

Ref: A5554

Mr Kevin Greene MP
Chair
Standing Committee on Public Works
Parliament House
Macquarie Street
Sydney NSW 2000

19 AUG 2004

Dear Mr Greene

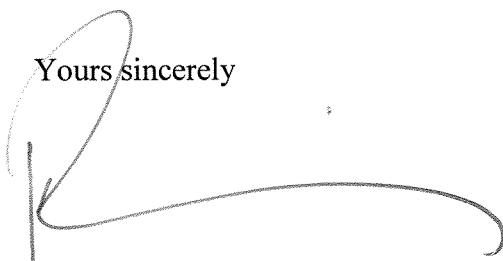
I am writing on behalf of the Premier in relation to the Inquiry into the Joint Use and Co-Location of Public Buildings.

The Ministry for the Arts has given careful consideration to the issues identified by the Committees Inquiry. However, the majority of the State's cultural institutions are site specific, with linkages to local government and regional organisations being through programs rather than buildings. For example State Records already delivers services through local government buildings and the joint use arrangement it has with the equivalent body in the Commonwealth Government.

The State Library has prepared an information paper, which I have attached. This paper details instances of public libraries (which are run by local authorities) sharing buildings or sites with other facilities and the State Library's role in encouraging this.

Thank you for the opportunity to provide comments to the Inquiry.

Yours sincerely


Roger B. Wilkins
Director-General

Inquiry into the Joint Use and Co-Location of Public Buildings

Information Paper

prepared by the

State Library of New South Wales

State Library of New South Wales
Macquarie Street
Sydney NSW 2000

August 2004

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The Role of the Library Council and of the State Library

The Library Act 1939 (s. 4A) sets out the objects of the Library Council of New South Wales as:

(a) to promote, provide and maintain library services and information services for the people of New South Wales through the State Library and through co-operation with local libraries and other libraries and information agencies,

(b) to advise the Minister, local authorities and, when the Minister so approves, other bodies, on matters of policy and administration relating to library services and information services that are or may be provided through local libraries or other libraries, and

(c) to advise the Minister on the provision of assistance to local libraries or other libraries.

The State Library of New South Wales, one of the oldest libraries in Australia, has a history tracing back to the establishment of the Australian Subscription Library in 1826. It is the major public reference and information service for the people of New South Wales. Services are provided to people who visit the Library in Macquarie Street and are also available by mail, telephone, fax or electronic mail. The State Library supports public libraries throughout New South Wales by providing inter library loans and document delivery services to clients of public libraries, professional development programmes, consultancy and advice, as well as electronic and other services. The State Library helps to promote the statewide network of public libraries, thereby facilitating equity of access to information throughout the State.

The New South Wales Public Library Network comprises the State Library and public libraries operated by local authorities. All New South Wales local authorities have adopted the Library Act 1939 and all but one provide library services to their communities.¹ At 30 June 2003 there were 99 central library services, including independent, standalone libraries and regional or joint library services where up to twelve local councils have entered into a formal agreement to provide combined services.

¹ Residents of Central Darling and the unincorporated areas in the far west of New South Wales are served by the Outback Library Service operated by Broken Hill City Council.

In addition to the 99 central libraries there were 268 branch libraries.² There were also 83 deposit stations (service points not operated by library staff), 25 specialist service points (such as local history centres) and 27 mobile libraries operated by central libraries providing services to remote and isolated communities. Including the State Library the New South Wales Public Library Network therefore consisted, on 30 June 2003, of 420 staffed service points, ranging in size from the State Library (37,000 sq m) to small branch libraries of less than 100 sq m.

Approximately half of the New South Wales population are registered library members, but many more people visit and use libraries than are registered members. In 2002/03 there were over 30 million visits to public libraries in New South Wales. User numbers have been increasing consistently in recent years. Over 45 million items were lent to public library users in New South Wales in 2002/03. All central public libraries and many branches provide free public access to the Internet. Many public libraries have Websites with catalogues and information resources available on the Internet, although across the board usage statistics are not yet available.

