

BUILDING

ON THE

Bookends Scenarios

Innovation for NSW Public Libraries
2014 to 2030



STATE LIBRARY®
NEW SOUTH WALES



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BUILDING — ON THE Bookends Scenarios —

Innovation for NSW public libraries 2014 to 2030



The State Library of
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authority of, and
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by, the NSW State
Government

Celebrating
75 years
NSW public libraries

This project was commissioned by the State Library of NSW in 2014 as part of the program to commemorate the 75th anniversary of the NSW Library Act 1939.

This project was undertaken by Oliver Freeman and Richard Watson on behalf of the Neville Freeman Agency, authors of the *Bookends Scenarios* (2009).
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We would love to know how you have used *Building on the Bookends Scenarios*. You can share how you have used the work by emailing us at pls.library@sl.nsw.gov.au

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Contents

<u>Preface</u>	<u>1</u>
<u>Foreword</u>	<u>3</u>
<u>Executive summary</u>	<u>4</u>
<u>The framing questions</u>	<u>6</u>
<u>The Bookends Scenarios</u>	<u>9</u>
<u>Scenario emergence comparison</u>	<u>18</u>
<u>Environmental scanning</u>	<u>19</u>
<u>The journey from 2009</u>	<u>20</u>
<u>The changing environment 2014 to 2030 and beyond</u>	<u>22</u>
<u>Vision, values & attitudes for a changing world</u>	<u>26</u>
<u>What do we need to work on for a successful future?</u>	<u>29</u>
<u>What must we do now?</u>	<u>34</u>
<u>The next 75 years</u>	<u>38</u>
<u>Participants</u>	<u>40</u>
<u>Related documents</u>	<u>42</u>



*‘I feel very strongly
that the public library
should be
there for all,
not just for ‘people like us’,
with no barrier to use.’*

Dr Alex Byrne

Preface

As we celebrate the 75th anniversary of the NSW Library Act in 2014, we are reminded of the strength and vitality of NSW public libraries.

Since the passage of the Act in 1939 the number of public libraries in New South Wales has grown from two – Broken Hill and Sydney – to 367, with 3.1 million members and more than 34 million visits to libraries each year. Public libraries continue to grow, with the number of loans, visits and attendance at programs increasing over the last 10 years.

As we reflect on the growth and development of the NSW public library network, we also consider its future: What kind of strategies do we need to put in place in order for libraries to be successful in 2030?

The 2009 *Bookends Scenarios* was an innovative and seminal work which explored possible futures for public libraries using a framework of four possible scenarios. By revisiting the *Bookends Scenarios*, we investigated which scenarios might already be emerging in 2014 and what libraries might do in response to them.

Building on the Bookends Scenarios, facilitated by the Neville Freeman Agency, involved carrying out research, interviews and workshops with over 50 public library and State Library staff and stakeholders. It was through these discussions that the 75 strategic options and their agents of change presented in this report were generated and refined.

Whilst we do not have control over many factors that will impact the future of public libraries, we have identified strategic domains where we can take action and make a difference.

Many of the strategic options presented here are already taking place in some libraries. We would like to see these initiatives being incorporated into broader frameworks for the entire public library network.

This report is a starting point for conversations about the future and sustainability of the NSW public library network. I encourage public libraries and stakeholders at local, State and Commonwealth levels to start the conversations and build these strategic options into policy.

DR ALEX BYRNE

State Librarian & Chief Executive





BANKSTOWN LIBRARY AND KNOWLEDGE CENTRE, PHOTO BY BANKSTOWN CITY COUNCIL

Foreword

As part of the Building on the Bookends Scenarios project we revisited many of the “predictions”, or Early Warning Indicators, from the 2009 document.

It is startling to see how many of the predictions to 2030 have already occurred after barely six years have passed, some of these include:

- 89% of Australian teenagers now own a mobile phone¹
- the number of internet sessions in libraries has doubled since 2009, a significant increase on the predicted 59.5%. Wifi accounts for much of this growth
- a swing from the global to the “local”
- work has become more mobile and flexible
- a continual rise in virtual leisure and online living
- a proliferation of e-formats
- a swing back to traditional formats such as vinyl records
- libraries as physical spaces are highly valued by the public
- a single NSW library association was created in 2014
- the co-location of council and community facilities
- the possible merger of local councils via the NSW Government’s Fit for the Future plan.

Others are yet to eventuate, and of course they may never eventuate. The point is that the Bookends projects have encouraged us to think about possible futures and possible strategies to address them.

It is useful to look at the present. Where are we today?

NSW is in the midst of a sustained “public library boom” with upward trends in use over at least the last 15 years. NSW Councils have built or extensively refurbished more than 80 library buildings since 2000.

There is a double-ended demographic shift occurring in NSW. The ageing population coupled with an increase in birth rates is resulting in a higher proportion of retirees and children in many communities. Older people and children are the heaviest users of public libraries.

Library usage statistics reflect this. Since 2000 physical visits to public libraries in NSW have grown by 30% to 35 million per annum. Loans of books and other materials have increased by 5% to 45 million per annum, and internet usage in libraries has grown tenfold, with over 7.6 million internet sessions provided by NSW public libraries in 2013/14, including wifi access. Attendance at public library events and programs was more than 1.5 million in 2013/14, an increase of 39.4% since 2008.

Virtual visits to public libraries grew 10% to 10.2 million between 2012/13 and 2013/14.²

Despite the growth in internet demand and the proliferation of alternate format collections, loans of printed books have increased over the past decade and remain a significant public library service. This highlights the need for a continued focus on quality lending collections. Notably, fiction, large print, talking books and children’s books are growth areas. Non-fiction and reference demand has declined, probably due to the growth in information available online. This decline is more than offset by the growth in internet use in public libraries.

Ebook loans have not yet made a large impact on NSW public libraries. In 2013/14 just 500,000 of the total loans from NSW public libraries were ebooks (that is 1.1%). Ebook loans are expected to increase as the format and library delivery methods are refined and simplified. This is expected to bring even more customers to libraries.

Libraries continue to provide what could be described as traditional services - the provision of collections and information to the community. However, it is also clear that our local communities expect public libraries to provide additional services. These services reflect the role of modern public libraries as community facilities where people can meet, access technology, share and learn.

Trends that are likely to present impacts and opportunities for libraries into the future include:

- collection management: outsourcing and in-house models
- demand for public spaces
- remote and outreach services
- ageing populations
- rapid technological advances and obsolescence.

The strategies that have emerged from *Building on the Bookends Scenarios* will help the State Library and NSW public libraries to be innovative, resilient and sustainable as we head towards 2030.

CAMERON MORLEY

Manager, Funding & Advisory Services
State Library of NSW

¹ <http://www.acma.gov.au/theACMA/engage-blogs/engage-blogs/Research-snapshots/Aussie-teens-online>

² Public Library Statistics 2013-14 via Bibliostat Connect http://www.sl.nsw.gov.au/services/public_libraries/statistics/

Executive summary

The greatest strength of the public library network in NSW is the skills, passion, and enthusiasm shown by the library professionals who run it. This is also its greatest weakness. It can blindsides us to the dystopian possibilities that the future may deliver. Whether it's the generational attitudes delivered by digital technology or the potential for deep economic recession that may truncate funding, the future of public libraries is not guaranteed. And it tells us to be ever watchful, to anticipate the future in all its mysterious ways and to seek resilience by continually reinventing our reason for being and the innovating strategies that will help us achieve these outcomes.

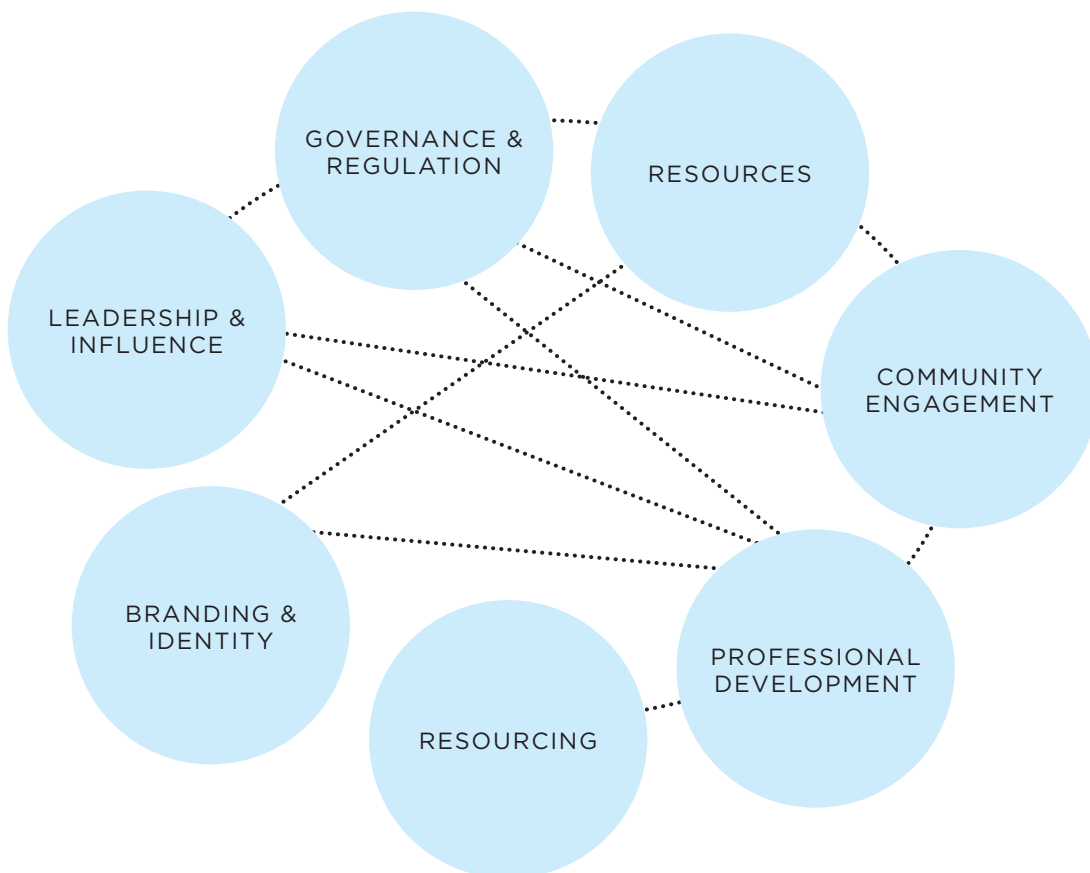
The 'public library network' is itself a convenient abstraction. But, like all abstractions, it does not exist for itself. You can't see it, touch it, sack it or promote it because the whole is less than the sum of its parts.

In systems terms, it is not the subject of our inquiry but the key players we identify as being part of it – the State Library, public libraries, councils, library users and communities – surely are.

This report culminates in a set of 75 strategies that have been developed to represent each year since the passage of the NSW Library Act in 1939. We show who the players might be to implement each of them – a list that includes the local, State and Commonwealth associations working in the sector.

The strategies are clustered according to a set of strategic domains that indicate where we have the capacity to influence the environment in which we operate.

THE SEVEN STRATEGIC DOMAINS



There are many challenges facing us to implement the strategies. The over-arching challenge is to strengthen the public library network as an operating entity so that initiatives being undertaken, for example by local libraries, gather momentum and become established at the network level.

We have identified among the strategies a ‘top 10’ which we believe will make a real difference. Not just for library clients but also in the effectiveness of the public library network in NSW to be greater than the sum of its parts.

BRANDING & IDENTITY

1. Create a branding development resource for a statewide logo and signage for public libraries
2. Develop one library card across all NSW services

RESOURCES

3. Provide the staff and technology needed for 24/7 access online and increase the opening hours of physical spaces

RESOURCING

4. Increase our partnerships at the local, regional, statewide, national and international level

GOVERNANCE & REGULATION

5. Manage the convergence/co-location of the GLAM³ sector and streamline efficiencies and audiences

PROFESSIONAL DEVELOPMENT

6. Develop current library qualifications so that they include subjects such as outreach, communications and social media skills

COMMUNITY ENGAGEMENT

7. Promote digital engagement
8. Engage with crowd sourcing and crowd funding

LEADERSHIP & INFLUENCE

9. Reposition library roles to support community engagement and partnerships
10. Develop the library as a platform for creative partnerships with individuals and groups, such as local authors, artists and makers



CROWDS AT THE OPENING OF THE NEW BANKSTOWN LIBRARY AND KNOWLEDGE CENTRE 2014, PHOTO BY BANKSTOWN CITY COUNCIL

Before the implementation of these strategies can begin, we recommend the formation of a Public Library Network Strategy Group (PLNSG) to oversee progress, perhaps auspiced by the Public Libraries Consultative Committee. Such an initiative would enable a joined-up and focussed approach to strategic planning across the network.

