hills Council |
|---|---|---|---|---|---|---|
| **Level 2s** Library Customer Service Admin Technical Support | **$76,987** Library Officers Customer Services (11) Library Service (6) Library Tech Operations Support (1) | **$73,652** Library Officers (8) | **$80,138** Library Officers (6) Collection Events Tech Home library Customer Service | **Only Casual** Casual Library Officers and Customer Service and Library (5) $42.94 per hour | **$75,678** Customer Service Officer Libraries (20) | **$77,724** Library Support Officer (1) Casuals (4) |
| **Level 3s** Collections Programs Technical Support | **$84,619** Library Outreach Services Coordinator (1) Lifelong Learning Programs (1) Library Digital Services (1) | **$81,289** Library Support Officer (1) Library Digital Officer (1) Digital Literacy Officer (1) Library Customer Service Officer (2) | **$88,524** Library Coordinators (8) Collection Management Toy library Staffing Events Programs Customer Services | **$80,903** Library Officers (5) Program Support Children's Literacy & Learning Technical Services | **$79,567** Community Programs Events Officer (1) Lib Tech & Dig Project Officer (1) Home Library Support Officer (1) | **$86,262** Children's Programs and Learning (2) Digital Literacy & Programs (1) |
| **Level 4s** | | **$88,932** Family Network Librarian (1) | **$96,905** Library Systems Administrator | | | **$94,797** Library Resources and Operations (1) Adult Collections (1) Team Leader Digital Services (1) |

15 July 2024
City of Norwood Payneham & St Peters
[Client Draft - Service Review of Library Services]

| Roles | NPSP | Burnside | Mitcham | Prospect | Marion | Adelaide Hills Council |
|---|---|---|---|---|---|---|
| **Level 5s**<br>Collection Management Experience Management Facility Coordinators | **$98,798**<br>Team Leader Lifelong Learning (1)<br>Team Leader, Library Experience (1)<br>Team Leader, Collections & Digital Services (1)<br>Coordinator Norwood Library & Community Facilities (1) | **$94,658**<br>Coordinator Customer Service (1)<br>Coordinator Programming Services (1)<br>Coordinator Cataloguing & Acquisitions (1) | **$103,194**<br>Community Connection Librarian - Customer Service & Technology (1)<br>Community Connection Librarian - Programs (1) | **$94,241**<br>Team Leader Library Services | **$96,985**<br>Library Customer Experience Coordinator (1)<br>Collections & Resources Coordinator (1)<br>Lifelong Learning Coordinator (1) | |
| **Level 7s**<br>Team Leader / Service Managers | **$119,695**<br>Manager Library Services (1) | **$113,745**<br>Team Leader Library & Volunteers (1) | **$124,153**<br>Team Leaders (2) | Nil | Nil | Nil – note L4 TL 'Digital Services' |
| **Group/Unit Managers** | Nil | Nil | **$159,668**<br>+vehicle<br>Manager Community Connections | **$132,432**<br>Manager Community Relations & Programs | **$145,290**<br>Unit Manager Libraries | **$125,000**<br>+vehicle<br>Manager Library & Customer Services |

## ATTACHMENT THREE: COMPARITIVE METRICS TABLES

### Table Eight: Libraries Per Capita – SA Metropolitan Councils

| Council | Estimated Resident Population (2023) | Population Density | Number of Libraries | Libraries Per Capita |
|---|---|---|---|---|
| Walkerville | 8,420 | 2385.3 | 1 | 8,420 |
| Adelaide | 27,901 | 1,792 | 3 | 9,300 |
| **Norwood Payneham and St Peters** | 39,312 | 2602.8 | 3 | 13,104 |
| Gawler | 26,789 | 651.2 | 2 | 13,395 |
| Adelaide Hills | 41,842 | 52.63 | 3 | 13,947 |
| Holdfast Bay | 38,766 | 2818.9 | 2 | 19,383 |
| Unley | 39,929 | 2798 | 2 | 19,965 |
| Port Adelaide Enfield | 138,585 | 1510.3 | 6 | 23,098 |
| Prospect | 23,137 | 2969.5 | 1 | 23,137 |
| Marion | 98,493 | 1770.2 | 4 | 24,623 |
| Charles Sturt | 127,440 | 2326.1 | 5 | 25,488 |
| Salisbury | 149,214 | 933.5 | 5 | 29,843 |
| Onkaparinga | 180,865 | 349.1 | 6 | 30,144 |
| Mitcham | 69,542 | 920.5 | 2 | 34,771 |
| Burnside | 47,444 | 1724.1 | 1 | 47,444 |
| Playford | 107,069 | 310.2 | 2 | 53,535 |
| Campbelltown | 57,160 | 2347.6 | 1 | 57,160 |
| West Torrens | 64,519 | 1739.6 | 1 | 64,519 |
| Tea Tree Gully | 103,685 | 1089 | 1 | 103,685 |

