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Message from the Minister

Public Libraries are incredible institutions, unrivalled in the role that they play in our society, as a melting pot for people across all walks of life. It is important that we ensure the State's library network remains relevant and accessible to everyone in our community.

This South Australian Public Library Network Plan sets out what our libraries should look like in the future, as well as what steps need to be taken to get there. The vision in the plan is exciting, as it sees our Libraries as being places of public engagement and social democracy.

The State Government and the Local Government Association entered into a 10 year agreement that commits funds to support the State's public library network. This network encompasses over 130 public libraries operating across our metropolitan, regional and most remote areas.

The certainty of the funding provided has been fundamental to the implementation of one of the State's most successful initiatives in recent times, the One Card network, One Card has revolutionised public access to over four million items available to all library users anywhere in the State. It is not surprising that the model of One Card is attracting interest from around the country and internationally.

Knowing how successful the One Card project was going to be, it was agreed that at its conclusion there should be a planning process to identify the next steps for the South Australian Public

Library Network. This plan is the outcome of that process.

I now look forward to our public libraries implementing the strategies that are articulated in this plan and for everyone to reap the benefits of a robust library network for a long time to come.

The Hon. Jack Snelling MP Minister for the Arts 2015



Foreword

We are delighted to present this long-term view for the future directions of public libraries as national and international leaders in South Australia. This is the result of extensive consultation with the Public Libraries Network and Local Government around the State backed up by sound research into trends in libraries, technology, our economy and social, demographic and civic changes that are expected to occur over the next fifteen years.

The result is a shared view for libraries to remain as welcoming and free places for all, continuing to 'put community at the centre' and playing an essential and ongoing role in the fabric of our democratic society. In a rapidly changing world, libraries have always been able to respond to changes and modify delivery to fulfil their mission. Tomorrow's Libraries provides a sound framework for action to ensure public libraries remain significant to current and future generations.

We have a strong foundation on which to build. State and Local Government have a long and fruitful partnership embedded in legislation since 1982 and in Acts prior. The principles of

free loans and membership for all South Australians, the collaborative approach to development and delivery of public library services and the central co-ordination of State funding to deliver such things as the One Card service are vital building blocks for the next stage of our development.

All the seeds are sown. The potential of libraries is even greater than what is currently realised. There are multiple benefits to be gained from a dynamic and innovative network of public libraries based in the heart of communities. These include a more literate society, social cohesion and tolerance, informed decision making and a best start in life for our children.

We believe this plan will continue to develop and inspire the libraries network for the benefit of all the people of South Australia. The public library is at the centre of the free exchange of ideas, deliberation and citizen engagement central to our democracy.

Mayor Dave Burgess

President

Local Government Association of South Australia

Mr James Bruce AM JP

Chair

Libraries Board of South Australia



Partners

Tomorrow's Libraries: Future directions for Public Libraries in South Australia is a joint initiative of three major stakeholders in the South Australian public libraries.

The Libraries Board of South Australia (The Board) is a statutory body responsible for library policy and administration of the State Library of South Australia and the Public Library Network. The Board has responsibilities identified in the Libraries Act (1982) which include formulating policies for public library services, and establishing and maintaining public libraries in the public interest. The Board, through its business unit Public Library Services (PLS), supports and assists in the operation and expansion of public library services in association with Councils and other key stakeholders.

The Board makes recommendations to the Minister on the supply and allocation of funds and monitors, evaluates and reviews public library services. The Board may also initiate research and undertake experimental projects for public library developments.

The Local Government Association of South Australia

(LGA) is recognised as the peak representative body for Local Government in the State. It provides leadership to Councils and representation outwards to State and Federal governments and other key stakeholders. All Councils in South Australia are members along with Anangu Pitjantjatjara. Associate members include Nepabunna Aboriginal Community, Gerard Aboriginal Community and

the Outback Areas Community Development Trust.

The LGA is focused on encouraging better community understanding of Local Government and increased participation in Council decision making and processes; achieving greater influence for Local Government in matters affecting local communities; building Council capacity and continuously improving the governance of the LGA and related Local Government enterprises. The LGA nominates three members to the Libraries Board of South Australia.

Public Libraries SA (PLSA) is the Association representing all public libraries in South Australia. South Australian public libraries are a diverse range of service providers in metropolitan and regional areas including public libraries, joint-use libraries and School Community libraries.

PLSA has an important role to play both in representing the strategic interests of the South Australian Public Library Network, and also in ensuring the long-term vitality both of public libraries in South Australia and of the Network itself.

The Association elects Executive members to advocate on behalf of public libraries throughout South Australia. They provide strategic overview, advice and recommendations to the Standing Committee of the Libraries Board of South Australia and collaborate with and advise PLS on matters relating to library and information services.



Executive summary

The future of public libraries lies in the value they create from the nexus of people, place, knowledge and technology to create a platform for learning, participation, creativity, innovation and well-being.

Although there are other community and commercial places that provide opportunities for meeting and activity, the public library is the only institution that brings these things together for community and society's benefit. Through the library people can engage, learn and participate and be introduced to new ideas and technologies in a safe and supportive environment. The value of this mix of assets and resources should not be underestimated.

The future of public library services is underpinned by the following

- Equity of access: anyone regardless of race, gender, socioeconomic status, age or ability is welcome
- Freedom of expression: a diversity of points of view is represented in a library's collections
- Right to know: learning and access to ideas and knowledge is a universal right

• Trust: in the quality of the information, services and staff



Vision 2030 Smart libraries... Smart communities

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

This shared vision rests on an underlying principle that all libraries in the Network are interconnected and interdependent. This is already well expressed in the funding arrangements, governing structures, and service delivery of One Card. The future lies in strengthening this principle at all levels - from governance through to service delivery. Nothing in the dynamic library ecosystem acts in isolation. Elements interact together to create a modern public library network that delivers an integrated high quality library system to South Australians.