The actual path taken is of course a matter for the network members to decide but one of the great benefits of ‘future-proofing’ strategy is how clear some of the opportunities become. Policy innovation moves from the ‘might do’ to the ‘must do’ and demands collaborative and focused implementation.

³ Galleries, Libraries, Archives and Museums

The framing questions

We always begin our scenario-thinking projects by focusing on our framing questions. Every inquiry needs a purpose; without one, it will flounder.

Determining the purpose is of course a critical component of the scenario-planning process: it will reflect the scope of our search for knowledge, and for understanding, of the potential futures we might want to embrace.

And so it is with scenarios; it is not enough to merely ask the question, 'What will the future be like?' That is too broad and open-ended.

We need to ask specific questions, and the more narrowly we can orient our interest, the clearer and more illuminating the answer. Getting the question right drives the scenario-thinking process.

But what are the problems that library planners need to know more about? Do they relate to our business, or to the country in which we live; to family life, or to the impact of global technology?

Participants in *Building on the Bookends Scenarios* adapted the framing questions developed in 2009 to reveal these in 2014.



JEAN GARLING SCENARIO WORKSHOP 2014

① What professional skills & attitudes
will **everyone** in public libraries in NSW
be demonstrating in **2030**
in order to be successful in the
alternative futures
in which they might operate?

② **Where** and
how will the leadership
and funding
that drives this success
come from?



‘Growth is inevitable & desirable,
but destruction of community character is not.

The question is not
whether your part of the world
is going to change.

The question is how.’

Edward T. McMahon

The Bookends Scenarios

We need to recap the key features of the 2009 Bookends Scenarios and assess how we have been travelling towards all or any of them in the last five years.

In 2009 the scenario building team established a set of Early Warning Indicators (EWI) that, if they came into play, would provide some evidence of the emergence of each of the alternative futures embodied by the scenarios.

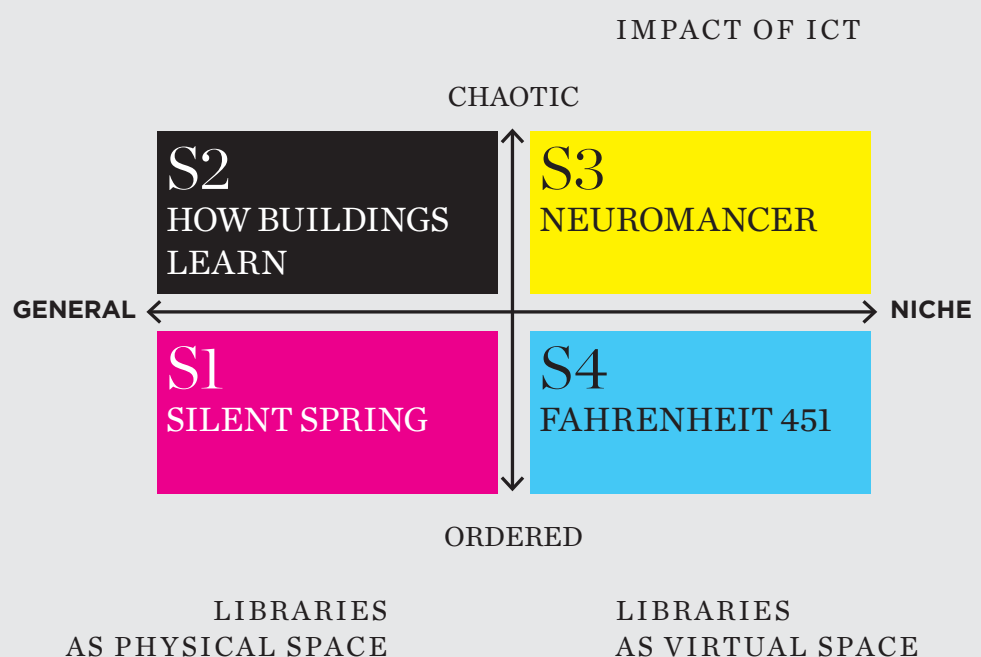
The 2009 EWI have been monitored by participants of the 2014 Building on the Bookend Scenarios project on their level of emergence over the last five years. Participants were asked to rate the level of emergence of each EWI from 0 to 5, where 0 meant not at all and 5 meant totally.

The emergence of each scenario was then calculated by taking an average of the EWI scores.

The 2009 scenario building team developed a matrix of what they considered the most important and uncertain influences changing the environment in which public libraries would operate into the year 2030.

The development process settled on two influences. The first is the vertical access, which focuses on the impact of ICT on the environment, and runs from chaotic mayhem at one extreme to orderly at the other. The second considers the way users value libraries, running horizontally from the high valuation of the library as a physical place to a low valuation at the other.

BOOKENDS SCENARIOS MATRIX





SCENARIO 1

Silent Spring

SNAPSHOT

In this scenario, climate change turns out to be much worse than expected. Resource shortages and the high cost of energy in particular mean that the physical movement of products and people is greatly reduced and individuals are therefore drawn back to their local communities. It is a world where globalisation slows down, digital technology is restrained and where all activities are related to community impact.

Public libraries do well in this world. People become voracious consumers of physical books (especially old books) and libraries are rediscovered and revered by the majority of the population due to their safety and neutrality. They are also highly valued because they are free public spaces that promote a wide variety of community-related events. Nevertheless, there are still pressures caused by the high cost of energy and the need to maintain facilities.

The phrase 'dark euphoria' (Bruce Sterling) sums up the mood in this scenario, because on one level the world is falling apart but on another level people are quite content.

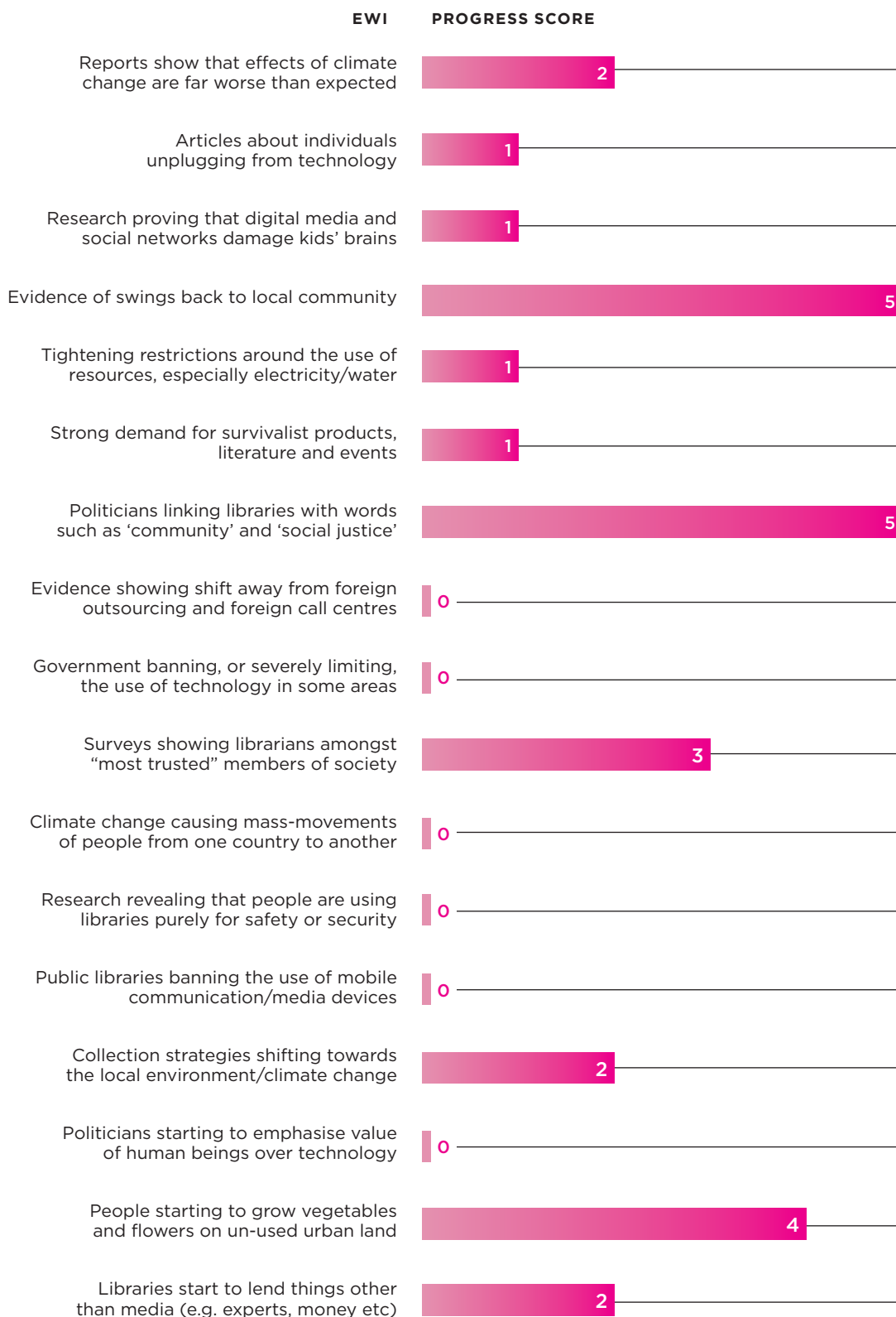
NOT AN EMERGING SCENARIO

COULD GO EITHER WAY

DEFINITELY AN EMERGING SCENARIO



The Early Warning Indicators (EWI) that foretell each scenario have been monitored where 0 means not at all and 5 means totally. The emergence of each scenario is then calculated by taking an average of the EWI scores.





SCENARIO 2

How Buildings Learn

SNAPSHOT

In this world, technology creates a fast, globalised world where digital services and virtual presence are commonplace. Overall, the mood is fairly optimistic, but digitalisation and connectivity soon create too much information and format instability, so there is a slight feeling of unease amongst the general population.

Physical books are in slight decline in this world although library services are expanding. The reason for this is that public libraries now take on a wide range of e-government services and are important as drop-in centres for information and advice relating to everything from education and childcare to immigration.

In this scenario libraries have also mutated into urban hubs and hang-outs, vibrant meeting places for people and information that house cafes, shops, gyms, crèches, theatres, galleries and various cultural activities and events.

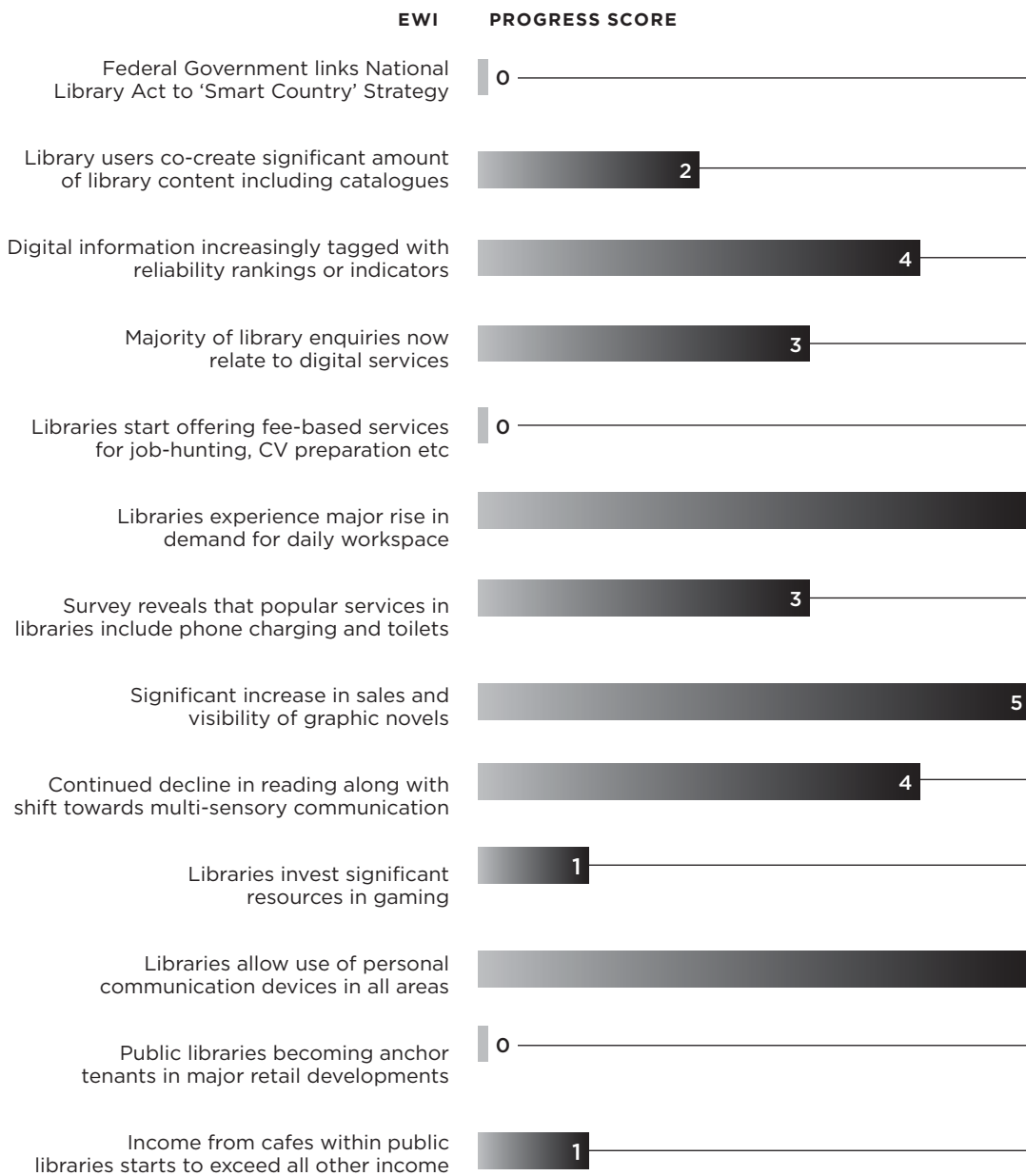
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The Early Warning Indicators (EWI) that foretell each scenario have been monitored where 0 means not at all and 5 means totally. The emergence of each scenario is then calculated by taking an average of the EWI scores.





