



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE MEETING TO BE HELD ON

**12 MARCH 2019 AT CONCLUSION OF SPORT, RECREATION AND GRANTS
COMMITTEE MEETING**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr L Braun
Cr Chad Buchanan (Deputy Chairman) (Deputy Chairman)
Cr A Duncan
Cr D Hood
Cr P Jensen
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Innovation and Business Development Sub Committee Meeting held on 11 February 2019.

Presentation of the Minutes of the Confidential Innovation and Business Development Sub Committee Meeting held on 11 February 2019.

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development
Sub Committee 7

IBDSC2 Future Directions Community Hubs and Library Service Levels 9

OTHER BUSINESS

CLOSE



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

11 FEBRUARY 2019

MEMBERS PRESENT

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr Chad Buchanan (Deputy Chairman)
Cr A Duncan
Cr D Hood
Cr P Jensen
Cr J Woodman

OBSERVERS

Cr N Henningsen

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.26pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

An apology was received from Cr L Braun.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr A Duncan

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 14 January 2019, be taken and read as confirmed.

CARRIED

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development Sub Committee

Moved Cr J Woodman
Seconded Mayor G Aldridge

1. The information be received.

CARRIED
UNANIMOUSLY

IBDSC2 Auditing of Verge Cutting Services

Moved Cr J Woodman
Seconded Cr C Buchanan

1. The information be received.

CARRIED

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

IBDSC3 Council Solutions

Moved Cr C Buchanan

Seconded Cr P Jensen

1. Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:

- it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

- information the disclosure of which would, on balance, be contrary to the public interest.

2. In weighing up the factors related to disclosure,

- disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations

- Non disclosure of this item will protect commercially sensitive information the disclosure of which at this time may prejudice the commercial position of Council.

On that basis the public's interest is best served by not disclosing the **Council Solutions** item and discussion at this point in time.

3. Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.

CARRIED

The meeting moved into confidence at 7.30pm.

The meeting moved out of confidence and closed at 7.48pm.

CHAIRMAN.....

DATE.....

ITEM	IBDSC1
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
DATE	12 March 2019
HEADING	Future Reports for the Innovation and Business Development Sub Committee
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Innovation and Business Development Sub Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

- 3.1 The following table outlines the reports to be presented to the Innovation and Business Development Sub Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
25/02/2019	Council Solutions	Matt Harris
IDBSC3	Council has previously resolved this resolution to be confidential.	
Due:	June 2019	

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Innovation and Business Development Sub Committee have been reviewed and are presented for noting.

CO-ORDINATION

Officer: Executive Group

Date: 04/03/2019

ITEM	IBDSC2
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
DATE	12 March 2019
HEADING	Future Directions Community Hubs and Library Service Levels
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy. 3.1 Be an adaptive community that embraces change and opportunities. 3.3 Be a connected city where all people have opportunities to participate.
SUMMARY	This report provides a response to Council's request for a report on the current service levels of the Library which also considers external trends and initiatives since the program reviews in 2014. It also provides information relating to the relevant trends in service delivery which will be taken into consideration during the development of Community Hubs at Burton and Ingle Farm, as well as when the opportunity arises through the building renewal program/re-furbishment program of Council.
RECOMMENDATION	1. That the report be noted.
ATTACHMENTS	This document should be read in conjunction with the following attachments: 1. Tomorrows Libraries Review 2. Libraries and Community Centres Review
1. BACKGROUND	1.1 The resolutions of Council which this report addresses are as follows: 26 February 2018 6.0.2 – PRSC – OB4 Update Report on the Libraries and Marketing Program Reviews 1. <i>That a report be brought back to council on the current service levels of the Library and Marketing and Communications functions which also considers external trends and initiatives since the program reviews that could impact on delivery of services into the future.</i>
	<i>Resolution 2324/2018</i>

23 July 2018

2.3.1 Outcome of 'Your Tutor' Trial

1. *That a further report be brought back on the potential of continuing the Your Tutor program or similar programs through our community centres and libraries, and staff also advise of any alternative programs being offered.*

Resolution 2565/2018

- 1.2 An item from 23 April 2018 (see below), has been addressed in the Works and Services Agenda on 18 March 2019

W&S – OB1 Rollout of Library Catalogue Computer Systems

1. *Staff bring back a report with costings and a proposed timeframe for the rollout of necessary system connections with community centres to enable reservations to be made on the library catalogue computer system and an item delivery system for those sites.*

Resolution 2458/2018

- 1.3 In 2013/2014 the City of Salisbury considered the future development of Libraries and Community Centres. The context for the review was to enable consideration to be given to the future directions in service delivery which led to the development of the Community Hub model. The program review concentrated upon service levels and made some recommendations relating to the governance arrangements for Community Centres. It was recommended that Council entered in to Collaboration Agreements with the independent associations and continues to fund a Co-ordinator position at each Centre. During the review there were a range of operational recommendations relating to Libraries which included the implementation of Radio-Frequency Identification (RFID) technology to enable self check-in and out to be implemented, and the role of volunteers in the provision of Home Library Services. The review also considered opening hours, and how changes in services levels would impact upon delivery models.

- 1.4 The full text of the Council resolution is contained below;

February 2014 - PRSC3 Library and Community Centres Program Review

1. *A further review of alternative governance models for Community Centres be undertaken addressing:*
 - 1.1 *role and function of community centres*
 - 1.2 *details of all programs endorsed by management committees*
 - 1.3 *demographic profile of community centre management committees*
 - 1.4 *role of Community Centre coordinators compared with Management Committees*
 - 1.5 *legal responsibilities for management committees, community centre coordinators and council under the current and alternative governance models*
 - 1.6 *risk management strategies to limit risk exposure to Council and any other matters relevant to community centre governance.*

2. *Pursuant to Section 91(7) of the Local Government Act 1999, it is recommended that the discussion related to alternative governance models for Community Centres remain confidential until such time as the requested review has been completed.*
3. *Pursuant to Section 91(9)(c) of the Local Government Act 1999, the power to revoke the order under Section 91(7)(a)&(b) prior to any review or as a result of any review is delegated to the Chief Executive Officer.*
4. *The information be received.*
5. *A Library and Community Centres Strategic Plan 2014-2018 incorporating:*
 - *Lifelong Learning as an enabler;*
 - *Place of Social Capital;*
 - *Ageing of the Community;*
 - *Youth;*
 - *New Information Technologies;*
 - *Our Multicultural Society;*
 - *Change in usage patterns;*
 - *Cultural development;*
 - *Impact of urban consolidation; and*
 - *Implementation of initiatives to achieve operational savings be developed.*
6. *The Community Hub Model for Libraries and Community Centres comprising:*
 - *A Regional Hub in the City Centre;*
 - *Four district hubs (Parafield Gardens, Burton, Mawson Lakes and Para Hills)*
 - *Five stand alone centres (Bagster Community Centre; Ingle Farm Library; Pooraka Farm Community Centre; Salisbury East Community Centre and Salisbury West Library)be endorsed.*
7. *Staff report on concepts and options for community hub models for the City Centre and Parafield Gardens.*
8. *The following strategies be implemented:*
 - 8.1 *Option A: Stage 1 Implementation of Radio Frequency Identification (RFID) technology (replacement of current Electromagnetic technology) with a budget allocation of \$151,000 included in the 2014/15 budget.*
 - 8.2 *Option B: Stage 2 Enhanced Implementation of Radio Frequency Identification (RFID) technology with the introduction of patron self-check machines in all libraries with a budget allocation of \$145,000 included in the 2014/15 budget.*
 - 8.3 *Option E2 and E3, where the Community Information Directory would be published in alternate years and produced in black and white only.*

8.4 *Option F: a twelve month pilot be implemented to trial delivery models for the home based library service including the possible engagement of volunteers in all aspects of this service.*

Resolution 2152/2014

- 1.5 As a part of the program review a trends paper was delivered which outlined contemporary Social Infrastructure trends, in particular the development of Community Hubs which have been applied to the City of Salisbury model for Community Hub developments at the Salisbury City Centre and Para Hills Community Hub, (Attachment 2). The development of these hubs has been informed by social infrastructure principles around Libraries and Community Centers integration and co-location. The Para Hills model combines Library Seniors and Community rooms and most recently the development of the Salisbury Community Hub will provide an integrated suite of Council services within the one location. The types of services to be delivered to activate the new buildings has been considered during the consultations and design phases of the buildings.
- 1.6 As outlined in the report to council in February 2019 regarding Community Hubs Future directions, Council effectively has four Community Hubs:
- Ingle Farm co-located with the Ingle Farm Recreation Centre (Library Community rooms and recreation centre)
 - Para Hill Community Hub (Para Hills Positive Ageing, Library and the Paddocks Community Centre)
 - Mawson Lakes (Library, Community Centers Mawson and Denison) co-located with the University of South Australia and Mawson Lakes Primary School
 - Salisbury City Centre Community Hub (under construction)
- 1.7 Stand alone Libraries are currently located at Len Beadell Library (soon to be incorporated into the Community Hub), and at Salisbury West adjacent the Hollywood shopping precinct.
- 1.8 A high level summary of the current services is provided below;
- Mawson Lakes Community Hub (Community rooms and library including the Dennison Centre community rooms located at the School)
 - Para Hills Community Hub (integrating Senior Centre, Library and Community rooms)
 - Salisbury Community Hub (incorporating full council service suite)
 - Burton Community Hub (under development in 2019/20)
 - Ingle Farm Community Hub (under development 2020/21, currently recreation centre, community rooms and library)
 - Centrally located specialist centers located at Youth Centre Twelve 25
 - Spokes of Hubs, community centers Pooraka Farm, Morella, Bagster, Salisbury East, services determined by independent associations, with assistance and support from Council staff, and Salisbury West Library (co-located adjacent medical services and shopping centre)

- 1.9 The literature relating to Community Hubs agree that for them to work well, services should be complementary and not be in competition with each other. There must be the spectrum of services, from universal to specialised to ensure the space doesn't become a place of stigma and disadvantage.
- 1.10 Prior to the organisational merger of functional areas as a result of the review in 2012, the Community Centres were known as Youth and Neighborhood Services. The Community Centres provide a range of services and programs that fit within a youth enterprise and adult learning framework. Service delivery is from 8 locations across the City.
- 1.11 Five of the centres are based on a model developed in 1977 that aimed to provide the community with services within walking or 'pusher' distance of homes. Each Centre has an incorporated Management Committee responsible for the Centre's policies and procedures, funding applications and has accountability for day-to-day Centre management. Council provides the buildings and 1.0fte centre based paid staff and professional support and advice. The responsibilities and obligations of each party are clearly articulated in a Collaboration agreement. These centres are:
- Bagster Road Community Centre
 - Burton Community Centre
 - Morella Community Centre
 - Pooraka Farm Community Centre
 - Salisbury East Neighbourhood Centre
- 1.12 In addition the Council provides a specific Centre with a Youth focus called Twelve 25 Youth Enterprise Centre. This Centre is run by Council within the heritage listed Salisbury Institute building.

2. COMMUNITY CENTRES BACKGROUND TO LATEST SERVICE DEVELOPMENTS

- 2.1 A broad overview and categorisation of the services delivered is:
- Early literacy intervention, family literacy and reading for pleasure
 - Digital literacy, digital divide, equity and access to online information
 - Adult learning, adult community education, lifelong learning opportunities
 - New Arrivals, CaLD communities, multicultural programs and resources
 - Youth activities, programs, youth enterprise, homework help and information literacy
 - Health literacy, social wellbeing, community support
 - Places and spaces for the community to meet, learn and recreate
 - Outreach programs and partnerships.

- 2.2 Most recently there has been a move to improve Results-Based Accountability™ (RBA), also known as Outcomes-Based Accountability™ (OBA), is a disciplined way of thinking and taking action that communities can use to improve the lives of children, youth, families, adults and the community as a whole. RBA is also used by organisations to improve the performance of their programs or services. Developed by Mark Friedman and described in his book Trying Hard is Not Good Enough, RBA is being used throughout the United States, and in countries around the world, to produce measurable change in people's lives.
- 2.3 For programs and organisations, the performance measures focus on whether customers are better off as a result of your services. These performance measures also look at the quality and efficiency of these services. RBA asks three simple questions to get at the most important performance measures:
- How much did we do?
 - How well did we do it?
 - Is anyone better off?
- 2.4 At the City of Salisbury the RBA framework is now utilised by all community centres to assess the impact of programs, and to allow changes to be made to programs to better meet the objectives of the participants.

3. LIBRARIES BACKGROUND TO SERVICE DEVELOPMENTS

- 3.1 The Library Service is delivered in Partnership with State Government and the Governance structure is enacted in State Legislation, covering the operations of the Libraries Board.
- 3.2 Libraries currently deliver a range of programs broadly categorised as follows;
- Literacies - (Early childhood literacy (including bi lingual), 30 and 3 (Parental literacy engagement), Digital literacy
 - Information navigation, Technology information and support (navigating MyGov.au, how to use an Ipad)
 - Workforce development - (ready for work, Microsoft bootcamp, Coding and robotics, English as a second language)
 - Social well-being - (book club, chess club)
- 3.3 The most recent change to Libraries in SA was the the roll-out of the Australian first one card system. Prior to this initiative public libraries across SA used separate information communication technology (ICT) systems to manage their databases. This made it difficult for residents to access resources in other council areas leading many users to join multiple libraries and maintain several library cards. Library resources were distributed unevenly so residents of some Council areas had access to much smaller collections than others.
- 3.4 One Card brought together local councils to purchase a single leading edge library management system which would enable residents to access the catalogue and collections of any public library in South Australia.
- Enables library patrons to use any public library across the state through the use of a single borrower database.

- Equitable access to a single shared library catalogue of over 4 million items accessible to all patrons 24/7.
 - Significantly improved system features and functionality for public library staff and their patrons.
 - A strengthened and viable public library network able to undertake ongoing reform to meet the changing needs of patrons.
 - Seamless access to online information databases, e-resources and the digital holdings of the State and National Libraries for all public library users.
- 3.5 The Salisbury Library Service was one of the first libraries in South Australia to join the new SA public library One Card Network' enabling patrons to borrow and return items at any South Australian public library with their current library card.
- 3.6 The service offers 24/7 access to the state-wide online catalogue where millions of books, DVDs, CDs and magazines can be found and reserved with a click. Social media, online databases, e-resources and digital holdings of SA's public libraries are integrated into the online catalogue. The One Card system provides access to a state wide catalogue of over 3.8 million books, DVDs and magazines and an online reservation system and faster item delivery. The outcome is an improved library service providing equitable access to information, culture and learning for all South Australians.
- 3.7 70% of libraries report that cataloguing is now more efficient with the single system also providing more data on resources and borrowing so that money spent on books is done in the best way possible.
- 3.8 After a review of Libraries and Community Centers conducted by Council, significant investment was made in RFID technologies which allowed Council to automate returns and lending and change the service mix on offer. Salisbury Council is widely acknowledged as a service leader within South Australia for it's innovative approaches to program integration, automation and agile responses to community needs. The Library service as a part of the state wide network is often a service lead, and facilitates learnings across the State.

4. CONSULTATION / COMMUNICATION

4.1 Internal

4.1.1 Jo Cooper – Community Capacity and Learning

4.2 External

4.2.1 Nil.

5. REPORT

Community Hubs implementation - impacts on services

- 5.1 In the 2013/2014 review of Libraries and Community Centers, (Appendix 2) consideration was given to the development of Community Hubs, and in February 2019, Council endorsed the further delivery of community Hubs at Ingle Farm and Burton precinct. Contemporary understandings of the Community Hub model extends beyond co-location to service integration, and meets the significant challenges of:
- responding to community needs;
 - managing the significant costs in establishing, maintaining and renewing infrastructure; and
 - establishing governance structures the maximise operational efficiencies, and facilitate partnerships to deliver holistic services with the community without new funding or new staff.
- 5.2 The Hub Model loosely defined is both a physical building requiring particular attributes, a mechanism to facilitate service collaboration and integration and a place-making opportunity to build cohesive communities.
- 5.3 The latest definition is provided by Rossiter (2007) who combines the three elements,
- 5.4 “A conveniently located public place that is recognised and valued in the local community as a gathering place for people and an access point for a wide range of community activities, programs, services and events. (Rossiter 2007 p2; Bond 2010 p1).”
- 5.5 The Para Hills Community Hub has been predicated on the desirable service trends expected in the delivery of modern contemporary services likewise the design of the building of the Salisbury Community Hub has also given consideration to these trends. The following discussion articulates the trends occurring which need to be incorporated into the design and delivery of the Burton and Ingle Farm Community Hubs. As upgrades to other sites continue through the asset renewal process consideration to the trends would also occur, in addition to changes in service delivery across the network.

6. LIBRARIES – SERVICE DELIVERY TRENDS

- 6.1 Under the arrangements with State government a strategic document was produced which outlines the future directions of Libraries in South Australia. This document entitled “Tomorrows Libraries Review” (Attachment 1) was produced by The South Australian Public Library Network in collaboration with the Libraries Board of South Australia. The paper outlines the trends in Libraries, and outlines a number of key drivers for change.
- 6.2 At the heart of the service drivers of change is the increase in technology as a mechanism for service delivery, as well as the transformation in the role and techniques used by Libraries to support educate and engage with the broader community in lifelong learning. Agility, flexibility and responsiveness are critical factors in delivery of services as communities’ interests and desire for different forms and engagement change.

- 6.3 A the macro level the following key drivers for services over the next five years were identified by the report:
- A shift from central library buildings to distributed, local library services
 - Integration of library services with other Council and community activities
 - A stronger emphasis on lifelong learning and intergenerational connection
 - Digital has now ‘arrived’, and libraries have an important role in supporting all citizens to be digitally literate and able to participate in future technological transformation
 - There is more competition for information services and customer attention, libraries need to adapt rapidly and refocus on User Experience to remain relevant
- 6.4 The report highlights several strategies for success they are;
- Connected community spaces
 - Creative content and knowledge centres
 - Innovation and digital hubs
 - Partnering with intent
 - Delivering a sustainable future

Connected Community Spaces

- 6.5 The report highlights that there is now a design shift in libraries, with most metro library services now implementing or considering co-located services (hubs), and new library layouts reflecting the need to create a ‘wow’ factor at the entrance instead of a circulation desk ‘barrier’. The City of Salisbury is in the forefront of this change in South Australia with Hubs located at Mawson Lakes, Para Hills Ingle Farm; and the soon to be completed Community Hub. This is supplemented by Community Centers (Bagster, Pooraka, Morella, Salisbury East and Burton) and a smaller library at Salisbury West.
- 6.6 Not all services are offered at each location and there is scope to better develop and integrate service offerings from either bricks and mortar or via improved digital content, and other technologies such as dispensing machines as well as “pop up” mobile council service sites.
- 6.7 The rapid growth of multipurpose community facilities demonstrates the value of these hubs to our communities, but our ‘behind the scenes’ processes and practices need to catch up. There is scope for a higher level of automation and purchase of shelf ready items requiring little and/or reduced processing, as well as considering how outreach and pop up service could be delivered.

