School Of Media, Culture and Creative Arts

Department of Information Studies

Converged Memory Institutions:

Combining Public Library and Cultural Resources to Achieve an Information and Social Commons

Leith Therese Kelly Robinson

This thesis is presented for the Degree of

Doctor of Philosophy

of

Curtin University

June 2012

Declaration

To the best of my knowledge and belief this thesis contains no material previously published by any other person except where due acknowledgment has been made.

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Acknowledgements

Abstract

Keywords: Libraries, convergence; information and social commons; professional identity; community hub.

The 21st Century's living and working environment has been transformed by technological advancements, and affected by the trends of globalisation, financial restriction and citizen participation. In response, many information and cultural organisations [memory institutions] such as galleries, libraries, archives and museums are converging aspects of their collections, services and management. This convergence may be physical or virtual, and the subsequent evolution of operations has implications for sites, staff and users. This research explores the theory and practice of convergence as it is impacting upon a particular group and domain of memory institutions, namely public libraries in Western Australia. In addition there is a focus on the interrelationship of convergence with professional and institutional identity, and with the emerging concept of the information and social commons.

The research consists of two principal forms of data collection. Firstly, a survey canvassing the opinions of Western Australian public librarians; and secondly, case studies undertaken in four Western Australian local government areas.

The findings from these two methods are used to form recommendations for the best operation of a converged memory institution (CMI). Convergence is suggested as particularly appropriate at the local level, and libraries are recommended as the anchoring domain in a CMI, to maximise social capital and form a community hub. This thesis acknowledges the challenging and complex nature of convergence, but argues that as memory institutions converge they improve the delivery of information and cultural services via the optimisation of collection utility and process efficiency. Thus greater information and social benefits are achieved, and the value and relevance of the collecting sector is reinforced.

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CHAPTER 1

INTRODUCTION

1.1   Introduction to topics

In the second decade of the 21st century, the operating environment for information and cultural institutions continues to evolve rapidly, driven by in particular globalisation and advances in technology. The impact of these and other forces upon information and cultural institutions is widespread, deep and profound. This study focuses on one of these impacts; that is, the increasing tendency for such institutions to undertake closer forms of interaction and partnerships, including physical location, virtual presence, management, staffing and services. This phenomenon is widely referred to as "convergence".

Convergence is being experienced across all types of information and cultural (or memory) institutions. This includes the traditional four "GLAM" domains of the collecting sector (galleries, libraries, archives and museums) and extends to other related collecting institutions and places such as local history centres and heritage buildings and sites.

Although the collecting profession has some awareness of convergence, there is a shortage of research that examines in detail the characteristics and implications of convergence. Whilst the literature does contain a number of case studies as reported by converged memory institutions, these reports rarely position the theoretical underpinnings of convergence alongside their practical experience. Therefore the motivation for this study was to fill a gap in the literature, in a manner that complemented prior research and advanced knowledge in the information and cultural field.

As will be argued in the course of this thesis, convergence is not only one of the most significant trends affecting the collecting sector; it is also one of the most controversial. The transformation frequently inherent when institutions converge is widely seen as having both positive and negative consequences for the professions, in terms of the types of services offered, and on the independence, status, skills and self-perception of the individuals and organisations involved. It is therefore an important element of this study that the interrelationships of convergence with the issues of professional and institutional identity are explored.

The convergence of memory institutions is also interrelated with the issue of developing an information and social commons. Modern memory institutions – especially those that have

converged – are viewed by many in the information and cultural field as ideal to assume this role; thus another valuable exploration by this project is the feasibility and implications of expanding memory institution mandates and operations.

Also within this study, an attempt has been made to indicate many of the issues that have arisen with the increasing popularity of convergence, including cross-cultural collection management and the innovative and/or dramatic architecture often employed for establishing the physical presence of a converged memory institution.

It is understood that the outcomes and effects of convergence are likely to be determined by the context in which it is implemented. The nature of the partners involved; the town, city or municipality circumstances; the physical, technological and management environments in which it is conducted; and the extent to which staffing and outreach are united, are all factors that will influence the development of an information and social commons and the evolution of professional identity. Given the uniqueness of each convergence attempt that arises from the combination of variables, it is necessary within the limits of a single study to examine convergence in a particular setting. For this study the research will focus on local government areas[1] in the state of Western Australia, and the main sites of the research will be the public library branches.

1.2 Definition and description of terms

This section explains the interpretation and use of terms in the project in relation to the main topics of convergence, the information and social commons and collecting sector professional identity. Some background information is given, and the discussion is continued as part of the literature review.

As previously noted, this project uses the overarching term "memory institution" to encompass any kind of single public information and cultural institution. Hjorland (2000) attributes the phrase "memory institution" to the 1994 article by Hjerppe "A framework to the description of generalised documents", and Lorcan Dempsey is credited with popularising the application of "memory institution" (S. Reynolds, 2011). In his paper "Scientific, industrial and cultural heritage: A shared approach" Dempsey writes, *we have no term in routine use which includes libraries, archives and museums… for conciseness we adopt 'memory institutions' in this inclusive sense"* (2000, Section 1 Broad Goals, paras. 3-4). He elaborates *"Archives, libraries and museums are memory institutions: they organise the cultural, scientific and intellectual record. Their collections contain the memory of peoples, communities, institutions and*

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[1] The terms "district" and "municipality" will be used interchangeably with "local government areas".

individuals. They join us to our ancestors and are our legacy to future generations (2000, Section 2 The Vision, paras. 1-2).*"* Worldwide, the term "memory institution" is in use, though admittedly less evident in the library domain. A possible explanation is provided by Dempsey, who reports (2008, para. 3) that some libraries have resisted a *"memory tag"* if they were *"trying to attach themselves to an education or innovation agenda"*.

The term "memory institutions" is applied in this thesis due to the belief that the library domain should be taking it up, because traditional practice-specific titles are becoming imprecise as collections, buildings and professional roles change. As generally understood, all professions and industry sectors introduce new terms to reflect current and future context; for the collecting sector a broad term such as "memory institution" is less limiting of potential functions, overcomes possibly negative previous perceptions, and enables an understanding of the shared, collective contribution of information and culture to society.

The overarching term "collecting sector" is used in this thesis with the acknowledgement that functions other than collecting are undertaken by information and cultural entities, including reference services and user engagement. The term "collecting sector" is applied due to the view that collections are at the core of each of the disciplines, and that the performance of other functions depends upon these holdings. It is also reasoned that value is added to institutions via leveraging collections in other activities such as tours and literacy training. This view has informed the selection of definitions for each of the domains (as outlined later in this section), and is supported by other authors. For example, Rayward (1998, p. 207) wrote of *"the different categories of information organisations",* and stated

> *Traditionally these have been created to manage different formats and media such as print and its surrogates (libraries), objects (museums), and the paper records of organisational activity (archives and records repositories). Differences in organisational philosophy, function and technique have arisen from the exigencies presented by these different formats and media.*

Similarly, Gilliland (2000, The Societal Role of Archives, para. 2) noted the roles of institutions vary and are distinct because their collections reflect the many ways in which information and culture *"is created, used, valued, preserved, and disposed of by individuals, organisations and communities in the conduct of business, scholarship, learning and personal affairs"*.

The use of the term "collecting sector" also reflects the project's context, as it was discovered that the term is more frequently applied in Australia than in other nations. For example, the Collections Council of Australia (CCA) (as cited by Birtley, 2006) refers to galleries, libraries,

archives and museums as the four major collecting domains. Furthermore, the CCA recognises that an encompassing term such as "collecting (or collections) sector" is required, due to the diversity of all the participants. Birtley (2006, Collections in Australia, para. 2) writes

> *Australia's collections are widely distributed. They can be found in community, corporate or civic spaces; in scientific and educational organisations; and also in private hands. They may be brought together under different organisational names such as archives, galleries, libraries and knowledge centres, museums, Indigenous cultural resource centres and keeping places, historical societies and heritage places. Collections are composed of things that may be movable, or fixed in location. These things may be real and tangible, or may exist in digital format in a virtual realm. Botanical and zoological collections may include living things.*

The central topic of the project is convergence. Convergence is defined as *"the merging of distinct technologies, industries or devices, into a unified whole"* (Merriam Webster Incorporated, 2011), and as *"the coming together of distinct and separate factors or phenomena"* (Luthra & BusinessDictionary.com, 2011). Convergence aims – in informal parlance – for the whole to be greater than the sum of its parts, and is viewed as transformational (Mitchell & Watstein, 2007). Convergence is superior to other co-ordinated efforts such as collaboration and co-operation because greater value is created and exchanged, and there is the deepest impact on users. Authors (Konrad, 1996; Himmelman, 2002; Keast & Mandell, 2009) have identified a number of other distinctions, and a brief discussion follows. Interaction at the convergence stage of ventures is high; it is on a frequent to continuous basis, compared to low to moderate interaction at the collaborative and co-operative stages. Also, the convergence initiatives of partners have the broadest scope and largest scale, with systems changing as well as actions. By comparison to collaboration and co-operation, convergence is often multiple-subject or focii; and involves the greatest number of stakeholders. Partners who are converging pool resources, rather than retain separate custody and ownership, form joint policies and strategies, and are usually accountable to a body established to oversee the interaction. Thus the complexity of convergence means both collaboration and co-operation are included in the actions of the parties involved; the movement between or the positioning of the concepts is not competitive but progressive.

The notion of convergence as it has translated to the collecting sector environment has come to span multiple forms and ways memory institutions interact. Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates (2011, p. 57) noted the variety of circumstances to which the term "convergence" has been applied:

> *The term "convergence" is used variously in the literature to refer to the convergence of:*

> *(i) Information technology, information systems and LIS practice (Library Council of New South Wales, 2009; Middleton, 2004; Pullin, 2010);*

> *(ii) Commercial, governmental and institutional interest in information management (Abell et al., 2006; Hall & Abell, 2006a, 2006b; Stephens & Hamblin, 2006); and*

> *(iii) Collecting institutions such as galleries, libraries, archives and museums (GLAM) in their practices, holdings and technologies (Cultural Heritage Information Professionals (CHIPs) Workshop Report, 2008; Rayward, 1998).*

It is this final form of convergence as it applies in memory institutions that has received the most attention from collecting sector authors, and which is the focus of this thesis. The other two forms are interconnected – for example, Boaden and Clement (2009, p. 3) expressed convergence as *"The realisation of the seamless and flexible integration of cultural spaces, organisation structures, services and programs including in public libraries, museums, archives and art galleries"* - and are also discussed, though to a lesser degree.

The previous literature on the subject (for example, Waibel & Erway, 2009; Given & McTavish, 2010) demonstrates that the convergence of memory institutions is not an entirely new phenomenon; it was only from the 19th century that the separation of collections, staff and activities into separate information and cultural domains began. The recent revival of convergence between memory institutions is diverse, due to (as Dornseif, 2001, and others have noted) the many potential combination of characteristics, including the degree of integration (minimal, partial or full) and the domains involved. It should also be noted that convergence is not always sustained; when projects are completed or outcomes are unsatisfactory partners split or "diverge" (Bullock & Birtley, 2008).

The modern era's convergence of memory institutions is frequently viewed as based on digital unification (virtual convergence), compared to the historical convergence of memory institutions being based on physical unification (site and/or physical convergence). The possibilities of virtual convergence feature prominently in recent collecting sector literature (for

example, Dempsey, 2000; Kirchoff, Schweibenz & Sieglerschmidt, 2008), therefore this study's foregrounding of the modern era's physical convergence of memory institutions (albeit accompanied by virtual convergence) provides a balance and also addresses a gap in research.

This thesis is not distinguishing between the terms of merger, integration, unification and convergence, as it was discovered in the literature and also in practice that these terms are often used interchangeably. The broad application of the term of "convergence" and its multi-part nature has been addressed in this thesis by the formation of categories which distinguish the nature of the interaction between memory institutions. This project identifies the types of convergence that may occur as site convergence (replacing the term co-location); physical convergence; virtual convergence; staffing convergence; management convergence; and outreach convergence (spanning activities and programs). This study also categorises convergence according to the characteristics of the partners. The categories are collecting sector (with sub, intra or inter-domain partners), related (with cognate partners), contrasting (with non-cognate partners) and multi-category convergence. These distinctions will be discussed throughout the thesis (and the term "convergence" will be used whenever one of more of these interactions are occurring), although the primary focus will be on collecting sector convergence; that is, convergence between memory institutions.

The second main focus of the project is the "information commons". This project explains the information commons as a modern expression of an ancient approach to property: A commons traditionally occurs when multiple users share a resource, and it was previously thought of mainly in relation to English and European grazing or cropping fields, or in America, the town square. The historical commons permitted the production and sharing of agriculture (Hess, 2000; Hess & Ostrom, 2003; Kranich, 2004). The concept of the information commons arose in the late 20th century mainly in response to increasing information enclosure via copyright laws and the spiralling costs of printed material (Campbell, 2005; McCann, 2005). Technological advancements have enabled individuals and organisations to easily produce and share information (text, image, audio, or video) by placing it online; thus the information commons is now described as *"a specific location designated to deliver electronic resources for research and production that is maintained by technically proficient staff"* (Cowgill, Beam & Wess, 2001, p. 1). Many commentators (for example, Bailey & Tierney, 2002) contend memory institutions are suitable hosts for the information commons.