Having a strong foundation of legislation (Libraries Act), governance (Libraries Board) and funding through the Memorandum of Agreement will

enable the Network to grow into the future and continue to contribute to the lives of all South Australians.

Systems for the Network of the future will be streamlined. This will include mechanisms to embed and enable online collaboration; sophisticated platforms for sharing resources; and methods that make administrative tasks more efficient and effective. Findings from the consultation illustrate a desire to ensure that the Network of libraries of the future are increasingly dynamic, interconnected, and play a strong role as community hubs. They will also have an increased focus on collaboration with other sectors including businesses, schools and community groups.

The success of the future is predicated on the development of skilled staff, vibrant physical and virtual library spaces, and collections and content that stimulate imagination and knowledge creation. It includes providing services and spaces that encourage innovation and learning through technology, making devices and inclusive tools available for people to experiment with and master.

The themes of collaboration. technology and efficiency are important to the future Network of libraries, together with a focus on partnerships and interactions at a more localised/regionalised scale.

For the Public Library Network to thrive into the future, the system will need to evolve and deepen connectivity and respond to the collaborative economy and practices that lie ahead. It is an intentional approach with identified strategies for success. The strategies for success are:

- 1. Connected community places
- 2. Creative content & knowledge centres
- 3. Innovation & digital hubs
- 4. Partnering with intent
- 5. Delivering a sustainable future

The plan identifies 37 key actions to deliver on the strategies. These include:

- Involving communities in the design of libraries and shaping and delivering programmes;
- Investigating and implementing a preferred model for delivering customised services to remote rural and Indigenous communities:
- Continuing to develop state-wide programmes aligned to achieve specific local, State or Federal outcomes;
- Implementing the new eProcurement system to enable more effective state-wide selection and management of collections;
- Acquiring eContent at best cost so that communities have access to content in new and emerging formats and technologies;
- Developing a reading and literacy framework which identifies the role and value of libraries to deliver on state-wide agendas;
- Developing collaboratively funded technology labs at key locations to provide opportunities for people to 'learn by doing' and connect globally;
- Developing and implementing options for service delivery models that facilitate regional collaboration; and
- Using the full capacity of One Card to enhance the collective impact and effectiveness of the Public Library Network.



Background

Tomorrow's Libraries

is the result of extensive consultation, presentations and surveys with all members of the Network to deliver a shared view of the future direction for public libraries in South Australia.

A current and future state report, used as a basis for consultation captured the best thinking about public libraries worldwide and translated this into a South Australian context. It took a 15 year look into the future using a technique called Future Perfect whereby the writer and readers project themselves into the future, describe that future as if they are present in the future time looking back at the past (today). It analysed contemporary predictions and trends and translated them into scenarios for a possible future.1

The landscape for libraries in South Australia in 2030 will be more complex and more dynamic than it has been for the last ten years.

South Australia in 2030

South Australia's population has grown by 10%. Like most parts of the western world it has an aging population and is experiencing greater growth in the Metropolitan area and a corresponding decline in population in some rural areas. New migrants have added to this growth with more than 15% of South Australians speaking a language other than English at home. More than 50% of the state's Aboriginal population live outside Adelaide.

Successive governments have built on the long term plans for the State with a focus on community, prosperity, environment, health, education and innovation. Both Local Government and State Government identified a need for closer working relationships and both placed a priority on increased community engagement. The Local Government Association

of South Australia endorsed the role that public libraries play in community engagement, education and capacity building in their report Strengthening South Australian Communities in a changing world: the Council of the Future 2.

The economy has grown steadily with developments in green energy reflecting the diversity of the mineral and energy resources. Knowledge based industries have risen in importance and South Australia is now known as a smart and innovative State with entrepreneurial technology based small businesses and design led advanced manufacturing leading the way.

The world of work has changed significantly with new jobs appearing as a result of the technological and social changes. More people work independently or in loose

collaboration with associates both locally and globally.

South Australia is warmer than it was 15 years ago and there have been periodic droughts and bush fires. The government has set up 'Ice boxes' to provide a welcome, cool environment for the vulnerable and as a sustainable way to minimise energy use across the community. Libraries have been ideal for this purpose.

Twenty years into the **30-Year** Plan for Greater Adelaide much of the forecast and planned for developments have occurred. The result is more mixed-use development bringing together housing, jobs, transport services, recreation and leisure and higher density of land use. Public library development has mirrored this pattern of urban development and libraries have played a critical role in

A more detailed analysis is available in the discussion document Tomorrow's libraries today - looking back to 2014

http://www.lga.sa.gov.au/webdata/resources/files/LEPanel_FinalReport_December%202013.pdf

http://www.dpti.sa.gov.au/planning/30_year_plan

the development of regional centre hubs. Libraries maximise the use of sustainable technologies and plants to keep utility costs down, provide a focus for learning and make them a wonderful environment to be in – green walls, solar power, and communal kitchen gardens are common place.

Quality of design both in buildings and the urban landscape, and the retention of the special characteristics of Adelaide's built heritage have resulted in Adelaide being acknowledged as one of the world's most liveable cities.



The technology landscape

Mobile smart devices, including wearable technologies, have remained the main way that people access and connect to the internet from anywhere and at any time. The networks, whether fibre in the ground or via cellular or satellite networks are widespread but as the volume of data being transmitted has grown exponentially, the bandwidth in more rural South Australia is still limited and expensive. The average person is now connected with 10 online personal devices, facilitating instant access to real time data and information - anywhere, anytime.

The issue for today's citizen is not finding the right piece of information so much as "can I trust this information to be correct?" Increasingly the major search engines have focussed on the

commercial possibilities of their search engines and results of a search may be ranked according to who has paid rather than what is most useful or relevant. This combination of data explosion, commercialisation and the ability of clever design and money to manipulate ranking has made it harder for people to find what they want without more sophisticated search skills and tools.

