

Special Council Meeting Minutes

25 November 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

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City of
Norwood
Payneham
& St Peters

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VENUE Council Chambers, Norwood Town Hall

HOUR 7.00pm

PRESENT

Council Members Mayor Robert Bria
Cr Kester Moorhouse
Cr Claire Clutterham
Cr Garry Knoblauch
Cr Hugh Holfeld
Cr Josh Robinson
Cr Connie Granozio
Cr Scott Sims
Cr Grant Piggott
Cr Sue Whittington
Cr John Callisto
Cr Christel Mex

Staff Mario Barone (Chief Executive Officer)
Carlos Buzzetti (General Manager, Urban Planning & Environment)
Derek Langman (General Manager, Infrastructure & Major Projects)
Andrew Hamilton (General Manager, Community Development)
Marina Fischetti (Governance Officer)

APOLOGIES Cr Victoria McFarlane, Cr Kevin Duke

ABSENT Nil

1. CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 4 NOVEMBER 2024

Cr Clutterham moved that the Minutes of the Council meeting held on 4 November 2024 be taken as read and confirmed. Seconded by Cr Knoblauch and carried unanimously.

2. STAFF REPORTS

2.1 CITY OF NORWOOD PAYNEHAM & ST PETERS 2023-2024 ANNUAL REPORT

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA78925
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present to the Council, the draft 2023-2024 Annual Report for the Council's consideration and endorsement.

BACKGROUND

The *Local Government Act 1999*, sets out the legislative requirements for the Council's Annual Report, with one of the key areas being reporting on the Council's performance in achieving the objectives set out in its Strategic Management Plan. The Council's Strategic Management Plan is *CityPlan 2030: Shaping Our Future*.

An Annual Report is also an important tool which is used to communicate with the local and wider community, current and potential employees, other Councils and prescribed bodies, about the Council's operations, its services, activities, performance and achievements. Annual Reports are principally documents of accountability and form part of the Council's Governance Framework.

Annual Reports also provide a historical record of the Council's activities and achievements.

A copy of the draft 2023-2024 Annual Report is contained within **Attachment A**.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The costs associated with the preparation, production and distribution are funded from existing Budget lines.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

The 2023-2024 Annual Report will be printed in accordance with the Council's environmental standards. A limited number of copies of the 2023-2024 Annual Report will be printed.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The draft 2023-2024 Annual Report has been prepared in accordance with the provisions of the *Local Government Act 1999* and in doing so, ensures that the Council meets its legislative requirements.

CONSULTATION

- **Elected Members**
Elected Members have provided their Profiles which are included in the draft 2023-2024 Annual Report.
- **Community**
Not Applicable.
- **Staff**
All relevant staff have been consulted during the preparation of the 2023-2024 Annual Report.
- **Other Agencies**
Not Applicable.

DISCUSSION

The draft 2023-2024 Annual Report has been produced in accordance with the relevant statutory requirements.

The draft 2023-2024 Annual Report includes information on a number of new matters which are now required in accordance with the *Local Government Act 1999* (the Act).

The new reporting requirements were identified through the Local Government Reform process, and have subsequently been included in the *Statutes Amendment (Local Government Review) Act 2021 (Review Act)*.

The new reporting requirements include the following:

- Section 131(1a) requires a Council to include in the Annual Report, the amount of legal costs which have been incurred in the relevant financial year;
- a report is required under Section 270(8) of the Act regarding Internal Review of Decisions;
- a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by Elected Members during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by employees of the Council during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any gifts above the value of \$50 provided to Elected Members during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any gifts above the value of \$50 provided to employees of the Council during the relevant financial year funded in whole or in part by the Council;
- a statement of the total amount of expenditure incurred using credit cards provided by the Council for use by Elected Members or employees of the Council during the relevant financial year.

Regulation 35 of the Local Government (General) (Annual Reports) Variation Regulations 2021, sets out the following definitions:

- **cost of travel** includes accommodation costs and other costs and expenses associated with the travel;
- **gift** includes hospitality;
- **prescribed interstate travel** means travel by an Elected Member or employee (as the case may be) of a Council the area of which shares a border with another State or a Territory of the Commonwealth if the travel is within that other State or that Territory and is in the course of ordinary business of the Council, or travel of a kind included within the ambit of this definition by the Minister by notice in the Government Gazette.
- for the purposes of the definition of **prescribed interstate travel**, travel is taken not to be in the course of ordinary business of a Council if the travel is for the purposes of an Elected Member or employee of the Council attending a conference or training or development activities in another State or a Territory.

In addition to the above, Section 262B (7) of the *Local Government Act 1999*, requires the Council to review the operation of its *Behavioural Management Policy* within 12 months of the periodic election. As Members are aware, the Local Government Association of South Australia (LGA) has prepared a Model Behavioural Management Policy which applies to all Councils in South Australia until such time as the Council adopts its own Behavioural Management Policy.

In accordance with Section 262B (7) of the *Local Government Act 1999*, the draft 2022-2024 Annual Report includes a report on the operation of the *Model Behavioural Management Policy*.

The Annual Report is an important document, as in addition to the required financial reporting, the Report also sets out a summary of the activities undertaken by the Council over the relevant financial year. As such, it is an important communication document for our community and other stakeholders. By implication therefore, from a legislative and completeness perspective, the document contains details regarding all of the activities which have been undertaken by the Council in a consolidated format – in this case 2023-2024.

Elected Members may recall that the Council's 2015-2016 Annual Report was awarded a Bronze Award and the 2016-2017 Annual Report was awarded a Silver Award by the Australasian Reporting Awards Association.

