Standards and Guidelines for Australian Public Libraries

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Contents

INTRODUCTION

Why have standards and guidelines?

Libraries in any country, state or territory and at any stage of development have both strengths and weaknesses. All are capable of improvement. Regularly bringing together knowledge on current international and Australian trends in provision of public library services and the collective wisdom and experience of Australian library practitioners assists librarians to develop an effective contemporary library service that efficiently responds to the needs of their local community.

Standards and guidelines:

- provide a philosophical context for quality public library service
- serve as a tool to identify strengths and select areas for strategic and operational improvement
- assist in planning, design and development of library services
- provide an evaluation mechanism and benchmarking tool for public accountability
- assist in determining whether resources are sufficient.[1]

Standards and guidelines outline what is achievable and what is aspirational. 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. In doing this, public libraries demonstrate their commitment to and practical support for the United Nations' Sustainable Development Goals, and in particular public access to information, universal literacy, sustainable communities, technology access and digital literacy.[2]

Australian public library standards and guidelines

Australia is one of the few countries to have evidence-based national public library standards and guidelines. This long-standing national approach is a collaborative endeavour of the Australian Library and Information Association (ALIA) and the Australian Public Library Alliance (APLA).

ALIA is the national professional organisation for the Australian library and information services sector. ALIA seeks to empower the profession through leadership, advocacy and mutual professional support that underpins the development, promotion and delivery of quality library and information services.

APLA is the peak body for public libraries in Australia. APLA was formed in 2009 when library leaders at the ALIA Public Libraries Summit called for an alliance to bring together 'Australia's public libraries, united behind common goals and ambitions, sharing best practice, contributing to strong communities, valued by people and government, continuing to provide universal free access to information, knowledge and ideas, and confirming the importance of their role for future generations.'

The first single document to guide public library development in Australia at a national level was published by ALIA in 1990 - *Towards a quality service: goals, objectives and standards for public libraries in Australia*. More than 20 years later the first edition of *Beyond a Quality Service: Strengthening the Social Fabric; Standards and Guidelines for Australian Public Libraries* was published in 2011, with a second edition released the following year. A further update, *Guidelines, Standards and Outcome Measures for Australian Public Libraries*, was published in 2016.

There is, however, an inherent dilemma in attempting to produce national standards that apply to libraries of all sizes in all parts of metropolitan, regional, rural and remote Australia. The diversity of communities and governance arrangements across the country make it certain that not every national standard or guideline will be completely relevant in every library setting. Consequently, some jurisdictions have chosen to enhance guidance for public libraries by developing additional or supplementary requirements and

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[1] *Public Library Standards: A Review of Standards and Guidelines from the 50 States of the US*, Christine Hamilton-Pennell, Mosaic Knowledge Works, April 2003.
[2] United Nations' Sustainable Development Goals, https://sdgs.un.org/goals.

standards. These recognise what is realistic and achievable taking into consideration a more detailed understanding of local conditions and context.

The 2020 standards and guidelines

The *Standards and Guidelines for Australian Public Libraries, 2020* draw heavily on three key documents:

- *Guidelines, Standards and Outcome Measures for Australian Public Libraries, 2016*, APLA/ALIA

- *Living Learning Libraries: Standards and guidelines for NSW public libraries, v7.3 2020*, SLNSW

- *Queensland Public Library Standards and Guidelines, July 2020*, SLQ.

The 2020 standards and guidelines are not presented as pure or theoretical goals based on completely objective and independent data and analysis. They indicate what is, for the most part, practical and achievable in a contemporary Australian library service.

The standards and guidelines are also not static, as circumstances and changes in technology create opportunities to enhance customer service and operating models. They will be updated regularly to reflect these changes.

Standards	Guidelines
S1. Library expenditure	G1. Community engagement
S2. Staffing	G2. Governance
S3. Opening hours	G3. Library management
S4. Expenditure on library materials	G4. Collections
S5. Physical collection size	G5. Information and reference services
S6. Collection age	G6. Programs
S7. Public technology Access	G7. Technology access
S8. Membership	G8. Places and spaces
S9. Visits	G9. Targeted services for young, old, culturally diverse and other groups
S10. Loans	G10. Service points
S11. Turnover of stock	G11. Staffing
S12. Electronic service use	G12. Funding
S13. Program participation	G13. Partnerships and collaboration
S14. Customer satisfaction	G14. Customer service

Terminology

In reading and interpreting the standards and guidelines the following points are of note.

- *Council*. Public libraries in different states and territories operate under different governance arrangements. For ease of presentation, the term 'Council' is used to indicate the primary governing body that has responsibility for the library service. In practice this may be a local government authority, a government department, a regional library corporation or other entity.

- *Digital resources*. The term 'digital resources' in this document is used to refer to ebooks, eaudiobooks, emagazines, enewspapers, online databases and streaming services.

- *Metropolitan*. Local government areas in capital cities in each state or territory (e.g. Greater Sydney, Greater Melbourne).

- *Regional*. Local government areas with a population of 20,001 or more in non-metropolitan areas.

- *Rural*. Local government areas with a population of 20,000 or less in non-metropolitan areas.

IFLA/UNESCO PUBLIC LIBRARY MANIFESTO

The third version of the IFLA/UNESCO Public Library Manifesto[3] was published in 1994. It is internationally recognised as a clear statement of the fundamental principles of the public library service.

Freedom, prosperity and the development of society and of individuals are fundamental human values. They will only be attained through the ability of well-informed citizens to exercise their democratic rights and to play an active role in society. Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information.

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. … (The public library is) a living force for education, culture and information. The public library is the local centre of information, making all kinds of knowledge and information readily available to its users. The services of the public library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status. …

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

– *creating and strengthening reading habits in children from an early age*

– *supporting both individual and self-conducted education as well as formal education at all levels*

– *providing opportunities for personal creative development*

– *stimulating the imagination and creativity of children and young people*

– *promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations*

– *providing access to cultural expressions of all performing arts*

– *fostering inter-cultural dialogue and favouring cultural diversity*

– *supporting the oral tradition*

– *ensuring access for citizens to all sorts of community information*

– *providing adequate information services to local enterprises, associations and interest groups*

– *facilitating the development of information and computer literacy skills*

– *supporting and participating in literary activities and programs for all age groups.*

The public library shall in principle be free of charge. The public library must be supported by specific legislation and financed by national and local governments.

Services have to be physically accessible to all members of the community. This requires well situated library buildings, good reading and study facilities, as well as relevant technologies and sufficient opening hours convenient to the users. It equally implies outreach services for those unable to visit the library.

The librarian is an active intermediary between users and resources. Professional and continuing education of the librarian is indispensable to ensure adequate services.

The principles described in the manifesto are incorporated into the APLA/ALIA *Standards and Guidelines for Australian Public Libraries, 2020*.

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[3] IFLA/UNESCO Public Library Manifesto, https://www.ifla.org/publications/iflaunesco-public-library-manifesto-1994.

UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

In September 2015, Member States of the United Nations (UN) adopted *Transforming Our World: the 2030 Agenda for Sustainable Development*.[4] This agenda is an inclusive integrated framework of 17 Sustainable Development Goals (SDGs) spanning economic, environmental and social development. By fulfilling this agenda, "no-one will be left behind".

While the SDGs are universal goals, each country is responsible for developing and implementing national strategies to achieve them and is expected to track and report progress. As these national plans are developed, public libraries – as trusted civic and cultural institutions – are in a unique position to create initiatives which promote the SDGs and foster change in their communities.

Several of the goals align perfectly with the work that many libraries are already undertaking, including (but not limited to) 'Access to information' under SDG 16.

Since 2017, ALIA has worked with Commonwealth and Local Government, GLAMR institutions (galleries, libraries, archives, museums and records), library leaders and other relevant organisations to promote and further these goals. ALIA has also signed an international advocacy agreement with IFLA, which commits the Association to carry on advocacy work on how libraries are helping Australia, and the rest of the UN Member States, to achieve the SDGs.

In addition, ALIA has included an additional Object to its Constitution:

> *"To endorse the principles of the United Nations Universal Declaration of Human Rights – Article 19 and the 2030 Sustainable Development Goals in response to the many challenges faced by the world today and into the future."*

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[4] United Nations Sustainable Development Goals, https://sdgs.un.org/goals.

A FRAMEWORK FOR AUSTRALIAN PUBLIC LIBRARIES

The Framework for Australian Public Libraries brings together and illustrates the essential operational components of a contemporary public library. The Framework indicates five key areas where guidance can be provided to enhance the effective and efficient operation of public libraries.

At its core, a public library is defined by the services it offers, the way it delivers those services to the community, and the way in which it is managed. The quality and value of the library is defined by the way in which it understands and strategically responds to the particular needs of its community, and by the extent to which the services it provides have a positive impact on library users' knowledge, skills, attitudes and behaviours and enable communities to be more inclusive, productive and creative.

Community engagement

Investment in public libraries is an investment in the strength, capability and resilience of the community. Therefore, public libraries must work, and be seen to work, actively with their communities to provide services that are responsive to community needs and that build individual and community capacity. Public libraries can do this by developing a deep understanding of its community that recognises and reflects its needs and aspirations, and by engaging community members and organisations in shaping the provision of library services.

Service management

The way in which a public library is governed and managed has a significant impact on its capacity to achieve its community-focused goals efficiently and effectively. This includes issues related to: leadership, strategic planning and advocacy; policy development; management of human resources, finance, facilities, capital assets and technology; public relations and promotions; and monitoring and evaluation.

Service offering

A modern library offers five core services to meet the recreational, educational, social, information and employment-related needs of library users of all ages, interests and backgrounds. These services are:

- physical and digital content and collections, including general, specialist, local studies, heritage and cultural collections
- information and reference services
- reading, literacy, learning, wellbeing, cultural and creative programs
- access to computers, the internet, printers, scanners and other mainstream technology, as well as support in developing digital literacy
- places and spaces where people can relax, work, meet, learn, connect and create.

Service delivery

A public library's service offerings can be delivered in different ways to different users in different places at different times. Traditional and well-loved branch libraries staffed by welcoming, knowledgeable and helpful professionals are now complemented by online and outreach services that take the library out and into the community. Libraries are increasingly developing partnerships and alliances with community, education, government and business organisations to leverage resources and broaden access for a wide range of users.

Individual and community outcomes

Effective library programs and services help individuals to increase their knowledge and skills, to change their attitudes and behaviours, and to access information and increase awareness of what is happening in their community. Libraries can also have a positive impact on community, economic and cultural outcomes.

A Framework for Australian Public Libraries

COMMUNITY ENGAGEMENT

Public libraries work actively with their communities to provide services that are responsive to service needs and build individual and community capacity

Engage community in shaping library services

Reflect community needs and aspirations

Ensure universal access to library services

Champion the community's unique cultural identity

Create and nurture partnerships that build community and individual resilience and capacity

PUBLIC LIBRARIES

SERVICE MANAGEMENT

Governance
- Strategic decision-making
- Strategic planning
- Advocacy

Management
- Policy and planning
- Human resources management
- Financial and asset management
- Technology management
- Public relations and promotions
- Monitoring and evaluation

SERVICE OFFERING

Content/Collections
- General and specialist
- Local studies, heritage, culture
- Digital

Information and reference services

Programs
- Literacy
- Learning
- Creative, cultural
- Digital literacy

Technology access
- Computers
- Internet and wifi

Place (physical and digital)
- Read and relax
- Study and work
- Meet and connect
- Collaborate and create

Targeted services (e.g.)
- *Children and youth*
- *Older people and seniors*
- *Cultural groups*
- *Indigenous*

SERVICE DELIVERY

Service points
- Branches (incl. opening hours)
- Mobile libraries
- Website and online services
- Outreach services

Staffing
- Staffing levels
- Skills, qualifications

Funding
- Operating
- Capital
- Sustainability

Partnership and collaboration
- Community
- Government
- Education and business
- Library sector
- Volunteers

Customer service

INDIVIDUAL and COMMUNITY OUTCOMES

Effective library programs and services help individuals to increase their knowledge and skills and communities to be more inclusive, productive and creative

Literacy and lifelong learning

Digital inclusion

Personal development and wellbeing

Economic and workforce development

Stronger and more creative communities

Informed and connected citizens

INDIVIDUAL AND COMMUNITY OUTCOMES

The Framework for Australian Public Libraries identifies six broad individual and community outcomes from the provision and use of public library services.

Literacy and lifelong learning

Through collections, programs and facilities public libraries provide many opportunities for people of all ages and interests to pursue formal and informal study and lifelong learning. This includes:

- Early Years' literacy programs (e.g. Story Time) that encourage parents and caregivers to read with their children at home

- English language and adult literacy programs

- homework clubs and after-school activities

- using library computers and workspaces to do school work, tertiary study and other learning

- provision of access to online classes

- encouraging reading through school holiday activities, youth reading programs and collections and book clubs

- programs supporting development of learning habits and skills.

Digital inclusion

The ability to access and use technology is fundamental to meaningful engagement in Australian society. However, internet access is not universal, and there are significant numbers of older persons, people with low incomes, people in rural areas and travellers (among others) who do not have home or mobile internet access or lack the skills and confidence to use computers effectively. At the library people can:

- get free access to computers and the internet

- get technical support and advice and access digital literacy training

- search and find useful public information (e.g. transport timetables, weather forecasts, news and current affairs)

- study online and access educational material

- access information, government and business services that are mainly or exclusively available online

- connect with family and friends via email and social media

- perform financial and administrative transactions

- engage with community activities and business organisations

- search and apply for jobs

- pursue recreational and leisure interests.

Personal development and wellbeing

Public libraries support personal development and wellbeing – at all times, but especially for vulnerable people (e.g. suffering from social isolation, mental health or domestic violence) and in times of significant individual or community stress (e.g. public health outbreaks, bushfires and floods). At a library people can:

- access authoritative information (independently or with the support of library staff) that they need to live, work, learn and play

- access information that supports health and wellness (e.g. learning about medical conditions, finding health care providers, assessing health insurance options)

- manage their personal finance and business matters (e.g. online banking, paying bills, making purchases online, contacting tradespeople)

- read for pleasure and enjoy a wide choice of reading, viewing or listening material

- meet friends and people with common interests

- talk to other library users and library staff

- relax in a quiet welcoming environment

- be somewhere safe, be around other people, and be cool on a hot day or warm on a cold day.

Economic and workforce development

Public libraries do not have a direct role in economic development, but use of library services and programs by different community groups can support improved employment and productivity outcomes. Public libraries support economic and workforce development by:

- running programs to assist people in preparing a CV, writing a resume and applying for jobs

- providing access to the internet to allow people to search and apply for jobs and access to computers to allow people to write job applications

- partnering with local adult and community education providers to support provision of vocational education and training opportunities and job-ready skill development

- running programs in partnership with Council and other organisations to promote small business development and activity

- providing micro and small businesses with access to business and government information

- providing business hubs or co-working spaces where micro and small business operators can work, research, communicate and collaborate with customers and business partners.

The library is also a focal point for community activity, and can attract tourists who wish to access library services (e.g. internet) or see local history and cultural collections housed within the library.

Stronger and more creative communities

Public libraries strengthen communities and build social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They do this by:

- preserving the past, celebrating the present and embracing the future

- ensuring free and equitable access to all people

- providing access to general and community-focused content and collections

- collecting and promoting local cultural content (e.g. historical collections and artefacts, artworks and exhibitions, musical and theatrical performance)

- showcasing and celebrating diversity

- promoting acceptance, tolerance and understanding

- promoting democratic principles

- nurturing and supporting community groups.

Informed and connected citizens

Public libraries are places where people come together to connect with one another and with what is happening in their community. At the library, people can:

- meet informally with family, friends and like-minded people

- find out about government programs and services

- learn about the community, local news and current events

- discuss community issues and share and exchange opinions

- conduct formal meetings in library spaces

- learn about local laws and regulations

- become involved in the democratic process.

STANDARDS

Library standards play an important role in the advancement and effective operation of public library services in Australia. Standards are evidence-based quantitative measures for benchmarking, comparison and attainment of best practice goals.

The 2020 standards are based on industry expectations, CPI rises since 2016 and the latest available national, state and territory data. This includes national 2018-19 statistical data published by National and State Libraries Australia (NSLA) and local datasets published by State Libraries and state library associations on a wide range of library provision and usage measures by individual library service. Reference has also been made to public library standards published in NSW and Queensland.

Each standard contains objectives, measures, definitions for terminology used within the standard and notes on interpretation.

How to use the library standards

Depending on the type of measure being assessed the standard can:

- set minimum levels for delivery of library services consistent with community and industry expectations

- present high level benchmarks for overall comparison and evaluation of library service delivery, use and performance

- assist in identification of appropriate library services for peer-related benchmarking purposes (i.e. libraries of similar size, location or structure)

- provide reasonable and/or aspirational goals for service improvement, quality and reach.

Australian public libraries are governed by a variety of administrative arrangements, ranging from services wholly delivered by the state/territory through to services wholly delivered by Local Government. Significant variations in social and geographic conditions between and within jurisdictions create differing community demands and needs, affecting the type and scope of services provided. Individual library services can also deploy different delivery methods in response to local factors.[5] Therefore …

Library standards should only be used when they are interpreted within an appropriate context.

Libraries and stakeholders are encouraged to take a rigorous and thoughtful approach to use of the standards to avoid the possibility of inadvertently compromising the integrity of library services.

- Most of the 2020 standards are presented as 'per capita' measures, which standardise library provision and use and make the standards more applicable across library services of different size. Per capita analysis is based on the population of the catchment area/Local Government Area (LGA) served by the library service. The ABS annually reports Estimated Resident Population by LGA.[6]

- Use of the standards in setting targets for libraries should only occur with a clear understanding of the geographic, demographic, jurisdictional and service context in which the library operates.

- Interpretation of the standards requires an understanding of the definition of the standard and its behaviour in different settings.

- Higher and lower performance against a standard may reflect the tension between service quality and service efficiency or productivity.

- 'Targets' are presented as the level expected to be achieved by a library service within its context (e.g. size, location). 'Enhanced' targets set a more aspirational goal for library services that have achieved the target level.

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[5] *Australian Public Libraries Statistical Report 2018-19*, NSLA, July 2020, https://www.nsla.org.au/resources/annual-australian-public-library-statistics.
[6] ABS regional population data, https://www.abs.gov.au/Population.

Standards for Library Operations

Standards for library operations set expectations for provision of community-based public library services. The following standards represent an average level for provision of library services on a per capita basis.

The Standards for Library Operations include measures for:

S1   Library expenditure
S2   Staffing
S3   Opening hours

S1   Library expenditure

Objective

To provide the community with a library service that is equitable, accessible, cost effective and efficient.

To provide an appropriate range, mix, level and quality of library services to meet the needs of the local community (as outlined in these Standards and Guidelines).

Measure (annual)	Library service population	Expenditure per capita	
		Median	**Range**
Library expenditure per capita	100,000 or more	$45	$36 to $53
	20,000 to 99,999	$48	$39 to $62
	5,000 to 19,999	$56	$43 to $73
	Less than 5,000	$63	$37 to $114
Calculation: Total expenditure on library operations and materials per member of population.			

Definitions

▪   Library expenditure includes all operating expenditure and library materials expenditure. That is, wages and salaries, on costs, professional development costs, operating and corporate expenses, and expenditure on physical and digital library materials (even where collections expenditure is treated as a capital expense). It includes general upgrades to technology services,

-    Library expenditure excludes all other capital expenditure, as well as any one-off targeted project funding associated with delivery of supplementary library services. It excludes depreciation.[7]

▪   Library expenditure can be funded through Local, State and Commonwealth Government allocations, grants and subsidies, as well as corporate sponsorship and user fees and charges.

▪   The range stated for each population group covers the middle 50% of library services (i.e. the interquartile range between the 25th and 75th percentile).

Interpretation

▪   Very small populations (up to 5,000 people) may have significantly higher per capita expenditure due to minimum staffing, collection and infrastructure costs.

▪   Large populations (more than 100,000 people) may realise service efficiencies due to economies of scale in collection size, service development and service management.

▪   Variations in average library size can explain differences in average library expenditure per capita in different states and territories (e.g. WA and SA have higher rates than Victoria and ACT).

▪   Library expenditure per capita is not necessarily an indicator of a 'better' library service. A high figure can represent service quality and a low figure can indicate service efficiency. It can be argued that expenditure close to the state or territory average is the preferred position. Library expenditure per capita should be interpreted in light of local factors (e.g. library size, population served, geographical catchment area, staff per capita), customer satisfaction and library outcomes

▪   Return on investment in public library services is currently around $4-5 for every $1 invested, in terms of direct user benefits and indirect community benefits.[8] Therefore, higher levels of expenditure per capita deliver greater net benefits to the community.

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[7] NSLA Annual Public Library Statistics, https://www.nsla.org.au/index.php/resources/annual-australian-public-library-statistics.
[8] *Libraries Work!*, SGS Economics and Planning, 2017, https://www.sgsep.com.au/projects/victorian-public-libraries-economic-modelling.

- Financial indicators should be adjusted to account for inflationary factors.[9]

S2   Staffing

Objective

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.

To ensure that each library service has the minimum number of library qualified staff to undertake reference and technical services.

Measure	Library service population	Staff per 3,000	
		Target	**Enhanced**
S2A Number of staff (FTE) per 3,000 population	250,000 or more	0.8	0.9
	150,000 to 249,999	0.9	1.0
	50,000 to 149,999	1.0	1.2
	10,000 to 49,999	1.25	1.5
	Less than 10,000	1.6	2.0
Calculation: S2A Total number of staff (FTE) per 3,000 members of the population.			
Measure	**Library service population**	**Staff per 10,000**	
S2B Number of library qualified staff (FTE) per 10,000 population		1.0	1.2
Calculation: S2B Total number of library qualified staff (FTE) per 10,000 members of the population.			

