



Gawler Public Library

Library Connect



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May 2016

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1. Background and Summary

Libraries have always been at the heart of the communities they serve, and are an essential part of creating and maintaining an educated and literate population. But public libraries are at a turning point. The way we access and consume information has changed dramatically in the 21st century, and this presents major challenges and opportunities for public library systems across the world. The advent of new technologies has changed some of our reading habits, but our need for shared, community-centred spaces to find information and connect with others is unlikely to change any time soon. To survive in the digital age and stay relevant, public libraries need to be flexible and innovative, embracing both the physical and virtual.

In recognition of this need to innovate and change to meet community needs and demands, Gawler Public Library contracted Roger Henshaw Consultancy Services to work with them to review their current service delivery and to develop a new strategic direction. As a result of the research and consultation, two reports have been prepared. Part 1, *Strategic Context and Overview*, sets the background, and includes an environmental scan of the public library sector, and a detailed overview of the current Gawler Public Library. Part 2, *Library Connect* looks at ways Gawler Public Library can integrate with the greater Gawler Connect project, and how it might deliver its vision for the future, through an innovative new staffing structure and clearly defined goals and objectives. A draft strategy is included, which will form the framework for the development of a dynamic, flexible and comprehensive action plan.

2. Library Connect – an Integral Part of Gawler Connect

The vision: A welcoming, relevant, accessible, and inclusive service

The next library is a place, still. A place where people come together to do co-working and coordinate and invent projects worth working on together.¹

The Town of Gawler's Library Connect Service will provide the community with access to local, national and international resources for recreational and informational purposes. The library will offer a balanced platform of virtual and physical access that is flexible enough to adapt to the dynamic publishing and information market. This platform will include hard copy material, library and community created content and subscription content. Library Connect will provide seamless access to a wide range of collections, information, technology, readers' advisory, heritage and cultural services - delivered via its physical service points, virtual services 24/7, and where appropriate outreach services; and by well trained and experienced library staff. This will be in collaboration with its Gawler Connect partner services: Council, suppliers, the State Library of South Australia and the South Australian public library network.

The library will be a central venue for the community, providing and encouraging creative and learning activities - formal, informal, self-directed and supported. Its co-location with other facilities will create opportunities for entrepreneurial collaborations which support economic development, local innovation, learning and exchange of ideas.

New, extended or refurbished public library buildings stimulate increased demand and use. Without exception this has been the experience in Australia over the past 15 to 20 years.² Very high visitor numbers are always experienced at the time of initial opening, tapering off a little as the novelty wears off, but remaining at a new high level. Gawler Library Connect will be no exception: demand will increase markedly with the raised profile of a larger facility, its co-location with other Gawler Connect services, the publicity at the time of its opening and the greater visibility the Library will have.

Improved facilities will encourage a wide range of target groups within the community to visit the Library including school students, job seekers, and adult learners. Visitor numbers and lending are likely to increase, and an even greater growth in on-site use of the Library's resources and services is likely. This will include use of e-resources and equipment, copying facilities, use of reference and information resources, recreational and informational reading of newspapers and periodicals, use by students, family history and local history researchers, and many more user groups. Increases will also occur in off-site or outreach type services, including services via the Library's Web pages, and focused outreach services for particular target groups. Focused services could also include information services for Council officers and elected members, an extension of the existing home delivery to elderly (home or institutional bound) borrowers, and value-added services, which may evolve, including those directed at local business.

¹ Seth Godin (2011). http://sethgodin.typepad.com/seths_blog/2011/05/the-future-of-the-library.html

²Jones, D. Library Building Consultant (2006)

Considerations for Library Connect

The ARUP workshops on the future of libraries held across the world in 2015 explored some of the key trends shaping the future of public, academic and corporate libraries. The report³ outlines the implications on future design, operation and user experience; and suggests what we may expect to see, feel and do in the library of the future. It looked at four future roles libraries could embrace:

- Participatory Knowledge Preservation
- Enabling Collaboration and Decision-making
- Hubs for Community Wellbeing
- Seamless Learning Experiences