Creative content and knowledge centres

- 6.8 The report highlights that there are some changed patters of reading within the Australian community. Australians with above-average rates of book reading for pleasure are more likely to be female, over 65, tertiary educated, and from an upper socio-economic bracket. However consumption of fiction reduced from 64.7% of Australian women to 60.9% between 2010 and 2015. Fewer women are reading non-fiction books – from 39.2% to 34.2% in the same timeframe. In relation to children’s reading, girls (81.9%) significantly more likely than boys (67.5%) to read for pleasure. (Sources: Throsby et al., 2017; Roy Morgan Research, 2016).

- 6.9 This insight is juxtaposed the increased demand for Children’s reading materials which are curated utilising the latest technologies to enhance the literacy experience. Integration of technology with traditional formats (Books/DVD’s/Audio/Craft/Play), is an increasing trend across programming generally.
- 6.10 At the city of Salisbury the children’s experience has been further enhanced to cater for multi lingual story time as well as integrated literacy numeracy programs which focus on robotics and new technologies. These engaging learning activities are also designed to introduce parents and care givers as well as children to the new workforce skills required for the changing economy. There are further opportunities to enhance this delivery across the service.
- 6.11 Increasingly, library customers are bringing their own devices to libraries to access free Wi-Fi, and requesting staff help to navigate constantly- changing technologies. This has resulted in rapid development of staff digital knowledge, in order to cater for customer needs.
- 6.12 Given the trend toward digital content for adult consumption there is scope for the development and creation of local digital collections which can provide more comprehensive engaged content to supplement state collections.
- 6.13 It is important to note that in any digitization programming a key component is staff being able to provide support and guidance for customers on how to navigate the technologies, and this may require a change in staffing skill mix, over time.
- 6.14 The provision of high quality information which is not focused on traditional library services, is important in the future service mix. The new knowledge economy requires people to analyse, interpret and navigate across multiple information platforms and be able to assess what content is factual and can be relied upon for decision making. These are new skills in an emerging information economy and they are likely to be in digital format.

Innovation and digital hubs

- 6.15 Libraries make a strong contribution to the South Australian Government Universal Access and Inclusion Guidelines, providing places, services and digital access that encourage and cater for all members of the South Australian community – particularly those who are socially and economically disadvantaged.
- 6.16 It is important that these services also cater for the broader community who are time poor, busy and require a different level of engagement and service. The expansion of multi-service hubs has created new opportunities for access to entrepreneurial, experimental places. Makerspaces and FabLabs can provide the impetus for self employment and modern well equipped technology space can provide mobile workers with access to fast internet and access to printers and resources.
- 6.17 Para Hills Community Hub has been the first opportunity to work with the Community on new services which make use of the technology and modern spaces. The Community Hub will be another opportunity to work with the community on new services incorporating these key themes.
- 6.18 Transformation of existing services needs to be assessed and change strategies be developed to facilitate technology delivery advances.

Partnering with intent

- 6.19 Libraries are regarded as safe, non-judgemental places for people who are homeless, have very low income or poor literacy – and partnerships with different people, organisations, and agencies complement the expertise of library staff.
- 6.20 As a final thought on partnering, libraries suggested partnering with local businesses and providers (and Council services such as swimming pools) to package benefits that increase the appeal and relevance of library membership.
- 6.21 External partnerships are fairly well developed a good example of the level of considerable maturity in this regard is the Microsoft Boot Camp Digital Literacy project. Between 5 February and 30 June 2018, 293 registrations were received and a total of 217 digital literacy accreditations were awarded including 27 Digital Literacy Certificates and 190 formal Microsoft accreditations relating to Word, Excel and PowerPoint. On successful completion, participants were awarded a formal certificate from Microsoft and accreditation badges for their LinkedIn profile. This is the first partnership in Australia of this kind with Microsoft who have the only internationally recognized digital literacy program.
- 6.22 The innovation that this project has achieved has now become a successful transferrable model for all Councils and the City of Salisbury’s high performance project team continue to mentor the City of Charles Sturt’s library service team including providing advice on licensing, program planning and marketing together with the provision of group training on managing the IT software infrastructure, training software administration and program delivery.
- 6.23 This is a good example of the highly developed partnership capability which exists. There is opportunity to expand staff skills in this area to ensure that this way of working is sufficiently leveraged across a number of areas and programs, including more traditional areas of information provision and delivery.

Sustainable Futures

- 6.24 As libraries respond to external competition around information provision, fast accessible internet, low cost books, and commercial e- and audio-book subscriptions, it is increasingly important that libraries’ physical and digital presence are exciting, appealing and relevant.
- 6.25 The combination and extent of digital content and the accessibility of that content are critical factors which will drive relevance into the future. A key consideration is the new cost structures which surround this and the changing relevance of physical infrastructure to support this activity.
- 6.26 Whilst it will be important to maintain physical infrastructure as the “third space” (Not home not a club), the type location and services may require significant changes to adapt to the change in preferences of communities. Opportunities for delivering better quality at few locations with heightened digital and automated access will be a key consideration. For example book dispensers at strategic locations may prove to be a better investment than static sites.
- 6.27 Looking for greater in house supported integrated operations such as IT systems within Council may also prove to provide savings longer term as well as improvements to the ability of staff to service customers in a more seamless way.

7. COMMUNITY CENTRES – TRENDS

- 7.1 Greater transparency and a tighter business focus has been the trend across the governance of Community Centers over the past 5 years. Whilst many in the community acknowledge the great work and impact that the operations and programs of community centers have on people's lives, the ability to measure impact, respond to emerging community needs and ensure an inclusive well governed environment has been lacking. More recently as there is a heavy reliance on external grant funding to support community centres and the sector has recognised the need for greater ability to quantify their social impact within communities.
- 7.2 Community Centers in South Australia were recently required to implement the Australian excellence in Service standards accreditation in order to continue to be eligible for State Government Funding. The Australian Service Excellence Standards (sometimes called ASES) are quality standards for the community services sector. In South Australia the standards are administered by the Department of Human Services (DHS). Community service organisations are assessed against the standards by a service provider. The City of Salisbury obtained accreditation for the Associations running the Community Centers in 2018 with an annual requirement to re-accredit.
- 7.3 Achievement of the standards can be at the Certificate Level (the first level) or the Award level. Organisations must achieve accreditation at the Certificate level before they seek accreditation at the Award level. Accreditation is for a period of three years.
- 7.4 The standards are based on seven principles:
- Customer focused
 - Clear direction with accountability
 - Continuous learning and innovation
 - Valuing people and diversity
 - Collaborative work practices
 - Evidence based decision making
 - Social, environmental and ethical responsibility

Services and programs

- 7.5 In the adoption of the Hub model the role of Community Centers becomes more localised in terms of services – essentially acting as the spokes to the larger Hubs. Traditionally this has meant that Centres offer community based activities and programs, which are tailored to meet the specific needs of the local community. As operating hours are limited by the volunteers capacity, generally these are on offer during week day's in traditional office hours. The Independent Associations determine the services, and this is usually a combination of a matching between volunteer skills, some grant funding and any surplus income that the Associations may derive from sales and enterprises that they undertake. Not all association have been able to develop enterprises which derive income and as solely reliant on grants and/or volunteers to deliver services

- 7.6** At the City of Salisbury there has been some focusing on specialisation around engagement with Indigenous Communities at Pooraka, people with disabilities Salisbury East, Intercultural Communities at Morella, families at Burton, and healthy lifestyles and nutrition at Bagster. This specialisation reflects the communities needs and focus. There are many other programs which run at centres which are quite diverse in nature.
- 7.7** Volunteers are the backbone of these centers often initiating classes and programs based on their passion, expertise or and identified need raised by the local community. The centres offer pathway's and really focus in on filling the service gaps when people are in transition. The customers are generally female, and there are only a few centres which attract equal number of males as participants and to their Boards.
- 7.8** All the Community center building s are owned by Council, with the exception of Mawson Lakes Library and Community and the Dennison community rooms which are subject to a joint agreement between Uni SA and the Department of Child Development, respectively. Salisbury West Library is owned by Council as a part of a Body Corporate Strata arrangement between the Council and the Department of Health.
- 7.9** Centres provide their own furniture fittings and fixtures and consumables, as well as PC's and IT infrastructure which is a significant cost impact which also affects the types of services and programs that can be on offered.

8. CONCLUSION / PROPOSAL

- 8.1** There are a range of areas of opportunities which could be explored to improve responsiveness of services to the changing nature of community needs and Council business models at various locations across the city. More detailed work would be required in order to develop and assess the business cases involved, as opportunity arises.
- 8.2** Undertaking this work in conjunction with the Community Hub developments at Burton and Ingle Farm will facilitate the alignment of both physical facilities and services in consultation with the community. This will ensure that the that the City is meeting contemporary community expectations, and the Community Hub objectives, regarding service integration, mix and spread across the network of facilities.
- 8.3** It is important to note that a community facility is generally denoted as a physical structure or centre, whereas a service is often a program or activity that is delivered to the community. Thus a community facility, provided it is designed and managed properly, can be used to house and deliver any number of community services, programs and activities.
- 8.4** Often communities do not express an explicit need for an actual physical centre, rather they will express their need for services service to be provided. Understanding the service needs in a community is fundamental to determining the appropriate extent and design of community facilities required to support the (often diverse) range of activities that residents wish to see provided for their community.

It is important to acknowledge that community engagement around service delivery models and needs as they relate to the future development of Burton and Ingle Farm needs to occur.

CO-ORDINATION

Officer: Executive Group
Date: 04/03/2019



Tomorrow's Libraries Review

FULL REPORT WITH ATTACHMENTS

For:
Public Library Services
The South Australian Public Library Network

V3 12th November 2018
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Tomorrow's Libraries Review

The Review at a glance

Tomorrow's Libraries is the strategy for public libraries across South Australia, endorsed by the Libraries Board of South Australia, and implemented in a partnership between Public Library Services, Public Libraries SA, the South Australian Public Library Network, the Local Government Association of SA, the Department for Education and the 69 local councils and unincorporated lands. A key action in *Tomorrow's Libraries* was a review in 2018.

The review was conducted by Dr Kristine Peters of KPPM Strategy. It involved both macro perspectives – looking at emerging trends in public libraries in South Australia and across the globe, and micro perspectives – achievement of the *Tomorrow's Libraries* actions.

The macro perspective identified the key drivers for the next five years as:

- A shift from central library buildings to distributed, local library services.
- Integration of library services with other Council and community activities.
- A stronger emphasis on lifelong learning and intergenerational connection.
- Digital has now 'arrived', and libraries have an important role in supporting all citizens to be digitally literate and able to participate in future technological transformation.
- There is more competition for information services and customer attention, libraries need to adapt rapidly and refocus on User Experience to remain relevant.
- Data produced by Library Management and Customer Relationship Management systems can provide a sound evidence base for decisions to improve services and cut costs, as well as a platform for better customer communication.
- There is a need for strong library leadership that looks to the future and capitalises on the consortium advantages already realised by South Australia's library network.
- Libraries need a strong message and coordinated marketing to ensure our funding partners and the broader community understand the range of services and the value of libraries.

From the micro perspective, the review found that that 81% of *Tomorrow's Libraries* initiatives have been actioned. Of these, 20 (two thirds of those actioned) are complete or are being successfully incorporated. The achievement of so many actions, from a Plan that projects forward 30 years, reflects positively on the energy and enthusiasm of the network.

In a world of rapid change, it is interesting to reflect on what we thought might be happening in 2018, illustrated by the actions that were not realised: regional collaboration (where a key driver did not emerge); and technology labs (which have



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been established by other agencies and the private sector in a number of different configurations – thus reducing the need for libraries to develop labs, although maker-spaces and other technology tools were developed and shared).

Because of funding pressures, some actions have become more important over the past five years. The action relating to 'capturing and sharing stories' has been upgraded to messaging and promotion to ensure our funding partners and communities understand and support their libraries. The second action that needs urgent attention is a review of library measures: current headline measures do not tell a positive story so measures that capture qualitative outcomes are urgently needed.

During the consultation for the review, it became apparent that a disconnect has emerged between the leaders of the large library services and the existing consultation and governance structures. Consequently, the review recommends a review of governance structures to ensure that the Public Libraries Standing Committee is comfortable that consultative mechanisms deliver effective representation from all library types.

The drivers of the updated actions in the Review Report are now more specific. This will encourage activation of initiatives where responsibility was previously unclear.

In summary, *Tomorrow's Libraries* is a robust and successful strategic document that provides good guidance and clear direction. Using *Tomorrow's Libraries* as a base, the review has delivered a comprehensive update of actions to address current issues and emerging trends.



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Introduction

Tomorrow's Libraries: Future directions of the South Australian public library network (Tomorrow's Libraries) was launched in 2015 and described the future of public libraries, aspirations for the SA Public Library Network and actions to enable partners (the Libraries Board of South Australia, Local Government Association, Public Libraries SA and Councils) to realise the *Tomorrow's Libraries* vision for 2030:

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.

One of the actions in *Tomorrow's Libraries* was to assess progress and plan for the next period. This report is the result of that Review and describes how the library sector has developed over the past three years, the South Australian Public Library Network's (SAPLN) progress against *Tomorrow's Libraries* actions, and sets out new and updated actions to support the achievement of the 2030 vision.

Because *Tomorrow's Libraries* endures as the key strategic document, it is intended that this review report is provided as an addendum to the original document. Therefore the structure of this report broadly follows that of *Tomorrow's Libraries*, with a focus on significant changes or emerging trends:

- Libraries in space and time
- The technology landscape
- Public Libraries in a world of knowledge
- Review findings
- Strategies for success:
 - with commentary on intent and outcomes, as well as updated actions for
 - 1. Connected community places
 - 2. Creative content and knowledge centres
 - 3. Innovation and digital hubs
 - 4. Partnering with intent
 - 5. Delivering a sustainable future

KPPM would like to thank the SA Public Library Network, Public Library Services, Public Library Services SA, the Standing Committee for Public Libraries and the review Working Group for their time, insights and passion for delivering the best possible library network for South Australians.

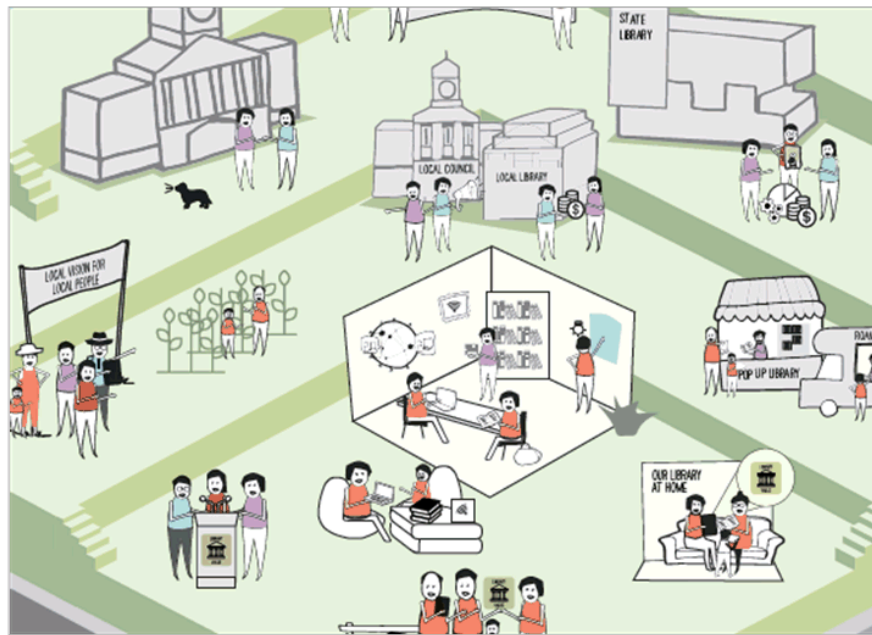
Dr Kristine Peters
October 2018



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Libraries in space and time

The fundamental role of libraries has not changed, but the way that library services are delivered is evolving rapidly – perhaps best illustrated by the State Library of Queensland's infographic in support of its vision for Queensland public libraries:



where libraries are future-ready, with a capable workforce and strong leadership so that they can be:

- Deeply local, delivering services in response to community needs
- Advocates for our achievements and the value of libraries
- Spaces that build social capital and support community resilience, and
- Trusted places for lifelong learning and intergenerational connection

This vision of libraries puts the customer at the centre, and builds services around community needs. This is a fundamental shift from the traditional approach, where libraries are grounded in the 'facility' and in long-established ways of working and where the customer has to fit with these constraints.



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The technology landscape

Tomorrow's Libraries described the interface between digital technologies and libraries, and identified strategies to position libraries as a trusted source in a world of unfiltered information. With the digital environment changing exponentially, some of the observations in *Tomorrow's Libraries* need updating. Current directions are summarised here, with the expectation that some of these will also be out of date by the next review:

- Broadband is now readily available across most of South Australia, with beam technologies providing a high speed alternative to NBN SkyMuster in many rural areas. Some libraries are now lending Wi-Fi hotspot devices to help bridge the digital divide.
- Smartphone adoption is almost universal, with 90% market penetration in Australia (Deloitte, 2018). 60% of millennials expect that in the next five years everything will be handled on mobile devices (Zogby, 2014). Correspondingly, free and low cost apps are now readily available and can expand the way we measure what we do (e.g. tracking the way we help customers); what our customers do (e.g. mapping how library space is used); and when we access libraries (e.g. after hours entry authentication - 75% of millennials feel that access to libraries outside of normal hours is important (Paraschiv, 2017)).
- Libraries traditionally follow the retail sector and customer expectations often stem from what people are seeing in retail technology (Bayly, pers. comm. 2018).
- Library strategy needs to be set within a digital framework of value creation and enablement that starts with customer needs so that we can respond rapidly to expectations (Hausler, pers. comm. 2018). Many libraries are still treating digital as either/or, it should be *and* – for example promoting our services within the library by placing iPads with digital titles on the shelf alongside hard copy, or a TV screen showing trending One Card search subjects (Cowell, pers. comm. 2018).
- It is essential that library staff have digital skills to assist customers who bring their own devices (BYOD), and to help customers navigate online government services (nationally, public libraries handle more than 10 million information enquiries each year (ALIA, 2017)).
- Library Management Systems now collect huge quantities of data. This creates opportunities for more informed decisions. The capture, analysis and reporting on data is becoming increasingly important in a digital world (Bayly, pers. comm. 2018) and needs appropriate investment.
- Customer digital literacy will shift from instructionist and linear, to constructionist and creative (Lomax, 2018) – library support for digital skills will move from a stand-alone 'lessons', to integration in creative 'ways of doing'.



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- Large search engines with tailored suggestions set a high and expensive benchmark and make online library services look clunky and out of date. Project LUCi is intended to address many of our digital UX (user experience) issues, but we need to make sure our websites and social media communications are contemporary and appealing.

Public Libraries in a world of knowledge

Tomorrow's Libraries observed:

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.