Library planning

To assist local authorities further in planning new facilities the Library Council commissioned, endorsed and published a planning document on public library buildings. Entitled *People places: a guide for public library buildings in New South Wales*, this was published in 2000 and has since been applied not only in New South Wales, but also in the Australian Capital Territory, the Northern Territory, Queensland, Victoria and Western Australia.³ *People places* outlines a planning process for public libraries and sets out benchmarks for floor areas.

The State Library of New South Wales has provided further support relating to library planning and procurement by means of consultancy and advisory services (including the Building and Planning Advisory Service, professional development courses, seminars and conferences).

Joint-use

A joint-use library is one in which two or more distinct groups of users are served in the same premises, the governance of which is co-operatively arranged between two or more separate authorities. A typical joint use library functions as a public library, usually a branch library and school library combined. It has a permanent paid staff and is managed by a formal cooperative agreement between the local authority and another institution (usually a school or other educational institution). Joint-use libraries, particularly school/community libraries, are widespread in Sweden, Canada (particularly in the

² This figure excludes 6 branch libraries of the Upper Murray Regional Library which are located in Victoria.

³ *People places: a guide for public library buildings in New South Wales*, prepared by consultants Heather Nesbitt in association with Bligh Voller Nield, Sydney, Library Council of New South Wales, 2000. http://www.sl.nsw.gov.au/pls/publications/pdf/people_places.pdf

Province of Alberta) and in South Australia. They are less common elsewhere in Australia and are very small in number in New South Wales.⁴

A number of bodies have issued statements or guidelines on joint-use libraries.⁵ Some extracts from *People places* dealing in part with joint-use projects are appended to this paper.

The Minto Community Library opened in 1981 after extensive planning by representatives of the Campbelltown City Council, the State Library and the then Department of Education. It serves as a branch of Campbelltown City Library Service and is the library for the Sarah Redfern High School, the Sarah Redfern Primary School and the Passfield Park School for Specific Purposes.

At Glen Innes (Glen Innes Municipal Council and Severn Shire Council) plans have been prepared for a joint public/TAFE library, which is to be on the TAFE campus and which will also include a regional access centre funded by the University of New England.

These and other joint-use libraries are tabulated below.

⁴ There is a substantial literature on joint-use libraries. See for example Alan Bundy, 'Joint-use libraries - the ultimate form of cooperation', chapter contributed to *Planning the modern public library building*, edited by Gerald McCabe and James Kennedy, Westport, Connecticut, Libraries Unlimited, 2003 (www.library.unisa.edu.au/about/papers/jointuse.htm and other papers on Dr Bundy's site); Alan Bundy, 'Essential connections: school and public libraries for lifelong learning', paper presented at the Australian School Library Association conference, 2001

(<http://alia.org.au/publishing/alj/51.1/full.text/essential.connections.html>); L.J. Amey, *Joint-use library evaluation: a plan for assessing the performance and progress of joint-use libraries*. Adelaide, Education Department of South Australia, 1984; *Combining libraries: the Canadian and Australian experience*, edited by L. J. Amey, Hamilton, Nova Scotia, Dalhousie University, Metuchen, NJ, Scarecrow Press, 1987; Anne Hazell, 'The ultimate form of library co-operation - joint-use libraries', in *Access and equity: challenges in public librarianship*, edited by Anne Hazell, Adelaide, Auslib Press, 1992, pp. 68-76.

⁵ See, for example, *Guidelines for joint-use libraries*, Sydney, Library Council of New South Wales, 1983. (www.sl.nsw.gov.au/pls/policies/jointuse.cfm); *Guidelines for the development of joint-use school-community libraries*, Brisbane, Department of Education, 1996 (<http://education.qld.gov.au/information/service/libraries/pdfs/joint-use.pdf>); *Guidelines and standards for Queensland public libraries*, Brisbane, State Library of Queensland, 1997, part 13: Joint-use Public-School Library Standards (<http://www.slq.qld.gov.au/pub/standard>); *Statement on joint-use libraries*, Canberra, Australian Library and Information Association, 2002, (<http://www.alia.org.au/policies/joint-use.html>); *Joint use libraries*, Sydney, New South Wales Teachers' Federation (<http://www.nswtf.org.au/TeacherLibrarians/joint.html>).