Implications for Gawler Library Connect

- Space for diverse functions and user needs
- Rentable spaces – contribute to economic sustainability
- Access to community services
- Flexibility and adaptability
- Smart systems
- Integration of interactive elements
- Skills update
- Greater level of participation by staff in community life
- Longer opening hours
- Collaboration between library staff and patrons to encourage intensive use of resources
- Engagement through social media
- Seamless digital and physical experiences
- Participatory service design
- Integration of Council services
- Volunteering
- Personalised experiences

Community / Technology Hubs

There are three primary objectives for creating a community/technology hub, such as Gawler Connect:

1. Service coordination and delivery
2. Placemaking
3. Community building

1. Service coordination and delivery

The advantages of accommodating a number of social and community organisations together in the one physical space include:

- Enhanced convenience for clients
- Creating synergies between services, leading to greater awareness and use
- Coordination of service delivery as co-location promotes closer ties, more collaborative working relationships and cross referral of common clients

³ ARUP (2015). Future Libraries <https://goo.gl/yOljnf>

- The potential for capacity building among services including the benefits of sharing good practices
- Greater access for service providers to meeting rooms, training facilities and other resources available on a shared basis
- Improved 'back room' efficiencies for social and community service providers who can pool resources for administrative and maintenance functions.

2. Placemaking

Placemaking capitalises on a local community's assets, inspiration and potential, ultimately creating good public spaces that promote people's health, happiness, and wellbeing.

3. Community Building

Community building means enhancing the connections and relationships among people in order to strengthen common values and promote collective goals. A community hub contributes to this by providing:

- A place for community members to meet to undertake projects
- A focal point in the community where people with common community interests can gather
- A source of information for people on how to access networks, services and other community building resources
- A local source of community building support through the accommodation of community development organisations.

The following libraries are part of larger hub developments and show the diversity of service delivery possible:

Geelong (VIC)

<https://www.geelongaustralia.com.au/glhc/default.aspx>

Boyd Library and Community Centre (VIC)

<http://www.southbankresidents.com.au/boyd-community-centre.html>

Surry Hills (NSW)

<http://www.cityofsydney.nsw.gov.au/vision/better-infrastructure/completed-projects/surry-hills-library-and-community-centre>

Helensvale (QLD)

<http://www.goldcoast.qld.gov.au/community/helensvale-library-cultural-centre-3445.html>

Adelaide City

<http://www.adelaidecitycouncil.com/your-community/library-services/digital-spaces/digital-hub/>

The Gawler Connect project will provide a timely opportunity for the library to explore and deliver a wider range of services in a collaborative setting. Two key areas for the library to consider are:

- The library as a maker space
- The library's role in lifelong learning

Maker spaces

Maker spaces are any area where people gather to make and create. These spaces often include 3D printers and other technology, but do not necessarily have to. In maker spaces, people share

supplies, skills, and ideas, and often work together on projects. Maker spaces are a natural fit for libraries, providing an alternative way to deliver services and programs to their communities.

For libraries, maker spaces deliver another way for community members to access information, and encourage social and creative engagement with the library, each other, and technology. Maker spaces help libraries remain relevant by allowing them to reinvent and market themselves as leading-edge, and to demonstrate their relevance in their users' lives, by offering pathways to economically valuable skills, civic engagement, and other goals that may be more important than the 'making' itself.

There is a great deal of information available on setting up and running a maker space within a public library; and many libraries in Australia have well-developed maker space programs and facilities already in place. For example, The Edge, State Library of Queensland,⁴ Library at the Dock, Victoria,⁵ Cambridge Public Library, Western Australia, which focuses on paper crafts, knitting, crocheting and painting,⁶ and Parkes Shire Library, New South Wales, which holds fantastic creative children's programs.⁷

Lifelong Learning

Public libraries will continue to play a strategic role in the provision of lifelong learning for their communities. Library buildings and library staff will need to change and adapt to meet increasing demand for educational opportunities. The International Federation of Library Associations (IFLA) in its report, *The Role of Public Libraries in Lifelong Learning*⁸ drew attention to the following:

