Future Directions

Towards 2030

State Library of South Australia

State Library
South Australia

We acknowledge this land. The Dreaming is still living. From the past, in the present, into the future, forever.

Facing page: Ernabella Arts Incorporated. Rug designs, batik textile, 2002. SLSA: SRG 734/1
Artwork produced in the form of batik textiles by Pitjantjatjara artists under the auspices of Ernabella Arts Incorporated. The designs in this series are those produced for the first design process of the State Library of South Australia's Ernabella Rug Project. The rug produced as part of the project can be viewed in the Treasures Wall area of the State Library of South Australia.

The stories that make us

The State Library of South Australia is where our stories come alive.

A place where we reflect upon our identities, preserve our memories, and gather our knowledge.

Where diverse voices spanning the history of this land speak through significant collections, including unique South Australian materials.

By listening to them, we come to understand the thoughts that built our society, that challenged it and that continue to change it.

Engaging with today's communities reminds us of the relevance of yesterday, encouraging connection with our past and appreciation of the many people who shaped our ways of life. Personal research uncovers the unknown and family histories shine a light on our origins.

Our stories from across time can empower the choices of our present and enlighten the possibilities of tomorrow. They guide us with the lessons of countless lifetimes and spur us to share our own lives for those yet to come.

Storytelling is universal to the human experience, so to discover the many dimensions of who we are and who we will become, the State Library of South Australia tells the stories that make us.
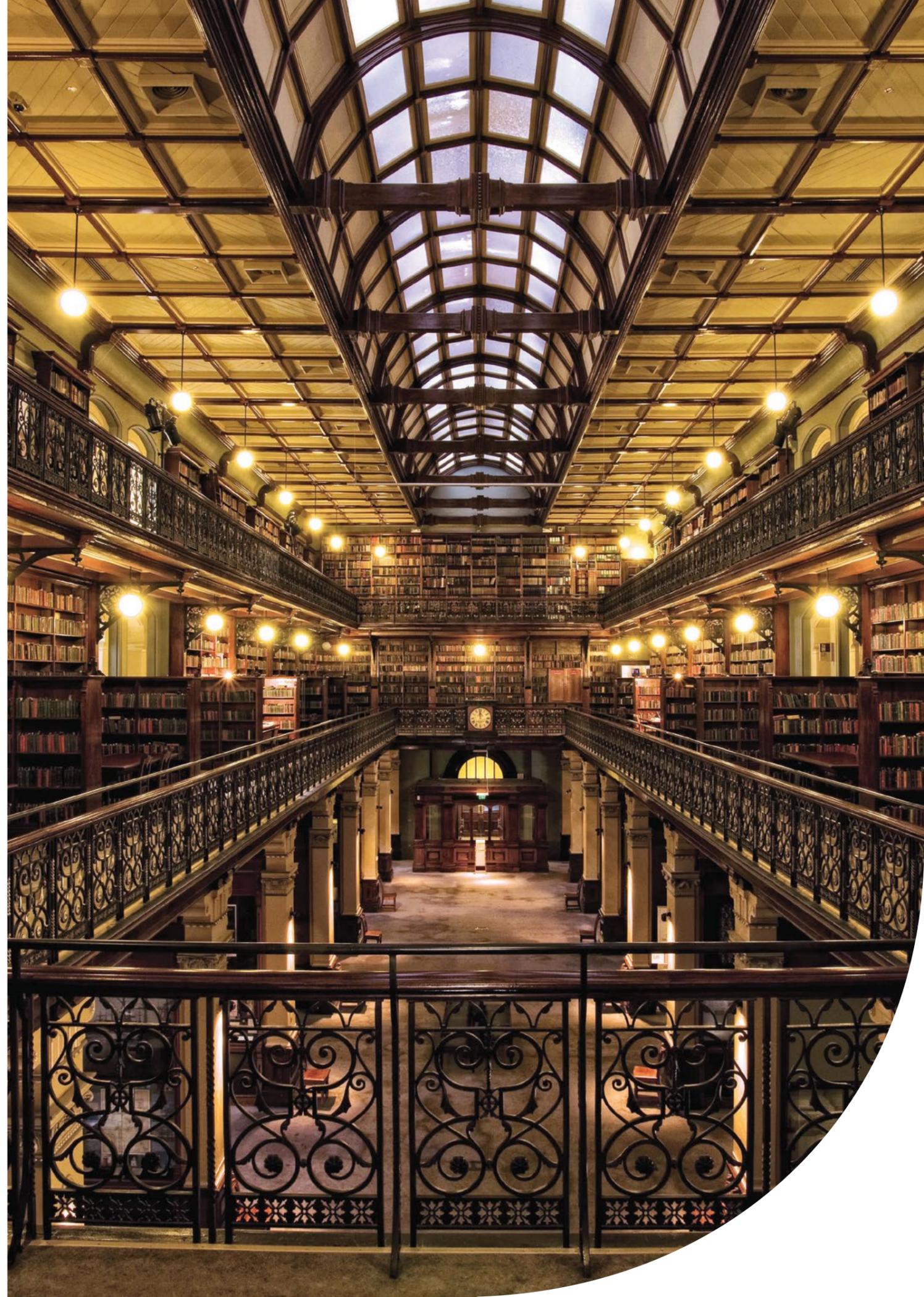
From the Chair

