



AUSTRALIAN
PUBLIC LIBRARY
ALLIANCE



Australian Library and
Information Association

Request for Quotation Australian public libraries: Standards, guidelines and outcomes

Consultant Brief

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1 Introduction

The Australian Public Library Alliance (APLA) is the peak body for public libraries in Australia and is auspiced by the Australian Library and Information Association (ALIA). APLA comprises the chair of every state-based public library association, a senior representative from the ACT, Northern Territory and Tasmanian library services, and expert members. We represent 94% of all the 1500 public libraries across Australia through membership subscription.

APLA was formed following a highly successful ALIA Public Libraries Summit in July 2009. At the summit, libraries leaders called for, '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.' A national alliance, supported by every state and territory, and Public Libraries Australia, was the primary outcome of the summit.

National & State Libraries Australasia (NSLA) is the peak body and active collaboration between the ten National, State and Territory libraries across Australia and New Zealand. Each of the ten NSLA member libraries works within different government jurisdictions.

2 Objectives

Australia's public libraries offer a wide range of vital community programs and events, including digital and early childhood literacy, job seeking skills, workforce development and opportunities for life-long learning. In the past, libraries have relied on quantitative measures such as visitor numbers, attendance counts and anecdotal stories to measure the success and effectiveness of these services.

To provide more rigorous arguments for library funding and to guide strategy, data is required to provide evidence of the impact that these services have on people's lives and the value that this adds to personal and community wellbeing. A set of standard outcome indicators for commonly provided public library services is required to ensure consistent measuring and reporting

3 Issue

For a number of years, APLA has co-funded the development of public library standards and guidelines. NSLA has also gathered and published state-wide and national public library statistics. These standards, guidelines and statistics have enabled local governments to benchmark their library services and to plan effectively. It is time for a review of these standards and guidelines for relevance and accuracy.

These current measures are primarily activity or volume based and as libraries' business practices have changed an agreed set of measures that reflect these changes in practice is required.

Public libraries consistently rank among the most valued of all local government services. Communities understand and value them, yet their contribution is not always obvious to decision makers. Introducing community outcome measures to the standards and guidelines will clarify the role and importance of public libraries in local government, enabling decision-makers to make more informed choices about budget allocation, infrastructure investment and workforce development.

Communities value their public libraries – with residents saying that they receive \$3 of value for every \$1 invested. (See <http://www.alia.org.au/advocacy-and-campaigns/advocacy-campaigns-0/public-libraries-return-investment-study>) We want to drill down beyond this headline figure with a study that identifies the specific contribution made by public libraries.

The purpose of this project is to develop a report that establishes national standards and guidelines for public libraries (while recognising the different circumstances in the eight states and territories, and allowing for local interpretation) and also enables library managers to report Key Performance Indicators

(KPIs) on the basis of the library service's contribution to community outcomes, feeding into the overall measures for local, state and territory government.

In the scope of this work and as a priority, the project seeks to update, and review public library standards and guidelines in relation to

- library collections (physical and digital resources and content)
- staffing numbers and levels
- library building standards
- budget (operational, salary and capital)
- technology and other web based services

As a priority, the project seeks a set of standard outcome indicators for public library services to enable consistent reporting and evaluation of impacts such as

- measuring community engagement
- early childhood development
- economic and workforce development (to cover job skills, etc. as well as support for small business)
- life-long learning (non-formal learning)
- technology/digital inclusion.

This research will not only be highly desirable for Australian local governments, it will also be of great interest to public libraries and their government-funding bodies across the world.

4 Other considerations

The project will be carried out in an environment where a great deal of statistical information about inputs/outputs already exists. Appendix A summarises the current variations to Australian public library guidelines and standards.

Joint submissions to this *Request for Quotation* are welcome.

5 Background

In 2010, ALIA published National Standards and Guidelines for Public Libraries. The report was produced by *Libraries Alive* and the standards were primarily based on earlier work commissioned by the State Library of NSW. The national standards and guidelines were updated in 2012 and are now in need of a further refresh if they are to remain relevant and useful.