- The use of public libraries for work related and further education
- Cooperation and communication with the community, educational institutions, local industries and businesses, and health care providers
- The vital role played by public libraries in the defence and promotion of democratic participation, free access to information and freedom of speech
- The professional skills of staff, for example information searching, and information and communication technology (ICT)
- The function of public libraries in the preservation and public presentation of cultural heritage, e.g. oral traditions and native languages
- The creation of electronic networks between public libraries and research libraries, school libraries and special libraries
- The development of networks between public libraries and educational institutions and organisations
- The use of ITC in the library's work with lifelong learning
- Collection management; e.g. the balance between books, newspapers, electronic media and audio-visual media.
- The shape and design of reading rooms and work places, etc.
- The relationship between the interior design and inner structure of the library and an environment conducive to learning and education

⁴ The Edge, State Library of Queensland. www.edgeqld.org.au

⁵ Maker spaces at The Dock.

<http://www.melbourne.vic.gov.au/CommunityServices/CommunityFacilities/LibraryAtTheDock/Pages/MakersSpace.aspx>

⁶ http://www.library.cambridge.wa.gov.au/News_and_Views/Cambridge_Library_MAKERSPACE_is_coming

⁷ <http://www.libraryasincubatorproject.org/?p=15503>

⁸ IFLA (2012) *The Role of Public Libraries in Lifelong Learning*. <http://www.ifla.org/node/1025>

Two key elements that libraries offer are critical success factors for lifelong learners – trust and access. A library’s core value of exceptional customer service creates a supportive environment for information seekers. Given the volume of information and data available today (IBM estimates 2.5 quintillion bytes of data are created every day from a variety of sources), library professionals must adapt to an exponentially growing universe of information, and learn how to teach others to aggregate, analyse, and assimilate information from a variety of sources.

Libraries of the future will also need to embrace Big Data⁹ to support information opportunity and lifelong learning. From a research and information perspective, Big Data provides rich opportunity to library professionals who are trained to manage information. The ability to find and analyse the growing universe of available data will increasingly become an explicit skill that employers demand. Libraries can be the place where lifelong learners come for the tools to access Big Data and to find the expertise needed to leverage Big Data in solving global challenges.¹⁰

By creating close connections between the library and other elements of Gawler Connect the potential for lifelong learning is greatly enhanced.

Planning for Gawler Connect – Library Review and Strategic Report and other initiatives

The Gawler Connect facility will showcase local and regional cultural heritage, provide support to start-up and existing businesses. It will be a regional centre for visual and performing arts and include an expanded new-age library and digital hub to facilitate 21st century learning and community wellbeing.

There will be strong links between the new library, digital hub, youth space, multi-function spaces and heritage spaces (research centre and gallery) within the new facility. These features will link together to create an exciting community hub with opportunities for business incubation, learning and leisure.

While the Library Review and Strategic Report will assist in positioning the library as a centre of lifelong learning and recreation within this iconic project, it is certainly not occurring in isolation. To ensure strong interaction between spaces, Council has commenced a number of studies and works simultaneously. The Library Review and Strategic Report is intrinsically linked with these studies and will provide a cohesive and community focused facility.

Two important areas of focus within the above supplementary studies are the Multi-Function Space and the Digital/Business Hub. Currently, Council is investigating the Management Framework for both of these spaces. The intent of the Framework for each space is to provide Council with a clearly defined management strategy that will achieve community objectives and deliver an ongoing return on investment. These studies will commence in July 2016 and findings will be presented to Council in October 2016.

Another key study underway is the Town of Gawler Information and Technology Review. The ability of Gawler Connect, including the library and digital hub, to adequately meet the IT requirements of the community will be crucial to its success as a civic centre with all its intended inter related

⁹ Big data is used to describe a massive volume of both structured and unstructured data that is so large it is difficult to process using traditional database and software techniques.

¹⁰ Feldman, S (2014). *Making Public Libraries More Relevant Than Ever*. <http://projectinfolit.org/smart-talks/item/130-sari-feldman-smart-talk>

activities. The IT Review is particularly important in this regard, as it provides a roadmap for regional, strategic and operational IT improvements that will enable Town of Gawler to meet these needs.

Critically, these four studies inform each other while also defining the management of the specific spaces. When completed they will provide an understanding of the overall management and operational structure of the Civic Centre facility.

The success of the new Civic Centre will not rely on these studies alone. Rather, they are also closely linked to work Council staff are undertaking with the Gawler Heritage Collection Committee and the Youth Advisory Committee. This work applies to both the design and management of Heritage and Youth Space within the new Civic Centre facility.