The State Library of South Australia's primary purpose is to gather, protect and share publications of value to the South Australian community. Our collections include the stories of our state and selected community, business and individual archives that help us remember the past, connect with each other, and discover who we are.

Being a South Australian, whether by birth or choice, is something that gives us all pride and purpose. Through its values of trust, service, respect, knowledge and relevance, the State Library documents our unique and evolving place in the world.

The Libraries Board of South Australia is delighted to present *Future Directions - Towards 2030*, a long-term plan for the State Library of South Australia. We believe that the implementation of this plan will strengthen the Library's ability to capture the diverse voices in our community, support knowledge sharing, and preserve our state's stories for those who come after us.

Bruce Linn AM
Chair, Libraries Board of South Australia

A collective voice for the way forward

The State Library of South Australia acknowledges the Kaurna people of the land upon which the Library is located.

The State Library is committed to reconciliation. Respect for the diversity, individuality and equality of all, and recognition of the rights of Aboriginal people are core values within the stories that make us.

We acknowledge that we are at the start of the reconciliation journey and must turn our good intentions into positive actions, with the aim to:

/ work with Aboriginal South Australians to make sure that the Library serves the information and research needs of Aboriginal people and communities

/ partner with Aboriginal people to protect and preserve South Australian Aboriginal heritage

/ recognise and celebrate the contributions of Aboriginal culture and peoples to South Australian society.

The State Library holds a number of significant Aboriginal anthropological archival collections, including the _Mountford-Sheard collection_, and endorses the _Aboriginal and Torres Strait Islander Protocols for Libraries, Archives and Information Services_. We have co-developed and subscribe to the National and State Libraries of Australasia (NSLA) _Position statement: Aboriginal and Torres Strait Islander collections and services in NSLA libraries_ and the associated titled _Position statement: Indigenous Cultural and Intellectual Property_.

During the life of this plan, the Library will work to make sure that it employs staff with the appropriate cultural knowledge and skills to sensitively and effectively work with our collections and Aboriginal communities to achieve appropriate collection care and access.

We are committed to supporting the successful development of the Aboriginal Art and Cultures Centre being planned for Lot Fourteen and look forward to our collections adding to the collective knowledge and celebration of Aboriginal cultures.

A Library in transition

As an enduring cultural institution, and the pre-eminent keeper of South Australia's stories, the State Library is embarking on an important transition from a conventional custodian of physical collections to a 'digital first' cultural leader. While staying true to our longstanding purpose to collect and preserve the memories of our state, the Library (in alignment with the _Arts & Cultural Plan for South Australia 2019-2024_) is embedding acquisition and preservation technologies that will make sure that the events of today can be captured digitally and shared with future generations.