The historical commons also permitted the production and sharing of social relations. This project explores the increasing role of modern memory institutions as social commons, a notion translated to the collecting sector environment as a "community hub". The literature reveals this role has been subject to interchangeable terminology, such as "community living rooms" and "third places" (Oldenburg, 1989; Oldenburg, 2000; State Library of Queensland, 2009).

The third main topic of the project is the collecting sector's professional identity. Previous discussion (Epstein, 1978; B. Jones, 1999; Wenger, 2000; Williams, 2009) has described "professional identity" as the persona which is designed to facilitate the attainment of that profession's objectives. Professional identity comes into being when there is a distinct philosophy, values and culture for that profession, training and education is required, and there is a clearly identified skillset required for professional competency. Professional identity also entails specific roles and particular practices, and is further formed by member affiliation, shared history and terminology.

Dempsey's (2000) interpretation of the term "memory institution" further supports the use in this thesis' examination of the topics of the information commons and community hub. He notes memory institutions are frequently social assembly places, hospitable and open to all, where knowledge is exchanged and physical experiences are enjoyed.

This project applies the term "domain" to a particular collecting practice or area of knowledge, and the term "institution" to an organisation or body that has been formed to deliver services in relation to an information and cultural domain. The five major information and cultural domains that this study investigated in relation to convergence were libraries, archives, records centres, museums, and galleries, though it was found archives and records centres are often addressed in tandem, hence the collecting sector traditionally comprised four domains, and is also known – by the acronym formed – as the GLAM sector.

As previously reasoned, this thesis will define memory institutions according to the types of material – and the stage of its life cycle – they primarily collect.

Reitz (2010b, para. 1) defines a library as *"A collection or group of collections of books and/or other print or non-print materials organised and maintained for use (reading, consultation, study, research, etc.)... By extension, the room, building, or facility that houses such a collection."*

A similar definition of a library is provided by the *Chambers 21st Century Dictionary* (Hodder Education, 2011, 1) *"a room, rooms or building where books, films, records, videos, etc. are kept for study, reference, reading or for lending",* and Gilliland (2000, The Societal Role of Archives, Figure 1) outlines *"libraries identify, acquire, preserve, and provide access to the world's published knowledge".*

Archives keep and preserve records [frequently unpublished, and single and/or unique copy] of continuing value for legal, historical or research purposes (J. Kennedy & Schauder, 1998). Gilliland (2000, The Societal Role of Archives, Figure 1) states *"archives identify, appraise,*

preserve, and make available documentary materials of long-term value (essential evidence) to the organisation or public that the archives serves", and contrasts archives to the other domains by noting *"archives are intimately engaged in the creation of information and its ultimate disposition (either destruction or permanent retention)".*

Records centres *"perform their functions to meet operational business needs, accountability requirements and community expectations"* (J. Kennedy & Schauder, 1998, p. 299);

Museums conserve, continue and communicate the world's natural and cultural heritage (International Council of Museums (ICOM), 2007b). [Museums are institutions] *"devoted to the procurement, care and display of objects of lasting interest or value"* (Gove, 1976, p. 487), and the rarity and preciousness of their collections is the key to their appeal (Trant, 2009). Gilliland (2000, The Societal Role of Archives, Figure 1) explains *"museums identify, acquire, preserve, and exhibit unique, collectible, or representative objects".*

Galleries develop, maintain, preserve, interpret and display the visual arts, and propagate and increase an appreciation of art (Art Gallery of New South Wales website, http://www.artgallery.nsw.gov.au, 2007; Art Gallery of Western Australia website, http://www.artgallery.wa.gov.au, 2007).

These information and cultural domains also commonly exhibit differences by function (social needs versus decision support); finding aids; users; staffing; and access and circulation policies (W. Katz, 2002; Edwards, 2003; Collections Council of Australia, 2006; Colwell, 2007). These distinctions in turn produce different identities and cultures (Trant, 2009). Yet the holdings of these various institutions do overlap, with – for example –libraries collecting artworks (traditionally the domain of galleries); realia (domain of museums), and manuscripts (domain of archives). In addition, all memory institutions are holding a growing proportion of digital items, be they born digital or retrospectively digitised.

As has been evident by the discussion so far, the collecting sector's use of terms is highly variable. There are a number of titles that have been used for converged services, especially if a memory institution has converged with a non-cognate organisation. These titles include "MISO" (Merged Information Services Organisation) and "Discovery Centre" (Stemmer, 2007; Dixon, 2011). As a study by the Budapest Observatory (2003, para. 9) notes, *"The objects of our examination – multi-purpose institutions of local culture – suffer from the absence of common names",* thus this project adopts the term "Converged Memory Institution" (CMI) to describe new institutions that have been created by the convergence of two or more existing memory institutions.

1.3   Research questions and objectives

The main topics investigated by the project are convergence, the information commons and professional identity. The interrelationship of these topics means they are frequently discussed concurrently in this thesis, although a mostly separate background to each is provided in the literature review chapter. The project consisted of a theoretical and a practical component.

1.3.1   The research question for the theoretical component

The research question for the theoretical component was:

"To what extent does the convergence of memory institutions represent and have implications for the concepts of the information (and social) commons and professional identity?"

The objectives were:

GENERAL

1.   Define and describe the collecting sector's information and culture domains which comprise memory institutions;

CONVERGENCE

2.   Describe the recent history of memory institutions with regard to the trend of convergence;

3.   Examine the issues in relation to convergence, including drivers and barriers, and advantages and disadvantages.

THE INFORMATION AND SOCIAL COMMONS

4.   Define, describe and provide examples of traditional/historical and modern interpretations of a commons;

5.   Relate this material to the converged approach to creating and operating converged memory institutions.

PROFESSIONAL IDENTITY

6.   Define, describe and provide examples of past and current collecting sector professional identity;

7.   Relate this material to the converged approach to creating and operating converged memory institutions.

1.3.2 The research question for the practical component

The research question for the practical component was:

"What is the best way of creating and operating a converged memory institution?"

(The numbering of the objectives is continued from the theoretical component)

8.   Establish the current context of the collecting sector, in particular a profile of Western Australian public library services and professionals;

9.   Obtain the views of Western Australian public librarians on the trend of convergence, and its potential applicability to their library;

10.   Investigate the convergence of information and cultural organisations (particularly libraries) in Western Australian local government areas;

11.   Combine the findings from the theoretical and practical components of the research to prepare recommendations for the creation and operation of a converged memory institution, and the accomplishment of the interdependent goals of evolving collecting sector professional identity and becoming an information and social commons (community hub) within the converged memory institution.

1.4   Scope

The research questions and objectives of the project were numerous and broad; hence to focus the proposed research, some limitations were applied to the scope. These limitations affect the sector, domain, timeframe and setting of the research.

The project is mostly limited to partnerships and mergers of public collections. Public collections are explained by the literature (for example, AllSites, 2011) as the institutions provided by the government essentially as a public service, financed largely out of public money, and open to the population[2] for no or a small payment. A strong reason for reducing the scope of the study to public collections was that the government is frequently the largest and best-funded provider of information and cultural resources (Boaden & Clement, 2009).

Whilst the scope of this study will encompass all of the information and cultural domains, the project (and hence its methodology) will centre on libraries. This is because the literature (for example, Manzuch, 2011) reveals that libraries are the collecting sector's most active collaborators. Furthermore, the focus on libraries will narrow to those that operate in local government areas. This decision was made due to the literature (Deakin University, 2002;

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[2] However, full entitlement to services is only for the population of a specific geographical area.

McShannon, 2009) indicating that the pioneers of information and cultural convergence are frequently from the "grass roots" level.

The choice to concentrate the research on local public libraries also maximises the usefulness of the project to service providers, users and the profession. In Australia in 2010 there were 1560 local public library branches, 95% of library visits by users were to local branches and 71.8% of library staff were employed in local public libraries (Australian Bureau of Statistics (ABS), 2005, 2008; A. Bundy & J. Bundy, 2010; National and State Libraries Australasia (NSLA), 2011). It is also relevant to note the benefits delivered by public libraries as calculated in financial terms. The library "costs to benefits" ratio is 3:1 (Australian Library and Information Association (ALIA), 2010); to translate this to the project's research setting, in Western Australia residents receive a $300 million return on $100 million investment, and Australia-wide in 2009 it cost $882.3 million to offer a public library service, which reaped $2.6 billion of value (ABS, 2010a; McEntyre, 2010b; NSLA, 2011).

The investigation of the recent history of memory institutions will concentrate on the last 20 years (1992-2012). This timeframe was selected due to the relevance of this starting point to each of the three key themes, via the interdependence of their evolution with technological advances. In 1991 Tim Berners-Lee launched the World Wide Web as a publically available service; in 1992 The Internet Society was founded *"to assure the open development, evolution and use of the Internet for the benefit of all people throughout the world"* (The Internet Society, 2012, para. 1); and in 1993 The European Organisation for Nuclear Research (CERN) agreed that anyone could use web protocol and code royalty-free (Computer Hope 2012a; b; c). Hence in the history of the Internet and the World Wide Web, 1992 is viewed as commencing the periods of growth and commercialisation (Chapman, 2009), proceeding to 2012 (present-day) ubiquity.

Examples of collecting sector literature that demonstrate the impact of the changes of this period on convergence, the information commons and community hub, and professional identity, and thus support the scope of the project are now provided. Weiner (2011, p. 118) notes *"the management of the internet as a resource has brought about profound changes for individuals and institutions across nation and state borders"*, and Gilliland (2000, The Societal Role of Archives, Executive Summary, para. 2) remarks *"Rapid development and widespread implementation of networked digital information technology has presented the professional community [including librarians, archivists, preservationists, museum professionals, information system designers, technical information specialist and sometimes information creators themselves] with unparalleled opportunities to enhance the processes of knowledge creation and use"*. In 1993 Felstenstein (1993, Section: Towards the future, paras. 1-3) stated the technological component has already been developed – *"the hooks are in place for this*

capability now, using the protocol appropriate for Internet" for a commons of information – a system of publication, message transfer and forums; and Hess and Ostrom (2006, as cited by Crispin, 2008, para. 1) indicate that "*the idea of an information commons began to emerge in the mid-1990s*".

The literature review will prioritise examples from the research setting of Western Australia and Australia. The examination of the partnerships and convergences overseas will especially highlight United Kingdom, Canadian and North American examples. This is because of the prominence of those countries in research, practice, and innovation of the theories under investigation, and also the high level of similarity between their collecting operations, national demographics, and culture with Australia.

1.5   Structure of thesis

The structure of this thesis is based upon the traditional format of sequential chapters that journey the reader through the concept, objectives, approach and results (M. Wilson, 2011). However, some creative freedom and flexibility have also been taken in order to best weave a narrative that will hopefully both intrigue and enlighten readers. The structure varies from many other presentations in that discussion and analysis are often presented concurrently with evidence and findings, rather than occurring in a later chapter. These instead are mostly concerned with explanation of the recommendations for the creation and operation of a CMI, the facilitation of an information commons, the development of a community hub and the evolution of professional identity.

The sequence of the thesis is outlined below:

Chapter 1 provides an introduction to the project's topics, objectives, terms and structure;
Chapter 2 establishes both the immediate and broader context of the project within
the collecting sector;
Chapter 3 provides a background and summarises the literature on convergence, the information commons and professional identity;
Chapter 4 explains the methodology of the project;
Chapter 5 reports and discusses the survey findings;
Chapter 6 reports and discusses each of the four case studies;
Chapter 7 compares the findings from the literature review, the survey and the four case studies, and indicates approaches to facilitating an information commons, developing a social commons or community hub and evolving professional identity;
Chapter 8 draws upon the findings to set out recommendations to create and operate a CMI;
Chapter 9 draws further conclusions and makes reflections upon the study.

1.6   Introduction to methodology

The purpose of the methodology was to examine the theories of convergence, the information and social commons (community hub) and professional identity, and to prepare recommendations to achieve these multiple goals in a modern memory institution. The three data collection techniques employed were a literature review, a survey and case studies; thus both a qualitative and a quantitative approach was taken. This combination of techniques has been informed by literature from the subject area of Information Studies, especially by material (for example, National Office for the Information Economy & DMR Consulting, 2003) that states assessing the impact of convergence is often via subjective instruments seeking the opinion of users and management and staff of institutions.

The literature review was used to highlight some of the issues that have occurred when memory institutions have converged, and the advantageous and disadvantageous outcomes of convergence. The literature review also examines issues and implications of the development of information and social commons and the evolution of a converged professional identity for the collecting sector.

The survey was undertaken in order to record the perceptions of librarians about convergence, and the opinions expressed regarding arrangements for the creation of a converged memory institution.

The case studies were necessary to target via comparison the commonalities of factors affecting the convergence of memory institutions and the formation of an information and social commons and a converged professional identity. The influence of local circumstances to explain contrasts in municipal approach and results will be a key area of the analysis.