In considering this project to update the standards and guidelines, the Project Steering Group felt there was an opportunity to extend the work to cover outcomes, in line with other local government services which are now reporting against key performance indicators (KPIs) based on impact rather than purely statistical achievements.

While reading in all formats remains a core activity for libraries, internet connection, non formal and informal learning, preventative health education, cultural celebrations, homework help and many other facets of the library service contribute to community wellbeing in ways that cannot be measured effectively by loan figures and visitor numbers.

6 Constraints

The consultancy should commence as soon as practicable and be completed by June 2016, with staged progress reporting during the interim.

7 Resources

The consultant will need to identify and commit the resources required to undertake the analysis, including any necessary sub-consultants. This will include working closely with the Project Steering Committee.

In development of recommendations, the project requires that this consultancy will include a high level of involvement by senior personnel including the Project Steering Committee, other senior executives and subject matter experts across the public library sector.

8 Deliverables and Timeframe

The deliverables from this consultancy are a draft and final consultancy report (online in word format) and in hard copy. The final report should include:

- an executive summary
- details of methodology employed
- addressing all issues in scope
- recommendations arising from the project

It is expected there may be two drafts submitted with the opportunity to incorporate feedback from the Project Steering Committee.

The final deliverable is to present to the APLA for endorsement, a set of draft standards guidelines and key performance indicators for Australian public libraries.

Timeframe

Item	Due Date
Distribution of Consultancy Brief	23 Oct 2105
Submission Close	26 Nov 2015
Evaluation (indicative)	5 Dec 2015
Contract Documentation Preparation and Signing (indicative)	Dec 2015
Commencement (indicative)	Jan 2106
Contract End (indicative)	30 June 2016

Payment Milestones

It is envisaged that payments will be made across deliverables at agreed milestones.

Commencement and Completion

It is desirable for the consultancy to commence as soon as practicable, with draft standards due within 12 weeks of commencement. Variations to this proposal must be agreed prior to the commencement of the contract.

Reporting

The consultant will be required to provide status reports to the Project Lead as agreed in accordance with pre-determined milestones. The report shall include details on the progress of the consultancy against the

submitted project schedule, any problems or emerging issues and a budgetary summary. It is not anticipated there will be any cost overruns. The consultant will be required to notify APLA, well ahead of time, and to advise of the reasons for each or any variance.

9 Methodology

To ensure the proposed framework strategically addresses the objectives, a suitably qualified and experienced consultant is required to provide high level advice and facilitation for a review including but not limited to:

- reviewing and testing the rigor and methodologies of existing reporting and procedural frameworks and their application and other relevant source data
- overview of current national, state and local policy arenas and drivers
- facilitation of workshops regarding the development of the standards guidelines and KPIs
- attendance at APLA meetings – delivery of findings.

Activities will include but are not limited to:

- familiarisation of the various current and trending frameworks including from other relevant jurisdictions (e.g. New Zealand, Europe, United Kingdom, United States, Canada)
- a review of the existing standards, guidelines and frameworks, possibly by way of design of surveys/questionnaires to be used with each jurisdiction
- facilitation, recording and assessing the outcomes of any workshops
- interviews with members of the Project Steering Committee
- rigorous analysis of available data and development of public library standard and guidelines
- development of new standards and guidelines
- presentation of outcomes and recommendations to APLA and NSLA joint group.

The selected consultant should include costs and/or proposals for the activities such as:

- engaging the Project Steering Committee, APLA and NSLA and other stakeholders to identify key issues in public library standard and guidelines and how/why they are used
- survey design and analysis for use in the project
- the possibility of a one-day forum – venue would be provided.

10 Conditions of Contract

The full terms and conditions are outlined in the attached ALIA Draft Consultancy Services Contract.

The successful consultant will be required to sign this document upon assignment of the contract. Any deviations from the standard Consultancy Services Contract must be declared in writing in the respondent's submission for consideration.

Respondents are advised that this Request for Quotations (RFQ) does not commit APLA to award a purchase order, to defray any costs incurred in the preparation of a response pursuant to this RFQ, or to procure or contract for work. Furthermore, APLA reserves the right to request additional data, oral discussion or presentations to support, supplement or clarify any written quotation and to waive minor irregularities in any quotation received.