Location	Local Government Body	Other parties	Notes
Bundeena	Sutherland	Department of Education and Training	School/community library
Bungendore	Eastern Capital City Regional	Department of Education and Training	School/community library
Glen Innes (proposed)	Glen Innes and Severn	TAFE, University of New England	Glen Severn Learning Centre, joint TAFE/public library, learning centre, gallery space and UNE local presence
Minto	Campbelltown	Department of Education and Training	School/community library
Talbingo	Tumut	Department of Education and Training	School/community library, CTC

Co-location

Co-location is much more widespread in Australia. It is very common for libraries to be located with other facilities provided by local authorities, including community centres, youth centres, child-care centres, senior citizen's centres, visitor information centres, galleries, museums and recreation facilities. When assessing future siting options and space requirements for public libraries it is now commonplace to seek compatible council partners to share infrastructure whenever possible. Some extracts from *People places* referring to co-location are appended to this paper.

There have been several cooperative ventures which have enabled a number of different organisations or bodies to use the same premises or parts of the same premises, whilst not being fully joint use facilities. At Bateman's Bay, for example, there is the Bateman's Bay Community Library and Education Access Centre, where the Eurobodalla Shire Council provides a branch library (which includes a distinct tertiary collection) and discrete spaces are also allocated to the University of Wollongong and TAFE.

Elsewhere there are examples of libraries sharing sites with state government bodies or affiliates, or with the private sector. In some cases this may simply be on a leasehold basis. In others library space and in some cases fitout has been provided as part of an agreement between a local authority and a developer. Many such developments have resulted in libraries being located within shopping centres. In some localities Community Technology Centres (CTCs) have been located in the same building as a library or within the same complex.

The following tables provide examples of co-location with State government bodies (Table 2), with the private sector (Table 3), with Community Technology Centres (Table 4) and a selection of public libraries which are co-located with other facilities provided by local authorities (Table 5).

Table 2: Co-location with State Government bodies			
Location	Local Government Body	Other parties	Notes
Adelong	Tumut	NSW Health	Branch library, CTC, community health centre
Auburn	Auburn	NSW Police	Library shares building with NSW Police
Bateman's Bay	Eurobodalla	TAFE, University of Wollongong	Three parties have an interest in the Bateman's Bay Community Library and Education Access Centre
Bowral	Wingecarribee	NSW Health	Library shares building with community health centre
Bombala	Bombala	Department of Ageing, Disability and Home Care	Branch library, CTC and Home and Community Care
Cobar	Cobar	TAFE	Public library and TAFE library
Evans Head	Richmond Valley	Rural Fire Service	Branch library, CTC and unit of the Rural Fire Service
Gerrington	Kiama	NSW Police	Police and branch library each use premises on one day per week.
Gordon	Ku-ring-gai	NSW Police	Library shares building with NSW Police, currently base for Highway Patrol
Lennox Head	Ballina	Department of Education and Training	Branch library within school grounds
Muswellbrook	Muswellbrook	State Emergency Services	Basement of library and garage in yard occupied by SES.
Narooma	Eurobodalla	Southern Area Health Service and the Department of Ageing Disability and Home Care	Branch library and community health centre
Sanctuary Point	Shoalhaven	Department of Education and Training	Branch library in area of school grounds leased by Council
Swansea (proposed)	Lake Macquarie	Hunter Area Health Service, Swansea Community Cottage Inc, Council	Branch library, early childhood health service, Swansea Community Cottage (neighbourhood centre)
Tottenham	Lachlan	Department of Education and Training	Tottenham Central School is an agency for Lachlan Shire Library