CHAPTER 2

PROJECT CONTEXT

2.1 The subject area of the project

The project examines information and cultural convergence; hence the subject areas of the project are Information Studies and Cultural and Heritage Studies. The research does focus on libraries and thus information convergence; consequently the main subject area is Information Studies. The examination of the convergence-influenced notions of the information commons and professional identity of the collecting sector reinforce the placement of the project under Information Studies. However, Buschman and Leckie's (Eds.) (2006) *The Library as Place: History, Community and Culture* notes the connections between libraries and communities are interdisciplinary, and include Sociology, Geography and Urban Studies (Most, 2007). The content of this study is also relevant to other disciplines, such as Communication, Anthropology, and Public Policy. This is due to the research coverage of collection and site care, the circulation of information and knowledge, the examination of human behaviour and societal trends, and the investigation and suggestions for government service provision.

2.2 Research related to the project

The topics and objectives of the project relate it to a number of research studies. Convergence is the first main topic that the project investigates, and an example of a related study is Rodger, Jorgenson and D'Elia's (2005) study of public libraries in the United States of America that had interacted with other memory institutions. The project also has a relationship to Bundy's (1998) research into joint libraries in South Australia and Monley's (2006) examination of co-located rural and remote libraries in Queensland, not only because the research setting is within Australia, but also because these states mirror Western Australia in having a large land mass and scattered population.

The information commons is the second main topic the project investigates, and it was found that there has been a recent escalation in research studies published on this concept. For example, Bailey and Tierney's (2008) *Transforming Library Service through Information Commons: Case Studies for the Digital Age*, and Lippincott's (2010) "Information Commons: Meeting Millennials' Needs". As per the project, these studies examined the notions of the transformation of memory institutions and the need for a service model that is suitable for the

21st century. However, an important distinction between many recent studies and this project is that the public library environment is investigated in relation to the information commons, with most other studies focusing on academic libraries.

The project also examines the social commons, a concept that is interrelated with the information commons. An example of a recent study is Montgomery's (2011) "The Third Place: The Library as Collaborative and Community Space in a Time of Fiscal Restraint". The project has a relationship to Montgomery's (2011) research not only because the library is suggested as a community meeting place (or hub) but also because the change in role is prompted by user changes and financial forces.

The third main topic that this project investigates is professional identity, and although this is a long-running issue in all of the domains of the collecting sector – for example, Engle (1998) reported librarians have been concerned with their depiction since the 19th century – attention to this topic has (as per convergence and the information commons) undergone resurgence (Olsson & Henninger, 2008).

A study that overarches this project's three topics is Goulding's investigation and subsequent publication *Public Libraries in the 21st Century,* (2006) which explored the changing context and role of public libraries in the United Kingdom. She addressed challenges and opportunities facing library managers, the issues of the social purpose of libraries and implications for identity, and produced recommendations for best practice and service delivery.

Notwithstanding these prior works, this project still fills a gap, especially as until recently there was little in the way of descriptive accounts related to developments in Western Australian local public libraries, and/or Western Australian converged libraries. There has, however, been a prominent recent example with the City of Rockingham's triple partnership between a public library, a Technical and Further Education (TAFE) library and a University library. Reports on this converged library have been presented at various events including WISE Sharecase 2010 and the 2nd International Conference on Joint-Use Libraries in 2011 (at the latter event the presentation was given by staff members Hamblin and McCready).

Other research related to the project is discussed in the literature and methodology chapters.

2.3   The study area or research setting of the project

The study area of the project varies according to each element of the methodology. The methodology includes a literature review, a survey and case studies. The literature review will be international; the survey will be sent throughout Western Australia, and the case studies will be of four Western Australian local government areas.

Western Australia (WA) is the largest state of Australia, as shown by the map below (Figure 1).

Figure 1   Map of Australia showing the states and capital cities (Source: Ryan, 2006)[3].

Western Australia covers 2 532 400 square kilometres, which is almost a third (32.4%) of the nation's landmass; yet WA has only slightly more than a tenth (10.3%) of the nation's population, with 2 245 057 residents (Government of Western Australia. Department of Regional Development and Lands, 2011). The state was founded in 1829, and settlement is predominantly along the coast. The settlement and population are particularly concentrated in the metropolitan area of the capital city Perth (ABS, 2011a).

The case studies in this project are from both the metropolitan and rural regions of the state. The two metropolitan municipalities that will be investigated are the City of Wanneroo and the City of South Perth. These are located respectively 25 kilometres north of Perth and 4 kilometres south of Perth, as shown on the map below (Figure 2).

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[3] For full acknowledgment and copyright permission statement of this figure and all subsequent figures in the thesis, please see the References and also Appendix O.

Figure 2   Map of metropolitan suburbs of Perth, capital city of Western Australia
                (Source: Commonwealth of Australia. Defence Housing Authority, 2010).

The two rural municipalities that will be investigated are the Shire of Busselton and the Shire of York. These are located respectively 230 kilometres south of Perth and 85 kilometres east of Perth, as shown on the map below (Figure 3).

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Figure 3   Map of South West region of Western Australia (Source: Kalhaven Group of companies trading as Discover West Holidays and Discover Australia Holidays, 2005).

More details about these local government areas are given in the case studies chapter (Chapter 6).

Western Australia's free public library service[4] began in the 1950s; The *Library Board of Western Australia Act* was passed in 1951 and the first public library opened in the rural town of York[5] in 1954. By 1956 three metropolitan libraries – Claremont, Fremantle and Kwinana – were established (Forte, 2003; Government of Western Australia. Department of Culture and the Arts & Western Australian Local Government Association, 2010).

In 2010 there were 233 local public libraries in Western Australia, managed by 141 local government authorities (Australian Libraries Gateway website, www.nla.gov.au/libraries/ 2010; Government of Western Australia website, http://www.wa.gov.au , 2010). In 2010 in Western Australia there were also more than 270 other information and cultural organisations and historic sites, such as museums, archives, galleries, historical societies and indigenous keeping places. The management of these organisations and historic sites varied; some were under public (government) management and others were under private management (Wallis, 2010).

Western Australia's public library service is funded (100%) by a mix of state government and local government monies, with local government contributing the majority of funds. The proportion contributed however is unclear; the Australian Bureau of Statistics (2010a) document *Cultural Funding by Government – Australia 2008-09* showed 71% of funding for Western Australian libraries was provided from the local level, yet NSLA (2011) reported 83% of funding for libraries in Australia in 2010 was from local government. The document *The*

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[4] Access to libraries, core products and core services are free; some charges may apply to other services.
[5] York is one of this project's case studies.

Framework Agreement between State and Local Government for the Provision of Public Library Services in WA (Government of Western Australia. Department of Culture and the Arts & Western Australian Local Government Association, 2010, p. 7), which is in effect until 2014, explains the financial responsibilities of each party, but does not cite percentages provided:

The state government agrees to

- *Provide financial assistance to each Local Government which operates a public library in accordance with an agreed funding formula/model;*
- *Provide resources and services, including centralised purchasing and a State-wide online catalogue, to agreed standards.*

Local government agrees to

- *Provide physical and technological infrastructure, staffing and meet operating costs, to agreed standards.*

Other financial assistance is available to libraries, such as the *Community Resource Centre (CRC) Building and Infrastructure Fund and Regional Co-location Scheme* (Government of Western Australia. Department of Regional Development and Lands website, http://www.rdl.wa.gov.au, 2011). This scheme funds facilities that host a range of community and government services, and in smaller municipalities these facilities often include public libraries.

Western Australia's other information and cultural organisations also receive government funding, though to a lesser extent than libraries. This is true for information and cultural organisations in other Australian states. For example, the Australian Bureau of Statistics document (2010a) *Cultural Funding by Government – Australia 2008-09* showed archives receive 89.75% of their budget from governments and museums receive 66% of their budget; galleries and historic sites also receive some funding. The shortfall in budgets of these information and cultural organisations is supplemented by means including fees from client services, commercial activities, grants, and donations.

Western Australia's collecting sector has already experienced partnerships, site convergence (this project's term for co-location) and other forms of convergence. This was demonstrated by a survey which found 34% of WA's information and cultural organisations shared a facility (Government of Western Australia. Department of Culture and the Arts, 2005). Libraries were excluded from that study; however evidence indicates that Western Australian libraries have had similar partnerships and convergences. Examples that involve this study's focus of local public

branches range in form, and include joint-use with a high school (for example, Eaton Community Library); housing within shire offices (Tammin Public Library); and sharing a facility with a telecentre (Tambellup Telecentre & Library).

2.4   The context of the collecting sector

The context of the project (as per the study area of the project) depends upon the element of the methodology; however the discussion and analysis of the findings when the research sample has been limited uses material from any geographical source. Consequently the context of the project is the state, the national and the global information and cultural (or collecting) sector. This section will discuss the whole sector (all domains) context but will emphasise the context of the project's focus domain of libraries.

The context of the collecting sector will be established by discussing the sector's role in society and the forces impacting upon the sector.

The collecting sector's role in, and contributions to, society are sizeable and wide-ranging. Memory institutions support their homeland's life (and that of other countries) by the provision of access to knowledge, objects and creative works. They are custodians of information and evidence, conserving the past whilst also presenting visions of the future. They are inclusive, neutral and safe, and build community and national identity (Library Council of New South Wales, 2009; Johnson, 2010; Scholes, 2010). Memory institutions facilitate democracy via the circulation of information, and tackle the digital divide (Semmel, 2008). They assist long-term planning, enable decision making and permit innovation. They improve quality of life, increase social inclusion, connect communities, foster ethnic harmony, raise literacy and provide lifelong learning opportunities (Fitch & Warner, 1998; Semmel, 2008; Amberg, 2009; Sutton, 2009). The collecting sector is an industry; worldwide it accounts for between 3% and 6% of annual economic activity (Flew & Cunningham, 2010). For example, in Australia in 2004-2005 the collecting sector constituted $31.8 billion or 4% of GDP (Innovation & Business Skills Australia Ltd (IBSA), 2008). Memory institutions spend on capital projects, equipment, materials and items for collections. They employ workers – not only information and cultural professionals but also others such as receptionists and security personnel; in 2006 the creative industries constituted 5.3% of the Australian workforce (Commonwealth of Australia, 2011). These workers pay taxes and purchase goods and services. Patron traffic to memory institutions helps nearby businesses, and upgrading or constructing new buildings revitalises areas. The collecting sector also supports other industries, especially tourism and education (Dempsey, 2000; McKerracher, 2009).

The forces that are determining the context of the collecting sector are interdependent, and these forces are also common to all levels and locations of organisations (IBSA, 2011b). As previously indicated, technological advancements and globalisation are powerfully affecting the memory domains (Bullock & Birtley, 2008); the other major forces that have been identified (for example, by Boaden & Clement, 2009; and by the Chartered Institute of Library and Information Professionals (CILIP), 2011) are financial restrictions and reformation of services. Because of these various forces, the collecting sector faces an uncertain future. The IBIS World *Libraries Market Research Report Snapshot* (2012, para. 4) stated *"There are conflicting signals suggesting potential future growth, or a threat of decline";* and the company expressed similar statements in relation to museums (Museums in Australia Industry Report November 2009, as cited by the IBSA document *Environmental Scan 2011*). This section next explains and gives examples of these forces.

The first major force affecting the collecting sector is technological advancements. Continued progress in computer capabilities and software sophistication has dramatically altered professional and institutional roles and practices (Dilenschneider, as cited by The Institute of Museum and Library Services (IMLS), 2007). Examples include the move to digitise collections and the creation and maintenance of institutional websites.

The second major force affecting the collecting sector is globalisation (Government of the United Kingdom. Department for Culture Media and Sport, 2005). Globalisation has been explained as

> *A rapidly developing process of complex interconnections between societies, cultures, institutions and individuals worldwide. It [has made] the world seem smaller and brought human beings 'closer' to one another* (Tomlinson, 1997, p. 22).

These forces are interdependent – technological advancements have fuelled globalisation via the reduction of geographical, social, cultural and time barriers. Consequences of these changes include the development of a user belief that information and cultural provider barriers are immaterial; and the facilitation of interaction between information and cultural institutions (Tomlinson, 1997; Pachter & Landy, 2001; J. Barton, 2005).

The third major force affecting the collecting sector is financial restrictions.

Historically the funding of information and cultural services was determined by a nation's level of development and the government's policies[6]. These determinants were influenced in turn by the incumbent minister's support[7] and the economic cycle. For instance, the Australian Bureau of Statistics (2008, p. 3) advised *"state and territory government of funding of archives has continually fluctuated"*. The economic cycle also affected donations to information and cultural services from the public. Admittedly, memory institutions can self-generate income. Measures include offering tenancies in buildings, hiring out spaces for functions, seeking donations, establishing Friends organisations to raise funds, opening a giftshop and charging for entrance and/or events. However, these measures are likely to be insufficient to cover all institutional operating costs.

In recent years the collecting sector's budgets have been tightened, due in part to the introduction of economic rationalisation (Considine, Jakubauskas & Oliver, 2008) and especially after the Global Financial Crisis that began in 2007. During recession and hardship, governments and companies seek savings (Lund, 2007; Sassoon, 2008, CBC News, 2012), and donors withdraw; patrons are also less likely to use services that incur a fee, thus reducing an institution's potential revenue.

In this study's main research setting of Western Australia, public library funding was cut in 2010, but re-instated after community outcry. There are examples of reduced funding of libraries from other Australian states, such as the decision in September 2010 by the South Australian Government to cut $1m from their state's 138 public and community libraries budget, and to not invest $3m in a unified library management system (ALIA, 2010b); another example is the July 2011 $5.7m reduction by the Victorian Government of their state's public and community libraries budget (ALIA, 2011a).