The new Civic Centre Facility will be a hive of community activity, and will not only rely on strong management of each space but also well established links between them. The Library Review and Strategic Report is an important document that provides direction for the Library Service within the soon to be rebuilt Civic Centre. Its relationship to all of the unique spaces is vital to the success of the project, making each study and piece of work underway significant.

3. Delivering the vision

Library Connect - Service Delivery Model



The Library Connect service delivery model will address the following considerations:

- Collections (physical) e.g. hard copy
- Collections (virtual) e.g. eMaterials, streaming services, databases
- Learning e.g. a place of community learning (lifelong learning) - passive and proactive
- Information Services - Library e.g. reference and reader's advisory
- Information Services - Council e.g. access to Council information and services
- Information Services - Visitor / Tourism e.g. access to visitor and tourism information
- Meeting spaces e.g. activity spaces, bookable spaces - for formal and informal use
- Creative spaces e.g. maker spaces, workshops and exhibitions
- Learning spaces e.g. for study, research, programs and activities - formal, informal, free and value-added
- Partnerships e.g. with community organisations, Council departments (Community, IT), State Library of South Australia, Public Libraries South Australia, special interest groups, Friends of Gawler Library, community reference groups etc.
- Outreach e.g. services delivered by the library at external locations (this could include content and program delivery online)

- Technology e.g. access, digital literacy programs and assistance, NBN access and WiFi
- Connectivity e.g. Internet and Internet services; library management system, social media
- Heritage and Culture e.g. local studies and heritage materials (eCopy and hard copy) - collection, preservation, cataloguing, publishing and display and exhibition

The redevelopment of the current Gawler Library as part of the Gawler Connect project should provide the library with more space for collections, programs and activities. The library will be the flagship service in the new facility, attracting visitors to the other elements. Movement between the library and other services needs to be seamless, for example, patrons using the technology centre to conduct business will also use the library's databases and other resources; and visitors to Gawler could collect tourist information, view the Heritage collections and undertake family or local history research.

4. Staff Structure

Gawler Connect offers Council an opportunity to reconsider how it delivers its face-to-face library and customer services, create efficiencies, streamline 'front-of-house' service delivery, and broaden the range of services available at each library service point (Gawler and Evanston Gardens). A new service delivery model, with Library and Council customer service staff co-located at a single service desk, could achieve this.

There are several versions of a shared service model that can be explored.

Shared Service Arrangement Models – Library and Customer Services

1. Shared space e.g. a single but divided service desk demarcating library and Council service activities

In this model there is a sharing of space/desk only – staff perform only library OR Council duties. This approach would not have any great impact on current organisational structural arrangements but would provide some savings on basic administration e.g. through shared use of technology, telephony etc. The creation of a single service point divided by service type (perhaps further delineated by different coloured corporate uniforms) would provide the community with a shared location option. However, the full benefit of a shared service delivery model is not realised. Both staff groups would provide basic directional advice for all customers.

2. Shared Work e.g. expectation that customer and library service staff undertake the same duties while working at a common service desk

In this model, staff working at a common service desk would undertake all Library and Customer Service desk transactional duties (such as borrowing books, joining the library, paying dog registration fees or Council rates). Community members would effectively have a 'one-stop' service point for all of their library and Council informational and transactional needs.

Library-specific professional services and associated positions will be performed by qualified library staff within the library, not at the shared desk. This includes branch coordination and management, children's and youth services, adult programming, local studies, heritage studies and technology. Similarly, trained professionals will perform any Council-specific professional services away from the shared service desk.

This is the preferred option, and the advantages and challenges are outlined below.

Shared Work Service Model - Library and Customer Services

This preferred model would require organisational restructure to merge Library and Council Customer Service Officers, who would be responsible for delivering basic Library and Council Customer Service information and transactions. Suitably qualified staff would undertake professional and para-professional services or activities separately.