### Table Nine: Libraries Per Square Kilometre (km2) – SA Metropolitan Councils

| Council (All SA) | Number of Libraries | Km² | Libraries Per km² |
|---|---|---|---|
| Walkerville | 1 | 4 | 4 |
| **Norwood Payneham and St Peters** | 3 | 15 | 5 |
| Adelaide | 3 | 16 | 5 |
| Holdfast Bay | 2 | 14 | 7 |
| Unley | 2 | 14 | 7 |
| Prospect | 1 | 8 | 8 |
| Charles Sturt | 5 | 55 | 11 |
| Marion | 4 | 56 | 14 |
| Port Adelaide Enfield | 6 | 92 | 15 |
| Gawler | 2 | 41 | 21 |
| Campbelltown | 1 | 24 | 24 |
| Burnside | 1 | 28 | 28 |
| Salisbury | 5 | 160 | 32 |
| West Torrens | 1 | 37 | 37 |
| Mitcham | 2 | 76 | 38 |
| Onkaparinga | 6 | 518 | 86 |
| Tea Tree Gully | 1 | 95 | 95 |
| Playford | 2 | 345 | 173 |
| Adelaide Hills | 3 | 795 | 265 |

**Table Ten: Library Expenditure Per Capita - SA Metropolitan Councils (2022-23)**

| Council (Metro) | Estimated Resident Population (2023) | Staff and Wages Expenditure ($) | Total Expenditure (S) | Staff Expenditure Per Capita | Total Expenditure Per Capita |
|---|---|---|---|---|---|
| Playford | 98,120 | $1,834,930 | $2,670,663 | $19 | $27 |
| Tea Tree Gully | 100,879 | $2,388,251 | $3,557,003 | $24 | $35 |
| Salisbury | 144,160 | $3,762,521 | $4,927,348 | $26 | $34 |
| Prospect | 21,925 | $603,607 | $991,038 | $28 | $45 |
| Mt Barker | 38,975 | $1,180,655 | $1,583,770 | $30 | $41 |
| Burnside | 45,869 | $1,401,009 | $2,162,953 | $31 | $47 |
| West Torrens | 61,077 | $1,972,092 | $2,759,559 | $32 | $45 |
| Onkaparinga | 175,711 | $5,685,227 | $8,456,047 | $32 | $48 |
| Marion | 94,927 | $3,075,773 | $3,904,265 | $32 | $41 |
| Campbelltown | 53,084 | $1,723,271 | $2,720,115 | $32 | $51 |
| Gawler | 25,161 | $905,830 | $1,191,921 | $36 | $47 |
| Port Adelaide Enfield | 129,539 | $4,681,034 | $7,945,485 | $36 | $61 |
| Adelaide Hills | 40,233 | $1,521,226 | $2,139,446 | $38 | $53 |
| **Norwood, Payneham & St Peters** | 36,930 | $1,439,789 | $1,872,491 | $39 | $51 |
| Charles Sturt | 121,065 | $4,824,358 | $8,824,471 | $40 | $73 |
| Mitcham | 67,696 | $2,701,614 | $12,352,119 | $40 | $182 |
| Walkerville | 7,990 | $324,263 | $536,847 | $41 | $67 |
| Holdfast Bay | 37,806 | $1,540,282 | $2,822,426 | $41 | $75 |
| Unley | 38,915 | $1,777,796 | $2,232,941 | $46 | $57 |
| Adelaide | 25,746 | $2,320,874 | $4,813,039 | $90 | $187 |

*City of Mitcham expenditure reflects investment in renewal in reported year. Other total expenditure for reported Councils will vary each year depending on renewal programs.