The situation is similar for libraries in other countries. For instance, in 2011 in the United Kingdom due to lack of available funds more than 481 libraries were under threat, and at least 80 have closed in the last 5 years (BBC 2010b; M. Kennedy, 2011). Henley (2011, para. 12) stated, "*Faced with the need for brutal budget cuts, many councils have settled on their library services as a good way of making them.*" The American Library Association (ALA)'s *2012 State of America's Libraries Report* (as cited by Schwarz, 2012) indicated for the third year in a

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[6] An example of a government policy that fostered convergence was the Liberal Party's *Australia's Cultural Network*, which encouraged the development of online access to the content and activities of various institutions (Cathro, 2001).

[7] The literature (for example, Kelly, 2008; Sharman, 2008) indicates Western Australia's present Minister for Culture and the Arts, The Honourable Mr. John Day, is viewed as a strong advocate for the collecting sector.

row more than 40% of states report their public libraries have experienced decreased funding, and for the second year in a row more than 21% of states have reported public library closures. For example, in 2010 New York's public library budget was cut by $36.8m and 40 branches were to close (P. Scott, 2010). McEntyre (2010a) found 25% of libraries had reduced opening hours in 2009, and Hall, C. Yuen, Kelly, MacKenzie, E. Yuen, Panozzo, … Paull (2010) noted across America there had been layoffs, hiring freezes, pay cuts, collection acquisition cuts and delays of maintenance. Furthermore, decreases in funding have been accompanied by increases in operating costs, causing *"some libraries to look for ways to share physical spaces with other institutions"* (Leckie & Hopkins, 2002, p. 358).

The memory domains of museums, galleries and archives also face financial pressure (IBSA, 2011b). For example, Jackie Bettington, President of the Australian Society of Archivists (ASA) stated *"the fundamental issue of inadequate resourcing of archives remains unresolved"* (2010, p. 2), and it is noted that nationwide, Western Australia's State Records Office receives the lowest per capita funding (Jackson, 2012). The situation is similar for these domains in other countries. For example, the National Archives and Records Administration of the United States of America has had its funding reduced almost annually since 2007 (Summers, 2007a; National Coalition For History, 2010), and the National Archive Services of South Africa has a R2.1m budget cut in 2012/13 (Government of South Africa, 2012).

In May 2010 the newly-elected British coalition government cut arts funding as part of its measures to reduce the national budget deficit. This affected all the memory domains: The Arts Council for England lost £19m of its finance, English Heritage £4.2m, The British Museum £1.8m and the Tate galleries £4.2m (Oldfield, 2010).

The reduced availability of finance has not only affected information and cultural institutions but also information and cultural bodies, agencies and associations. Examples from Australia are the cessation of funding of the Collections Council of Australia (CCA) in 2009, and an example from overseas is the July 2010 announcement of the termination of The Museums, Libraries and Archives (UK) organisation (to be wound up by mid-2012). Other information and cultural organisations outside the traditional four domains are similarly experiencing budget crises, such as historical societies (Garden, as cited by the Federation of Australian Historical Societies, 2010). Subsequently, convergence is being viewed by parent bodies as the optimal – and sometimes only – way to maintain and extend the provision of information and cultural services.

The fourth and final major force affecting the collecting sector is reformation of services. This is being implemented from within (self-reform) as well as outside the collecting sector (governmental-or-other parent body-reform). All the memory domains are in flux.

In Western Australia the public library service (barely modified since implementation) is being reviewed (State Library of Western Australia, 2011). Among the outcomes identified in the government's plans are libraries forming strategic partnerships, libraries collaborating to preserve community memory (with a focus on integrating local history services with library services) and creating community hubs. Other Australian states are similarly overhauling their public library systems. For example, The Library Council of New South Wales has developed *The Bookends Scenarios: Alternative Futures for the Public Library Network in NSW in 2030* (2009). Also, the Library and Information Science educational framework in Australia is being reformed, to align with the needs of the current marketplace (for instance, via the ALTC Project, *Re-conceptualising and Re-positioning Australian Library and Information Science Education for the 21st Century*). Quihampton (2010, p. 2) noted libraries worldwide are undergoing reform – "re-evaluating how they operate, engage their users and provide access to information" – and an example is the United Kingdom's *The Modernisation Review of Public Libraries,* which began in 2010.

Archives and records management domains are likewise re-structuring. McKinney (2006) stated the changing business environment demands that archives and record managers find new and better ways of managing information; and K.R. Lee and K.S. Lee (2009) reported the national archival system of Korea underwent substantial reform between 1993 and 2008, with further institutional and legal changes pending. Museums are re-inventing and reforming themselves (IBIS World, 2011). An example from Western Australia is the attempt to change identity and increase professionalism via educational reform (Museum Policy Reference Group (MPRG), 2006). Also, a review and analysis of museum training needs in the state began in 2012 to align – as per the LIS sector review – with the current industry (Future Now – Creative and Leisure Industries Training Council, 2012). Museums in other Australian states and also overseas are changing their approach to services – for example, in New South Wales (Walden, 2011), and in America the Institute of Museum and Library Services' (IMLS) initiative *Museums, Libraries and 21st Century Skills* directs institutional reform via the analysis of their operations and programs and the implementation of strategies in order to *"underscore the critical role our nation's museums and libraries play in helping citizens build such 21st century skills as information, communications and technology literacy, critical thinking, problem solving, creativity, civic literacy, and global awareness"* (IMLS, 2009c, p. 1).

The gallery domain is also changing. For example, in the first year of the Gillard administration[8] in Australia there were legal and curricula and financial changes, such as the conditions for royalty payments to artists. There will be additional reform of all the memory domains in

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[8] Julia Gillard became Prime Minister on 24 June 2010.

Australia via the implementation of a National Cultural Policy, which is currently being drafted (Australian Labor Party, 2010).

The combination of the forces of technological advancements, globalisation, financial restrictions and reformation of services means it is increasingly improbable that memory institutions can cope alone with the housing and access to the myriad resources that are being produced, and the related roles and activities which their users and parent bodies are demanding and expect the sites to host. Consequently the strategies of many memory institutions and advice from consultants include the formation of partnerships. An example from the study area of Western Australia is the recommendations within the Museum Policy Reference Group's (MPRG) report *Developing a Way Forward for Western Australia's Heritage Collections and Collectors* (2006, p. 10), including "*Encourage greater cooperation and collaboration between collecting organisations and other cultural and community organisations.*" Thus the current research and its intended outcomes firmly position the project as timely, relevant and responsive to the collecting sector's rapidly evolving circumstances.

2.5   The transferability of the project's findings

The project's recommendations to accomplish the multiple goals of a CMI will be developed from the findings of the survey and the case studies, which are being conducted in Western Australia. However, it is contended that the recommendations will have a wider applicability to institutions in other locations, given that some of the key issues are generic matters related to planning, finance and processes for service delivery. The literature supports the notion of transferability of innovations in information and collecting operations; not only between domains but across domains. For example N. Parker (2011) of Manchester's libraries reported her innovations are being used by other English municipal library services; furthermore, she urged that her model of convergence be adopted by other institutions including archives, museums, and arts and cultural venues.

Also, though the recommendations of this project are formulated for institutions at a local level, it is argued that innovations in information and collecting operations have scalability. As others have noted (for example, Boaden & Clement, 2009), convergence is suitable for higher-level organisations, such as State and National cultural facilities. Hence the findings of the project may assist institutions of locations, types and sizes different to those investigated.

CHAPTER 3

BACKGROUND AND LITERATURE REVIEW

Introduction to chapter

This chapter reports the findings of a literature review that spanned the history, theories, models, drivers, barriers, advantageous outcomes and disadvantageous outcomes of each of the project's topics of convergence, the information and social commons and professional identity. The discussion is frequently illustrated by examples from the collecting sector.

Introduction to material

The material examined included seminal papers on each of the three main topics of this project. Most of these papers achieved their status by being published in the early years of the development of the theory that they addressed and offering a new way of thought. These papers not only influenced subsequent works in their field but the content of most remains relevant to today's collecting sector context. Some of these seminal papers are highlighted below.

An example in relation to the theory of convergence is Dempsey's (2000) paper "Scientific, industrial and cultural heritage: A shared approach". Key points in this paper were the identification of changes in user demand for access to collections and the shared network space now possible for memory institutions. Cathro's (2001) paper "Smashing the silos: Towards convergence in information management and resource discovery", was also a turning point in the field; he urged collecting sector interaction for user benefit and the optimisation of collections. Another seminal paper concerning convergence is Zorich, Waibel and Erway's (2008) "Beyond the silos of the LAMs: Collaboration among libraries, archives and museums", which was followed by Waibel and Erway's (2009) "Think global, act local: library, archive and museum collaboration". These papers featured models of interaction (respectively the "Collaboration Continuum" and the "Collaboration Quadrant") and explained the different commitments and consequences for partners at each stage. A significant work in relation to convergence was also produced by Given and McTavish (2010), who explored the historical background to convergence in the paper, "What's old is new again: The reconvergence of libraries, archives and museums in the digital age". Boaden and Clement's (2009) paper

"Beyond co-location to convergence: Designing and managing new model library spaces and services to reflect trends in convergence and integration", was particularly relevant to the research setting of this project in that it highlighted the history of the convergence of memory institutions in Australasia.

An example of an early work in relation to the theory of the information commons is Felsenstein's (1993) paper "The commons of information". Felsenstein claimed the eternal quest for a commons of information had been revitalised by technological advancements, and predicted a future large-scale virtual community with forums and the exchanging of messages. A number of significant works in relation to the information commons have also been produced by Hess, such as the paper, "Is there anything new under the sun? A discussion and survey of studies on new commons and the Internet" (2000). Hess wrote of the new commons as technology driven, with a human-made common pool of resources, and she emphasised the information commons' enablement of democracy.

An example of a seminal development in relation to the social commons is Ray Oldenburg's text *The Great Good Place: Cafes, Coffee Shops, Community Centers, Beauty Parlors, General Stores, Bars, Hangouts, and How They Get You Through the Day* (1989). This book introduced the theory of "the third place" that modern citizens require, this being a regular location other than home and work, which enables social relations. Oldenburg's subsequent works such as *Celebrating the Great Good Place* (2000) include libraries as examples of "third places", and many other commentators (for example, C. Harris, 2007; Bauer, 2009) support the adoption of this role by libraries. Demas and Scherer (2002, as cited by Montgomery & Miller, 2011, p. 232) addressed the library's purpose in the community and the importance of designing and using library spaces to not only create *"a welcoming and enjoyable physical destination"*, but also to educate and connect users to ideas and concepts. The collection of essays in Buschman and Leckie's (Eds.) (2006) *The Library as Place: History, Community and Culture* examine how the physical space of a library achieves many roles, supports a variety of users and enables multiple contributions to society. The book also explored the public's perceptions of libraries, and found that individuals were overarched by a shared fulfilment of needs and a shared emotional connection (Most, 2007; Searing, 2008).

Examples of significant works in relation to professional identity are the paper by Rayward (1998), "Electronic information and the functional integration of libraries, museums and archives", which argues for increased crossover in information and cultural sector education; and the papers by Pachter and Landry (2001) "Culture at the crossroads: Culture and cultural institutions at the beginning of the 21st century", and Olsson and Henninger (2008) "Convergence in the Information Professions". These last two papers outlined the forces

producing collecting sector upheaval and noted it presents an opportunity for beneficial changes in the profession.

This study's focus on public libraries and librarians in Australia meant several recent key Australian works that relate to the main topics were sourced. For example, in relation to the information and social commons, The Library Council of New South Wales' *People places: A guide for public library buildings in New South Wales* (2005) (prepared by Heather Nesbitt Planning & Bligh Voller Nield) was examined. In relation to professional identity, examples of material sourced include Innovation & Business Skills Australia (IBSA)'s (2010) *Issues paper for consultation with industry stakeholders for the formation of a workforce development strategy (WDS) for Museums and Library / Information Service* (prepared by Bunyip & Associates Pty Ltd) and the Final Report (2011) from the Australian Learning and Teaching Council Project *Re-conceptualising and re-positioning Australian Library and Information Science Education for the 21st Century* (prepared by Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates).

This study's research setting of Western Australia meant AEC Group Ltd's (2007) *Structural Reform of Public Library Services in Western Australia - Final Report* (which was subsequently adopted by the working committee) and the *Framework Agreement Between State And Local Government For The Provision Of Public Library Services In Western Australia* (2010) also influenced the discussion. The trend of convergence was evident in all of these works, thus underlining the interdependency of this study's topics.

The material examined included an amount of literature that was not research-based. This was due to the tendency of the collecting sector's material about convergence, the information and social commons and professional identity to be grounded in reports on practice. Hence documents produced by local government councils are used to support the discussion.

Also, although the thesis does refer to seminal texts and published commentary from senior members of the collecting sector, it also refers to opinions from lesser-known and/or informal sources. This material was included not only because it is pertinent but also because it demonstrates fresh viewpoints; and thus helps achieve the project's research objective of a unique synthesis of the body of knowledge about the three main topics. This same approach prompted the inclusion of lesser-known as well as renowned examples of the convergence of memory institutions, information commons and social commons or community hubs.