Definitions

- Staff members are library staff whose wages and salaries are included in the library service budget, calculated as full-time equivalents. This excludes ancillary staff (e.g. couriers, cleaners) and volunteers.

- Where library facilities are co-located with other services or positions are responsible for additional Council services, the proportion of staffing resources dedicated to library functions should be used.

- FTE calculations should be based on actual time worked by all library staff, not established positions.

- Qualified staff members are paid staff who: i) possess formal library and information science qualifications at undergraduate or postgraduate level that are recognised by ALIA; and ii) are employed in a role requiring librarian qualifications.

- Professional membership of ALIA[10] includes the following categories:
    - Associate: Library and information science undergraduate or postgraduate qualification

    - Library Technician: Library technician qualification

    - Allied Field: Minimum of a diploma qualification and working at a professional level within

- Areas that experience significant variation in population due to seasonal factors (e.g. tourism, agricultural production) may need to expand standard staffing levels during peak times of the year.

Interpretation

- A library service's commitment and responsiveness to its community is reflected in the mix of staff selected to provide library programs and services. Factors that influence total library staffing levels

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[9] Reserve Bank of Australia inflation figures, https://www.rba.gov.au/inflation/measures-cpi.html.
[10] ALIA membership requirement, https://alia.org.au/membership.

and mix within individual LGAs include geography, population distribution and demographics, number and type of service points, hours of opening, library usage, demand for specialist services, programs and services provided, type of library facility and co-location with other services. Library programs and services may be delivered onsite, offsite, online and outside of opening hours to maintain continuity of services to the community.

- Staff numbers may be influenced by local requirements for a minimum number of staff to be on duty for safety and security reasons.

- Responsibility for reference and technical services (that are not outsourced, for example, collection selection and cataloguing activities) should be assigned to appropriately qualified or trained staff.

- Other professional and specialist staff may be employed to work in positions that suit the demographics and needs of the community. Specialists skills in demand in libraries include social work, youth work, education and training, digital literacies, information technology, events and programming, financial or project management, contract management and procurement, human resources, marketing and communications and business support.

- Many libraries, particularly those serving large populations and populations including significant numbers of people from culturally diverse or low SES backgrounds, require more specialist staff because the range of programs and targeted services offered is more varied and greater in number. Such libraries are likely to exceed these standards.

- Libraries which use self-checkout/RFID and/or outsource collection management functions may find staffing requirements can be rationalised, freeing up staff for additional professional services and programs, and/or reducing the number of staff required for routine materials handling.

- Staffing per capita is typically higher in library services and jurisdictions that have a large number of branches servicing relatively small populations (e.g. SA, WA, NT) and lower where the population is more concentrated (e.g. ACT).

- It is acknowledged that many rural and regional libraries have significant difficulties in recruiting qualified staff members. Local authorities should seek to employ the most appropriate mix possible of professional and paraprofessional library staff. Paraprofessional staff are those eligible for library technician membership of ALIA.

S3   Opening hours

Objective

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 library's resources and services are as widely accessible as possible.

Measure	Population catchment	Recommended minimum hours per week
Library opening hours	100,000 or more	64
	50,000 to 99,999	56
	20,000 to 49,999	48
	10,000 to 19,999	40
	5,000 to 9,999	30
	Less than 5,000	20

Definitions

- This standard applies to library facilities that are operated by library staff, have regular scheduled public access opening hours, contain one or more organised collections of information resources and library materials, and provide access to a full range of library services and resources.

- This standard does not apply to mobile library services.

- This standard does not apply to wholly unstaffed or community-operated library facilities. Where an open library has both staffed and unstaffed hours, the standard applies.

- Population catchments are calculated at a local level. The sum of the catchments for each library facility should equal the total population of the catchment area/LGA served by the library facilities. The ABS annually reports Estimated Resident Population by LGA.

Interpretation

- It is difficult to be prescriptive about opening hours given the variations in library service models and community area and population density. It is therefore appropriate to caution application of this standard without regard for the different ways in which library services are delivered to different communities. For example, opening hours and number of branches for a library serving a capital city are likely to be quite different from opening hours and branches for a library service striving to cover thousands of square kilometres.

- The main variables which influence opening hours include: library structure and service models, funding, number of branches and other service points, population size and geographic area of the community/region served.

Standards for Collections and Services

Standards for library collections and services set benchmarks for comparison based on average figures for libraries of different size and type. For some standards a range of expected performance is presented. Library services are encouraged to aim to meet or exceed the standard as this will generate continued improvement in the quality and efficiency of collections and services.

The Standards for Collections and Services include measures for:

S4   Expenditure on library materials
S5   Physical collection size
S6   Collection age
S7   Public technology access

Note that standards S4 to S6, S10 and S11 are related measures and should be used in conjunction with each other to assess collection quality and performance. For example, the number of collection items per capita (S5) is not of itself a sufficient measure of collection quality. Items per capita may be artificially inflated if the collection is not regularly weeded and the age of the stock (S6) drifts out, or if the library maintains a large 'stack' collection. Given that the strength of a collection usually lies with its currency rather than its size, stock turnover (S11) and circulation (S10) are important measures of the appeal of collection items.

S4 Expenditure on library materials

Objective

To provide access to a current and relevant collection which meets the needs of the community.

Measure (annual)	Materials $ per capita Target
Expenditure on library materials per capita	$6.06
Calculation: Total expenditure on library materials per member of population. 2016 plus CPI.	

Definitions

- Library material includes both physical and digital collection items that are available for public use.

    - Physical library materials include: print material (such as books, magazines, newspapers, serials, maps, plans, manuscripts); audiovisual materials (such as audiobooks, CDs, videos, DVDs, computer games); and other items (such as toys and games). This excludes individual records on online databases and local studies collection items.

    - Digital library materials include: electronic files (such as eaudio, ebook, electronic serials or magazines); subscriptions to databases and electronic services, products and services with 'pay per view' access for content; and any other digital or electronic library materials not stored on physical media.

- Expenditure on library materials includes end-to-end costs of purchasing, licensing or accessing collection items, as well as costs associated with enabling user access.

- Expenditure on library materials is a subset of total library expenditure used to calculate S1.

Interpretation

- Smaller populations typically require a greater number of collection items per capita (S5) to provide a sufficiently diverse collection and choice to their community. Similarly, library services with many branches are likely to carry greater stock per capita than libraries serving a similar population with fewer branches. A larger per capita collection necessitates a greater level of collection expenditure per capita.

- Large library services can realise collection efficiencies by having smaller collections per capita and moving stock around in response to user demand.

- Variation in library materials expenditure can be the result of cyclical or targeted investment in collections development (e.g. with the stocking of a new library branch). It is also influenced by minimum stocking levels in small branches, maximum carrying capacity in library branches, stock movement between branches in one library service and the efficiency of interlibrary loan procedures.

- Variations in the average size of library services can explain differences in average expenditure on library materials per capita in different states and territories.

- In some states and territories, the State/Territory Library has a role in central purchasing and/or management/support of library collections. This influences comparison of collection expenditure at a library service level between states and territories.

- As library users become more familiar and comfortable with accessing ebooks and digital resources, the proportion of library materials expenditure that is committed to providing digital resources is increasing. In 2018-19, expenditure on digital collections was around 10-25% of total library service expenditure on collections.

- Financial indicators should be adjusted to account for inflationary factors.

S5   Collection size

Objective

To provide access to a library collection which is large and diverse enough to meet the needs of the community.

Measure	Library service population	Collection items per capita Target
Number of collection items per capita	400,000 or more	0.8
	300,000 to 399,999	1.0
	100,000 to 299,999	1.2
	50,000 to 99,999	1.4
	20,000 to 49,999	1.6
	Less than 20,000	2.0
Calculation: Total number of collection items per member of population.		

Definitions

▪   Total collection items includes all physical and digital library items as defined in S4 (Expenditure on library materials) on hand at the end of the reference period. This includes all book and non-book material, including but not limited to books, magazines, ebooks, audiobooks and eaudiobooks, CDs/DVDs, computer games, toys, maps, plans and manuscripts. It does not include items accessed via 'pay per use' agreements or licensed access to electronic resource databases.

Interpretation

▪   This standard is closely related to two other library standards. That is, subject to definitional differences, the number of loans per capita (S10) equals the number of loans per item (S11) times the number of items per capita (S5). High or low performance on any one standard is likely to also be seen in one of the other two standards.

▪   As with S4, libraries serving smaller populations typically require a greater number of collection items per capita to provide a sufficiently diverse collection and choice to their community. Similarly, library services with many branches are likely to carry greater stock per capita than libraries serving a similar population with fewer branches. Large library services can realise collection efficiencies by having smaller collections per capita and moving stock around in response to user demand.

▪   The standards should be applied with caution for library services with populations close to the thresholds. The standards are intended to reflect a gradual drop in collection size, not hard steps at each threshold.

▪   Collection size is not of itself a sufficient indicator of collection quality. Items per capita can be inflated if the collection is not regularly weeded and the age of stock increases (S6), or if the library maintains a large non-lending 'stack' collection.

▪   The composition of the collection is changing as user demand for access to digital material increases. This collection growth is not necessarily matched by a decline in the number of physical items in the collection.

▪   User-led demands for front-facing displays, removal of high and low shelves, and access to more seating and meeting spaces are influencing the total number of physical items on display.

S6   Collection age

Objective

To provide access to a physical collection that is current and of appropriate quality to meet the needs of the community.

Measure	Library service population	% purchased in 5 years	
		Target	**Enhanced**
% of physical collection items purchased in the last 5 years	100,000 or more	60%	65%
	50,000 to 99,999	50%	55%
	Less than 50,000	40%	45%
Calculation: Total number of physical collection items available for loan that have been purchased within the last 5 years as a % of the total number of physical collection items available for loan.			

Definitions

▪   This standard only applies to physical library material owned by the library service. It does not include digital library material.

▪   Physical library material includes: This includes all physical book and non-book material, including but not limited to books, magazines, CDs/DVDs, computer games, toys, maps, plans and manuscripts. It does not include ebooks and eaudiobooks and licensed access to electronic resource databases.

▪   Recently purchased titles are not limited to newly published titles. Well used items such as classic fiction, popular series, children's books and DVDs may require replacement based on their condition or visual appeal or be purchased for the first time based on community need.

▪   Physical collection items that are not available for loan should not be included. For example, family history, genealogy, reference and local studies material should not be counted when applying this standard. These resources have usually been collected over long periods and are intended to be retained indefinitely regardless of age.

Interpretation

▪   Library collections require adequate and regular inflow of new titles to ensure their currency, accuracy, quality and appeal, and to assist in meeting changing community interests, trends and demands. This is true of both the physical and digital collections. If the age of the collection is improved (that is, a higher percentage of the collection is recently purchased), then loans and collection turnover will increase.

▪   Factors which impact on physical collection age include:
  –   'floating' collections, where customer choice is enabled by moving stock between branches
  –   the shorter shelf life/more frequent replacement of some materials, such as DVDs
  –   high turnover rate of some special collections (e.g. literacy resources, Languages Other Than English) which may require replacement at a higher rate than other parts of the collection.

▪   Worn, incomplete and outdated material should be discarded and/or replaced as part of a regular program to refresh the collection.

▪   Smaller populations typically require a greater number of collection items per capita (S5) to provide a sufficiently diverse collection to their community. Consequently, these libraries are more likely to have a lower turnover of stock (S11) and therefore less need to replace worn collection items. This results in a higher average collection age and a lower result against this standard.

▪   Library services with larger populations are likely to carry less stock per capita than smaller libraries. This is likely to be associated with higher stock turnover (S11), a greater need to replace collection items, and a lower average collection age.

S7   Public technology access

Objective

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.

Measure (annual)	Library service population	Devices per 2,500	
		Target	**Enhanced**
Number of public access internet devices per 2,500 people	100,000 or more	0.6	0.8
	50,000 to 99,999	0.8	1.0
	10,000 to 49,999	1.0	1.2
	Less than 10,000	1.2	2.0
		With at least one device at main branch	
Number of accessible printers	At least one printer accessible from each public workstation Printing available from wireless devices		
Access to wifi	Available to all library members at all library branches during opening hours		
Calculation: Total number of public access internet devices per 2,500 members of the population.			

Definitions

- Public access internet devices include all desktop and mobile devices (e.g. PCs, laptops, tablets) available for public use in the library which can be used to access the internet. Public access devices should:
  - be less than three years old
  - have mainstream application software that is less than three years old
  - be connected to printers, and where possible scanners and associated equipment.

- Free and equitable public internet access is available to the community at all library facilities via library devices, and via wifi for customers using their own devices.

- Internet connectivity should accommodate the maximum number of simultaneous connections available based on the availability of local telecommunications infrastructure.

Interpretation

- The number of public internet access devices provided in the library facility depends on the nature of demand in the community (including seasonal requirements) and local factors such as the degree of penetration of internet access in households, the quality of broadband connectivity, the personal take-up of mobile devices, digital literacy levels and Council's investment in devices.

- The number of public access internet devices needed to meet local demand will be lower in areas of high device ownership and high levels of household internet access (e.g. ACT, inner metropolitan areas of capital cities).

- As home and mobile wifi access becomes more widespread, it is expected that demand for access to public access internet devices in libraries will decrease in the next 3-5 years.

- The number of printers provided will depend on network configuration within individual libraries and customer demand.

- General practice is to depreciate computers and peripherals over a three-year period. Some library services operate with different depreciation periods (e.g. four years). Some purchase or leasing arrangements are likely to be required to conform with Council policies.

Standards for Service Use

Every library service strives to maximise use of its services. It does this by providing an appropriate mix and quality of collections, programs, facilities and services and by promoting its services through a blend of community-wide and targeted measures. Ultimately, the volume and profile of library use will reflect the demands and needs of the local community and the relevance and appeal of the services provided relative to other learning and leisure opportunities available in the area. Standards for service use are therefore set as goals based on outcomes for communities of different size and type. For some standards a range of expected performance is presented. Library services are encouraged to aim to meet or exceed the standards as greater use of the services provided delivers greater net community benefits and greater return on investment in library services.

The Standards for Service Use include measures for:

S8   Membership
S9   Visits
S10   Loans
S11   Turnover of stock
S12   Electronic service use
S13   Program participation
S14   Customer satisfaction

S8   Membership

Objective

To encourage widespread community use of and engagement of all people with library facilities, collections, programs and services.

Measure	Library service	% of population	
		Target	**Enhanced**
% of resident population who are registered library members	Metropolitan/Regional	35%	40-45%
	Rural	30%	35-40%
Calculation: Total number of registered library members divided by the total resident population.			

Definitions

▪   A registered library member is a person or organisation registered with the library service in order to use its services and collections within or away from the library facility. This includes online or cardless members who only access electronic services and collections.

▪   To ensure consistency in interpretation it is recommended that library services only count memberships that have a recorded transaction during the past three years (i.e. have been updated or used to access library collections, programs or technology services at any time in the past 36 months).

Interpretation

▪   A library service should maintain records of membership for statistical and benchmarking purposes.

▪   The primary use of library membership is borrowing of collection items. Libraries serving a community with high literacy and recreational reading levels are likely to have an above average membership ratio.

▪   Libraries are freely available to all residents, non-residents and visitors to an LGA. Some LGAs are likely to show a higher percentage of membership because members include non-residents who travel to the LGA for work, study, shopping, entertainment or holidays (e.g. in capital cities and urban hubs). These non-resident members are not, by definition, included in the base 'eligible population'. However, the measure of membership per capita using number of registered members and LGA population is agreed across Australia. For this standard, total members of a library service includes both resident and non-resident members.

▪   Collaborative agreements that remove the need for users to have more than one membership to use different library services (e.g. SA's single library card) have increased accessibility of library collections while reducing total membership figures relative to other jurisdictions.

▪   The membership standard (S8) does not represent the total level of community engagement with library services due to 'hidden membership'. 'Hidden membership' includes people who access library collections through another library member, often a different member of their household. This can include young children (whose parent may borrow collection items) and couples where one library member borrows for both members of the couple.

▪   Other 'hidden users' include customers who, without registering as members, visit the library to use materials, computers, wifi or library spaces, or attend events. These customers will be counted in 'visit' statistics (S9), but not in the membership tally.

▪   Some library services require membership for users to access public computers, wifi services and select library programs. In these circumstances library membership is closer to a true representation of total community engagement with the library.

S9   Visits

Objective

To enable the community to make the most effective use of the library service.

Measure (annual)	Library service / Population	Visits per capita	
		Target	**Enhanced**
Number of library visits per capita	Metropolitan	4.0	4.5
	Regional/Rural 5,001 or more	3.5	4.0
	Rural less than 5,000	2.0	3.0
Calculation: Total number of visits to library service points per member of population.			

Definitions

- The number of visits includes all visits in person to all service points (i.e. library branches and mobile libraries).

- Visitation can be measured by sampling, counters or sensors to ensure reported statistics reflect actual visits to the library.

  - Counters. Calculation is based on either entries or exits counted by an automatic counter.

  - Sensors. Sensors recognise individual people and can continuously track them while they are in the library.

  - Sampling. Visits may be estimated by counting the number of persons (excluding library staff) who enter or, if preferred, leave the facility during a typical period (e.g. two weeks). Where a sampling method is used, the number of visits during the sample period must be multiplied to calculate the estimated annual figure.

Interpretation

- Visitation is driven by providing high-quality library facilities, collections, programs and services that meet the needs of the community.

- More than membership (S8), visitation captures 'hidden' use of library service points by customers who visit to consult the reference collection and information resources, read newspapers and magazines, use computers and the internet in the library, attend library events and programs, as well as borrow library materials.

- There is no indication that visitation rates vary because of size of catchment population or location (state/territory, metropolitan/rural). Differences between library services are more likely to reflect demographic characteristics (e.g. reading levels, home access to computers, social isolation) and the services and facilities on offer (e.g. range of programs, comfortable spaces, fast wifi).

- Visit numbers for CBD or regional centre LGAs and tourist destinations are likely to be higher since they include travellers to work, to shop and for holidays.

- Visitation levels are a valuable but only partial indicator of library use. This standard does not include virtual visits or visits to a library website which are an increasingly significant measure of library usage (see S12). Nor does S9 capture contacts through home library services or contact through outreach services and participation in library programs hosted in community and partner locations.

S10   Loans

Objective

To assess use of the library's physical and digital collections.

Measure (annual)	Library service / Population	Loans per capita	
		Target	**Enhanced**
Number of loans per capita	Metropolitan	6.0	7.0
	Regional	5.0	6.0
	Rural	3.5	5.0
Calculation: Total number of loans of physical and digital collection items per member of population.			

Definitions

▪ This standard applies to loans of both physical library material (e.g. books, magazines, CDs/DVDs, audiobooks) and digital library material (e.g. ebooks, eaudiobooks, emagazines, enewspapers) during the reference year.

▪ The total number of loans includes loans from all service points (e.g. branches, mobiles, depots) and includes all lending transactions (including renewals).

▪ The total number of loans includes outbound loans of collection items made to other libraries via interlibrary loan agreements, but not inbound loans to local library members through those agreements.

Interpretation

▪ This standard is closely related to two other library standards. That is, subject to definitional differences (e.g. only loans of physical items), the number of loans per capita (S10) equals the number of loans per item (S11) times the number of items per capita (S5). That is, for physical items only, S10 = S11 x S5. High or low performance on any one standard is likely to also be seen in one of the other two standards.

▪ The number of loans per capita is useful in understanding library use and performance.

– High loan rates reflect high levels of readership in the community (recognising that on average loans of reading material significantly outnumber outweigh loans of audiovisual material). This may be linked to the age profile (e.g. more young children and older people), education levels and socio-economic status.

– High loan rates can also reflect the appeal of the collection to potential borrowers, in terms of the range and relevance of items available for loan and the age of the physical collection.

▪ This standard includes all loans of collection items held by the library service, including those made by 'out of area' library members (i.e. people who live in a different LGA). The standard does not include loans made by people who live in the library service's catchment area but are (also) members of other library services. This approach is adopted industrywide as it results in 'zero net impact' and removes the need for annual reconciliation of loans between all library services.

▪ The number of loans per capita is influenced more by demographic and collection characteristics than it is by the size of the library service. Demographic differences between urban and rural areas may have a small effect on loan rates (slightly lower rates in rural areas).

▪ The number of library loans per capita has been slowly declining over the past 10 years as people find other ways to access reading material, reference and research information (e.g. internet searches) and home entertainment (e.g. streaming services).

▪ Total loan rates are also influenced by the gradual shift from loans of physical to digital items (i.e. increasing number of downloads of ebooks). Downloads of digital items currently represent around 10-15% of total library loans, up from 5-10% five years ago.

- Comparison of loan rates between library services can vary slightly if they have significantly different lending periods and borrowing conditions.

S11 Turnover of stock

Objective

To provide access to a library collection which appeals to the community.

Measure (annual)	Library service population	Loans per item	
		Target	Enhanced
Number of loans per physical collection item	100,000 or more	4.0	5.0
	50,000 to 99,999	3.0	4.0
	20,000 to 49,999	2.0	3.0
	10,000 to 19,999	1.5	2.0
	Less than 10,000	1.0	1.5
Calculation: Total number of loans of physical collection items divided by the number of physical collection items available for loan.			

Definitions

- This standard only applies to physical library material owned by the library service. It does not include digital library material.

- Physical library material includes: print material (such as books, magazines, newspapers, serials, maps, plans, manuscripts); audiovisual materials (such as audiobooks, CDs, videos, DVDs, computer games); and other items (such as toys, games, home energy kits).

- Physical collection items that are not available for loan should not be included. For example, family history, genealogy, reference and local studies material that is only available for use at the library should not be counted when applying this standard.

- The total number of loans includes loans from all service points and includes all lending transactions (including renewals).

- The number of loans includes outbound loans of collection items made to other libraries via interlibrary loan agreements. It does not include inbound loans to local library members.