The Council's last six (6) Annual Reports, (2017-2018, 2018-2019, 2019-2020, 2020-2021, 2021-2022 and 2022-2023), have been awarded a Gold Award by the Australasian Reporting Awards Association.

The Awards are administered by Australasian Reporting Awards Limited, an independent not-for-profit organisation run by professionals from the business, government and not-for-profit sectors, with the support of professional bodies concerned with the quality of financial and business reporting.

The Australasian Reporting Awards are open to all organisations in Australia, New Zealand and countries in the Asia-Pacific region, which prepare an annual report (private sector, public sector and the not-for-profit sector).

As part of the Australasian Reporting Awards, comments are provided to organisations to consider elements of the Annual Report which can be improved and/or areas which are no longer considered relevant in terms of current reporting standards. Based on the comments which were provided to staff regarding the Council's previous Annual Reports, the 2023-2024 Annual Report has been structured to align with the comments which have been received and ensure that the Annual Report reflects best practice in terms of reporting.

Following the Council's adoption of the draft 2023-2024 Annual Report, copies, as required by legislation, will be forwarded to all relevant persons and/or bodies, including the South Australian Grants Commission, the Parliamentary Librarian of SA, the National Library and the State Library of South Australia.

A copy of the 2023-2024 Annual Report will also be made available on the Council's website.

The draft Annual Report will undergo some further editorial and formatting amendments prior to printing.

OPTIONS

Not Applicable.

CONCLUSION

The City of Norwood Payneham & St Peters 2023-2024 Annual Report provides a comprehensive review of highlights, activities and achievements during the reporting period.

The Annual Report also complies with the legislative requirements contained in the *Local Government Act 1999*.

COMMENTS

Nil.

RECOMMENDATION

1. That the draft 2023-2024 City of Norwood Payneham & St Peters Annual Report be approved.
 2. That the Chief Executive Officer be authorised to make any required editorial changes prior to the printing of the City of Norwood Payneham & St Peters 2023-2024 Annual Report.
-

Cr Clutterham moved:

1. *That the draft 2023-2024 City of Norwood Payneham & St Peters Annual Report be approved.*
2. *That the Chief Executive Officer be authorised to make any required editorial changes prior to the printing of the City of Norwood Payneham & St Peters 2023-2024 Annual Report.*

Seconded by Cr Granozio and carried unanimously.

2.2 REVIEW OF LIBRARY SERVICES

REPORT AUTHOR: General Manager, Community Development
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 0403 002 732
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

To seek Council's approval of the Audit Committee's recommendations relating to the outcome of the Service Review of the Council's Library Services.

BACKGROUND

As Elected Members are aware, a Service Review of the Council's Library Service has been undertaken. As part of the process, Service Reviews are reported to the Council through its Audit & Risk Committee.

To this end, at its meeting held on 18 November 2024, the Council's Audit & Risk Committee considered this matter and resolved the following:

1. *That the Final Service Review Report prepared by BRM Advisory be received and noted.*
2. *That the Committee recommends to the Council the following:*
 - a. *to maintain its current three (3) Library strategy;*
 - b. *with the exception of Recommendation 5.2 of the Final Service Review Report, to endorse "in principle" the recommendations contained in the Report;*
 - c. *authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority; and*
 - d. *request subsequent reports regarding the implementation of the remaining recommendations contained in the Final Service Review Report, as required.*

A copy of the Final Service Review of Library Services Report prepared by BRM Advisory is included as **Attachment A**.

For over 50 years, South Australian public libraries have consistently proven to be valued community assets, welcoming over 9.7 million visitors annually.

In South Australia, public libraries operate as a network, underpinned by the *Libraries Act 1982* which seeks to:

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

The Libraries Board of South Australia is a statutory authority operating under the provisions of the *Libraries Act 1982*, and is responsible for policies and administration of the State Library and Public Library Services.

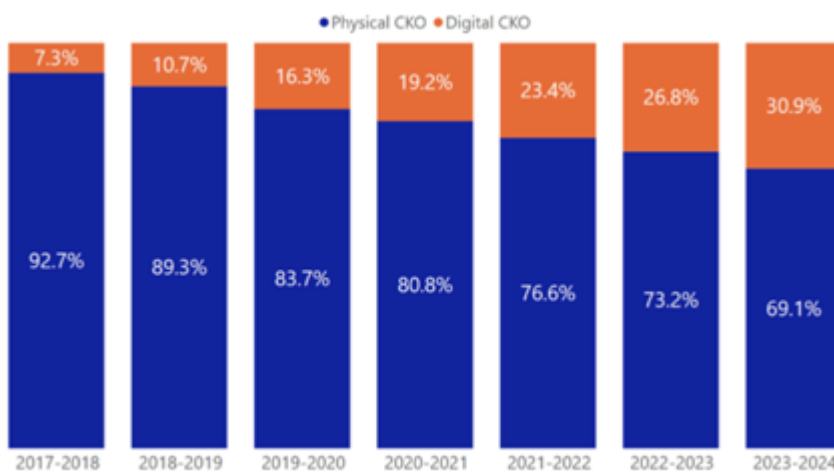
The City of Norwood Payneham & St Peters owns and operates three (3) libraries which are part of the South Australian Public Library network namely:

- Payneham Library;
- St Peters Library; and
- Norwood Library.

The Council's Library facilities and operations were last reviewed by MacroPlan (consultants) in March 1999. This review was updated in 2005 following the replacement of the Payneham Library in 2003.