Advantages

- The establishment of a 'one-stop' point for the community for both library and Council services will provide more efficient and effective service delivery and use of staff

- Clear financial benefits can be made from sharing services. Savings are achieved through consolidating organisation structures, integrating information technology, and reducing staff accommodation
- Essentially, both areas of Council are responsible for the delivery and collection of information – this will not change
- Opportunity for joint training and development
- Exposes library non-users (at least passively) to library services
- Alignment with library opening hours means greater community access to Customer Service
- Expands the number of service outlets for Council customer services i.e. via an additional Council service point at Evanston Gardens
- The Gawler Connect building project will provide a ‘green field’ opportunity to redesign the physical layout e.g. service points, IT backbone, administration, and staff facilities
- The library may be used as a venue for Council officers to meet with community members regarding various professional services, such as planning and development or environmental issues. This would require access to a private or semi-private space within the library.
- A merged service could also include responsibility for Visitor, Community and Council information.

Challenges

- Customer expectations regarding the role of staff i.e. no recognition of the different roles
- Staff understanding of their roles and responsibilities
- Staff buy-in and change management
- Joint management of co-located staff
- Work culture – different ways of working; different professional networks; differing ‘view’ of the world and customer service quality standards
- Qualifications – different qualification and educational requirements
- Skill sets and experience
- Pay equity – differing remuneration levels for same work expectations
- Differing work place agreements / conditions
- Operational equity i.e. hours of work / operation
- Work space allocation – shared workspaces and facilities
- Relocation of staff e.g. operating from a library branch rather than the Council building, and associated dislocation from colleagues etc.
- Systems i.e. managing and learning differing systems used for service delivery such as the Library Management System, CRM, Finance etc.

Staff Structure

Currently there are two coordinators, Team Leader, Customer Service & Office Support, reporting to Manager, Economic Development, Development, Environment & Regulatory Services, Marketing and Communications; and Team Leader, Library Services reporting to Manager, Library and Community Services, with a combined FTE staff of 14.53 FTE. Staffing the shared desk could involve the rostering of all or some of the current Library and Customer Services officers.

Key structural components:

- Information (Library reference and advisory, Community, Visitor, Council)
- Outreach (Home Library, Pop Up type activities, Library sponsored activities etc.)
- Programs (including Children, Youth, Older people, Indigenous, Lifelong Learning etc.)
- Collections (management, development, and promotion)
- Technology (management, access, assistance, learning [see also programs])
- Local Studies and Heritage (collection, management, digitisation, promotion and community partnerships)
- Professional and para-professional roles of Council's Customer Service staff
- Transactional (receipt of payments, lodgments, complaints etc.)
- Facilitation (connection between the community, business etc., with library and Council services)

General Position Requirements

- Library and Customer Service Officers - provide basic front counter services (library and Council services) e.g. lending, returns, payments, directional and basic informational enquiries
- Library professional and para-professional staff provide reference, readers' advisory and technical support
- Council professional and para-professional staff provide advisory and technical support
- Specialist roles - these may be as separate positions or included as core duties across a range of staff e.g. programs and events, outreach, technology, local studies, children and youth services, etc. Many of these roles require the skills and expertise of professionally qualified staff.
- Casuals e.g. general support, to cover leave of absence and special events

Transition Requirements

- Operational work hours / spread of work hours determined by negotiation and agreement
- Remuneration parity
- Professional, para-professional and assistant / support requirements
- Merging two teams - library team and customer service team
- Management and supervisory requirements and roles
- Seamless customer experience i.e. accessing Gawler Connect services

Success Factors

- Leadership and commitment at the senior level
- A clearly phased, prioritised and communicated approach to implementation
- Establishment of effective communication and feedback channels
- Identification and strategic placement of change advocates or champions
- A strong strategic direction and action plan
- Effective and present project and change management
- Celebrating milestones and successes
- Physical changes herald and cement operational changes
- An evaluation and understanding of each internal stakeholder group e.g. their needs, aspirations etc.

5. Areas of Focus and Strategies

Gawler Connect offers Council an opportunity to reconsider how it delivers its face-to-face library and customer services, and to create a shared service delivery model. There are many challenges when integrating two separate teams; however, the benefits to the community and the Town of Gawler as an organisation are clear.

Combining the Library and Customer Service teams and extending their combined services to each library service point would provide the community with two locations with extended opening hours and greater access to all services. It also means that Town of Gawler is able to successfully meet and respond to growing community demands on both teams, with minimal overall increases in staffing levels required.