Table 3: Co-location with private sector or other bodies			
Location	Local Government Body	Other parties	Notes
Ariah Park	Temora	Licensed post office	Branch library co-located with private business running licensed post office
Bay Village	Wyong	Shopping centre owner	Branch library within shopping centre
Binalong	Yass Valley	Licensed post office	Deposit station in licensed post office
Bonnyrigg	Fairfield	Shopping centre owner	Library within shopping centre
Bourke	Bourke	Council, energy supplier	Library at front and Country Energy depot at rear
Campsie	Canterbury	Shopping centre owner	Library within shopping centre
Castle Hill	Baulkham Hills	Council	Library, community centre, apartments (under construction)
Chatswood (proposed)	Willoughby	Partners not yet identified	Central library within the proposed Civic Place development, which will include a retail and commercial component.
Double Bay (proposed)	Woollahra	Woolworths	Proposed new library as part of a major retail development
Eastgardens	Botany Bay	Westfield	Library within shopping centre
Erina	Gosford	Shopping centre owner	Library within Erina Fair shopping centre
Five Dock	Canada Bay	Housing/retail developer	Library occupies part of a mixed retail/residential development
Forestville	Warringah	Shopping centre owner	Branch library located within shopping centre
Hurstville	Hurstville	Housing developer	Library occupies lower floor of a private residential development
Kariong	Gosford	Shopping centre owner	Library within Kariong shopping centre
Katoomba	Blue Mountains	Council	Library within shopping arcade. (Proposed complex with library, environmental display centre, art gallery and shopping centre)
Kogarah	Kogarah	Housing/retail developer	Library will occupy part of the Town Square development
Kurri Kurri	Cessnock	Council and community groups	Community centre and branch library

Table 3: Co-location with private sector or other bodies (continued)			
Location	Local Government Body	Other parties	Notes
Lake Haven	Wyong	Shopping centre owner	Branch library and council services centre within shopping centre
Lane Cove (proposed)	Lane Cove	Woolworths	Proposed new library as part of a major retail development.
Leichhardt	Leichhardt	Housing/retail developer	Library occupies part of the Italian Forum development
Maroubra	Randwick	Council (developer and owner)	Central library, with community centre, HACC and commercial tenancies.
Merimbula (proposed)	Bega Valley	Various	Branch library and visitor information centre part of shopping centre
Milton	Shoalhaven	Various	Branch library in former school of arts which also houses craft shops and a studio
Parramatta (proposed)	Parramatta	Partners not yet identified	Central library within the proposed Civic Place development, which will include retail and commercial components.
Randwick	Randwick	Shopping centre owner	Branch library within Royal Randwick shopping centre
Riverstone	Blacktown	Shopping centre owner	Library within shopping centre
South Penrith	Penrith	Shopping centre owner	Branch library in the Southlands shopping centre
St Clair	Penrith	Shopping centre owner	Branch library in a shopping centre
St Ives	Ku-ring-gai	Shopping centre owner	Branch library located within St Ives Village shopping centre
Sutherland	Sutherland	Housing developer	Library occupies lower floors of a private residential development
Sydney	Sydney	Council and tenants	Central library, cafe, tourist information, ticketing agency, commercial offices in former Customs House, Circular Quay (under construction)
Sylvania	Sutherland	Shopping centre owner	Branch library within Southgate Shopping Centre

Location	Local Government Body	Other parties	Notes
Toronto	Lake Macquarie	Shopping centre lessees	Library above a shopping centre
Tuggerah	Wyong	Westfield	Branch library within shopping centre
Warrawong	Wollongong	Westfield	Branch library within shopping centre
Warringah Mall	Warringah	Shopping centre owner	Branch library located within Warringah Mall shopping centre
West Ryde (proposed)	Ryde	Woolworths	Library within shopping centre: (construction commences August 2004)
Wetherill Park	Fairfield	Shopping centre owner	Library within Stocklands Mall shopping centre