Hence libraries facilitate access to and activate opportunities to acquire and generate new knowledge, illustrated by the following initiatives:

- Online initiatives include digital membership and the 'Tram is a Library' trial.
- Analysis of free in-library Wi-Fi usage indicates that a significant number of people are using this service to update their device operating systems – an unexpected way in which libraries are addressing the digital divide.
- In smaller and more remote communities, the use of search/hold/pickup kiosks has been successfully trialled and this model will be monitored to assess its capacity to make physical items more accessible.
- Internet is now available in public libraries across the state, but login requirements are creating barriers, we're hearing: "Make it easy, if you walk in, you're on the internet."

As we know, society is shifting rapidly and libraries need to be agile to monitor and respond to trends:

Cars were once an important tool for connectivity because they allowed people to get out and connect, now cars are a hindrance to connection and mobile devices have become the convenient



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enablers so people can stay home and have entertainment, food, social connections delivered to them (Gruen, 2018).

We need to rethink library services around UX, as Jane Cowell (pers. comm. 2018) observed: Convenience trumps free, so are we making it too hard? We need to look at our time-honoured practices from the convenience perspective.

- Libraries need to be available when people need them. This can be done without additional staffing costs by partnering with the community to design access arrangements (physical and digital) - for example, student access late at night; pickup/drop off lockers that allow customers to collect items at any time; communities of learners (e.g. book clubs) simultaneously downloading the same e- or audio-book and meeting in the library when it suits them.
- Libraries are a platform, not a product. We should be taking a modular approach to business, using a basic cost-effective framework and plugging in services and programs relevant to the communities we service. Rather than preserving transactional tasks, we should be systematising those tasks across the network so that our staff can focus on learning about and responding to new community interests and trends.
- Library programs are important for community engagement and knowledge development, however with increased funding pressure and blurring of the boundaries between libraries and community centres, it is timely to define the purpose and outcomes of programming. To have impact, programs should be evidence based, intentional and measured.
- There is a strong appetite for SAPLN leaders to come together for facilitated discussions about the 'big issues' facing the sector.

Public libraries are good at identifying new trends and exposing the community to wider knowledge and to technologies that they wouldn't otherwise access. We're at the forward edge of good practice, the issue is how we stay there.

Are we agile enough to respond to the next big disruptor?

Review findings

The Review involved desk research and data analysis, plus wide consultation with the SAPLN, funding partners and industry leaders. Consultation included: Review Working Group, Public Library Services Standing Committee, Public Library Services (PLS), workshops with the eight largest library services (representing 53% of the state population), Adelaide capital city library, Community Centres SA, national



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Library leaders (Jane Cowell, Ann Short, Aaron Hausler, Trish Genet), Public Libraries SA (PLSA) network meeting, a 'Thought Leaders' Workshop, library workshops in five regional sessions and a webinar for library staff who couldn't attend one of the workshops.

What have we achieved?

The Review included an assessment of the outcomes of the activities set out in *Tomorrow's Libraries*, in summary this has identified:

- Despite timelines not being included, there has been a push by the network to progress as many activities as possible so that libraries remain relevant to their communities. This has resulted in a large number of new initiatives being delivered. Adoption of new initiatives by libraries largely depends on library capacity (resourcing/staffing) and the urgency of the issue at the local level.
- The fast pace of digital change resulted in the development of a Digital Strategy to expand on the digital activities in *Tomorrow's Libraries*, this parallel document will continue to define SAPLN digital development.
- 54% of *Tomorrow's Libraries* actions are either complete, successfully incorporated, or successfully incorporated with more work to be done (see table below).
- 27% are in progress or partially actioned.
- 11% have not been measured, mainly because the identification of the lead agency was too vague, or the activity was not designed with a specific measure that defined achievement.
- 8% have not been actioned. Two of these depend on regional collaboration that typically requires significant local time and leadership to develop. One (Evaluative framework) has become extremely important in demonstrating the value of libraries, and will be highlighted in the updated actions.

Status	Count	%	Actions
Complete	4	11%	1.1.1, 3.2.2, 5.1.1, 5.3.3
In progress	9	24%	1.2.1, 2.1.3, 2.2.4, 3.1.1, 3.1.2, 3.2.1, 4.1.2, 4.2.1, 5.2.1
Not actioned	3	8%	2.2.5, 4.2.2, 5.5.1
Not measured	4	11%	1.1.3, 1.1.4, 1.2.2, 2.2.3
Partially actioned	1	3%	2.3.1
Successfully incorporated	6	16%	1.1.2, 1.3.1, 1.3.2, 2.2.1, 5.3.4
Successfully incorporated with more work to be done	10	27%	2.1.1, 2.2.2, 2.3.2, 4.1.1, 4.2.3, 5.3.1, 5.3.2, 5.4.1, 5.4.2, 5.5.2
TOTAL	37	100%	



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Key findings

The key findings of the Review were:

1. *Tomorrow's Libraries* continues to provide strong and effective guidance to library services and policy-makers.
2. Library sector standards and performance measures are not adequately capturing library services and outcomes, the measures that are available are not telling the full story.
3. In the 'just in time, just for me' digital age, library practices that were developed in an era of book lending are presenting too many barriers to contemporary users – we need to refocus on convenience and value.
4. In times of funding pressure, SAPLN should capitalise on the One Card consortium model and look for cross-sector efficiencies and methods to improve service delivery – in some cases we are doing the same thing 69¹ times.
5. Workforce capability is a critical issue, particularly digital literacy, but libraries will also need to adapt library roles and workforce structures in response to centralisation or automation of 'back end' transactional tasks. The Workforce Plan (*One Workforce*) was developed collaboratively between PLS and PLSA, but has had limited take-up beyond its initial production.
6. The Network needs to revisit its governance structures to simplify decision-making and provide strong direction, leadership and advocacy.
7. With the trend toward co-located Council services (community or service hubs) a number of issues need to be addressed: role integration, library qualifications, customer privacy, Libraries Board of SA (LBSA) funding/services, programs and events, and measures and reporting. Currently Councils and PLS are managing these on a 'case by case' basis, but the need for a consistent framework is rapidly emerging.
8. There is a trend for public libraries to define their role in literacy development (e.g. Western Australia's *Literacy Strategy 2017-2027*, Queensland public libraries vision, and the inclusion of 'literacy' in the job titles of a number of South Australian public library leaders). Articulating the vision and strategy for literacy provides guidance for the network, as well as supporting a focus on outcomes.
9. Changing membership, loan and usage patterns tell us we need to understand our customers better. The level of sophistication needed for good customer and market research is beyond the skills of most libraries, and the Network would benefit from customer relationship management tools

¹ 68 local government areas plus the Outback Community Authority



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and expert research that helps us to understand how we deliver and promote contemporary value and convenience.

10. Many Councils have duplicate IT systems – internal Council and Libraries. While the Library Management System will continue to be a dedicated platform, there is scope for a more strategic approach for library and Customer Relationship Management technologies as part of Councils' IT infrastructure.
11. We need a strong message and a coordinated marketing and promotional strategy to ensure our funding partners (including Council administration and Elected Members) and the broader community understand the range of services and the value of libraries.

SAPLN priorities

Fifty library staff (mainly managers) representing 47 library services participated in workshops or a webinar as part of the *Tomorrow's Libraries* review. Participants were asked to complete and prioritise a worksheet that summarised initiatives suggested earlier in the Review process.

The items listed in this worksheet were practical suggestions rather than overarching strategic directions, and some were subsets of a more comprehensive strategy (e.g. the worksheet included 'shelf ready', 'supplier assisted procurement', 'network coordination of selections and collection management' all of which would be considered in a content/collection management strategy). Analysis of the 42 completed worksheets is shown in the Attachment *Workshop priorities*, which in summary shows:

The highest priority action across all responses was 'Courier Costs'

(listed as Priority 1, 2 or 3 by 40% of respondents)

Courier costs was the third highest priority for Metro libraries, the second highest for Country libraries and the highest for SCLs.

The second highest priority across all responses was 'Measures that provide better intelligence about our services'

This was the highest priority for Metro libraries, but did not rank in the top five for Country libraries or SCLs.

The third highest priority across all responses was 'Review internet provision to identify cost savings/simpler Wi-Fi'

This ranked fourth for Metro libraries, first for Country libraries, and third for SCLs.

The fourth highest priority across all responses was 'Better use of data and easier reports to target interaction with customers'

This ranked second for Metro libraries and for SCLs but was not in the top five priorities for Country libraries.



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These findings illustrate that library size influences priority. While all libraries applied the "What's in it for me?" test, larger libraries identified benefits in cross-network projects that would deliver efficiencies or better services, but smaller libraries (especially SCLs which may have less than one FTE for the entire service) were more likely to prioritise initiatives that solved an immediate problem.

The variation in perspective raises the important question of governance and input, and the need to ensure that all four service types (metro, capital city, country and school community library) are actively involved in service improvement.



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Strategies for success

This section considers the intent and outcomes of the strategies set out in *Tomorrow's Libraries* and sets updated actions for each strategy. Because this report should be read in conjunction with *Tomorrow's Libraries*, the original numbering has been retained for actions that carry through into the next phase of implementation.

1. Connected community places

Patterns of library use have changed dramatically, with decreased storage and borrowing of physical items and increased use of library space for creative and community purposes. This is putting pressure on library spaces, where four functions are required: a social space for interaction and knowledge exchange; a quiet space for contemplation; a maker space for innovation; and a neutral and trusted space for public use (Princh, 2018; Light et al., 2016). Library managers reported that they were no better informed by the *People Places* project, but that they now have a tool to help them capture spatial data.

We are now seeing a design shift in libraries, with most metro library services now implementing or considering co-located services (hubs), and new library layouts reflecting the need to create a 'wow' factor at the entrance instead of a circulation desk 'barrier'. The rapid growth of multipurpose community facilities demonstrates the value of these hubs to our communities, but our 'behind the scenes' processes and practices need to catch up. Co-location issues raised during the Review include management of staff on different Industrial awards, contrasting staff/volunteer ratios and philosophies, staff access to customers' library data, measures that reflect integrated services, reconsideration of LBSA funding/resourcing (e.g. is library internet available in the 'community centre' space?), and possible threats to preservation of qualified library positions.

We can communicate better with our communities. While printed and emailed newsletters will still have a place, libraries can be making better use of centrally managed CRM (customer databases) and the Libraries SA app to provide both general and targeted messaging, notices and updates.

While libraries are positive and neutral engagement spaces, library (and other Council) staff may not have the skills or experience to design and implement engagement practices that capture rapidly changing customer needs, or non-user perspectives. Larger Councils can afford to engage specialist skills, but the results are generally not shared. A centrally-funded customer research program would assist all libraries to better predict



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and respond to social trends.

New models of library service (e.g. popup libraries, kiosks and a potential service model for the APY lands) are being developed and trialled, and their effectiveness will be monitored for application to other locations.

Updated actions

Goals	Updated Actions	Status	Driver	Partners
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	Complete		
	1.1.2 Capture case studies of new libraries and co-located services to share with the network.	Updated	PLS	Libraries
	1.1.3 Involve communities in the design of libraries and shaping and delivering programmes.	Superseded by 2.3.1		
	1.1.4 Ensure regular maintenance and refurbishment plans and budgets are included in Council Asset Management Plans.	Ongoing	Councils	
1.2 Continue to extend the reach of library services into the community	1.2.1 Continue to develop and test services for remote rural and Indigenous communities, monitor outcomes and use results to develop future service models.	Updated	PLS	Communities



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Goals	Updated Actions	Status	Driver	Partners
	1.2.2 Share best practice for innovative ways to engage with communities.	Ongoing	PLSA	Libraries
	1.2.3 Ensure the learnings from emerging service models (e.g. kiosks, co-located services) are reported to the Network.	New	PLS	PLSA
1.3 Create greater impact through targeted programs and events	1.3.1 Continue to develop state-wide programs aligned to achieve specific local, State or Federal outcomes.	Superseded by 2.3.1		
	1.3.2 Seek opportunities to work with community, educational and business partners to deliver programs with greater impact. Ensure programs include measures so that processes and outcomes can be evaluated.	Updated	PLS	Regional Hubs (see 4.2.4)



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2. Creative content and knowledge centres

Tomorrow's Libraries describes a future focused on value, not transactions, and highlights the importance of centralised procurement (currently delivered through BLUEcloud Acquisitions), shelf ready (currently in trial) and simplified discovery (Libraries SA app and possibly the LUCi project).

Consultation for the Review identified a strong appetite for processes that can be automated or managed centrally, particularly selection and management of materials that are currently purchased by every library service. The *Content Futures* project has been established to lead statewide content development initiatives through a strategic content group and a contemporary library management system reporting and analysis tool, supported by a dedicated PLS resource.

We can expect salary and other cost increases, so how do we get stock on shelves and minimise processing time?

Workshop participant.

Trish Genat (pers. comm. 2018) suggested that 80% of every public library collection is the same and can be managed centrally – with libraries responding to local interests (e.g. high quality local authors and publishers) through local materials budgets. Libraries taking part in the Review consultation cautiously supported this perspective, particularly noting the amount of staff time spent selecting from extensive supply lists. Further evidence is needed to support collection strategies.

While the process of accessing e- and audio-books is gradually simplifying, many publishers continue to offer a 'one loan at a time' model which negatively affects UX. The library sector is universally challenged by this approach, and continues to seek arrangements that deliver improved customer convenience. In the meantime libraries must work with the models on offer and attempt to streamline UX while acknowledging that customer experience may be hindered by publisher restrictions.

Australians with above-average rates of book reading for pleasure are more likely to be female, over 65, tertiary educated, and from an upper socio-economic bracket. However consumption of fiction reduced from 64.7% of Australian women to 60.9% between 2010 and 2015. Fewer women are reading non-fiction books – from 39.2% to 34.2% in the same timeframe. In relation to children's reading, girls (81.9%) significantly more likely than boys (67.5%) to read for pleasure. (Sources: Throsby et al., 2017; Roy Morgan Research, 2016).



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While reading patterns are changing (see box), libraries report that (apart from e- and audio-books) the current growth in library materials is in children's books. This supports the importance of libraries in supporting the development of family literacy skills.

With the inclusion of Portfolio as a digital asset management tool as part of the One Card LMS, many libraries activated their volunteers to digitise local history and heritage collections. It soon became evident that a set of rules were needed to guide this process, resulting in the development of a Local History *Digitisation Policy*. The goal of making local history collections discoverable via State Library of SA and Trove is still to be realised.

South Australia remains a shining example of best practice in the international library community for the successful implementation of One Card. Apart from delivering an exemplary range of resources to customers, One Card has demonstrated the value of a business case to gain Network buy-in, of funding projects through materials or operating grants, and in delivering savings through centralised coordination and bulk purchase.

Since One Card, we've taken a back seat on network-funded initiatives, we should rethink how our operating grants are used to free up funds to create efficiencies and implement best practice. We need to use business cases and evidence to make decisions that benefit the network, we spend too much time on consultation: get information, get permission and get it happening.

Workshop participant.

Now that One Card is fully implemented, it is time to review the sharing principles and rules to consider the customer experience, the sustainability of operating costs (i.e. staff and courier costs); and the introduction of service goals and measures to ensure a seamless, standardised service across the state.



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Updated actions

Goals	Updated actions	Status	Driver	Partners
2.1 Enable easy and fast discovery and delivery of both physical and digital content	2.1.1 Continue to refine search and discovery to enhance User Experience.	Updated	PLS	Libraries
	2.1.2 Implement the new eProcurement system to enable more effective state-wide selection and management of collections	Complete		
	2.1.3 Evaluate the outcomes of the shelf ready pilot and develop a Business Case for implementation.	Updated	PLS	Pilot Libraries
	2.1.4 Establish customer service standards for One Card and review sharing principles to ensure optimal consistency, services and cost effectiveness.	New	PLS	Libraries
2.2 Develop and create content and collections to provide more comprehensive state and local collections	2.2.1 Manage the mix of content so that eCollections keep pace with customer expectations	Superseded by 2.2.2		
	2.2.2 Manage the mix of and acquire eContent at best cost so that communities have access to content in new and emerging formats and technologies.	Updated	PLS	



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Goals	Updated actions	Status	Driver	Partners
	<p>2.2.3 Collect and share case studies of libraries working with communities to create new content, with a focus on local stories.</p> <p>2.2.4 Implement the Local History Digitisation Policy. Work collaboratively with the State and National Libraries to deliver access to local materials through Trove.</p> <p>2.2.5 Establish a collection development framework for the state, incorporating regional collection development.</p> <p>2.2.6 Develop a business case for network coordination of content development to determine possible savings and efficiencies</p>	<p>Updated</p> <p>Updated</p> <p>Updated</p> <p>New</p>	<p>PLS</p> <p>PLS</p> <p>PLS</p> <p>PLS</p>	<p>PLSA</p> <p>Libraries</p> <p>Libraries</p>
<p>2.3 Improve the literacy outcomes of South Australians</p>	<p>2.3.1 Develop a reading, literacy and programs framework which identifies the role and value of libraries to deliver on state-wide agendas.</p> <p>2.3.2 Make the case for State and Federal funding where libraries can deliver on their agendas, e.g. literacy. Develop position papers that respond to new government agendas and use as a basis for seeking funding.</p>	<p>Ongoing</p> <p>Updated</p>	<p>PLS</p> <p>PLSA</p>	<p>PLSA</p> <p>LGA and ALIA</p>



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3. Innovation and digital hubs

Libraries make a strong contribution to the *South Australian Government Universal Access and Inclusion Guidelines*, providing places, services and digital access that encourage and cater for all members of the South Australian community – particularly those who are socially and economically disadvantaged.

The range and scope of digital actions in *Tomorrow's Libraries* reflected the period when it was written, with significant and rapid development of the digital environment since that date. In response, Public Library Services commissioned a comprehensive *Digital Strategy* (Wehner, 2016) which incorporated but went far beyond the activities set out under Strategy 3: Innovation and Digital Hubs.

The expansion of multi-service hubs has created new opportunities for communities to access to entrepreneurial, experimental places. While Makerspaces and FabLabs are only available in a few large libraries, other libraries are exploring opportunities to provide informal co-working spaces – or to promote their existing space to mobile workers who value fast internet and access to printers and resources.

A number of initiatives that test the application of new technologies, or make new technologies available at low cost, have been implemented:

- LBSA has funded seven portable “mini-maker spaces” that tour libraries.
- Trialling the use of remote printing via Google Cloud Print in public libraries - potentially a state-wide solution.
- Conducting a virtual reality roadshow that takes in major libraries across the state and showcases new VR equipment that is coming on to the market (e.g. the Oculus Rift).
- Device and Hardware Guides have been produced.
- iBeacons/location based services, 3D Printer and chromebook loan trials are planned.

PLS has engaged with industry partners to introduce digital inclusion programs with easily accessed content to address South Australia's digital inclusion challenge and the rapid evolution of information technologies: Tech Savvy Seniors for regional libraries, Think Digital for SCLs, and the Be Connected and Infoxchange Digital Springboard pilot programs across the state.