SCENARIO 3

Neuro- mancer

or Access

Use Virtual Rece

lease Follow Instructions on

Screen

SNAPSHOT

This is a world gone mad. Everything is accelerating and everything is in short supply and is priced accordingly. Electricity prices are sky-high and the internet is plagued by a series of serious issues due to overwhelming global demand.

In this scenario, public libraries are initially written-off as digital dinosaurs, but eventually there is a swing in their favour as people either seek out reliable internet connections or because there is a real need for places that allow people to unplug, slow down and reflect.

In this world information also tends to be created and owned by large corporations and many small and medium sized firms cannot afford access. Therefore, public libraries also become providers of business information and intelligence. This creates a series of new revenue streams but funding is still tight and libraries are continually expected to do more with less and less funding and full-time staff.

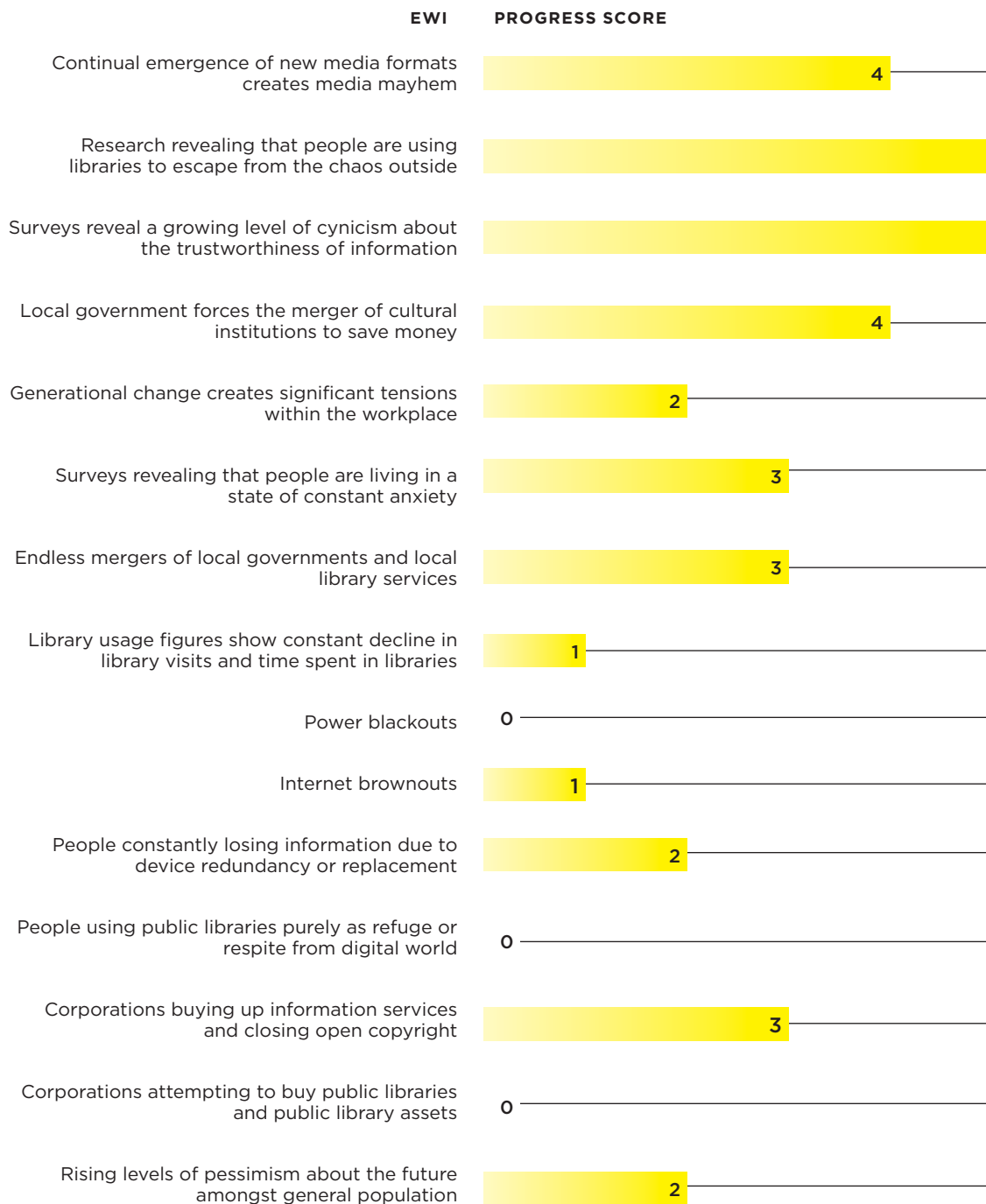
NOT AN EMERGING SCENARIO

COULD GO EITHER WAY

DEFINITELY AN EMERGING SCENARIO



The Early Warning Indicators (EWI) that foretell each scenario have been monitored where 0 means not at all and 5 means totally. The emergence of each scenario is then calculated by taking an average of the EWI scores.





SCENARIO 4

Fahrenheit 451

SNAPSHOT

This world is a screenager's paradise. It is fast-paced, global and screen-based. Digitalisation has fundamentally changed the way that people consume information and entertainment, but it has also changed the way that people think. This is a post-literate world where physical books are almost dead and public libraries focus on digital collections and virtual services.

In this scenario books take up very little physical space so more space is given over to internet access, digital books and various other forms of digital entertainment. Public libraries blur the boundaries with other retailers of information and entertainment and also house mental health gyms, technology advice desks, download centres and screening rooms.

Despite all this public libraries struggle to survive due to a combination of ongoing funding cuts, low public usage and global competition.

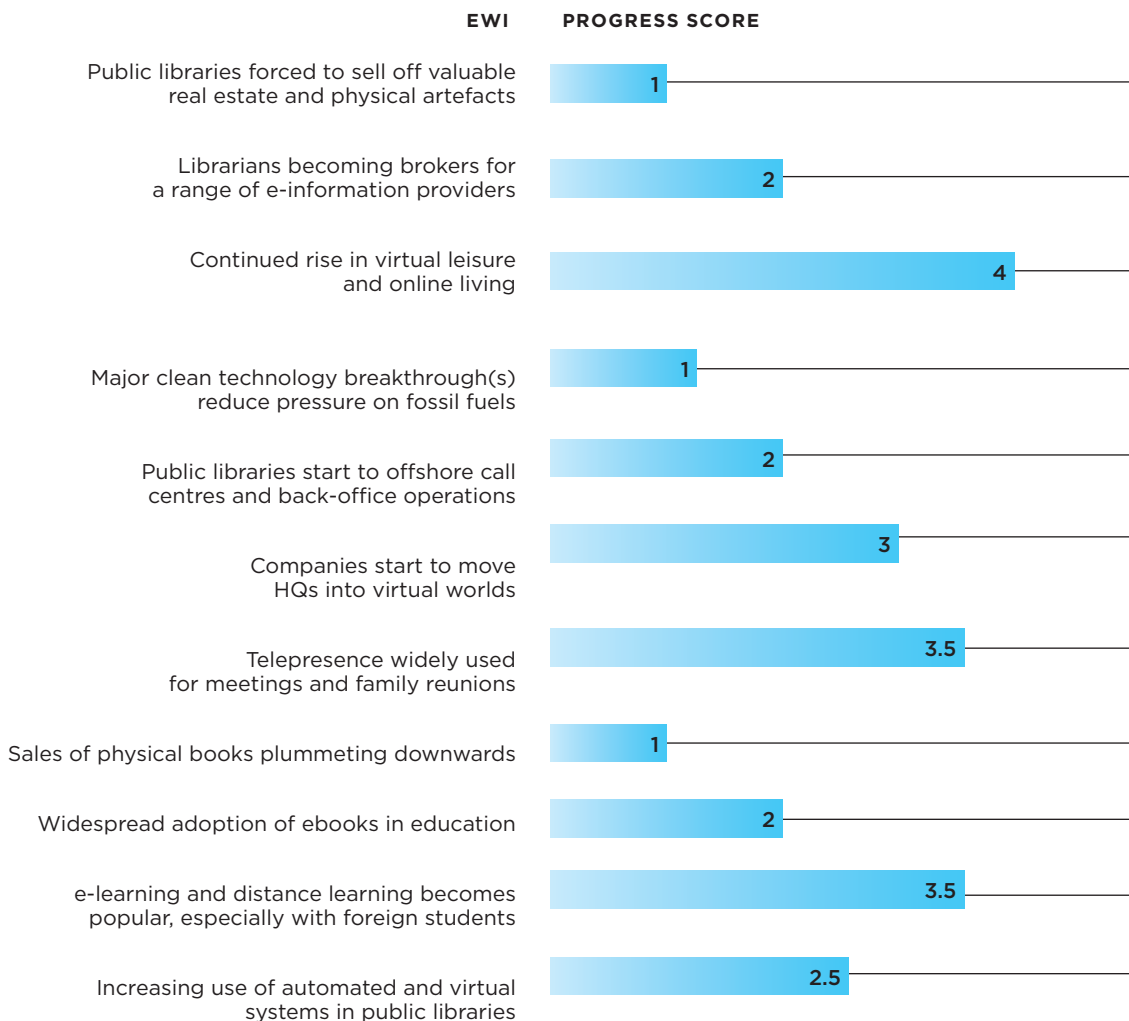
NOT AN EMERGING SCENARIO

COULD GO EITHER WAY

DEFINITELY AN EMERGING SCENARIO

SCORE	2.3	5
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The Early Warning Indicators (EWI) that foretell each scenario have been monitored where 0 means not at all and 5 means totally. The emergence of each scenario is then calculated by adding up the EWI progress scores and then dividing the total sum by the number of EWI.