A redesign of our research services will provide a contemporary environment for both professional and recreational researchers to explore topics of interest, drawing on the valuable material that we hold on behalf of the community. Part of this focus is to diversify our collections to ensure that we are reflecting the diverse stories of our communities. Our deepening collaboration with public libraries and expanding digital services will provide library users with a variety of opportunities and channels to engage with our growing collections and expert staff, regardless of their geographical location.

Recognising the changing nature of working life, we are embracing the growing need for accessible and flexible working spaces by expanding our popular community hub and providing a greater amenity for all users. A redesigned larger hub will provide city residents, workers, students and visitors with a modern space to study, meet, and collaborate. Partnerships with others will further enhance our services and ensure a welcoming and inclusive experience for all South Australians.

An extensive program of exhibitions, events and activities will continue to provide opportunities for the community to discover and explore the diverse stories within our collections and will be delivered through traditional and online channels. In partnership with key affiliates, the Library will re-activate the historic Institute, developing and facilitating life-long learning programs that invite participation and contribute to the wellbeing of our community. Collaborating with partners, we will refresh the Mortlock Chamber to tell the stories of South Australia.

All these changes require a flexible, highly skilled team of employees and volunteers. We will make sure that all who work at the Library are supported in their ongoing endeavour to provide excellent care of our collections and service to all users.

We will be accountable for all of our commitments. We will therefore develop a set of measures for each action in this plan, and publicly report on our progress.

The State Library _Future Directions - Towards 2030_ provides us with a vision for future success and an action plan that will guide us along the way.

Geoff Strempel
Director

Collect

We will continue to develop contemporary and diverse collections that meet legislative requirements and capture South Australian stories. We will care for and preserve all collections to make sure that they are available for current and future generations.

Connect

We will connect with communities to provide opportunities for discovery and use of the stories and information revealed through our collections and services. This engagement will occur in our buildings and increasingly online and through our partners.

Collaborate

We will collaborate with partners to increase opportunities for the community to explore our collections through exhibitions, public programs, and events, and through the activation of our unique buildings and spaces.

Capability

We will improve our organisational capacity and empower our people to deliver high-quality services and experiences to the community by embracing innovation, systems improvement, and staff development.

Collect.

We will continue to develop contemporary and diverse collections that meet legislative requirements and capture South Australian stories. We will care for and preserve all collections to make sure that they are available for current and future generations.

Goals | Actions

Goals	Actions
1.1 **Undertake responsible, sustainable and transparent collecting of physical and digital material**	**1.1.1** Publish a revised Collections Policy, and Collection Development plans that establish collecting intent and priorities **1.1.2** Consider the Library's capacity for collection stewardship when assessing the addition of new collection material **1.1.3** Make sure records and rights management for incoming collections maximises community access
1.2 **Ensure Indigenous collections are appropriately managed**	**1.2.1** Audit Aboriginal collections and access **1.2.2** Employ Indigenous staff to manage collections
1.3 **Preference the collection of digital content unless there is a clear and sustaining value in collecting physical content**	**1.3.1** Acquire eBooks where available **1.3.2** Maximise the use of the National edeposit (NED) service for digital legal deposit content **1.3.3** Explore opportunities to acquire born digital content in both published and unpublished collections
1.4 **Identify and acquire content that represents contemporary life in South Australia and adds to significant collections**	**1.4.1** Collaborate with communities to identify collection gaps and access issues **1.4.2** Participate in major cultural, social and community events to capture new, relevant collections **1.4.3** Work with partners to create new collecting opportunities
1.5 **Improve collection descriptions through the implementation of a metadata strategy**	**1.5.1** Develop a long-term metadata strategy **1.5.2** Identify the arrangement and description work that enables collections to be well managed and easily discovered **1.5.3** Buy and implement an archival management system
1.6 **Preserve at-risk, non-print collections**	**1.6.1** Establish purpose-built storage to slow the deterioration of motion picture films, slides and negatives **1.6.2** Digitise obsolete magnetic and early digital audio-visual formats based on obsolete file formats where the content is of significant cultural value **1.6.3** Implement and fully use the Preservica digital preservation system to provide long-term access to digital collections **1.6.4** Use digital forensics technologies to gain access to high-value collections based on obsolete file formats
1.7 **Improve collection storage and accessibility**	**1.7.1** Contribute to the design and development of a purpose-built offsite storage facility for cultural institutions **1.7.2** Undertake collection analysis to inform decision making **1.7.3** Assess the value of unprocessed collections that do not align with the Collections Policy and determine their future

Connect.