As soon as something pops up as a possibility (or we're approached to do it) we test it out on a small group to see if it's useful for the network - this targeted approach works really well. PLS



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The Libraries Board of SA continues to supply and support fast, reliable internet in libraries, and PLS advocates for public library inclusion in third party arrangements such as the higher education SabreNet system. With the rollout of the NBN now well underway, and more localised high speed networks in major centres, some libraries are questioning whether LBSA provision of internet is worthwhile – particularly as competing Wi-Fi services often provide automatic access without the need for cumbersome logon processes. While many libraries will continue to need LBSA-funded free Wi-Fi for some time, it is likely that the need for this service may become obsolete in larger centres.

Increasingly, library customers are bringing their own devices to libraries to access free Wi-Fi, and requesting staff help to navigate constantly-changing technologies. This has resulted in rapid development of staff digital knowledge, and highlighted a digital divide in staff understanding and capabilities. We are not far off a time when every library staff member will need digital skills, a transition that will require significant change in the way libraries recruit, train and manage their staff. The attachment *Library services of the future* illustrates how library staff might operate in a system where transactional tasks are delivered automatically, and library personnel can focus on more complex and people-facing tasks. The workforce plan collaboratively developed by PLS and PLSA has a number of actions to move toward this future. A Digital Literacy Project Officer has been appointed by PLS to lead the Network's digital literacy training program for staff and customers, and a peer group of digital literacy coordinators is facilitated by PLS to support ongoing learning.

Updated actions

Goals	Updated Actions	Status	Driver	Partners
3.1 Stretch the horizons of South Australians through access to existing and emerging digital technologies	3.1.1 Determine network interest in resourcing and sharing new technologies and innovation labs.	Updated	PLS	
	3.1.2 Leverage opportunities that advance access to new technologies without libraries incurring full costs.	Updated	PLS	



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Goals	Updated Actions	Status	Driver	Partners
	<p>3.1.3 Review and update the <i>Digital Strategy</i> in 2020 to ensure relevance for the emerging digital environment.</p>	New	PLS	PLSA
<p>3.2 Ensure every South Australian has the digital access and skills needed to participate in the digital world</p>	<p>3.2.1 Develop, implement and share innovative programs that develop the skills and knowledge for digital citizenship.</p> <p>3.2.2 Investigate partnerships on behalf of libraries in communities with limited broadband access to improve access.</p> <p>3.2.3 Review arrangements for LBSA provision of internet/Wi-Fi to reduce service duplication and make customer access easier.</p>	<p>Updated</p> <p>Complete</p> <p>New</p>	<p>PLS</p> <p>PLS</p>	<p>PLSA</p>



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4. Partnering with intent

It is not uncommon to hear “I’ve got Google on my phone, why do I need a library?” As online information becomes more readily (but not necessarily reliably) available, many people who are not regular library users are unaware of the range and relevance of library services.

*Libraries generate a Return on Investment of 2.9.
The greater the investment in libraries, the greater the benefits for the community (SGS, 2013).*

Local Councils are the biggest investors in public libraries in South Australia in a partnership with State Government that is both positive and productive. *Tomorrow's Libraries* identified an opportunity for further development of the Local/State partnership through regional collaboration and School Community Library forward planning.

The SCL Community-led Planning program encouraged small rural Councils to be active partners in the planning and delivery of library services. The program resulted in new governance arrangements, stronger relationships between funding partners, a process to effect locally-prioritised change, and PLS support to implement SCL Forward Plans. However the program identified systemic issues, which led to the Joint Use Libraries Committee initiating two reviews: to consider the future funding arrangements for the program (led by PLS); and to consider the staffing model (led by the Department for Education and Child Development), both due for completion in 2019.

While the benefit of closer working relationships across local authority boundaries (regional collaboration) is indisputable, formal arrangements are generally focused on waste, community transport, health planning and economic development. Cross-regional relationships between library services tend to be informal, and since the introduction of One Card many of the previous regional hubs have weakened due to staffing pressures. Consultation for this Review identified interest in revitalising these hubs to resolve issues (e.g. shared staff) that are best addressed at a regional level.

Consultation for this Review heard that libraries are a safe, non-judgemental place for people who are homeless, have very low income or poor literacy – and partnerships with different people, organisations, and agencies will expand and complement the expertise of library staff.

As a final thought on partnering, libraries suggested partnering with local businesses and providers (and Council services such as swimming pools) to package benefits that increase the appeal and relevance of library membership.



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Updated actions

Goals	Updated Actions	Status	Driver	Partners
4.1 Strengthen the School Community library network	4.1.1 Work with individual School Community Libraries and their Councils to ensure SCLs provide the best possible services within available funding, and support changes to the service delivery model where necessary.	Updated	PLS	Councils
	4.1.2 Complete the SCL Funding Review and implement changes as agreed with stakeholders.	Updated	PLS	LGA
4.2 Achieve scale and greater impact through partnerships	4.2.1 Collate and publish how library service offerings underpin state and local goals.	Updated	PLS	PLSA
	4.2.2 Develop and implement service delivery models that facilitate regional collaboration.	Superseded by 4.2.4		
	4.2.3 Share ideas, learn from and collaborate with other professional associations and libraries across Australia to improve our offer.	Ongoing	PLS	PLSA
	4.2.4 Encourage the revitalisation of regional hubs to identify and solve local issues and share information and professional development opportunities.	New	PLS	Regional Libraries
	4.2.5 Establish a service framework for co-located library services.	New	PLS	LGA & PLSA



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5. Delivering a sustainable future

The *Tomorrow's Libraries* discussion about sustainability focused on governance, leadership, business management and demonstrating value. The topics of representation, network decision-making and feedback were a regular theme throughout the Review. Larger libraries in particular have become disconnected from the decision-making process; the Public Libraries Standing Committee *Terms of Reference* are outdated; and libraries are reluctant to commit on-going time to the LMS User Group and its Working Groups. These factors suggest that a comprehensive governance review is needed to ensure the various voices of the network are heard and that involvement, decision-making and feedback are timely, effective and relevant.

With the negotiation of the next MOA due to commence in 2019, it is important that strong governance structures are in place to ensure the best possible outcome.

In the larger libraries, we are seeing amalgamation of portfolios and the loss of senior library manager positions. This arrangement, while encouraging integration of compatible services and a broader understanding of the role and activity of libraries, risks the loss of strong, focused library leaders and advocates. We need to develop the leadership skills of library staff, and stronger engagement is needed with Council directors about library directions and challenges to ensure good internal representation.

Digital library skills were addressed under *Innovation and digital hubs*, but workforce development in a rapidly-changing environment goes well beyond digital. The challenge facing the Network is how to generate creative disruption that moves staff understanding and skills from transactional to user-experience, and delivers sound and effective business management. The Workforce Development Plan (*One Workforce*) sets out imperatives and key directions, but Councils and their library services need to address role descriptions, professional development and performance management processes to realise *One Workforce*.

As libraries respond to external competition around information provision, fast accessible internet, low cost books, and commercial e- and audio-book subscriptions, it is increasingly important that libraries' physical and digital presence are exciting, appealing and relevant.



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Libraries should be engaging interior designers, marketers, and geospatial data analysts to make sure our service competes with the 'just enough, just in time, just for me' demands of today's consumers. (KPPM in consultation with SAPLN)

To a large degree, libraries are victims of their own success. Beyond promoting collections and programs/events by individual libraries to their local communities, there has been very little attention paid to a coordinated marketing and public relations campaign that provides strong and legitimate messages to funding partners, arouses community interest and engagement, and increases membership.

Public libraries need to refresh their brand to make sure communities and funders understand their contemporary role. They should be more politically active to ensure their voice is heard. (ALIA, 2018)

Collecting and telling good news stories is important, but in an era of funding pressure, evidence is essential. Unfortunately, the main library measures (membership, loans and visitation) are not telling a positive story. Nationally, work has been done on *Guidelines, Standards and Outcome Measures for Australian Public Libraries*, however these do not provide sufficient evidence of public library effectiveness, relevance and value. An expanded set of measures is needed to capture both quantitative and qualitative outcomes.

We're not doing enough marketing, too many people don't know about One Card. The issue we're facing is the archetype of libraries - what people think they are - we need to reshape perception by understanding customer value. (SOURCE)

Our importance to government goes beyond literacy, knowledge and community connections. Libraries are an important player in the delivery of the UN *Sustainable Development Goals* and have absorbed the 10 million information enquires that were previously handled by government services. These services should be included in the suite of measures that demonstrate the value of investment in libraries.



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Updated actions

Goals	Updated Actions	Status	Driver	Partners
5.1 Maintain sound governance of and planning for the Public Library Network	5.1.1 Review achievements against the <i>Tomorrow's Libraries</i> review in 2022.	Updated	Libraries Board	LGA & PLSA
	5.1.2 Undertake a comprehensive review of governance and decision-making structures and processes, including review of the Standing Committee <i>Terms of Reference</i> and a service review of PLS.	New	Libraries Board	LGA & PLSA
5.2 Continue to invest wisely to ensure the Public Library Network delivers value to communities	5.2.1 Determine and implement measures that provide strong evidence as to the range of services, the outcomes and value delivered by libraries. Collect and analyse results and provide reports that support service planning, funding negotiations and the development of key messages and marketing.	Updated	PLS	LGA & PLSA
	5.2.2 Develop and apply measures to updated actions in this Review.	New	PLS	LGA & PLSA
5.3 Empower staff to provide outstanding services	5.3.1 Develop and implement a skills audit across the network every 3 years, set benchmarks/goals and collaborate on strategies (e.g. Staff Digital Passport) to increase staff capabilities.	Updated	PLS	PLSA



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Goals	Updated Actions	Status	Driver	Partners
	<p>5.3.2 Work with ALIA and further/higher education providers to upgrade Library Diploma and Degree courses to deliver the workforce of the future.</p> <p>5.3.3 Identify and share successful workforce development and transition processes and projects. Monitor opportunities to develop shared training and network-wide tools and practices to improve currency of library skills.</p> <p>5.3.4 Develop a three year professional development plan that takes account of new skills such as community engagement and content curation to ensure a systematic approach</p> <p>5.3.5 Ensure library staff from across the network have a chance to participate in national conferences, forums and direction-setting.</p>	<p>Updated</p> <p>Updated</p> <p>Complete</p> <p>New</p>	<p>PLSA</p> <p>PLS</p> <p>PLSA</p>	<p>ALIA</p> <p>PLSA</p>
<p>5.4 Continue business effectiveness</p>	<p>5.4.1 Provide opportunities to strengthen the leadership and management abilities of library managers in local government.</p> <p>5.4.2 Use data, library and community feedback to collectively identify and prioritise projects, and develop a Business Case for Network service improvements.</p>	<p>Ongoing</p> <p>Updated</p>	<p>PLS</p> <p>PLS</p>	<p>Councils</p> <p>LGA & PLSA</p>



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Goals	Updated Actions	Status	Driver	Partners
5.5 Demonstrate and make visible the economic and social value of the Network in the Knowledge Economy	5.5.1 Develop and evaluative framework that measures impact and benchmarks libraries against the standards to identify areas for improvement.	Ongoing	PLS	LGA & PLSA
	5.5.2 Develop and implement a marketing strategy with key messages that tells the value of libraries and enhances their visibility with funding partners, decision-makers and the community.	Updated	PLSA	PLS



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Attachments

Glossary

AI	Artificial Intelligence
APY	Anangu Pitjantjatjara Yankunytjatjara Lands
AR	Augmented Reality
BC Acq	BLUEcloud Acquisitions (procurement system)
BYOD	Bring Your Own Device
CRM	Customer Relationship Management
ED	Education Department
IoT	Internet of Things (also called Internet of everyThing)
IT	Internet Technology
LBSA	Libraries Board of South Australia
LGA	Local Government Association
LMS	Library Management System
LuCI	Library United Configuration Interfaces
NBN	National Broadband Network
PLS	Public Library Services
PLSA	Public Libraries SA Inc
ROI	Return on Investment
SAPLN	South Australian Public Library Network
SCL	School Community Library/ies
SLSA	State Library of South Australia
UX	User Experience
VR	Virtual Reality



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Workshop priorities

Top Priority 1 – Priority 3 votes (count)

ALL RESPONSES		42
	count	% all
Courier costs (frequency, pre-sorting, rules, premium service, algorithms)	17	40%
Measures that provide better intelligence about our services	14	33%
Review internet provision to identify cost savings/simpler Wi-Fi	13	31%
Better use of data and easier reports to target interaction with customers	12	29%

METRO		18
	count	% Metro
Measures that provide better intelligence about our services	11	61%
Better use of data and easier reports to target interaction with customers	7	39%
Courier costs (frequency, pre-sorting, rules, premium service, algorithms)	5	28%
Review LMS User Group and other network Working Groups	4	22%
Network coordination of selections and collection management	3	17%
Review internet provision to identify cost savings/simpler Wi-Fi	3	17%

COUNTRY		17
	count	% Country
Review internet provision to identify cost savings/simpler Wi-Fi	7	41%
Courier costs (frequency, pre-sorting, rules, premium service, algorithms)	7	41%
Shelf-ready delivery (implement the outcomes of the pilot)	6	35%
Shared training	4	24%
Network coordination of selections and collection management	4	24%

SCL		7
	count	% SCL
Courier costs (frequency, pre-sorting, rules, premium service, algorithms)	5	71%
Better use of data and easier reports to target interaction with customers	3	43%
Review internet provision to identify cost savings/simpler Wi-Fi	3	43%



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Cut votes (count) "shouldn't be included in actions"

ALL RESPONSES			42
	count	% all	
Rostering tools	13	31%	
Floating collection	12	29%	
Establish a mechanism for large libraries to have a stronger voice	7	17%	
Regional casual staff pools	7	17%	

METRO			18
	count	% Metro	
Rostering tools	7	39%	
Floating collection	7	39%	
Establish a mechanism for large libraries to have a stronger voice	4	22%	
Content streaming contracts	4	22%	

COUNTRY			17
	count	% Country	
Family library cards (weighted for more accurate membership data)	3	18%	
Floating collection	3	18%	
Regional casual staff pools	3	18%	
Establish a mechanism for large libraries to have a stronger voice	3	18%	
Rostering tools	3	18%	

SCL			7
	count	% SCL	
Rostering tools	3	43%	



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Library services of the future

This concept was developed as part of a Home Library Service review, but it is equally relevant to many library services. It demonstrates how automating transactional activities releases staff to engage with the community in a more productive and meaningful way.

Grace in 2030



Grace was born in the 1940s and has lived alone since her husband died many years ago. She has always been an active member of her community, she keeps up with changes and uses social media to stay in touch with her overseas family.

Recently Grace decided that she shouldn't be driving any longer and surrendered her driver's licence, even though she was concerned about being isolated. However her great love is reading, and although she has an extensive selection of e-books to choose from, she likes the feel and smell of a paperback. She's careful with money, so isn't going to waste her hard-earned savings buying books.

On Grace's last visit to her community hub, staff signed her up for the Home Library Service and showed her how to order library books via the online catalogue. Grace was initially reluctant, her friends used HLS some years ago when delivery was slow and they didn't always get what they wanted. But the Librarian explained that the HLS now uses a 'just in time' ordering system: Grace can order online from the library catalogue, and items that are on the shelves are delivered by courier within two working days. When she's finished with that batch, she updates her order, books a delivery time and a courier swaps her completed books for a bag of fresh reading.

Sometimes Grace needs additional information to help her decide what to read, so she posts a query on the HLS Facebook page and she's amazed at the helpful ideas from other customers, and the useful advice from the HLS librarian who monitors the site. Best of all, the library catalogue has a star rating system and reader reviews, and Grace spends hours reading what others have said about new titles. She has started to make online friends with other HLS customers, and the library has linked her with a volunteer who visits to check she's OK and takes the time to have a cup of tea and chat about books.

The library response in 2030

Jasmine is the HLS librarian. Her role is to help HLS customers get the best from the service. She has time to do this because the selection and delivery process is fully automated, all she needs to do to keep the system running is to review the daily reports that show loans and returns, reader ratings and reviews, delivery times against KPIs, and the automated HLS volunteer visit app. To help with collection development, the LMS also provides a monthly report on titles that have been requested and not delivered, and Jasmine analyses this data to identify new acquisitions and orders these via the procurement system. Most of her time is spent promoting the service, supporting HLS volunteers and meeting with clients and service providers to expand library access to isolated residents.



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City of Salisbury

Libraries and Community Centres Review

Final Report

February 2014

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Introduction

This report provides the final recommendations of the Libraries and Community Centres Review focusing on service delivery and structure. The review has taken place in the context of a program of service reviews that the City of Salisbury is undertaking, with the most pertinent to this review being the Recreation Services Review and the City of Salisbury's City Centre Redevelopment Strategy.

It reviewing its Centres, the City of Salisbury is looking to create a city that integrates planning, services and infrastructure to ensure community needs are met through the provision of best practice community resources, places and spaces. This commitment will ensure that the principle of 'A commitment to enhance learning and life-long opportunities across our community' remains at the centre of all decision making.

Program Review Objectives

The overall objective of the review is to develop an integrated Strategic Plan and Service Delivery Framework including a review of levels of service for the delivery of Libraries and Community Centres in the City of Salisbury.

The specific issues to be addressed in the review include:

1. The strategic relevance of the service for the City of Salisbury
2. The level of community expectation and support for the services
3. The social impact and the level of community need
4. The current level of community use and the impact on the community of the proposed strategy
5. Are there any alternative service providers
6. Potential opportunities for operational savings and related service level/program impacts

To date three background papers that underpin the review have been developed and distributed and these are:

- Current status Report;
- Trends and Values;
- Social Infrastructure Governance Models.

The contents of the background papers were work-shopped with the Program Review Sub-Committee at the October, 2013 meeting and a further report presented to Council in November 2013. At that meeting Council discussed:

- Community Directory production alternatives
- Radio Frequency Identification (RFID) implementation
- Continuation of home based library service via an alternate model
- Consultation strategy to move to an alternative governance model for the Community Centres
- Key trend information on usage and social infrastructure.

Council resolved that consultation workshops be held with the Community Centre Management Committees in December and feedback be sought on the proposed implementation of model 2 as described in the Social Infrastructure and Governance Models paper. This consultation was undertaken and submissions received in response to the consultation are included as Appendix C to this report.

Overview

Libraries and Community Centres are seen as safe and accessible for the community to re-engage in the diverse range of learning opportunities provided. These range from early intervention literacy and numeracy programs to foundation skills to transition to tertiary education or the workforce.

The Libraries and Community Centres also promote a culture of learning, advocate for the learning needs of the community, facilitate learning through partnerships and provide enabling spaces and places.

The Libraries and Community Centres business plan links directly to Council's City Plan, in particular to the Living City and Prosperous City strategies, as well as playing a key delivery role in the Learning Action Plan.

The Libraries and Community Centres business planning is done within the context of, and alignment to:

- The City of Salisbury City Plan
- South Australia's Strategic Plan
- City of Salisbury Youth Action Plan
- City of Salisbury Learning Action Plan
- Demographic analysis of the community

A new Business Plan for 2013/14 has been developed. The Business Plan articulates the following:

Vision

That the Libraries and Community Centres make a significant contribution to the enhancement of the social, economic and environmental well-being of Salisbury in partnership and collaboration with the community.