Over the last 20 years, the library network has observed a change in how people use public libraries, experiencing stronger participation trends towards internet devices, digital mediums and attendance at library programs. Meanwhile, library membership and visitation has declined. This is clearly evidenced through the shift in consumer preference towards digital mediums as illustrated below in *Graph 1 – Digital and Physical Loans As a Proportion of Total Libraries SA Loans* noting that in 2023-24 over 30% of borrowings were digital:

GRAPH 1: DIGITAL AND PHYSICAL LOANS AS A PROPORTION OF TOTAL LIBRARIES SA LOANS



In addition to the escalating shift towards digital engagement and mediums, the Public Libraries South Australia 2019 strategic review – *The Value of Public Libraries in South Australia* identified additional trends, reporting that:

- the number of public access internet devices provided by public libraries in South Australia increased at an approximate annual average growth rate of 16.9% per annum;
- attendance at library programs including adult, children and one on one sessions increased at an approximate 5.2% annual average growth rate;
- increases in program participation for accredited outcome-based learning, programs that support other government agencies (e.g. ESL, Tax Help), recreation (place making and liveable cities), and other learning programs in health and finance topics.

The maturation of these trends underpin a substantial need for change within the library network's business model. Whilst this is not to suggest that the basis for traditional library services is redundant, but rather, represents a need to re-prioritise services, provide renewed infrastructure that is responsive to new priorities and opportunities and which is supported with modern resources and tools.

This presents a complex challenge, given a tendency to continue to perpetuate the historic library model through significant investment in assets and people.

For example, the Public Library South Australia's 2016 public library workforce review: *One Workforce - Transforming The South Australian Public Library Network From The Inside Out* considered the future workforce needs of libraries in comparison to the existing workforce, as illustrated below in *Table 1 – Comparison of Library Workforce Attributes*:

TABLE 1: COMPARISON OF LIBRARY WORKFORCE ATTRIBUTES

Traditional	Future
Stable	Curious
Introverted	Conversationalist
Technology phobic	Brave dabbler
Disengaged	Cheer leader
Rules based	Open minded
Social media critic	Social media contributor
Specialist	Multi-skilled
Conservative	Contemporary

In addition, the Review contemplated a range of broader workforce characteristics, inferring the complexity embodied in the existing workforce, as the Network sought to attract different skills and experience. These characteristics included:

- nearly 57% of the workforce had worked in libraries for longer than 10 years;
- more than half of the workforce had come from a library related background (either from another library, library industry, new graduate or traineeship);
- the library network's age profile reflected a distinctly mature workforce, with nearly 43% over the age of 50;
- women represent nearly 87% of library workers.

At an asset level, similar observations can be made in library design, where floor-space is principally occupied by bookshelves and service counters as opposed to work and meeting spaces, flexible family and participation areas, and a focus on digital technology and connectivity.

The City of Norwood Payneham & St Peters was formed with three (3) resident libraries which have been retained, with each designed to provide discreet library services to their respective communities. Whilst managed collectively, the service design largely reflects duplicated and historic offerings as opposed to a configuration that responds to the emerging needs of the community.

It is noted that the Council has allocated capital renewal funding in future years in its Long-Term Financial Plan, for the Norwood Library. As such, it is important that the Council consider its Library Services holistically to inform design decisions and the allocation of funds.

FINANCIAL AND BUDGET IMPLICATIONS

In 2022-23, Council invested approximately \$1.9 million in the delivery of Library Services. An additional \$600,000 per annum expense is estimated for cleaning, maintenance and utilities, noting that each Library facility exists in a multi-use building and hence, these costs are not apportioned at the use-type level.

Whilst expenditure in the 2022-23 financial year is reflective of Library Service expenditure across the previous year and the 2023-24 financial year, 2022-23 data has been utilised in the Service Review to enable benchmarking against other data that is collected by the South Australian Public Library Service (PLSA) for the same financial year.

In this regard, the City invests \$39 per capita in staffing and \$51 per capita in total, per annum, in the delivery of its Library Services. The calculated median for 2022-23 is \$34 and \$49, respectively.

Whilst expenditure on Library staffing is approximately 14% above the South Australian metropolitan Council average, on a three (3) library site basis, achieves low staffing levels that are below the per capita Australian Library and Information Association (ALIA) standards of 1.25 to 1.5 per 3,000 residents (which equates to a total of between 16.6 and 21 FTEs compared to the existing 12.6 FTE) and comprising a high level of relatively low role classifications.

A compounding consideration relates to the predominance of part-time employment and casual staff and the retained effort required to facilitate rostering to meet customer service requirements across the three library sites. Rostered is generally problematic due to its complexity and the limited baseline of permanent staff to cover opening hours across the three Libraries. Staff absences for leave, training and attending meetings, add to rostering pressures as does the requirement for staff to work weekends where they accrue time off in lieu (at a penalty rate of accumulation) which needs to be accommodated in the following week. It should be noted that Team Leaders are also rostered over weekends to undertake operational/customer service-related tasks which, in turn, reduces their capability and focus on leadership responsibilities.

Fundamental to rostering, is the reliance on casual staff, representing up to 100 hours per week of casual support from a pool of approximately 15 casuals. A budget of \$109,000 per annum is allocated to support the use of casuals. This allocation equates to approximately 49 hours per week. The remaining 51 hours is funded through salary savings resulting from staff vacancies that occur from time-to-time. Naturally, the utilisation of casuals comes at a higher salary cost compared to non-casual employees and requires significantly higher levels of coordination and management, whilst also carrying higher degrees of risk to service delivery due to availability (lack of) and, at times, lower levels of experience.