Interpretation

- This standard is closely related to two other library standards. That is, subject to definitional differences (e.g. only loans of physical items), the number of loans per capita (S10) equals the number of loans per item (S11) times the number of items per capita (S5). High or low performance on any one standard is likely to also be seen in one of the other two standards.

- Turnover of stock is a good indicator of a collection's relevance and efficiency. A hard-working collection that appeals to library users will typically have high loans per item. A smaller high turnover collection is better than a large collection with a low rate of turnover.

- As with S4 and S5, libraries serving smaller populations typically require a greater number of collection items per capita to provide a sufficiently diverse collection and choice to their community. Similarly, library services with many branches are likely to carry greater stock per capita than libraries serving a similar population with fewer branches. These libraries will have a lower turnover than large library services which can realise collection efficiencies by having smaller collections per capita and moving stock around in response to user demand.

- The turnover rate for junior collection items (e.g. picture books and board books) is often double the turnover for adult fiction and non-fiction items. Young children like to borrow a favourite book many times and will happily listen to it over and over again.

- A high turnover rate is likely to lead to popular items wearing out more quickly. This may require additional investment in the collection (S4) and also result in an, on average, newer fresher physical collection (S6).

S12   Electronic service use

Objective

To assess access to and use of the library's digital collections and technology services.

Note: Due to the lack of consistent data between libraries, the following indicative targets are set for use of electronic services in libraries. These measures and targets will continue to be refined and updated as more information becomes available and as system analytics improve.

Measure (annual)	Indicative target
▪ Number of visits to the library website	2.1 per capita
▪ Number of hours use of use of public access devices	0.30 per capita
▪ Number of wifi sessions in the library	0.50 per capita
▪ Number of hours of wifi use	0.45 per capita

Definitions

- Visits and visitors to the library website are summed over the full year on a daily basis. When a visitor opens multiple sessions of the website during a single visit, this should be counted as one visit. When a visitor leaves the site and they return later (even on the same day), this is counted as a separate visit (as would be the case for a visit to a physical library). Do not count pageviews.

- If the library website is hosted within the Council webpage, count the number of visits to library-owned webpages on the website. Where a visitor visits more than one library-owned page on the website during the same session, this should be counted as a single visit.

- Definitions of electronic service use in terms of number of computer and wifi sessions, total number of hours used and number of database searches are based on local definitions (recognising that session booking limits may vary between library services).

Interpretation

- While website usage reports can be generated by libraries themselves, reports of externally-hosted database, ebook and digital resource usage are generated by commercial suppliers.

- Whole of organisational data agreements with ISPs may make it difficult for libraries to separate library data usage from that of other Council entities, especially in joint-use facilities.

- These are not the only measures of electronic service usage that libraries will employ. Libraries and Councils may collect additional information to monitor and plan for the provision and use of electronic resources and services (e.g. website bounce rates, time spent on the website, page views, time spent on a webpage).

- Given the continuing growth in use of technology services and digital resources (especially since the COVID-19 pandemic), it is likely that in the short to medium term library usage statistics from any year will be of limited value in setting targets for anything more than the following year.

- Future measures of electronic service use may include:
  - Number of sessions on public access devices
  - Number of individual online catalogue sessions
  - Number of GB of wifi downloads
  - Number of database searches
  - Number of views and/or downloads of full text items from databases and other external or commercial content such as music downloads per annum
  - Number of views and/or downloads of content posted by the library on social media
  - Number of unique launches of library apps.

S13   Program participation

Objective

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.

Measure (annual)	Program participation	
	Target	**Enhanced**
S13 Attendance at library programs per capita	0.30	0.35
Calculation: Total number of participants in library programs per member of population.		

Definitions

- A scheduled library program or event is an informational, educational, recreational, social or cultural activity related to a library collection or service that is planned, facilitated or delivered by library staff or partners in the library, in a community location or online.

- Library programs do not include:

    - activities planned, sponsored and delivered by other groups that use the library only as a venue

    - static exhibitions and displays

    - sale of books and ex-library items

    - promotional activities.

- Total participation includes all community members who attended and/or participated in a library program during the reference year. Do not count staff, volunteers or partner staff as attendees.

- Where programs are offered as a series, count attendance at each instance of the series. For example, a parent and child attending a weekly Story Time 40 times a year should be counted as 80 attendances.

Interpretation

- Libraries employ different methods of determining program attendance. Some record actual counts from all program activities, while others use estimates of attendance when it is difficult to make actual counts. Some record attendance continually throughout the year while others sample time periods and factor up to annual totals.

- This indicator does not count unique attendees at library programs or the proportion of the population who participate in library programs. Some participants will attend many programs over the course of a year and will be counted multiple times (e.g. children and parents attending weekly Story Time programs).

- Program participation is influenced much more by the number, type and frequency of program activity than it is by the size or location of the library service and its catchment population. The commitment of staff resources to developing and delivering library programs (with or without partner support) and engaging the community in relevant activities directly affects performance against this standard.

S14   Customer satisfaction

Objective

To ascertain the level of customer satisfaction with the library services provided.

Measure	Satisfaction rating	
	Target	**Enhanced**
S14 % of library customers who rate the library service as 'good' or 'very good'	90%	95%
Calculation: Derived from a customer satisfaction survey.		

Definitions

▪ The preferred customer satisfaction question uses an 11-point scale, which incorporates five descriptors. That is … *On a scale from 0 to 10, I rate the library's overall service as …*

Very poor		Poor		Satisfactory			Good		Very good	
0	1	2	3	4	5	6	7	8	9	10

Interpretation

▪ A customer satisfaction survey should be conducted at least once every two years as part of the regular evaluation and review of library services.

    – Surveys may be conducted independently or as part of a Council-wide survey.

    – Surveys may be conducted in print, online and/or as an electronic exit survey.

    – Surveys may canvass the opinions of library users and library non-users.

▪ Customer satisfaction with library services is typically very high, with libraries ranked among the most well-regarded and highly valued of Council services. Most service organisations would view a customer satisfaction rating over 75% as excellent performance.

▪ This is not the only measure of satisfaction that libraries could employ. Libraries and Councils monitor performance against a variety of measures for their own management purposes and to reflect the consultation and planning processes they have undertaken.

▪ Additional information might be sought to understand the reason why survey respondents gave a particular satisfaction rating. Some library surveys have found that very high satisfaction scores can be (positively) due to a high underlying level of service performance or (unfortunately) a respondent's perception that the library service they value is under threat (and therefore warrants a high degree of support).

▪ Additional survey questions might:

    – identify what features or characteristics of the library service influence the rating given

    – describe the difference libraries make in people's lives

    – identify areas for continuous improvement of library services.

▪ Alternative customer satisfaction methods might include:

    – calculating an average customer satisfaction rating out of 10 (for which an average of 8.5 or above would be well-regarded, with 9.0 an aspirational score)

- using a Net Promoter Score question[11] (for which an NPS of 50 or above would be well-regarded, with 70 or above an aspirational score).

- The State Library of NSW has developed and published a template for a comprehensive customer survey that includes customer satisfaction questions (see https://www.sl.nsw.gov.au/public-library-services/library-user-satisfaction-survey).

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[11] Question: On a scale from 0 – Not at all likely to 10 – Very likely, based on your last experience at the library, how likely is it that you would recommend the library service to your friends, family or colleagues? Calculation: % of 'Promoters' (people who rated 9 or 10) minus % of Detractors (people who gave scores of 6 or less).

GUIDELINES

Objectives

Library guidelines are qualitative measures providing general guidance on developing and delivering quality services in Australian public libraries.

Guidelines are intended as operational suggestions for improving library performance. While local conditions dictate what is feasible regarding service scope and organisational capability, all library services strive toward the highest levels of service they can deliver. The guidelines inspire library services to focus on local outcomes, develop future focused workforces, extend their reach beyond library walls, and realise their potential as the most visited cultural institutions in Australian communities.

Each Guideline contains an objective, a list of specific guidelines, and points to consider in how libraries might best achieve the objective. Additional resources are referenced for further exploration. Where relevant, guidance from practitioners is included to assist in tailoring services to the needs of local communities, based on such factors as age, disability, socio-economic status, cultural diversity and affordability.

Principles

Development of these guidelines focused on the following principles.

Relevant	The guidelines deal with the reality of service provision in a modern Australian library. They articulate what is achievable for any library striving to be the best it can be.
Comprehensive	The guidelines encompass all aspects of contemporary public library operations.
Current	The guidelines recognise recent developments in library planning, offerings and service provision.
Transparent and impartial	The guidelines have been developed with the knowledge and input of interested parties. They recognise but do not give preference to the characteristics or requirements of a particular jurisdiction.
Coherent and consistent	The guidelines are logically organised and connected. They are presented, as far as possible, in simple language.
Referenced	The guidelines reference other library guidance in Australia and overseas.
Outward and future facing	The guidelines recognise current and emerging community issues and government policies and priorities. They acknowledge trends in society, the economy, technology access and community expectations.

How to use the library guidelines

These guidelines will assist library managers and stakeholders to:

- evaluate current library performance against best practice
- set reasonable goals for improvement in service delivery
- plan for future service needs
- ensure equitable service delivery
- develop evidence-based business cases for resources, equipment and innovative services.

The guidelines are presented in checklist format, convenient for use in assessing performance of library services, either in self-evaluation or in more formal reviews.

G1. Community Engagement

Public libraries exist for the benefit of the community they serve. Therefore, public libraries must actively develop a deep understanding of their community in order to recognise its needs and aspirations. Engaging the community in shaping provision of library services can help to build and maintain long-term trust and respect, and will improve the quality of programs, services, collections and facilities offered.

Public libraries also have an important role in the collection and dissemination of stories and materials that have a special relevance to their community. In collaboration with community partners, libraries preserve, respect, champion and strengthen their community's unique cultural identity.

Objective

To ensure the scope, delivery and management of public library services is responsive to local community needs and builds individual and community capacity.

Guidelines

- The library service:
    - engages with the community in shaping library services
    - reflects community needs and aspirations
    - ensures universal access to library services within the community
    - is a champion of the community's unique cultural identity
    - creates and nurtures partnerships that build community and individual resilience and capacity.
- Free library membership and free access to services and resources is provided through library branches, mobiles, community and outreach service points and online means.
    - Membership registration processes are not unnecessarily restrictive.
- The library develops specific strategies for reaching and providing appropriate services, materials and resources to different user groups.
    - Inclusive services are offered to all members of the community, including customers with special needs and those from culturally and linguistically diverse backgrounds.
- Information about library programs, services, rules and opening hours is available in print and on the library's website, and in community language(s) where appropriate.
- Where appropriate, and where relevant in partnership with other organisations, the library preserves, provides access to, and maintains collections that relate to the development of the local community, including both historical and contemporary material.
- The library works with other Council business units and other organisations to support the community, especially in times of need.
- The library works with Council and other organisations to provide places for community groups to meet and promote local democracy.

Points to consider

Engaging the community in shaping library services

- Council business units, community groups, community members and other potential partner organisations can contribute to strategic direction setting and library service planning by providing insights on what services are needed and how services might be delivered.

- Community engagement activities should suit local circumstances. These can include:

    - information sharing: printed collateral, videos, newsletters, letters and emails, social media, advertising and public notices, media releases, information displays

    - consultation: feedback forms, surveys, focus groups, face-to-face discussions and meetings, community shop fronts

- participation: community conferences, scenario planning workshops, community advisory committees, visioning workshops
- partnerships: working groups, community programs, collaborative local events, research.

- Library programs and services should be evaluated with input from library users to monitor their quality, implementation and effectiveness and to improve the library's service offer.

Reflecting community needs and aspirations

- Regular community analysis is essential to developing an understanding of the people in a community or a specific community of interest.

- A range of formal and informal community-related information with implications for library service provision should be collected (including ABS census and survey data, Council profiles and local demographic, community and economic data).

- Community profiles illustrate the demographic makeup of a community and include information about diversity within the community, its evolution, social and economic characteristics, how active people are, and what social, learning and infrastructure services are required.

- Community profiling enables libraries to identify sectors of the community that are growing or declining, the collections and programs that are most used, community interests, and challenges being experienced in the community (e.g. low adult literacy, digital divide, mental health).

- Analysis of community information enables the library service to identify gaps in service provision and recognise demographic groups that do not use or have limited use of libraries.

- Changes in society and the population profile should be considered when designing library services, activities and facilities and developing library collections.
  - This includes acknowledgement of groups that may be 'invisible' members of the community (e.g. people who are homeless, have developmental disabilities, are homebound or institutionalised or live in residential care facilities).

Ensuring universal access to library services within the community

- Service design should facilitate equitable access to all library services for all community members.

- Design of onsite, offsite and online services should maximise access and convenience for potential users.

- Services should be regularly promoted to maximise awareness and engagement (e.g. via different instruments and channels – new media, participation in community events).

Championing the community's unique cultural identity

- The library is a key agency in the local community for the creation, collection, preservation and promotion of local culture.

- The library should have a policy which addresses:
  - what types of local history and cultural materials are to be collected
  - what methods are to be used for preservation and storage of the materials
  - procedures on access to and use of these materials
  - disaster control of the collection.

- Co-operative arrangements should be established with local community groups and other cultural institutions (e.g. museums, galleries) to grow, develop and use the local studies collection. The public may donate print and digital images and contribute oral history to the collection.

- Where relevant, the library should have a digitisation plan for local history material.

Creating and nurturing partnerships that build community and individual resilience and capacity

- ▪ The library should be aware of community service, education and learning providers providing support to their community and the networks and committees that exist to coordinate service provision. The library may establish partnerships with these organisations and be represented on relevant networks and committees.

Additional resources

ALIA's statement on free access to information, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-free-access-information.

G2. Governance

Australian public libraries are primarily funded by Local Governments to support the local community in meeting its information, education, recreational and cultural needs. Additional funding is provided through state/territory grants and other sources. Good governance of library operations and assets underpins the library's strength as an integral and sustainable part of a vibrant community.

Objective

To provide governance mechanisms that ensure that the library:

- has sound strategic planning and decision-making processes
- is accountable to its community and stakeholders for the services it provides
- has a voice in advocating to policy-makers, funding bodies and the community the value of public libraries in strengthening community outcomes.

Guidelines

- The library service is governed by a properly established body or organisation (e.g. Council, Library Board).
- The library has a multi-year Strategic Plan that articulates its long-term vision and role in supporting achievement of community outcomes.
- Library managers contribute to Council's overall planning, policy development and reporting to ensure that the library service is integral to broader strategic planning processes, as represented in Council Strategic Plans, health and wellbeing plans, social and economic plans and community consultation protocols.
- Library services are held accountable to their funding bodies, governing bodies and local communities.
- Where possible, the library service:
  - advocates directly to Council through regular sharing of communications
  - advocates to public library users, the community and stakeholders
  - participates in library networks and activities that support industry advocacy.

Points to consider

- The library service's governing body is responsible for:
  - setting the library's strategic direction
  - approving library plans and budgets
  - appointing senior library officers
  - overseeing library performance and accountability for expenditure of public money.
- Where they are established, Library Boards and advisory committees should have formal terms of reference and rules of procedure, and proceedings, as far as possible, open to the general public. They will meet on a regular basis and produce an agenda and written record of proceedings.
- The library service's Strategic Plan should:
  - encourage strategic thinking and provide a framework for the future
  - be clearly aligned with relevant Council Strategic Plans, and strengthen the library's position within Council by formally recognising the contribution the library makes to the community
  - be developed in consultation with library users, library staff, community representatives and Council representatives
  - describe the scope of library services and set clear goals for the life of the Plan

- showcase the way in which the library service supports the achievement of Council's broader goals and objectives.

▪ The library's governing body, independently or as part of broader reporting responsibilities, should report annually on the library's services and performance. This may include publication of an annual report.

▪ Reporting on library service performance should incorporate, where possible:

- achievements against specified goals, targets and performance indicators

- benchmarking against national and/or State Library standards or the performance of similar libraries

- periodic evaluation and review of key library services, programs and infrastructure.

▪ The library service should proactively advocate to Council, public library users, the community and stakeholders to:

- inform them about library services and their value

- demonstrate how public library services improve the lives of people in the community

- ensure libraries have resources to continue offering these important services

- secure a place at the table for library leaders where important funding and policy decisions are made.

▪ Library service may promote accomplishments and upcoming activities by means of verbal briefings, written updates, media presentations or regular reports.

▪ The library service should participate in regional, state and national library networks and activities that aggregate library performance information for advocacy purposes.

- This includes advocacy to the publishing industry and suppliers of both physical and digital library materials to ensure that access, pricing and licence conditions meet community expectations.

Additional resources

There are a number of resources which assist library managers to demonstrate and communicate the value that libraries add to their communities. These include:

▪ *Libraries work! The socio-economic value of public libraries to Victorians*, State Library of Victoria, 2018, https://www.slv.vic.gov.au/sites/default/files/Libraries-work.pdf.

▪ *Building on the Bookends Scenarios*, 2014 and *Bookends Scenarios*, 2009, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/strategy-and-planning.

▪ *Creative communities: The cultural benefits of Victoria's public libraries*, State Library of Victoria, 2014, https://culturecounts.cc/marketing-uploads/resources/The-cultural-benefits-of-Victoria%E2%80%99s-public-libraries-Creative-Communities-2014.pdf.

▪ *National Welfare & Economic Contributions of Public Libraries*, ALIA, 2013, http://www.alia.org.au/sites/default/files/documents/advocacy/Contribution%20of%20Australian%20Public%20Libraries%20Report.pdf.

▪ *Dollars, sense and public libraries: The landmark study of the socio-economic value of Victorian Public Libraries*, prepared by SGS Economics & Planning for the State Library of Victoria and Public Libraries Victoria, 2011, https://www.slv.vic.gov.au/about-us/collaborations-affiliations/public-libraries.

▪ *Enriching communities: The value of public libraries in New South Wales*, prepared by JL Management Services, State Library of NSW, March 2008, https://www.sl.nsw.gov.au/public-library-services/enriching-communities-value-public-libraries-nsw.

G3. Library Management

Effective and efficient management of a public library's physical, human and financial resources is critical to the achievement of the organisation's objectives. The Library Manager and the management team are responsible for ensuring that the library is accountable to Council, its funders, the community and other key stakeholders. They must also ensure that the library services' assets are used in a way that best targets and responds to the community's reading, information, learning and social needs.

Documented plans, procedures and guidelines are the library services' most effective tools in ensuring continuity of governance and consistent library service. They help to define library programs, provide direction for future action, clarify what the library aims to accomplish over time, and ensure that the library services' vision or mission is implemented.

Objective

To establish and implement management policies and approaches that are consistent with the general principles of good organisational management and address the specific requirements of an effective and efficient public library. This includes management of:

- library policies and planning
- human resources
- finance and assets
- technology assets and infrastructure
- risk management
- marketing and promotion
- monitoring and evaluation.

G3.1 Policy and planning

Guidelines

- The library service has policies, statements and/or guidelines to cover specific operational requirements and the needs and expectations of people using library facilities. These policies align with and are approved by Council.
- Library policy documents are established, promulgated and maintained. Policies provide clear, accurate and consistent information about services and procedures. Policies are updated on a fixed schedule, or sooner if there is a significant change in the operating environment.
- Up-to-date copies of library policies are readily available to all employees and can be accessed by the public in an accessible format.

Points to consider

- Library policies will suit specific local circumstances. Key policies include:
    - Membership policy and conditions of library use
    - Collection development policy
    - Technology access and use (including internet acceptable use policy).

Additional resources

- *Statement on public library services*, ALIA, 2018, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-public-library-services.

- *Free access to information statement*, ALIA, 2018, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-free-access-information.

- *Libraries and Privacy Guidelines*, ALIA, 2005, https://www.alia.org.au/about-alia/policies-and-guidelines/alia-policies/libraries-and-privacy-guidelines.
- *IFLA Public Library Service Guidelines*, IFLA, 2016, https://www.ifla.org/publications/ifla-publications-series-147?og=8708

G3.2 Human resources

Guidelines

- The Library Manager is responsible for the efficient and effective management of the library workforce.
- The library has current position descriptions (PDs) for all roles and positions, setting out educational and experience requirements, duties and responsibilities, and employment conditions.
- Library staff (including relief staff) are employed under appropriate industrial awards or Enterprise Bargaining Agreements (EBAs) or contracts or other local area work agreements. Employers conform with equal opportunity, anti-discrimination and WHS legislation.

Points to consider

- Library management and administration should be organised so that decision-making is supported by the highest library expertise and competence.

- Management of human resources is governed by written Council or specific library policies which address issues such as:
    - recruitment and retirement
    - salaries, wages and benefits
    - hours of work and leave entitlements
    - training and development.

- The library should have internal staff management structures and communications processes which clearly define lines of authority and channels of communication.

- PDs are based on analysis of the tasks that must be performed to deliver library services in line with the library's objectives. PDs are reviewed at least every two years and updated as required.

- As far as possible, within the size and scope of the library's operation, career development opportunities are available to staff at all levels.

G3.3 Finance and assets

Guidelines

- The Council and/or Library Board is responsible for securing sufficient funds and assets to enable the library to achieve the goals set out in its agreed Strategic Plan and annual operational plans.
- Council and/or the Library Board produces an annual operating budget for the library service that takes into account:
    - the library's short-term, medium-term and long-term goals and priorities
    - distribution of expenditure across key library functions and/or cost centres
    - revenue generated by library operations (e.g. grants, fees and charges).
- The Library Manager is responsible for the efficient and effective management of the library service's resources in a way that best meets community needs and is in accordance with the planned budget.

Points to consider

- The library's budget should cover all of Council's direct and indirect costs, including library materials, personnel, assets and asset replacement and any external services.

- The Library Manager should ensure that financial records are maintained in accordance with Council requirements and standard accounting practices. This includes acquittal of grants and capital funding.

- The library actively examines and pursues opportunities to improve cost efficiency of library operations (e.g. automation of library processes, offsite processing, streamlining operational procedures, shared services models).