Location	Local Government Body	Other parties	Notes
Batlow	Tumut	Council	Branch library, CTC
Bermagui (proposed)	Bega Valley	Council	branch library, CTC, RTC, Meals on Wheels, Centrelink, tourist information, hall
Coolah	Coolah	Council	CTC next door to branch library in the shire hall,
Denman	Muswellbrook	Council	Proposed community centre with branch library, CTC, credit union, tourist information and meeting rooms
Eden	Bega Valley	Council	branch library, CTC, tourist information, council office
Grenfell	Weddin	Council	Library and CTC in same building
Holbrook	Holbrook	Council	branch library adjoins CTC
Mathoura	Murray	Council, Bendigo Bank	branch library, CTC, RTC, tourist information, Bendigo Bank
Matraville	Randwick	Council	Branch library and community centre
Mungindi	Moree Plains	Council	branch library, CTC
Temora	Temora	Council	branch library, CTC, visitor information centre
Tumut	Tumut	Council	Branch library and CTC ('Tumut Electronic Network')
Warialda	Gwydir	Council	branch library, CTC, Centrelink and Telstra agencies

Table 5: Co-location of libraries with other council facilities (selection only)			
Location	Local Government Body	Other parties	Notes
Albury (proposed)	Albury	Council	Library and regional museum (currently in design development)
Alstonville	Ballina	Council	Library is part of Alstonville Leisure and Entertainment Centre
Ashfield	Ashfield	Council	Central library is part of Civic Centre
Avalon	Pittwater	Council	Community library is part of Avalon Recreation Centre
Barooga (proposed)	Berrigan	Council	Branch library, community centre, technology room
Bathurst	Bathurst Regional	Council	Library and art gallery
Bega	Bega Valley	Council	Library and art gallery on same site as council offices
Bermagui (proposed)	Bega Valley	Council	Branch library, community hall, visitor information centre, Council office and RTC
Berowra	Hornsby	Council	Library and community centre
Blackheath	Blue Mountains	Council	Branch library and community hall
Blaxland	Blue Mountains	Council	Branch library and community centre
Camden	Camden	Council	Library and museum co-located
Casula	Liverpool	Council	Branch library, childcare centre and community centre share site
Coffs Harbour	Coffs Harbour	Council	Library and art gallery
Corrimal	Wollongong	Council	Branch library within community centre
Cowra	Cowra	Council	Branch library and art gallery
Crookwell	Upper Lachlan	Council	Branch library, community hall, gallery space
Dapto	Wollongong	Council	Branch library within community centre
Eagle Vale	Campbelltown	Council	Swimming pool, branch library, creche, circuit training room, kiosk
Eastwood	Ryde	Council	Branch library and CWA tea room
Glenquarie	Campbelltown	Council	Branch library and neighbourhood centre

Location	Local Government Body	Other parties	Notes
Goonellabah	Lismore	Council	Library within community centre
Goulburn	Goulburn	Council	Regional library within civic centre, including art gallery
Grafton	Clarence Valley	Council	Library within civic centre
Green Valley	Liverpool	Council	Branch library, community centre and youth centre under one roof
Greenacre	Bankstown	Council	Branch library and early childhood centre
Gunning	Upper Lachlan	Council	Branch library and technology centre
Haberfield	Ashfield	Council	Branch library and community meeting space in former school of arts building
Henty	Culcairn	Council	Branch library and shire office
Iluka	Clarence Valley	Council	Branch library and community centre
Ingleburn	Campbelltown	Council	Branch library , community hall and meeting rooms.
Kandos	Mid-Western	Council	Branch library and community centre
Kempsey	Kempsey	Council	Library within civic centre
Kiama (proposed)	Kiama	Council	Planned library extension, with Kiama Community College, local historical and family history societies and community meeting space also within the building
Kingscliff	Tweed	Council	Branch library and Meals on Wheels
Lake Cargelligo	Lachlan	Council	Branch library, council service point, RTA agency
Lalor Park	Blacktown	Council	Branch library adjoins community centre
Lawson	Blue Mountains	Council	Branch library and family day care
Lindfield	Ku-ring-gai	Council	Branch library, senior citizens' centre, community housing and tennis courts share site