Provisionally, in accordance with the three library model, there is limited capacity for financial efficiency. However, there is significant scope to achieve greater effectiveness and impact. Principally, this opportunity exists within an organisational design that aims, in part, to significantly remove/reduce the need for rostering and casualisation. In addition, within this context, a re-prioritisation of Council's recurrent investment in its catalogue, in favour of investment in meeting spaces and digitisation, would assist in the transformation and relevance of the City's libraries.

The Service Review has identified that a consolidation of library facilities presents opportunities for improved impact and efficiency, whilst providing new revenue through potential asset disposal. However, such an approach represents a major shift in strategy. On the basis therefore that the three (3) Library Model is to continue, then the Council needs to acknowledge the current and future inefficiencies that this creates and as such must understand that the opportunities and recommendations contained in the Service Review, presents an opportunity to achieve 'best value' in respect to the allocation of resources and in doing so, provide a modern/contemporary Library Service.

RESOURCE ISSUES

The Service Review presents two potential pathways for reform, namely:

- maximising the three-library model services; and/or
- explore a library of the future (a community hub) through the consolidation of libraries and/or create community hubs using the three (3) Library Model.

Both present complexity and necessitate planning, investment and management.

In addition, the Service Review identifies a range of operational opportunities.

In all scenarios, the resource implication will, in part, be influenced by the speed at which the recommendations of the Service Review are implemented.

Certainly, where the resource impact is strategic and/or substantial, these will be communicated to the Council.

In most instances, the recommendations set about significant change, introducing a need for careful management which balances the needs of the staff and customers. Implementation that relies solely on 'operational' staff is not considered appropriate. Hence, consideration of how to best support the change process will be considered and incorporated within a new staffing structure for Library Services.

RISK MANAGEMENT

The Service Review has identified that the current operations of the Council's library service present ongoing risks to the Council. Principally, these relate to:

- decreasing levels of community demand due to outdated and/or mis-aligned service and program design;
- low levels of community participation due to poor and/or inadequate resources and asset utilisation; and
- reputational risk and inability to respond to community need due to poor organisational capability and capacity.

Indeed, the Service Review illustrates that the emergence of these risks is being realised and escalating, such as through the significant trend towards digital materials and poor program effectiveness.

The implementation and further consideration of the recommendations contained in the Service Review report, will assist in the effective management of these risks.

CONSULTATION

- **Elected Members**

An Elected Members' Information Briefing was held on 14 October 2024 and the Council's Audit & Risk Committee considered this matter at its meeting held on 18 November 2024. Mayor Bria and Councillors Piggot and Clutterham are Members of the Audit & Risk Committee.

- **Community**

Not Applicable.

- **Staff**

To assist in undertaking the Service Review, BRM Advisory engaged with a number of staff, including the Manager, Library Services and staff from across the Library Services Unit:

- **Other Agencies**

BRM Advisory engaged with a number of other Councils, as referenced in the attached Service Review report for the purposes of benchmarking.

DISCUSSION

Libraries play a vital role in improving people's lives by supporting participatory government, enabling access to information and education and the provision of safe and trusted environments. Their effectiveness correlates to their relevance within, and accessibility to, their local community.

Whilst this relevance and accessibility takes on many forms for the City of Norwood Payneham & St Peters community and notwithstanding the critical role that libraries play in supporting vulnerable people, it is the additional value that the function offers to an already thriving community that provides the greatest potential for positive impact. In addition to foundation services, the need to support higher levels of learning, digital advancement, economic and social strengthening, are all important areas of focus when considering the future of the City's library function.

Notwithstanding building renewals for the Payneham and St Peters libraries, the City's Library Service was last reviewed by MacroPlan in March 1999. Whilst regular customers are largely satisfied with the service, a number of workforce, management and service design challenges continue to be observed, which in turn impede the ability of Library Services to evolve to respond to the changing needs of the community and the strategic reforms being led by Public Libraries South Australia.

In light of these issues, BRM Advisory were engaged to undertake a Service Review of the City's library function to provide benchmarked comparison and advice on how to transition to an improved service.

Importantly, the Service Review acknowledged the thriving nature of the City of Norwood Payneham & St Peters (and adjoining) community, noting that the City is ranked at the 72nd percentile on the SEIFA Index (Index of Relative Socio-economic Disadvantage) across Greater Adelaide, meaning that 72% of suburbs in Greater Adelaide are *more* disadvantaged.

In this regard, libraries contribute significantly to a thriving community, underpinning models of '*community wellbeing*' by providing:

- services and programs that activate and connect people to place; and
- providing physical places and spaces which act as enablers of community activity.

Whilst there will always be (and should be) a fundamental need to provide for and respond to, vulnerable people, there is a unique opportunity within the City of Norwood Payneham & St Peters, to strategically position the Council's Library Service to support the advancement of the community and thereby progress the existing thriving state of the community.

For example, as reported in the 2021 Census, the City of Norwood Payneham & St Peters is highly educated, with 16.6% more residents holding a Bachelor or Higher degrees (42.5%) when compared to Greater Adelaide (25.9%). Hence, an important strategic consideration for the future design of the Council's Library Service relates to how it compliments and grows this academic interest and achievement. In practice, this might, in part, be realised through the provision of resources that are not universally available to the community, such as high quality digital and work spaces that include access to 3D printers and software licenses for digital creation and publishing which are typically unaffordable for casual users, but often central to contemporary interests. In many ways, this approach mirrors previous approaches employed in libraries, where they were once one of the few places you could access a photocopier or printer etc.