Fees

Submissions are to be based on an all-inclusive, firm price / fixed fee basis taking into account the constraints in section 4. The following schedule of rates table needs to be completed to itemise charges. If any other charges are applicable they must be added to this table. If you offer any other services they are to be noted. Any charges not clearly stipulated in the response will not be paid.

Hourly Rates – GST Exclusive Price	
Normal Time	
Overtime	
Travel Time	
Other (please specify)	
Submission Total	\$

Invoicing Procedure

Payment terms are 30 days from receipt of a properly prepared tax invoice.

Tax invoices for payment are to be submitted to ALIA based on agreed milestones. Invoices are to be addressed to Sue McKerracher, CEO (sue.mckerracher@alia.org.au) (for the duration of these projects), with the following information included:

- Name of consultant brief contact
- Description of consultancy services provided, including:
 - milestone
 - number of hours (at the hourly rates specified in the schedule) associated with each major project activity; and
 - out of pocket expenses must be included as part of the fixed price submission.

Copies of each tax invoice shall also be provided to ALIA's Project Manager at the same time as forwarding the original tax invoice to the ALIA CEO.

11 Evaluation & Funding Allocation

Evaluation Criteria

The lowest price of any submission will not necessarily be accepted.

Consultancy Brief responses will be evaluated against the following criteria in relation to the primary consultant.

EVALUATION CRITERIA	
Category	Weighting
EVALUATION CRITERIA	WEIGHTING
Relevant Experience and referees	15%
Referees	5%
Suitably qualified, with at least five years' experience in strategic and operational planning for library services and/or community infrastructure	10%
Skills and attributes	40%
Strong research and analytical capability to synthesise report data prepared by previous consultations/reports, relevant industry research and current information to deliver outcomes as required by the consultancy	20%
High level communications skills including the ability to deliver high quality written reports that clearly and concisely articulate issues and make recommendations suitable for presenting to APLA for its consideration	20%

EVALUATION CRITERIA	
Category	Weighting
Methodology	20%
Project methodology should include analysis of current practices and future needs, evaluation of best practice, consultation with stakeholders, risk analysis, change management and implementation plans.	20%
Value for money	25%
Cost	10%
Capacity to deliver project outcomes within the required schedule	10%
Proposed start date	5%
TOTAL	100%

12 Consultant's Response

Requirements & Format

Quotations should be prepared simply and economically, providing a straightforward proposal that should include:

Responses to this consultant brief must be in writing and:

- provide recent experience relative to this project
- present an intended design/methodology for conducting the consultancy
- a draft work plan covering each of the anticipated tasks/deliverables (including an indication of people involved and time proposed to complete the tasks)
- a fixed price quote based on the above draft work plan inclusive of all costs (including travel and materials) associated with the conduct and completion of the program
- a quotation for consultation and presentation options
- specify the name of the primary consultant's profile and experience, the consultant should provide a brief description of their organisation and the consultancy team (if appropriate) as well as clearly detailing their previous experience working on this type of assignment in the public sector. Any joint response should provide this information about each consultant group
- provide at least two (2) referees of similar discipline (including contact details) for consultancy services previously provided by the consultancy firm and that involved the primary consultant
- a start date and confirmation that allocated staff are available, without interruption, for the duration of the contract
- provide full business name, address and phone contact of company / partnership including company number and ABN registered number

Enquiries and Submission

All enquiries relating to this project should be directed via email to Sue McKerracher, CEO, ALIA sue.mckerracher@alia.org.au

Consultants' submissions are required **before 4.40pm on 26 November 2015**. Submissions are to be emailed to: sue.mckerracher@alia.org.au and clearly marked Request for Quotation – Australian Public Library Standards and Guidelines Project.

APLA reserves the right not to consider any late submissions.

13 Appendix

- A The summary of some of the current measures being gathered by various States in Australia, at the ALIA and also other jurisdictions is Appendix A
- B Definition of “program” v “event” as per New South Wales Living Learning Libraries is Appendix B
- C Queensland public library Standards for staffing is Appendix C
- D Literature Review of Public Libraries Benefits and Costs is Appendix D

APPENDIX A

The following reflects a summary of some of the current measures being gathered by various States in Australia. It should be noted that this paper is a very unscientific look at some of the various ways in which Australian States and some countries have looked at the issue of library standards.