Scenario emergence comparison

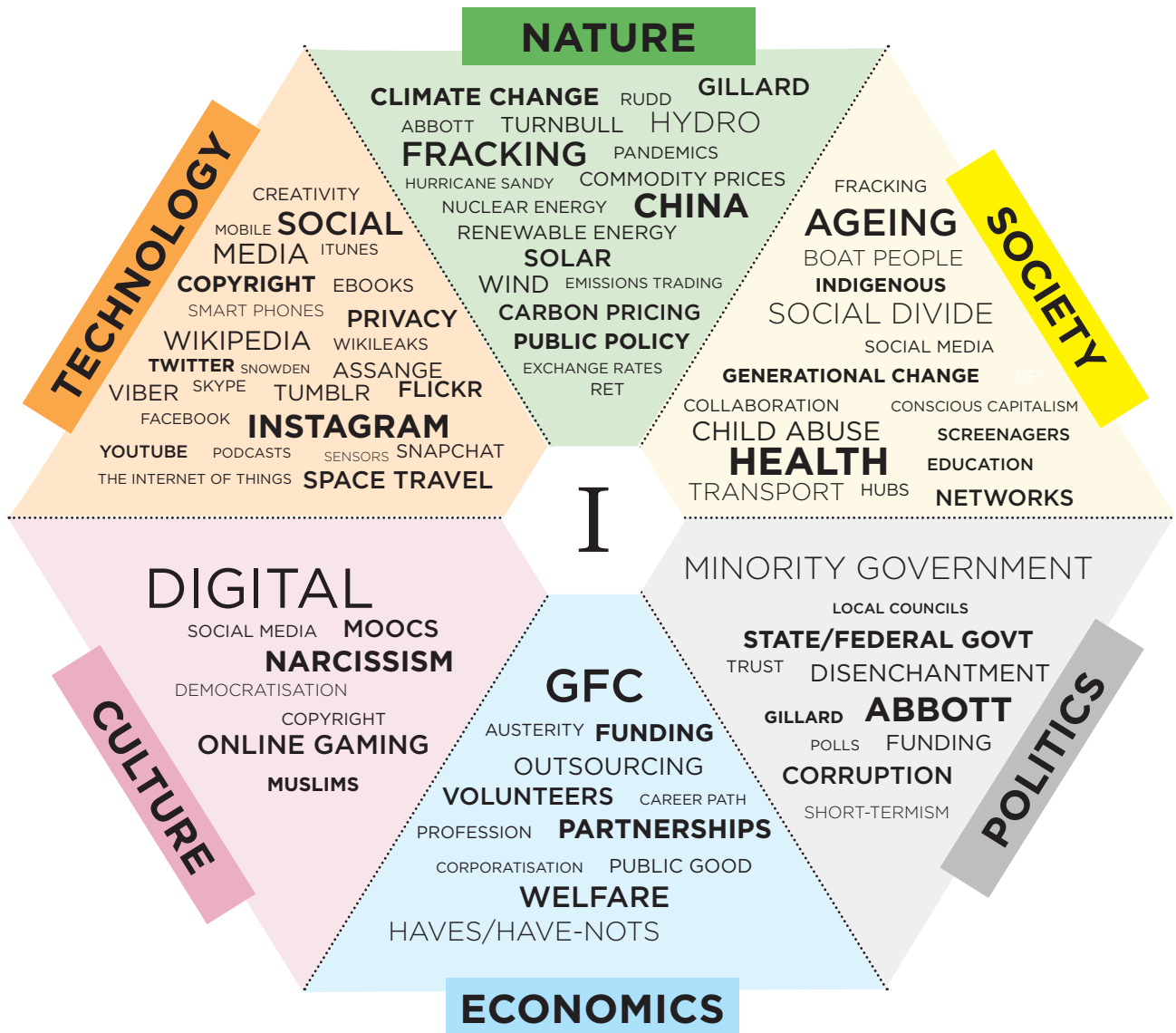


Environmental scanning

In our scenario work, we like to scan the environment using our INSPECT tool as a way to organise what we see and how we see it. The 'I' in INSPECT is a reminder that everything we see when we inspect our environment is based on the way we interpret the world, our experience and on our world views.

The INSPECT approach recognises that public libraries operate within a broad environment which is complex and reified by us the 'inspectors'.

While we can influence some elements in the environment, we control very few. The way in which we might expect these drivers to play out varies from the relatively predictable (population growth, ageing); to the critically uncertain (economic growth/decline, information technology); to the complete surprise of what we call the wild cards (natural disasters, terrorism).



The Journey from 2009

It is a characteristic of the way the world unfolds that the surprises of our generation (9/11; the Berlin Wall; social media; the genome; tsunamis; the GFC; Exchange Rates; China; World Cup 2014; Open Source; Internet of Things; Big Data; Cloud Computing; CCTV; Wikileaks; Wearable Computing; 3D Printing and so on) 'come not (as) single spies but as battalions'.

NATURE

We have experienced an increase in community environmental awareness and the personal responsibility that goes with it. This means environmental issues have become more significant as moral drivers for changes in social behaviour and in the use of public resources, including library spaces.

Ironically as social awareness deepens, political resolve weakens. Government policy changes on environmental issues (emissions trading, carbon tax, pricing externalities) may reflect an increase in awareness but it comes with a decrease in active leadership.

The action on climate change in Australia has, thus, been a mixture of meddling and muddling with no coordinated vision as to how we should proceed.

This is changing as global resolve spearheaded by China and the USA sharpens to reduce significantly carbon emissions during the period of our planning. Add to this the emergence of US energy independence and we are clearly in for a big shake up in energy priorities and policies.

Both an abundance and lack of water has impacted in regional areas – witness the Brisbane floods of 2011 and the fact that traditional water supplies are projected to dry even more by 2030.

Mining, which was booming five years ago, is now experiencing an equally rapid decline – with a deep impact on local communities and, by implication, on council funds.

Australia's fortunes are inextricably linked to China, currency levels and commodity prices.

SOCIETY

Fracking (coal seam gas exploration) is a new environmental issue that is affecting the stability of regional communities. We have seen a general deepening of issues that are increasing the so-called social divide between rich and poor, the socially advantaged and disadvantaged, the employed and the unemployed. The commission on child abuse was not envisaged in 2009 and, generally, we have seen greater concerns with human rights including the debate about same sex marriage, privacy and the rights of ethnic minorities.

The development of the National Broadband Network has social implications that will not be resolved for some time while the fibre to the node or to the home question remains unresolved.

Despite the traditional rural/urban divide, Australia continues to urbanise.

Our population continues to age with corresponding increases in the retirement age.

The number of maker-spaces has grown significantly since the *Bookends Scenarios* went to press. They represent the democratisation of design, engineering, fabrication and education and share many of the social values that public libraries represent. Social collaboration in all its forms is now a high-ticket item that is shaping the future in new and unexpected ways.

We anticipate a further deepening of the return to home-made items, increased interest in crafts, community gardens, locally purchased produce, recycling, an increase in the use of farmers markets and interest in provenance and localism generally.

Australia's policy to immigrants and boat people is highly fluid but is largely driven by external drivers like ongoing instability and conflict overseas leading to an increase in the desire to come here. Further changes in opinion and government policy regarding refugees are expected.

Although austerity measures since the GFC have not been harsh in Australia, we will continue to see cuts to education funding and corresponding increases in fees.

POLITICS

The monetarism of the eighties continues to haunt us in terms of policy for the public sector where well-being and the public good have been relegated by the twin gods of productivity and efficiency – and the perceived need to have a balanced budget.

Everything is dollar driven - we are an economy not a society!

On the political front there isn't much good news to report. Politics is nasty and poll driven; we see the rise of the dumb and the dumber, of apathy and ignorance. There is a lack of real leadership and short-termism is the go. Sexism is rife. Racism lurks below the surface and politics is slogan driven, lacking substance and short-sighted, favouring reactionary populist approaches.

The major parties have been unable to distinguish themselves from each other and, add to this the charges of corrupt behaviour, then the smaller single-issue parties have benefited. We vote governments out rather than vote them in.

Social media have gained strength in the last five years especially organisations like Get Up.

Generally, politics is becoming more Americanised with an increased emphasis on emotive language and personalities.

ECONOMICS

The GFC has promoted austerity, outsourcing and privatisation. The public sector shrinks. The library sector has been relatively stable but the drivers of a less confident future continue to ripple the surface. Our financial status is under pressure with the need to achieve sustainable funding of government services.

The digital economy has burgeoned in the last five years and we see crowd-funding and crowd-sourcing become stronger.

The reduction in local manufacturing continues as the shift from West to East gathers momentum, globally.

As in other social sectors, the divide between the haves and have nots seems to be increasing in the economy.

Australia has held its place as a steady economic performer and relatively we enjoy levels of economic growth and other measures of well-being in excess of other OECD countries. But despite our performance, consumer and business confidence is quite low.

CULTURE

If things digital are a catalyst for change and the digital divide appears to be deepening, then the resulting inequities denote challenges for public libraries in the future.

The impact of social media is becoming evident at a national and global level – especially in the rise of immediacy and its impact on such things as literacy, education and the mass media. On the other hand the development of things like MOOCs pull the impacts in other directions.

The concept of the ‘selfie’ with its attendant narcissistic and vanity culture, captures the growing tension between being digitally connected and personal privacy.

The digital world is promoting a copyright averse culture that is threatening traditional publishing and lending models. But the social engagement of popular culture and its explicit nature are nevertheless democratising information. The popularity of Creative Commons licenses is an example of this.

Since 2009 there has been a dramatic increase in social gaming (video, gambling, app games and so on) which itself suggests the development of tribalism on the Net.

TECHNOLOGY

Sit back and reflect on what wasn’t around in 2009. The DIY digital culture has made creators of us all. Blogging, photographing, maker-spaces, apps and websites are proliferating exponentially.

And mobile digital technology (smaller, smarter, more access to information, constant connectivity, more ‘grunt’, and soon wearable technology) makes the digital culture a ‘liquid’ experience.

Social media is the fast innovator as it facilitates online relationships, breaks business models of traditional mass media - YouTube is more popular than TV, Twitter is threatening traditional newspapers and TV news and killing traditional media in some age segments.

Attitudes to copyright and privacy have also changed (think NSA/metadata/Wiki leaks). The big question, which has loomed since 2009, is who owns the Cloud and who has access to the data? Let’s not forget about attitudes to privacy either. Apple’s problems relating to Cloud security are possibly just the beginning of a greater focus on what’s safe and what’s not and which institutions or brands people trust with digital data.

Of course technology is not limited to ICT. The last period has seen major advances in medical technology (look out for the electronic aspirin); renewable energy; 3D printing; robotics; nano-technology and wearable technology.

The changing environment 2014 to 2030 and beyond

Using INSPECT prospectively rather than as an organising tool for mapping what is already happening, we have identified some of the critical uncertainties that are shaping the future. These uncertainties follow the short discussion for each topic. We have indicated their level of impact on the future of public libraries, using our ‘impax’ (IM) scale of 1 (low) to 10 (high).

NATURE

Australia, as with most countries world-wide, is experiencing extremes in its weather with climatic outliers becoming the norm rather than the exception. The intensity of these extremes will increase as we go forward.

The future impacts of climate change, beyond pricing, taxation and regulation, include the widespread movement of people between regions, the failure of food crops (in turn impacting migration patterns), shifting disease patterns and fluctuating wealth.

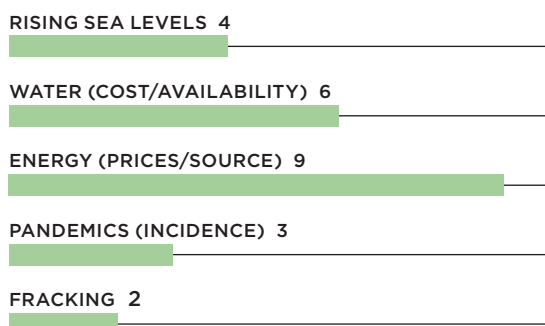
In the Australian context the greatest threat is probably drought inland and rising sea levels on the coast.

Some people will respond to climate change by unplugging or moving ‘off grid’, but for most of us it’s a case of make do and see what eventually happens, which in the case of human activity is even more uncertain than the weather!

The acceleration of climate problems may be matched as we move towards 2030 by increasing incidents of health pandemics like the recent Ebola crisis.

Bubonic plague, TB, Flu, SARS, Yellow Fever, AIDS and MERS are all lying in waiting for a world unable to prevent their spread – and a world in which the risk of pathogenic strains escaping from laboratories and spreading around the world is as likely as a more natural outbreak.

The economics of natural resources are perhaps the most formative drivers into the future.





THE AGEING POPULATION PRESENTS IMPACTS AND OPPORTUNITIES FOR PUBLIC LIBRARIES

SOCIETY

The population of NSW will be around 8.2 million people in 2030 up from 6.9 today.

The Ageing Australia Report⁴, on the matter of ageing, has this to say:

The number of people aged 75 years and over is projected to increase by about 4 million between 2012 and 2060 – an increase roughly equivalent to the current population of Sydney. The most striking illustration of ageing is the growth in the population of people surviving past 100 years of age. In 2012, there was roughly one person aged 100 years old or more to every 100 babies. By 2060, it is projected that there will be around 25 centenarians for every 100 babies, and with continued small increases in longevity, by 2100, there will be more people aged 100 or more years than babies born in that year.

Ageing is usually seen as a problem, especially from an economic or economic productivity standpoint. Commentators and politicians have made connections between ageing populations and fragile healthcare systems and pensions provision. Such concerns are real, but we should not forget that living longer is generally a good thing, the result of massive improvements in healthcare over the last 100 years, and productive use can surely be made of older people, be it through the introduction of ‘senior’ assistants in hospitals, schools or even public libraries. The implications for public libraries are very significant especially as this demographic change may flower in highly unsettled environments.