We will connect with communities to provide opportunities for discovery and use of the stories and information revealed through our collections and services. This engagement will occur in our buildings and increasingly online and through our partners.

Goals

Actions

2.1 **Improve the welcome, wayfinding and access experience for customers**	**2.1.1** Review foyer services, introducing signage and maps to aid navigation **2.1.2** Make welcome spaces culturally inclusive, providing information in a range of languages **2.1.3** Review and update website to improve online wayfinding **2.1.4** Improve the user experience when accessing Library collections online
2.2 **Make sure services are inclusive, intuitive, and easy to use**	**2.2.1** Consult customers to identify service issues and opportunities for improvement **2.2.2** Update customer technology to deliver a contemporary experience **2.2.3** Provide opportunities for customers to build skills in research and technology use **2.2.4** Explore the creation of a family-focussed space in the Library to encourage literacy and life-long learning
2.3 **Provide a modern research library that meets the needs of professional and recreational users, prioritising collection access**	**2.3.1** Redesign spaces to deliver a service delivery model that meets customer needs and reflects organisational capacity **2.3.2** Collaboratively work with public libraries to review family history services and explore a state-wide approach **2.3.3** Introduce booking systems to enable customers to manage technology and room usage **2.3.4** Introduce digital memberships to enable remote customers to quickly and easily access online resources
2.4 **Maximise collection use by digitising content, improving collection descriptions, and creating opportunities for online discovery and access**	**2.4.1** Engage with Indigenous groups to make sure collection access is managed in a culturally appropriate manner **2.4.2** Improve online discovery systems and expand content **2.4.3** Increase digitisation of family history resources and identify other high-use collections for digitisation **2.4.4** Provide an online ordering solution that enables customers to quickly and easily access and purchase images **2.4.5** Increase awareness and use of State Library collections and resources through greater collaboration with public libraries **2.4.6** Catalogue the Children's Literature Research Collection **2.4.7** Improve rights management statements in records by adopting and implementing standard terminology **2.4.8** Deliver education programs to public libraries and schools to increase awareness of collections and services
2.5 **Support digital inclusion and encourage social engagement by providing access to modern technologies and spaces for independent and group study**	**2.5.1** Upgrade Wi-Fi services and enable Wi-Fi printing **2.5.2** Expand the community hub to provide greater amenity and increased seating capacity **2.5.3** Establish public meeting spaces in the community hub **2.5.4** Explore partnerships with other information providers to improve services

Collaborate.

We will collaborate with partners to increase opportunities for the community to explore our collections through exhibitions, public programs, and events, and through the activation of our unique buildings and spaces.

Goals	Actions	
3.1 **Establish respectful and culturally appropriate engagement with Indigenous communities to inform Library practice**	**3.1.1**	Work with Aboriginal communities to establish a Reference Group that will inform our work with our collections and our engagement with communities
3.2 **Expand engagement activities to maximise promotion and discovery of collections and services, building partnerships to expand community reach**	**3.2.1**	Activate the Institute as the home of community learning, partnering with others to deliver programs and events
	3.2.2	Implement a 'collection everywhere' approach whereby collection images are displayed throughout the Library
	3.2.3	Refresh the Mortlock Chamber in partnership with others to tell the stories of South Australia
	3.2.4	Develop a diverse program of events and activities that invite the community to participate in the life of the Library
	3.2.5	Review the venue program to determine future directions
3.3 **Diversify exhibition and storytelling presentation methods, with a focus on digital and online content**	**3.3.1**	Deliver an exhibitions program that promotes collections and provides opportunities for learning
	3.3.2	Implement software to increase collection promotion and discovery
	3.3.3	Develop and publish narrative stories in various media on the website