The first 6 tables in the NSLA document list the following information currently collected:

<p>Services</p> <p>Total Loans Loans per capita Reported information enquiries Information enquiries per 1,000 persons Internet terminals per 10,000 persons</p>	<p>Customers</p> <p>Customers per month Customer visits per capita Registered library members Members as a percentage of the total population Percentage Adult members Percentage Junior members</p>	<p>Staff</p> <p>Total staff (Full time equivalent) Population served per staff member Staff members (FTE) per 10,000 persons Loans per full-time equivalent staff member</p>
<p>Collections & Resources</p> <p>Total number of library materials Total number of public access Internet terminals Number of public access computers for Word Processing etc. Library materials per capita Total library materials expenditure Library materials expenditure per capita Average percentage of resources purchased in last 5 years.</p>	<p>Service Points</p> <p>Number of fixed point libraries Number of mobile libraries Number of Service Points Population served per service point Service Points per 100,000 persons Number of locations served by mobile libraries Libraries open more than 45 hours per week Libraries open 30 to 44 hours per week Libraries open 10 to 29 hours per week Libraries open less than 10 hours per week Percentage of service points with Internet terminals.</p>	<p>Expenditure (including the purchase of library materials)</p> <p>Total expenditure on public library services Total public library expenditure per capita.</p>
<p>The three questions this data set raises are</p> <ul style="list-style-type: none"> • Who is the audience for this data? • Does the data accurately reflect the key indicators of library performance? • Is the data useful to anyone? 		

Other approaches - Australia

ALIA has published a set of guidelines and standards entitled *Beyond a quality service: Strengthening the Social Fabric Standards and Guidelines for Australian Public Libraries*, with the latest (2nd) edition (2012) being found here.

This document was prepared by the consulting company Libraries Alive! which was primarily responsible for the development of the NSW guidelines and standards document, which is called *Living Learning Libraries: Standards and Guidelines for New South Wales Public Libraries* which can be found here. (http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries)

The ALIA document has 20 Guidelines, within which sit 12 Standards. The 12 standards are as follows:

1. Library expenditure per capita per annum
2. Members as a percentage of population
3. Visits per capita per annum
4. Staff ratio for population served
5. Qualified staff ratio for population served
6. Library materials expenditure per capita per annum
7. Items per capita in the collection
8. Age of collection (last 5 years)
9. Circulation (loans) per capita per annum
10. Turnover of stock – loans per volume
11. Provision of Internet computers
12. Satisfaction with library services

A quick comparison of these Standards indicates that there is a match between the NSLA stats and this list for 9 of the 12 ALIA standards. The three ALIA standards which could not be gleaned from the NSLA stats are:

5. Qualified staff ratio for population served
10. Turnover of stock – loans per volume
12. Satisfaction with library services

It is not surprising that a professional association will want to measure “qualified” staff as one of its measures. It is interesting to note that the definition of “qualified” means an Associate or Library technician with both groups being eligible for ALIA membership based on their qualifications. It does not address other “qualified” staff with qualifications which support library operations (ICT, Marketing, early childhood education etc.).

Measure 10 – Turnover of stock could be derived from the NSLA statistics currently being gathered. So the question is whether this is a useful indicator of library performance and whether we would recommend that it be included in the way we report the NSLA statistics.

Measure 12 relates to specific libraries and I cannot see a way that we could validly aggregate library scores to get a total State score, even if we wanted to.

The New South Wales *Living Learning Libraries* (LLL) document includes 22 Guidelines and 18 Standards. All of the ALIA Standards are covered by ILL, however it does treat the staffing questions slightly differently. LLL has 3 standards which set our

1. Minimum staff
2. Qualified staff members- minimum level
3. Staff – special responsibilities.

The additional Standards in LLL are

-
- S3 Central Library opening hours
 - S4 Total opening hours
 - S11 Acquisitions per capita per annum
 - S16 Measuring electronic service usage
 - S17 Library Programs

The current NSLA statistics do cover the following additional LLL standards

- S4 – Total opening hours
- S16 Measuring electronic service provision.