Australia’s urbanisation will increase as its population grows. This urbanisation is of rural areas as well as of existing urban spaces. The big unknown (apart from the fact that demographic forecasts tend to be wrong) is just how will we urbanise?

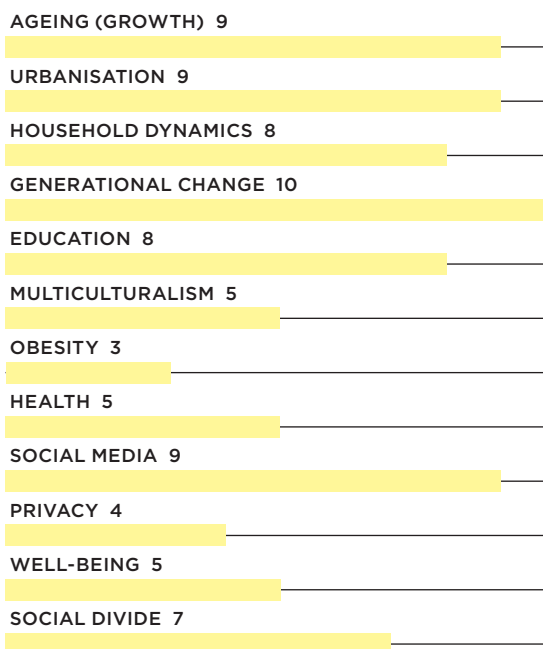
Will we create multi-hubbed cities connected by fast trains or continue to build city-centric places like Sydney and Melbourne typified by urban sprawl and traffic gridlock? Will we dramatically increase densification of the inner cities or spawn new towns to take up the expanding population?

These imponderables (exacerbated by technology) do among other things question the stability of the notion of the local and even of community.

This tension between the ‘global’ and the ‘local’ has been one of the key emergent themes over the last five years and will likely figure large as the future for public libraries unfolds. Our professional enthusiasm for public libraries as community hubs begs the questions – what communities? What hubs?

What are the implications of generational and social changes in terms of media use, communications (and possibly the breakdown of communication), shopping habits, savings and leisure pursuits? Could libraries ever become 24/7 spaces with no books where people bring their own ‘content’?

We are only at the early stages of the mobile, digital revolution and we have very little evidence on which to base future policy. All we can assert in 2014 is that by 2030 the world will be oh so different from the one we enjoy today as today’s world is compared with that which ushered in the new millennium.



⁴ Productivity Commission 2013, *An Ageing Australia: Preparing for the Future*, Commission Research Paper Overview, Canberra.

POLITICS

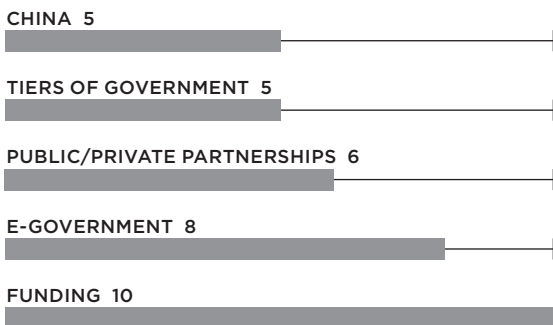
In Australia, the 2014 debate about the Federal budget has confirmed the growing shift between the theatre occupied by the political parties, which is inexorably losing its audience, and the burgeoning social media sphere, which includes groups such as Get Up. Issues relating to the funding of public libraries are likely to be buffeted by this growing divide as politicians become more distanced from community.

The present Australian intergovernmental system has been labeled as outmoded and inefficient and there has been much speculation on the sustainability of the three tiers of government. However it has also been argued that there are advantages in a system with two spheres of government as multiple governments provide greater democratic input and access points.

It seems unlikely that we will see a change in governmental structure during the life of this project.

Public library funding is the major issue facing the sector and the pressures to outsource costs and infrastructure are likely to be ever-present and exacerbated in a future where economic growth is no longer guaranteed.

The unfolding of e-government is one of the greatest game changers in which public libraries are likely to play a significant part. And, ironically, this e-role will be exaggerated when councils and libraries share physical spaces as in Albury in NSW.



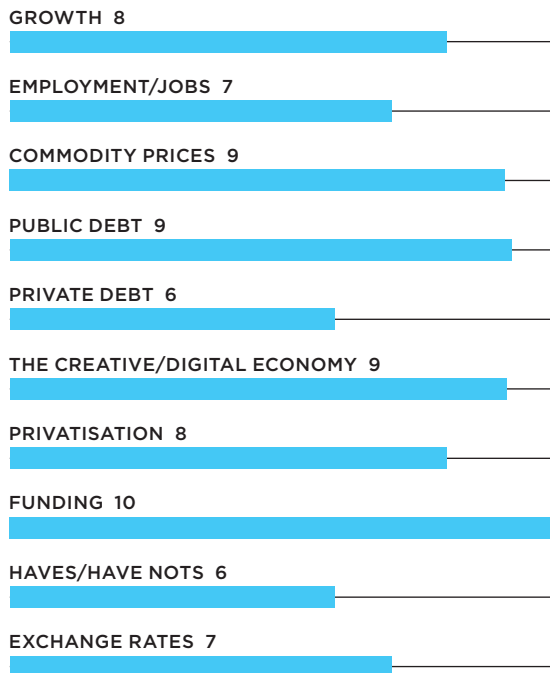
ECONOMICS

Australia is currently sliding down the ladder of economic performance as a result of the slump in commodity prices, the increase in budget deficits that the slump drives, the ever-increasing reduction in its manufacturing sector and the globalisation of agricultural production.

Investments in the creative economy are no way near compensating for the changing macro-economics of Australia as there seems to be a lack of political will to make things happen. It is not as if we lack examples of what is possible – other nations, e.g. Portugal, Norway, Sweden and New Zealand, have invested in education and support for creative industries and innovation.

The economy is a major driver of the demand side for public libraries. In bad times access increases simultaneously with increasing pressures on funding.

The growth outlook is at best moderate and at worst bumpy and poor.



‘ *Libraries have been handed an identity crisis. What’s a library? Just data!!* ’

Angelo Loukakis

CULTURE

Public libraries thrive in a world where the equity of access to knowledge in all its forms is high on the list of society’s key values and where community is celebrated as being one of the most fulfilling ways of exercising that right.

The devil of popular digital culture and the way it is developing is the assumption that equity of access is a given and not something to be fought for and protected. In the mobile ‘me me me’ world the virtues of public libraries can slip from view. So the key issue for all library futurists is how will the personal dynamics of mobile communications play out in the future?

Is the new technology radically changing attitudes to time-honoured values relating to copyright, trust and community? How do we balance the face to face tactile relationships, as well as the virtual and online communities, that libraries foster?

As for libraries themselves, how will their cultural role develop in a world where the aversion to risk employed by institutions seems to grow exponentially? When will a library customer sue the library for negligence or a lack of the duty of care in relation to information proffered on request?

TECHNOLOGY

Changing technology is the ubiquitous fellow traveller in all the topic areas we have identified as shaping the external environment for public libraries in NSW.

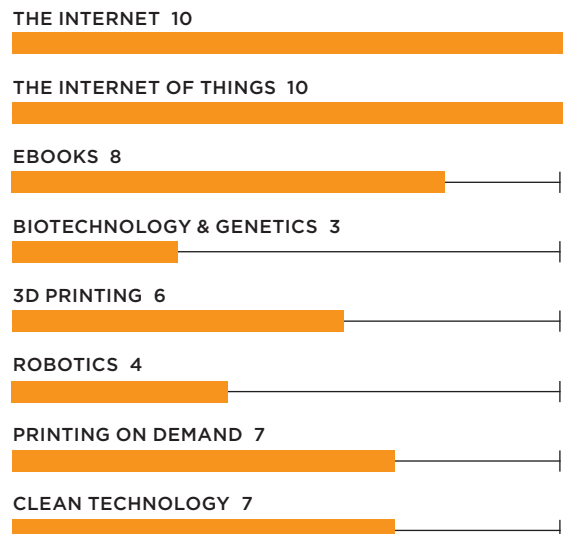
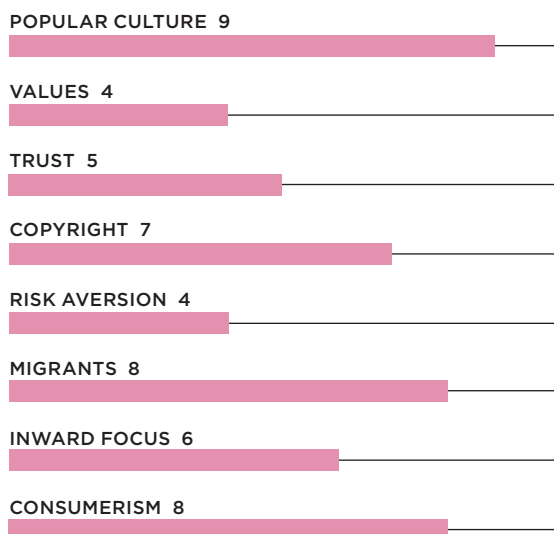
Eleven years ago there was no Facebook or YouTube, eight years ago no iPhone and five years ago no iPad.

The most significant new technologies and apps in view, having been in development for some time, are wearable computing, 3D printing and above them all the Internet of Things. When it comes to communication networks we are at the very beginning with only 1% of things that will be connected talking to each other today.

The growth of linked data in cultural institutions, research and business will create further ripples in information and knowledge industries.

The use of digital books is increasing and as printing costs tumble we may see printing on demand grow.

As well as people reading ebooks, ebooks can read people, generating vast amounts of data about how and where words are consumed.



Vision, values & attitudes for a changing world

The drivers of change do not, of course, operate in a vacuum. Their relation to each other is systemic – interacting one with the other to create the complex and changing external environment in which public libraries will be finding their way in the future. These changes are also shaped by the way we see the world and it is no surprise that we garnered points of view in this project from key commentators and activists in the profession and their adjoining stakeholders. Here is what they had to say, informed by their world views.



ANGELO LOUKAKIS

THE SOCIETY OF AUTHORS



ANDREW TINK

**FORMER MP, AUTHOR
AND PRESIDENT OF THE
LIBRARY COUNCIL OF NSW**

One of the historical roles of the library in society was as an agent against authority. Libraries must continue to take a radical stance and stake a claim against modern forms of superstition, and contemporary power and self-interest.

The new library will recapture and retell the story of the library for the times and circumstances it faces.

As Australian authors are under more pressure to provide material for free they are being less remunerated and this pressure looks as if it will deepen. It would be good if we could extend Public Lending Right and Educational Lending Right to all formats, including electronic. The foundation of authorship is reading and this is a major role for libraries to foster.

We need to be more aware that the private providers on the internet like Google, Apple and Amazon have relentless commercial interests. When knowledge is distributed as ‘data’ it is limited by commercial imperatives rather than expanded in a democratic way. This may mean the de-democratisation of knowledge is at play; particularly as the idea that Google is the internet is wrong.

The Google browsing algorithms are not ‘neutral’ but reflect one way of accessing knowledge. Google is not altruistic.

Governments tend to allow market forces to set the stage rather than raising taxes to do it themselves.

We can sharpen the current and future civic role of public libraries by reasserting the principles of the public good, and enhancing the availability of all knowledge to the broader community. Public libraries provide structure to knowledge and enable its access in a non-commercial environment.

Everyone working in a library needs to be able to tell the greater library ‘story’ and understand its core values – such as the value of things shared.

We are in the middle of the most profound revolution since the invention of the printing press. It’s unpredictable and challenging and the solution to these challenges is to be flexible. Innovation is needed to make best use of staff and spaces.

Library staff need not be defensive about this flexibility nor the advocacy of their role in society. Language is important so you need to put things in the right language not only for politicians but also in the regulatory framework such as the Library Act thus enabling the Library Act to make a statement of values. We don’t do a good job of explaining or measuring the value or impact we have on people’s lives or demonstrating this impact.

Library people need to be relevant to their clients; if your clients value you, the politicians will take notice. Libraries require people with a diversity of skills to survive.

The point of difference for libraries is twofold: First is their local nature and the legacy of local studies. The digitisation, for example, of local newspapers and other local records is very important. Second, is the democratic role of libraries to provide access to information for people on the wrong side of the digital divide or who have been left behind in other ways? Combatting the digital divide is an important challenge to libraries – it’s a big role now and will continue to be in the future.

We also see the loss of collaborative learning in a formal education setting as something public libraries can take on.