Goals	Actions	
3.4 **Work collaboratively with the cultural sector to increase awareness of collections, programs, and services**	**3.4.1**	Participate as a member of Collab to explore new digital collaborations and opportunities
	3.4.2	Contribute to the development and implementation of a Digital Access Strategy for South Australia
	3.4.3	Support partners by providing access to collections and library expertise
3.5 **Strengthen collaboration with local government and the public library network to maximise collection access for all South Australians**	**3.5.1**	Determine priority collections and content for access
	3.5.2	Explore opportunities for collaborative service delivery to improve access to information
	3.5.3	Investigate the provision of digital preservation support for local history collection management
3.6 **Achieve industry advancement and consistency through participation in national partnerships**	**3.6.1**	Contribute to national and international library initiatives as a member of National and State Libraries of Australasia (NSLA)
	3.6.2	Support industry development as a member and supporter of the Australian Library and Information Association (ALIA)
3.7 **Work with professional associations, universities, and other learning organisations to support research and learning about the stories of South Australia**	**3.7.1**	Contribute to Australian Research Council (ARC) grant funded projects that enable greater exposure and use of collections
	3.7.2	Explore opportunities to promote research and learning with other organisations and institutions
	3.7.3	Work with partners to offer research fellowships to use the collections and tell new South Australian stories

Capability.

We will improve our organisational capacity and empower our people to deliver high-quality services and experiences to the community by embracing innovation, systems improvement, and staff development.

Goals | Actions

Goals	Actions
4.1 **Continue to enhance our understanding of appropriate cultural practices related to our Aboriginal collections and communities**	**4.1.1** Make sure that all staff complete the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Core Cultural Learning Program **4.1.2** Contribute to the Department of the Premier and Cabinet Stretch Reconciliation Action Plan
4.2 **Realise opportunities to increase external sources of funding including philanthropy, grants, and donations**	**4.2.1** Re-establish the State Library Foundation **4.2.2** Actively seek philanthropic and corporate partners with aligned objectives **4.2.3** Implement systems and processes that enable and encourage donations
4.3 **Adopt an innovative and continuous improvement approach that challenges the status quo and seeks to achieve maximum value for investment**	**4.3.1** Review workflows, systems, and procedures to identify opportunities to simplify and improve **4.3.2** Maintain an awareness of library trends and innovations through participation in industry learning opportunities **4.3.3** Seek opportunities to work with other learning organisations and professional associations where there is mutual benefit
4.4 **Continue to develop a positive culture that empowers individuals to achieve organisation outcomes and establishes the Library as an employer of choice**	**4.4.1** Implement a formal cultural change program to provide staff with a consistently supportive environment **4.4.2** Develop a workforce strategy that identifies and addresses future requirements **4.4.3** Provide formal and informal training for staff to strengthen professional expertise, leadership, and management **4.4.4** Maintain a performance development program that supports and encourages advancement **4.4.5** Acknowledge and celebrate individual and team success
4.5 **Deploy and use new technologies and business systems that support staff and improve services**	**4.5.1** Implement the digital preservation system **4.5.2** Contribute to the further enhancement of the National edeposit (NED) service **4.5.3** Develop solutions to make sure customers can view all born digital and digitised collection formats **4.5.4** Achieve full mobility of the workforce to increase productivity and capacity to respond to service needs **4.5.5** Reform business workflows and systems to make sure that they maximise efficiencies, support staff and provide the best outcomes for customers
4.6 **Increase our ability to collect and use business data to inform our decisions**	**4.6.1** Develop a business reporting framework and gather all required information to support decision making **4.6.2** Develop an understanding of the value of the collection to the community including avenues to celebrate collection use **4.6.3** Review business data to determine future requirements and accessibility
4.7 **Accountability and review**	**4.7.1** Provide annual statements of achievement against the actions in this plan **4.7.2** Undertake a formal review and update of this plan in 2026