Mission

To provide safe and supportive environments to people who live, work and visit Salisbury to explore literacy and learning opportunities; and to support our community's aspirations and needs.

Objectives

1. Ensure services and infrastructure evolve to meet community needs by providing appropriate community resources, places and spaces
2. A commitment to enhance learning opportunities across our community
3. Continuous improvement of planning, business and resource management processes and develop strong partnerships to support and provide excellent service delivery
4. A skilled and professional workforce.

The Level of Community Need, Use and Support for the Services

The Libraries and Community Centres are consistently rated highly for customer service and customer satisfaction. The libraries rated 8.6 (equal highest) in the Council Community survey conducted in 2012; and received a 99% satisfaction rating for services offered in a library survey conducted early in 2013. 98% of the customers also rated highly the importance of their local library in the community.

The Community Centres received a rating of 8.0 (up from 7.5) in the 2012 Council Community survey and received a 93% customer satisfaction rating for services offered.

In research carried out by McGregor Tan Research for the City of Salisbury in December 2013, community support for libraries and community centres was high. 98% of those surveyed said Council should be providing library services, which was equal highest with parks and reserves, and 92% said Community Centres. The survey results found that the survey participants felt that one of the core responsibilities of Council was to provide libraries and that they also felt services and facilities for the aged, youth and disabled should be the responsibility of Council.

Changing Demographics

An assessment of the demographics for Salisbury shows that Salisbury sits below the Greater Adelaide average in terms of University attendance, residents having a Bachelor or Higher degree and median weekly household income. Unemployment sits slightly higher than the Greater Adelaide Average. Research conducted and referenced in the Learning Action Plan, indicates that by 2015, 80% of the new jobs created in Northern Adelaide would require a post school qualification.

The Learning Action Plan also highlights the extent to which language, literacy and numeracy deficits exist in the Salisbury community, thereby excluding members of the community from gaining the qualifications necessary for the jobs being created. There are also other indicators such as the health and wellbeing of the community, the SEIFA index, volunteering rates, social isolation and crime statistics that point to a need for learning and education within the community. Results from the Australian Early Development Index (AEDI) also point to the need for early intervention in literacy development.

Research shows the value of having a highly literate and educated community and the return on investing in the early years in particular is estimated at \$7 to \$1. High literacy levels have been linked to increased academic and occupational success, increased self-esteem and motivation to learn, participation in and commitment to education and socially acceptable behaviour and positive regard to one's abilities.

As more people live alone, the itinerant nature and casualisation of work increases and double income families place more stress on the community, public libraries and community centres become more important as places to go and socialise. The concept of the 'third' place (after home and work) – a place which is safe and free to access – gains momentum.

The libraries and community centres are ideally positioned in the community to continue to provide programs and services that enhance learning and literacy opportunities for the community.

Increasingly, the library service is developing and delivering programs and services that deliver early learning and literacy outcomes. Programs such as ABC 30&3, Books R4 Babies 2 and Giggle Time deliver simple messages that can have profound outcomes for the community. ABC 30&3 is grounded in

research that articulates reading to a child for 30 minutes 3 times a week and ensuring the child accesses 30 picture books before the age of 3 to enable the child to go to school ready to learn. The programs are also based on the six early literacy skills as developed by the American Library Association.

Service Delivery

The community centre and library services are currently delivered out of 12 building locations and a vehicle for the home library service.

Libraries and Community Centres deliver a range of programs that fit within the quadruple bottom line of economic, environmental, social sustainability and cultural development. The services offered are a mix of quick transactions, direct service help and community development programs as well as operating as a base for a range of local activities and clubs, information and referral services and meeting places and spaces. A full list of services and programs are attached as Appendix A.

In 2012/13 a total of 517 events and programs were run and attended by 21,084 residents. 437 of these programs had an early literacy and learning focus.

In 2012/13 the Community Centres provided many opportunities for the community to participate in structured courses and programs that had employment and education outcomes whether accredited or non-accredited.

There were over 27,300 participants in the 125 structured courses and programs that were delivered. These courses have provided over 600 of these participants with pathways to volunteering, further education and training or employment.

Population profiles have been developed for all suburbs and are used to shape program design and delivery.

Services and program delivery can be aimed at either the literacy/learning outcome or a specific segment of our community – all based on community need and aspiration. They promote a culture of learning, advocate for the learning needs of the community, facilitate learning through partnerships and provide enabling spaces and places.

Since the 2013 merge (based on synergies of programming around lifelong learning and provision of spaces as the 3rd place), Libraries and Community Centres have implemented a coordinated approach for promotion of events and activities.

The community centres and libraries also provide a focal point for attracting and developing volunteers. The community centres, in particular, rely on the contribution of volunteers for service delivery.

Usage

The City of Salisbury has been conducting periodic surveys among its residential population since 2001, with the most recent survey conducted in 2012. Interviews for the most recent survey were conducted by Harrison Research, from a randomised sample drawn from an electronic residential listing. The survey was conducted using Computer Aided Telephone Interviewing (CATI). The following table shows the latest usage visitation in Libraries and Community Centres for 2012

	Weekly	2-3 times per month	Once a month	Every 2-3 months	Once / twice per year	Less often	Never
Libraries 2012	7%	8%	14%	7%	16%	4%	44%
Community Centres 2012	3%	1%	0.5%	0.5%	7%	3%	85%

Community Centres

The Community Centres provide a range of services and programs that fit within a youth enterprise and adult learning framework.

The primary purpose of community centres is to be a welcoming and accessible place that provides services and opportunities for the community, in particular those who are isolated or disadvantaged, to come together. The community centres provide access to essential venue space, and meeting and training rooms for a range of users including:

- private hirers
- cultural and community groups
- local organisations and agencies
- training providers
- businesses and
- churches.

Centres can also be used for activities such as polling booths at election time.

For example, individual community members hire facilities on a casual basis for private family functions and celebrations, including weddings, christenings and birthday parties. Various church groups including the Burmese Christian Community and the Salisbury Family Church hire facilities regularly, as do local sporting or recreation groups such as karate, martial arts, tai chi and dancing clubs.

Commercial or business hirers use facilities for meetings (i.e. strata management), training providers to deliver community programs such as first aid courses, or Kumon tutoring for children.

The centres have increasingly moved towards structured programming with employment and education outcomes, with funding provided through State Government and other agencies. The centres had a total of 193,547 visits with 27,314 being attendances at structured courses and programs. There were 125 programs that supported employment and education strategies with 101 of these being provided with Adult Community Education (ACE) funding.

Libraries

Public libraries are open to all people by virtue of their accessibility; public libraries can help redress inequity that results from social exclusion and, by doing so, improve equity and social cohesion.

The libraries offer a diverse range of services and products that are managed through the use of technology to meet the learning and information needs of its members. Increasingly, through its Community Learning and Outreach team the library service is delivering targeted literacy programs for families that are at risk of disengaging with education and learning opportunities. Technology is seen as an enabler as the Library Service moves from a "Lending to Learning" philosophy as articulated by Ronan O'Beirne in his book with that title.

With nearly 58,000 registered members the libraries facilitated over a million loans and pc uses to 620,619 customers and delivered 517 program events to over 21,000 people.

Of the 517 program events, 437 of these had an early literacy and learning focus. Increasingly the libraries have been developed along the concepts of a 'Family Place Library'.

Increasingly services and programs in the libraries and community centres have been reshaped and developed in line with the changing demographics of Salisbury and current trends and issues.

The Library Service was the 5th library service to join the State-wide One Library Management System. With the availability of the collections from all public libraries in SA becoming increasingly available the community is still relying heavily on the collections contained within the Salisbury Library Service. All branches show that over 80% of the loans are from their collection, and then from the other branches, with between 8% and 9% coming from other library services in the State.

Futures

Trends and issues that have driven the development of current programs and that will continue to impact on Libraries and Community Centres from a future design and service delivery perspective include:

1. **Lifelong Learning as an enabler:** Libraries and Community Centres are in a unique position as trusted public/community institutions to be able to provide opportunities for the whole of the community to connect with learning opportunities and develop literacy skills essential to be able to actively participate in today's society. Whilst literacy development needs to be emphasised in the formal education system it must also draw on community initiatives and programs, especially in the early years, youth and re-training opportunities.
2. **As places of Social Capital:** bringing together people from a range of backgrounds to meet, network and potentially develop relationships with other members of the community. Annually, approximately 56% of the Salisbury population are active library users and 15% are users of community centres. As the heart of a community's social vitality, libraries and community centres provide a community focal point beyond the realms of work and home (3rd Place concept).
3. **Ageing of the community:** already older residents are major users of libraries and community centres and this is likely to grow as the baby boomers retire and leisure time increases whilst financial resources decline. Programs and service delivery are most likely to change to meet the needs of the evolving Salisbury community profile. It is anticipated this will impact on resources supplied, the development of programs and result in an increase in the digital (and gadget) divide.
4. **Youth:** Twelve25 is the principle provider of programs for young people, aged 12-15, in the City of Salisbury. Programs have an emphasis on engagement, education, employment and enterprise. Twelve25 has recently undergone a review which has highlighted some key recommendations. Youth are also significant users of public libraries and libraries. University of SA research shows that the public library quite often becomes a no-cost after school care provider where young adults feel safe to use the space as entertainment, leisure and literacy. Learning styles are quite often different to previous generations in that it is more group research and co-operative learning. Using spaces to complete research and homework help type services are in demand in the libraries and Twelve25, particularly by new arrivals.
5. **New information technologies:** concerns that the increasing use of technology for research and information will mean that public libraries should be getting smaller, is not supported by the evidence gathered for a study (People Places¹). Public libraries have in fact provided additional space for technology such as computer training rooms, large areas for public access catalogues and dedicated computerised work stations. Appropriate, flexible, functional and adequate space to accommodate new information technologies is now a major requirement for community spaces. Technologies such as self-check loans, self-help desks, quick-use computers, wireless technology, ports for laptops and wireless local area network access points need to be considered in library design and layout. Increased demand for Community Centres to provide IT training in both accredited and non-accredited courses and access to technology has meant space allocation has changed. There is also community pressure to keep technology up to date and staff up-skilled to provide appropriate help and training.

¹ People Places. A Guide for Public Library Buildings in New South Wales. Third edition. State Library of NSW, June 2012.

6. **Our multicultural society:** research indicates that many people from multicultural backgrounds like to use libraries and particularly view them as places for social contact with other residents with similar backgrounds. Public Libraries need collections in different languages and formats, browsing and reading spaces and meeting spaces for social contact. Community Centres are increasingly being accessed for meeting spaces and also attendance at English as a Second Language (ESL) classes, Language, Literacy and Numeracy classes, Foundation skills training and social connectedness.
7. **Change in usage patterns:** adoption of retail strategies in libraries around book display, physical design, flexible floor space, furniture and shelving which are moveable, exhibition/display space, café concept and themed collection management. Community Centres require flexible spaces and spaces where many groups can be participating in programs at the same time. Ability to provide after-hours access for community members to meet is also necessary.
8. **Cultural development:** provision of spaces for public and community art would give members various opportunities for celebrating their cultural identity as well as accessing local history collections physically and digitally. This would provide members continuous access to an active collection of 'tomorrow's history'.
9. **Impact of urban consolidation:** principles for the development of Transit Oriented Development's (TOD's) are reflected in the Salisbury Town Centre redevelopment. High rise buildings quite often demand libraries and community centres have longer opening hours and demand for meeting spaces, study spaces and reading areas increase.

As previously stated the current business plan has been developed being cognisant of these trends, the needs of the community and the demographics. Annual planning and reshaping services and programs has meant that the libraries and community centres have kept abreast of the needs of the community and are operating at best practice. To that end it is proposed that a Strategic Plan covering 2014-2019 be developed to continue this work. Based on this analysis of trends and values and an assessment of Salisbury's demographics the Plan should contain objectives that:

- Enable early literacy and lifelong learning opportunities
- Provide flexible spaces for multiple usage patterns, for cultural development and to enable the community to meet
- Be welcoming to all and provide programs and services to specific cohorts
- Enable and assist the community to access and use new information technologies
- Record our communities history and heritage

Social Infrastructure

Research from the Planning for Social Infrastructure and Community Services for Urban Growth Areas project (2011)² suggests that there is a trend in community facilities towards larger but fewer and better appointed facilities that are centrally located and multipurpose. Leading practice favours the clustering of community facilities in centres to enhance accessibility and connectivity with related uses. Co-location usually involves bringing community services together in a single location. It is a response to the fragmentation and lack of integration of related services. It is intended to enhance coordination amongst services and convenience for clients who can access multiple services from a single point. A community's social and economic development is increasingly dependent on its residents' access to, and use of, information and communications technology. Community facilities, especially libraries, play an important role in enhancing public access to computer and information technology resources and helping to overcome the 'digital divide'. In addition to this, the increasing focus on all aspects of sustainability means that not only are sustainable design, materials, energy and water aspects of the design of community buildings important, so too is sustainability in terms of funding, management and maintenance arrangements.

Social Infrastructure Provision

State Government in Queensland³ and Victoria⁴ have developed guides to Social Infrastructure Planning for Local Government within an urban growth context. To date the South Australian government has not followed, however it has developed the 30 Year Plan for Greater Adelaide. In late 2011 the City of Charles Sturt led a project funded by the Local Government of South Australia Research and Development Scheme to look at Planning for Social Infrastructure and Community Services for Urban Growth Areas⁵. The Cities of Salisbury, Playford and Onkaparinga were also key partners in the project.

New South Wales⁶ and Victoria⁵ have also developed standards for social infrastructure provision. The New South Wales Growth Centres Development Code identifies the following:

- One District Community Centre per 20,000 people
- One Community Service Centre per 60,000 people
- One Youth Centre per 20,000 people
- One Branch Library per 33,000 people
- One District Library per 40,000 people (with the NSW State Library Standards recommending one central library per 100,000 people)

² Planning for Social Infrastructure and Community Services for Urban Growth Areas. Implementation Guide pp.12+13

³ Queensland Government, Office of Urban Management (2007), Implementation Guideline no.5 – Social Infrastructure Planning, <http://www.dip.qld.gov.au/resources/guideline/implementationGuideine5.pdf>

⁴ Victorian Government Growth Areas Authority (2008) Planning for Community Infrastructure in Growth Areas. Prepared by Australian Social and Recreation Research. http://www.gaa.vic.gov.au/Assets/Files/Planning_for_Community_Infrastructure_in_Growth_Areas_Apr08.pdf

⁵ Local Government Association of South Australia. Local Government Research & Development Scheme (2011) Planning for Social Infrastructure and Community Services for Urban Growth Areas. Service Planning Model. [http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Service_Planning_Model_\(November_2011\)_-_Development_of_Social_Infrastructure_in_Growth_Corridors.pdf](http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Service_Planning_Model_(November_2011)_-_Development_of_Social_Infrastructure_in_Growth_Corridors.pdf)

⁶ Growth Areas Commission (2006), Growth Centres Development Code. <http://www.gcc.nsw.gov.au/report-27.html>⁵ State Library of NSW (2012), People Places: A guide for Public Library Buildings in New South Wales. 3rd edition http://www.sl.nsw.gov.au/services/public_libraries/docs/poeple_places.pdf

The Victorian Growth Areas Authority includes the following:

- One library for every 30,000-60,000 people
- One youth resource centre for every 30,000-60,000 people
- One multi-purpose community centre for every 40,000-50,000 people

In the Service Planning Model⁶ it is noted that the above standards are based on greenfield settings and need to be adapted to suit the higher density urban growth context, and be planned in response to each particular community's needs.

Applying the planning hierarchy set out above to Salisbury would equate to:

- A central library within a civic precinct (Currently Len Beadell is situated within the Town Centre but not collocated)
- 3 to 6 district libraries (Currently have 4 – Ingle Farm, Para Hills and Mawson Lakes have collocation to some extent and Salisbury West is collocated with SA Health)
- 3 to 6 multi-purpose community centres (currently have 7 of varying sizes)
- 2 district youth centres (currently have one)

The information set out above demonstrates that Salisbury is currently providing social infrastructure within the parameters recommended in the NSW and Victoria documents, however it is proposed that with further refinement a more strategic plan could be developed that is relevant for the community for the future.

Community Hubs

There is a move towards the concept of community hubs for social infrastructure development. The Implementation Guide⁷ states that there are a number of definitions for a community hub and it is important for council to identify their own definition. However, in essence a community hub is a multipurpose public gathering and activity place where a variety of activities occur and where a wide range of community needs can be met in both formal and informal ways.

The essential characteristics of a community hub are articulated as they:

- Respond to, and are shaped by, the unique circumstances, needs and assets of their community;
- Co-locate or cluster a range of community facilities and human services;
- Include a variety of uses (e.g. residential, retail and commercial) that attract different groups of people at different times of the day for a variety of purposes and meet a wide range of community needs and support community strengths;
- Attract people and are identified as a focal point and gathering place for the community;
- Are readily accessible to ensure all members of the community can utilise them;
- Have a civic quality, sense of stability and level of amenity that marks them as an important place in the community;

⁷ Local Government Association of South Australia. Local Government Research & Development Scheme (2011) Planning for Social Infrastructure and Community Services for Urban Growth Areas. Implementation Guide. [http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Implementation_Guide_\(February_2012\)_-_Development_of_Social_Infrastructure_in_Growth_Corridors.pdf](http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Implementation_Guide_(February_2012)_-_Development_of_Social_Infrastructure_in_Growth_Corridors.pdf)

- Include an inviting public domain that encourages people to interact in the public realm.

Research carried out by the Association of Neighbourhood Houses and Learning Centres in 2012⁸ concluded that in the *“majority of cases moving to a hub leads to increased participation across all demographic groups, though that is largely contingent on increased space being available for Neighbourhood House activities.”* It also concluded that in the majority of cases the move was a very positive experience; however, the motivation for moving into a hub is more important than who initiates it. Those that were compelled to move often compromised the level of satisfaction.

⁸ Association of Neighbourhood Houses and Learning Centre (2012) Mixed Reception: An evaluation of Neighbourhood Houses and Learning Centres' Experience in 30 Community Hubs. http://www.anhlc.asn.au/files/anhlc_hubs_report_e-version_for_distribution.pdf

Proposed Locations

1. A Regional Hub be developed in the City Centre that could include a central library, community centre, recreation services and learning centre. This offers the potential to close Salisbury East Community Centre which is currently stand-alone.
2. Four (4) district hubs be established in the following locations:
 - **Parafield Gardens** which would improve linkages between the Recreation Centre and Morella Community Centre;
 - **Burton** which would include the community centre located adjacent to the shops and sporting facility; with the potential to acquire the childcare centre and either expand the community centre or offer library services at Burton, as this is a growth area of the City;
 - **Mawson Lakes** as this currently offers a library and community centre located near shops and other services;
 - **Para Hills** which would include building a new community centre at Para Hills and shifting the Community Centre from the Paddocks site. Based on previous Council decisions \$500,000 for design and capital works has been carried forward to the 2014/15 budget and \$4,000,000 has been allocated to the 2015/16 budget for major capital works. Council resolved in May 2013 to defer a decision in relation to the Paddocks Masterplan Stage 2, until the Library and Community Centres Review was completed.