G3.4 Technology assets and infrastructure

Guidelines

- The library service has a formal Information and Communications Technology (ICT) Plan, or has its strategic technology needs incorporated into Council's ICT Plan, to ensure that the library's technology assets and infrastructure meet the organisation's and the community's needs. The ICT Plan covers:
  - acquisition, maintenance and replacement of electronic hardware, computers and networks
  - acquisition and upgrade of library and user-focused software applications
  - up-to-date inventory of the library's technology equipment and software licences
  - budget allocations and funding sources for technology services and operations, replacement and upgrades in line with system and application lifecycle management
  - system recovery to ensure continuity of services in the event of catastrophic technology failure.
- The library has a secure digital environment that protects personal and/or confidential data (including search histories) through the controlled storage and use of information.
- The library has an Internet Acceptable Use Policy which clearly details user access to and use of library technologies.
- The library has a plain language policy on filtering and control of electronic information via online and internet resources in the library. In the interests of promoting public access to the widest variety of information, the library avoids censorship of online content, except where Council policies, local laws or other legislation specifically prescribe it.
- The library has incorporated technology continuity planning into Council's overall risk management and disaster planning regime.
- Library staff have access to workstations, applications, standard and specialised equipment and ICT support to enable them to efficiently and at all times undertake the requirements of their role.
- The library service has a Library Management System (LMS) available to staff at all library facilities, including mobile libraries, to support the management and delivery of library services.
- The library service has an authentication system that provides secure and reliable access for registered members to remotely access electronic collections and online services.

Points to consider

General

- The intent of the guidelines (in terms of having relevant ICT plans and policies) applies whether the library service has direct control over its technology assets and infrastructure or whether these are controlled by Council or the responsible governing body.

- The library service must simultaneously manage its technology assets, infrastructure and services to meet two distinct needs:

  - the library's demand for efficient technology-enabled and supported business practices

  - the library's core offering of efficient customer access to computers and the internet.

- The library's ICT infrastructure and services must be managed by appropriately qualified and/or experienced staff.

- The library's ICT platform should be secured with service level agreements (SLAs) with ICT suppliers. SLAs ensure that service and maintenance of public computers/networks is given as high a priority as in-house council/government/corporate systems

- The library should establish ongoing security practices at the device, server and network levels and protection from malicious software (malware).

- The Internet Acceptable Use Policy should clearly define the rules and regulations for the use of the library's equipment, software, internet and networks and access to the library's network via personal devices. The policy should cover issues such as acceptable behaviour, downloading activities, liability, security of information, viruses and use responsibilities.

- The library introduces additional applications and new services as they become available, based on regular assessment of community technology needs and new technology trends.

- Council ICT availability, platforms, connectivity, security requirements, internet access and backup requirements need to be considered in using these guidelines. Internet bandwidth should be sufficient for consistent good quality access to digital print/image/sound resources served to customers by the library. Performance can be monitored regularly to ensure responsive access by customers using public PCs and wifi hotspots.

- The availability of library web access may be modified at certain times by backup requirements of some library management systems.

- In performing their roles library staff are expected to have access to:
  - dedicated staff workstations
  - email and telephone access
  - printing, copying and scanning equipment
  - applications and productivity software required and relevant to their duties
  - equipment to support the delivery of programs and outreach activities (e.g. projectors, screens, PA systems, lighting, portable wifi)
  - specialist equipment (e.g. adaptive, assistive and emerging technology; equipment required to migrate local studies content to new formats).

- Library staff and customers may require a different level of network security and internet access when compared to other Council staff to facilitate provision of and access to online information.

- Roaming staff members may require access to portable devices connected to the LMS and other applications to assist in the provision of circulation transactions or other assistance.

Library Management System (LMS)

- An LMS should:
  - provide real-time transaction processing
  - be the latest or near-to-latest software release and be kept up to date through installation of patches, updates and new releases
  - be reviewed in line with the library services' ICT Plan to meet the library's evolving requirements and maximise return on investment
  - include, where possible, additional modules and applications that improve the capability of staff (e.g. stock management tools, digital asset repository).

- A standard LMS allows library users to:
  - access the library catalogue online
  - conduct a federated search of the library catalogue and electronic databases

- request and reserve library items

- review and renew loans online

- suggest items for purchase online

- pay fees and fines online

- update personal information and preferences, subject to appropriate authentication and privacy controls

- receive library notifications via email or SMS (as preferred by the user).

- The LMS should allow library staff to:

- record, identify and deliver print, audiovisual and digital collection items

- access statistical reports for effective performance tracking and service evaluation purposes.

G3.5 Risk management

Guidelines

- Library services are responsible for the safety of staff, volunteers and members of the community within library facilities, at service points and during delivery of outreach activities.
- Policies and procedures are in place to ensure safety and risk is assessed, planned and managed. This includes safety of staff who work alone, at night or deliver home and mobile library services. Procedures are specific to local circumstances and Council's risk management policies.
- The library service has a Disaster Management Plan or is included in Council's Disaster Management Plan.

Points to consider

- Libraries may become part of essential support services during disaster periods and recovery, often in partnership with other parts of council, providing information, safe spaces, extreme weather escapes, power and internet connectivity, and programming to build community spirit.

- The library service's Disaster Management Plan should:

- identify potential major threats to the library and/or community (e.g. public health crisis, fire, cyclone, flood, extreme weather, sustained power outage, burst water pipe)

- confirm the library service's role in these situations

- ensure that library staff have the knowledge, skills, training and authority to respond quickly and effectively to ensure the safety and wellbeing of staff and the community, minimise loss of stock and equipment, provide continuity of service and recover quickly

- be easily accessible when it is needed.

Additional resources

- *ALIA Disaster Management for Libraries: Part One Guide* and *Part Two = Disaster Plan Template*, ALIA, 2019, https://www.alia.org.au/information-and-resources/disaster-planning.

- *IFLA Disaster Preparedness and Planning: A Brief Manual*, IFLA, 2020, https://www.ifla.org/publications/node/8068?og=8708.

G3.6 Marketing and promotion

Guidelines

- The library service has a Marketing Plan, and/or is included in Council's Marketing Plan to ensure that library services are recognised as an integral and valued part of Council services.
- The library uses targeted marketing and promotional strategies to raise awareness and use of library services and facilities.
- A proportion of the library budget is allocated to marketing and promotional activities.

Points to consider

- The library's Marketing Plan should:

  - outline relevant strategies to promote the library service to the community (based on the goals of a campaign and the behaviour of the community)

  - strategically use library service and Council communication channels to meet the Plan's objectives (e.g. social media, websites, print and non-print media, event participation)

  - identify external opportunities leveraged through networks and partnerships, for example:

    - with schools and kindergartens, childcare centres, local community organisations and businesses, library networks, State/Territory Libraries or ALIA

    - through relevant local, state/territory and national events such as Library Lovers' Day, Library and Information Week, Children's Book Week, NAIDOC, National Reconciliation Week, National Volunteers Week, Adult Learner's Week

  - allow appropriate timeframes for library service and Council approvals.

- The library service can use targeted marketing and promotional strategies to:

  - ensure that all members of the community are made aware of library facilities, collections, services and programs, including new and evolving collections and services which may be different to traditional community perceptions of what a library is and offers

  - facilitate access to and increased use of library facilities, services and programs

  - attract new and retain existing customers

  - share outcomes of projects, programs and services to promote their benefits

  - establish, maintain and grow a strong and positive image of the library as a welcoming place for all members of the community and as a trusted community organisation

  - raise the level of heritage awareness within the community for library services with local studies/history collections.

- Specific strategies many be developed to provide information about targeted library services and programs, including dissemination of publicity materials in alternate formats and relevant languages other than English, which may include Aboriginal and Torres Strait Islander languages.

- Library staff, as the public face of the library, are well-placed to provide input into and participate in marketing and promotion activities.

- Media coverage of the library service should be monitored to inform selection of appropriate communication channels.

- The library service can creatively use promotional material and opportunities to engage existing and new users. For example:

  - positive third party and word-of-mouth endorsement through partnering with local community groups and engaging with people and influencers on social media

  - speaking at events (including library industry events)

- displays and distribution of membership brochures, library program brochures, posters and flyers in a wide range of community locations

- print and electronic newsletters and social media

- press releases and regular features in local media highlighting library programs and services

- library cards, bags, bookmarks, reusable products, USBs and headphones

- welcome packs for new library members.

G3.7 Monitoring and evaluation

Guidelines

- The library service regularly monitors and reviews its services and performance to determine how well it is meeting its goals and objectives and serving its community.
- Library customer and non-user surveys are conducted every two years to assess (as relevant) respondents' awareness of the library and its services, their views on the quality of service provided and the value of the service to them and their community.
- Targeted evaluation of library programs and/or reviews of the library service are undertaken as needed to ensure that library services continue to efficiently meet community needs.

Points to consider

- Evaluations should capture the views of library users, community members, partners and other major stakeholders.

- Performance information is used in developing, implementing and assessing library plans and in reports to Council, the community, partners and other stakeholders.

  - Statistics are used to benchmark performance against comparable libraries to inform service improvement.

  - Standard statistical data on service provision and use should be captured and provided to Council and other state/territory and national library industry bodies (as part of the annual NSLA data collection).

- Common library performance measures are listed in Appendix 1.

Additional resources

- *Guidelines for undertaking a library review*, ALIA, 2019, https://www.alia.org.au/guidelines-undertaking-library-review-0.

- *Library user satisfaction survey: A model for NSW public libraries,* State Library of NSW, 2012, https://www.sl.nsw.gov.au/services/public_libraries/community_and_engagement/Library_user_satisfaction_survey.html.

G4. Collections

Collections are the core of a library. They support the library's important roles in facilitating reading for pleasure and lifelong learning, and the documentation and preservation of cultural memory. Library services provide universal and equitable access to comprehensive and diverse collections for users of all ages, backgrounds, interests and abilities.

Objective

To develop and manage library collections which:

- meet the information, education, recreational and cultural needs of the community
- foster a love of reading and inspire intellectual curiousity
- support lifelong learning.

To develop selection, acquisition and collection management procedures that ensure relevant library materials are available and accessible to the community in appropriate formats as soon as possible.

To facilitate access by the local community to resources held in other Australian libraries.

To collect, preserve, maintain and provide access to resources that document, illustrate and record the history and cultural heritage of the local area and development of the local community.

G4.1 Collection development and management

Guidelines

- The library service has a written Collection Development Policy which guides development and maintenance of library collections and access to resources. The policy:
  - incorporates the concept of intellectual freedom and endorses the ALIA Free Access to Information Statement
  - is informed by analysis of community demographics, both library users and non-users
  - identifies the library's role in collecting and preserving local studies material
  - is endorsed by Council
  - is reviewed every two years.
- The library collection is evaluated regularly by suitably experienced staff to ensure its currency, accuracy, quality and appeal, as well as its continued ability to meet community demands.
- Collection tendering and procurement complies with relevant Council, corporate, government or legislative requirements.
- The library service has a framework for bibliographic control of library materials and the exchange of bibliographic data.
- Catalogue data conforms with international standards for descriptive and subject cataloguing.

Points to consider

- The Collection Development Policy should include:

  - statement on customers served

  - purpose and parameters of the collection(s)

  - borrowing periods and loan limits

  - fines (if any) for overdue, damaged or missing items

  - criteria for selection of library material

  - collection strengths and purchase priorities

  - reference to local and/or state/territory procurement guidelines

  - guidance on duplication of titles

  - policy on customer requests for purchase of materials

- guidance on weeding, de-selection, discard and disposal procedures

- criteria on gifts and donations

- guidance on resource sharing

- guidance on handling complaints/feedback re library materials

- special collections

- asset management procedures, including stocktakes to ensure ongoing accuracy and integrity of the library's catalogue

- policy and priorities for digitisation of materials

- conformance with the provisions of copyright legislation

- procedures for collection evaluation

- a preservation and disaster recovery plan (where relevant).

- Acquisition, discard and depreciation rates are to be balanced to enhance the currency and overall appeal of the collection. For example:

    - provision for duplication of useful material/items for which there is heavy demand

    - addition of new material at a rate and in formats that provide up-to-date information and reflect contemporary publishing

    - discard practices account for the library's last copy and out-of-print requirements

    - higher or lower rates of discard support collection rejuvenation or relocation of library collections

    - exit strategies are developed for specific formats as they become obsolete, superseded or little used.

- When developing or reviewing collections, the library should consider the needs of people who are unable to make regular visits to the library and those who rely on remote access to the library through the internet.

- The choice of collection procurement model(s) should be made with local priorities, cost-effectiveness, timeliness of delivery to users and sustainability in mind.

    - Give consideration to establishing library consortium to facilitate a large purchasing base.

    - External suppliers should be evaluated at least annually according to their performance against criteria set by the library service.

- Assessment of eresource platforms should consider factors including:

    - quality, relevance and currency of content

    - resource capabilities such as response time, speed, downloading, printing and sharing

    - user-friendliness for library members and access via mobile devices

    - accessibility for people with a disability

    - license conditions including simultaneous users

    - digital rights management and authentication solutions

    - data management and privacy

    - availability of metadata for discovery systems

    - provision of vendor support

    - subscriptions costs.

Additional resources

- *Collections*, State Library of Queensland, https://plconnect.slq.qld.gov.au/managing-my-library/collections.

- *Standards for cataloguing to the ANBD*, Libraries Australia, https://www.nla.gov.au/librariesaustralia/standards-cataloguing-anbd.

- *Resource Description and Access Standard* (RDA), Libraries Australia, https://www.nla.gov.au/librariesaustralia/resource-description-and-access-rda.

- *Position statement on ebooks and elending*, ALIA, https://www/alia/org/au/position-statement-ebooks-and-lending.

- *ALIA library privacy guidelines for ebook lending and digital content provision*, ALIA, https://www.alia.org.au/about-alia/policies-and-guidelines/alia-guidelines/alia-library-privacy-guidelines-ebook-lending-and-digital-content-provision.

- *Digital practice guidelines for public libraries*, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/content/digital-practice-guidelines-public-libraries-0.

- Copyright resources, ALIA, https://www.alia.org.au/information-and-resources/copyright/useful-copyright-links.

- *ALIA Australian Public Library Alliance (APLA) statement on fines for overdue items in Australian public libraries*, ALIA, 2019, https://www.alia.org.au/alia-australian-public-library-alliance-apla-statement-fines-overdue-items-australian-public.

- Collection management resources, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/collection-management.

- *Stock Quality Health Check* tool, State Library of NSW, 2017, http://www.sl.nsw.gov.au/2017-adult-fiction-stock-quality-health-check.

- Collection management resources, Australian Museums and Galleries Association, https://www.amaga.org.au/my-collection.

G4.2 Content

Guidelines

- The library collection comprises a rich and diverse mix of content suitable for people of all ages, backgrounds, interests and abilities. This includes (but is not limited to):
    - fiction (including a range of genres with different appeal characteristics)
    - non-fiction and reference (including digital and internet resources)
    - age-appropriate collections (including picture books, children's and young adult collections)
    - collections in community languages
    - literacy support material
    - local studies/history collections.
- The collection covers a wide range of popular topics, expresses a variety of viewpoints and cultural understandings, and represents a diversity of people, places, events, issues and ideas.
- Selection and availability of library materials is governed by professional considerations, not by personal, political, moral and/or religious views. A perception that material may offend or cause controversy is not, of itself, a reason to limit purchase or provision of collection items.
- The collection is available in multiple formats, including: books, ebooks, audio and eaudio, magazines and newspapers, serials, monographs, graphic novels, databases, digital formats, large print.
- The library service possesses sufficient stock to meet its normal operational requirements.
- The library service has a process for regularly assessing the content and size of the collection required to meet community needs and is proactive in pivoting the collection to meet changing community needs.

Points to consider

- Each library service point should have a collection of lending and reference resources responsive to the particular needs of the community served.

    - The quantity of physical materials held at each service point will depend on the requirements of the local community, the geographic spread and size of the population, the size of the facility and budgetary considerations.

- Library services may consider holding non-traditional library collections that remove barriers for the community and promote the sharing economy. For example:

    - loanable devices (laptops, tablets)

    - musical instruments and sheet music

    - games and toys

    - cooking and household equipment

    - tools, camping and sports equipment

    - adaptive and assistive technology

    - equipment to assist with the development and rehabilitation of children and adults with special needs.

- Content that is illegal is not provided. Malicious sites intended to have negative impacts on information and communications technology infrastructure are blocked. As required under law, measures are placed on young people's access to the internet.

- Libraries do not protect clients from risk of offence through censorship, but by empowering clients to search for information effectively and requiring all users to be mindful of the possible sensitivities of others in accordance with the technology access and use statement or guideline.

- If a Council decision is made to utilise internet filters, they should not limit the comprehensiveness of internet searching for reasonable research and communication purposes for either staff or public library users.

Additional resources

- *Free access to information statement*, ALIA, 2018, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-free-access-information

- *Intellectual Freedom Policy*, State Library of Queensland, December 2019, https://www.slq.qld.gov.au/sites/default/files/Intellectual%20Freedom%20Policy.pdf

- *Content Strategy*, State Library of Queensland, 2020, https://www.slq.qld.gov.au/sites/default/files/Content%20Strategy.pdf.

- *Statement on online content regulation*, ALIA, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/alia-online-content-regulation.

G4.3 User access to the collection, including interlibrary loans

Guidelines

- The library service's operation is underpinned by the principle of universal access.
- The library service has an Online Public Access Catalogue (OPAC) available and accessible within library facilities and via the internet 24 hours per day, 7 days per week. The OPAC:
  - lists all items in the library collection, including digital resources
  - enables the community to search and reserve library items
  - enables library members to access electronic collections.
- Catalogue workstations are available in library branches and mobiles for use by customers at all times. They are clearly signposted and have appropriate guidance to assist catalogue users.
- Library service collections, both physical and electronic, are arranged and displayed to highlight the diversity of the collection and to optimise access and use (e.g. front facing).
- Where applicable, the library service collaborates with other local, regional and State Libraries and collecting institutions to provide a wide range of resources in a variety of formats to meet the needs of its community.
  - Where the library has reciprocal borrowing arrangements with other public library services within its state/territory, interlibrary loans (ILLs) are provided to the public free of charge.

Points to consider

General

- The OPAC provides a means by which:

  - library users can easily find out what collection items the library has

  - restrictions on access to items or parts of the collection are clearly indicated

  - library users can reserve and request items

  - the library service can register profiles of interest

  - the library service can match alerts to be dispatched

  - the library service can disseminate notices to library users

  - search statistics can be generated.

- Digital content includes clearly identified easy to read and understand access rights and conditions that take into account Creative Commons opportunities and provide and enable use and reuse within legislative boundaries.

- Discovery systems provide metadata access to content at the article or item level to increase discoverability and usage of eresources.

- The library's OPAC meets W3C standards for accessible web design and disability access. It is responsive across all devices and compatible with adaptive and assistive technology. Online

discovery tools provide digital services, content enrichment, online readers advisory tools and enable access to digitised local collections, federated searching and article-level content.

- Library services may consider displaying collections in popular genres, using common language terms to improve ease of access and 'findability' of library materials.

- Access is provided to adult basic English skills and English as a Second Language (ESL) materials with reading levels and formats appropriate to meet the needs of customers who are new readers or who have developmental disabilities or limited English speaking skills.

- The library may also provide webpages with links to government, education and reputable commercial websites.

- Access to the collection, particularly unique items, is maximised by contributing information to Libraries Australia, where it becomes searchable free of charge through the Trove service.

Interlibrary loans

- Interlibrary loans (ILLs) supplement, but do not replace, local collection development.

- The library service must follow the Australian Interlibrary Resource Sharing (ILRS) Code, ensuring the widest possible availability of resources and consistency of service delivery for the community. As determined by the Code, charges may apply for ILLs sourced from outside the state/territory library network.

- Simple workflows and/or automated ILL processes which interface with library system software should be used to expedite ILLs.

- Library holdings should be regularly added to and maintained on union catalogues.

- ILL services are undertaken by suitably trained staff with knowledge of current Australian interlibrary loans practices, protocols and sources. Libraries maintain appropriate procedures and records.

Additional resources

- *Australian National Bibliographic Database*, Libraries Australia, http://librariesaustralia.nla.gov.au/apps/kss.

- *Creative Commons Guidelines*, NSLA, 2019, http://www.nsla.org.au/publication/creative-commons-procedural-guidelines.

- *Australian Interlibrary Resource Sharing Code*, ALIA, 2019, http://www.alia.org.au/resources-and-information/interlibrary-lending/australian-interlibrary-resource-sharing-ilrs-code.

G4.4 Local studies/history collections (where applicable)

Guidelines

- The library service contributes to the identification of resources of permanent significance and the monitoring and documentation of life in the community – both historical and contemporary.
- The library's Collection Development Policy includes policies for acquisition, preservation, creation, management, access to and display of local studies materials. This includes contemporary collection of born digital materials of local interest.
- Digital archives standards are used for local studies collections.
- The library service has a plan for the preservation and long-term protection of the collection, including a disaster plan, conservation guidelines for assessing and repairing damaged collection items, and access and handling procedures.
- The library actively collects and preserves local studies material.
- Local studies staff have appropriate skills and knowledge in digital archiving, multimedia skills to make collections and resources accessible to various audiences, and exhibition and display procedure and preparation.

Points to consider

- Local studies collections may reference the community's historical, natural and built environment, as well as social, economic, political and cultural aspects.

- Local studies collections can include a wide range of materials and formats relating to the local area and are reflective of the various communities within it. For example:
  - published items (e.g. books, reports and pamphlets)
  - manuscripts and materials from significant writers
  - maps and cartographic materials
  - images, photographs and postcards
  - local newspapers and newsletters
  - Council records
  - oral histories
  - ephemera (e.g. flyers for community events and elections)
  - physical items, audiovisual items, online resources and digitised materials.