Once combined, the integrated team will need to ensure that it meets the vision of providing a welcoming, accessible, relevant and inclusive service to the community. To do this, it will focus on eight strategic areas:

- Service Delivery
- Collections
- Community Outreach Services (e.g. Programs)
- Learning and Creativity
- Local Studies and Heritage Services
- Technology and Digital Access
- Information Access
- Partnerships

These Areas of Focus are expanded below, with rationale, goals and strategies for each Area. Specific actions will be determined by library and customer service management, to implement these strategies.

1. Area of Focus: Service Delivery

AREA OF FOCUS	SD	SERVICE DELIVERY
Rationale		<p><i>Gawler Public Library is a key component of the Gawler Connect initiative. The initiative will bring together a 'Smart' Library, Youth Space, Multi Media Performance Space, Cultural Heritage Gallery and Heritage Research Centre, Community Arts Space, a National Broadband Network Co Office (NBN) and Business Incubator Centre, as well as a Café, with multi-purpose spaces available for community use. Having the right range of opening hours, staff skills, staffing levels, policies and systems that optimise access and customer service will be fundamental to the ongoing success and relevance of the library. The library's service delivery model will play an important and pivotal role in the establishment, and ongoing success and relevance of library services, programming and Gawler Connect. It will optimise the deployment of staff, support learning and development, and ensure an ongoing focus on review, evaluation and implementation of innovative services and programs. Combining Library and Council Customer Service will provide a more efficient and effective service delivery model.</i></p> <p><i>The range of services and programs offered by a modern public library continue to expand and change. It is vital that future planning of these ensures alignment to the Library's core business objectives and outcomes, and that they meet certain basic criteria:</i></p> <ul style="list-style-type: none"> • <i>Facilitate lifelong learning, including literacy</i> • <i>Support children's education</i> • <i>Support recreation, local culture and the arts</i> • <i>Foster social cohesion</i>
Goal 1		Relevant, accessible, inclusive and welcoming library and information service
Goal 2		Relevant, accessible and inclusive range of services and programs
Goal 3		A staffing structure that supports flexible and adaptable service delivery
Goal 4		A workplace culture of learning and growth
Strategy	SD 1.1	Maximise physical access to library and customer services i.e. via hours of operation, accessibility
Strategy	SD 1.2	Develop a marketing and communication plan
Strategy	SD 2.1	Targeted, measurable and outcomes based services and programs
Strategy	SD 3.1	Develop a library structure that supports the delivery of our goals and strategies; and the needs of Council, our customers and our community
Strategy	SD 3.2	Ensure our skills, behaviours and practices reflect and support our customer and community service delivery expectations
Strategy	SD 3.3	Develop a Library Workforce Plan that addresses and supports the recruitment and deployment of staff and volunteers
Strategy	SD 4.1	Develop a Library Learning Plan for staff that encompasses technology, customer and community engagement, and event and facilities management

2. Area of Focus: Collections

AREA OF FOCUS	CO	COLLECTIONS
Rationale		<p><i>The changing face of library collections, collection usage and lending, will need to be effectively managed.</i></p> <p><i>Growth in eResources, the need to manage the demand for both hard and soft copy resources, changes in the publishing sector (particularly the aggregation of e-Publications, and DRM), and the need for up to date, and relevant collection profiles for the ongoing development of collections (including eCollections) will require careful planning and measurement. This will include qualitative measurement, and the strengthening of readers advisory practice and options. Collections promotional and communication strategies will also need to be developed to maximise the exposure of each collection component, and return on investment.</i></p> <p><i>Presentation of library collections is increasingly important as customers expect spaces to be attractive, welcoming and well set out.</i></p>
Goal 1		Balanced, well managed, current and accessible collections that meet and reflect the needs of customers and the community
Strategy	CO 1.1	Comprehensive and focused collection development and management planning (including eCollections) i.e. the regular review of the collection management policy, the development of profiles, and the creation of strategies for resourcing, promotion, community consultation and communication.
Strategy	CO 1.2	Creation of eBrowsing areas e.g. touch screen kiosks and tables
Strategy	CO 1.3	Purchase of eReaders etc. for loan to customers
Strategy	CO 1.4	An online Readers' Advisory service
Strategy	CO 1.5	eServices for the housebound i.e. a focus on accessibility to ensure the print-handicapped have the benefit of suitable eTechnology and formats