This option aligns with the hub model approach, allows for integration and better linkage of community service delivery through libraries and community centres, as well as providing a contemporary flexible, multi-purpose building design. Ultimately, this provides for enhanced customer service for future generations and may also provide for more efficient service delivery through opportunities to share staff across facilities, noting that the final Governance model applied may impact resource sharing opportunities.

A summary report (The Paddocks – Stage 2 Project) is attached, as Appendix B to this report, which outlines the project to date and community consultation outcomes. The Paddocks review, which commenced in 2008/09, has identified 3 options for consideration, however there is also an option to maintain status quo, which has been included as Option 4:

- Option 1: Build a 450m² extension at the current location
- Option 2: Build a new 900m² community centres at The Para Hills Centre
- Option 3: Build a new 1200m² community centre on the current site.
- Option 4: status quo

Indicative capital costings range from \$3.3million to \$6.9million with ongoing annual operating costs from \$310k to \$640k.

The findings of the various consultations and research projects undertaken essentially remain unchanged. They were:

- The location of the existing community facilities are clearly favoured by their users. Members of the community relate strongly to the facility they use and did not want to see a change in location.
- Overall the community values open space, footpaths in good repair, friendly welcoming facilities that are inclusive of all and are easily accessible by pedestrians, cyclists, motorists and public transport users. Adaptable multipurpose and flexible spaces that can cater to changing needs of older people are important as are key enabling technologies.

3. Remaining stand-alone centres would be:
 - Bagster Community Centre
 - Ingle Farm Library which is collocated with the Ingle Farm Recreation Centre
 - Pooraka Farm Community Centre
 - Salisbury East Community Centre, although potential to consider closing this in the longer term if a Regional Hub is developed in the City Centre
 - Salisbury West Library, although potential to consider closing if a hub is developed at Burton that includes a library service.

Alternative Service Providers

Libraries

Currently for Libraries there are no external or private providers of public library services. The Memorandum of Agreement (MoA) between state and local government, which runs until 2020/21 provides the commitment to the public library network and outlines the State Governments financial contribution.

Community Centres

For Community Centres there are no set standards for governance models or structures. Research conducted in 2009 by the Community and Neighbourhood Houses and Centres Association Inc (CANH - now Community Centres SA) indicated that:

- 54% of the respondents had an incorporated Management Committee as their management/governance structure;
- 25% were Council owned and operated; and
- 13% were Council owned and worked with a Centre Advisory or Incorporated Group

This research showed that 66% of the buildings that Community Centres operate out of are owned by Councils, 10% were privately owned, 8% by the Department of Education and Child Development, 6% by Housing SA and 4% by a Church.

Within the City of Salisbury, Community Centres operate under the incorporated Management Committee structure, with Council providing funding towards staffing and running costs of the centres.

Four (4) Governance model options were presented to Program Review Sub-Committee in November 2013:

- Model 1: Partnership between Council and Incorporated Association via Management Committees/ Boards (Current Model)
 - Council owns the building and supports the Community Centre through facility maintenance and management, professional support and advice; Council provides Centre based Council staffing (1.0 FTE) and manages an administrative support budget
 - The Centre is run by an Incorporated Management Committee or Board who manage the day-to-day operation of the centre, centre finances, grants applied for, the development of strategic plans for the centres and program delivery.
 - The Partnership Agreement sets out the rights and obligations of both parties.
- Model 2: Partnership between Council and Incorporated Association via Management Committees/ Boards
 - The Partnership Agreement sets out the rights and obligations of both parties.
 - Council owns the building and supports the Community Centre through facility maintenance and management, professional support and advice; Council provides Centre based Council staffing (1.0 FTE) and manages an administrative support budget

- Council owns the building and supports the Community Centre through facility maintenance and management, professional support and advice
 - Council becomes the funding body and provides a budget directly to the Community Centre Management Committee. Funding is contingent on meeting KPIs set out within a Partnership Agreement and the agreement would set out all the conditions, rights and obligations of both parties
 - The Management Committee employs all staff to meet the requirements of the Partnership Agreement. The Management Committee then becomes totally responsible for management of centre including recruitment, industrial relations, financial management, information technology etc
- Model 3: Council owned and managed – some with input from Advisory Committees, Friends.
 - Council owns the building and maintains the facility and provides staffing to deliver programs relevant to the local community. Council would also provide management, professional support and advice.
 - Model 4: Auspicing arrangement with an NGO – some with an Advisory Committee or Steering Group
 - Council establishes a partnering arrangement with an NGO and the NGO then maintains and runs the community centre for the benefit of the community.

Staff were directed to consult with the Management Committees on a proposal to move from Model 1 to Model 2. Consultation with the Management Committees occurred in December, 2013 and a deadline for receipt of submissions was set for 30 January, 2014. The submissions received are included as Appendix C to this report.

Potential Opportunities for Operational Savings & Related Service Level Program Impacts

Scenarios for operational savings have been developed for the Library Service. The options developed include four proposals to achieve operational savings:

- A. Stage 1 Implementation of RFID technology
- B. Stage 2 Enhanced Implementation of RFID technology (self-check)
- C. Reduced staffing model
- D. Reduction in opening hours of branch libraries

And two proposals for a change to existing service provision

- E. Community Information Directory production alternatives
- F. Continuation of the home based library service via alternative delivery models.

Option A: Stage 1 Implementation of Radio Frequency Identification (RFID) technology (replacement of current Electromagnetic technology)

Libraries currently operate with Electromagnetic (EM) technology for the security systems associated with the security entrance gates, the patron self-check machines at Len Beadell and Mawson Lakes and the security tags in the resources. Council will need to replace these machines over the next few years as some are now out of maintenance contracts. EM technology has essentially been replaced with RFID which means it is becoming increasingly difficult to EM equipment repaired.

RFID technology offers a superior product at a lower capital cost and along with the opportunity for some minor staff savings through process efficiency. The implementation of RFID to branches would:

- replace the current EM machines and include security gates at 4 branches (as Mawson Lakes is replaced through The Mawson Centre sinking fund)
 - install book-check machines at all branches and
 - install self-check machines at Len Beadell and Mawson Lakes
- and would result in capital savings of approximately \$84,000.

	To replace with EM	To replace with RFID	Savings
Ingle Farm – book-check and security gates	38,000	14,000	\$24,000
Len Beadell – book-check, self-check and security gates	74,000	33,000	\$41,000
Mawson Lakes – book-check and self-check + tags	60,000	22,000	\$38,000
Para Hills – book check and security gates	33,000	16,000	\$17,000
Salisbury West - book check and security gates	30,000	12,000	\$18,000
RFID Security Tag purchase		54,000	-
TOTAL	235,000	151,000	\$84,000

This straight replacement model would also result in staff savings of approximately \$13,000 per year, achievable over time through natural attrition.

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Option B: Stage 2 Enhanced Implementation of Radio Frequency Identification (RFID) technology with the introduction of patron self-check machines in all libraries.

If RFID was to be introduced into all libraries and include the introduction of patron self-check machines it is expected that considerable staff savings could be made annually. In this scenario most of the services offered could remain in place although the community could perceive a reduction in service levels due to the introduction of self-check machines.

The following savings scenario has been developed:

Branch	RFID requirements	Potential savings*
Ingle Farm	2 self-check machines Total cost \$29,000	Staff savings of \$14,500 p.a.
Len Beadell	3 self-check machines Total cost \$43,500	Staff savings of \$24,500 p.a. – with the potential for more as take up increases
Mawson Lakes	1 self-check machine \$14,500	Staff savings of \$37,000 p.a.
Para Hills	2 self-check machines Total cost \$29,000	No savings
Salisbury West	2 self-check machines Total cost \$29,000	Staff savings of \$52,000 p.a.
	\$145,000	\$118,000 p.a.

* staff savings would be achieved over time via natural attrition and contract completion

Projected savings are based on calculations provided by other library services who have introduced RFID. For every 100,000 loans a move from EM to RFID reduces staff time from 139 hours to 56 hours per annum, and with self-check only (with the removal of staffed library desks) it would reduce from 139 hours to nil. Staff would still need to be available to assist the community with their queries and help using technology, including the self-check machines. Based on current service provision statistics 51% of Salisbury West customers require assistance, 72% of customers at Para Hills and 20% at Mawson Lakes require assistance, which suggests the reduction to 'nil' hours for implementation of self-check machines is unlikely at these sites.

Whilst RFID removes the need for staff to double handle items and self-check removes the need for staff to issue or check the item back into the library, staff will still have to physically handle the item returned to check for reservations on the item or return it to the shelves. At Salisbury West the volume of items handled are in excess of 180,000 items, at Para Hills over 86,000 items and at Mawson Lakes over 127,000 items.

Option C: Reduced staffing model

At the October Program Review Sub-Committee workshop it was recommended that a scenario be developed to change the current Library Branch staffing model. The proposal was for:

- Len Beadell and Ingle Farm libraries to continue with the same level of service delivery
- Salisbury West, Mawson Lakes and Para Hills libraries to operate on a 2 staff model
- Opening hours were to remain the same.

It should be noted that staffing levels in all branches are currently based on minimal levels required for agreed service delivery. Any proposals to reduce staffing levels could only be introduced if the implementation of RFID was extended to include self-check machines for the community to issue and return items.

Under a 2 staff model scenario the following savings would be possible:

Branch	Capital cost	Staff savings
Mawson Lakes	1 self-check machine - \$14,500	\$50,000 p.a.
Para Hills	2 self-check machines - \$29,000	No savings
Salisbury West	2 self-check machines - \$29,000	\$160,000 p.a.
	\$72,500	\$210,000 p.a.

A shift to a 2 staff model would result in a significant drop in overall customer service due to the reduction of services such as early literacy programs. Staff would also not be able to provide the current level of customer service for:

- Reference
- reader's advisory
- community information
- general queries
- PC troubleshooting
- Training
- assistance with wireless access
- printing
- photocopying and scanning.

It is estimated that in excess of 80 programs with an early childhood literacy focus would not be provided at Salisbury West and the same at Mawson Lakes under the 2 staff model. It is not considered that the 2 staff model allows for sustainable core service delivery in the long term.

Council currently has agreements in place that obligate it to provide public access PCs/access to the internet. For example, the IT Services Agreement for The Mawson Centre includes the provision of public area PCs, while the MoA between State and Local Government includes as an outcome "access to the information economy and free public access to the internet through public libraries". Currently the predominant way to do this is through the provision of public access PCs, although customers are increasingly using wireless access with their own devices.

Option D: Reductions in opening hours of the branch libraries.

An option that was discussed with the Program Review Sub Committee at the October 2013 workshop, and presented as the scenario that would provide significant savings with the least disruption to customer service, was to close the four branch libraries on one day per week each. Len Beadell would remain open seven days per week while the four branch libraries would close for one day each on a different day of the week. Analysis of the usage/attendance statistics suggests the following closures would provide for the least disruption to service provision:

- Ingle Farm would close every Monday – this would affect approximately 480 customers per week
- Para Hills would close every Tuesday – this would affect approximately 220 customers per week
- Mawson Lakes would close every Wednesday – this would affect approximately 310 customers per week including school students, as this is a joint-use library
- Salisbury West would close every Friday – this would affect approximately 480 customers per week.

This option would mean that at least four libraries would be open each day in the City and would result in operational savings of approximately \$165,000 per annum.

It is expected that the financial savings for any of the options would commence in the 2014/15 financial year and may extend into the 2015/16 financial year depending on the option.

Option E: Community Information Directory production alternatives:

The Salisbury Community Information Directory has provided information to the Salisbury Community for the past 28 years. The Directory has been produced as a free service with the following objectives:

- To provide up-to-date and accurate local information to the residents of the City;
- Ensure that the information is both user-friendly and accessible; and
- To promote Council services.

Up until 2000, the Directory was published as 6 separate publications. In this format a maximum of 6,000 copies of the publications could be produced.

In 2001, after an extensive review the Directory was produced as a single booklet. This was seen as a great improvement providing the community with the following benefits:

- Community and council information in an all-encompassing document;
- Enabled residents to identify both the ward they live in and their local representative through the inclusion of maps and photographs;
- Cost-effective print run;
- More copies available to all residents; and
- Council branding and promotion of Council services.

Feedback provided during the 2000 review noted that the inclusion of general advertisements and sponsors information was not positively received by Directory users. Participants described it as cluttering the document with irrelevant information whilst downgrading the quality of the publication.

In 2010 another Community Directory focus group was conducted with the objective of identifying areas of improvement. The findings from this focus group were:

- A preference to continue to print as a single publication
- Investigate the option to print all pages in colour
- Distribute Council adverts throughout the Directory and not in a single section
- Include maps of Council facilities; and
- PDF version to be made available on Council website for download as well as a virtual magazine

Since then, the Directory has included the introduction of a pull out map, a feedback form, a comprehensive index and the City of Salisbury service entries are now 4 colour inserts.

Currently 15,000 copies are produced and available free to the community. These are distributed through Council facilities and sites numbering 700 in total. Any organisation can request copies of the Directory.

The information in the Directory is updated annually. Currently this is done by connecting to the State-wide database. Staff follow-up on entries that are not updated and currently it is estimated that this is 60% of the 500 entries. To reduce costs editing and design work is done in house.

The community through consultation over time has indicated a preference for a printed Directory. A move to another platform would not necessarily suit all current users of the directory although it would provide a wider potential readership opportunity.

In the 2012 Library Customer Satisfaction Survey 75% of the respondents indicated that the provision of Community Information is important. 56% of the respondents indicated they were satisfied with community information, 1% indicated they were dissatisfied and over 40% indicated they were either neutral or didn't know. Community Information relates to all elements and the question does not specifically ask a question about the Directory.

Postcards are to be included in the 2014 Directory, which is currently in production, seeking feedback about how often the Community Directory is used, what format the future Directory should be in and how useful is the Directory.

Staff time associated with the production of the Directory has been calculated at 6 hours per week. This equates to 0.15 FTE and could result in savings of \$11,466 per annum. It is however anticipated that if an online version is required, then staff time may need to be re-allocated in the short term to manage the initial set up of the database.

Options for the Directory in the future are:

Option	Savings
1. Current model	No savings
2. Print every 2nd year	\$60,000 over 4 years
3. Black & white throughout	\$16,000 over 4 years
4. Sell Advertising Space*	Estimate \$60,000 over 4 years
5. Producing online**	Estimate \$85,000 savings over 4 years

* assuming the continuation of 12,000 copies only and that we would be looking to cover 50% of the costs it would require between 15 (full page advertisements) to 40 (¼page) to be sold and could result in savings of \$60,000 over 4 years. This would only cover 50% of the cost of the production of the Directory. It is anticipated in this option that the selling of the Advertisements would be outsourced to a specialist. In a business sense, based on the relatively low production run and the demise of a number of community directory publications that relied solely on advertising, this option is not recommended for further analysis.

** depending on availability of an online product, costs could equate to \$85,000 savings over 4 years. It is anticipated that a web based database could be developed at a cost of \$15,000 to manage the community information and maintenance costs of \$5,000 per annum would be required. In the first year this would result in savings of \$10,000 and \$25,000 thereafter.

A recommendation for Council to consider is to move to a bi-annual printed Community Directory, commencing 2014 and develop an online community information database commencing 2015 and that the feedback received from the 2014 Directory be brought back to Council in a further report in June, 2014, resulting in savings of \$60,000 over 4 years commencing 2015/16.

Option F: Alternative delivery model for the Home Based Library service

It is proposed that a 12 month pilot be implemented using volunteers to deliver the resources to the community. Depending on how often people wish to volunteer, we would need between 4 and 16 volunteers over a 4 week period. Staff would continue to select the items and co-ordinate the volunteers to deliver using the home library vehicle. This would result in annual savings of \$32,846. The savings would only be realised through natural attrition or in October 2014 when the current contract positions expire.

Summary of Library Savings Scenarios:

Scenario	Cost	Potential Savings*
Option A: Stage 1 Implementation of RFID technology	\$151,000	Net capital savings of \$84,000 operational \$13,000 p.a.
Option B: Stage 2 Enhanced rollout of RFID technology	\$145,000	Year 1 – approx \$70,000 (staff) [^] Ongoing - approx \$118,000 p.a. (staff)
Option C: Reduced staffing model	\$72,500	Year 1 – approx \$30,000 (staff) ^{^+*} Ongoing annual savings would get to \$210,000 p.a.*
Option D: Reduction in opening hours		Ongoing annual savings would get to \$165,000 p.a.*
Option E.1: CID – current model		No savings
Option E.2: CID – Publish alternate years		\$60,000 over 4 years
Option E.3: CID - Black + white production only		\$16,000 over 4 years
Option E.4: CID - Sell advertising space		\$60,000 over 4 years
Option E.5: CID- Produce online only		\$85,000 over 4 years
Option F: Volunteers deliver Home Based Library service		*Ongoing annual savings would get to \$33,000 p.a.

* most of the staff savings scenarios can only be implemented through natural attrition of staff and these scenarios could not realise immediate staff savings, however would build up over time as branch services staff who leave, would not be replaced.

[^] assumes that Option A of the Operational Savings scenarios is implemented first.