As a result of the continuous advancement of the topics and the modernity of the forces impacting upon the collecting sector, much of the material examined was produced in the last five years, and also this material is published online. As Hofmokl (2010, Conclusion, para. 3) stated, *"Researchers of the [modern] commons are confronted… with the limited timeframe of*

the analysis which results from the very brief history of the Internet". The potential criticism as to whether this recent literature and also the informal literature will be findable in future is countered by noting that this criticism concerns preservation practices, rather than the validity of the content.

3.1 Convergence

3.1.1 Overview of convergence

Introduction to section

This section synthesises the literature on convergence models, history, drivers, barriers, advantageous outcomes and disadvantageous outcomes.

3.1.1.1 Models of convergence

A number of models have been devised to explain the progression to convergence. Examples include Zorich, Waibel and Erway's (2008) "Collaboration Continuum" (2008), which was followed by Waibel and Erway's (2009) "Collaboration Quadrant". Other models include Keast and Mandell's (2009) "3C's of Collaboration"; and Pradhan's (2010) "Key to Success". The interactions between memory institutions and the different entities now being formed have also been represented in a series of diagrams, such as those produced by Bullock and Birtley (2008).

The creation of these models and diagrams was driven by recognition that the trend of convergence was part of the change in the collecting sector context, and new explanations were required for the approach to providing information and cultural services. Convergence is a global phenomenon, which is reflected in the various origins of these models – for instance, Waibel and Erway's (2009) model was produced in America; Pradhan's (2010) model was formed in New Zealand; and Bullock and Birtley's (2008) diagrams were first presented in Australia.

Perhaps the most well-known of these models are the "Collaboration Continuum" and "The Collaboration Quadrant". These models are respectively reproduced and explained below (see Figures 4 and 5)

The Collaboration Continuum

Figure 4   "The Collaboration Continuum" (Source: Zorich, Waibel & Erway, 2008, p. 11).

"The Collaboration Continuum" has five stages of ever-increasing size. An organisation's progression along the continuum is accompanied by progressively larger investment, risk and benefit. Zorich, Waibel and Erway (2008) describe the starting point of contact as forming relationships and trust, and the next stage of co-operation as informal working together, on an 'as needs' basis. When this no longer suffices, the point of co-ordination is a framework to organise efforts. The fourth stage of collaboration is a shared understanding and achievements that clearly could not have been realised alone. The final stage – convergence - is where the state of interaction is extensive and ingrained. However, Zorich, Waibel and Erway (2008, p. 12) noted the stage of convergence is still marked by some specialisation of the partners - *"Each of the partners has time to focus on tasks only they are qualified to do"*.
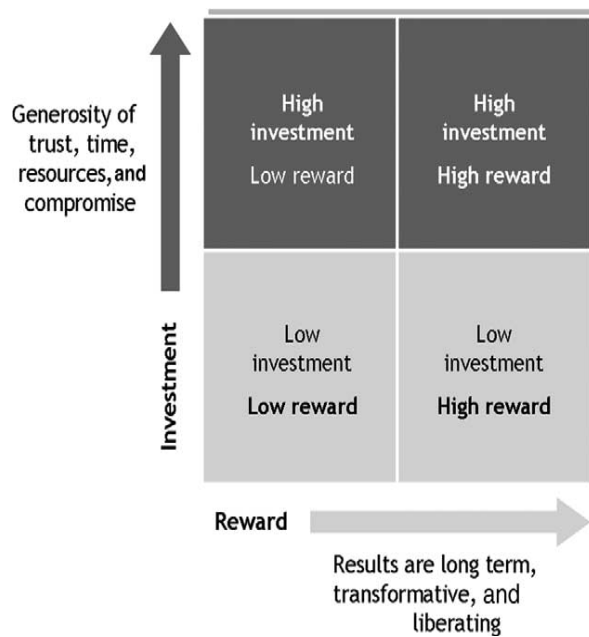
Figure 5   "The Collaboration Quadrant" (Source: Waibel & Erway, 2009, p. 328).

Waibel and Erway (2009) constructed the "Collaboration Quadrant", which shows the relationship between investment (time, resources, trust) and reward in convergence undertakings. The "Collaboration Quadrant" was informed by the "Collaboration Continuum"; however the term "reward" has replaced "benefit", and the "Collaboration Quadrant" also indicates that compromise frequently accompanies interaction. Waibel and Erway (2009) explained that ideas that correspond to the top right quadrant *"exemplify the spirit of deep collaboration"*, compared to ideas corresponding to the lower left quadrant representing *"more superficial working relationships"* (p. 329). Waibel and Erway (2009, p. 329) also noted it was important for all parties to understand how others viewed their interaction, as *"for any given project, different partners may place the same proposition into different areas of the quadrant"*.

These models are referred to in later chapters that discuss the research findings, and the experiences of the research participants are positioned against the features and stages of these models.

3.1.1.2   History of convergence

As explained in Chapter 1, the literature (for example, Waibel & Erway, 2009) indicates that convergence is not a new circumstance, but rather the current trend is a revival of previous forms of interaction. Past and present examples of convergence have occurred worldwide. Then and now, similarities in collecting sector context fostered interaction between institutions.

Libraries, museums and galleries all have the common ancestor of the Museum of Alexandria (Kirchoff et al., 2008), and many collecting activities and institutions up until the 20th century

did not separate objects nor their care – collecting was *"an undifferentiating passion"* (Waibel & Erway, 2009, p. 324). For example, libraries in ancient Rome undertook archival duties (Dando-Collins, 2006); in England and Europe in the Baroque and Renaissance eras gentlemen scholars assembled diverse "cabinets of curiosities", and wealthy benefactors typically established[9] three types of institutions – libraries, museums and archives – at the same time (Kirchoff et al., 2008). Such action was seen as complementary: *"the museum illustrates the objects of which the library tells; the library describes the objects which the museum exhibits"* (Given & McTavish, 2010, p. 11). Libraries therefore supported staff research, and the archives documented the institution's history (Trant, 2009). Though a less frequent partner, art galleries were sometimes included – for example, when The State Library of South Australia opened in 1884, the building housed the library, the museum and the art gallery (see State Library of South Australia website, http://www.slsa.sa.gov.au, 2011).

Professional collecting sector associations were also frequently united in the past. For example, the Library Association of Australia (now ALIA) previously included archivists, who only formed an independent body (the Australian Society of Archivists) in 1975.

In both the past and the present, convergence has not necessarily been permanent – for example, the collecting sector with cognate partner convergence of the library and IT services of Gettysburg College in America was terminated after being deemed unsatisfactory (Baker & Kirk, 2007). The causes of severance or divergence are illustrated by the next section's explanations of drivers, barriers, advantageous and disadvantageous outcomes of convergence.

3.1.1.3 Drivers of convergence

The forces that have determined the current collecting sector context were explained in Chapter 2 as technological advancements, globalisation, financial restrictions and reform. These forces are also the main drivers of the revival of convergence, with the critical addition of changes in user demands and preferences. The discussion of the drivers reveals their interdependent nature.

The terms "The Digital and/or Information Age" reflect not only technological advancements which have been applied to all aspects of life, but also the increasing user quest for and the availability of information. As Murdock (2009) states, *"The Internet's resources of publicity, connectivity and mobilisation [developed] the on-line revivification of public cultural institutions"*. These drivers coupled with globalisation, have now enabled mergers, or at the very least, working partnerships, between the collecting sector's various domains (Pachter & Landry, 2001; S. Parker, 2003; Al-Suqri & Afzal, 2007).

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[9] Not only in these countries but also – albeit later – in the United States of America.

Continued progress in computer capabilities (the Web, Web 2.0 and now potentialities of Web 3.0 - Bruns, 2010) and software sophistication have fostered the drive to convergence. For instance, there has been the creation of platform-neutral and domain-versatile memory institution databases and discovery/search tools (Cathro, 2001, Marty & Twidale, 2011). Examples of these creations include Tabularium and Z39.50. An example of virtual convergence that overcame the format demarcation of GLAM discovery services is Trove (http://www.trove.nla.gov.au). Trove was created by the National Library of Australia, but it is also compiled by many Australian memory institutions. Trove replaced eight other format-specific discovery services, and provides a single point of access to over 45 million items, either metadata or full content of various formats including books, newspapers, videos and maps (Weight, 2010).

As noted, the driver of user demands and preferences has been significant to the progress of convergence. Convergence is in part a response to the large percentage of users who hold a holistic view of the collecting sector; that is, all the curatorial traditions are under the umbrella of "culture", and thus the origin of items should be irrelevant to user requests (Cathro, 2001; J. Barton, 2005; Trant, 2009). As Dempsey (2000, para. 5) stated, users desire access to *"intellectual and cultural materials flexibly and transparently without concern for institutional or national boundaries"*.

This view drives virtual and also physical convergence. Firstly, users want information and cultural services to offer the technological functionality of other sectors and services. They expect communal, sharable, interactive technology paradigms (Brantley, 2008), and to search across institutional content, rather than visiting separate websites. Secondly, users want multi-purpose physical visits to institutions, to use a variety of services and gain an entertaining, educational, cultural and social experience (Government of the United Kingdom. Resource - The Council for Museums, Archives and Libraries, 2003; Hallett & Whitworth, 2006; V. Williamson, 2006; Jantti & Collett, 2007). This notion is supported by the literature. For instance, Gibson (2008) reveals that the drive for a converged memory institution (CMI) to also function as an information commons and a community hub is based on the emergence in the 21st century of a different type of information and cultural client, one who is eager to create and combine content as well as simply access and consume existing content. This new type of client or user has been termed "a produser" (Bruns, 2010). Convergence of memory institutions has also been driven by changes in user recreational preferences, exemplified by a resurgence of interest in genealogy, local history and the preservation of memorabilia (Williamson, Bannister, Makin, Johansson, Schauder & Sullivan, 2005), and these interests are best served by combined collections and pooled staff knowledge.

Convergence has been driven by financial considerations, as it is widely seen as a measure to decrease the costs of sites and staff. The convergence that is implemented in order to reduce costs may be of any type and partner category[10]. For example, the sub-domain convergence in 2008 of the Hennepin County Library with the Minneapolis Public Library and Information System was attributed to the latter's funding crisis (Hennepin County Library, 2012). An example of intra-domain convergence occurred in 2010 in Scotland when The General Registry Office (a births, deaths and marriages document collecting agency), the National Archives, and the Registers of Scotland (a property and other legal documents collecting agency) were asked by the Government to look at merging, as part of plans to reduce the number of public bodies and achieve savings (Dinwoodle, 2010). An example of inter-domain convergence based on this reasoning was in 2008 in Ireland, when the Government announced budget cuts that would force two mergers; firstly of The National Archives and the Irish Manuscripts Commission into the National Library; and secondly the Irish Museum of Modern Art, the Crawford Art Gallery and the National Gallery of Ireland – involving the amalgamation of the boards, directorate, governance, human resources, infrastructure and management of the three institutions (Falvey, 2008). An example from Australia is the decision in 2010 to co-locate three National Archives of Australia offices (Hobart, Darwin and Adelaide) with the State Records site of each of those cities, to save an estimated $5m per year (Steemson, 2010).

Reform (sector-led and also externally-led reform) has driven convergence. Sector-led reform includes the adoption by the sector (akin to users) of a holistic view of information and culture, whereby the flow of all information and culture regardless of source or storage is managed. This view has been prompted by the previously noted overlap of GLAM holdings; many formats are no longer the province of a single domain (for example, DOK Library Concept Center in the Netherlands lends books and artworks) and some formats (such as digitised items) are managed by all domains. The holistic view is both a stimulus and a response to – as the literature (for instance, Boaden & Clement, 2009) notes – the increasing mobility of workers between the disciplines.

Another sector-led driver of convergence is the view that collaboration and convergence are not only a counter-measure to the current challenging collecting sector context, but are also a strategy for the ever-present need to evolve for professional survival (Alire & Sugnet, 2009; Michalko, 2009). The drive for convergence is highlighted when influential leaders voice support and indicate possible relationships. For example, when Marsha L. Semmel, IMLS Deputy Director stated, *"[Museums and libraries] like most cultural organisations, are natural partners with each other, and with schools, universities, private enterprise and local*

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[10] The categories of convergence will be discussed later in this chapter.

governments" (2008, para. 1). Advancement towards convergence from within the collecting profession was demonstrated in November 2008 when the International Federation of Library Associations and Institutions (IFLA) convened the inaugural meeting on convergence with representatives from other international memory domain organisations including the International Council on Archives (ICA) and the International Council of Museums (ICOM), with all parties agreeing to renew and intensify co-operation (IFLA, 2008).

Sector-led drivers of convergence are discussed further in the "professional identity" section of this chapter.

The driver of the externally-led reform of information and cultural services into a converged state is to align and achieve multiple governmental goals. These goals include the streamlining of the delivery of information and cultural services; the building of social capital via the CMI becoming a community hub offering additional services; and the enhancement of democracy via the CMI becoming an information commons (Jefcoate, 1997; Dweikat, 2006; Batt, 2007; Government of the United Kingdom. Department for Culture, Media and Sport, 2010b; C. Shine, 2010).