Table 5: Co-location of libraries with other council facilities (continued)			
Location	Local Government Body	Other parties	Notes
Lismore (proposed)	Lismore	Council	Proposed facility including regional art gallery, historical museum, aboriginal cultural centre, multi-media centre, multi-purpose studios, training facility, youth art centre, visitor information centre, outdoor performance space and a commercial and retail component. Library is already on site.
Liverpool	Liverpool	Council	Central library, community meeting spaces and multistorey car park share site.
Manly	Manly	Council	Library, Council offices and multistorey car park share site
Mascot	Botany Bay	Council	Branch library and museum
Merimbula	Bega Valley	Council	Branch library and council offices
Merrylands	Holroyd	Council	Civic Centre and Library
Moss Vale	Wingecarribee	Council	Library within civic centre
Mount Druitt	Blacktown	Council	Branch library adjoins community centre
Mudgee	Mid-Western Regional	Council	Library on ground floor and theatre on first floor
Mullumbimby	Byron	Council	Library within civic centre
Murwillumbah	Tweed	Council	Library within civic centre
North Ryde	Ryde	Council	Branch library and community centre
Orange	Orange	Council	Regional library, Central West Writers' Centre and art gallery co-located
Padstow	Bankstown	Council	Branch library in vicinity of early childhood centre (share car park)
Panania	Bankstown	Council	Branch library and community hall
Pennant Hills	Hornsby	Council	Branch library and community centre
Penrith	Penrith	Council	Central library part of civic centre
Port Macquarie	Hastings	Council	Precinct includes Council swimming pool, council chambers, senior citizens' centre and community theatre.

Table 5: Co-location of libraries with other council facilities (continued)			
Location	Local Government Body	Other parties	Notes
Ryde	Ryde	Council	Central library within civic centre
St Marys	Penrith	Council	Branch library is part of Queen Street Centre, Council's local business office
Singleton	Singleton	Council	Library under construction adjacent to council chambers, administration centre and auditorium.
Springwood	Blue Mountains	Council	Council administration, library, art gallery
Stanhope	Blacktown	Council	Branch library and child care centre (construction commences 2004), as part of leisure centre
Sydney	Sydney	Council	Central library within Council office building.
Tamworth	Tamworth Regional	Council	Regional library and art gallery co-located (existing building and new building under construction)
Tenterfield	Tenterfield	Council	Library within historic complex including museum and public hall
Thirroul (proposed)	Wollongong	Council	Branch library within community centre
Tweed Heads	Tweed	Council	Library within civic centre
Ulladulla	Shoalhaven	Council	Branch library including tourist information centre within civic centre
Ultimo	Sydney	Council	Branch library within community centre
Wagga Wagga	Wagga Wagga	Council	Regional library with civic centre
West Wyalong	Bland	Council	Library is same building as council chambers
Windsor	Hawkesbury	Council	New library, gallery and museum under construction in a cultural precinct
Wollongong	Wollongong	Council	Central library within Council administration building
Yass	Yass Valley	Council	Branch library, historical society, community hall

APPENDIX

Extracts from *People places: a guide for public library buildings in New South Wales* (Sydney, Library Council of New South Wales, 2000)

In People places the view is expressed that it is critical that each library building meets the needs of its local community. It is acknowledged that this can be done in a number of different ways, depending on the locality and the nature of the community. The document deals in some detail with multi function facilities, joint ventures and partnerships, and discusses some of their advantages and disadvantages.

The library service needs to fit into the *bigger picture* of what is happening in the community and how the many opportunities available can be harnessed to add value to the library service provided. For example, there may be an opportunity to provide a joint TAFE/public library service that would increase the resources, in terms of books, technology, staff and buildings, available to all in the community. (p. 18)

Joint Ventures and Partnerships: this approach involves pool funding by one or more agencies in addition to local government for a library development project. For example, the Department of Health may be interested in pool funding with Council for a joint local community health centre and public library. Similarly, TAFE or a University may be interested in pool funding for increased technology facilities in a library development project.