**Table Eleven:  SA Metropolitan Library Visitations and Loans Per Capita (2022-23)**

| Council (Metro) | Estimated Resident Population (2023) | Visitations | Visitations Per Capita | Total Loans at Item Library | Loans Per Capita |
|---|---|---|---|---|---|
| Adelaide | 25,746 | 303,398 | 11.78 | 363,865 | 14.13 |
| Prospect | 21,925 | 135,779 | 6.19 | 201,751 | 9.20 |
| Walkerville | 7,990 | 47,331 | 5.92 | 99,811 | 12.49 |
| Unley | 38,915 | 229,769 | 5.90 | 509,742 | 13.10 |
| Holdfast Bay | 37,806 | 180,537 | 4.78 | 424,555 | 11.23 |
| Adelaide Hills | 40,233 | 188,170 | 4.68 | 532,626 | 13.24 |
| **Norwood, Payneham & St Peters** | 36,930 | 169,280 | 4.58 | 379,236 | 10.27 |
| Burnside | 45,869 | 209,908 | 4.58 | 686,783 | 14.97 |
| Mitcham | 67,696 | 282,937 | 4.18 | 793,661 | 11.72 |
| Mt Barker | 38,975 | 149,534 | 3.84 | 361,340 | 9.27 |
| Onkaparinga | 175,711 | 673,370 | 3.83 | 1,265,715 | 7.20 |
| Port Adelaide Enfield | 129,539 | 474,695 | 3.66 | 853,184 | 6.59 |
| Salisbury | 144,160 | 518,991 | 3.60 | 574,833 | 3.99 |
| Marion | 94,927 | 337,739 | 3.56 | 788,232 | 8.30 |
| Campbelltown | 53,084 | 187,748 | 3.54 | 562,317 | 10.59 |
| Charles Sturt | 121,065 | 374,272 | 3.09 | 823,078 | 6.80 |
| Gawler | 25,161 | 74,992 | 2.98 | 134,813 | 5.36 |
| Playford | 98,120 | 280,871 | 2.86 | 358,778 | 3.66 |
| Tea Tree Gully | 100,879 | 285,900 | 2.83 | 823,939 | 8.17 |
| West Torrens | 61,077 | 164,910 | 2.70 | 456,772 | 7.48 |

**Table Twelve: SA Metropolitan Library Active Memberships and Program Participants Per Capita (2022-23)**

| Council (Metro) | Estimated Resident Population (2023) | Active Members | Active Members Per Capita | Program Participants | Participants Per Capita |
|---|---|---|---|---|---|
| Adelaide | 25,746 | 21,390 | 0.83 | 27,166 | 1.06 |
| Walkerville | 7,990 | 3,258 | 0.41 | 2,627 | 0.33 |
| Burnside | 45,869 | 18,090 | 0.39 | 19,151 | 0.42 |
| Unley | 38,915 | 14,780 | 0.38 | 17,610 | 0.45 |
| Prospect | 21,925 | 7,445 | 0.34 | 8,757 | 0.40 |
| Holdfast Bay | 37,806 | 12,160 | 0.32 | 21,775 | 0.58 |
| Mitcham | 67,696 | 21,417 | 0.32 | 27,901 | 0.41 |
| Adelaide Hills | 40,233 | 12,347 | 0.31 | 8,087 | 0.20 |
| Campbelltown | 53,084 | 16,170 | 0.30 | 15,869 | 0.30 |
| Mt Barker | 38,975 | 11,037 | 0.28 | 19,057 | 0.49 |
| Marion | 94,927 | 25,444 | 0.27 | 14,244 | 0.15 |
| Charles Sturt | 121,065 | 32,060 | 0.26 | 40,315 | 0.33 |
| Tea Tree Gully | 100,879 | 25,373 | 0.25 | 42,477 | 0.42 |
| Onkaparinga | 175,711 | 42,826 | 0.24 | 31,907 | 0.18 |
| **Norwood, Payneham & St Peters** | 36,930 | 8,954 | 0.24 | 8,859 | 0.24 |
| Port Adelaide Enfield | 129,539 | 29,962 | 0.23 | 33,747 | 0.26 |
| West Torrens/Thebarton | 61,077 | 13,475 | 0.22 | 19,722 | 0.32 |
| Gawler | 25,161 | 5,233 | 0.21 | 1,470 | 0.06 |
| Playford | 98,120 | 19,303 | 0.20 | 108,394 | 1.10 |
| Salisbury | 144,160 | 26,087 | 0.18 | 24,402 | 0.17 |