As the digital world has become more complex we have needed to rely on specialists to help us become digital citizens. And there is still a digital divide - those with minimal online access because of cost, location or ability. Governments over the past 15 years have recognised the vital role that libraries continue to have in supporting citizens to fully participate in their communities and

work life. These twin issues of digital citizenship/digital literacy and digital divide are at the heart of the mission of the public library. Issues around privacy, cyber-stalking and profiling and security of data, hacking, data stealing and covert surveillance are all global concerns that have become a concern for the ordinary person.

The principles of Intellectual freedom, the right to access the internet, the right to privacy, and the right to know are fundamental principles and values that are continually tested in today's world. Public libraries and librarians have remained steadfast in the articulation of these democratic freedoms and encourage ongoing debate on these important issues.

Background

Consultation findings

Workshops held throughout the region and two surveys gathered ideas and responses to the provocations in the Tomorrow's Libraries report. The coverage across the State was excellent and allowed a wide range of views to be canvassed. Strong themes emerged which are reflected in this strategy. They were:

- Reinforcing democratic society through an ongoing commitment to providing spaces and activities that facilitate civil society and civic engagement with the 'community at the centre'. This means offering a variety of spaces, programmes and activities; removing barriers to access; creating platforms for continuous learning; facilitating community learning, connection and empowerment; remaining welcoming to all.
- Applying new financial models and continuously investing in infrastructure (hard and soft). This includes physical assets, but also investment in building professional capacity and capability, and skill development at an individual and community level. This includes a strong desire amongst those working in the

- Network for ongoing professional development to ensure library staff are equipped to meet the challenges ahead.
- Commitment to excellence in integrated systems and building capacity and capability. In particular the maintenance of One Card and building on that platform for other state-wide coordinated services; replicating things that work; introducing and applying smart, user friendly technological platforms; applying consistent management systems and strategically investing in workforce and volunteer training and up-skilling.
- Excellence in investment, governance and partnerships. In particular the importance of valuing, maintaining and strengthening State and Local

- Government relationships; mutually beneficial partnership opportunities to grow and strengthen the role of libraries as a cornerstone of democratic society; exploring regional governance models that empower and up-skill groups of local communities; seeking additional complementary funding, including federal funding (predicated on a more collaborative model(s).
- Willingness to try new things. Libraries need to 'dream big', take calculated risks, share ideas and solutions, and learn from the best rather than settle for the status quo.

Overall there is a desire to increase the value proposition of libraries and reinforce their role as a cornerstone of a democratic society.



The Public Library Network of South Australia

South Australia is served by 20 metropolitan library services, 27 country libraries and 44 School Community libraries providing library and information services from just over 140 library branches. The School Community libraries operate in towns where the population is too small to support a separate library, ensuring that every citizen has access to library services.

Funding for public libraries primarily comes from three sources: Local Government, State Government through the grant to the Libraries Board of South Australia, and for the School Community libraries the greater part of the funding is from the Department for Education and Child Development.

Public Library Services (PLS), a business unit of the Libraries Board of South Australia, provides services funded from the State grant, including the One Card network, State-wide courier service, free Internet and wifi access, online databases, centralised procurement and contract management, interlibrary loan and community languages collection. With the installation of One Card the shared library management system now complete across all libraries, the Public Library Network has the means to develop further collaborative services for enhanced customer service and efficiency.

The strength of the collaboration between PLS and public libraries has made these developments possible. The Network is a good example of collective impact whereby PLS provides the strong 'backbone' which enables the individual libraries to gain advantage from the strength of the backbone while





still operating independently at the local level. Local government, State Government, libraries and other stakeholders confirm the importance of this relationship as key to shared developments. Great value is placed upon the Libraries Act (1982) which provides the mandate for this collaboration, and the mechanism for making it happen.

This strategy looks to build on and maximise opportunities from this relationship for the benefit of South Australians.

Public libraries in a world of knowledge

The key component of a knowledge economy is a greater reliance on intellectual capabilities than on physical inputs or natural resources. Powell and Snellman

Knowledge is now recognised as a major driver of productivity and economic growth, leading to a new focus on the role of information, technology and learning in economic performance. Access to knowledge and the creation of new ideas and innovative solutions to new problems are inextricably entwined. Within this millieu, libraries have a key part to play in delivering information,

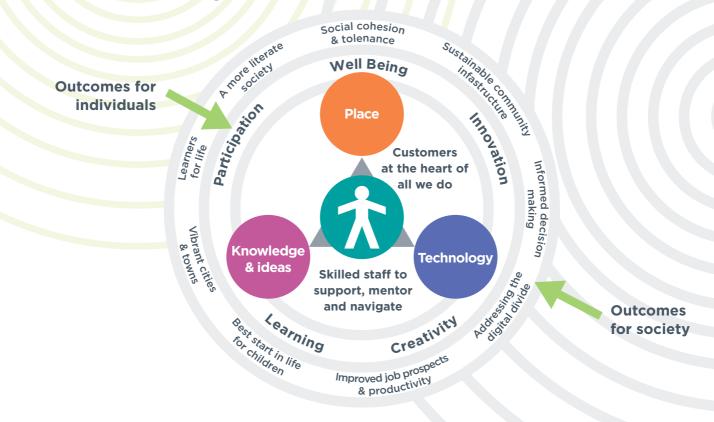
technology and learning for people and communities.

Public libraries have had a relatively stable service delivery model for well over half a century whereby the library was the storehouse of knowledge to which the user must come to get access to that knowledge. However digital technologies and globalisation

are disrupting this traditional role and libraries will need to adapt to respond to and take advantage of these disruptions. We anticipate that in the next five years new service models will emerge based on library services being delivered where people are, both physically and online. The library will come to the people.

Positioning libraries in the 21st century

The future of public libraries lies in the value they create from the nexus of people, place, knowledge and technology to create a platform for learning, participation, creativity, innovation and well-being.