In both cases, funding is being sourced from different authorities and the development of detailed agreements on these joint ventures/partnerships must be undertaken. The types of joint ventures/partnerships vary enormously and the opportunity exists for very innovative and successful projects. (p. 35)

Prior to determining the need for and size of a library development project, it is essential to consider the opportunities provided through new and innovative service models such as multi function buildings/sites, joint ventures and partnerships . . . These models provide a new approach to the funding of public library developments while also facilitating opportunities to *add value* to any proposal.

Multi function buildings/sites are defined as service provision models that bring *together one or more Council-related services* into a library development project. This may include traditional Council services such as the Council Chambers, community centres, recreation centres, youth facilities and one stop shop services.

Joint ventures and partnerships are defined in this guide as models of provision for public library services that involve *pool funding* by one or more agency together with local government.

Potential benefits of both models include:

- Sharing of resources such as staff, space and equipment.
- Encouraging wider public usage by providing access to a range of services at one facility, i.e. the one-stop shop concept
- Improving the cost effectiveness of the service provided while also enhancing service quality
- Reducing duplication of resources and rationalisation of property portfolios
- Providing specialist facilities and services, e.g. specialist expertise in technology together with equipment

In considering any multi function building/site, joint venture or partnership however, the potential disadvantages also need to be addressed. Strategies to overcome these disadvantages may be developed but, in some cases, these strategies may not be sufficient to support the project.

The following objectives have been developed to guide library development projects considering multi function buildings/sites, joint ventures or partnerships. They are based on consultation with stakeholders involved in existing projects and also reflect a report by the New South Wales Consultative Group on Joint-Use Libraries, *Guidelines for Joint-Use Libraries* (1983). This document deals more specifically with joint-use libraries developed by separate authorities such as local government and the Department of School Education.

The objective of any multi function building/site, joint venture or partnership is to:

- Provide a higher level of service, both collectively and as individual services, than would occur through stand-alone facilities
- Meet the individual performance standards required by the governing bodies and authorities involved
- Where possible, provide a more economic use of services and resources.

Other factors to be considered are:

- **Motivation:** services involved in such a project must be willing partners committed to working in partnership, co-operation and sharing throughout the life of the project. Without this commitment, negotiations can be meaningless and time-consuming. All services should have or be working towards developing common goals and be willing to make financial and operational commitments to achieve these goals. The sharing of common goals is possibly one of the most critical factors in ensuring a successful project.
- **Service Compatibility:** the image, operating structure and users of the services involved need to be compatible. The project should not result in any users feeling that the new project is uncomfortable or undesirable. For example, joint school/community libraries have found it difficult to attract adult users. Equally, facilities which involve older residents and youth sharing space have experienced problems.

- **Common Design and Management Goals:** it is important for all services to agree on the design and management options for the project. In practice, this is where many projects have failed, with problems in design and management rendering a project inoperable. Common goals, development of joint management arrangements and significant benefits evident to all services are essential components of a viable project. This may be time-consuming but it is *essential* to have written agreements to cover each aspect of the project. Each service needs to be fully aware of its management responsibilities and that the staff involved are committed to these agreements.
- **Financial Implications:** all services must fully understand their financial obligations towards the project. This should include both capital and recurrent costs where appropriate. It may become evident during the negotiations that the project may not deliver major financial savings when compared to a stand-alone facility. However, the improved service outcomes may be of greater importance to all those involved. It is essential that multi function buildings/sites, joint ventures and partnerships are *not* based on potential financial benefits only.

When considering any multi function building/site, joint venture or partnership, you should discuss the potential benefits and disadvantages with other libraries that have developed similar projects. (pp. 36-38)

Information paper prepared by
Dr David J. Jones
Library Building Consultant
Building and Planning Advisory Service
State Library of New South Wales

phone (02) 9273 1572
fax (02) 9273 1244
email djones@sl.nsw.gov.au
www.sl.nsw.gov.au

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