Therefore the additional LLL standards not covered by the current NSLA standards are:

- S11 Acquisitions per capita per annum
- S17 Library Programs¹

So the questions are whether S11 and S17 of LLL are useful measures, whether they can be gathered and whether we wish to include them.

Queensland

The State Library of Queensland has published 13 Standards documents under their Public Libraries Connect banner. These documents can be found here. (<http://www.plconnect.slq.qld.gov.au/services/collection-management/policies/guidelines>)

These standards documents are far more wide-ranging than a set of numbers. For example the first standards document Operational Services Standard is 5 pages long and includes both details about opening hours based on population and more general instructions about the development of policies, procedures and local laws, collection management policies and other general guidelines.

However each standard does set some minimum expectations usually based on various ratios such as staff and qualified staff based on population sizes.²

The Queensland documents do have some interesting “specialist service standards” such as ones for Literacy, Multicultural, and Disability, Young people and Aboriginal people and Torres Strait Islanders. It would be fair to say that these align more closely to the way the guidelines are presented in the ALIA and NSW documents.

The Queensland documents are a series of standards which appear to have been issued over time and then revised at different times. Some standards have been revised as recently as February 2014, while others were last revised in 2008.

¹ The NSW definition of “library program” and “library event” are shown in Appendix 1 at the end of this document.

² The Queensland staffing formulae for general and qualified staff are shown in Appendix 2 at the end of this document.

Victoria

Public Libraries Victoria Network gathers and publishes considerable statistical information about their library services. Much of this information can be seen here <http://www.plvn.net.au/node/18>

PLVN has listed their top 10 library statistics for their State-wide network as:

Active library members
Attendance at library programs per '000 capita
Turnover rate – physical items
Turnover rate – digital items
Physical quality of library collection
Cost of library service* per capita
Cost of library service* per visit
Staff EFT per '000 capita
Number of public access devices per '000 capita
Customer satisfaction rating**

* Trend indicator accounts for inflationary effects on cost of library service.

** Customer satisfaction ratings reported for the first time in 2013-14.

Some measures are described in terms that mean something to non-librarians, such as “Physical quality of the library collection.” The statistic to substantiate any statement about the physical quality of the collection is the percentage of the collection that has been bought in the last 5 years. The NLSA statistics use the measure of “Average percentage of resources purchased in the last 5 years.” It occurs to me that while this may mean something to a librarian, the reason why having a younger public library collection is a good thing has not been articulated. Perhaps we can take something from the Victorians and describe some of our measures by their purpose as the headline.

Another example is the Victorians describing a measure as “Active Library Members” rather than customers. And the Victorian example is defined as customers who have borrowed an physical item from a library within the last 12 months, a measure required by the State government’s Local Government Performance reporting Framework. This is a limiting statistic, as it does not take into account the various other uses people make of their library.

However despite comments above about making it difficult to get a statistically accurate way of measuring customer satisfaction, the Victorians have managed to do this. Their first use of this statistic relates to the 2013/14 year. The “fine print” acknowledges the range of scores in different library services and notes that the score used comes from 27 library services (i.e. not the full State-wide data.)

Other approaches - International

Wales

The Welsh Government has published a document called *Libraries Making a Difference: The fifth quality framework of Welsh Public Library Standards 2014 – 2017*, see (<http://gov.wales/topics/cultureandsport/museumsarchiveslibraries/cymal/libraries/wpls/libraries-making-a-difference/?lang=en>)

It is intended that library performance will be measured around four broad headings, namely

1. Customer and Community
2. Access for all
3. Learning for life, and
4. Leadership and development

Each of these headings has considerable detail in how this is to be achieved.

The document has taken a similar approach to the ALIA Standards in that it has both “Core Entitlements” and “Quality Indicators” for each standard. This relates to the ALIA “Baseline Target” and “Enhanced Target” however the difference between an entitlement and a target is something to note.