⁴ Walter W. Powell and Kaisa Snellman. "The Knowledge Economy". Stanford University. Retrieved 27 November 2014

Although there are other community and commercial places that provide opportunities for meeting and activity, the public library is the only institution that brings these things together for community and society's benefit. Through the library people can engage, learn and participate and be introduced to new ideas and

technologies in a safe and supportive environment. The value of this mix of assets and resources should not be underestimated. The public library is especially effective in informal and non-traditional learning, addressing new literacies, fostering civic participation and closing digital and social divides.

The value proposition for libraries is strong. By working closer together public libraries will more clearly demonstrate how they contribute to the outcomes for a more prosperous and inclusive State.

Vision 2030

Smart libraries... Smart communities

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

Public library services are underpinned by the following values:

- Equity of access: anyone regardless of race, gender, socio-economic status, age or ability is welcome
- Freedom of expression: a diversity of points of view is represented in a library's collections
- Right to know: learning and access to ideas and knowledge is a universal right
- Trust: in the quality of the information, services and staff

These values are at the heart of the purpose for public libraries in South Australia to empower individual lives and build communities. In the 21st century this means ensuring everyone in South Australia has the knowledge, tools and skills to participate and connect locally to a digital, global world. The result is:

- greater community connectedness, social cohesion and participation;
- improved literacy and enhanced love of reading;
- the best first start for our children and opportunities for all to learn throughout life;
- digitally savvy and innovative citizens, and
- libraries working together with other partners to deliver greater value with joined up services.

We have identified five strategic areas for development that capitalise on our unique value proposition in a rapidly changing world. They are linked to the cornerstones of the value proposition for libraries of the

future: People, Place, Knowledge and Technology. Together these five areas create a powerful platform for learning, participation, creativity, innovation and well-being.



Strategies for success

Strategies for success

1. Connected community places

[We need to be] facilitating state of the art centres which offer a diverse range of services to our regional communities.

Participant, Adelaide Oval workshop

Contemporary libraries offer their communities a dynamic and vibrant place that is flexible to respond to changing needs. The best libraries bring together modern sustainable design, including lighting, furniture and colour to create spaces that people want to be in. The creative use of plants used in some libraries provides an opportunity for users to connect with nature and also demonstrates how green infrastructure can reduce energy demands for buildings.

A trend is for libraries to become multipurpose community facilities located with other community, cultural or educational functions to create a more joined-up or seamless experience for customers. People Places⁵, an excellent guide to designing and building libraries which has become the 'quasi' Australian standard for modern library buildings, is an excellent tool to assess the current state of a library building.

Libraries are welcoming, safe and accessible places for all. They are people places for meeting, sharing ideas and learning as well as places of quiet contemplation and study. They not only connect people with knowledge but with each other and with their communities. Libraries which put communities at their centre involve them in shaping spaces and programmes. Volunteers can be an important part of broadening and enriching service offerings with their role complementing but not replacing the roles of trained and professional library staff.

Libraries have a role in fostering community engagement and are a neutral venue for Governments to use in engaging community views on issues. The Local Government Association of South Australia endorsed the role that public libraries play in community engagement, education and capacity building in their report Strengthening South Australian Communities in a changing world: the Council of the Future⁶. The libraries and their staff provide direct connection between councils and communities. We need to build the skills of staff in fostering engagement and connection.

As libraries look for new ways to take their services to where the people are, different service models are emerging. Pop up libraries, either temporary for a short period, or in more permanent locations

such as Malls; collaborations with service organisations, Men's sheds, seniors, playgroups, BusinessSA and similar groups are providing ways of connecting with non-users to make them aware of what the library offers.

Communities have their own distinctive history and ways of doing things. Customising services to reflect the communities' needs is even more important in cultures which do not have a library tradition. We will find new ways of delivering to Indigenous communities to connect these communities to their heritage and the world. A possible model is that of the Libraries without Borders⁷ organisation which has developed the Ideas Box⁸.

We support the continued development by PLS of state-wide programmes. This is an effective way of coordinating the resources needed to run a programme and associated training requirements. Other libraries in the Network will develop programmes which can be replicated and shared. Greater value will be gained from working in partnership with other community, educational and business partners, to deliver programmes with impact that meet collective needs. Libraries will look outwards and seek opportunities for collaboration that deliver tangible results for each partner.

⁵ People places: A Guide for Public Library Buildings in New South Wales. 3rd edition Sydney, State Library of NSW, 2012 http://www.sl.nsw.gov.au/services/public_libraries/docs/people_places.pdf
Strengthening South Australian Communities in a changing world: the Council of the Future (2013) Adelaide: Local Excellence Expert Panel, commissioned by the Local Government Association ⁷ http://www.librarieswithoutborders.org/ ⁸ http://www.ideas-box.org/en/

1. Connected community places

Goals	Recommended Actions	Responsibility
1.1 Provide vibrant flexible spaces that are fit for purpose	1.1.1 Support all libraries to undertake a benchmarking audit of their library spaces against the 'People Places' blueprint; 1.1.2	Public Library Services and Public Libraries
	When building new libraries take account of trends in integrating and/or co-locating library services with other local, State or Federal community and cultural services; 1.1.3	Local Councils and Public Libraries
	Involve communities in the design of libraries and shaping and delivering programmes. 1.1.4	Public Libraries
	Ensure regular maintenance and refurbishment plans and budgets are included in Council Asset Management Plans	Local Councils and Public Libraries
1.2 Continue to extend the reach of library services into the community	1.2.1 Investigate and implement a preferred model for delivery of customised services to remote rural and Indigenous communities; 1.2.2 Share best practice for innovative ways to engage with communities where they are.	Public Library Services nominated State government agencies and Indigenous governing authorities Public Libraries
1.3 Create greater impact through targeted programmes and events	1.3.1 Continue to develop state-wide programmes aligned to achieve specific local, State or Federal outcomes; 1.3.2 Seek opportunities to work with community, educational and business partners to deliver programs with greater impact.	Public Library Services and LGA Public Library Services and Public Libraries