Similarly, there is an opportunity to design the Council's three Library Facilities in a manner that is more responsive to community needs. The Service Review explores this in a variety of ways, including:

- Spaces (Page 27, Ref: 3.1.3) - The Council spends more on library materials per capita than the ALIA recommended standard and subsequently holds a large collection. In addition, the shelving utilised within the three Libraries is no longer contemporary. Collectively, this reduces the community's ability to access the collection and the extensive shelving dominates floorspace preventing utilisation for other high demand use types, such as the provision of flexible workstations and digital technology areas.
- Opening Hours (Page 28, Ref: 3.1.4) - The existing opening hours across the three Libraries (46.5 hours) is below the recommended Australian Library and Information Service (ALIA) standards of 48 hours per week. In addition, both the Norwood and Payneham Libraries are closed on Mondays. No library is open after 5.00 pm. Current Opening hours are illustrated in the below table:

	Norwood	Payneham (Tirkandi)	St Peters
Monday	Closed	Closed	9.30am – 5.00pm
Tuesday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Wednesday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 1.00pm
Thursday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Friday	9.30am – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Saturday	10.00am – 1.00pm	10.00am – 1.00pm	10.00am – 4.00pm
Sunday	1.00pm – 4.00pm	1.00pm – 4.00pm	Closed

Increasing and modifying opening hours would provide an opportunity to increase access to the Council's Library Services, particularly for those users who are unable to access services within the current opening hours bandwidth. It is likely this can be achieved by reconfiguring the existing hours, thereby reducing the impact on resourcing.

- Wayfinding (Page 29, Ref: 3.1.5) - Utilisation of wayfinding and signage is not well executed across the three Library Facilities. The lack of external signage reduces the promotion of the service to new users, whilst inconsistent and limited collection and facility signage, undermine the customer experience.
- Three Libraries (Page 30, Ref: 3.1.6) - The Council provides more libraries per capita than almost all other metropolitan Local Government Areas. On a per square kilometre basis, only the Town of Walkerville's library provides greater proximity for its residents than this Council. Each of the three existing libraries offer similar collections and services. It is akin to the three Libraries continuing to service the three (3) pre-amalgamated Local Government Areas.

The existing three library model adds building costs along with operational and logistical complexity, yet achieves similar visitation to the City of Burnside's single library, realises less loans per capita and costs more to operate per annum.

- Service Efficiency (Page 30, Ref: 3.2.1) - Service efficiency has been assessed by the Service's cost effectiveness in comparison to other South Australian libraries.

Whilst the Council's service expenditure places its Library Service in the middle of expenditure across South Australian metropolitan Councils, expenditure on library staffing is approximately 14% above the South Australian metropolitan Council average.

However, when translated across a three-library model, it is realised as a relatively low level of staffing, that is below the per capita ALIS standards of 1.25 to 1.5 per 3,000 residents.

Similarly, the expenditure fails to achieve comparable outcomes relating to loans and visitations, etc when compared to ALIA standards.

- Structure and Library Resourcing (Page 31, Ref: 3.2.2) - Whilst staffing levels are lower than ALIA standards, the Service Review has identified that staffing levels were not dissimilar to other Councils' library services. Key differences that have been identified included:
 - significantly higher levels of program participation (approximately 60%) in other councils (e.g. City of Burnside, City of Mitcham and the City of Prospect);
 - a greater prevalence of Level 3 and Level 4 roles in other council libraries;
 - a significant resource impact as a result of managing a very high number of casual and part-time employees; and
 - reduced leadership capability resulting from the practice of Team Leader positions regularly being rostered to customer service shifts.
- Rostering (Page 32, ref: 3.2.3) - The significant reliance on the high numbers of casual and part-time staff creates unnecessary challenges with fulfilling rostering needs. Rostering for after-hours and weekend shifts is particularly difficult due to the low popularity of these shifts.

The creation of 'weekend specific' roles, or primarily utilising casual employees for weekend shifts, could assist in reducing the rostering burden.

Similarly, consideration of 'non-staffed' operating hours and automated rostering systems could offer additional efficiency.

- Staff Cohesion / Culture (Page 33, Ref: 3.2.4) - Council's Library Services enjoys a committed and, in many instances, a long-standing stable workforce.

However, there is a strong acknowledgement of the challenges that are now being faced due to the long-standing rostering practices and the operationalisation of leadership roles. In both respects, feedback has highlighted the difficulty for allocating time for new thinking.

- Capability and Capacity (Staff) (Page 33, Ref: 3.3.1) - Overall, the organisational design compares with other comparison councils, however the:
 - predominance of lower-level roles creates challenges in attracting and retaining staff;
 - existing staffing levels are not currently adequate to cover the minimum hours that the libraries are open without the utilisation of casual employees; and
 - reliance on casual staff is inefficient due to requiring a higher investment in roster management, and often does not attract the same skill and experience levels as permanent employees.
- Leadership (Page 34, Ref: 3.3.2) – Achieving improved impact through Council's Library Service relies on strong leadership. Reducing some of the operational customer facing utilisation of the Team Leader roles, can assist in improving leadership capacity.
- Training (Page 34, Ref: 3.3.3) – evolving service delivery and creating a responsive service relies on, amongst other things, requisite skills and knowledge. Whilst some of this may be sourced through recruitment, an improved strategic understanding of how Library Services supports community outcomes will assist in the design and implementation of employee development.