However the Core entitlements are more of a manifesto of good practice than an articulation of specific measures. These Core entitlements spell out issues such as free lending services and online services, as well as the need for libraries to regularly consult with users to gather their views, working in partnership with all Welsh libraries to make collections available, the provision of a clear timely and transparent complaints process etc.

The document concerns itself with input and output indicators, but also looks at Outcome and Impact indicators. This and its focus on what libraries are doing for individuals are the major differences to anything done in Australia.

The table immediately below shows how the document is aimed at how customers can see that their library is making a difference in their lives.

Outcomes and impacts	Core entitlements	Quality indicators
I am able to increase my knowledge/skills having used the library	1, 2, 3	1, 3, 4
I am able to take part in reading and other cultural events organised by the library service	3	8, 9
I feel part of a community using the library service	3, 15	1, 5, 6
I am able to take advantage of the opportunities offered in the digital world using the library service	1, 10, 11	8, 12, 13
My health and well-being is enhanced by using the library	3, 7	1
I can participate more fully in local affairs via the facilities in the library	3, 11	3, 12

It is interesting that the quality framework requires local authorities to measure customer perception of the service, ranging from questions about what percentage of adults feel that the library has helped them develop new skills (Q1 a) and the percentage of children who think that the library helps them learn and

find things out (Q1 1 b) through to the percentage of adults who think that the choice of books available in the library they use is 'very good or 'good' (Q1 2 a).

While this "quality framework" is geared to measuring individual library performance and community satisfaction, it is interesting to see a nation-wide attempt to measure more than inputs and outputs.

Is there any applicability of any of this methodology to measure the effectiveness of each State's public library network's effectiveness.

It is obvious that many of the Welsh measures are not relevant in the Australian or New Zealand context, however is there something in the methodology and intent which is both relevant and useful in our environment?

Public Libraries Association (USA)

Work is being done in this area in the US, as is evidenced by this slide show <http://libraryassessment.org/bm~doc/23davispanel.pdf> and this conference <http://libraryassessment.org>

The key areas where the US is attempting to find some Outcome Measures are:

- Early Childhood Literacy
- Encourage Reading
- Community (Civic) Engagement
- Economic & Workforce Development
- Education/Life Long Learning
- Digital Inclusion

Is there any benefit for our Community of Practice to keep in touch with the PLA approaches? Is there some merit in someone attending the 2016 conference?

Norway

The Norwegian Bureau of Statistics gathers information on library performance³, with the KOSTRA being a set of indicators. Below is a quote from the article talking about their measures?

"Today KOSTRA operates with 13 indicators for public libraries:

- Net running costs of public library in relation to municipality's total running costs (percentage.)
 - Net running costs of public library per capita (in NOK)
 - Loans of all media (physical units) from public library per capita
 - Book loans from public library per capita in total
 - Children's literature; number of book loans per capita 0-13 years old
 - Adult literature; number of book loans per capita 14 years old and above
 - Loans of other media (physical units) in total from public library per capita
 - Circulation of children's books in public library • Circulation of fiction for adults in public library
 - Additions all media (physical units) in public library per 1,000 inhabitants
 - Number of visits to public library per capita
 - Media and salary expenditure in public library per capita
 - Staff positions; number of inhabitants per full time equivalent staff position in public library.