‘ We are in the middle of the most profound revolution since the invention of the printing press. It’s unpredictable and challenging and the solution to these challenges is to be flexible. ’

Andrew Tink



JAN RICHARDS

MANAGER, CENTRAL WEST LIBRARIES AND MEMBER OF THE LIBRARY COUNCIL OF NSW



LIBBY BAULCH

POLICY DIRECTOR, THE COPYRIGHT AGENCY LTD

Our future is nothing without the people who work in libraries.

Australian libraries are highly respected overseas but, nevertheless, we need to look at ourselves and take action otherwise we won't continue to exist.

We must embrace change, especially technological change while remembering that technology is an enabler, and not an end in itself. It's more about the philosophy behind the technology. Let's think globally, act locally, and engage in activities that make the best use of our resources and focus on local communities.

One-size fits all doesn't work - libraries should suit the community they serve. We need to engage with community - build partnerships - recognise social conditions - seize opportunities.

We need to be politically aware and astute. We need to engage with local government.

We need real advocacy skills - this is essential. We need to talk about the value that we add to the community - not just how many kids come to story time.

We should all be on the same page and we need to stay relevant - to be prepared to step up and take leadership roles.

Copyright issues are made complex by the rise of technology and the demands of owners of creative works. We are moving away from detailed regulation applying to individual works and looking at principle/standard based regulatory environments.

Many issues can be dealt with without regulatory change - memorandums of understanding (trust and relationships are important).

Public interest issues arise when private entities get involved - enterprises have resources and knowledge, but do they have the same values/interest of the community in mind?

Distinguishing between professional and amateur content - how do we decide what is or should be available for free... but more importantly who decides?

Will we see places for creators and users to interact and negotiate terms of use - a bottom up, user-focused approach to copyright as is being developed in the UK?

Traditional territorial boundaries are breaking down but there is also a fear that territorial boundaries will increase and a proliferation of licenses and formats will ensue - which way will it go?

Principle/standard based approaches to copyright could work well in a dynamic technological world that is changing and requires agility/flexibility as new things develop.



SUE MCKERRACHER

**EXECUTIVE DIRECTOR,
AUSTRALIAN LIBRARY &
INFORMATION ASSOCIATION**



ALEX BYRNE

**STATE LIBRARIAN
AND CHIEF EXECUTIVE,
STATE LIBRARY OF NSW**

People have multiple identities, our physical selves and increasingly our digital identities - in the future with wearable technology we will be carrying our digital selves everywhere we go.

Technology is an enabler (creativity, communicating, access). The Internet of Things and ambient technology mean we can look for a future where the surfaces all around us will be activated. We will be constantly logged into our digital worlds.

We won't only live once; we will experience many digital lives.

Everything is moving forward - the question for libraries is how do we continue to add value in both the physical and virtual worlds?

Advances in artificial intelligence and algorithms are creating new threats to traditional roles like journalism, advertising copywriters and librarianship - in fact any job that creates and curates information.

How will we know when we are interacting with artificial intelligence or a real person in future? Some business news reports are already written by AI algorithms. The future is here.

Libraries are about negative spaces - the spaces between people, knowledge and activities - in communities. Libraries bring people together to create a place for communities to explore the 'unknown unknowns.'

Libraries are a key enabler. Ours is a golden age where libraries are shaped by their communities and, in turn, shape those communities.

Passion is the unifying force of our profession as each library serves a distinct community and meets community needs.

Our challenge is to think locally and rigorously in systems terms, back it up through national and international collaboration with clear goals for libraries moving forward.

Politicians will support libraries if the local community support libraries and we can clearly articulate this.

“One-size fits all doesn't work - libraries should suit the community they serve. We need to engage with community – build partnerships - recognise social conditions - seize opportunities.”

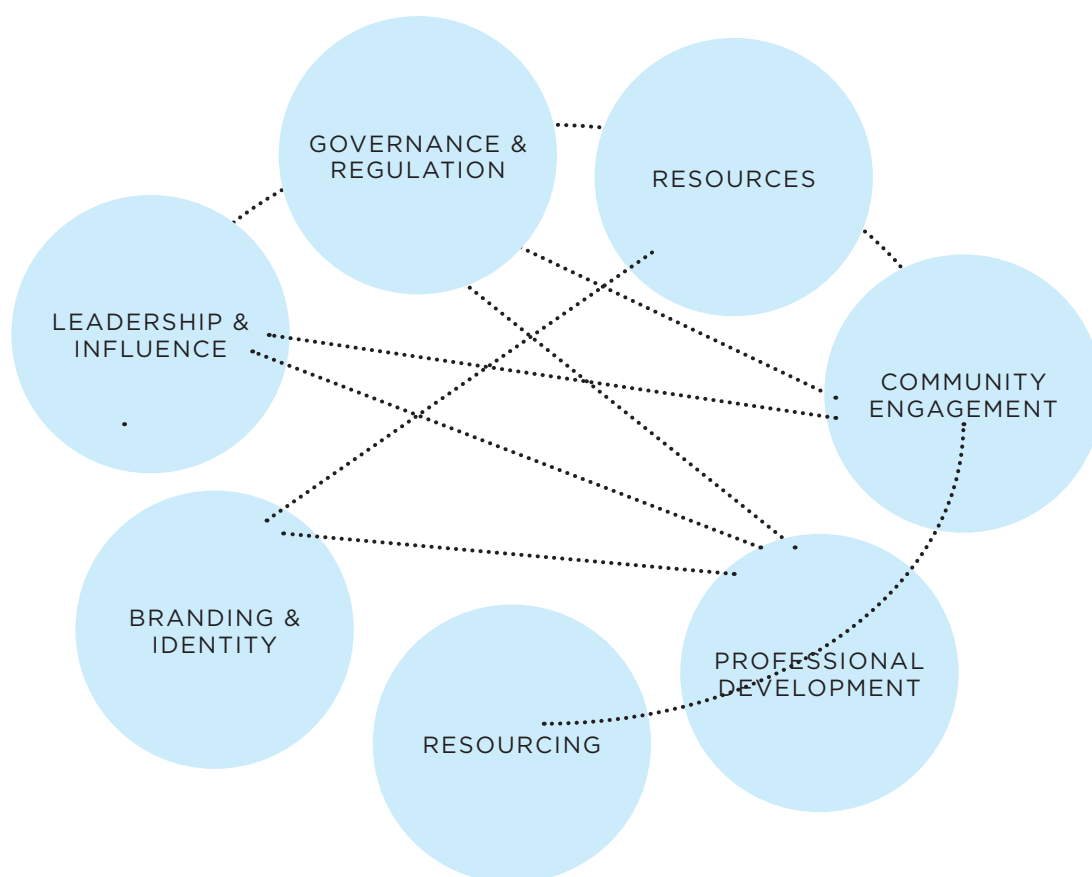
Jan Richards

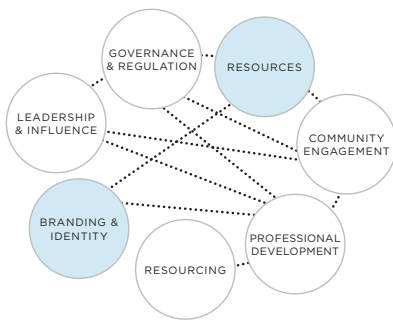
What do we need to work on for a successful future?

Guided by our vision, values and attitudes what might we need to do in the context of a turbulent and changing world? The seven strategic domains we used in the original research for the *Bookends Scenarios* are used once again to help us identify strategic initiatives that the public library network in NSW might consider to build its resilience going forward into these choppy waters of uncertain futures.

It is important to note that many of the initiatives suggested here are already taking place in some libraries. We would like to see these initiatives being incorporated into broader strategic frameworks for the entire public library network.

THE SEVEN STRATEGIC DOMAINS





MARILYN, WARRINGAH COUNCIL LIBRARY'S POP-UP LIBRARY CARAVAN. PHOTO BY ERIC IMBS



FREE COMIC BOOK DAY AT BLUE MOUNTAINS CITY LIBRARY PHOTO BY JAMES PEARSE

BRANDING & IDENTITY

Public libraries need to be more politically active and identify supporters and champions, not simply in local and state politics, but also among library clients who are active advocates and may influence local media and funding bodies.

One key message to get across whenever possible is that libraries are no longer simply buildings that open and close, but are online resources with physical components that never do. The physical side need not be permanent either as the development of 'pop-up' libraries in local spaces and mobile libraries explore new ways of bringing libraries to the people.

Of course, if there's one key message, it would help to have the message coming from one unified brand, and to this end the development of a single library card across NSW, together with a single brand identity would appear essential. We'd like to see a State or even a national logo that is as recognisable as those for post offices, museums and information centres.

Public libraries have always been key pillars of the local community, but we might do more to remind people of this fact. Interestingly, in the retail sector, individual store locations are celebrated in signage and branding terms. Linking with local non-profits has also become hugely popular.

In addition to ramping up the branding identity for all public libraries, central funding to enable the promotion of the value of public libraries to communities is desirable.

RESOURCES

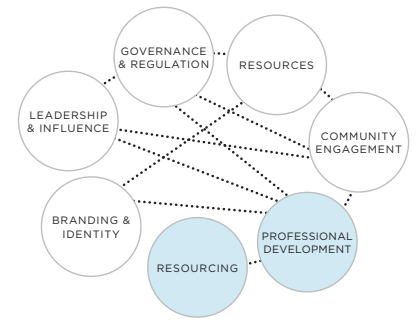
Building niche collections that are either relevant to a local community or become destinations in their own right is an intriguing idea. Again, this links with localisation and could be done physically and/or digitally.

Localisation also surfaces in the form of libraries using their customers to create original and locally relevant content. Libraries are in an excellent position to create locally relevant content and collections through local studies. Cementing links with local communities might also be achieved by offering library spaces to local community groups and perhaps not judging too harshly if the use was not directly related to traditional library matters.

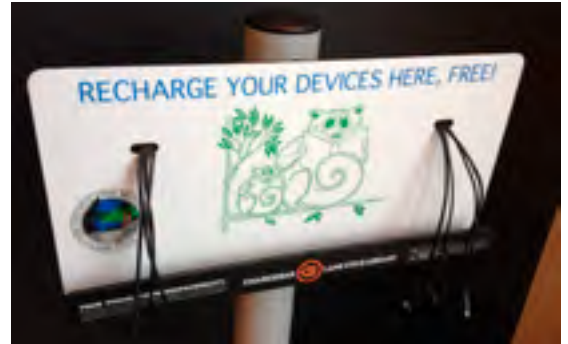
This could be achieved not only by offering free or discounted space, but also by bringing in 'non-library' services and items ranging from 3D printers and recording studios to coffee machines. The expansion of non-library facilities would need to be linked to an expansion of new core skills in terms of staff training and recruitment.

Another key attribute of libraries beyond their local nature is safety and it was felt that libraries should continue to emphasise security and perhaps build on this both physically and digitally, especially if online privacy concerns are an issue or if societal conditions deteriorate to the point where certain groups feel threatened in other physical environments. Placing new libraries alongside police stations (or kiosk police stations inside libraries!) might be a novel way to communicate safety.

Juxtaposing libraries with other key community institutions (such as council offices, shopping centres and Australia Post) is already happening across the State, and is an important strategy for building the relevance of the public library network across NSW.



PORT MACQUARIE-HASTINGS SEED LIBRARY
PHOTO BY PORT MACQUARIE-HASTINGS LIBRARY



MOBILE DEVICE CHARGE BAR AT LANE COVE LIBRARY

RESOURCING

Local partnerships should be increased at all levels. This includes sponsorship (both inward and outward), where appropriate, and exploring opportunities for volunteers. This latter point seems especially sensible given the number of people that are unemployed, partly-employed or retired that would like to 'do something' to benefit both their local communities and their own sense of worth.

Linking with this thought is the continued development of shared community services. There is no reason why more government services could not be accessed through libraries, either physically or virtually. More work is required to draw up a short-list of the most relevant services, but ideas might include basic healthcare and employment services.

With governance and regulation, the most important task is to streamline e-platforms, which might link with the development of a single library card, and to explore any potential purchasing synergies or statewide buying clout (the State Library's NSW.net is a good example of this). This would obviously be particularly relevant to ICT and publishers. It should also be stressed that 'single platforms' will present both an opportunity and a risk in regard to privacy and data-theft and should be investigated thoroughly.