- To support its local studies collection, the library should have:
  - a budget for purchase of relevant local studies, local history and heritage materials
  - a budget for development of databases, digitised materials, multimedia and online resources
  - opportunities and means for members of the public and local organisations to donate, copy or transfer relevant local studies material
  - mechanisms for community creation and co-creation of relevant local information.

- Where applicable, a high priority should be given to collecting material that:
  - relates to local Aboriginal and Torres Strait Islander communities, past and present
  - relates to culturally diverse groups that may not have featured strongly in the past.

- Specific provisions may be made for collecting, organising and providing access to family history materials (e.g. records of Births, Deaths and Marriages).

- A controlled environment and standards-compliant storage conditions to permanently preserve materials must be provided if the materials in the collection require such treatment.

- Links should be established with specialist consultants for professional advice concerning conservation matters.

- Ideally, access is available to non-rare and non-fragile materials (i.e. standard items) at any time the library is open. Access provisions for sensitive materials and manuscripts should be clearly documented. Access to rare and fragile materials must be controlled.

- Local history photographs (print or digital) are accessible to the public. Charges may be applied for copies of photographs.

- Materials collected from local private sources are provided to the public with appropriate permissions and copyright clearances.

- Co-operative arrangements are in place with local community groups and cultural institutions such as museums and galleries for the growth, development and use of the local studies collection.

- A digitisation plan should be developed for local studies material, especially oral history collections.

- Public programs (such as participation in National Trust Heritage Festival, History Week, Family History Week, Anzac Day, NAIDOC week and other similar events) can be offered by the library, where appropriate in partnership with other local community organisations.

- Appropriate exhibitions of local studies materials should be curated and displayed.

- Partnerships with the media will develop and exploit opportunities for promotion of local studies programs.

- Ongoing professional development should be provided to accommodate shifts in the library landscape, global digital communication, and archiving procedures and standards.

Additional resources

- *Trove* online library research database, National Library of Australia, https://trove.nla.gov.au/general/about .

- *Preserve your collections*, State Library of Queensland, https://www.slq.qld.gov.au/how-do-i/preserve-your-collections.

- *Collection digitisation policy*, National Library of Australia, http://www.nla.gov.au/policy-and-planning/collection-digitisation-policy.

- *Digitisation guidelines*, National Library of Australia, http://www.nla.gov.au/standards/digitisation-guidelines.

- Disaster planning, response and recovery resources, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/strategy-and-planning.

- *Protocols for Libraries, Archives and Information Services*, Aboriginal and Torres Strait Islander Library, Information and Resource Network, https://atsilirn.aiatsis.gov.au/protocols.php.

- *Aboriginal and Torres Strait Islander Collections Commitments*, State Library of Queensland, https://www.slq.qld.gov.au/sites/default/files/Aboriginal%20and%20Torres%20Strait%20Islander%20Collections%20Protocols.pdf.

- *Culturally Safe Libraries: Working with Indigenous Collections*, National and State Libraries *Australia,* https://www.nsla.org.au/resources/cslp-collections.

G5. Information and Reference Services

Librarians are trusted and expert guides to the world of information. They play an important role in helping people to select, filter, find, evaluate and use printed and online material and content, as well as helping people to develop their skills in navigating and accessing the information they need.

Readers' advisory services assist readers with their fiction and non-fiction leisure reading needs by: finding the right book for the right time or mood; providing guidance in exploring new authors, themes, genres, and formats; and providing programs and services to promote reading, literacy and library use. Leisure reading has proven social benefits, including increased empathy, an escape from stress, better insight into the surrounding world, and an improved sense of connectedness with the community.

Objective

To deliver information, reference and readers' advisory services that:

- provide customers with information and/or reading materials that suit their needs in an appropriate timeframe
- encourage reading and information literacy and support library users to develop their information and digital literacy skills
- facilitate customers' effective use of library resources and facilities.

Guidelines

- Information, reference and readers' advisory services are core public library services available to all members of the community across all opening hours and from all library service points.
- Information, reference and readers' advisory services are provided by suitably trained staff.
  - Basic training in information and readers' advisory services and procedures is provided to all client service staff.
- Library staff are proactive in offering assistance and promoting library services and resources to customers.

Points to consider

Information and reference services

- Information and reference requests come in many forms (e.g. including in person, by phone, mail, email or social media) and from any member of the community.
- Information and reference requests can cover any topic. They are predominantly informational or instructional, and include:
  - author/title: requests to locate or reserve a specific title or the works by a specific author
  - general: requests for fiction or non-fiction subjects (e.g. to assist with homework, assignments and learning needs)
  - local studies: requests for information, photographs, maps, books, newspapers, journals or other materials that concern the local area
  - genealogy: requests for assistance with finding genealogy or family history information for people tracing their family history
  - community information: requests for information on, or direction to, services, program, activities, or facilities whether provided by the library, Council, other governments, community, commercial enterprises or any other group
  - literacy/ESL: requests for material to assist with literacy or English language learning
  - community languages: requests for books, newspapers or material in a non-English language

- technology instruction: requests for instruction/guidance with the use of technology for: information purposes; communication purposes; accessing library services through online portals; and accessing external services through online portals.

General

- Library staff require well-developed skills in customer service, reference questioning techniques, location and evaluation of information and resources, and technical competence in the use of electronic and multimedia resources.

- Staff can maintain their reference, readers' advisory and information literacy skills and knowledge to a professional standard by participating in training and self-development.

- Library staff should respond to information requests and help readers with their leisure reading needs in a knowledgeable and non-judgmental way. Staff should be aware of the varying information literacy levels within the community and provide assistance to individual clients accordingly.

- In responding to requests staff should aim to equip library users with the skills to carry out independent research.

- Relevant information sources include materials available in the library (e.g. printed and non-printed materials, databases, catalogues and local materials), as well as materials available through resource sharing arrangements (e.g. interlibrary loans), open access and online resources, and referral to other libraries, institutions, and people inside and outside the library.

- Selection and management of the library's reference and information resources should be specifically described in the Collection Development Policy. Reference resources should be selected from authoritative sources using standard criteria.

- Reference and information resources and collections, including electronic databases, should be evaluated regularly to ensure their currency and continued capacity to meet community needs.

- Community information database may be developed and/or used for information service delivery.

- The library's information, reference and readers' advisory services should be appropriately advertised and promoted.

- Access to information, reference and readers' advisory services should be clearly indicated in the library. Signage in library buildings facilitates access to information services.

- Interior library layout and furniture facilitate side-by-side options for staff providing assistance to customers, particularly when demonstrating use of technology and online services.

- Statistics on the volume and nature of information, reference and readers' advisory enquiries will contribute to service planning. Sampling is a valid methodology.

Information literacy

- Information literacy empowers people to navigate the diverse and abundant information choices available to them. Information literacy includes the ability to identify, find, evaluate, and use information effectively.

- Libraries promote and support information literacy for all ages by formally ('how to' programs) and informally (during everyday interactions in the library) teaching information literacy skills. Improving information literacy skills may include:
  - using the catalogue and classification schemes
  - using the index at the back of a book
  - accessing articles in databases
  - learning effective techniques for evaluating the quality and credibility of resources

- – thinking critically about the intentions of commercial publications, news, websites and advertising
- – applying different strategies to increase the accuracy and relevance of research.

- ▪ Appropriately trained library staff may deliver customer education programs onsite and online (via its website) as appropriate for content and the community served.

Readers' advisory

- ▪ A readers' advisory service helps readers of all ages and abilities with their leisure reading needs. Using knowledge and familiarity of fiction and non-fiction material, different styles and genres, print and electronic reference tools, and the library collection, the readers' adviser helps the reader answer the question 'What do I read next?' The service includes suggesting new or unfamiliar authors and topics or genres, interesting casual readers in more systematic reading, maintaining contacts with local educational agencies, promoting reading and encouraging use of the library service.[12]

- ▪ Readers' advisory is a core skill for staff working in public libraries. It is delivered by trained staff who are competent in interview skills, reading tips and strategies, and digital tools and resources that assist in reading discovery.

Additional resources

- ▪ *Service guidelines: Information and research services at NSLA libraries*, NSLA, 2019, https://www.nsla.org.au/resources/service-guidelines-information-and-research-services-nsla-libraries.

- ▪ *Information and research services principles*, NSLA, 2019, https://www.nsla.org.au/publication/information-and-research-services-principles.

- ▪ *Directory of Readers' Advisory Activities*, Panorama Project, https://www.panoramaproject.org/directory-of-readers-advisory-activities-introduction.

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[12] *Rewarding Reading*, training program for readers' advisers developed for the State Library of NSW.

G6. Programs

Library programs and activities are core services for all public libraries – regardless of size. Programs highlight 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. Library programs:

- inspire a love of reading and literature
- build literacy and language skills
- facilitate lifelong learning
- enable personal development
- encourage a sense of belonging and community involvement
- foster discussion, debate and innovation based on accurate and authoritative information
- celebrate culture and heritage
- promote and model diversity, inclusion, tolerance and respect.

Library programs allow participants to develop strong, deep and productive connections with their library, its collections and staff, other participants and their community. Programs also encourage people who may not be library users to visit the library for the first time.

Objective

To provide targeted and engaging activities that reflect the diversity of the community and encourage and enhance effective and productive use of the library.

Guidelines

- The library has policies and procedures which address:
  - what types of library programs are to be provided to what groups in the community
  - who is responsible for developing and delivering programs and how this will be done
  - funding for library programs
  - how programs will be monitored and evaluated.
- Programs are targeted and designed to respond to identified community needs and interests. Library users, community members and library partners are involved, as appropriate, in the identification, planning, design, development, promotion, delivery and evaluation of programs (e.g. involve teenagers and youth workers in development of youth programs).
  - A risk assessment should be undertaken for all programs (series) to ensure that due consideration is given to safety and risks are minimised.
- As far as possible, programs encourage use of library collections and other library services (e.g. borrowing of books after Story Time, book clubs and discussion groups).
- Program participation is open to all community members in the targeted cohort.
- Relevant library staff are trained in the skills required for successful program development and delivery. They are able to:
  - understand and identify community needs
  - develop project plans that include program budgets and timelines
  - develop and design appropriate activities
  - monitor and evaluate program outputs and outcomes.
- Programs are evaluated regularly to assess engagement, quality and impact.

Points to consider

- A library program is:
  - a one-off, regular or ongoing series of activities related to a library collection or service

- usually (but not always) targeted at a particular population demographic or people with a specific interest (e.g. pre-schoolers, older people, multicultural groups, Aboriginal and Torres Strait islander people, avid readers, job seekers, retirees).

- delivered by library staff or in partnership with other Council services, education providers, government, community or business organisations or persons with relevant expertise

- delivered in a library building, in a community space or online.

- Examples of library programs include:

  - Story Time and other literacy-based activities for young children

  - adult literacy programs and English language conversation classes

  - author talks, book clubs, summer reading clubs and writing classes

  - computer literacy and internet classes

  - family history and local studies research

  - homework help and in-library group tutoring

  - holiday activities for primary and secondary school children

  - intergenerational learning (e.g. young people teaching SMS and internet skills, older people helping students with local and oral history projects)

  - life skills programs (e.g. health and wellness, parent education, using a mobile phone)

  - employment-related programs (e.g. job search skills, resume writing, business support)

  - cultural and creative events, exhibitions, displays and performances.

- For program development the library will require a solid understanding of community demographics and the reading, literacy, social and learning needs and interests of specific groups within the community. This may vary between library catchments.

- As far as possible, library programs should:

  - be appropriate to participants' needs and abilities

  - complement, and not directly compete with, activities and events conducted by other service providers in a competitive environment

  - target groups in the community that are underserved elsewhere

  - be primarily delivered within library facilities, although they may be delivered online, in community spaces (i.e. outreach) or at a partner's facilities

  - be delivered at times that optimise participation, engagement and impact on the target audience, including outside of opening hours.

  - be delivered in spaces appropriate to the target audience and the program intent (e.g. consider, lighting, furniture, area, noise, ambience and nearby activities)

  - be complemented by exhibitions and displays

  - be promoted throughout the library and the community.

- Wherever possible, program design should emphasise enjoyment.

- Criteria for program access that do not unfairly discriminate against any particular group in the community may be put in place to manage participant numbers and efficient program delivery.

- Libraries may institute charges for participating in some programs as a means of offsetting costs.

G7. Technology Access

Digital literacy and access to current technology are essential to effective participation in society, access to government services and information, and engagement with learning and community activities. Many people lack confidence and skills in using computers, or searching, filtering and making use of digital information.

Public libraries play an important role in bridging the digital 'divide'. For some members of the community, their only access to computers, devices, technology and the internet is at their local library. Therefore, libraries need up to date hardware, software, applications, equipment and staff capabilities to ensure the best possible experience for the community.

Objective

▪ To provide free public access to computers, the internet and other equipment and applications.

▪ To support library users to develop digital skills and confidence.

Guidelines

▪ The library has policies and procedures which address:
    – provision of access to computers, the internet and digital applications in the library
    – appropriate management, administration and use of technology.
▪ At each library site, including mobile libraries, the library provides free and equitable access to public access devices that:
    – have the latest standard PC operating systems and web browsers
    – have enough memory and processing power to enable users to access electronic library collections, the internet and egovernment platforms
    – support commonly used business and creative software
    – support the use of external storage devices, such as USBs, for users to save research and personalised content
    – support users to watch, listen, download and stream multimedia for learning and communication
▪ At least one public access computer is accessible by customers in a wheelchair.
▪ At each library site the library provides equitable access to:
    – printing, copying and scanning equipment for public use, including printing services that support 'bring your own device' (BYOD) users
    – charging point access for BYOD users.
▪ At all library facilities the library provides:
    – free access to the internet via public devices and wifi, with appropriate firewalls and virus protection
    – internet connectivity at the highest available speed
    – workspaces and casual seating for clients to access the internet via personal devices.
▪ The library offers free basic training and support to enable library users to:
    – access the library's information resources
    – use the library's computer hardware and software
    – access the internet and government portals (e.g. MyGov, MyAgedCare).
▪ One member of staff (or external contact) who can perform basic systems help is available at all times the library is open.

Points to consider

▪ Provision of, access to and public use of computers, the internet, peripherals and other technology should occur within the library's broader policy framework for technology management.

▪ Where applicable and relevant, the library should provide free and equitable access to:

    – specialist equipment required to access physical collections in varied formats (e.g. micrographic machines)

- adaptive and assistive technology, including specialist keyboards, screen readers, large-print screens, sound amplification, adjustable furniture and specialist software

- multilingual software and fonts for clients wishing to access non-English language material

- Where possible, the library should provide free and equitable access to technology that supports making, creating, experimentation and innovation (e.g. 3D printers, audio and video editing tools, makerspaces, tech rooms, podcasting or recording studios).

- The number of public access computers provided in each library will be influenced by user characteristics and needs (including visitor and transient use), staff numbers and opening hours.

- Public access computers should be located in clearly signed and dedicated spaces. Placement of computers should take into account issues such as: proximity to staff, security, wiring/cabling and possible distraction to clients using other library facilities. Ideally, adjustable tables and chairs are provided to improve ergonomics and client comfort.

- User instructions should be located at each device.

- Use of software applications should be regularly reviewed to ensure versions are up to date and new applications are added according to demand.

- Internet connectivity will need to take into account local telecommunications infrastructure and constraints for remote locations, mobile libraries and pop-up facilities.

- In providing technology support library staff are not expected to provide expert advice and training on all applications and equipment available in the library. The extent of staff assistance should be clearly outlined in any documentation provided to clients. Where necessary, staff should refer clients to other training providers.

- Staff responsible for providing technology support to library users should have access to relevant training and resources.

Related guidelines

- Additional guidance on technology services and infrastructure is found in other Guidelines.

- Library Management Systems, see G3.4 Technology Assets and Infrastructure.

- Online Public Access Catalogues, see G4.1 Collection Development and Management.

- Library websites, see G10.4 Website and Online Services.

Additional resources

- *IFLA Guidelines on Public Internet Access in Libraries*, IFLA, 2019, https://www.ifla.org/publications/node/92392.

- *Digital practice guidelines*, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/content/digital-practice-guidelines-public-libraries-0.

- *Internet policy guidelines for NSW public libraries*, State Library of NSW, 2011, https://www.sl.nsw.gov.au/public-library-services/library-council-guidelines.

- *World Wide Web Access: Disability Discrimination Act Advisory Notes*, Australian Human Rights Commission, 2014, https://www.humanrights.gov.au/world-wide-web-access-disability-discrimination-act-advisory-notes-ver-41-2014.

G8. Places and Spaces

Public libraries demonstrate their commitment to the principles of access and equity by providing safe, welcoming and inclusive spaces. Public libraries are increasingly valued in the community for being:

- a place where all are welcome, access is free, and there are no judgments

- a place where people come to read, relax, learn, study or work

- a place where people come together to meet, to connect with one another, to create and to celebrate their community

- a place staffed by people who are there to help.

Objective

To provide safe, welcoming and inclusive physical and digital places and spaces that meet the identified needs of the community.

Guidelines

- Library places and spaces are designed to:
  - be functional and flexible (i.e. adaptable for new and varied purposes)
  - be efficient and sustainable
  - be attractive and engaging
  - encourage use and participation.
- As far as possible and at appropriate times, the library commits dedicated space to targeted, programs, services and user groups (e.g. children's spaces, youth spaces, event spaces, display areas, community meeting rooms).
- Furniture and fittings are functional and comfortable. A variety of seating and workspaces is provided.
- The library provides users with access to power points and charging stations.
- Good quality informational and directional signage and material is provided within the library.
- The website allows users to quickly navigate, find and access online library resources and services.

Points to consider

- Places and spaces include all library buildings, mobile libraries, online and offsite service points.

- Library buildings should be, as far as possible, designed to accommodate the different demands for library spaces. These include:

  - quiet comfortable spaces to read and relax

  - spaces and facilities for quiet private study, research and work

  - spaces and facilities for group study, communal learning, collaboration and creativity

  - spaces for people and groups to meet formally, informally and incidentally

  - spaces for public programs and events

  - places inside and outside the library where people can access library wifi via mobile devices.

- The library website should support collaboration and creative development of new library content.

Related guidelines

- Additional guidance on places and spaces is found in other Guidelines.

  - Universal library access, see G1 Community Engagement.

  - Library facilities, see G10.1 Library Branches and G10.2 Mobile Libraries.

  - Library websites, see G10.4 Website and Online Services.

Additional resources

- *People Places: A Guide for Public Library Buildings in New South Wales*, State Library of New South Wales, https://www.sl.nsw.gov.au/public-library-services/people-places.

- *Web Content Accessibility Guidelines*, W3C (World Wide Web Consortium, https://www.w3.org/WAI/standards-guidelines/wcag/.

G9. Targeted services for young, old, culturally diverse and other groups

In addition to providing universal access to core library services, libraries combine and tailor their service offering to meet the particular needs of different groups within the community. These services typically leverage library resources and the expertise of library staff. They enhance access for people who face physical, cultural or logistical barriers to their use of library services. Libraries identify relevant constituencies and develop specific service strategies through targeted community analysis and service planning.

This Guideline consolidates some of the general advice provided in other Guidelines. Notably:

- G1 Community Engagement
- G4 Collections
- G6 Programs
- G7 Technology Access
- G8 Places and Spaces
- G10 Service Points
- G11 Staffing
- G12 Funding
- G13 Partnerships and Collaboration.

Objective

To provide library materials, programs and services which meet the needs of distinct customer groups served by the library. These include:

- services for children and young people
- services for older people
- services for culturally diverse communities
- services for Aboriginal and Torres Strait Islander peoples
- services for people with a disability
- literacy services
- home library services.

Guidelines

- The library develops and delivers strategies, collections, programs and services targeted at the distinct needs of groups within the community. These approaches:
    - align with and are included in Council's social and cultural plans to address the needs of targeted groups
    - accord with relevant government policies and legislation and are documented in relevant policies
    - are developed in consultation with targeted groups and community organisations that work with them
    - consider demographic data and community feedback
    - are included in the Collection Development Policy
    - are delivered by staff with appropriate knowledge, skills, experience, training and responsibilities
    - are included in library budgets
    - are included in marketing and communication plans

- are reinforced through inclusive language in all verbal and written communication, use of diverse voices and images in planning and evaluation, and visible signs of inclusion as indicators of equitable access and respectful service provision.
- Young people have access to the full range of library materials, programs and services (including full library membership with borrowing privileges) subject to parental guidance and relevant legislation.
- The library's policy for young people addresses child safety, parental responsibility, unaccompanied children, technology use and internet safety.
- Technology access and support recognise the unique needs of older people, the aged and frail.
- The library has collaborative lending arrangements to facilitate user access to collections in languages other than English (LOTE) held by other public libraries (and State/Territory Libraries where applicable).
- The library engages and consults with local Aboriginal and Torres Strait Islander (ATSI) peoples and communities to ensure the library provides a welcoming and safe cultural space, services and collections, representative of their needs and aspirations.
- The library supports people of all abilities through facilitation of full and active participation and access to library service points, collections and programs. This is aided by relevant policies, flexible lending periods, assistive technology, and library design, fittings and signage.
- Library membership extends to meet the needs of people with no fixed address.
- The library provides and actively promotes and supports resources and programs for members of the community with identified literacy needs. This includes early years' literacy, children's literacy, adult literacy, English language literacy, digital and cultural literacies.
- Where a library offers a home library service:
  - there is a statement or guideline on eligibility
  - participants receive the same standard of service as other library customers (i.e. access to resources held by the library, including the reservation and interlibrary loan systems)
  - it is staffed by suitably trained library staff or volunteers
  - customer profiles ensure appropriate selection of materials, including titles and formats
  - membership forms provide permission for staff members to enter the customer's property.

G9.1   Services for children and young people

Points to consider

- Unrestricted access to library materials encourages intellectual and personal growth, a wider perspective and understanding of the world and offers a greater variety of resources for educational needs.

- Libraries should have mechanisms that allow young people to participate in identifying their library service needs, wants and preferences.