³ <http://slq.nu/?article=norway-indicators-for-norwegian-public-libraries>

The project group arrived at the following recommended indicators, divided into four main groups:	
<p>FINANCE</p> <ul style="list-style-type: none"> ▪ Library's proportion of the municipal budget ▪ Cost per opening hour ▪ Expenditure on media per capita ▪ Proportion of salary and media expenditure used on purchase of media/access ▪ Expenditure per downloaded document ▪ Proportion of expenditure used for purchase/access to electronic resources 	<p>USE/VISITS</p> <ul style="list-style-type: none"> ▪ Visits to the library per capita ▪ Use of net-based services per capita ▪ Loans (physical units) per capita ▪ Number of downloaded/streamed documents per capita ▪ Proportion of visitors who have non-Norwegian speaker background ▪ Proportion of borrowers from other municipalities ▪ Number of participants at events organized by the library, per capita
<p>MEETINGS/SERVICES/PROCESSES</p> <ul style="list-style-type: none"> ▪ Total opening hours ▪ Number of full time equivalent staff positions per capita ▪ Additions (physical media) per 1,000 inhabitants ▪ Culture Fund media (media financed by the Norwegian Cultural Fund): proportion of total additions ▪ Provision of media in languages other than Scandinavian and English ▪ Circulation figures for non-Scandinavian and non-English media ▪ Inter-library loans – loans from other libraries in relation to loans to other libraries ▪ Proportion of library's loan total which comes from own collection ▪ Number of information requests per staff member ▪ Proportion of staff members' work time allocated to service to the public ▪ Proportion of staff members' work time used for regional/national answer services ▪ Proportion of staff members' work time used for school related activities 	<p>DEVELOPMENT/INNOVATION/MARKETING</p> <ul style="list-style-type: none"> ▪ Proportion of staff members' work time used for project work ▪ Proportion of staff members' work time used for competence building ▪ Number of events organized by the library per full time equivalent staff position ▪ Collaboration measures per full time equivalent staff position ▪ Number of interactive services"
<p>Some of these indicators such as opening hours and visits per capita are quite traditional and are ones that we're used to, while others are quite different.</p> <p>Measures such as the running cost of the library as a proportion of the municipality's costs and the proportion of staff time spent on competence building or project work are very different measures.</p> <p>The Norwegians are using data which Australia already collects to calculate interesting efficiency metrics such as cost per opening hour. And we have the ability to do this, but do we want to? Who would use this information and for what purpose?</p>	

Conclusion

It should be noted that this paper is a very unscientific look at some of the various ways in which Australian States and some countries have looked at the issue of library standards.

APPENDIX B

Library Program

Definition of “program” as per New South Wales Living Learning Libraries

A **library program** is an ongoing series or sequence of activities provided by library staff or library staff in partnership with other community or business organisations and usually related to a particular library service, library collection or population demographic e.g. children’s story times; homework help; book discussion groups or reading clubs; learning activities related to library user education programs; English language conversation classes; parent education seminars. Library programs are usually delivered in library buildings but can be conducted in other community spaces e.g. schools; senior citizens’ centres etc.

Library event

A **library event** is a ‘one off’ activity or performance or occasion that is usually held in the library, and is usually related to a library program, thus targeting particular sections of the library’s community of users – for example, Easter hat parade; Christmas carols in the library; celebrating local community festivals.

The example of how this is interpreted is shown below.

S17. Library programs

To provide the community with a range of activities, events and programs.

General guidelines for library programs are presented in Section [G20, PROGRAMS](#).

Population	
<10,000	1 Children’s storytime per week
10,000 – 30,000	Children’s storytime offered more than once per week 1 library program suitable for adults or seniors or culturally diverse community, per week 1 user education program offered more than once per week
30,000 – 50,000	Children’s storytime offered more than once per week Young persons library program on regular basis Library program suitable for adults or seniors or culturally diverse community Reader/customer education library program offered more than once per week
50,000+	A mix of library programs to meet population demographics and other variables, particularly staff skills; some offered more than once per week.

APPENDIX C

Queensland public library Standards for staffing

Overall Staff Levels	
Populations over 3,000	One full-time equivalent staff member per 3,000 population should be employed.
Populations less than 3,000	One full-time equivalent staff member per 3,000 population or part thereof should be employed.
Qualified Staff	
Populations over 35,000	For every 10,000 people or part thereof, one of the overall full-time equivalent staff should be a qualified librarian. One of the qualified librarians should be in a specialist position to suit the demographics and needs of the community.
Populations over 10,000	For every 10,000 people or part thereof, one of the overall full-time equivalent staff should be a qualified librarian.
Populations between 2,000 and 10,000	The Library Administrator should preferably be a qualified librarian or person with a similar degree level qualification. At a minimum, they should hold Library Technician qualifications, or Certificate III in Library and Information Services, or a Diploma of Local Government.
Populations less than 2,000	The preferred minimum qualification for a Library Administrator should be Certificate II in Library and Information Services.

APPENDIX D - SEPARATE DOCUMENT

Literature Review of Public Libraries Benefits and Costs

This literature survey is not exhaustive.