Service Review – Recommendations

Whilst the Review identified that the Library Service is relatively effective, it is considered to be inefficient and greater impact/improved performance could be achieved.

In this regard, the Service Review identified the following recommendations:

- 1) Create unique library experiences within each of the three (3) library facilities which, in part, aligns with some of the strategic needs of the local community context. Associated themes suggested include:
 - a. Payneham – Children, Youth and Family
 - b. St Peters – Art, Culture and History
 - c. Norwood – Digital Connection

Collectively, the three library facilities would operate as an integrated service rather than three discreet facilities, but leverage each site to provide a more impactful and targeted level of service – noting that the Council area is 15 square km² and each library facility can be accessed easily.

The built form, services and organisational design would, over time, be modelled to reflect the realisation of these themes.

It is important to note that the adoption of 'themed libraries' would reflect an area of focus/speciality in each Library Facility, realised through the type of services/programs offered and the design of the Facility. Whilst this may result in a different range of services in each Library Facility, the needs of all other library users (e.g. people who are ageing or who are vulnerable), would continue to be recognised and supported by the Council's Library Service.

- 2) Reduce the library books collection to improve community access, enhance the visual display of the collection and reduce the future annual collection expenditure in favour of investment on signage, improved shelving etc.
- 3) Modernise library spaces by:
 - a. providing new shelving, furniture, desks etc, to improve patronage and use;
 - b. investigate utilising the foyer at the Payneham Library to 'extend' the library space;
 - c. provide an increased number of work-stations and furniture that supports the engagement of children;
 - d. redesign the counter spaces within each Library to encourage improved interaction with the community; and
 - e. incorporate flexible study and workspaces within the Norwood Library when it is redeveloped.

- 4) Increase the range of digital offerings available for gaming, design and digital enterprise, with a core focus on supporting the Norwood Library to be realised as a site that underpins economic and education outcomes through digital literacy, creativity and enterprise.

The transition of the Norwood Library as a predominantly digital library, underpins the unique location of this facility, serving to support the domestic and visitation characteristics of The Parade.

Such an approach is thought to be a 'first' within Australia, opening doors to expand the breadth of services that could be offered. For example, such an approach may enable a new catalogue that provides customers access to software that is financially prohibitive for casual users.

Importantly, cultural and creative activities contributed \$122.3 billion to the national economy in 2019–20.

Cultural and creative activity refers to economic activity that involves human ingenuity, expression and storytelling. These activities connect Australians through arts, media, heritage, design, fashion and information technology.

Over the last 10 years, the economic impact from this activity has increased 27.1%, reaffirming its value to the national economy and identity.

As a result of the working from home arrangements and cloud-sharing services, computer and digital design has experienced a \$17.8 billion increase over the past decade. Changes resulting from the COVID-19 pandemic also resulted in a significant growth in the industry of computer system design.

Other industry domains with substantial economic influence include literature and print media, broadcasting, electronic or digital media and film, and fashion.

- 5) Revise the staff structure to support holistic library outcomes, creates efficiency through reduced rostering and improved support for digital literacy. In addition, when considering the organisational design of the Council's Library Service, it is also important to consider the intersect with other Council functions (e.g. Council supports youth through a specific youth strategy and resource in addition to offering youth programs and infrastructure within Library Services). Better coordination and integration across these interests, will assist the Council in providing a more strategic and impactful outcome.

Notwithstanding the afore-mentioned recommendations, the Service Review also considered a 'library of the future'. Progression of this recommendation represents a significant departure from the Council's existing and longstanding three Library Model. Whilst it may offer a range of efficiencies, the modernisation of the current Library Service is based upon the three library model through an approach that focusses on improving the strategic alignment of the existing Libraries.

Staff Engagement

Whilst some staff have contributed to the Service Review, the sharing of the Service Review Report is considered to be an important pre-cursor to the proposed change. Creating shared ownership of vision and its implementation, will underpin the success of responses to the themes that have been identified, both in form and function. Following consideration of this issue by the Council, it is intended to share the Service Review report with staff.

Implementation

Adoption of the recommendations contained in the Service Review, represents a significant transformation for the Council's Library Service. Given the complexity, a staged approach is recommended and a draft outline for implementation is detailed in Table 1 below:

TABLE 1: DRAFT OUTLINE FOR IMPLEMENTATION OF COUNCIL'S LIBRARY SERVICE

Activity	Timing	Description
Staffing structure	Complete by 30 June 2025	Assess and devise a staff structure to address the high level of casualisation and inject new capability and deliver upon the recommendations.
Operational planning and implementation	2026	Embed new staff structure, develop and implement operational strategies and processes.
Library design options	2026	Commission the development of designs centred on areas of community focus. This will include consideration of technologies for use within the three Libraries, including community consultation.
Library design implementation	2027	Implement the final approved designs incrementally.
Norwood Library	2028-2029	Ramping up to the completion of the Norwood Library renewal.

The development of a new staff structure is considered a priority, as it reflects the importance of position design, skills, experience and culture, to the realisation of the broader recommendations contained in the Service Review Report.

This will enable further work to be undertaken to better understand the implications of the Review's additional recommendations which will be reported to the Council.

In respect to the recommendations of the Council's Audit & Risk Committee, the following provides context of the recommendations that have been made by the Committee, for the Council's information:

1. Maintain its current three (3) Library strategy.

The Council's three (3) Library strategy is longstanding and reflects the ongoing operations of the current three (3) Library Facilities.

The facilities at Payneham and St Peters have been redeveloped and the remaining facility at Norwood is scheduled to be redeveloped within the term of the Council's current Long-Term Financial Plan.