- A percentage of the library's collections budget will need to be allocated to young people's resources as appropriate to community demographics.

- Staff responsible for services to young people should either directly select material or create selection profiles for use to aid suppliers in their selection of material to suit the needs of young people. Libraries should have mechanisms that allow young people to participate in identifying their library service needs, wants and preferences.

- Staff directly involved in provision of children's services should undergo appropriate personal/police checks for working with young people, in accordance with government requirements.

Additional resources

- *Children's policy guidelines for NSW public libraries*, State Library of NSW, 2018, https://www.sl.nsw.gov.au/public-library-services/library-council-guidelines.

- *Reading and literacy for all: Early years literacy quality indicators*, State Library of Victoria, 2016, https://www.slv.vic.gov.au.

- *Early language and literacy at public libraries: Framework developing and evaluating early literacy sessions*, E Djonov, M Stenglin & J Torr, 2018, Department of Educational Studies, Macquarie University, https://www.sl.nsw.gov.au/sites/default/files/early_literacy_framework.pdf.

- *Early language and literacy: Review of research with implications for early literacy programs at NSW public libraries*, E Djonov, J Torr, & M Stenglin, 2018, Department of Educational Studies, Macquarie University, https://www.sl.nsw.gov.au/sites/default/files/early_literacy_literature_review_feb2018.pdf.

G9.2 Services for older people

Points to consider

- Older people benefit from library services and programs that utilise appropriate spaces, are delivered through outreach modes (e.g. services for housebound individuals), involve intergenerational programming (e.g. young people teaching SMS and internet skills, older people working with younger people on local history and oral history projects) and provide them with opportunities to share their knowledge and skills.

- Relevant collections for older people include:
  - health and legal information in plain English
  - resources to support lifelong learning
  - large print and audio books
  - local history
  - genealogy and family history
  - community language materials, including newspapers and magazines
  - ageing issues addressed in the collection
  - health and carer information.

- Consider partnerships with other Council business units, government and community organisations to support older people (e.g. U3A, senior citizens' groups, Vision Australia, general practitioners, aged care facilities).

Additional resources

- *Active engaged valued: older people and NSW public libraries*, State Library of NSW, 2006, https://www.sl.nsw.gov.au/sites/default/files/active_engaged_valued.pdf.

G9.3 Services for culturally and linguistically diverse communities

Points to consider

- Public libraries promote cultural safety for all members of the community by providing a safe environment onsite, online and in the workplace where people feel supported, can express themselves and their culture, history and identity, with dignity and pride. Public libraries create an environment which fosters shared respect, meaning, knowledge and an opportunity to learn together without judgement.

- Development of approaches to servicing culturally and linguistically diverse (CALD) communities should consider:
  - the age and ageing profile of the different CALD communities in the LGA
  - the level of literacy and education of different CALD communities

- the English language proficiency of different CALD communities

- the availability of LOTE material in specific languages

- the format preferences of CALD communities.

- LOTE collections tend to have a high turnover rate and may require weeding and replacement at a higher rate than other collections.

- In providing services to CALD communities libraries should consider the following points where there is a distinct CALD population (e.g. more than 1-2% of the population):

  - employing staff who speak relevant community languages

  - purchasing minority language material where there is a distinct CALD population

  - providing clear signage in community languages

  - provision of programs in community languages (e.g. multilingual Story Time), English language classes and cultural celebrations

  - developing communications strategies in community languages.

Additional resources

- *Multicultural Communities: Guidelines for Library Services*, IFLA, 2009, https://www.ifla.org/files/assets/library-services-to-multicultural-populations/publications/multicultural-communities-en.pdf.

- *Search Diversity Queensland*, Department of Local Government, Racing and Multicultural Affairs, https://geografia.com.au/dlgrma/#/.

- Research into multicultural library services in NSW public libraries, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/research-multicultural-services-nsw-public-libraries.

- *Benchmarking NSW public library services to multicultural communities*, State Library of NSW, 2018, https://www.sl.nsw.gov.au/sites/default/files/multicultural-library-service-benchmarks.pdf.

G9.4   Services for Aboriginal and Torres Strait Islander peoples

Points to consider

- In providing services to Indigenous Australians, public libraries should place particular emphasis on: preservation of traditional cultural property and oral traditions; the moral rights of Indigenous Australians to ownership of their knowledge; and development of community keeping places.

- The library should seek guidance on protocols from Council and consult with local ATSI communities on the appropriate ways to acknowledge traditional custodians and cultural protocols in person and online.

- Welcome to Country and Acknowledgement of Traditional Owners is recommended for large events or programs, launches and openings.

- An Acknowledgment of Traditional Owners should be visible on the library website and within each library facility (e.g. in the form of a sign, flags, plaque, wall decal, commissioned artwork).

- The library can create a visible Indigenous presence in the library space, for example, through signs (e.g. welcome or acknowledgement of the local Aboriginal community and traditional owners), Aboriginal flags, displays and artwork.

- All staff should receive cultural safety training. They should have some awareness of the Aboriginal history of the local area, including the traditional owners and local language groups.

- Relevant organisations for consultation and collaboration will include ATSI communities, Council Departments, State and Commonwealth Government organisations, educational institutions.

- Outreach activities to Indigenous communities can be promoted through radio, television, newspapers, brochures and library displays as appropriate.

- Collections related to Australian Indigenous history and culture should favour materials written by, as well as about, ATSI people to ensure they contain historical and contemporary works that represent the vibrancy and resilience of Aboriginal culture today. The library should collaborate with local ATSI peoples and communities to create and share stories, including collecting local histories relating to experiences of the Indigenous community.

- The library can facilitate appropriate access to library archives and information resources for ATSI communities.

Additional resources

- *Indigenous cultural competency principles*, NSLA, 2019, https://www.nsla.org.au/resources/icc-principles.

- *Position statement: Aboriginal and Torres Strait Islander library services and collections*, NSLA, 2014: https://www.nsla.org.au/resources/paboriginal-torres-strait-islander-library-services-collections.

- Statement on *Libraries and information services and Indigenous peoples*, ALIA, 2009, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/libraries-and-information-services-and-indigenous-peoples.

- *Protocols for Libraries, Archives and Information Services*, Aboriginal and Torres Strait Islander Library, Information and Resource Network, https://atsilirn.aiatsis.gov.au/protocols.php.

- *Queensland Government Reconciliation Action Plan 2018-2021*, Department of Aboriginal and Torres Strait Islander Partnerships, https://www.datsip.qld.gov.au/resources/datsima/publications/policy/qgov-rap.pdf.

- *Know Your Community*, Department of Aboriginal and Torres Strait Islander Partnerships, https://www.datsip.qld.gov.au/people-communities/know-your-community.

- *Protocols for consultation*, Department of Aboriginal and Torres Strait Islander Partnerships, https://www.datsip.qld.gov.au/people-communities/protocols-consultation.

- *Indigenous Spaces in Library Places Toolkit*, State Library of New South Wales, 2020, https://www.sl.nsw.gov.au/public-library-services/services/indigenous-spaces-library-places.

G9.5 Services for people with a disability

Points to consider

- The library service must comply with all relevant legislation related to service provision and access for people with a disability. This includes both physical access to library buildings and access to online and digital services.

- The Collection Development Policy should include sections outlining the acquisition, scope, formats, purposes and management of library materials designed to assist and be used by people with disability (e.g. alternative formats such as large print books, audiobooks and audio-described DVDs to cater for people with vision impairment).

- The library should provide wayfinding, disability symbols and signage in appropriate formats (e.g. large print, Braille).

- Accessibility information should be included in program advertisements (e.g. wheelchair access to venue, hearing loop availability in meeting room).

- Auslan (Australian Sign Language) is incorporated into programs, services and community consultation where appropriate to ensure equitable access for the hearing impaired community.

- The library's ICT Plan should cover planning for and provision of adaptive technologies to enable people with disability to access information in both print and electronic formats (e.g. screen reading computer software, magnifying devices and book or tablet holders).

Additional resources

- *Library and information services for people with a disability*, ALIA, 2018, http://www.alia.org.au/about-alia/policies-standards-and-guidelines/library-and-information-services-people-disability.

- Guidelines on *Library standards for people with disabilities*, ALIA, 2019, https://www.alia.org.au/about-alia/policies-and-guidelines/alia-policies/guidelines-library-standards-people-disabilities.

- Accessibility and mobility issues for library buildings and service points are addressed in *People places: a guide for planning public library buildings*, 2020, https://www.sl.nsw.gov.au/public-library-services/people-places.

- Advisory notes on accessible web design are provided by the Australian Human Rights Commission in World Wide Web access: Disability Discrimination Act Advisory Notes, , https://humanrights.gov.au/our-work/disability-rights/world-wide-web-access-disability-discrimination-act-advisory-notes-ver.

- Vision Australia Library, https://www.visionaustralia.org/services/library.

G9.6 Literacy services

Points to consider

- Libraries provide a welcoming, trusted place where those seeking to improve their literacy skills have opportunities to do so without fear of judgment or stigma.

- The Collection Development Policy should include sections outlining the acquisition, scope, formats, purposes and management of relevant literacy collections, including early literacy material for children, adult literacy resources, English as a Second Language (ESL) material, and material to support literacy programs, including those undertaken by specialist organisations in the community.

- Libraries support development of early literacy through play-based learning in Story Time sessions for children from 0 to 5 years, connecting families to the information, resources and support they need to build the best foundation for their child's future language and literacy development.

- Library collections and fun engaging programs foster a love of reading and learning which can sustain children as they grow up and then through life. This includes reading as a recreational pursuit, as well as a critical life skill.

- Libraries support adults to develop their literacy skills, including members of the community with English as a second language. Literacy programs and English language classes are supported by collections that include physical and electronic adult literacy resources for all proficiency levels.

- One-on-one tutoring, group tutoring and English conversation circles should be delivered by suitably qualified and experienced staff, volunteer tutors or in partnership with other organisations. It is recommended that tutors be familiar with and experienced at working with people who have learning difficulties such as dyslexia.

- Programs for children and adults include activities which encourage use of the library, promote the development of skills and foster literacy development. Examples include story-telling, story/information trails, reading challenges, book clubs and discussion groups, conversation classes, homework clubs, author talks/events, intergenerational activities, displays and exhibitions, technology and internet skills classes and so on. Programs are tailored to suit the community, with an emphasis on fun.

- Literacy programs are delivered in collaboration with literacy service providers and may be delivered in the library or in other locations in the community.

- Library services deliver free digital literacy programs to support literacy and learning and to ensure the community has access to new and emerging technologies. Topics may include:

  - computer skills and troubleshooting

  - use of peripheral devices (e.g. copiers, printers, scanners, external storage devices)

  - internet, new media, cyber security and cybersafety initiatives

  - library service website, catalogue and electronic collections

  - access to and use of egovernment services

  - use of mobile devices and immersive and experiential technologies.

Additional resources

- Statement on *Information literacy for all Australians*, ALIA, 2006, http://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-information-literacy-all-australians.

- Statement on *Libraries and literacies*, ALIA, 2006, http://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-libraries-and-literacies.

- Early literacy project, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/early-literacy-project.

- Literacy services for public libraries, State Library of NSW, https://literacyservices.wordpress.com/.

- *First 5 Forever*, State Library of Queensland, https://plconnect.slq.qld.gov.au/programs-grants/first-5-forever.

- *Guidelines for Library Services to Babies and Toddlers*, IFLA, 2019, https://www.ifla.org/publications/ifla-professional-reports-100?og=8708.

- *Guidelines for Children's Library Services*, IFLA, 2017, https://www.ifla.org/publications/guidelines-for-children-s-library-services?og=8708.

- *Guidelines for Library Services for Young Adults*, IFLA, 2020, https://www.ifla.org/publications/guidelines-for-library-services-for-young-adults--revised-?og=8708.

- *Guidelines for Library-Based Literacy Programs* , IFLA, 2020, https://www.ifla.org/publications/guidelines-for-library-based-literacy-programs?og=8708.

- *Guidelines for Library Services to Persons with Dyslexia*, IFLA, 2020, https://www.ifla.org/publications/node/9457.

- *Toolkit for Library Engagement in Literacy and Reading Strategies* , IFLA, 2019, https://www.ifla.org/publications/node/92449?og=28.

- *Using libraries to support national literacy efforts*, UNESCO, 2016, https://unesdoc.unesco.org/ark:/48223/pf0000246778.

- *Australian Digital Inclusion Index,* Telstra, https://digitalinclusionindex.org.au/.

G9.7   Home library services

Points to consider

- A home library service provides access to library information and resources for community members who, for any reason – temporary or permanent, are unable to physically access their local library. Home library services may visit sites such as residential accommodation, nursing homes and prisons.

- Eligibility for home library services should be based on need not age (e.g. illness, injury, disability, limited mobility, housebound carers).

- Loan periods, item restrictions and frequency of delivery are determined by the library service. These may vary from standard settings to meet the needs of the home library service and its users.

- Bulk loans may be provided to residential and day care establishments.

- The people delivering home library services should have relevant training in manual handling, first aid, disability awareness, personal safety, advanced driving skills, multicultural awareness. Staff should have access to mobile phones and wear name badges at all times.

- Staff involved in home library services should undergo appropriate personal/police checks for working with the elderly and vulnerable, in accordance with government requirements.

- The library should liaise with community-based organisations to promote use of the service.

Additional resources

- *Guidelines for Australian home library services*, ALIA, 2000, http://www.alia.org.au/about-alia/policies-and-guidelines/alia-policies/guidelines-australian-home-library-services.

- Home library services resources, State Library of NSW, https://www.sl.nsw.gov.au/public-library-services/home-library-services.

G10. Service Points

Public libraries can be anywhere and everywhere – 24/7. Library collections, programs and services are now delivered through a range of service points, including (but not limited to): branch libraries; mobile libraries; outreach sites, and the libraries' website. New service models are also emerging which take library services to temporary locations in response to community needs.

While these service models differ in terms of what services are provided, how they are provided and to whom, there are a number of overarching principles that govern how they should operate. These focus on providing places that are welcoming, easily accessible, minimise barriers to access for users who are vulnerable or have physical limitations and disabilities, and respect user privacy.

Objective

To provide library facilities which:

- are convenient and accessible to the public and serve the identified needs of the community
- are attractive, functional and stimulate interest in library services
- are designed for flexible use, efficiency in operation and sustainability
- are safe and secure for library users and staff.

To provide mobile, online and outreach services that take the library out and into the community.

To support virtual visits to the library via the library website and online services so that library content and services are available when and where customers want them.

G10.1   Library buildings

Guidelines

- Library branches are sited, planned, designed, built, presented and maintained in accordance with the accepted public library sector standard – *People Places: A guide for public library buildings* from the State Library of NSW. This includes advice on:
    - the recommended size of central and branch libraries to serve a population catchment (including base floor area, additional functional spaces and back of house/central management areas)
    - the range of functional areas and standards for furniture and fittings
    - minimising barriers to access for users with physical limitations or disabilities.
- The library is situated close to other centres of community activity (e.g. Council offices, shopping centres, cultural centres, educational precincts).
- The library is accessible by public transport and provides adequate parking.
- The library is well-maintained, inside and outside, with regular cleaning, refurbishment of old equipment and furniture, removal of waste, mowing/gardening, removal of graffiti and repair of vandalism.

Points to consider

- ALIA and APLA have endorsed *People Places: A guide for public library buildings* from the State Library of NSW as a primary source of practical advice and tools to assist in the planning of public library buildings to meet community needs.
- Planning for a future or extended library building should be undertaken using a collaborative approach involving a representative range of stakeholders that have an interest in the potential outcomes.
    - A needs assessment should be undertaken to determine where the new/extended library is required and what type of library services will best meet the community needs.

- Future population growth should be considered, including visitors to the catchment area (e.g. tourists, commuters, school students, shoppers).

- Any new building or library re-design should involve ongoing input from a qualified and experienced librarian.

- Library buildings are required to meet legislative requirements and standards at all three levels of government, including but not necessarily limited to:

  - the Building Code of Australia

  - Australian Standards, including standards for construction, lighting, accessibility, electrical wiring, fire safety, earthworks, plumbing, acoustics and floor loads

  - WHS requirements and accessibility standards

  - environmental design and sustainability requirements

  - local planning schemes/codes.

- Planning and design must take into account library functional areas such as:

  - customer service points, display and entry/orientation

  - areas for collections, stack or archival storage

  - spaces that enable user friendly access to the latest technology

  - people spaces (for adults, youth and children) for relaxation, reading research, leisure and learning, including communal study

  - flexible spaces for programs and activities

  - meeting/training rooms (with provision for after-hours access)

  - outdoor areas and space for related functions (e.g. Council customer service area, café)

  - mobile library support, including access, loading/unloading space, turning and parking requirements

  - general storage facilities.

- Workstation furniture should be adjustable to suit customer characteristics and requirements.

- Co-location of services is a significant trend, bringing a range of community, commercial or government functions into one complex. A co-located library should have its own distinct space within the wider complex or set of buildings. It may share a foyer, meeting rooms and amenities with other tenants. Where possible, library functions are managed separately to the other functions within the complex.

- Joint use public libraries are becoming less common. Consideration of a joint use approach may have merit in some circumstances. A joint use library is one in which two or more distinct groups of users are served in the same library premises, the governance of which is collaboratively agreed between two or more separate authorities (e.g. a combined school and public library).

Additional resources

- *People places: A guide for planning public library buildings*, 2020, https://www.sl.nsw.gov.au/public-library-services/people-places.

- *Library Building Guidelines: Developments & Reflections* , IFLA, 2015, https://www.ifla.org/publications/ifla-library-building-guidelines-developments-reflections?og=8708.

- *Australian Library Design Awards*, ALIA, 2019, https://www.alia.org.au/awards/library-design-awards-2019.

- Statement on *Joint-use libraries*, ALIA, 2019, http://www.alia.org.au/about-alia/policies-standards-and-guidelines/joint-use-libraries.

- Resources on Co-location and joint use libraries, State Library of NSW, 2019, https://www.sl.nsw.gov.au/public-library-services/advice-and-best-practice/library-council-guidelines/co-location-and-joint-use-libraries.

- *Shared Facilities Standard*, State Library of Queensland, 2008, https://content.plconnect.slq.qld.gov.au/sites/default/files/SLQ-sharedfacilitiesstandard-200812.pdf.

- *Library Design for the 21st Century: Collaborative Strategies to Ensure Success*, IFLA, 2019, https://www.ifla.org/publications/ifla-publications-series-179?og=61.

- The Green Building Council of Australia's Green Star rating system is voluntary but provides a comprehensive framework for assessing environmental impact of building design and construction, https://new.gbca.org.au/.

G10.2   Mobile libraries

Guidelines

- The mobile library vehicle:
  - is of a size and type appropriate for the services it delivers and the locations it serves
  - is designed and configured for ease of access and satisfies WHS requirements
  - is maintained and replaced according to a planned asset schedule.
- The mobile library:
  - has a schedule and opening hours appropriate for customers and locations
  - has stops that are signposted and advertised at each location
  - provides user access to a representative range of the library's services and collections, including access to technology.
- Mobile library staff:
  - are appropriately licensed for the type of vehicle
  - are knowledgeable about the library's collections, services and programs
  - are familiar with library procedures, WHS and public safety requirements
  - participate in relevant training and professional development.

Points to consider

- Mobile libraries provide services via a specially designed and equipped vehicle to those people who cannot reach a fixed service point or central library.

- Mobile library sites should be chosen and reviewed according to criteria developed by the library service with reference to published guidelines.

- The mobile library schedule should run on a weekly or fortnightly rotation.

- Services, collections and technology used in physical libraries facilities are, where possible, provided in mobile libraries. This includes diverse collection items and formats, requests, holds and interlibrary loan services, public access internet and BYOD wifi.

- Collections and technology must be protected during travel and from direct sunlight.

- The mobile library requires lift or ramp access for those who cannot use steps.

- Staff will require access to meal and other breaks, with special consideration given to the needs of solo operators. Enough time should be scheduled off the road to allow for regular vehicle maintenance and cleaning and for staff to complete administrative work.

- Safety considerations related to mobile libraries include:

  - vehicle, sites and practices must conform to Council WHS requirements

- staff are trained in mechanical troubleshooting and maintenance to a level that facilitates daily safety checks and communication with depot staff in the event of a breakdown

- regular maintenance (e.g. interior/exterior cleaning) in accordance with fleet requirements

- regular updates of driving skills, with associated training funded by the library service

- a personal security strategy supported by reliable communications

- first aid kits are carried, and the staff hold a current first aid certificate

- fire extinguishers are fitted in both the driver's cabin and in the library space

- an effective emergency escape exit is available and clearly marked

- an evacuation plan is in place and all staff, including relief staff, are familiar with the plan.

- The library service has sufficient numbers of backup staff who are qualified to drive the vehicle and maintain continuity of service.

- Council may need a mobile library replacement fund as part of their asset management strategy, with the life of the vehicle influenced by usage, garaging, maintenance and accidents/incidents.

Additional resources

- *Mobile & Outreach Service NSW Public Libraries: Practice, standards and guidelines*, State Library of NSW, 2015, https://www.sl.nsw.gov.au/public-library-services/mobile-and-outreach-services.

- *People places: A guide for planning public library buildings*, 2020, https://www.sl.nsw.gov.au/public-library-services/people-places.

- *Mobile Library Guidelines* , IFLA, 2010, https://www.ifla.org/files/assets/hq/publications/professional-report/123.pdf.

- *Mobile libraries standard*, State Library of Queensland, 2009, https://content.plconnect.slq.qld.gov.au/sites/default/files/SLQ-mobilelibrariesstandard-200906.pdf.

G10.3 Opening hours

Guidelines

- Libraries are open at times which enable the community to make effective use of the library service and to ensure that the library's resources and services are as widely available as possible.
- Opening hours are consistent and easy for customers to understand.
- Opening hours are displayed outside service points, on the library website, and where appropriate on library promotional material. Changes to opening hours are advertised well in advance.
- Where practicable, the library provides after-hours facilities for return of library materials.