## ATTACHMENT FOUR: ALIA STANDARDS

**Table Thirteen:  ALIA Guidelines, Standards and Outcome Measures for Australian Public Libraries**

| Standard | Objective | Measure | Metric | NPSP Performance | Comments |
|---|---|---|---|---|---|
| Library Expenditure | To provide the community with a library service that is equitable, accessible, cost effective and efficient | Library expenditure per capita | **$39-$62**<br>Expenditure per capita for service population 20,000 to 99,999 | **$50.70**<br>$1.87M / 36,930 | **At Standard**<br>Within expected expenditure range. |
| Staffing (total and qualified) | To ensure that the number and mix of library staff support development and delivery of a range of services and programs which meet the needs of the community | Number of staff (FTE) per 3,000 population | **1.25-1.5**<br>Staff per 3,000 per 10,000 to 49,999 population | **10.8 FTE**<br>Per PLSA Data | **Below Standard**<br>16.6 – 21 FTE expected |
| Opening Hours | To open library facilities at times which enable the community to make the most effective use of the library service and to ensure that the libraries resources and services are as widely accessible as possible. | Opening hours | **48 hours per week**<br>for population between 20,000 and 49,999 | **25 to 39 hours** | **Below Standard**<br>By Site |
| Expenditure on library materials | To provide access to a current and relevant collection which meets the needs of the community | Expenditure on library materials | **$6.06** per capita | **$6.20**<br>$229K / 36,930 | **Above Standard** |
| Collection size | To provide access to a library collection which is large and diverse | Number of collection items per capita | **1.6** | **1.76**<br>64,960 / 36,930 | **Above Standard** |

15 July 2024
City of Norwood Payneham & St Peters
[Client Draft - Service Review of Library Services]

| Standard | Objective | Measure | Metric | NPSP Performance | Comments |
|---|---|---|---|---|---|
| | enough to meet the needs of the community. | | | | |
| Collection age | To provide access to a physical collection that is current and of appropriate quality to meet the needs of the community. | % of physical collection items purchased in the last 5 years | **40-45%** | **Refer Notes** | **Above Standard**<br>Expectation TBC |
| Public technology access | To ensure library users have access to computers, mobile devices and the internet to allow them to access relevant information, government, community, retail, recreational and communication services. | Number of public access internet devices per 2,500 people | **1.0 to 1.2** | **16** | **Above Standard**<br>14.7 – 17.7 |
| Membership | To encourage widespread community use of and engagement of all people with library facilities, collections, programs and services. | % of resident population who are registered library members | **30-45%**<br>Metropolitan/Regional | **23%** | **Below standard** |
| Visits | To enable the community to make the most effective use of the library service. | Number of library visits per capita | **4.0-4.5**<br>Metropolitan | **156,365** | **Below Standard**<br>157,248 – 176,850 |
| Loans | To assess use of the library's physical and digital collections. | Number of loans per capita | **6.0-7.0**<br>Metropolitan | **330,486** | **Above Standard**<br>235,800 to 275,100 |
| Turnover of stock | To provide access to a library collection which | Number of loans per physical collection item | **2.0 to 3.0** | **4.3 – 5.6** | **Above Standard**<br>Noting DoAs* |

15 July 2024
City of Norwood Payneham & St Peters
[Client Draft - Service Review of Library Services]

| Standard | Objective | Measure | Metric | NPSP Performance | Comments |
|---|---|---|---|---|---|
| | appeals to the community. | | | | |
| Electronic service use | To assess access to and use of the library's digital collections and technology services. | Number of visits to the library website | **2.1** per capita | **3,937** | **Below Standard**<br>82,530 |
| | | Number of hours use of use of public access devices | **0.30** per capita | **No Data** | |
| | | Number of Wi-Fi sessions in the library | **0.50** per capita | **No Data** | |
| | | Number of hours of Wi-Fi use | **0.45** per capita | **No Data** | |
| Program participation | To actively engage the community in activities that leverage the collections, resources, knowledge and expertise that reside in the library to enrich the lives of participants and deliver real and significant benefits to communities. | Attendance at library programs per capita | **0.30 – 0.35** | **8,859**<br>0.25 per capita | **Below Standard**<br>11,790 to 13,755 |
| Customer satisfaction | To ascertain the level of customer satisfaction with the library services provided. | % of library customers who rate the library service as 'good' or 'very good' | **90-95%** | **88%** | **At Standard**<br>2021 Results |

## ATTACHMENT FIVE: NPSP CUSTOMER SURVEY SUMMARY

### Libraries SA Customer Survey (2023)