The recommendations contained in the Final Service Review Report are based upon maintaining the current three (3) Library Facilities.

2. With the exception of Recommendation 5.2 of the Final Service Review, the Audit & Risk Committee has recommended that the Council endorse the recommendations "in principle".

Recommendation 5.2 relates to the Council exploring a "Library of the Future" which could entail commissioning a feasibility to explore a single or two-site hybrid Model.

As the Audit & Risk Committee has recommended that the Council maintain the three (3) Library Model, it is also recommending that Recommendation 5.2 not be pursued.

3. Authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority.

Recommendation 5.1.5 relates to progressing a new staff structure as outlined in the Final Service Review Report

This component of the Final Service Review Report is fundamentally important to improving staff capacity and capability, which are essential ingredients to achieving improvement performance.

Recommendation 5.1.2 relates to restricting the current investment in new collection items and to focus efforts on reducing existing floor stock across the three facilities, with the aim of unlocking new floor space and improving access to and better promotion of the collection.

The reasons for this recommendation are clearly articulated in the Final Service Report and represent a step forward in the strategy to modernise the Library Facilities.

An overview of the implementation of the recommendations contained in the Service review Report are set out in Table 2 below.

TABLE 2: IMPLEMENTATION OF RECOMMENDATIONS

Opportunity	Action	Approach	Timing	Budget Impact	Advice to Council
Visitation, Loans, Participation and Memberships	Improve quality of the Library collection	Utilise current catalogue budget to engage a consultancy to assist in identifying a strategy to achieve a smaller and impactful catalogue.	2024-2025 – post finalisation of staffing structure	No	No
	Improve marketing and communication of services/programs	Develop communication strategy	2024-2025 – to be undertaken once a new Program plan has been established	TBD	TBD
Spaces					
	Consolidate collection	Implement Catalogue reduction strategy	2025-2026	No	No
	Reduce and redesign shelving facility	Procure consultancy to advise on new layout	2026	Yes	Yes
	Implement new workstations and access to digital technology space	Implement Facility design	2027 - 2029	Yes	No
	Create community meeting spaces	Implement Facility design	2027 - 2029	Yes	No
	Redesign all three Library counter spaces (e.g. adopt a concierge model)	Implement Facility design	2027 – 2029	Yes	No
	Provide access to the upstairs Cultural Heritage rooms for low impact activities	Subject to the outcome of the Cultural Heritage Services review	TBD	TBD	Yes

Opening Hours					
	Review opening hours for St Peters and Norwood Libraries	Consider as part of staffing structure	2024	No	Yes
	Review opening hours for Norwood Library	Consider as part of Norwood Library renewal	2029	Yes	Yes
Wayfinding					
	Improve external signage	Implement Library design			
	Improve internal wayfinding	Implement Library design			
	Improve information about parking/transport options	Develop promotional material	2024	No	No
Service Efficiency, Structure and Library Resourcing					
	Review the staffing structure and reduced the reliance on part-time and casual employees	Develop a new staffing structure	2023-2024	TBD	Yes
	Strengthen the strategic capability of the Library staff structure	Develop a new staffing structure	2023-2024	TBD	Yes
	Strengthen the Programming capability, including digital, of the Library staff structure	Develop a new staffing structure	2023-2024	TBD	Yes
	Consider the alignment of the new staffing structure with ALIA standards	Develop a new staffing structure	2023-2024	TBD	Yes
	Consider the utilisation of 'weekend roles'	Develop a new staffing structure	2023-2024	TBD	Yes
	Identify training needs to support the upskilling of digital literacy and technologies and evolving library services	Develop an annual staff training & development plan	2024-2025	No	No
Create Unique Library Services					
	Design and implement solutions to support themed facilities (Payneham: Children, Youth and Family, St Peters: Art, Culture and History, Norwood: Digital Connection	Procure consultancy to advise on new Library designs	2026	Yes	Yes

	Investigate a new secured foyer space to enable extended hours returns/collections	Procure consultancy to advise on new Library designs	2026	Yes	Yes
	Invest in a high proportion of flexible workstations at the Norwood Library	Procure consultancy to advise on new Library designs	2026	Yes	Yes
Reduce and Unlock the Full Potential of the Collection					
	Reduce the spend in new collection items	Re-allocate some of the Councils existing catalogue investment to support other library priorities in line with the Review recommendations	2024-2025 onwards	No	No

OPTIONS

The Council can determine to not implement the recommendations (in part or full), however, this option is not prudent given the issues which have been identified in the Service Review.

COMMENTS

The recommendations outlined within the Service Review represent a comprehensive and complex range of strategies and actions for enhancing community impact through the modernisation of the Council's Library Services and achieve 'best value' for the community.

Bedding down the new staff structure will provide the necessary staff capability and capacity to realise a number of the other recommendations and to identify the resources required to realise these over the next 24 months (excluding those that are dependent on other matters such as the renewal of the Norwood Library).

RECOMMENDATION

1. That the Final Review Report prepared by BRM Advisory and the recommendations contained therein, be received and noted.
2. That in respect to the Final Service Review of the Council's Library Service, the Council resolves to:
 - a. maintain its current three (3) Library strategy;
 - b. with the exception of Recommendation 5.2 of the Final Service Review Report, endorses "in principle" the recommendations contained in the Report; and
 - c. authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority.
3. The Council notes that the recommendations contained in the Final Review Report prepared by BRM Advisory, will now be implemented and progress reports will be provided to the Council's Audit & Risk Committee.