The interdependent (or "chicken and egg") nature of the forces that are producing convergence is highly evident. For instance, Government policy is a driver of convergence, yet it is also a response to other drivers, such as technological, economic, financial and user/social change (Boaden & Clement, 2009). An example of government policy response to economic change is the shift to a knowledge-based economy requiring a new information infrastructure (Pachter & Landry, 2001; Sayers, 2001; Australian Labour Party. Chifley Research Centre, 2001). An example of a government policy response to financial change is England's Future Libraries Programme, in relation to which Culture Minister Ed Vaizey explained *"this time of reduced public spending means fresh thinking on how services are delivered…to secure a sustainable future"* (Government of the United Kingdom. Department for Culture, Media and Sport, 2010a, para. 9). The various strategies to be tried include sharing the acquisitions role and back office functions, sharing IT, having extra services on site, the "one-stop-shop" notion, and sharing sites with retailers (BBC, 2010a).

An example of a government policy response to a social change is the heightened parliamentary promotion, funding and fostering of memory institutions in England after an upswing in the population's quest for identity and belonging (Lammy, 2007).

Other drivers of convergence include a particular change in the physical environment, be it renovation of existing building or the undertaking of new buildings (Birtley, 2008). For example in 2010 the catalyst for the University of Calgary to merge its library, archives and museums into the LCR (Library & Cultural Resources) was the prospect of having them all in a new

purpose-built facility (see website http://lcr.ucalgary.ca). Elsewhere the literature (for example, Usherwood, Wilson & Bryson, 2005) notes that new buildings resulting from convergence are often used as the opportunity for dramatic architecture that works to create an identity for the newly-converged institution.

An awareness of successful examples of convergence – as perhaps evidenced by significant new buildings and services – may also drive memory institutions to converge (Birtley, 2008; G. Oliver, 2010). Complementary needs and missions of the partners triggers convergence, as Murphy (2007) reported in relation to ImaginOn in Charlotte, North Carolina, which contains a children's library and a children's theatre.

The literature indicates another driver to the convergence of memory institutions has been increased calls by the sector for uniformity in descriptive practices. For example, Elings and Waibel (2007, pp. 5, 8-9) argued

> *By using common tools and standards, information can be broadly distributed and systems can be designed to further the goal of sharing resources, reducing costs and providing increased access...The successful integration of digital images from library, archive and museum collections hinges on the emergence of a more homogenous practice in describing like-materials in different institutions. The cultural heritage community should come to an agreement that objects of material culture should be described...regardless of which community the owning institution affiliates with.*

Domain-specific standards have long-existed, such as for libraries the Dewey Decimal Classification scheme (DDC), and recent attempts at sector-wide tools and guidelines will foster interaction. The literature (Cathro, 2001) provides examples of these broadly-applicable tools including the Dublin Core Metadata set; the Encoded Archival Description (EAD); Significance 2.0 and the National Standards for Australian Museums and Galleries.

Another sector-based driver for the convergence of memory institutions has been apparent in the increased calls for the framing and adoption of shared structures, agreements, policies and procedures. For example, M. Gorman (2007, p. 488) wrote,

> *These structures would be aimed at pooling resources and harnessing energy and expertise to achieve common goals, especially the overarching goal of the preservation and onward transmission of the human record and the cultural heritage that it embodies. They would exist at all levels – international, regional (geographic and linguistic), national, province/state, and local.*

Convergence is both encouraged and facilitated by laws and regulations that apply to the whole collecting sector. For example, in Australia, all institutions are subject to *The Copyright Act 1968* (IBSA, 2012). Another related driver of convergence is found in the similar measures used to evaluate the performance of the collecting domains; in Australia from July 2012 a series of common performance indicators (including levels of attendance and educational support) will be adopted across all national information and cultural institutions and agencies (The Public Sector News Network, 2012).

Historically, information and cultural institutions and services are rarely given a stand-alone government portfolio; the collecting sector tends to be grouped with the provision of other services, and its needs assigned lower political priority, less budget and less staff. Yet this situation may work in favour of convergence proposals, due to one of the main advantageous outcomes being resource savings.

Although the literature review revealed a fragmented approach by governments to the management of the collecting sector, the current Federal Government context in Australia may support the implementation of convergence. In 2012 all the national information and cultural institutions are managed by a single department, the Department of Regional Australia, Local Government, Arts and Sport, and the current drafting of a National Cultural Policy has been welcomed by the collecting sector as a long-overdue renewal of government attention. Another positive sign was the announcement in May 2012 that the Federal Government budget contained a $64.1 million funding boost over four years *"to secure jobs in the arts, cultural heritage and creative industries and build the base for future growth in the arts"* (Commonwealth of Australia. Department for Regional Australia, Local Government, Arts and Sport. Office for the Arts, 2012, para. 2).

As the literature reveals, the drivers of convergence are often a combination of external imperatives and internal imperatives (Sayers, 2001), and the shift to a converged model of information and cultural service reflects the activities in, and possibilities of, a transformed global technological, financial, user and professional information environment (Besser, 1998; Brown, 2002; Ayris, 2007).

3.1.1.4 Barriers to convergence

Each of the memory domains was defined earlier (see Chapter 1), and the variations that were revealed by the definitions can be strong barriers to convergence. As the literature attests*, "Differences in collecting philosophies illustrate the underlying tension between libraries, archives and museums over issues of access to content and preservation of object"* (Edwards, 2003, p. 29). The literature (Piggott, 2007) also reveals that competitive behaviour between the GLAM domains is entrenched, and may be difficult to overcome. Traditionally, the different

collecting domains have competed *"for visitor numbers, visitor expenditure and government and corporate financial support"* (IBSA, 2011a, p. 5). It was noted individuals as well as organisations "silo" information, and the lack of sharing could impede the successful operation of a converged memory institution.

The literature (for example, Walker & Manjarrez, 2003) indicate that a further barrier to convergence is the differences in the elements comprising professional identity, such as the holding of organisation-specific as well as domain-specific cultures, beliefs and values. These barriers are compounded by variations in the history of the partners, particularly when there has been sizeable difference in the length of time an institution has been operating (Conroy-Cooper, 2011). Domain and other partner differences in staff education, training and skills will also hinder convergence. Williamson (2006) noted the information profession is often hesitant to change; similarly, user fears of change may also form a barrier to convergence.

Convergence is hindered when partners have different ownership or parent bodies, legal structures and management structures (J. Duncan, 2004; Bishoff, 2006; Boadle, 2006). In the context of Australian government managed memory institutions there is uncertainty and inconsistency from the constant realignment of responsibilities across government departments (Whitlam, 1990). In 2012 at State level in Australia the various information and cultural institutions are managed by departments with very different responsibilities. For example, the State Records Office of Western Australia is managed by the Department of Culture and the Arts, whereas the State Records Authority of New South Wales is managed by the Department of Finance and Services. Furthermore, different state departments may manage different information and cultural institutions – for example, the State Library of New South Wales is managed by the Department of Trade and Investment, Regional Infrastructure and Services. A similarly fragmented approach to the management of information and culture has been evident at Federal level.

A further barrier to convergence is found in domain-specific laws and regulations. For instance, in Australia, each state has different Records Acts and library legislation. An example of the efficient convergence of memory institutions being hindered by different laws and regulations is apparent when Libraries and Archives Canada merged. The industrial relations laws for the domains were different; hence staff working at the same location were subject to different unions, awards and pay rates (Ayres, 2007).

Variations in custody of memory domain collections are also a barrier to convergence. For example, Newman (2011) noted that in New Zealand community archives are managed either by historical societies and voluntary organisations, or by local governments, and when managed

by local governments, some community archives collections are in the public libraries and others are in government administration offices.

The literature (Kovacic, 2007; Dunn, 2007) also indicates a barrier to convergence is the necessity of obtaining and managing finance from a variety of sources, including all the partners in a converged memory institution. This barrier is compounded by variations in funding frequencies, types and conditions (Hicks, 2008; Newton, 2011). Convergence is also deterred by the substantial start-up costs, despite the promise of future savings. Yet attempts by the collecting sector to self-generate income also incurs resistance from some institutions (for example, the Smithsonian Institution), staff and patrons, who see it as contrary to established professional tenets.

A barrier to obtaining support for convergence is the difficulty in assessing and quantifying benefits, such as how to measure improvements in quality of life of users of the new service. Another barrier is the anticipated demand of large amounts of resources, especially time and effort.

Matters relating to physical structure can be a significant barrier to convergence. These barriers may include the availability of sites for the CMI, the size of the site and access to the site. The creation of a CMI (or extensions to an existing one to incorporate a partner) may be hindered by nearby buildings. For example, the height of the new library in Bunbury, Western Australia[11] was restricted to two storeys, due to the proximity of a church, and the length and width of the library were limited by an adjacent commemorative park. Wilson (2007, p. 24) identified differences in the approach of the memory domains to exterior and interior design as an impediment to convergence and the accomplishment of its multiple goals, remarking *"museums and galleries have very entrenched concepts of how space should look and be used"*.

If an existing building rather than a new purpose-built building is used for a CMI, limitations in the renovation of the existing building may occur (such as installing lifts for less-able people).This is particularly the case when a building is heritage-listed (The Library Council of New South Wales, 2005). For example, Singapore planned to transform heritage buildings into gallery exhibition spaces, but stipulated in their tender that the facade, panelling and certain rooms could not be altered (Government of Singapore, 2006; Nayar, 2007).

When the district's separate buildings that currently hold collections are themselves historic, this offers patrons what this thesis terms as "a double dose" or "double dip" of heritage. Yet this is a barrier to the all-inclusive physical convergence of information and culture in a

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[11] This is a public library partnered with commercial enterprises.

municipality, as usually the buildings cannot be moved[12] nor do their surrounds permit the establishment of cultural precincts. Therefore separate sites must still be managed, staffed and tended by municipalities, which is contrary to the ideal that all a municipality's information and culture – however manifested – is located in one facility for greatest efficiencies and synergies.

The literature also indicates that domain and other partner differences in opening hours and days will hinder convergence. For example, a participant in Gibson, Morris and Cleve's (2007, p. 63) study of library and museum collaboration in England and North America reported, *"the library closed at 5.30pm although the museum remained open until 7 pm. When the museum tried to staff the library with volunteers, books were missing, computers broken, and the area was in disarray"*.

A barrier to the convergence of memory institutions has been the lack of compatible or sector-wide standards, tools and guidelines, especially resource discovery tools and classification systems. Many catalogues and finding aids are often customised and thus organisation-specific, especially in archives. Differences in virtual structure (such as choice of databases and/or separate storage of database contents) hinder convergence. For example, the convergence of Libraries and Archives Canada entailed bringing 140 databases together (Ayres, 2007).

Initial and ongoing problems can discourage the continuation of convergence, and after evaluation some merged institutions have split or diverged, such as the Two Wells library in South Australia, which was a partnership between a public library and a school library (Hargrave, 2008). An awareness of disadvantageous outcomes of convergence and of examples of severed partnership may be off-putting to those considering convergence.

The previous literature on the subject therefore reveals the barriers to convergence are often due to differences between the collecting domains or the unique circumstances of the municipality.

Barriers to convergence are discussed further in the professional identity section.

3.1.1.5 Advantageous outcomes of convergence

There are many advantageous outcomes of convergence. As Yeats (2007) notes, convergence enables various positive outcomes that are not otherwise possible, and the multiplier nature of convergence has also been acknowledged. For instance, documents concerning the reform of

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[12] Even if buildings can be moved, the practice is discouraged by the collecting sector. Seminal works such as The Burra Charter state that the cultural significance of a place is embodied in its setting.

Western Australian public libraries note more can be gained by bringing providers together rather than operating as silos, and Boaden and Clement (2009) remarked that convergence enhances the production and sharing of common standards for the collecting sector.

The literature (Monley, 2006; A. Yarrow, Clubb & Draper, 2008) describes numerous quantifiable advantageous outcomes of convergence. These include increases in size of collections and increases in quality of collections; particularly when unique museum and archive items join widely-available library items (Gibson, Morris & Cleve, 2007). Previous studies (for example, Monley, 2006; Richards, 2011) indicate that convergence provides increased virtual and/or physical access to information and cultural services. Opening hours usually lengthen – for instance, the opening hours of the Kogarah Library and Cultural Centre rose from 126 hours to 137 hours per week (Boaden & Clement, 2009).

Commentators have also indicated convergence increases borrowing of collections and increases in-house resource use. For example, Clement (2009) reported that in the first year of operation, the number of items borrowed from Albury LibraryMuseum rose by 51%; and Monley (2006) highlighted the increase in use of newspapers, library computers and the reference collection after a merger. Further reports of advantages are of improved websites, improved finding aids and improved reference services, with users *"being able to refer complex research enquiries to the expertise of the group members"* (Richards, 2011, p. 19).

Previous experience also indicates another key gain from convergence is increased membership and increased visitation. For example, the Injune Library's membership more than tripled (Monley, 2006) and when Kogarah Library and Cultural Centre opened in 2007 it averaged 20 000 visitors per month, which was a 100% increase (Boaden & Clement, 2009). Boaden and Clement (2009) noted visitors to one domain may frequent the others, and Manzuch (2011) stated both users and staff discover new products and services in a converged facility.