⁺ contingent on installation of self-check machines at three library branches

Appendix A

**Library and Community Centre
Services and Programs**

CURRENT STATUS MATRIX - Community Centres comparative data

	Bagster Road	Burton	Morella	Paddocks	Pooraka Farm	Salisbury East
SNAP SHOT						
FTEs	1	1	1	1	1	1
Volunteer hours	12393	1905	1353	4775	2265	3046
# Visitations per annum	32638	12187	68179	12549	17220	18312
Area of speciality (eg children / youth / aged / CALD / education / digital hub / arts and or creativity / sports and or outdoors.etc)	- Children - IT - Learner Drivers	- ACE ⁹ Accredited & Non Accredited Foundations - CALD ¹⁰ - Health and fitness - Personal development	- ACE Accredited & Non Accredited Foundations - CALD - IT	- Aged - ACE Literacy - IT	- ACE Accredited & Non Accredited Foundations - Health & Wellbeing - Men	- IT - Aged - Youth
Council Net Position / contribution 12/13	\$67,580	\$52,326	\$50,393	\$58,230	\$60,055	\$80,231
FUNDING						
Council funding 2012/13						
Council Admin Support	\$96,362	\$81,108	\$79,175	\$87,012	\$88,837	
Council Received Grant Funding	-\$28,782	-\$28,782	-\$28,782	-\$28,782	-\$28,782	\$80,231
Council Net Position 12/13	\$67,580	\$52,326	\$50,393	\$58,230	\$60,055	\$80,231

Source of Funding 2012/13
 City of Salisbury – 36.78%
 State Government – 49.95%
 Federal Government – 10.31%
 Other sources – 2.96%

⁹ ACE refers to Adult and Community Education

¹⁰ CALD refers to Culturally and Linguistically Diverse

	Bagster Road	Burton	Morella	Paddocks	Pooraka Farm	Salisbury East
PARTNERSHIPS						
Partnering with other organisations and or activities	Community Centres SA, other community centres, Salisbury Council initiatives Guardian of the Minister, job network, disability support and rehabilitation agencies, family/relationship support agencies, northern family networks, Helping Hand, Anglicare, Churches, Northern Futures Primary and secondary schools, Salisbury North Football Club, Make A Wish, Relay for Life, Playford Council, TA FE SA.	Community Centres SA, other community centres, Salisbury Council initiatives Church Groups, Burmese Christian Community, Karate Groups, Lutheran Community Care Vietnamese Assn, Uniting Communities, Northern Volunteering, Relationships SA, local community health service, First Aid Pro, Palmers Education, Anglicare Family Centre North, Aroma Fresh, Butterfly Rainbow Healing Centre, Salisbury Campus Child Care Centre. Goodwill	Community Centres SA, other community centres, Salisbury Council initiatives, Church Groups, Burmese Christian Community, Karate Groups, Lutheran Community Care, Vietnamese Assn, Uniting Communities, Northern Volunteering, Relationships SA, Parafield Gardens Children's Centre. First Aid Pro, Spain's Child Development Centre, Palmers Education, Aroma Fresh, Butterfly Rainbow Healing Centre, Salisbury Campus Child Care Centre, KUMON	Community Centres SA, other community centres, Salisbury Council initiatives, local Paddocks sporting clubs, SAPOL, Autism SA, Martial Arts, Parents Without Partners, Autism SA, Disability SA, Primary and High Schools, local businesses. Northern Volunteering, SCOAP (Salisbury Community Organisations Against Poverty) NILS SA (No Interest Loans Scheme	Community Centres SA, other community centres, Salisbury Council initiatives, Families SA, Marra Dreaming, Taoundi College, Indigenous Business Centre, Anglicare, Centrelink, Workcover, various Rehabilitation Services, Cancer Council, Salisbury Council initiatives ie OPAL Bike SA Mawson Lakes School, Salisbury East High School, Ingle Farm Family Centre. Primary and High Schools, Rotary, RSL, Vietnam Veterans, Lions Club JSA's Career Systems, NEAMI, United Way North, The Good Guys.	Community Centres SA, other community centres, Salisbury Council initiatives, SAPOL, Northern Carers, Church groups, Leukaemia Foundation group groups, Families with Autism Support Group, Northern. Primary and High Schools, local businesses, Autism SA, Disability SA.

	Bagster Road	Burton	Morella	Paddocks	Pooraka Farm	Salisbury East
BUILDING ATTRIBUTES AND OR FACILITIES						
Shop frontage / presence	-	-	-	-	-	-
In a community 'hub' / linked with other facilities (yes/ no)	-	-	-	-	-	-
Ease of car parking (E,M,D) (Easy,Moderate, Difficult) ¹¹	E	M	E	E	E	E
ACCESS to public transport (C,M,F) (Close, Moderate, Far) ¹²	C	C	C	C	M	C
Events/ services unique to each centre	Occasional Care		Community Garden, Many community and culturally diverse groups use the centre	Paddocks Markets 4 p/a	Pooraka Memorial Hall Men's Shed	Open days x 2 pa
Reception (yes / no)	✓	✓	✓	✓	✓	✓
Staff offices (yes / no) (COS= Council Employed Staff CES=Community Centre Employed Staff)	COS 1 CES 2	COS 1 CES 1	COS 1 CES 3	COS 1 CES 1	COS 1 CES 1	1 COS
Meeting hall (yes / no)	✓	✓	✓	✓	✓	✓
# Meeting rooms	3	3	2	3	1	1
Toilets (yes / no)						
Male and female	✓	✓	✓	✓	✓	✓
Baby change	✓	✓	-	✓	-	✓
Disabled	✓	✓	✓	✓	✓	✓
Crèche (yes / no)	✓	No dedicated area.Use multipurpose meeting room if needed	✓	No dedicated area.Use small meeting room if needed	✓	✓
Vaccination facilities / outlet	-	✓ immunisation	-	-	-	✓ immunisation
Kitchen (yes / no)	✓	✓	✓	✓	✓	✓
Change rooms and showers (sports) (yes / no)	-	-	-	-	-	✓
Storage room (yes / no)	✓	✓	✓	✓	✓	✓
Computer room (yes / no)	✓	✓	✓	✓	✓	✓
EVENTS, SERVICES AND PATRONAGE						
# Events per annum	3	0	3	2	3	3

¹¹Easy = a car park within 100 metres, Moderate = a car park within 200 metres, Difficult = a car park 200 metres or further

¹²Close = public transport within 200 metres, Moderate = public transport within 500 metres, Far = public transport 500 metres or further

	Bagster Road	Burton	Morella	Paddocks	Pooraka Farm	Salisbury East
# Total no of programs per annum 2012-13	15	16	17	53 ¹³	20	32
# Total no of programs per annum 2011-12	13	17	20	50 ¹⁴	31	35
# No of initiatives with an employment and education focus 2012-13	6	7	8	17	9	4
# No of initiatives with an employment and education focus 2011-12	5	6	8	15	13	7
# No of visits – structured courses and programs 2012-2013	5655	1938	3682	4541	4016	3675
# No of visits – structured courses and programs 2011-2012	5140	1951	2607	4928	4817	4988
PC usage per week	30hrs	7hrs	30hrs	21hr	30hrs	14hrs
Internet usage per week	30hrs	7hrs	30hrs	14hrs	38hrs	14hrs
Co-located services Where services use office facilities and/or base outreach services from the centre	Novita Children’s Services: Home Interaction Program for Parents and Youngsters (HIPPY)		Uniting Communities			

¹³ # include programs and one off workshops

¹⁴ # include programs and one off workshops

2012/13 CURRENT STATUS MATRIX Libraries comparative data

LIBRARIES

	Salisbury West	Len Beadell	Ingle Farm	Para Hills	Mawson Lakes	Community Learning	Info + Access	Home Library *
SNAPSHOT								
FTEs 36.73	4.97	7.87	5.57	2.44	3.63	4.43	7.43	1.30
Volunteer hours	117.17	1995.7	293.35	247.42	571.75	53.00		
Visitations per annum	76056	289120	98484	72038	84921			NA
Loans per annum	180446	316931	218581	86293	127176			
Area of speciality	Family Reading Centre Sport Library Reading area	Family Reading Centre LOTE ¹⁵ collection Local History Room Digital Hub (training facility)	Family Reading Centre Sports Library Coffee/Tea facilities	Co-located with the Para Hills Seniors Club Broadband for Seniors Toy collection	Games & Sports Library Lounge space Joint use with Mawson Lakes Primary School Training facility in Computer Barn			
FUNDING								
Funding mix	Net Operating Bid from Council 2012/13 - \$3,347,339 Memorandum of Agreement State funds - Materials = 564,463 (Local Purchase + P2 Funds + Levies) Operating Subsidy = \$442,658 Federal Funding - Digital Hub Fund = \$272,740.83 (until March 2015)				Receive funding from Mawson Lakes Primary School equivalent to 20 hours per week for a school support officer		Includes 0.87fte grant funded position	
PARTNERSHIPS								
Partnering with other organisations	Strata agreement with SA Health Care		Co-located with the Recreation Centre	Co-located with the Para Hills Seniors Club	Joint Ownership UniSA – 63% CoS – 19% DECD – 18%			
BUILDING ATTRIBUTES AND OR FACILITIES								
Shop frontage / presence		Friends of the Library Bookshop		Hall and meeting rooms	Hall			

¹⁵ LOTE is an acronym for Languages other than English

	Salisbury West	Len Beadell	Ingle Farm	Para Hills	Mawson Lakes	Community Learning	Info + Access	Home Library *
In a community 'hub' / linked with other facilities (yes/ no)	✓ with Health Centre	no	✓ with Ingle Farm Recreation Centre	✓ with Para Hills Centre	✓ with UniSA and Mawson Centre			
Ease of car parking (E,M,D) (Easy,Moderate, Difficult) ¹⁶	E	M	M	M	D			
Access to public transport¹⁷ (C,M,F) (Close, Moderate, Far)	C	C	C	M	M+F			
Toilets (yes / no)								
- Male and female	✓	✓	✓	✓	✓			
- Baby change	✓	✓	✓	✓	✓			
- Disabled	✓	✓	✓	✓	✓			
Cafe facilities (yes / no)	no	no	Tea/coffee available	Tea/coffee available	Aroma Cafe			
EVENTS, FACILITIES AND PROGRAMS								
PC usage p.a.	12356	37598	11930	7265	16773			NA
# Events per annum	Total of 517 events and programs (library branches + outreach sites – e.g. schools, kindergartens, childcare centres) Total number of attendees: 21,084							

¹⁶ Easy = a car park within 100 metres, Moderate = a car park within 200 metres, Difficult = a car park 200 metres or further

¹⁷ Close = public transport within 200 metres, Moderate = public transport within 500 metres, Far = public transport 500 metres or further)

	Salisbury West	Len Beadell	Ingle Farm	Para Hills	Mawson Lakes	Community Learning	Info + Access	Home Library *
# Programs per annum	Giggle Time = 35 sessions Story Time = 37 sessions Holiday = 4 sessions Children = 3 sessions Youth = 1 session Adult = 2 sessions	Giggle Time = 40 sessions Story Time = 33 sessions Holiday = 5 sessions Children = 3 sessions Youth = 35 sessions Adult = 3 sessions	Giggle Time = 35 sessions Story Time = 31 sessions Holiday = 4 sessions Children = 3 sessions Youth = 1 session Adult = 3 sessions	Giggle Time = 35 sessions Story Time = 34 sessions Holiday = 4 sessions Children = 3 sessions Youth = 1 session Adult = 2 sessions	Giggle Time = 40 sessions Story Time = 39 sessions Holiday = 4 sessions Children = 5 sessions Youth = 1 session Adult = 3 sessions	Outreach: 78sessions Most visited suburbs: Salisbury, Pooraka, Para Visa, Ingle Farm and Mawson Lakes		
Other activities worth noting?		ESL Classes: 292 students Book Discussion: 4,200						

Appendix B

**The Paddocks - Stage 2 Project
Finding and Recommendations May 2013**

The Paddocks - Stage 2 Project Finding and Recommendations May 2013

BACKGROUND

The Paddocks Centre Review, looking at the future of The Paddocks Centre, forms Stage 2 of The Paddocks Master Plan, and the findings of the Review will inform Stage 3 of The Paddocks Master Plan.

Project Objectives

To address the future service needs of Para Hills Community:

- The local Para Hills community's broader future service delivery needs via a 'community service hub' model;
- The requirements of The Paddocks Centre to ensure its capacity to respond to current and future service delivery needs; and
- The future needs of seniors in the south east of the city as reported to Council in December 2011 following an earlier report on the "Future needs of Senior Service Centres" in May 2010.

In addition the project needs to be considered in the context of the development of a future service framework for the delivery of community services in Salisbury.

The Paddocks Centre project was initially instigated in the 2008/09 budget preparations to consider a new purpose built extension to the existing facility located on the corner of Bridge Road and Kesters Road Para Hills West, with a focus solely on the specific future needs of the community centre's requirements.

Preliminary designs were presented to Council in January 2010. In April 2010 Council requested alternative options be considered to include:

- The most suitable Para Hills site including the Wilkinson Road location
- Comparisons of budget implications of both site options
- Consideration of an integrated services model

A second alternative option and location was further developed exploring a new purpose built extension to the existing Library and Para Hills Centre facility which would include seniors' services and the community centre. Comparisons of both options were presented to Council in March 2011, and planned programmed work was undertaken at the Centre to maintain its operational capacity.

In subsequently planning for the consultation process, it was recognised however that while the planning implemented had been responsive to specific needs, it had not taken into account a strategic approach to local requirements. A further comprehensive needs analysis, community engagement process and review was requested, with staff to report back to Council in early 2013.

THE REVIEW PROCESS

To assist in the process, Council engaged Kath Moore and Associates, a social planning and community engagement consultancy to assist in this process Kath More and Associates have had considerable prior experience in working in the Para Hills area for City of Salisbury. The Review would help identify a vision for a sustainable, future centre based service delivery model that best meets the needs of the local Para Hills community.

The planned review process was reported to Council in July 2012 and would consider:

- Community engagement outcomes
- Review of previous Salisbury research
- Changing demographics of the area
- Best practice centre based service delivery models
- Key trends in the provision of social infrastructure
- Guiding principles in the provision of social infrastructure

Broadly the approach consisted of a needs analysis, involving consultation with the centre users, the broader Para Hills community and other stakeholders; a review of previous relevant City of Salisbury research, and changing demographics; and comparing these findings with current best practice community service delivery models within and outside local government.

Key findings were drawn from the results of the community engagement process which identified potential community needs of the future and desired characteristics of community facilities in Para Hills in the next 10 – 20 years.

A comparison was made between what people said now and with previous Salisbury research conducted between 2005-10, noting any differences and common themes.

Demographical changes and population projection to 2031 were also considered, in addition to best practice service delivery models in the provision of community and social infrastructure, including a recent LGA Research Project in which City of Salisbury participated.

City of Salisbury staff, led by the Community Engagement Officer facilitated most of the community engagement which consisted of:

- A series of four community café sessions held at the Paddocks and Para Hills Centres
- A forum of key community stakeholders (agencies)
- Face to face discussions with Para Hills High School and Para Hills Primary school student representatives and staff
- A forum of City of Salisbury staff who work with the Para Hills community or live in Para Hills
- A face to face discussion with BASMA (a group of people from Arabic speaking backgrounds)
- Online survey, available on the City of Salisbury website
- Social media interactions via Facebook and Twitter

A total of 192 community members including representatives from local schools, sporting clubs, seniors and local cultural groups participated. They provided feedback on Council's existing community facilities and by putting forward ideas about how facilities may look in the future. Of these, 151 participated face to face in the initial forums and group sessions, 15 via social media or consultation zones and 26 in a follow up shopping centre survey.

The process, numbers engaged and the themes that came out of the participation with the community were reported in the last edition of Salisbury Snapshot (summer 2013). The article also stated that a proposal would be put to the elected body early in 2013 and then further feedback would be reported to the community on their decision.

FINDINGS OF THE REVIEW

Community engagement

The Paddocks Review has highlighted that consultation findings from community needs analyses and past reviews in the past 5 – 7 years essentially remain unchanged.

Sections of the local community continue to be affected by loss of community facilities in the past and do not want any further erosion of existing community facilities.

Residents of all ages including users and non-users of community facilities consulted through the Review held similar values and aspirations. In particular they want community facilities of the future to be inclusive of all ages and cultural backgrounds, to be welcoming, easily accessible and safe and surrounded by open space to enable people to gather and engage in informal social activities and events.

The location of the existing community facilities i.e. the Paddocks Centre and Para Hills Centre are clearly favoured by their users. Feedback clearly showed members of the community relate to facilities they use, and people spoke about how and why they like both facilities in their current locations. For example, the location of the Para Hills Centre is preferred by its current users, because of its proximity and easy access to other facilities such as the school, library and shops, and also the chemist for people to fill their prescriptions, while the location of The Paddocks Centre is more favourable to many of its users for historical reasons and because it is surrounded by open space and on a main road.

Review of previous Salisbury research

A review of previous research was undertaken to identify any changes between what had been identified earlier and now. 'Para Hills Community Needs Study', 2005, 'Baby Boomers Needs Study', 'Healthy Ageing and Access Services', 2008 and 'Future Ageing Service Response', 2010 were all reviewed to compare differences and commonalities with the current consultation outcomes.

The same values are still relevant and still apply across all age groups. The research review did not identify any significant differences between the Para Hills community aspirations for community facilities in 2005 and 2012.

Overall, the community values open space, footpaths in good repair, friendly welcoming facilities that are inclusive of all and are easily accessible by pedestrians, cyclists, motorists and public transport users. Adaptable multipurpose and flexible spaces that can cater to changing needs of older people are important, as are key enabling technologies. Findings are articulated in detail in the report.

The Para Hills community remained clear in all previous consultation processes that they do not want further erosion of community facilities in the region.

Changing demographics of the area

No marked overall growth in the total population occurred between 2005 and 2011 with 9,700 people counted in 2011.

Changes in the last 5 years have predominantly resulted in an increase of the under 20 year olds and over 80 year olds. At the same time, the Para Hills region is becoming more culturally diverse with an increase of people from Indian, Iranian and Arabic speaking backgrounds moving into the area.

Projections forecast that by 2031, the Para Hills region is expected to have a population of around 11,500 people, of which over 1/3 will be aged 50 years or over and the proportion of people aged over 80 years is anticipated to increase by 62% - 69% from 2011.

Best practice centre based service delivery models

The report identifies current trends in best practice social infrastructure planning and delivery suggest a master planning approach including welcoming, vibrant, connected and accessible mixed developments. Overall, contemporary social infrastructure should be planned to be multipurpose, flexible and capable of adapting to a wide range of uses throughout various times of the day/night for a wide range of users including youth, aged and people from different cultural backgrounds.

Key trends in the provision of social infrastructure

Currently there is a shift to fewer and larger facilities with effective transport links and where possible partnership arrangements which support shared use of facilities and space.

Clustering of community facilities in 'hub' centres is preferred to stand alone facilities, as it allows for integration of services and activities within a multipurpose community space and co-location of services and agencies can also enhance service delivery and pooling of resources. Co-location can help reinforce these areas as public gathering spaces and meeting places and technologies are seen as key to the future.

Guiding principles in the provision of social infrastructure

A recent local government research project in South Australia identified a set of guiding principles to help guide future planning of social infrastructure in urban growth areas in Greater Adelaide. These Guiding Principles have been grouped as, Location, General and Planning and Design. (Full descriptors of the Guiding Principles are included as an appendix at the end of this report.)

The principles are consistent with expressed community aspirations, were identified in the Kath Moore and Associates Review, and are mapped against the sites and model options in Para Hills in the tables, over. These sentiments are echoed by users and staff alike who see the need for flexible and adaptable multi-function spaces, technology and ample storage spaces, natural lighting and environmental principles regardless of where facilities are located and what services they offer.

When mapped against the Guiding Principles, both identified sites have constraints which currently impact on their ability to maximise their use and meet projected future needs.