3. Area of Focus: Community Outreach

AREA OF FOCUS	CO	COMMUNITY OUTREACH
Rationale		<p><i>Library programs and activities are moving out beyond the bounds of traditional library infrastructure.</i></p> <p><i>Historically libraries have been involved with delivering services externally in one form or another since their inception, for example home library services for people who are house bound or institutionalised, mobile services, and programs delivered directly to schools. Community outreach in the contemporary sense has diversified to try and reach those who can't easily access a physical branch, reach those who wouldn't otherwise come into a library, and importantly, to promote services through an increased and visible community presence. Examples include operating targeted services and activities outside the library, such as pop up type services, children's activities at shopping centres and in parks, the delivery of programs at aged care facilities etc.</i></p> <p><i>The library's relevance and inclusiveness will be enhance by the development and delivery of targeted, and outcomes based outreach activities.</i></p>
Goal 1		Enhance access to community connection, learning and recreational programs, activities and events
Strategy	CO 1.1	Develop a range of library services, resources, programs and events designed for delivery outside the library premises
Strategy	CO 1.2	Scope and develop Outreach Service policies, procedures and resource requirements
Strategy	CO 1.3	Develop an Outreach Service marketing strategy (targeted promotions and communication plan)

4. Area of Focus: Learning and Creativity

AREA OF FOCUS	LC	LEARNING AND CREATIVITY
Rationale		<p><i>Libraries throughout Australia and internationally have always strived to provide an environment, resources and collections to support learning.</i></p> <p><i>Contemporary thinking has seen libraries take a more proactive approach to the provision of learning and creativity opportunities, through the development of a suite of targeted and facilitated activities. This has seen the library become a venue for a wide range of activities, including a place to access online learning courses, maker-spaces, recording studios, author talks and master classes, recitals etc. More than ever before libraries and their Councils are realising the benefits of utilising library infrastructure as a community space or venue.</i></p> <p><i>The public library is perhaps one of the last truly democratic spaces where all are welcome, where there is no 'profit' motive, and where access is no longer limited by the opening hours of the physical branch i.e. the delivery of learning and creative programs online.</i></p>
Goal 1		A socially inclusive place to access both formal and informal learning and creative activities, that enhance the life and lifestyle of the community
Strategy	LC 1.1	Scope and develop a flexible lifelong learning and creativity program based on community needs, aspirations and demography
Strategy	LC 1.2	Facilitate access to learning opportunities for disadvantaged groups (socially inclusive)
Strategy	LC 1.3	Improve community access to learning resources and information
Strategy	LC 1.4	Scope and create maker space type activities and programs
Strategy	LC 1.5	Support partnerships and strengthen network relationships between organisations who value lifelong learning (see also Partnerships)

5. Area of Focus: Local Studies and Heritage

AREA OF FOCUS	LH	LOCAL STUDIES AND HERITAGE
Rationale		<p>The library has a pivotal role to play to ensure the collection, preservation, development and management of the Town's documentary heritage (past, current and future); and the Council and the library service have a leadership role in collecting, preserving and promoting local studies resources</p> <p>To achieve this the following are required:</p> <ul style="list-style-type: none"> • Best practice standards for access to and preservation of resources (to ensure access to all stakeholders) • The establishment of effective partnerships between community groups, government departments, organisations and individuals • The development and establishment of a single gateway to local history content • A local studies resources are promoted
Goal 1		To collect, preserve and provide access to local studies and heritage resources that relate to the history and development of the Town of Gawler
Strategy	LH 1.1	Identify existing provision of local studies/heritage resources in Gawler and describe the nature of that provision
Strategy	LH 1.2	Identify development needs arising from gaps in provision
Strategy	LH 1.3	Establish a central repository for collections of permanent historical value
Strategy	LH 1.4	Build and maintain partnerships with Council committees, organisations, community groups and individuals to develop, manage and preserve documentary resources with local significance
Strategy	LH 1.5	Establish best practice standards for access to, and preservation of, resources