Strategies for success

2. Creative content & knowledge centres

The 21st century library is the champion of literacies needed to navigate information abundance, create knowledge, bolster economic opportunity and make democracy dynamic. **Building on its historic** commitment to literacy, the library is uniquely positioned to provide access, skills, context and trust platforms for sharing. Aspen Institute

Providing collections and content resources continues to be a vital part of library service delivery. We expect the balance of print and eContent to change over the next 5-10 years although print books will continue to be in demand. In the next ten years more of our spending on library resources will move to purchasing access to online subscriptions and databases, eBooks, and access to streaming media sources and downloadable content. This will be particularly important as more content suppliers put their freely available content behind pay walls, as is happening already in the newspaper and magazine industry. Brokering state-wide deals for eContent, as has been done for physical items, will ensure we get best value for the Network.

One of the benefits of collections being available from any library in

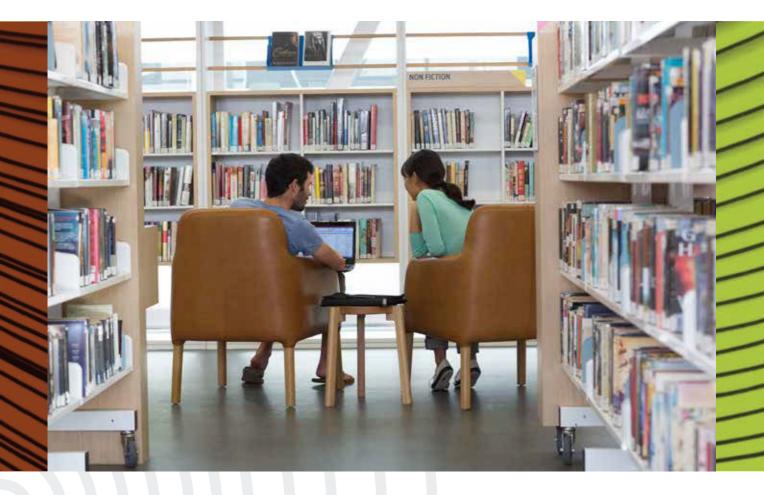
the Network, is the opportunity to begin to build some more specialist collections at individual libraries to reflect their particular characteristics and area (e.g. a wine and viticulture collection in the Barossa Valley). This would enable a richer and deeper collection to be available across the Network for all to borrow.

Local stories and local content will play a stronger role as people look to connect with their communities in a global world. Libraries are becoming not only places which collect content but which enable and encourage the creation of new content and collections, particularly concerning local communities. Digitisation of local history collections in collaboration with the State Library would have multiple benefits, particularly with a focus on the tourist market. All these collections can be linked together virtually and to the collections of the State Library to provide a virtual digital library for South Australian material. Staff expertise to navigate and curate content and support the public to create content is vital.

The One Card network is the springboard for many other digital developments that improve access to materials held in libraries throughout the State. The implementation of a new eProcurement system will enable centralised purchasing using virtual selection teams across the State selecting to profiles, and automated standing orders for certain types of materials. Other improvements to maximising collection use across the State include supplying shelf ready materials to libraries and allowing part of the collections to 'float'. This means that when an item is requested from one library by another it stays at the requesting library once it has been read. The data gathered from this approach can help shape the future purchase decisions of a particular library as they note the kinds of materials being requested from other places.

We want to make it easy for customers to discover what the library has to offer from our digital and physical collections and to easily dowload digital content from whatever device they are using, and from wherever they happen to be. Implementing a new discovery service as an additional feature of the One Card library management system will provide a one click option for the download of eBooks, a single point of access to subscription databases, and an access point to the digitised resources from across Australia, provided via a link to the National Library of Australia's Trove service. South Australians will have easy access to a wealth of global, national and local resources at the touch of a screen, or the click of a button. Reading and literacy are at the heart of the public library offering.

⁹ Garmer, Amy K Rising to the challenge: re-envisioning public libraries. A report of the Aspen Institute Dialogue on public libraries. Washington, Aspen Institute, 2014.



Our libraries will continue to play a strong role in early literacy and look for opportunities on a statewide scale to have greater impact in support of the State goals for reading, writing and literacy. Our focus will be on developing the reading skills not only for those just starting the reading journey but those who have missed out during their schooling or who are learning English as a second language. The ability to read with fluency is the foundation for acquiring digital literacy skills.

2. Creative content & knowledge centres

Goals	Recommended Actions	Responsibility
2.1 Enable easy and fast discovery and delivery of both physical and digital content	2.1.1 Implement a single search across all content available throughout the Network and within Australia as appropriate;	Public Library Services
	2.1.2 Implement the new eProcurement system to enable more effective statewide selection and management of collections; 2.1.3 Investigate the case for shelf ready stock and floating collections to improve efficiency, and maximise staff time for greater value services.	Public Library Services Public Library Services
2.2 Develop and create content and collections to provide more comprehensive state and local	2.2.1 Manage the mix of content so that eCollections keep pace with customer expectations;	Public Libraries
collections	2.2.2 Acquire eContent at best cost so that communities have access to content in new and emerging formats and technologies; 2.2.3 Enable community participation in creating new content, with a focus on	Public Library Services Public Libraries
	local stories; 2.2.4 Digitise local history materials in collaboration with the State Library of South Australia; 2.2.5	Public Library Services
	Investigate developing collections of local significance to a region, for the benefit of all South Australians.	Public Library Services with Public Libraries
2.3 Improve the literacy outcomes of South Australians	2.3.1 Develop a reading and literacy framework which identifies the role and value of libraries to deliver on state-wide agendas; 2.3.2	Public Library Services with Public Libraries
	Make the case for State and Federal funding where libraries can deliver on their agendas, e.g. literacy.	Public Library Services and Libraries Board



Strategies for success

3. Innovation & digital hubs

21st century public libraries are community digital hubs one stop destinations to test drive and learn about the latest technology. They are experiental, entrepreneurial, experimental spaces where access to technology enhances opportunities to learn, work and create.