Monley (2006) points to a converged memory institution's engagement with previous non-users. An example is Gosport Discovery Centre particularly noting a rise in the 15-24 year old demographic; their sister Discovery Centre in Winchester similarly noticed more youthful patronage, and this had been a cohort often scarce among clientele. This broader representation of community ages after convergence is matched by broader representation of ethnicities in members and visitors (Itoi, 2006). The literature indicates that the addition of services to the memory domains in a CMI to make it a hub builds citizen networks and connectivity. These networks and the interaction with more diverse fellow patrons are said to build harmonious communities (Dale-Hallett, 2005; Government of the United Kingdom. Department for Culture, Media and Sport, 2010b).

Other reports (Richards, 2011) suggest that better conditions for the storage of collections frequently result from convergence. The implementation of convergence is often used as an opportunity to make other changes and improvements to sites and services at the same time. Examples from the literature (P. Shine, 2007) of these changes and improvements include incorporating or retro-fitting environmentally sustainable features to buildings ("green features") such as water recyclers, and altering collection classifications, databases, and circulation and staffing processes and practices. For instance, Wairarapa Archives followed the example of their partner Masterton Library and indexed their holdings by applying Library of Congress Subject Headings (Green & Winter, 2011). An advantageous outcome of changing the exterior or interior design of a memory institution is the removal of physical or perceptual barriers to welcome customers back (N. Parker, 2011).

When a new building for the convergence is designed with dramatic or "iconic" architecture, it may attract more visitors and raise the profile of the partners. For example, Murphy (2007, p. 40) stated, *"ImaginOn's 'wow' factor helps generate excitement in the community"*. New buildings with iconic architecture may also foster the CMI's connection to the community and increase the uniqueness of the institution's identity via the incorporation of features with local relevance. For example, the City of Bayswater claims that the design of The RISE in Maylands *"reflects the character of Maylands"* (City of Bayswater, 2011, para. 3). The architecture can also contribute to the democratisation of culture. For example, the design of the Pompidou Centre in Paris, a public library, art museum and contemporary music research centre, was hailed as *"changing an elite monument into a popular place of social and cultural exchange"* (Pogrebin, 2007, para. 5).

Convergence offers governments with a response to changing community needs via the delivery of information and cultural services in new and innovative ways. The literature (Manzuch, 2011, p. 321) indicates that partnerships between memory domains and non-cognate organisations in a social commons or community hub result in mutual benefits; the businesses gain competitive advantage and the memory domains gain the *"effective implementation of their social mission"*. Thus converged memory institutions leverage a positive effect of new and existing stand-alone buildings, as reported by many authors including Leckie and Hopkins (2002, p. 346), who found *"almost half of the patrons [surveyed] planned on patronising stores and shops in the area adjacent the library, indicating substantial economic benefits for the nearby shops and services"*.

N. Parker (2011) also notes a benefit to non-cognate organisations is the increased likelihood of being granted planning permission if their building proposals include a memory domain as a tenant.

There are numerous staff-related advantages from the convergence of memory institutions. The convergence of physical sites means the sharing of knowledge between staff forms a larger knowledge base in that community (G. Oliver, 2010). Expertise is also pooled through virtual connections and interaction (IMLS, 2010a; ARC Centre of Excellence for Creative Industries & Innovation, 2010); as Winkworth (2005, p. 6) states, *"The ideas and insights we gain from museum collections complement what we learn from material in galleries, libraries and archives"*. Similarly, Manzuch (2011) also noted the potential to improve practices.

Staff skills and competencies increase from working together rather than in isolation (Newman, 2011); and skills and competencies also increase from working in different services (Monley, 2006; Parker, 2011). Blackpool and the Fylde College also report that their staff were more motivated when their libraries merged, and had greater enthusiasm (JISC, 2008a).

It has also been reported that recruitment and staff retention are strengthened by convergence (Spall and Watters, n.d.; Stemmer, 2007). Another benefit attested to in the literature is that cross-trained teams provide better coverage of duties when staff are on leave (P. Shine, 2007).

Greater camaraderie may also ensue from convergence (Kiel, 2007). The interrelation of staff aids understanding of other domain workers and that domain's philosophy, and helps to bridge professional divides (Conroy-Cooper, 2011).

Convergence may also build institutional vibrancy (it overcomes "tiredness"), due to the multiple offerings (from the combined collections and services) of the new centre (L. Robinson 2010b; L. Robinson, 2011b).

Further discussion of advantages to the identity of professions and institutions will take place in section 3.3.6.

An advantageous outcome of convergence is the consolidation of local and/or national identity via the pooling of material representative of communities, regions and countries. Dunn (2007) predicted this outcome in relation to the Collections Council of Australia's proposed "Regional Collections Hubs" project.

A further advantageous outcome of convergence is the opportunity for joint activities, outreach and programs, between some or all of the partners. For example, there are joint events at the Victorian Archives Centre, between the partners the Public Record Office of Victoria and the National Archives of Australia, including the Shake Your Family Tree genealogy day and information sessions during Seniors Week (ASA, 2010a).

Other advantageous outcomes of convergence are the increased recognition (heightened by joint marketing and promotional efforts) of the institution, its collections and its value to the community (Foster, 2010; Collard, 2011). There may also be cross-promotion of the other partners' services. Stemmer (2007) and Boaden and Clement, (2009) both report examples of the increased visibility or profile enhancing prestige and attracting donations and grant funding.

Another advantage from convergence is the provision of stronger educational support, be it K-12, tertiary or lifelong (Government of Queensland. Department of Education, 1996). For example, J. Oliver (2011) reported that the partnership and co-location of the Camden Council Library Services, Camden Museum, Camden History Society and Family History Society in New South Wales means they are able to jointly run tours for school and adult interest groups.

The literature (for example Deakin University, 2002; Lowood, 2004) indicates that interaction and convergence facilitates finding solutions to common issues and problems faced by the domains, such as preserving electronic records, copyright and disaster preparation and recovery. For example, since 2009 meetings on some of these issues have been held between representatives of international non-government cultural heritage organisations including IFLA (International Federation of Library Associations and Institutions), ICOMOS (International Council on Monuments and Sites), ICA (International Council on Archives), and CCAAA (Co-ordinating Council of Audiovisual Archives Associations). A LAMMS (Libraries, Archives, Museum, Monuments & Sites) Co-ordinating Council has been formed, with CDNL (Conference of Directors of National Libraries) and ICSTI (International Council for Scientific and Technical Information) as observers and supporters (IFLA, 2010).

Convergence also presents the opportunity for joint purchasing of expensive equipment for shared use. This equipment may otherwise have been beyond the financial reach of the partners (Winkworth, 2005; Brantley, 2008).

There are numerous reports (for example, Jefcoate, 1997; National Office for the Information Economy & DMR Consulting, 2003) regarding the prospect for convergence to provide financial advantages to institutions in a combination of direct savings, reduced costs and increased revenues. Direct savings are in occupancy (less rent, especially if the converged memory institution also delivers community services), and staff hirings. For example, the amalgamation of Archives New Zealand and the National Library of New Zealand was anticipated to save $NZ20m[13]; this was partly due to cutting 55 jobs, and Benjamin (2006) noted the unification of three University of Western Sydney libraries reduced staffing numbers

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[13] In the year of transition (2010/11), $NZ2.459m was saved; and savings of $NZ2m were estimated for 2011/2012 (Government of New Zealand, 2011).

by 25% and staffing costs by 30%. The literature (Manzuch, 2011) explains that the reductions in costs arise from more effective use of assets and improved internal processes (productivity). For example, Benjamin (2006) reported processing time decreased by 70%. Other reports (Waibel & Erway, 2009; Quihampton, 2010) highlight the potential economies of scale, and an example of a converged institution that experienced this gain was the Bendigo Regional Archives Centre (BRAC) (Hicks, 2008). Increased productivity also generates wage savings, and increased revenues are from more members, visitors and users, sales and sponsors.

Dill (2011) noted that the most cost savings occur from convergences of intra-domain partners, where the overlap of resources and services that could be eliminated would be highest.

Dunn (2007) foretold the possibility for important economic regeneration in a district after the convergence of memory institutions. For example, converged facilities attract tourists, and improved information availability fosters the information or knowledge economy that can support local growth. The advantageous outcomes due to information and culture being easier to access also include more business and work opportunities (National Office for the Information Economy & DMR Consulting, 2003).

The literature (A. Yarrow, Clubb & Draper, 2008; Longhaus Pty Ltd, 2010) noted the consistency and efficiency of information and cultural services may rise after convergence. This is due in part to the preparation for convergence involving the review of operations, whereby non-critical and irrelevant actions are identified and ceased (Conroy-Cooper, 2011).

Administrative services may also rise in efficiency, as the partners in convergence are able to share "back-of-house" duties, including acquisition, communication and human resources (C. Shine, 2010). Not only are these duties shared, but they are often strengthened (Richards, 2011).

Advantageous outcomes to patrons are an enhanced experience, greater convenience, and lifestyle regeneration (Dunn, 2007; D. Jones, 2007; Conroy-Cooper, 2011). Social and emotional wellbeing is enhanced and research is facilitated and may increase (Monley, 2006; ASA, 2010a). After convergence patrons benefit financially from time savings and if cost savings from the parent body are returned (for instance, by freezes in municipal rates).

The often contrary nature of convergence is indicated by some of the advantageous outcomes. Instead of parent bodies receiving the advantages of reduced staff, budgets and floor space for information and cultural services after convergence, sometimes the information and cultural services receive the advantages of greater staff, budgets and floor space after a convergence. For example, after the creation of the Kogarah Library and Cultural Centre, the information and cultural staff increased from nine members to eleven members, the budget more than doubled and the floor space almost tripled (Boaden & Clement, 2009).

The literature (Monley, 2006) also indicates that the advantageous outcomes of converging memory institutions – such as increased visitation – are amplified by word of mouth.

3.1.1.6   Disadvantageous outcomes of convergence

There are warnings against having unrealistic expectations of convergence; that it is not "a silver bullet" and pre-existing service or other shortfalls are not automatically corrected by the act of converging (Stemmer, 2007; Gurciullo, 2009). A review of the literature can identify some of the potential challenges that will be faced in a convergence of memory institutions.

Previous reports of converged memory institutions explain that the disadvantages may include the requirement for a large amount of start-up resources, such as time, effort and cost. For instance, transition costs for the merger of Archives New Zealand and the National Library of New Zealand into the Department of Internal Affairs were $NZ4.126m (Government of New Zealand, 2011). As Newman (2011, p. 51) states, *"Initiating a collaborative arrangement does require time, energy and creativity";* and Jupp (2000, p. 8) notes, *"Partnership working remains a good idea but is incredibly difficult in practice".*

Bailey and Tierney (2002) acknowledge that the move from concept to reality is slow, thus a disadvantage of convergence process is the lengthy timeframe required. Examples of timeframes from the literature include eight years for Albury LibraryMuseum (from strategic plan to opening - Boaden & Clement, 2009), and ten years for Puke Ariki (from consultation phase to opening). Shire documents indicate that The RISE in Western Australia was a vision of the Maylands Council for over a decade.

There are also often delays in the creation and implementation of a CMI. For instance, C. Shine (2010) reported mergers were not finished on time due to site fit-outs, the transfer of collections, and the provision of shared IT access being more complex than anticipated. Delays may also be due to organisations involved in the convergence prioritising other matters, as was the case at the Bendigo Regional Archives Centre (Newton, 2011), thus impeding decision-making.

Bundy (1998) noted the time management difficulties of trying to cater for both sets of needs in a joint-use library. Furthermore, when staffing for a converged institution is reduced and/or additional services become part of their role, the increased busyness may mean previous programs and activities of the institutions may suffer (Monley, 2006).

Sizeable start-up finance is often needed for convergence, as many of the hoped-for savings may only ensue in the long-term. Another disadvantageous outcome is that the costs of convergence – particularly construction costs – often exceed estimates, and other potential costs may be neglected in planning, such as the need to change stationery.

The literature indicates that convergence demands substantial effort. Hargrave (2008) reports it was a steep learning curve, and far more energy was consumed than was anticipated. An example of the complexity of convergence which demands considerable resources is the virtual convergence of the BAM portal, which integrated metadata from over 15 institutions and multi-member library union catalogues (Kirchoff et al., 2008).

The complexity of convergence is heightened when holdings of contrasting – if not opposing – producer origin and belief are integrated. This cross-cultural collection and service convergence is an escalating trend, with many converged memory institutions caring for both settler (usually Western) and native or indigenous material (National and State Libraries Australasia, 2007). For instance, in 2004 the Northern Territory, Australia implemented the Library and Knowledge Centre (LKC) converged public library and local (indigenous) history service model, and by 2010 16 LKCs were in operation (Northern Territory Library, 2010). Examples of issues that are more complicated in a cross-cultural CMI include ownership, access, handling and updating (for instance, when an indigenous person dies, images that featured them may need to be removed) (Richmond, 2006; Byrne, 2010).

The increase in workload for the creation of the CMI is often matched by an increase in workload for the operation of the CMI, and Curach (2007) reports the turmoil of unifying three libraries at the University of Western Sydney.