MAPPING OF OPTIONS AND LOCATIONS AGAINST GUIDING PRINCIPLES

Three options have been developed and are mapped against the Guiding Principles, over. They are:

Option 1 - The Paddocks Centre location - Renewal and expansion of existing facility. **Community Centre only**

Option 2 - Para Hills Centre location - Expansion of existing facility. **Fully integrated services - Library, Community Centre and Seniors Services**

Option 3 - The Paddocks Centre location - Demolish, rebuild new facility on existing site. **Limited integrated services - Community Centre and Seniors Services**

Location Principles	Option 1 The Paddocks Centre (Community Centre only)	Option 2 Para Hills Centre (Fully Integrated Hub)	Option 3 The Paddocks Centre (New facility - limited Integrated Services)
Options ranked according to degree they meet principle criteria ✓ = Meets criteria ✓ L = Meets criteria, but limited x = Does not meet criteria			
Central to the catchment area and provide equitable access to all potential users	✓	✓	✓
Accessible by public transport	✓	✓	✓
Connected to pedestrian and cycling networks	x	x	x
On a main street with a ground floor street presence for optimum visibility and accessibility	✓ L	x	✓
Clustered with other facilities, such as shops, schools and other community facilities	✓ L	✓	✓
Near open space, to allow for related outdoor activities and community events, such as festivals and markets, where possible and appropriate	✓	✓ L	✓
Of sufficient size and design to enable expansion and adaptation as needs change	(Can be expanded one time only)	x	✓ L
Avoidance of conflict with neighbouring uses	✓ L	✓ L	✓ L

General Principles	Option 1 The Paddocks Centre (Community Centre only)	Option 2 Para Hills Centre (Fully Integrated Hub)	Option 3 The Paddocks Centre (New facility - limited Integrated Services)
Options ranked according to degree they meet principle criteria ✓ = Meets criteria but limited x = Does not meet criteria ✓ L = Meets criteria,			
Contribute to the health, wellbeing and quality of life of residents	✓	✓	✓
Be targeted to local needs and reflective of community priorities	✓	✓	✓
Promote equitable access for all sections of the community	✓	✓	✓
Provide a range of community services, activities and programs	✓	✓	✓
Reflect a 'whole of Government' approach	✓ L	✓ L	✓
Identify opportunities for collaboration and partnerships	✓ L	✓ L	✓
Involve the community	✓	✓	✓
Seek sustainable approaches to management, funding and maintenance	✓L	✓	✓L

Planning and design principles	Option 1 The Paddocks Centre (Community Centre only)	Option 2 Para Hills Centre (Fully Integrated Hub)	Option 3 The Paddocks Centre (New facility - limited Integrated Services)
Options ranked according to degree they meet principle criteria ✓ = Meets criteria but limited x = Does not meet criteria ✓ L = Meets criteria,			
Location to promote accessibility and visibility	x	✓	✓
Promote co-location with other facilities	✓ L	✓	✓ L
Contribute to public domain and sense of place	✓ L	✓	✓
Promote flexibility and multiple use	✓ L	✓	✓
Promote safety and security	✓ L	✓	✓
*Sustainable and green building design - Passive solar, water collection, design orientation	x	✓ L	✓
*Environmental considerations - Community gardens, rainwater re-use, fruit trees, green space integrated within facility	✓ L	✓ L	✓

*Additional to LGA Principles

Cost Comparisons

Estimated costings for Options 1-3 have been provided as part of this report. These include initial build costs including renewal or demolition where appropriate, fit out and build/m2 costs. In addition estimated cost information for ongoing operations including depreciation is also provided in the following table. (over)

Comparison of Project Costs			
ITEM	Option 1 The Paddocks Centre (Community Centre only) Total 850m2	Option 2 Para Hills Centre (Fully Integrated Hub) Total 1400m2 + Undercroft car parking 800m2	Option 3 The Paddocks Centre (New facility - limited Integrated Services) Total 1200m2
Extension Building Costs and Car Park (\$2800/m2)	\$1,300,000 (450m2)	\$2,520,000 (900m2)	\$3,360,000 (1200m2)
Existing Centre demolish	-	-	\$150,000
Integration Site Works and Preliminaries	\$400,000	\$425,000	\$500,000
Fit-out (\$750/m2)	\$640,000 (850m2)	\$675,000	\$900,000
Margins & professional fees	\$921,000	\$1,475,000	\$1,907,000
TOTAL PROJECT CAPITAL COSTS	\$3,261,000	\$5,095,000	\$6,817,000
Ongoing Operational Costs			
Maintenance cost	\$49K	\$76K	\$102K
Operating cost (utilities)	\$49K	\$66K	\$89K
Depreciation (37 year average life)	\$88K	\$138K	\$184K
Cost of loan (25 year, 6% int)	\$123K	\$192K	\$257K
TOTAL ANNUAL COST OF NEW/REFURBISHED AREAS	\$309K	\$472K	\$632K

SUMMARY

An analysis of the findings, taking all aspects into account and looking at the three options at the two locations available, has identified that while both sites offer some potentially promising possibilities they also both have certain constraints that pose challenges and could limit the capacity to fully meet future needs.

In addition, cost comparisons have been presented for all three options, which look at not only build costs including addressing senior services, and also considering whole of life costs.

Option 1 - Integrate a 450m² new-build extension to the existing 400m² facility, to provide an expanded 850m² community centre.

This option at The Paddocks is clearly preferred by current users of the centre.

It would enable continued programming and for further expansion and growth of community centre programming and services. To a limited degree some seniors' services could be outreached to the facility and in addition it would also allow for a degree of much needed co-location of service provider practitioners.

It scores well in some areas against the principles, but has limitations in others. For example, the building model integrates the new and old, so is constrained by its current aged infrastructure. In addition, its site location and orientation further limits future expansion. Furthermore, this option limits the capacity to partner, or for shared and/or co-located services, including those for seniors in the south of the city.

While it is "co-located" with other community facilities, in reality the co-location benefits in this case are limited as the customers and users of the various facilities generally do not move from one facility to another across the site, in contrast to what was identified strongly with the Para Hills site.

Option 2 - Integrate a 900m² new-build extension to the existing facility to provide an expanded 1400m² combined library, seniors' services and community centre hub.

This option, at Para Hills, allows for the best integration for service delivery and is most attractive from a "hub" model.

This is reflected in feedback, and accords with the usage patterns of current users of the site, who often move from one service to another and is therefore the option preferred by current users. In addition, in a preferred future service delivery environment, this model could potentially provide the best options for management and staff to fully integrate Council's community services. It is also reflected in the scoring against the relevant principles.

In contrast, there are several other principles against which this site does not score highly. Further future expansion of the Para Hills site is very limited; there are significant constraints with the site, including the existing building, the site footprint and environmental considerations. In addition, it is not on a main road and street presence and open space is limited. For this reason this site does have limitations.

Pursuing this option will also inevitably also raise community concerns with regard to perceptions of further loss or erosion of community facilities and space at The Paddocks, including already expressed concerns regarding future use of the site.

Option 3 - Build a totally new facility of 1200m² to provide a 1200m² combined community centre /seniors' services centre.

This option, also at The Paddocks, maps best against the principles.

The primary reason for this is that it is a new build situated on a main road site with open space.

While it also presents as a 'hub' location, earlier comments about the effectiveness of its hub function in relation to activities people undertake, should be noted.

On paper, the possibility of fully integrating services on this site is highly possible; however, it comes at the risk of negating the importance of the true value of the co-located services and hubs, as expressed by Para Hills users.

This option could also take into account other possible opportunities that may be identified through The Paddocks Master Planning process. These could include a possible change of location within the Paddocks area, and/or co-location with other facilities such as sporting clubrooms. However, on the downside, impacts of this option on already identified pressure points such as traffic management and car parking need to be considered.

Although there is a significant cost differential with this option, it does address broader needs, responding to both the community centre, and to a degree, senior service requirements.

Where it rates most highly is in its capacity to respond to contemporary design principles for community infrastructure and provide greater efficiencies in the initial build and potential operational efficiencies.

With this option the clear message from the community with regard to erosion of community facilities and further loss of infrastructure needs to be taken into account, as would sensitively managing and supporting a transition period for the existing community centre programing for a 12 month period.

RECOMMENDATIONS

This project research exercise has enabled a report that identifies the pros and cons of several build options. The results could help shape a decision for a future community facility, either a stand-alone service or an integrated centre. However, there is still an inherent risk in basing a decision on the information available, while other interrelated and impacting issues have yet to be fully considered or resolved. In particular the planned review of the service delivery model and structure of Council's Libraries and Community Centres and future funding implications for Community Centres.

The recommendations therefore are:

1. No progression of the project until the outcome of the Libraries and Community Centres Service Delivery Review is known
2. Provide feedback to the community on the results of the community consultation and outcomes
3. A further report to be written following the Libraries and Community Centres Service Delivery Review
4. Learning and findings from this project to inform the review.

Appendix

Descriptors for Guiding Principles

The following principles were developed to help to guide the future planning of social infrastructure in urban growth areas in Greater Adelaide. Guiding principles are grouped as location, general, planning and design.

Location principles

The following location principles can be used to guide decisions regarding the location of community facilities land in urban growth areas. According to the principles, community facilities should be:

Central to the catchment area and provide equitable access to all potential users

Central, in this context, does not necessarily mean centred or middle but is more about accessibility and convenience in respect to the population that the social infrastructure is intended to serve. Access to facilities and services can be largely determined by the location and distribution of community facilities land. Planning for urban growth areas provides an opportunity to integrate community facilities with key population areas (including major renewal projects), urban structure (including designated activity centres) and transport routes (including existing and proposed bus and rail connections)

Accessible by public transport

Urban growth areas provide a great opportunity to maximise utilisation of public transport. Public transport enhances accessibility for all population groups. As a principle, community facilities should ideally be located within 400 metres walking distance of a regular public transport stop. The 30 Year Plan for Greater Adelaide, with its emphasis on Transit Oriented Development (TOD), nodes, provides an important spatial framework for social infrastructure planning to integrate with

Connected to pedestrian and cycling networks

Planning for community facilities in urban growth areas requires a focus on enhancing efficiency and utilisation. Linking to pedestrian and cycling networks provides another avenue to promote the accessibility of facilities to all groups in the population and is a further means to encourage sustainable behaviour and a healthy and active lifestyle

On a main street with a ground floor street presence for optimum visibility and accessibility

Community facilities are an important part of the civic fabric of our centres and suburbs. Accessibility and visibility through main street locations with a ground floor presence can be important to maximising utilisation and enhancing accessibility. Urban infill areas often have a focus on TOD, town and village type centres, which provide centralised, visible and accessible locations for social infrastructure provision. Case studies like Vinegar Hill Library and Community Centre at Rouse Hill Town Centre in Western Sydney demonstrate how community facility space can be well integrated with town square type development without compromising the availability of valuable retail space

Clustered with other facilities, such as shops, schools and other community facilities

Clustering with other activity generating uses helps to promote convenient access and a focal point for community activity. The notion of a community hub expands beyond community facilities to include the range of activities and services that encourage human activity and gathering such as shops, transport nodes, schools, child care, parks and playgrounds. Clustering can also contribute to overall sustainability by reducing the need for multiple trips and allowing residents to carry out a number of tasks in a single location through a single trip. Case study research demonstrates the preference of users of community facilities to combine trips with shopping and other activities. The Woodville Village centre in the City of Charles Sturt has the potential to act as community hub with the presence of a major library, community centre space, parkland, school, leisure and recreation facility, shops and public transport

Near open space, to allow for related outdoor activities and community events, such as festivals and markets, where possible and appropriate

Locations adjacent to open space including town squares, village centres and parks increase the range of activities that can occur on community facilities land. As an example, community centres adjacent to parks and playgrounds are ideal locations for playgroups. Facilities located next to civic squares provide opportunities for markets, festivals and similar events. Locating community facilities near open space areas is another approach to enhancing utilisation, flexibility of use and providing opportunities for a wider range of community building activities. It is also another way to ensure that community facilities are integrated into their surrounding physical environment and seen as 'part of the community'

Of sufficient size and design to enable expansion and adaptation as needs change

It is difficult to precisely predict the absolute requirements for social infrastructure of a future population. Assumptions about demand are based on current projections regarding future populations. These projections may change and therefore affect requirements for community facilities land. Past experience has shown that it is important to provide some flexibility in the provision of community facility space. While in greenfield areas, the common practice is to locate community facilities land, where possible, adjacent to uses such as 'non-essential' open space or surface parking areas to provide some flexibility for future expansion, land economics render this approach largely impractical in urban infill areas. However, examples such as the Vinegar Hill Library and Community Centre at Rouse Hill Town Centre, demonstrate how flexibility for expansion can be accommodated in town centre type locations with a design that enables expansion once a particular population threshold is reached

Avoidance of conflict with neighbouring uses

Master planning processes can provide an opportunity to locate community facilities uses in areas where impacts on residential and other uses can be minimised. In greenfield areas siting facilities to incorporate some form of separation and/or buffering from residential areas is often an important consideration in reducing any potential future conflict. However, urban infill settings provide less opportunity for separation of uses and land intensive solutions. Also higher density infill areas, by their nature, are planned to be more vibrant, mixed use environments where there is a relatively high level of activity throughout. While social infrastructure planning needs to consider how design and other mechanisms can mitigate potential conflict, this mix of uses is in many ways the essence of urban infill areas. In infill areas the separation of community facilities and residential uses is often not possible, nor desirable, with mixed use building forms being a relatively common model that contributes to the vibrancy and activity of infill areas.

General principles

The following general principles are also helpful when considering future planning for community facilities. The future development of community facilities should:

Contribute to the health, wellbeing and quality of life of residents

Through services, activities and programs that support the lifestyle needs, foster social networks and social interaction between different groups, contribute to social cohesion and social inclusion and build the skills and capacity of individuals and groups

Be targeted to local needs and reflective of community priorities

To ensure they are tailored to the particular social needs of the area they serve. Understanding and responding to the unique and individual circumstances of each area increases the utilisation of facilities and ensures that they address the needs and interests of the local population

Promote equitable access for all sections of the community

Equitable access is influenced through the location and distribution of facilities, the design of buildings, the programs and activities that are available and management policies. Facility management needs to consider the affordability of use for the target populations. Treatment of all user groups must be fair and they must receive an equitable share of the resources available. Equitable access is also about the physical design of facilities. Providing easy access through both universal design and public transport, helps to ensure that a wide range of people are attracted to, and able to use, the facilities

Provide a range of community services, activities and programs

Social infrastructure represents a significant investment of government and community resources. It is, therefore, important to ensure that community facilities are used as effectively as possible including use during day and evening hours, during the week and at weekends. Multipurpose and flexible design accommodates diverse groups and users and ensures that the centre has the potential to be well utilised. It is also important that the services, activities and programs offered are sufficiently diverse to attract a range of user groups to avoid the perception that a community facility is catering only for a particular group rather than for the whole community

Reflect a 'whole of Government' approach

The planning and development of social infrastructure requires involvement by a wide range of government agencies to ensure facilities and services are appropriately located, designed and developed and connect with other projects. Of particular importance is the need for social infrastructure to be considered at the early stages of planning for urban growth areas such as those proposed for areas like the City of Charles Sturt. It is important to ensure that appropriate social infrastructure can be incorporated into new development in a timely manner. Community facilities must be incorporated within government department's asset management planning to ensure that there is a clear link with the overall strategic direction of government's asset development and to ensure that facilities are not only provided but appropriately maintained. For major urban renewal initiatives that the 30 Year Plan for Greater Adelaide is essentially promoting, this whole of government approach could be manifested through some form of coordination or development authority. The authority's charter could include the cross government integration of planning and coordination of infrastructure provision including social infrastructure.

Identify opportunities for collaboration and partnerships

The provision of social infrastructure is not the sole responsibility of local government and there are many other stakeholders involved in providing community facilities. These include state government, churches, non-government schools, clubs, private sector and community organisations. Government provided community facilities are part of a network of facilities that together meet community needs, and it is important to work collaboratively with other organisations to ensure that the social needs of the area are met and that Government facilities complement, rather than duplicate, facilities provided by other sectors. Given the high cost of community facilities, it is important to explore opportunities for partnerships with other organisations which can enhance the available resources and sustainability of facilities

Involve the community

In order to develop appropriate social infrastructure that meet community needs it is important to involve the local community in the process of planning, design, development, and delivery of facilities, services and programs. This also provides opportunities for people to be involved in the life of their community and to develop and use civic skills. It is however, important for government agencies to identify what they would like to achieve through community involvement in social infrastructure planning and to identify a range of possible options for community members to participate

Seek sustainable approaches to management, funding and maintenance

Sustainable funding, management and maintenance arrangements ensure that community facilities will be both financially viable and responsive to community needs in the future. Funding sources and arrangements for management and maintenance need to be identified at the outset to ensure facilities will be sustainable for the long term. It is important to ensure viable levels of resourcing, particularly recurrent funding for staff and programs, not just initial capital development.

Planning and design principles

The following principles relate specifically to the planning and design of community facilities:

Location to promote accessibility and visibility

To be well used and serve identified social needs, community facilities should be highly accessible and visible. They should provide equitable access to all potential users, be accessible by public transport and have good pedestrian and cycling connections. Ideally, they should be on a main street with ground floor street frontage for optimum visibility and accessibility. Enabling an awareness of what happens inside also promotes usage. Adequate parking nearby also promotes good access to facilities.

Community facilities should be clustered with other facilities such as shops and schools to promote convenient access, reduce unnecessary trips and help create a focal point for community activity. They may also be located with sporting, recreation and leisure facilities to create a health and activity focus.

Community facilities should be sited so as not to conflict with adjoining properties and their uses, and to reduce noise and privacy impacts. If possible they should have room to expand and adapt as needs change. Being adjacent to open space enables this to occur, and also allows for related outdoor activity and community events, such as festivals and markets.

Promote co-location with other facilities

Integrating a number of community facilities can maximise their effective utilisation and activation. Co-location involves shared or joint use of facilities and often the integrated delivery of some services.

Clustering or combining facilities in co-located facilities or hubs has a number of advantages, including:

- Pooling of resources to provide better facilities
- The concentration of compatible services and facilities to create a community focal point
- Improved access and safety for users who can access a range of services in a single location
- More integrated and innovative delivery of services
- More efficient use of land and other resources, through shared, rather than separate, uses such as meeting rooms, staff amenities and parking.

In considering the creation of community hubs, it is also important to enhance potential connections between social infrastructure and open space, to create outdoor civic spaces and links to unique open space features that can enhance the public domain.

Contribute to public domain and sense of place

Community facilities can contribute to urban vitality, local identity and sense of place, and become important focal points and gathering places for the community. A strong connection between the facility and the broader community can be fostered through development of facilities on landmark sites and with distinctive architecture and quality design. Community facilities should be distinctive civic buildings and welcoming places, and should present as a reflection of local culture. This helps ensure they develop a strong local profile and are well known in the community, thereby promoting high levels of usage. Incorporating public art into the building design is also important in creating distinctive and welcoming community centres. Public art is an important avenue to tell local stories and to create places that are recognised and valued in the community.

Promote flexibility and multiple use

Community facilities should be designed and built to maximise flexibility in use, so they can respond and adapt as needs change. Where possible, buildings should be capable of delivering a range of services, rather than designated for single uses or specific target groups that may quickly become out-dated. Flexibility is enhanced by providing multi-purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility. Multi-use facilities are also more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Facilities that are responsive and flexible will be used more intensively over their lifetime.

Promote safety and security

Community facilities should be built in accordance with Crime Prevention through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Safety and security can be enhanced by:

- Involvement of the community in design and development of community spaces, leading to feelings of ownership of the space so it is more likely to be used
- Providing spaces that can be monitored by a range of people including passers-by and shop keepers
- Strategically positioning lighting, trees, and meeting places
- Using barriers to guide pedestrian and vehicle traffic.

Appendix C

**Submissions received in response to
Community Centre Governance Model consultation**