The Next Horizon: Vision 2017 for Queensland public libraries

Libraries have been providing access to free Internet, wifi and reliable and up-to-date technologies for well over a decade and will continue to do that into the future as one way to address the digital divide. All libraries need to have ultra fast connection so that citizens can access materials that require greater broadband than they have at home. This may mean seeking to 'piggy back' off existing connections that government has installed in its facilities.

Providing computers and free access to the internet remains a core service of the public library. Some libraries are now providing tablets and notebooks for use in libraries (rather than desktop PCs) or for loan to customers. Mobile devices and smart phones are now the primary means for people to access and use digital services. However new technologies are being developed all the time: virtual reality wearable devices, 3D printers and robots are either with us now or are about to become commonly available. Providing opportunities for people to experiment and try out these technologies is one

of the ways that libraries contribute to State goals for innovation in design and technologies. Some of our libraries are already providing spaces, known by such terms as Makerspaces and FabLabs, for experimenting with new technology and to learn by doing or playing. Partnering with technology companies to showcase new developments is a cost effective way

to provide access to the latest device. South Australia's commitment to the information economy and strategic plan targets reinforce this approach.

Making best use of the technologies and applications available requires new digital literacy skills. Librarians help users to become fluent in using multi media, down-loading applications and



3. Innovation & digital hubs

eContent, keeping safe on the internet, accessing government and other online services, to ensure that everyone can become a digital citizen.

The online world provides opportunities for connecting communities of interest on a national and global scale. Libraries are beginning to use a range of technologies, including webinars, video conferencing technologies, and interactive chat to link customers with each other, with experts and provide mechanisms for learning and debate which is rapidly becoming the norm. Through these mechanisms libraries contribute to the State goal of overcoming distance through technology.



Goals	Recommended Actions	Responsibility
3.1 Stretch the horizons of South Australians through access to existing and emerging digital technologies	3.1.1 Develop collaboratively funded technology labs at key locations to provide opportunities for people to 'learn by doing' and connect globally; 3.1.2 Work with technology and digital companies to achieve state-wide access to emerging technologies.	Public Library Services, Public Libraries & Local Councils Public Library Services & Public Libraries
3.2 Ensure every South Australian has the digital access and skills needed to participate in the digital world	3.2.1 Implement innovative programmes that develop the skills and knowledge for digital citizenship; 3.2.2 Investigate partnerships on behalf of libraries in communities with limited broadband connectivity to improve access.	Public Library Services & Public Libraries Public Library Services

Strategies for success

4. Partnering with intent

[We need] partnerships with community organisations, government departments and educational services. Libraries need to integrate services with other professionals (social work, education, historians, medicine, nerds, IT.)

Participant, Tea Tree Gully workshop

One of the objectives of the Libraries Act (1982) is to promote a cooperative approach to the provision of library services. Collaboration and partnerships are a hallmark of the library service in South Australia which has enabled the Network to develop services such as One Card and the joint School Community libraries.

The School Community libraries have been a great model for delivering service since 1977 and in most cases still remain the best viable model for delivering public library services in many of South Australia's smallest rural communities. The 'Review of School Community Libraries: Future Models of Service Delivery' (2012) identified a range of recommendations which are now being implemented. To ensure best value is being derived from the combined investment PLS will work with individual School Community libraries and their Councils to ensure that the model is still fit for purpose

in their area; that the library space is meeting 21st century library needs and that the proper governance frameworks are in place to ensure that services meet community needs and legal frameworks are in place to protect the investments by both parties.

The Local Government Association of South Australia in its report 'Strengthening South Australian Communities in a changing world' identified the benefits of closer working relationships across local authority boundaries proposing increased regional collaboration. Greater collaboration on a regional basis would have advantages for libraries, but putting in place the governance and operational models for collaborative ventures can be difficult. Developing an 'off-the-shelf' model or models would facilitate the development of these regional collaborations. Other sectors with greater experience in collaboration may provide useful lessons.

Libraries are ideal partners to deliver on state and local agendas. The partnership between Onkaparinga Libraries, Alzheimer's Australia SA and Southern Services Reform Group, to deliver a dedicated Memory Hub at Noarlunga Library is just one example of greater impact delivered through shared investment.

We will look to develop high value partnerships that can have greater impact by delivering joined-up services. At the local level collaboration will depend on the nature of the community and what local councils are trying to achieve for their citizens. Possible developments include greater support of the information needs of the local business community.

The Public Library Network in South Australia is recognised as a leader in working collaboratively to deliver seamless services across the State. We will continue to build relationships with professional associations (national and state) and public libraries in other states to share ideas and learn from each other. We will take advantage of Australia-wide collaborations where these add value to our offer. It will also provide a platform for South Australia to showcase its unique governance and successful partnerships for whole of service system model.

Strengthening South Australian Communities in a changing world: the Council of the Future (2013) Adelaide: Local Excellence Expert Panel, commissioned by the Local Government Association

4. Partnering with intent

Goals	Recommended Actions	Responsibility
4.1 Strengthen the School Community library network	4.1.1 Work with individual School Community libraries' boards and their councils to ensure best value is derived from the investment, and supports changes to the service delivery model where necessary; 4.1.2 Develop a mechanism which allows for and protects the investment of councils in the infrastructure of School Community Libraries.	Public Library Services & individual Local Councils Public Library Services, Local Councils & LGA
4.2 Achieve scale and greater impact through partnerships	4.2.1 Align libraries service offerings with state and local goals to achieve greater impact; 4.2.2 Develop and implement options for service delivery models that facilitate regional collaboration; 4.2.3 Share ideas, learn from and collaborate with other professional associations and libraries across Australia to improve our offer.	Public Library Services & Public Libraries Libraries Board & Local Government Association (SA) Public Library Services & Public Libraries



Strategies for success

5. Delivering a sustainable future

The power of the Public Library Network to create a platform for learning, participation, creativity, innovation and well being is dependant on good governance, sustainable funding and investment, strong leadership and expertise, sound business management and the ability to demonstrate to stakeholders the value that libraries deliver to society and the economy.