6. Area of Focus: Technology and Digital Access

AREA OF FOCUS	TD	TECHNOLOGY AND DIGITAL ACCESS
Rationale		<p><i>Public libraries have been at the forefront of public technology access for several decades, and in more recent times provided, developed and/or facilitated access to digital services and resources. However, the exponential growth in smart technology, digitisation, digital services, social media, and e-publishing is creating a higher expectation of access and service by the community and staff.</i></p> <p><i>Technology and digital access strategies are required to better define service parameters; and to enable continuous improvement of services. Importantly they place an emphasis on planning and collaboration, especially within the context of Gawler Connect, and working closely with Council's Technology section / team.</i></p> <p><i>As part of Gawler Connect and the great South Australian Library Network, the library will need to ensure the ongoing development and management of its virtual services and systems. This includes its ongoing web presence, services and smart access, optimal use of the library management system (for staff and customers), the development and publication of local studies and history materials (databases), and the availability of download and streaming of selected media services, including audio, video and the broadcast of library programs and events (maximised by access to the NBN).</i></p>
Goal 1		Customer and community focused, relevant, accessible and supported information technology, digital and virtual services
Goal 2		Customer and staff digital literacy
Strategy	TD 1.1	An information technology plan, including digital access and delivery (mobile, web based and in-house); including a marketing and communication strategy
Strategy	TD 1.2	Information technology training and awareness for staff and community
Strategy	TD 1.3	Application of relevant technology and digital services to enhance service delivery (hardware, software, online resources etc.)
Strategy	TD 1.4	Content aggregation and publishing by the library i.e. local studies, family history, and other locally produced materials, including music, art and writing

7. Area of Focus: Information Access

AREA OF FOCUS	IA	INFORMATION ACCESS
Rationale		<p><i>The advent and high use of web based and corporately / business driven search services, such as Google, has changed the way we access information and has also empowered those who used to rely more heavily on libraries for information to self-service.</i></p> <p><i>However, libraries still have a very important role in facilitating access to accredited sources of information, and improving the general information literacy of users i.e. how to use, how to find, how to access and how to verify the accuracy of information sources. Libraries also assist with ensuring the information provided is at the right level for the recipient e.g. children.</i></p> <p><i>Many of the best information resources are not freely available on the web, but can be accessed through libraries – improving equitable and reliable access to information. Libraries also have an opportunity to diversify their information access and delivery role through the provision of Council and visitor information, as well as ensuring access to the plethora of government information sites and resources. Targeted information provision and assistance is also seen as a key area for libraries, for example children, youth, older people, job seekers, corporate and business information, and for disenfranchised groups like the homeless, institutionalised and housebound.</i></p>
Goal 1		Open and equitable access to information, and information resources that support lifelong learning, education, employment, business and recreational needs
Strategy	IA 1.1	Scope information service parameters and resource requirements
Strategy	IA 1.2	Develop an information access development and management plan (to be included with the library's collection development plan / policy)
Strategy	IA 1.3	Develop an information access promotions and communication plan

8. Area of Focus: Partnerships

AREA OF FOCUS	PA	PARTNERSHIPS
Rationale		<p><i>Creating a range of partnerships is essential if the Library wishes to continue to be relevant and viable into the future – especially as part of Gawler Connect.</i></p> <p><i>The combining of skills and resources gives partners a greater capacity to deliver agreed upon goals than either party on its own. Partnerships can also be developed with sponsors, volunteers and library supporters and advocates (e.g. Friends of the Library).</i></p> <p><i>The ongoing development and delivery of outreach, learning and creative services and programs will also be enhanced through the development of key partnerships and through collaboration with other agencies.</i></p>
Goal 1		Collaborative partnerships that benefit the Library service, its customers, the community, Council and partners
Strategy	PA 1.1	Formalising existing and potential networks (key stakeholder groups and organisations), particularly in the education sector
Strategy	PA 1.2	Shared services and collaboration with Gawler Connect partners
Strategy	PA 1.3	Establishment of partnership and collaboration guidelines
Strategy	PA 1.4	Establishment of sponsorship guidelines
Strategy	PA 1.5	Optimised use and support of volunteers

Readings and References

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