PROFESSIONAL DEVELOPMENT

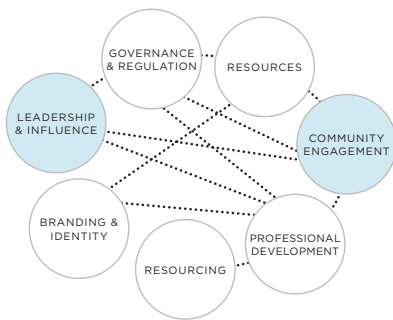
Here it was again felt that advocacy was critical and that professional development and recruitment must encompass certain new core skills such as outreach and social media skills.

The traditional role of cataloguing is declining in importance as digital collections expand, but even here there may be an opportunity for both old and new skills to combine to help users understand how to find and how to file their own digital collections and lives. New skills in managing linked data and geospatial data will be important in local studies collection management. To this end, and others, attracting IT specialists to the library network will be important. If Apple stores feature 'Genius Bars' what could libraries feature or promote?

We must develop the library manager role as an advocacy role - to council, community and staff - constantly sharing the vision. And increase compulsory professional development to enable new leaders.

The State Library is an important hub in the field of professional development and we'd like to see it take a more active role in developing network-based online professional development activities.

There is much for the library manager to keep up with. MOOCs, mobile technology, ebooks platforms, societal change and funding are among them and professional development is a key factor in promoting the relevance and alignment of personnel as the world changes around us.



LIBRARIES ARE PLACES WHERE INTERESTING AND USEFUL STUFF HAPPENS: GLEN INNES LIBRARY KNITTING GROUP. PHOTO BY GLEN INNES EXAMINER



BANKSTOWN LIBRARY AND KNOWLEDGE CENTRE PHOTO BY BANKSTOWN CITY COUNCIL



11 PUBLIC LIBRARY SERVICES PARTNERED WITH THE UNIVERSITY OF WESTERN SYDNEY LIBRARY, STATE LIBRARY OF NSW AND NATIONAL LIBRARY OF AUSTRALIA TO DIGITISE LOCAL NEWSPAPERS.

COMMUNITY ENGAGEMENT

In the building of social capital, the development of partnerships is critical.

The development of frameworks, guidelines and best-practice case studies will help with this, not only from Australia but from the library services in other parts of the world.

The lending side of libraries can be built upon, both by linking lending with the sharing and the emergent co-creation/co-consumption movement exemplified by collaborative consumption and conscious capitalism.

With this in mind, libraries could (and some already do) lend a host of items not usually associated with libraries (e.g. artworks, telescopes, popcorn makers and garden tools) but also provide information on how to set up similar schemes in local communities (e.g. provide skills and advice on car sharing, child-care sharing, job-sharing, community publishing etc).

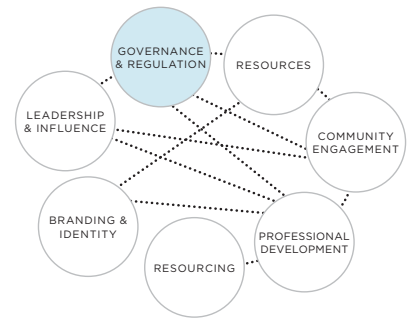
There is also the opportunity to move far beyond books, and link more with the visual arts, hosting or facilitating local theatre, music and so on. In other words, shift libraries slightly from places full of interesting and useful stuff to places where interesting and useful stuff happens.

In the virtual world, we have argued that anywhere there is wi-fi connection there is a library. New generations of tech-savvy people are 24/7 researchers and communicators and are embracing the digital library as a normal part of everyday living. The irony is that if digital libraries are everywhere then they are nowhere too.

Identifying community needs, for example on employment or inter-generational issues, and acting as broker is also seen as a key opportunity for libraries.

These community roles will be ever changing. As economic cycles fluctuate, so will the content of demand for services. And as market dynamics change (think for example about a future in which digital data becomes very expensive) so will the attractiveness of competing platforms for delivery.

Public libraries embrace many utopian ideals but, as we know only too well, we live in a world that is forever moving in the opposite direction.



LEADERSHIP & INFLUENCE

In a world in which bottom-up governance processes are increasingly in demand, we may lose sight of the formative role that top-down leadership can fill. People need mentoring and guidance and the dramatic changes that leaders with vision can bring. Leaders in a complex system like the public library network are needed to recommend strategic changes that will build resilience and this report is based on the need for individual initiatives to complement the activities of the communities involved.

There also seems to be an incredible opportunity to return to local library roots and become more of a voice and activator for individuals and groups that have been disenfranchised for one reason or another. Libraries naturally invest in social inclusion and these investments could well be expanded with partnerships not just in the public sphere but also with commercial organisations.

Could libraries do more to meet social needs, especially for people that have difficulty reading or writing or simply cannot afford a computer or internet access at home?

This may not gain much traction in a booming economy, but economic fortunes will undoubtedly reverse someday (some futurists are warning about the potential for a dystopian 2016!) and libraries could play a pivotal role in providing social support and even counselling when the chips are down in areas such as access to legal advice or employment training. The Find Legal Answers service already provides legal information in NSW public libraries, and some libraries have partnered with local training providers to provide employment training.

One suspects that if libraries took on a more political role (within existing regulations and codes of conduct) this might also attract potential employees, not least because the level of trust in other organisations is already so low. This, in turns, links to library outreach ideas, especially mobile and ‘pop-up’ libraries in schools, prisons, hospitals etc.

We must demonstrate the impact of libraries through shared key performance indicators.

Politicising the profession is also a priority as we can then help our funding bodies to better understand their community role.

We have talked about partnering in some of the other domains and the opportunity looks bright to further develop partnerships with others seeking funds e.g. charities and key creatives – authors, artists, theatre and music people.



CLIENTS LEAVE COMMENTS ON A MESSAGE WALL AT BOWEN LIBRARY, A BRANCH OF RANDWICK CITY LIBRARY
PHOTO BY RANDWICK CITY LIBRARY



#BOOKFACE SOCIAL MEDIA CAMPAIGN AT HURSTVILLE LIBRARY, MUSEUM & GALLERY. PHOTO BY HURSTVILLE LIBRARY, MUSEUM & GALLERY

GOVERNANCE & REGULATION

A critical by-product of the digital environment has been the actuality and opportunity for convergence between similar organisations within networks and between networks. The GLAM sector is no exception and offers collaborative opportunities for delivering efficiencies and the sharing of audiences.

We believe the public library sector will benefit from the establishment of a ‘one-card’ service for users, from developing a common e-platform and the introduction of streamlined purchasing across libraries. Centralising negotiations with publishers will also help as will attempts to protect the privacy of clients using library services.

What must we do now?

The previous conversations about the strategic implications of the work we have done in the Bookends project do not amount to a strategic plan. Implications generate options and it is only when options are incorporated into the planning process that foresight truly informs strategy.

We have therefore assessed the outcomes from the project's activities to generate:

Public libraries: the final frontier. These are the strategies recommended by the people building on the Bookends Scenarios. Their five-year mission: to explore strange new worlds, to seek out new ideas and new strategies, to boldly go where no librarian has gone before.

But planning for whom and by whom? The public library network in NSW comprises a complex coalition of several organisations each of which has its own planning process, leadership and budgets.

The Bookends group only makes recommendations that the network members might then consider if they agree with the logic behind the recommendations.

We have therefore provided suggestions as to which organisation or organisations might be those that could adopt and develop the strategic planning activities, in consultation.

This is the legend of the organisations we have identified:

SLNSW	= State Library of NSW
PL	= NSW Public Libraries
ALIA	= Australian Library & Information Association
NSWGOV	= State Government
NSLA	= National & State Libraries Australasia
CO	= Councils
UT	= Universities/TAFE
NLA	= National Library of Australia
NSWPLA	= NSW Public Libraries Association
ALL	= Everyone

Here then are our 75 strategic options – one for each year since the passage of the NSW Library Act in 1939.

It is important to note that many of the strategies listed here are already happening in some libraries.

We would like to see these initiatives being incorporated into broader strategic frameworks for the entire public library network.

This might involve discussion amongst the public library network and prioritising which strategies to address. The suggested Public Library Network Strategy Group could oversee this.



CLIENTS USE THE NEW FACILITIES AT BANKSTOWN LIBRARY AND KNOWLEDGE CENTRE. PHOTO BY BANKSTOWN CITY COUNCIL



LAKE MAC LIBRARIES CARDIFF BRANCH. PHOTO BY LAKE MAC LIBRARIES

75 strategic options

BRANDING & IDENTITY

1. Improve the messages we send to our customers and to our funding bodies
NSLA + SLNSW
2. Create a branding development resource for a statewide logo and signage for public libraries
SLNSW + PL
3. Establish pop-up libraries, mobile libraries and other statewide activities e.g. baby packs **SLNSW + PL**
4. Centralise local, regional and statewide campaigns promoting the value of libraries **SLNSW**
5. Develop one library card across all NSW services **SLNSW + CO**
6. Engage brand consultants to help us tell our story **PL**

RESOURCES

7. Develop new niche digitised collections relevant to local communities **PL**
8. Provide new funding, skills and software for digitising collections **SLNSW + PL**
9. Provide the staff and technology needed for 24/7 access online and increase the opening hours of physical spaces **SLNSW + PL**
10. Make the use of library buildings secure, multifunctional and flexible **PL**
11. Make our spaces 'user centric' offering recording studios, maker spaces, smart walls/interactive technology, and collaborative learning spaces **PL**
12. Outsource programs and skills that enable the community to run its own programs with the library as facilitator **PL + CO**

RESOURCING

13. Increase our partnerships at the local, regional, statewide, national and international level **ALL**
14. Increase sponsorships and outsourcing **ALL**
15. Develop shared services within and between local councils **CO + PL**
16. Ensure the multi-skilling of library staff to enable them to work across council areas **CO + PL**
17. Build the value of the relationship between libraries and the public because we are a public facing institution **SLNSW + PL**
18. Explore opportunities for volunteers **PL**

GOVERNANCE & REGULATION

19. Manage the convergence/co-location of the GLAM sector and streamline efficiencies and audiences **SLNSW + PL + ALIA + NSWPLA + CO**
20. Continue to develop statewide/national/local consortia - one card, one e-platform **SLNSW + CO + PL + ALIA + NSWPLA**
21. Stress the need for equitable open access to information and build a federally funded library network that attempts to create Australian information and literacy content that is synchronised with the public library network **ALL**
22. De-silo our libraries and break down the barriers within the public library network **ALL**
23. Exploit the potential to streamline and rationalise purchasing across libraries, while retaining local purchasing power **SLNSW + CO + PL**
24. Build more negotiating power with publishers and other suppliers, especially in relation to e-resources **SLNSW + PL**
25. Express our pride in being part of local government **PL + CO**



CIRCUS-THEMED SCHOOL HOLIDAY EVENTS AT LEICHHARDT LIBRARY
PHOTO BY LEICHHARDT LIBRARY SERVICE



FORMER PM JULIA GILLARD VISITS CAMDEN LIBRARY. PHOTO BY CAMDEN
COUNCIL LIBRARY SERVICE

PROFESSIONAL DEVELOPMENT

26. Develop current library qualifications so that they include subjects such as outreach, communications and social media skills
SLNSW + UT + ALIA + NSWPLA
27. Make active advocacy more important than cataloguing **ALL**
28. Develop a compulsory professional development policy or scheme
ALIA + SLNSW + PL + CO
29. Enable the State Library to take a more active role in sourcing, developing and providing online professional development **SLNSW + NSWGOV**
30. Increase opportunities for networking for all staff across all levels of the key organisations
SLNSW + PL + CO
31. Explore online training options
ALIA + UT + SLNSW + PL
32. Stress practice and ongoing professional development as being as important to success as qualifications **ALL**
33. Ensure we tell the right story to attract the right people **ALL**
34. Make mentoring available through many channels including library industry bodies
ALL
35. Continue to engage more IT specialists and up-skill existing staff
SLNSW + CO + PL + UT
36. Redefine the roles of staff to embrace community requirements **SLNSW + CO + PL**
37. Employ people who are passionate about the whole package of what libraries have to offer
SLNSW + PL + CO

COMMUNITY ENGAGEMENT

38. Develop partnerships with more community groups and agencies **SLNSW + PL + CO**
39. Promote digital engagement **PL**
40. Identify community needs to inform programming, service provision; consulting/statistics and collection development
CO + PL + SLNSW
41. Act as a community broker by bringing people together to address community needs e.g. employment, intergenerational programs, support for small businesses **CO + PL**
42. Explore embedded and 'flying' librarians as appropriate **PL**
43. Improve and develop fix-it spaces and new maker spaces as well as acknowledging existing makers such as knitting groups **SLNSW + PL**
44. Provide curated resources and enable community curation and community led collections
PL + SLNSW
45. Expand the range of lending devices to enable social inclusion e.g. telescopes, artworks, tools **PL**
46. Engage with crowd sourcing and crowd funding
CO + PL
47. Establish the library as an incubator for the visual arts, music, business and other creators
CO + PL + NSWGOV
48. Promote the local library as the centre for local studies **CO + PL**