Governance

Strong governance is vital to achieving this plan. The importance of the Libraries Act (1982) is valued by the sector and the various stakeholders including the Libraries Board which is charged with responsibility for giving effect to the Act. The Act also clearly establishes the principle of free loan of materials and free membership which has been a hallmark of public libraries in South Australia. This free access to knowledge and ideas has been an under-pinning principle in establishing public libraries as centres of creativity and learning.

The Libraries Board is key to ensuring that planning happens across the state to maximise the investment in libraries by both Local and State Government. The Visioning Workshop held at the commencement of this project which brought together elected members, senior Local Government staff, library managers, and staff from relevant community and State agencies demonstrated the power of collective thinking which can lead to far greater collective impact. It is intended that a similar forum will be held in three years time to assess

progress and shape the ongoing future of libraries.

Funding

The mix of funding from State (both the Libraries Board grants and funding from the Department of Education and Child Development) and Local Government has been important in ensuring that services meet local needs at the same time as maximising across-state initiatives. One Card and the benefits resulting from this would not have happened without this funding mix. This mix of funding remains the best way of delivering core library services and a coordinated Network. However, opportunities for funding specific projects or events can be explored with organisations that share the values and aspirations of the Public Library Network, both at State and local levels. The practice of setting ten year budgets through the Memorandum of Agreement (MOA) provides a sound basis for planning future developments and we will gather data and information between now the next MOA to better inform outcome expectations and strengthen the case for funding.

Leadership and expertise

The role [of the librarian] is shifting from information provider to the role of mentor, coach, learning navigator ... as people become more and more interested in their own lifelong learning or self-motivated learning

Susan Hildren, Director, Institute of Museum and Library Services 11

The role of the librarian continues to evolve. Helping library staff understand these changes and giving them the skills to engage with their communities in different ways is vital. Leadership, skills development and fostering a culture of change adaptiveness and innovation are crucial components for delivering the future Public Library Network. In particular library staff need to have digital skills and aptitude if they are to support customers to access content and use the tools and applications that are rapidly becoming standard ways of working, communicating and participating in society. They also need skills to navigate and curate content and to foster community connection and engagement. We will work with the providers of professional library qualifications to ensure all library staff have access to

¹¹ Miller, Rebecca T and Meredith Schwartz. Collective Impact: Q&A with Susan Hildreth in *Library Journal October 19, 2014*. http:// lj.libraryjournal.com/2014/10/people/collective-impact-qa-with-susan-h-hildreth/#_



the knowledge and skills needed.

Staff professional development is a shared responsibility. PLS has the capacity to develop and broker state-wide training packages, delivered both face to face and in online environments. Public Libraries SA (PLSA) provides forums such as conferences to encourage new insights and skills. Councils have responsibilities in providing leadership and business skills development, and public libraries can encourage sharing of skills by providing job exchanges, or structured visits. Where possible we will leverage from what others are

providing for skills development.

Leadership is as much a mindset and attitude as it is a set of competencies. Enabling current and emerging library leaders' appreciation of their role as senior council officers able to articulate the value that libraries contribute to communities is vital if libraries are to step up as a significant contributor to state and local prosperity and well being. An outcome will be the increased status of librarianship within Local Government and the public sector.

PLSA's workforce survey provides data which helps understand the

makeup of the workforce currently. Further analysis will provide a picture of the gap between future requirements and the current state. The workforce plan will have strategies for encouraging young people to seek librarianship as a highly desirable career choice. The desired outcome is that the future librarian is highly sought after, well qualified and skilled and well paid.

Business management & effectiveness

Libraries need robust, reliable technical infrastructure and support which is why the One Card library management system and the supply



of public internet access and public wifi by PLS is an effective means of supplying this on a state-wide basis.

The shared library management system and the successful implementation of One Card has resulted in efficiencies and cost savings. Further benefits will accrue as we use this platform to do things once that can then be shared by many. Where applicable we will use technology to improve business efficiency. The planned Radio Frequency Identification (RFID) rollout to libraries not yet converted to this technology will see savings in staff time and streamlined processes across the whole Network.

PLS will continue to explore the most effective ways of leveraging power of the digital infrastructure. Public libraries for their part will continue to review and evaluate all their processes and practices from a stand point of "why are we doing this, do we need to continue doing this, and if so can it be done a more effective way, or can we do it better by collaborating with others?" The outcome of such an exercise will be clarity around the most effective way to deliver their services either individually or in regional and/or state-wide collaborations.

Demonstrating value

More robust evaluation and measurement of service outcomes is needed. Using data to drive business

decisions is important for a whole range of reasons: accountability to funders, services better aligned to community and customer needs and service effectiveness and efficiency. Libraries have been strong in measuring transactions such as the number of items circulated but we now need to move to measuring outcomes as well. PLS will develop an evaluative framework that measures impact and benchmarks libraries against the standards in Beyond a quality service 12 (and other Standards as they are developed) to identify areas for improvement.

Marketing and promotion of the value of libraries to society and finding compelling ways to get that message across to communities, partners and funders is the task of all in the sector. We need to maximise the collective brand of the Network and look to new ways of promoting libraries through social media and other online forums.