Points to consider

- Decisions on opening hours should consider local influences such as:

- population size and area of region served

- assessment of actual and potential customer needs and community demographics

- library location and the location of other community service points and facilities (such as shops, theatres, business and public transport)

- commuter patterns, and local shopping and school hours

- number, size and proximity of other library branches

- opening hours of other cultural institutions within the local area (such as theatres, galleries and museums)

- number of staff employed.

- Ideally, library opening hours include a mix of morning, afternoon, evening and weekend hours over the course of a week. This is based on service needs, not staff convenience.

- Opening hours should be routinely reviewed, taking into account community feedback from users and potential users, changing demographics and local circumstances.

G10.4 Website and online services

Guidelines

- The library website contains:
    - a full description of library services and programs, locations and opening hours
    - access to the library catalogue and online resources (e.g. ebooks, eaudiobooks)
    - up-to-date information on library policies
    - a phone and email contact
    - links to relevant Council information and services.
- The library website and online resources are accessible 24/7.
- The library's website meets W3C standards for accessible web design and disability access.

Points to consider

- The library website should be designed to allow users to quickly and easily navigate, find and access online library resources and services.

- The library website should be consistent with Council ICT availability, platforms, connectivity, internet access, security and back up requirements. The website should be mobile friendly.

- The library website (and app) supports:

    - access to the library catalogue and its free and licensed databases

    - access to ebooks, podcasts, audio/video streaming, RSS feeds and other digital resources

    - reservation and renewal of items

    - online reference and information services, and online interaction with library staff

    - links to external resources, including links to other libraries

    - online bookings for library activities, programs and training sessions

    - member update of personal information and preferences (with appropriate authentication and privacy controls)

    - links to social media channels used by the library

    - suggestions of collection items for purchase

    - online payment of library fees and fines.

- Ideally, the library service has a stand-alone digital user interface (e.g. website, library app).

Additional resources

- *Web Content Accessibility Guidelines*, W3C (World Wide Web Consortium, https://www.w3.org/WAI/standards-guidelines/wcag/.

G10.5 Outreach services and other service points

Guidelines

▪ The library delivers targeted services through outreach models and other service points to increase reach and use by people who might otherwise find it difficult to access a library.

Points to consider

▪ Outreach meets community needs outside of physical library facilities with both traditional and new services in dynamic and changing environments. This is particularly important in reaching targeted community groups, reluctant and non-library users, and people who cannot reach a physical library facility.

▪ Outreach can be delivered in a variety of locations and ways based on library service resources, community needs and partnership opportunities. These include:

   – community and cultural events

   – shopping centres

   – schools and education providers

   – parks and community spaces

   – retirement villages

   – transport hubs.

▪ Purchase of equipment will enhance provision of outreach services and the user experience (e.g. outdoor furniture, fold-up tables and chairs, trolleys to move equipment and collections, portable wifi to support membership, borrowing and digital activities, lighting, vehicles, marquee, energy sources, banners and promotional collateral).

▪ Additional service points increase visibility and usage of library services within the community (e.g. collection returns, self-service points, electronic service hotspots, collection vending machines).

▪ Temporary 'pop-up' libraries at indoor and outdoor locations help the community to discover new ways to enjoy, engage and interact with library services, and reach people who are non-users. They promote a positive image and challenge library stereotypes.

▪ A risk assessment should been undertaken for outreach services, taking into account accessibility, safety of the community and staff, security of collections and equipment, and data protection and user privacy.

Additional resources

▪ *Mobile & Outreach Service: Practice, standards and guidelines*, State Library of New South Wales, 2017, https://www.sl.nsw.gov.au/public-library-services/mobile-and-outreach-services.

G11. Staffing

Qualified, capable and motivated staff are vital to library operations. The 21st century library workforce requires a mix of skills and qualities to best respond to the varied and changing needs of its community. The fundamental qualities and skills required of public library staff include:

- the ability to understand the needs of users

- knowledge of the library's collections, programs and services and how to efficiently access these

- the ability to communicate positively with people

- the ability to work with others in providing an effective library service

- the ability to engage with individuals and groups in the community

- imagination, vision and openness to new ideas and practice

- knowledge of and ability to use ICT to improve service delivery and customer use of information.

Objective

To ensure that the size, qualifications, capabilities and mix of the library workforce support delivery of a range of services and programs which meet the needs of the community.

Guidelines

- The library has paid and suitably qualified managers and staff, appropriately trained to undertake their responsibilities.
- Staffing levels at each service point are sufficient to deliver the services set out in the relevant library legislation (if any), in the library's strategy or plan, and are appropriate for the library's community.
- Responsibility for core services (such as reference and information services and technical services) is assigned to appropriately qualified staff.
- Specialist library staffing is determined by overall community requirements for the skills of the specialist – especially with regard to delivery of targeted services.
- As far as possible, the composition of the library workforce embraces and reflects the diverse profile of the community. This includes people from culturally and linguistically diverse backgrounds, people with a disability, young people, Aboriginal and Torres Strait Islander peoples and people identifying as LGBTIQ+.
- Library managers and staff are encouraged and supported to enhance their professional skills and networks.
- Where relevant, volunteer assistance may be used for specific purposes that complement the day to day operation of the library.
    - Volunteers are not a substitute for appropriately trained and paid library staff.
    - The library has a policy that defines how volunteers are recruited, the tasks which they may undertake, the terms and conditions under which they volunteer, and their relationship to library operations and staff.

Point to consider

Staffing requirements

- Library staffing levels (numbers and type) are influenced by many factors within individual LGAs. These include:

    - number, type and layout of physical library facilities or service points

    - spread of opening hours

    - minimum staffing requirements for safety and security purposes (including staffing of multistorey buildings)

- range of services and programs provided in person and online

- library usage and customer demand for specialist services and technology support

- co-location with other services and performance of other functions

- population growth, density and demographics

- the extent to which services are managed in-house or contracted out (e.g. collection procurement, cataloguing and processing)

- the extent to which transactional processes have been automated.

Staff capabilities

- 'Library qualifications' are those library and information science qualifications recognised by ALIA.

- Library managers with formal library qualifications and appropriate experience are best equipped to lead and plan future focused library services and undertake required professional duties. In library services where staff members with non-library qualifications are employed to manage the overall library service, qualified librarians are employed at senior levels in order to provide advice on collections, programs and services.

- The Library Manager should contribute to and be involved in activities related to the library profession as a whole in order to maintain professional expertise in management of the library service.

- All staff have current position descriptions that identify relevant job requirements, qualifications and responsibilities. All library staff (including casual and relief staff) require sufficient knowledge and skills and training to undertake the requirements of their roles with a minimum of supervision.

- Library services may employ specialist staff with non-library related qualifications to enrich and support library programs or functions (e.g. youth services, social work, multicultural services, education and training, information technology, digital literacies, project management, marketing and administration, community liaison).

- Smaller library services may ensure the availability of specialist expertise (e.g. children's services, online services, outreach services) through alliances with other libraries, other parts of Council, contract providers or volunteers.

- Relief staff may be employed for periods when regular staff are on leave or attending training. As far as possible, relief staff should hold similar qualifications and/or experience to permanent staff.

Professional development

- Library staff are responsible for operational tasks as well as the delivery of a broad range of services and programs in person and online to the community. As such, they require a diverse range of skills.

- Library service staff also need to be culturally competent and have the skills to create an inclusive and accessible environment for all members of the community and workforce.

- All staff should receive ongoing training and development to ensure effective service provision, personal and public safety, and to keep in touch with the changing library and information technology environment.

- All library staff should maintain a process of continuing professional education on a formal and informal basis. Formal training is augmented by informal skills transfer, mentoring and information sessions for staff.

- The library service should have a planned induction and orientation program for all new staff and staff who have changed positions.

- Library staff undertaking librarianship, library technician and other relevant studies should be given appropriate support by their Library Manager and funding body. The library or Council can

support staff undertaking work-related study, continuing education and professional activities through paid work time for attendance, registration fees and travel costs.

- Formal training opportunities can be augmented through staff mentoring, information sessions for staff and informal skills transfer.

- Library staff are encouraged to expand their library and cross-sectoral networks, and further their professional development by attending courses, conferences and meetings and joining online forums.

- Job rotation and staff exchanges are encouraged as a means of ensuring adequate training and development, especially for more isolated staff such as those in small branch libraries. As well as library exchanges, this may include experience working in other Council departments.

- Mobile library, casual and relief staff should have equitable access to training and development in order to undertake the requirements of their position.

- Larger library services should actively engage in succession planning to identify and develop new leaders. Succession planning increases the availability of experienced and capable staff who are prepared to assume these roles as they become available.

Volunteers

- Library service to the community can be enhanced by well-supported volunteers (e.g. as tutors, in giving topical presentations, assisting with home library services).

- Volunteers donate their time to the library through a desire to serve their community. They offer their services, skills and experience of their own free will, with no coercion and for no financial payment. The offer of a volunteer role is in no way a commitment to an offer of a future paid role within the library service.

- Volunteers are not a substitute for appropriately trained and paid library staff. Volunteers must not be used to establish and maintain day to day library services or outreach programs which would normally be established and maintained by paid library staff. Their tasks should not include core library duties.

- All volunteers should undertake a formal induction and screening process, consistent with Council policies and codes of conduct.

Related guidelines

- Additional guidance on staffing is found in other Guidelines.

    – Staff management policies, see G3.2 Human Resources.

Additional resources

- ALIA statement on *The Library and Information Sector: Core Knowledge, Skills and Attributes*, 2014, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/library-and-information-sector-core-knowledge-skills-and-attributes.

- ALIA statement on *Foundation Knowledge, Skills and Attributes relevant to Information Professionals working in Archives, Libraries and Records Management*, 2015, https://www.alia.org.au/foundation-knowledge-skills-and-attributes-relevant-information-professionals-working-archives.

- ALIA statement on *Professional development for library and information professionals*, 2019, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/professional-development-library-and-information-professionals.

- ALIA statement on *Employer roles and responsibilities in education and professional development*, 2019, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/employer-roles-and-responsibilities-education-and-professional-development.

- ALIA PD Scheme, https://membership.alia.org.au/pdinfo/alia-pd-scheme.

- *Guidelines for Continuing Professional Development: Principles and Best Practices*, IFLA, 2020, https://www.ifla.org/node/11885.

- *Indigenous cultural competency principles*, NSLA, 2019, https://www.nsla.org.au/resources/icc-principles.

- ALIA statement on *Voluntary work in library and information services*, 2017, https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-voluntary-work-library-and-information-services.

G12. Funding

As a universally accessible community-based service, the library's primary source of funding is government revenue. This includes funding allocations from Local Government and potentially grants and/or subsidies from the State/Territory and Commonwealth Government.

Objective

To fund provision of public library services to at least the minimum level required to sustainably support the local community in meeting its information, educational, recreational and cultural needs.

Guidelines

- Access to and use of the public library is in principle free of charge.
- Charges may be levied for personalised services or value-added services that have a direct consumable cost or a larger component of private good.
    - User fees and charges should not be used as a source of net revenue.
    - Fees, charges and fines should not be set at a level that would deter anyone from using the library, especially children and people of low socio-economic status (SES).
- The library service continually and creatively explores opportunities to expand its funding base to enable it to enhance the range, reach and impact of its services for the community.

Points to consider

- Subject to regulatory and ethical considerations which preserve universal access to the services provided, additional sources of direct, indirect or in-kind funding support for public libraries include:

    - project grants from government, business, service or philanthropic organisations

    - partnerships with local community, cultural or business organisations

    - networks with other libraries and related organisations

    - revenue from commercial activities (e.g. book sales, publishing)

    - revenue from user fees and charges (e.g. photocopying, printing, fines)

    - sponsorship

    - donations and bequests

    - fundraising by volunteers or Friends of the Library.

- Services where charges might be applied include, for example:

    - photocopying or use of a printer

    - interlibrary loans or handling of reservations

    - extended information searches.

- Fees or fines are sometimes levied when a borrowed item is kept after it is due for return to the library. There is an emerging trend for library services to abolish late fees as they can be a disincentive to legitimate and productive library use.

Additional resources

- *The Public Library Service: IFLA/UNESCO guidelines for development*, Philip Gill et. al., 2001, https://www.ifla.org/ES/publications/ifla-publications-series-97

G13. Partnerships and Collaboration

Library services collaborate with a wide range of community, education and government agencies to improve the reach and accessibility of library services, improve the efficiency of service delivery, and minimise service duplication. Partnerships can broaden the range of programs and services available to the community and expand audience engagement. Partnering with groups and organisations that provide specific knowledge, skills or equipment increases the library's ability to embrace contemporary issues and trends, providing valuable insights and opportunities to strategically engage with the community and enhance visibility of library services.

Objective

To develop partnerships and collaborate with individuals and organisations to leverage the complementary knowledge, expertise and resources of the library and partners in order to:

- raise awareness of and promote library services to targeted population cohorts, thereby increasing library membership, use and impact

- expand service offerings and service delivery options

- improve service reach, quality and efficiency.

Guidelines

- Where possible, the library service collaborates and/or forms partnerships with individuals or organisations to enhance planning and delivery of library programs and services.
    - The library has strategies for strengthening existing relationships and developing new collaborative relationships.
    - Collaborative approaches are monitored to ensure ongoing relevance and mutual benefit.
- The library co-operates with other libraries, information agencies and organisations to:
    - maximise availability of library resources and public access to information (e.g. resource exchange agreements, a union catalogue or eresources consortia)
    - increase operating efficiency (e.g. shared LMS)
    - advocate for public libraries.
- The library shares policies, practices and program information with other public libraries to facilitate continuous improvement and innovation in service delivery.

Point to consider

- Partnerships and collaboration enable both parties to access specialist expertise, in-kind contributions, programming and/or workspaces. In addition to close working relationships established with other Council units, potential partners include:

    - State and Commonwealth Government agencies (e.g. Centrelink)

    - community, cultural and philanthropic organisations

    - kindergartens, schools, TAFEs, universities and community-based education providers

    - local business, industry and service organisations (e.g. aged care facilities)

    - galleries, archives, museums and cultural institutions

    - professional presenters and authors.

- Where applicable, formal partnership arrangements are established (e.g. with Memoranda of Understanding). Formal partnerships are usually co-branded and marketed.

- Active engagement in library sector activities increases awareness of contemporary trends in service delivery. Ideally, the library service should:

    - be an active member of its State/Territory public library association

    - be aware of library trends through ALIA, APLA, NSLA and other library associations

- contribute to and be involved in activities relating to the library profession as a whole in order to maintain the professional knowledge and expertise of staff

- enable library managers and staff to attend, participate in and present at formal professional gatherings (e.g. in-services, conferences).

G14. Customer Service

High quality customer service makes the difference between a good and a great library experience. Customer service focuses less on what services are delivered and more on how those services are delivered.

Public library staff have a responsibility to maintain a high level of customer service and ethical standards in their dealings with the public, other members of staff and external organisations. All members of the public should be dealt with on an equal basis and every effort must be made to ensure that library services are as accessible and useful as possible. The public must have confidence in the quality and impartiality of library staff if the library is to meet the needs of all members of the community.

Objective

To efficiently and always provide friendly, welcoming and high quality customer service to all library customers. That is, to have a positive effect on the capabilities and wellbeing of the people who use the library and make them want to return.

Guidelines

- The library has a published Customer Service/Experience Charter or policy which sets out the standard of service that library users can expect in their dealings with the library.
- Library policies and procedures are not subject to ideological, political, religious or commercial factors.
- Library staff are available during opening hours for customer assistance and enquiries. At all times:
  - library staff are friendly and welcoming, displaying a positive and helpful attitude consistent with library policies and procedures and expected standards of behaviour
  - library staff provide high quality service to all customers irrespective of the customer's age, ethnic origin, gender, political opinion, religious belief, disability, level of literacy or socio-economic status.
- Customer service training is identified in the library's Training Plan and library staff receive relevant customer service training.
- The library communicates information about new items, services or programs to customers, using relevant media (e.g. website, social media, email, mainstream media) and according to nominated customer preference, and/or in person during customer interaction.
- All equipment used by customers has clear directions for use and, where relevant, copyright notices (e.g. self-checkout equipment, computers, copiers, printers, wireless internet access).
- The library welcomes customer and community feedback to inform continuous improvement in service delivery. Feedback is sought from a cross-section of library users, including children and young people.

Points to consider

- The library's Customer Service/Experience Charter should be known and understood by all staff and reviewed periodically. The Charter should be consistent with any Council customer service principles and requirements which are suitable for adoption by the library.

- Library policies and procedures should:

  - be developed and adapted to reflect changes in society (e.g. variations in family structures, employment patterns, demographic changes, cultural diversity)

  - be based on the needs and convenience of library users, not the convenience of the library and its staff

  - where applicable, be consistent with the United Nations' Sustainable Development Goals.

- All staff should have a clear understanding of the library's role in meeting the information, education and recreational needs of the community. Staff must not allow their personal attitudes

and opinions to determine which members of the public are served and what materials are selected and displayed.

- Rosters should be arranged to ensure that staff numbers are sufficient to deliver advertised services during all staffed library opening hours.

- Staff members should be easily identifiable when working at public service points or providing a roving service. Staff clothing should conform with the dress code established by the library (or Council, network or corporation) and with WHS requirements.

- Customer service training, including 'refresher training', may be part of Council's customer service training.

- Library staff should receive diversity and ability awareness training for communicating with library customers and co-workers, including persons with a disability, those from diverse cultural backgrounds, adult new readers and individuals speaking languages other than English.

- Within the library, broad communication with customers may occur via public address announcements or programmable electronic signs.

- Jargon should be avoided in all forms of verbal, written and electronic communication.

- The library (and/or Council) should conduct library user and non-user surveys every two years.

    - Customer surveys seek information about the customer's experience of the library (e.g. services used and impact), their satisfaction with the services provided (e.g. collections, programs, facilities, customer service) and opportunities for improvement.

    - Community surveys seek information about the importance of the library to the community (e.g. actual and perceived value).

    - Customer feedback can be collected through surveys (in person, print, phone, online, electronic exit surveys), interviews and focus groups.

Additional resources

- *United Nations' Sustainable Development Goals*, https://sdgs.un.org/goals.

- State Library of NSW template customer satisfaction survey, https://www.sl.nsw.gov.au/public-library-services/library-user-satisfaction-survey

ABBREVIATIONS AND ACRONYMS

ABS	Australian Bureau of Statistics
ALIA	Australian Library and Information Association
APLA	Australian Public Library Alliance
ATSI	Aboriginal and Torres Strait Islander
BYOD	Bring your own device
CALD	Culturally and linguistically diverse
CBD	Central business district
COVID-19	Coronavirus
EBA	Enterprise bargaining agreement
FTE	Full-time equivalent
ICT	Information and communications technology
IFLA	International Federation of Library Associations and Institutions
ILL	Interlibrary loan
ISP	Internet Service Provider
KPI	Key performance indicator
LGA	Local Government Area
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex and queer
LMS	Library Management System
LOTE	Languages other than English
NAIDOC	National Aborigines and Islanders Day Observance Committee
NPS	Net Promoter Score
NSLA	National and State Libraries Australia
OPAC	Online Public Access Catalogue
PC	Personal computer
PD	Position description
RFID	Radio frequency identification
SES	Socio-economic status
SLA	Service level agreement
TAFE	Technical and further education
UNESCO	United Nations Educational Scientific and Cultural Organization
WHS	Workplace health and safety

SUBJECT INDEX

This index assists in identification of Standards and Guidelines which contain information relevant to particular subjects. The index references Standards (S) and Guidelines (G), NOT specific page numbers. For example, information on 'customer satisfaction' can be found in S14 (the Customer Satisfaction standard) and G14 (the Customer Service guideline). This allows for the document to be presented in different formats and for easy updating.

technical services, 15, 16, 69
technology access, S7, G7
technology management, G3.4, G7
turnover of stock, S11

U
United Nations Sustainable Development Goals, 7

V
visits (to libraries), S9 (visits per capita)
volunteers, 71

W

website, G10.4, G8
   visits to, 28
wifi, S7, 28, 39, 54

Y
youth services, G9.1

APPENDIX 1. SUGGESTED INDICATORS

In addition to the documented Standards for Australian public libraries (S1 to S14), the following quantitative indicators suggest (for example) additional ways which library managers can measure the success and efficiency of library processes and gain a deeper understanding of library use and performance. In most cases, data would be captured and analysed on an annual basis.

Collection development and management

- % of total library expenditure (excluding major capital) on materials
- % of expenditure on library materials that is on digital resources
- Acquisitions per capita
- Annual discards as a % of total stock
- Stock profile by content, audience and format
- Number of ebook and eaudio titles
- Number of full text journal, book and film titles available on databases
- Alignment between material in community languages and the cultural characteristics and composition of the community
- Average number of days from order to shelf ready and available for customers
- Average number of physical collection items circulated per staff FTE
- Average total cost per acquisition (including staffing and processing)
- Average cost per loan
- % of ILLs supplied within specified timeframes (see IRLD Code)
- % of requested ILLs received within specified timeframes (see ILRS Code)
- % of outage (time) of electronic collections
- Number of items added to the local studies collection
- Number of items digitised by the library
- % of local studies photographs in the collection digitised
- Number of new still and moving images collected
- Number of oral history interviews made available
- Number of exhibitions of local studies collections/materials.

Membership

- Number of children and young adults who are library members
- % of library members who are children and young adults
- % of children and young adults in the population who are library members
- % of households with at least one active library membership.

Use of the collection

- Number of loans by type of item (e.g. picture books, fiction, non-fiction, CD/DVD, magazine/newspaper)

- Number of loans by format of item (e.g. loans of physical items vs downloads of ebook and eaudio titles)

- Turnover by type of item

- Number of reservations

- Number of home library service loans

- Customer satisfaction with the library collection

- Access of local studies collection

- Number of downloads and/or views of items digitised by the library

- Customer satisfaction with the local studies/history collection.