LEGEND:

SLNSW	= State Library of NSW
PL	= NSW Public Libraries
ALIA	= Australian Library & Information Association
NSWGOV	= State Government
NSLA	= National & State Libraries Australasia
CO	= Councils
UT	= Universities/TAFE
NLA	= National Library of Australia
NSWPLA	= NSW Public Libraries Association
ALL	= Everyone

LEADERSHIP & INFLUENCE

49. Become advocates for the disenfranchised by positioning the library as activator/initiator/partner in establishing collaborative partnerships at local level to address social issues/meet needs. **ALL**
50. Commit time and expertise to relationship management as a key to success **PL + UT**
51. Reposition library roles to support community engagement and partnerships **PL + UT**
52. Build skills in managing MOUs and professional relationships with the community **UT**
53. Advocate within own organisation via embedding in strategic plans, influencing decision makers, working with other areas of council **PL**
54. Build partnerships with many stakeholders: government, legal, charities, community organisations, local government colleagues and neighbouring councils, commercial enterprises **PL + SLNSW + ALIA + NSWPLA**
55. Leverage the library “start up” role in incubating social enterprise activities that can go on to become independent and self sufficient **PL**
56. Build partnerships with others seeking funds e.g. approaching Government with charity organisations on cooperative projects **PL**
57. Develop the library as a platform for creative partnerships with individuals and groups such as local authors, artists and makers **PL**
58. Politicise the profession within the various contexts and constraints e.g. codes of conduct in local government and the library environment **ALL**
59. Develop the role of library associations to act as advocates at the state, national and international level like WIPO and IFLA re copyright **ALIA**
60. Advocate for open access vs. user pays **ALIA**
61. Highlight social benefit of libraries **ALIA + NSWPLA**
62. Demonstrate the impact of libraries through key performance indicators **PL + ALIA + NSWPLA + SLNSW**
63. Develop the library manager role as advocate – to council, community and staff - constantly sharing the vision **PL**
64. Foster the skills and knowledge of councillors and senior executive staff in local government to advocate on behalf of library services and promote the relevance of the library to the community working through the local government framework and advisory committees **PL**
65. Provide information on community needs and expectations as well as library, technology and information trends **PL**
66. Build effective communicators within the local government process **PL + ALIA + NSWPLA**
67. Accept mentoring and guidance from other senior council officers **PL**
68. Train library leaders to be more politically savvy **UT + ALIA + NSWPLA**
69. Encourage library leaders to provide more mentoring, training and opportunities for early career staff **ALIA + NSWPLA + PL + SLNSW**
70. Expand the concept of public library roles to reflect the reality – many different skill sets required **ALIA + UT + PL**
71. Consider the unique value library trained staff bring to teams via their skill sets **ALIA + UT + PL**
72. Practise continual ongoing community consultation - no more surveys! **PL**
73. Develop the public library network as a channel for sharing and building vision across all levels in the profession **ALL**
74. Establish advocacy for funding at all levels **ALIA + NSWPLA**
75. Encourage more engagement of library leaders with professional organisations **ALIA + NSWPLA**

The next 75 years

The Library Act 1939 is the legislation that underpins the NSW public library network. It was passed through State Parliament on 3 November 1939, supported by both sides of the House.

The bipartisan support for the Library Act reflects the aspirations of a literate and essentially optimistic society, keen to ensure that reading and access to education was valued and available to all in the community.

Those drafting the Library Bill in 1939 couldn't have imagined audio books, ebooks or wifi, but the Act's definition of 'books' was very broad, and included not just books, but also periodicals, newspapers, maps, music, manuscripts, pictures, photographic plates, film and "any other matter or thing on or by which words, sounds or images are recorded or reproduced". This far-sighted definition is inclusive of e-publications, strongly setting up NSW public libraries as providers of free access to information regardless of its format.

The Act established a working relationship between State and local governments, and enabled cooperation between local councils. The Act was written so that its adoption was easy, but revoking it would be much more difficult, protecting public libraries for the future.

The Library Act has endured for 75 years because it was forward thinking, and its underlying principles of free access to library spaces, collections and information are still valued today.

Today, NSW public libraries are vibrant community spaces, with services beyond book lending and storytime. While the services offered, the technology employed and the types of building and spaces are beyond that dreamt of by the

architects of the NSW Library Act, the public library principles of benefitting and strengthening communities though free access remain as strong as ever.

During the Building on the Bookends process we reflected on the Library Act – do the principles of the Act still hold true today? Yes. Would we change anything? No. Perhaps we could add value to the Act with a statement of values.

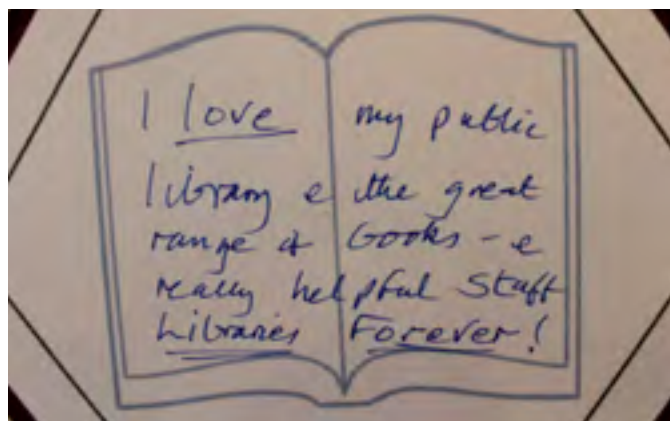
It is difficult to think about what the next 75 years might bring, when the Bookends Scenarios projects have shown that we struggle to imagine what might happen in the next five years.

While we don't have a clear front-runner scenario, there are common indicators shared by the four scenarios that have emerged. These include the development and accessibility of new technologies at faster rates, the resurgence of the 'local' and local communities, and the value of libraries as public spaces to work, learn, socialise, create, share and access technology.

The common thread in each scenario is that libraries will play an important role in whatever future we face. Libraries might be the place to access the latest technology or the place to find refuge and unplug from technology chaos. Or both. The core principles of public libraries and the Library Act won't change, but libraries will continue to respond to their external environments, and adapt their buildings, collections, services and programs in order to stay relevant and be sustainable.

EDWINA DUFFY

Project Coordinator, Public Library Services
State Library of NSW



A VISITOR COMMENT FROM LAKE HAVEN LIBRARY, A BRANCH OF WYONG SHIRE LIBRARY SERVICE. PHOTO BY LAKE HAVEN LIBRARY



CIRCUS-THEMED STORYTIME AT ORANGE CITY LIBRARY
PHOTO BY ORANGE CITY LIBRARY

Participants

**1 INTERVIEWEES FOR REVIEWING
THE BOOKENDS SCENARIOS**

**2 DELEGATES TO THE JEAN GARLING
SCENARIO WORKSHOP**

**3 PANELLISTS AT THE JEAN GARLING
SCENARIO WORKSHOP**

**4 DELEGATES TO THE STRATEGY
SESSION WORKSHOP**

**1. INTERVIEWEES FOR REVIEWING
THE BOOKENDS SCENARIOS
JULY - AUGUST 2014**

Ross Balharrie – Services Delivery Coordinator,
NSW.net, State Library of NSW

Alex Byrne – State Librarian & Chief Executive,
State Library of NSW

Robert Darnton – Professor & Director, Harvard
University Library, Cambridge, USA

Brian Gambles – Assistant Director,
Birmingham Library, UK

Robin Hughes – Pro Chancellor, Australian National
University, Canberra & Independent Filmmaker

The Hon. Michael Kirby – Jurist & Former Justice
of the High Court of Australia

Sue McKerracher – Executive Director, ALIA,
Canberra

Luke O'Sullivan – Managing Editor,
Quadrupheme.com, UK

Jan Richards – Manager, Central West Libraries
& member of the Library Council of NSW

Graham Sansom – Adjunct Professor, University
of Technology, Sydney Centre for Local Government

Anne-Marie Schwirtlich – Librarian,
National Library of Australia

Frances Sims – Director, Public Library & Learning
Services, State Library of NSW

Graham Smith - Chair, Public Libraries NSW

Gene Tan – Director, National Library of Singapore

Andrew Tink – Historian, former MP & president
of the Library Council of NSW

Elizabeth Weiss - Academic & Digital Publishing
Director, Allen & Unwin

Robyn Williams – Science journalist & broadcaster,
the Science Show, ABC, Sydney

**2. DELEGATES TO THE JEAN
GARLING SCENARIO WORKSHOP
29 AUGUST 2014**

Enzo Accadia, Coffs Harbour City Library
& Information Service

Katey Allwell, Central Northern Regional Library

Ross Balharrie, NSW.net

John Bayliss, Macquarie Regional Library

Christine Bolton, Riverina Regional Library

Martin Boyce, Sutherland Shire Libraries
& Information Service

Ben Carter, Leichhardt Library Service

Keryl Collard, Maitland City Library

Rebecca Cowie, Maitland City Library

Heather Davis, Waverley Library

Kay Delahunt, Central Northern Regional Library

Anne Doherty, State Library of NSW

Vicki Edmunds, Blue Mountains City Library

Catherine Johnston, Coffs Harbour City Library
& Information Service

Mylee Joseph, State Library of NSW

Susan Killham, Western Riverina Community Library

Tara Klein, City of Canada Bay Library Service

Deborah Lisson, Ku-Ring-Gai Library

Lisa Marschall, City of Botany Bay Library Service

Jenn Martin, Woollahra Library & Information Service

Sue McKerracher, ALIA

Cameron Morley, State Library of NSW

Carmelina Nunnari, Wollondilly Shire Library Service

Robyn Owens, Bankstown City Library
& Information Service

Paula Pfoeffler, Canterbury City Library

Jan Richards, Central West Libraries

Jody Rodas, Waverley Library

Melissa Schriever, Liverpool City Library

Melissa Sherlock, The Hills Shire Library Service

Michelle Simon, Canterbury City Library

Frances Sims, State Library of NSW

Alison Smyth, Albury Library Museum

Colette Stapleton, Richmond-Tweed Regional Library

Kate Stewart, Stanton Library

Michelle Stuart, Goulburn Mulwaree Library

John Taggart, Manly Municipal Library

Amanda Wallace, Richmond-Tweed Regional Library

Jill Webb, Ryde Library Service

Justin Yeomans, Kogarah City Council Library

3. PANELLISTS AT THE JEAN GARLING SCENARIO WORKSHOP 29 AUGUST 2014

Libby Baulch – Policy Director,
Copyright Agency/ Viscopy

Alex Byrne – State Librarian & Chief Executive,
State Library of NSW

Oliver Freeman (chair) – Managing Director,
The Neville Freeman Agency, futurist, publisher
& author

Angelo Loukakis – Executive Director,
the Australian Society of Authors, author & publisher

Sue McKerracher - Executive Director, ALIA

Jan Richards – Manager, Central West Libraries
& member of the Library Council of NSW

Andrew Tink – Historian, former MP & president
of the Library Council of NSW

4. DELEGATES TO THE STRATEGY SESSION WORKSHOP 9 OCTOBER 2014

Oriana Acevedo, State Library of NSW

Alex Byrne, State Library of NSW

Keryl Collard, Maitland City Library

Rebecca Cowie, Maitland City Library

Anne Doherty, State Library of NSW

Ellen Forsyth, State Library of NSW

Oliver Freeman, Neville Freeman Agency
(Facilitator)

Mylee Joseph, State Library of NSW

Cameron Morley, State Library of NSW

Kate O’Grady, State Library of NSW

Merilyn Porter, Mosman Library

Simin Reyhanian, Mosman Library

Michelle Simon, Canterbury City Library

Frances Sims, State Library of NSW



JEAN GARLING SCENARIO WORKSHOP 2014

Related documents

LINK TO THE BOOKENDS SCENARIOS

http://www.sl.nsw.gov.au/services/public_libraries/docs/bookendsscenarios.pdf

DOCUMENTS PRODUCED AS PART OF THE BUILDING ON THE BOOKENDS SCENARIOS PROJECT

http://www.sl.nsw.gov.au/services/public_libraries/

‘ The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. ’

Alvin Toffler
Author & Futurist

Fahrenheit 451

Neuromancer

For Access
Use Virtual Reception
Please Follow Instruc

How Buildings Learn

Silent Spring