We want to promote the work already undertaken by the Australian Library and Information Association (ALIA)¹³ so that funders and stakeholders appreciate the impact of libraries on our welfare and economy. This work identified the South Australian Public Library Network returned a benefit cost ratio of 2.6 for every dollar invested.

¹² Beyond a quality service: strengthening the social fabric (2012) Standards and guidelines for Australian Public Libraries. 2nd ed. Deakin, ACT: Australian Library and Information Association.

¹³ National Welfare & Economic Contributions of Public Libraries: final report (2013) Canberra: Australian Library and Information Association. Report prepared by SGS Economics and Planning

5. Delivering a sustainable future

Goals	Recommended Actions	Responsibility
5.1 Maintain sound governance of and planning for the Public Library Network	5.1.1 Bring together library, local government, state, community, business and other key stakeholders in 2017/18 to assess progress made by public libraries in delivering outcomes, and plan for the next period.	Libraries Board & LGA
5.2 Continue to invest wisely to ensure the Public Library Network delivers value to communities	5.2.1 Collect data to inform the outcomes and funding for the Next Memorandum of Agreement.	Public Library Services & Public Libraries SA
5.3 Empower staff to provide outstanding services	5.3.1 Grow the digital skills for staff across the State, leveraging where possible from existing resources and providers; 5.3.2 Work with the providers of professional library qualifications to ensure all library staff have access to the knowledge and skills needed for 21st century libraries; 5.3.3 Develop a Workforce plan to maintain a culture of change and meet future staffing needs and skill development; 5.3.4 Develop a three year professional development plan that takes account of new skills such as community engagement, content curation to ensure a systemic approach.	Public Library Services & Public Libraries SA Public Library Services & Public Libraries SA Public Libraries SA with Public Library Services & LGA Public Library Services & Public Library Services
5.4 Continue business effectiveness	5.4.1 Provide opportunities to strengthen the leadership and management abilities of library managers in local government 5.4.2 Use the full capacity of One Card to enhance the collective impact and effectiveness of the Public Library Network	Local Government & Libraries Board, Public Libraries SA Public Library Services
5.5 Demonstrate and make visible the economic and social value of the Network in the Knowledge Economy	5.5.1 Develop an evaluative framework that measures impact and benchmarks libraries against the standards to identify areas for improvement; 5.5.2 Develop the 'story' that tells the value of libraries and enhances their visibility in the State.	Public Library Services & LGA Public Library Services, Public Libraries SA & LGA

Tomorrow's Libraries

Plan at a glance

Vision

Values

Value proposition

Strategies for success

Smart Libraries...Smart communities

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

Equity of access:

anyone regardless of race, gender, socio-economic status, age or ability is welcome

Freedom of expression:

a diversity of points of view is represented in a library's collections

Right to know:

learning and access to ideas and knowledge is a universal right

in the quality of the information, services and staff

The future of public libraries lies in the value they create from the nexus of people, place, knowledge and technology to create a platform for learning, participation, creativity, and innovation.

Connected community places

- 1.1 Provide vibrant flexible spaces that are fit for purpose
- 1.2 Continue to extend the reach of library services into the community
- 1.3 Create greater impact through targeted programmes and events

2. Creative content and knowledge centres

- 2.1 Enable easy and fast discovery and delivery of both physical and digital content
- 2.2 Develop and create content and collections to provide more comprehensive state and local collections
- 2.3 Improve the literacy outcomes of South Australians

3. Innovative and Digital Hubs

- 3.1 Stretch the horizons of South Australians through access to existing and emerging digital technologies
- 3.2 Ensure every South Australian has the digital access and skills needed to participate in the digital world

4. Partnering with intent

- 4.1 Strengthen the School Community library network
- 4.2 Achieve scale and greater impact through partnerships

5. Delivering a sustainable future

- 5.1 Maintain sound governance of and planning for the Public Library Network
- 5.2 Continue to invest wisely to ensure the Public Library Network delivers value to communities
- 5.3 Empower staff to provide outstanding services
- 5.4 Continue business effectiveness
- 5.5 Demonstrate and make visible the economic and social value of the Network in the Knowledge Economy

Outcomes for individuals

- Learning
- Well-being
- Participation
- Creativity
- Innovation

Outcomes for communities/society

- A more literate society
- Learners for life
- Social cohesion and tolerance
- Informed decision making and participation
- Best start in life for children
- Improved job prospects and productivity
- Addressing the digital divide
- Vibrant cities and towns
- Sustainable community infrastructure

Contributing to state priorities and goals

Priorities:

- Creating a vibrant city
- Every chance for every child
- Safe communities
- Healthy neighbourhoods

Goals:

- Every member of the community can equally participate in learning opportunities
- We are innovative in designs and technology
- We overcome distance by using digital technology
- We are the best education in the nation (reading, writing and literacy targets)

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Senior Officers Group

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Ann Short, Libraries Board of South Australia Lynn Spurling, Public Libraries South Australia (PLSA)

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Workshop attendees

188 attendees from Libraries. Local Government, Schools, and representatives from State, business and community sectors (Adelaide Oval Visioning Workshop) 22 staff from Public Library Services

The Libraries Board of South Australia and the Local Government Association of South Australia wishes to sincerely thank everyone for their contribution to shaping Tomorrow's Libraries: Future directions of the South Australian Public Library Network.





Afterword

The project to develop this Plan endeavoured to stand out in 2030 and look back to describe a possible future. Many innovative ideas were produced during that time such as delivery of books by drones, the establishment of libraries as 'Ice box' centres and holographic linking of experts across the State. No one really knows what the future will look like in 15 years but taking this approach allowed us to expand our thinking and put in place the building blocks for an ever changing future.

This plan has some stretch goals and concrete actions for the next three to five years. While we think the goals will remain relevant for time to come a new set of actions will be needed within five years. The Public Library Network is committed to the ongoing evaluation and review of its goals and actions so that libraries can continue to meet community and individual needs as society changes.