Cr Sims moved:

1. *That the Final Review Report prepared by BRM Advisory and the recommendations contained therein, be received and noted.*
2. *That in respect to the Final Service Review of the Council's Library Service, the Council resolves to:*
 - a. *maintain its current three (3) Library strategy;*
 - b. *with the exception of Recommendation 5.2 of the Final Service Review Report, endorses "in principle" the recommendations contained in the Report; and*
 - c. *authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority.*
3. *The Council notes that the recommendations contained in the Final Review Report prepared by BRM Advisory, will now be implemented and progress reports will be provided to the Council's Audit & Risk Committee.*
4. *That Council implement an accelerated program to bring forward the BRM Advisory recommendations by undertaking external consultancies in 2025 to:*
 - a. *Develop a three-year strategy, including budget requirements, for the delivery of Library programs that support the wellbeing of the NPSP community, reported to the Council as part of the draft 2025 - 2026 Budget.*
 - b. *Review the Council's library catalogue and recommend a strategy to achieve a streamlined catalogue that more effectively meets the needs of the NPSP community. This strategy should incorporate the community's access to the catalogue (e.g., the balance between 'in-library', click-and-collect, and home delivery services).*
 - c. *Following b), undertake initial concept designs for St Peters and Payneham Libraries, including identifying indicative costs, to be reported to the Council for consideration.*

Seconded by Cr Whittington and lost.

Division

Cr Sims called for a division and the decision was set aside.

Those in favour:

Cr Whittington, Cr Holfeld, Cr Robinson, Cr Sims and Cr Moorhouse.

Those against:

Cr Piggott, Cr Knoblauch, Cr Granozio, Cr Mex, Cr Callisto and Cr Clutterham.

The Mayor declared the motion lost.

Cr Piggott moved:

1. *That the Final Review Report prepared by BRM Advisory and the recommendations contained therein, be received and noted.*
2. *That in respect to the Final Service Review of the Council's Library Service, the Council resolves to:*
 - a. *maintain its current three (3) Library strategy;*
 - b. *with the exception of Recommendation 5.2 of the Final Service Review Report, endorses "in principle" the recommendations contained in the Report;*
 - c. *authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority; and*
 - d. *request subsequent reports regarding the implementation of the remaining recommendations contained in the Final Service Review Report, as required.*

[The above highlighted resolution was revoked at the Council meeting held on 3 February 2025. Refer to Item 12.4, Page 20 of the Council Minutes dated 3 February 2025]

Seconded by Cr Robinson and carried unanimously.

2.3 NOMINATION TO EXTERNAL BODIES – POWER LINE ENVIRONMENT COMMITTEE

REPORT AUTHOR: Governance Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4533
FILE REFERENCE: qA2219
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the invitation from the Local Government Association of South Australia (LGA), for nominations to the Power Line Environment Committee.

BACKGROUND

The Power Line Environment Committee (PLEC) is a committee assisting the Minister responsible for the *Electricity Act 1996* in assessing and recommending the undergrounding of overhead power lines.

The Committee comprises eight (8) members, with one (1) member representing the interests of each of the following:

- Department of Environment and Heritage (or its equivalent);
- Department for Infrastructure and Transport (or its equivalent);
- Tourism interests;
- The Local Government Association of South Australia;
- Conservation interests;
- Holders of licenses under the Electricity Act which authorise the operation of networks (Network Licensees); and
- Two (2) community representatives.

The Committee operates under The Charter of the Power Line Environment Committee assigned by the Minister in August 2000.

The Charter defines the scope of PLEC's activities, its composition, financial arrangements, reporting requirements and associated administrative processes.

The Committee ostensibly exists to assist Local Government with initiatives to enhance the aesthetics of a location by undergrounding overhead power lines. The Committee has developed guidelines which define the roles and responsibilities for PLEC projects and provides guidance to the process that is used by PLEC.

The Essential Services Commission of SA (ESCOSA) was previously responsible for the administration of PLEC. Since January 2022, the administration function moved to the Office of the Technical Regulator, Department for Energy and Mining.

Each Member of the Committee is appointed by the Minister for a period of up to three (3) years.

The sitting fee for Committee Members is currently \$2,110 per annum.

The LGA was previously represented by Mr Chris Dunn (City of Port Adelaide Enfield), who has recently moved to the private sector.

The Committee meets 12 times a year in Adelaide and online participation is available.

Members of the Committee are required to have the following attributes:

- Local Government knowledge and experience;
- Knowledge and experience of the *Electricity Act 1996* and Local Government impacts;
- Knowledge of the Power Line Environment Committee program and infrastructure related projects; and
- Ability to advocate and represent the interests of Local Government.

All nominees must complete the LGA Appointments and Nominations to Outside Bodies Form, provide a current CV and respond to the selection criteria. A copy of the Nomination Form is contained within **Attachment A**.

Applications close on 22 November 2024, however the LGA has advised that it will accept nominations up to 29 November 2024.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

RECOMMENDATION

1. The Council notes the report and declines the invitation to submit a nomination to the Power Line Environment Committee (PLEC).

or

2. The Council nominates _____ to the Power Line Environment Committee (PLEC).
-

Cr Robinson moved:

The Council notes the report and declines the invitation to submit a nomination to the Power Line Environment Committee (PLEC).

Seconded by Cr Clutterham and carried unanimously.

3. CLOSURE

There being no further business, the Mayor declared the meeting closed at 7.42pm.

Mayor Robert Bria

Minutes Confirmed on _____
(date)