Information and reference services

- Number of information requests

- Number of readers' advisory requests

- Number of community information enquiries

- Number of local history information requests

- Number of Council service enquiries.

Programs

- Number of programs by target audience (e.g. pre-schoolers, primary school children, young adults, parents, pre-retirees, older people, avid readers, people with low literacy, people improving English language skills)

- Number of programs by expected outcome (e.g. literacy and lifelong learning, digital inclusion, personal development and wellbeing, economic and workforce development)

- Number of programs by delivery location/platform (e.g. onsite, outreach, online, partner location)

- Attendance at library programs by target audience, expected outcome and delivery location/platform

- Customer satisfaction with library programs by target audience, expected outcome and delivery location/platform.

Technology access and use

- Age of public access and staff PCs

- Age of application software

- Number of power outlets for charging of users' own devices

- Bounce rates (% of web visitors who move on to a different site without continuing on to subsequent pages on the library site).

Library facilities

- Gross floor area of the library in square metres

- Public access floor space in square metres

- Maximum height of library shelving (general, children's and young adult collections)

- Minimum width of library aisles between shelves.

Staffing

- Staff turnover ratio (i.e. % of turnover per year)

- Number of training courses undertaken by staff

- Number of suitably qualified staff members who have assigned responsibilities for targeted services (e.g. children and young people, older people, culturally diverse communities, Aboriginal and Torres Strait Islander peoples, people with a disability, literacy services, reference and information services, home library services, local studies).

- % of staff trained in cultural competence.

Community engagement and promotion

- Frequency of engagement with representatives of the Aboriginal and Torres Strait Islander community, multicultural groups, education providers, historical societies and other groups with an interest in provision of library services

- Number of promotional activities

- Number of positive media mentions of the library service.

APPENDIX 2. GUIDELINES CHECKLIST

The following checklist can be used a tool to assess compliance with the Guidelines.

Ratings: Y = Fully complies   P = Partially complies   X = Does not comply.

GUIDELINE		Y	P	X
G1. COMMUNITY ENGAGEMENT				
A	The library service: - engages with the community in shaping library services - reflects community needs and aspirations - ensures universal access to library services within the community - is a champion of the community's unique cultural identity - creates and nurtures partnerships that build community and individual resilience and capacity.			
B	Free library membership and free access to services and resources is provided through library branches, mobiles, community and outreach service points and online means. - Membership registration processes are not unduly restrictive.			
C	The library develops specific strategies for reaching and providing appropriate services, materials and resources to different user groups. - Inclusive services are offered to all members of the community, including customers with special needs and those from culturally and linguistically diverse backgrounds.			
D	Information about library programs, services, rules and opening hours is available in print and on the library's website, and in community language(s) where appropriate.			
E	Where appropriate, and where relevant in partnership with other organisations, the library preserves, provides access to, and maintains collections that relate to the development of the local community, including both historical and contemporary material.			
F	The library works with other Council business units and other organisations to support the community, especially in times of need.			
G	The library works with Council and other organisations to provide places for community groups to meet and promote local democracy.			
G2. GOVERNANCE				
A	The library service is governed by a properly established body or organisation.			
B	The library has a multi-year Strategic Plan that articulates its long-term vision and role in supporting achievement of community outcomes.			
C	Library managers contribute to Council's overall planning, policy development and reporting to ensure that the library service is integral to broader strategic planning processes, as represented in Council Strategic Plans, health and wellbeing plans, social and economic plans and community consultation protocols.			
D	Library services are held accountable to their funding bodies, governing bodies and local communities.			
E	Where possible, the library service: - advocates directly to Council through regular sharing of communications - advocates to public library users, the community and stakeholders - participates in library networks and activities that support industry advocacy.			
G3. LIBRARY MANAGEMENT				
G3.1 Policy and planning				
A	The library service has policies, statements and/or guidelines to cover specific operational requirements and the needs and expectations of people using library facilities. These policies align with and are approved by Council.			
B	Library policy documents are established, promulgated and maintained. Policies provide clear, accurate and consistent information about services and procedures. Policies are updated on a fixed schedule, or sooner if there is a significant change in the operating environment.			
C	Up-to-date copies of library policies are readily available to all employees and can be accessed by the public in an accessible format.			

GUIDELINE	Y	P	X
G3.2 Human resources			
A	The Library Manager is responsible for the efficient and effective management of the library workforce.			
B	The library has current PDs for all roles and positions, setting out educational and experience requirements, duties and responsibilities, and employment conditions.			
C	Library staff (including relief staff) are employed under appropriate industrial awards or EBAs or contracts or other local area work agreements. Employers conform with equal opportunity, anti-discrimination and WHS legislation.			
G3.3 Finance and assets			
A	The Council and/or Library Board is responsible for securing sufficient funds and assets to enable the library to achieve the goals set out in its agreed Strategic Plan and annual operational plans.			
B	Council and/or the Library Board produces an annual operating budget for the library service that takes into account: - the library's short-, medium- and long-term goals and priorities - distribution of expenditure across key library functions and/or cost centres - revenue generated by library operations.			
C	The Library Manager is responsible for the efficient and effective management of the library service's resources in a way that best meets community needs and is in accordance with the planned budget.			
G3.4 Technology assets and infrastructure			
A	The library service has a formal ICT Plan, or has its strategic technology needs incorporated into Council's ICT Plan, to ensure that the library's technology assets and infrastructure meet the organisation's and the community's needs. The ICT Plan covers: - acquisition, maintenance and replacement of electronic hardware, computers and networks - acquisition and upgrade of library and user-focused software applications - up-to-date inventory of the library's technology equipment and software licences - budget allocations and funding sources for technology services and operations, replacement and upgrades in line with system and application lifecycle management - system recovery to ensure continuity of services in the event of catastrophic failure.			
B	The library has a secure digital environment that protects personal and/or confidential data (including search histories) through the controlled storage and use of information.			
C	The library has an Internet Acceptable Use Policy which clearly details user access to and use of library technologies.			
D	The library has a plain language policy on filtering and control of electronic information via online and internet resources in the library. In the interests of promoting public access to the widest variety of information, the library avoids censorship of online content, except where Council policies, local laws or other legislation specifically prescribe it.			
E	The library has incorporated technology continuity planning into Council's overall risk management and disaster planning regime.			
F	Library staff have access to workstations, applications, standard and specialised equipment and ICT support to enable them to efficiently and at all times undertake the requirements of their role.			
G	The library service has a LMS available to staff at all library facilities, including mobile libraries, to support the management and delivery of library services.			
H	The library service has an authentication system that provides secure and reliable access for registered members to remotely access electronic collections and online services.			
G3.5 Risk management			
A	Library services are responsible for the safety of staff, volunteers and members of the community within library facilities, at service points and during delivery of outreach activities.			
B	Policies and procedures are in place to ensure safety and risk is assessed, planned and managed. This includes safety of staff who work alone, at night or deliver home and mobile library services. Procedures are specific to local circumstances and Council's risk management policies.			

GUIDELINE	Y	P	X
C	The library service has a Disaster Management Plan or is included in Council's Disaster Management Plan.			
G3.6 Marketing and promotion				
A	The library service has a Marketing Plan, and/or is included in Council's Marketing Plan to ensure that library services are recognised as an integral and valued part of Council services.			
B	The library uses targeted marketing and promotional strategies to raise awareness and use of library services and facilities.			
C	A proportion of the library budget is allocated to marketing and promotional activities.			
G3.7 Monitoring and evaluation				
A	The library service regularly monitors and reviews its services and performance to determine how well it is meeting its goals and objectives and serving its community.			
B	Library customer and non-user surveys are conducted every two years to assess (as relevant) respondents' awareness of the library and its services, their views on the quality of service provided and the value of the service to them and their community.			
C	Targeted evaluation of library programs and/or reviews of the library service are undertaken as needed to ensure that library services continue to efficiently meet community needs.			
G4. COLLECTIONS				
G4.1 Collection development and management				
A	The library service has a written Collection Development Policy which guides development and maintenance of library collections and access to resources. The policy: - incorporates the concept of intellectual freedom and endorses the ALIA Free Access to Information Statement - is informed by analysis of community demographics, both library users and non-users - identifies the library's role in collecting and preserving local studies material - is endorsed by Council - is reviewed every two years.			
B	The library collection is evaluated regularly by suitably experienced staff to ensure its currency, accuracy, quality and appeal, as well as its continued ability to meet community demands.			
C	Collection tendering and procurement complies with relevant Council, corporate, government or legislative requirements.			
D	The library service has a framework for bibliographic control of library materials and the exchange of bibliographic data.			
E	Catalogue data conforms with international standards for descriptive and subject cataloguing.			
G4.2 Content				
A	The library collection comprises a rich and diverse mix of content suitable for people of all ages, backgrounds, interests and abilities. This includes (but is not limited to): - fiction - non-fiction and reference - age-appropriate collections - collections in community languages - literacy support material - local studies/history collections.			
B	The collection covers a wide range of popular topics, expresses a variety of viewpoints and cultural understandings, and represents a diversity of people, places, events, issues and ideas.			
C	Selection and availability of library materials is governed by professional considerations, not by personal, political, moral and/or religious views. A perception that material may offend or cause controversy is not, of itself, a reason to limit purchase or provision of collection items.			
D	The collection is available in multiple formats, including: books, ebooks, audio and eaudio, magazines and newspapers, serials, monographs, graphic novels, databases, digital formats, large print.			
E	The library service possesses sufficient stock to meet its normal operational requirements.	Y	P	X

	GUIDELINE	Y	P	X
F	The library service has a process for regularly assessing the content and size of the collection required to meet community needs and is proactive in pivoting the collection to meet changing community needs.			
G4.3 User access to the collection, including interlibrary loans				
A	The library service's operation is underpinned by the principle of universal access.			
B	The library service has an OPAC available and accessible within library facilities and via the internet 24 hours per day, 7 days per week. The OPAC: - lists all items in the library collection, including digital resources - enables the community to search and reserve library items - enables library members to access electronic collections.			
C	Catalogue workstations are available in library branches and mobiles for use by customers at all times. They are clearly signposted and have appropriate guidance to assist catalogue users.			
D	Library service collections, both physical and electronic, are arranged and displayed to highlight the diversity of the collection and to optimise access and use.			
E	Where applicable, the library service collaborates with other local, regional and State Libraries and collecting institutions to provide a wide range of resources in a variety of formats to meet the needs of its community. - Where the library has reciprocal borrowing arrangements with other public library services within its state/territory, ILLs are provided to the public free of charge.			
G4.4 Local studies/history collections				
A	The library service contributes to the identification of resources of permanent significance and the monitoring and documentation of life in the community – both historical and contemporary.			
B	The library's Collection Development Policy includes policies for acquisition, preservation, creation, management, access to and display of local studies materials. This includes contemporary collection of born digital materials of local interest.			
C	Digital archives standards are used for local studies collections.			
D	The library service has a plan for the preservation and long-term protection of the collection, including a disaster plan, conservation guidelines for assessing and repairing damaged collection items, and access and handling procedures.			
E	The library actively collects and preserves local studies material.			
F	Local studies staff have appropriate skills and knowledge in digital archiving, multimedia skills to make collections and resources accessible to various audiences, and exhibition and display procedure and preparation.			
G5. INFORMATION AND REFERENCE SERVICES				
A	Information, reference and readers' advisory services are core public library services available to all members of the community across all opening hours and from all library service points.			
B	Information, reference and readers' advisory services are provided by suitably trained staff. - Basic training in information and readers' advisory services and procedures is provided to all client service staff.			
C	Library staff are proactive in offering assistance and promoting library services and resources to customers.			
G6. PROGRAMS				
A	The library has policies and procedures which address: - what types of library programs are to be provided to what groups in the community - who is responsible for developing and delivering programs and how this will be done - funding for library programs - how programs will be monitored and evaluated.			
B	Programs are targeted and designed to respond to identified community needs and interests. Library users, community members and library partners are involved, as appropriate, in the identification, planning, design, development, promotion, delivery and evaluation of programs. - A risk assessment should be undertaken for all programs (series) to ensure that due consideration is given to safety and risks are minimised.			

	GUIDELINE	Y	P	X
C	As far as possible, programs encourage use of library collections and other library services.			
D	Program participation is open to all community members in the targeted cohort.			
E	Relevant library staff are trained in the skills required for successful program development and delivery. They are able to: - understand and identify community needs - develop project plans that include program budgets and timelines - develop and design appropriate activities - monitor and evaluate program outputs and outcomes.			
F	Programs are evaluated regularly to assess engagement, quality and impact.			
G7. TECHNOLOGY ACCESS				
A	The library has policies and procedures which address: - provision of access to computers, the internet and digital applications in the library - appropriate management, administration and use of technology.			
B	At each library site, including mobile libraries, the library provides free and equitable access to public access devices that: - have the latest standard PC operating systems and web browsers - have enough memory and processing power to enable users to access electronic library collections, the internet and egovernment platforms - support commonly used business and creative software - support the use of external storage devices, such as USBs, for users to save research and personalised content - support users to watch, listen, download and stream multimedia for learning and communication.			
C	At least one public access computer is accessible by customers in a wheelchair.			
D	At each library site the library provides equitable access to: - printing, copying and scanning equipment for public use, including printing services that support BYOD users - charging point access for BYOD users.			
E	At all library facilities the library provides: - free access to the internet via public devices and wifi, with appropriate firewalls and virus protection - internet connectivity at the highest available speed - workspaces and casual seating for clients to access the internet via personal devices.			
F	The library offers free basic training and support to enable library users to: - access the library's information resources - use the library's computer hardware and software - access the internet and government portals.			
G	One member of staff (or external contact) who can perform basic systems help is available at all times the library is open.			
G8. PLACES AND SPACES				
A	Library places and spaces are designed to: - be functional and flexible (i.e. adaptable for new and varied purposes) - be efficient and sustainable - be attractive and engaging - encourage use and participation.			
B	As far as possible and at appropriate times, the library commits dedicated space to targeted, programs, services and user groups.			
C	Furniture and fittings are functional and comfortable. A variety of seating and workspaces is provided.			
D	The library provides users with access to power points and charging stations.			
E	Good quality informational and directional signage and material is provided within the library.			
F	The website allows users to quickly navigate, find and access online library resources and services.			

GUIDELINE	Y	P	X
G9. TARGETED SERVICES			
A	The library develops and delivers strategies, collections, programs and services targeted at the distinct needs of groups within the community. These approaches: - align with and are included in Council's social and cultural plans to address the needs of targeted groups - accord with relevant government policies and legislation and are documented in relevant policies - are developed in consultation with targeted groups and community organisations that work with them - consider demographic data and community feedback - are included in the Collection Development Policy - are delivered by staff with appropriate knowledge, skills, experience, training and responsibilities - are included in library budgets - are included in marketing and communication plans - are reinforced through inclusive language in all verbal and written communication, use of diverse voices and images in planning and evaluation, and visible signs of inclusion as indicators of equitable access and respectful service provision.			
B	Young people have access to the full range of library materials, programs and services (including full library membership with borrowing privileges) subject to parental guidance and relevant legislation.			
C	The library's policy for young people addresses child safety, parental responsibility, unaccompanied children, technology use and internet safety.			
D	Technology access and support recognise the unique needs of older people, the aged and frail.			
E	The library has collaborative lending arrangements to facilitate user access to LOTE collections held by other public libraries (and State/Territory Libraries where applicable).			
F	The library engages and consults with local ATSI peoples and communities to ensure the library provides a welcoming and safe cultural space, services and collections, representative of their needs and aspirations.			
G	The library supports people of all abilities through facilitation of full and active participation and access to library service points, collections and programs. This is aided by relevant policies, flexible lending periods, assistive technology, and library design, fittings and signage.			
H	Library membership extends to meet the needs of people with no fixed address.			
I	The library provides and actively promotes and supports resources and programs for members of the community with identified literacy needs. This includes early years' literacy, children's literacy, adult literacy, English language literacy, digital and cultural literacies.			
J	Where a library offers a home library service: - there is a statement or guideline on eligibility - participants receive the same standard of service as other library customers - it is staffed by suitably trained library staff or volunteers - customer profiles ensure appropriate selection of materials, including titles and formats - membership forms provide permission for staff members to enter the customer's property.			
G10. SERVICE POINTS			
G10.1 Library branches			
A	Library branches are sited, planned, designed, built, presented and maintained in accordance with the accepted public library sector standard – *People Places*. This includes advice on: - the recommended size of central and branch libraries to serve a population catchment (including base floor area, additional functional spaces and back of house/central management areas) - the range of functional areas and standards for furniture and fittings - minimising barriers to access for users with physical limitations or disabilities.			
B	The library is situated close to other centres of community activity.	Y	P	X
C	The library is accessible by public transport and provides adequate parking.			

GUIDELINE	Y	P	X
D	The library is well-maintained, inside and outside, with regular cleaning, refurbishment of old equipment and furniture, removal of waste, mowing/gardening, removal of graffiti and repair of vandalism.			
G10.2 Mobile libraries			
A	The mobile library vehicle: - is of a size and type appropriate for the services it delivers and the locations it serves - is designed and configured for ease of access and satisfies WHS requirements - is maintained and replaced according to a planned asset schedule.			
B	The mobile library: - has a schedule and opening hours appropriate for customers and locations - has stops that are signposted and advertised at each location - provides user access to a representative range of the library's services and collections, including access to technology.			
C	Mobile library staff: - are appropriately licensed for the type of vehicle - are knowledgeable about the library's collections, services and programs - are familiar with library procedures, WHS and public safety requirements - participate in relevant training and professional development.			
G10.3 Opening hours			
A	Libraries are open at times which enable the community to make effective use of the library service and to ensure that the library's resources and services are as widely available as possible.			
B	Opening hours are consistent and easy for customers to understand.			
C	Opening hours are displayed outside service points, on the library website, and where appropriate on library promotional material. Changes to opening hours are advertised well in advance.			
D	Where practicable, the library provides after-hours facilities for return of library materials.			
G10.4 Website and online services			
A	The library website contains: - a full description of library services and programs, locations and opening hours - access to the library catalogue and online resources (e.g. ebooks, eaudiobooks) - up-to-date information on library policies - a phone and email contact - links to relevant Council information and services.			
B	The library website and online resources are accessible 24/7.			
C	The library's website meets W3C standards for accessible web design and disability access.			
G10.5 Outreach services and other service points			
A	The library delivers targeted services through outreach models and other service points to increase reach and use by people who might otherwise find it difficult to access a library.			
G11. STAFFING			
A	The library has paid and suitably qualified managers and staff, appropriately trained to undertake their responsibilities.			
B	Staffing levels at each service point are sufficient to deliver the services set out in the relevant library legislation (if any), in the library's strategy or plan, and are appropriate for the library's community.			
C	Responsibility for core services (such as reference and information services and technical services) is assigned to appropriately qualified staff.			
D	Specialist library staffing is determined by overall community requirements for the skills of the specialist – especially with regard to delivery of targeted services.			
E	As far as possible, the composition of the library workforce embraces and reflects the diverse profile of the community. This includes people from culturally and linguistically diverse backgrounds, people with a disability, young people, Aboriginal and Torres Strait Islander peoples and people identifying as LGBTIQ+.			
F	Library managers and staff are encouraged and supported to enhance their professional skills and networks.			

	GUIDELINE	Y	P	X
G	Where relevant, volunteer assistance may be used for specific purposes that complement the day to day operation of the library. - Volunteers are not a substitute for appropriately trained and paid library staff. - The library has a policy that defines how volunteers are recruited, the tasks which they may undertake, the terms and conditions under which they volunteer, and their relationship to library operations and staff.			
G12. FUNDING				
A	Access to and use of the public library is in principle free of charge.			
B	Charges may be levied for personalised services or value-added services that have a direct consumable cost or a larger component of private good. - User fees and charges should not be used as a source of net revenue. - Fees, charges and fines should not be set at a level that would deter anyone from using the library, especially children and people of low SES.			
C	The library service continually and creatively explores opportunities to expand its funding base to enable it to enhance the range, reach and impact of its services for the community.			
G13. PARTNERSHIPS AND COLLABORATION				
A	Where possible, the library service forms partnerships with individuals or organisations to enhance planning and delivery of library programs and services. - The library has strategies for strengthening existing partnerships and developing new partnerships. - All partnerships are regularly monitored to ensure ongoing relevance and mutual benefit.			
B	The library co-operates with other libraries, information agencies and organisations to: - maximise availability of library resources and public access to information (e.g. resource exchange agreements, a union catalogue, a local network of information providers such as schools and universities) - increase operating efficiency (e.g. shared LMS) - advocate for public libraries.			
C	The library shares policies, practices and program information with other public libraries to facilitate continuous improvement and innovation in service delivery.			
G14. CUSTOMER SERVICE				
A	The library has a published Customer Service Charter or policy which sets out the standard of service that library users can expect in their dealings with the library.			
B	Library policies and procedures are not subject to ideological, political, religious or commercial factors.			
C	Library staff are available during opening hours for customer assistance and enquiries. At all times: - library staff display a positive and helpful attitude consistent with library policies and procedures and expected standards of behaviour - library staff provide service to customers without regard to age, ethnic origin, gender, political opinion, religious belief, disability, level of literacy or socio-economic status.			
D	Customer service training is identified in the library's Training Plan and library staff receive relevant customer service training.			
E	The library communicates information about new items, services or programs to customers, using relevant media (e.g. website, social media, email, mainstream media) and according to nominated customer preference.			
F	All equipment used by customers has clear directions for use and, where relevant, copyright notices (e.g. self-checkout equipment, computers, copiers, printers, wireless internet access).			
G	The library welcomes customer and community feedback to inform continuous improvement in service delivery. Feedback is sought from a cross-section of library users, including children and young people.			

Standards and Guidelines for Australian Public Libraries

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