The literature also reveals that virtual information and service convergence – as with any data integration and migration – sometimes results in lost information (L. Robinson, 2011a). Field (2001) noted staff confusion when two systems are running whilst convergence is being implemented, and shared databases – especially when partnerships are not sub, intra or inter-domain but with cognate or non-cognate organisation, such as a library and a health service provider – represent potential compromises of privacy. Customer service can also be reduced when converging system and hardware incompatibilities cause network problems (McShannon, 2009).

Marshall (2011) notes some of the problems that occur when municipal collecting institutions that are not included in a convergence become resentful. There may be rivalry for resources in a convergence, and concerns can arise over potential discrepancies in the resource allocation to each domain. These outcomes may lead to feelings of marginalisation, and have been apparent at Albury LibraryMuseum and Puke Ariki. The situation can also arise in merged professional bodies such as Australia's Heritage Council, which was criticised for giving disproportionate attention to museum and gallery members, to the detriment of libraries and archives (Deakin University, 2002).

The literature (Walker & Manjarrez, 2003; A. Yarrow, Clubb & Draper, 2008) also records disadvantageous outcomes of convergence are that compromises to plans are frequently required; there may be inequalities in asset contribution, and one or more partners may not fulfill their targets. Hence the convergence may not conclude as planned, and the partners may feel dissatisfied (Longhaus Pty Ltd, 2010; Conroy-Cooper, 2011). Parent body and/or partner dissatisfaction or frustration may also occur from the benefits that are realised from the convergence not being quantifiable and/or obvious (Spall and Watters, n.d.).

A disadvantage reported is a clash of partner policies. Commentators (for example, Quihampton, 2010) write of the protracted nature of establishing shared principles and agreements, noting that incompatible policies necessitate sometimes unwelcome adjustment.

Spall and Watters (n.d.) are among those who have noted the deep psychological impact convergence may have on staff, and that consequently there is a need for change management processes, "champions" and clear leadership (McKnight, 2002; J. Duncan, 2004). Individuals who have experienced convergence report clashes of wills and egos (Coles, 2010), and debates over authority. Furthermore, as relationships and interactions change, small matters can trouble staff (Gibson, Morris & Cleve, 2007), such as having to share kitchens, lounge areas and parking[14]. "Us-and-them mentalities" occasionally occur, and Heazlewood (2010) states that the Victorian Archives Centre forced interaction between staff to overcome these problems.

Patrons fear that convergence may lead to overcrowding at in-house resources, such as computers, and reduced choice in borrowing due to competition for collections (Pogrebin, 2012).

The literature (for example, Murray, 2011) indicates the issue of potential job loss from convergence does concern staff. An example of convergence causing job loss is the formation (from five previous entities) of the Tasmanian Archives & Heritage Office – their staffing went from 34.5 FTE to 30.6FTE (Marshall, 2011). The previous literature also reports that a further disadvantage of job losses is the loss of knowledge and experience (Marshall, 2011). In addition, the status of the remaining staff may decline. Furthermore, although convergence usually saves money on staff labour, restructuring may result in staff positions being formalised and the institution may now be required to pay people who were previously volunteers.

The potential benefits of the convergence of memory institutions are unfulfilled when some patrons might only visit one of the partners. However, when patrons of the formerly separate

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[14] Given and McTavish (2010) describe this phenomenon as spatial politics.

organisations interact there may be behavioural disparity, leading to tension and unease (G. Oliver, 2010).

Previous experience (Rogers, 2010) indicates that when an iconic building is designed for a converged memory institution there is a tradeoff between functionality (utility for collection care) and appearance. Also, designs intended to produce eye-catching civic landmarks generate controversy and criticism, as is the case for stand-alone libraries (for example, the Toronto Reference Library and the Vancouver Public Library – Leckie & Hopkins, 2002).

Another difficulty faced in the course of convergence is naming the new institution. The literature (for example, Coles, 2010) indicates this process can be fraught with emotion and internal politics; and Hamblin (2007, p. 6) reports in relation to the triple merge of the City of Rockingham public library, Murdoch University library and Challenger TAFE library that;

> *One of our early problems and one that still persists today is our name. "Rockingham Regional Campus Community Library" was created to include all the stakeholders and to signal ownership by the community.*

There is evidence that lengthy names for institutions are awkward, yet when sections are excluded – for instance, the Glenbow Museum of Western Canada is also a library, gallery and archives – the non-named domains may become resentful. Titling exclusion may result in the public lacking awareness of range of services being offered at a site (Monley, 2006), which compounds resentment and also causes frustration. Generic titles (such as the York Explore Centre in England, an archives, reference library and local history centre) present a solution, but they might also hinder public awareness.

A potential disadvantageous outcome of the convergence of the management of memory institutions is reduced independence. Pryde (2010) relates the amalgamation of Archives New Zealand and the National Library of New Zealand into the Department of Internal Affairs, noting the concerns that were raised over the exertion of influence and the reduction of transparency.

The literature (for example G. Oliver, 2010) provides examples of where the opponents of the convergence of memory institutions contend the distinct cultural experience of visiting a separate library, archive, museum and gallery will be jeopardised. They believe the uniqueness of the site and its activities may be reduced, due to convergence potentially resulting in uniformity and blandness – what has been called *"a production-line feel"* (Sayers, 2001; Jackson, 2008).

Another potential disadvantageous outcome of the convergence in information and cultural services is loss of focus on mission as the social aspect of the converged service becomes paramount. The danger is especially apparent if a memory institution converges with partners from non-cognate sectors. For example Jackson (2008, p. 13) was concerned that

> *the libraries of the future will be about hubs for people to have coffee, wait for the train, fall in love, do their banking, check their email and maybe at some time they might access some part of a collection (and that doesn't necessarily mean reading a old style book).*

However a contrasting opinion was voiced by National Library of Australia Director-General Anne-Marie Schwirtlich. As reported by Armitage (2012, para. 7)

> *[She] is unfazed by the idea that some library visitors might scarcely go near the books or other information resources. If people come just to see the exhibitions, or mothers groups just want to meet in the coffee shop, "I am perfectly delighted", she said, "because we all want libraries to be habit forming".*

The literature review therefore reveals that the revival of convergence has been accompanied by significant commentary and reporting on outcomes. The positive and negative characteristics of convergence have been evident in the collecting sector's resumption of integrated services, although the contemporary context has produced a new range of drivers, opportunities and challenges that need to be considered when convergence is undertaken.

3.1.2 Categorisation of convergence

Introduction to section

As explained in Chapter 1, this thesis has identified the types of convergence information and cultural institutions undergo as site (previously termed co-location), physical, virtual, staff, management and outreach convergence. This section reports examples of these types of convergence from the literature, at local, regional, national and international levels. The scope of the project means the examples focus on libraries.

Information and cultural institutions have interacted with a variety of partners; subsequently this thesis has made further categorisation of convergence depending on the nature of the partnership. The five categories are:

1. Sub-domain convergence: Convergence within collecting sector sub-domains (for example two public libraries);

2. Intra-domain convergence: Convergence within single collecting sector domains (for example between a public library and a school library);

3. Inter-domain convergence: Convergence outside single domains but still within the collecting sector (the four traditional memory domains of galleries, libraries, archives and records, and museums, plus other information and collecting institutions);

4. Related convergence: Convergence between the collecting sector and cognate sectors (such as performing and literary arts, education, IT, and visitor or tourist information services); and

5. Contrasting convergence: Convergence between the collecting sector and non-cognate sectors (such as commercial enterprises and council, government and/or community services).

However, it is noted examples of convergence sometimes cross this categorisation – for instance, a CMI may contain collecting sector, cognate and non-cognate partners. This will be termed "multi-category convergence". The literature also reveals that although the revival of convergence of information and cultural institutions might have commenced at a minor scale (preceded by contact and trials to determine if interaction was viable), subsequent progression has not necessarily been in incremental stages of scope and complexity.

3.1.2.1 Convergence within the collecting sector

3.1.2.1.1 Sub-domain convergence

The four traditional GLAM domains of libraries, museums, archives and records, and galleries are further categorised by type (van Wanrooy, 2006; the Australian Libraries Gateway website). For instance, the library domain includes, amongst others, public libraries, academic libraries, school libraries and corporate libraries. This project applies the term "sub-domain" to information and cultural institutions that specialise their collections and services to meet the needs of a particular user group.

The literature (for instance, Little, 2011) reveals interactions between collecting sector institutions were frequently with partners from the same sub-domain. An example from Western Australia of sub-domain convergence is the formation of the Grove Library in Cottesloe, which combined the three local public branches for the municipalities of Cottesloe, Peppermint Grove and Mosman Park. The Grove Library converged the virtual and physical collections, staff,

outreach and management of the former separate libraries. The three branch locations closed and the replacing, single building opened at a new site in 2010.

Sub-domain convergences at a local level in other countries also involved existing branches closing and opening in a new building. This was the case in North Carolina in 1965 when the Richard B Harrison County Library merged with the Olivia Raney Public Library (Wake County Government, North Carolina, 2011). Sometimes one site closes and moves to the partner's location[15], such as in Massachusetts where the Old Deerfield's Dickinson Library was absorbed into the Tilton Library (Tilton Library, 2009). Local sub-domain management convergence is also a possibility, whereby no branches close but operations are united under a single management structure, as was proposed in 2011 for London library branches in the three boroughs of Westminster, Kensington and Chelsea, and Hammersmith and Fulham (Adetunji, 2011).

Sub-domain interaction has also occurred at a regional level. An example is the 2CUL partnership between the Columbia University Library and Cornell University Library, in the State of New York (Neal, 2011). There is also a noticeable trend of virtual and management collecting sector sub-domain convergence to occur on an increasingly broad scale. Examples can now be found of convergence taking place over geographic and administrative boundaries, such as in Minnesota, when the Hennepin County System merged with the Minneapolis Public Library and Information System, uniting 41 public library branches (Hennepin County Library, 2012).

Another example of sub-domain convergence at a state level is the Victorian Archives Centre in North Melbourne. The site and outreach partners are the Public Record Office of Victoria (PROV) and the National Archives of Australia (NAA). Although each partner manages government records, the origin and custody of the records vary, respectively State Government and Federal Government records.

3.1.2.1.2 Intra-domain convergence

This project applies the term "intra-domain" to interaction and convergence between different sub-domains of a collecting sector domain.

Different sub-domains have also pursued enhanced interaction and co-operation. An example of virtual convergence between all types of libraries is the Wyoming Libraries' Database (WYLD)

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[15] Absorption of one collecting institution into the existing site of another collecting institution, cognate or non-cognate partner is further discussed in upcoming sections.

for the entire state of Wyoming, USA. WYLD provides access to the collections and services of 23 county libraries, 43 branch libraries, four school districts, seven community colleges, a number of special libraries and the State Library (Wyoming State Library, 2000).

As with other categories of convergence, convergence within single domains has experienced a widening of the geographical areas that were considered feasible for co-operative endeavours. An example at regional level in the United States of America is the Northwest Digital Archives (NWDA) Program which stated its goal as *"creating great information services through collaboration",* and enables searching of the archival collections in Washington, Oregon, Idaho, Montana, and Alaska via a converged database of finding aids (Summers, 2007b, para. 3). Intra-domain convergence is also evident at a national level – for example, the establishment of the online Scottish Archival Network (SCAN) (see website http://www.scan.org.uk), and digital collaborative projects – such as portals to search multiple institutions at a time – began to bridge neighbouring countries. An example is A2A (Access to Archives) which is a project between England and Wales (see website http://www.nationalarchives.gov.uk/a2a/).

Intra-domain convergence also reached a global level. An example is the Archival Solidarity Project (Archival Solidarity website, http://archives3.concordia.ca/Solidarity) which co-ordinates efforts in the international archives community to develop tools, share information, facilitate and initiate projects, and send experts and/or materials to those needing assistance.

3.1.2.1.3 Inter-domain convergence

This project applies the term "inter-domain" to interaction and convergence between the domains of the collecting sector. The term is used interchangeably with "cross-domain" in the literature on the subject.

Several previous writers (for example, Lammy, 2007) note that while intra-domain interaction continues, inter-domain convergence is rising. These projects span all forms of convergence, with virtual and site convergence particularly evident.

Virtual convergence often began at a subject-specific level, such as the Genesis database, a network of the UK's collections from archives, libraries and museums relating to women's history (Genesis website, http://www.londonmet.ac.uk/genesis/). Other instances of convergence of inter-domain information and cultural material can be format specific – for example in Australia there is Picture Australia (http://www.pictureaustralia.org); Music Australia (http://www.musicaustralia.org), and the Register of Australian Archives and Manuscripts (http://www.nla.gov.au/raam). Inter-domain virtual convergence has progressed to a multi-subject basis and also to "all-formats" services. An example from Australia is the Trove initiative (mentioned previously in this chapter), and an example from overseas is "Alouette

Canada", which is a discovery service for the aggregated content and metadata from multiple "hubs", across the GLAM domains. The service provides views of the dataset for each Canadian state or province, such as "Our Ontario" (Ayres, 2007).

The geographic extent of inter-domain convergence has widened to an international level. An example is the Europeana*Connect* project, which involves 90 representatives of heritage and knowledge organisations and IT experts from throughout Europe, who are constructing a portal to display content from all four memory domains (Europeana – Connecting cultural heritage website, http://www.europeana.eu).

Site and/or physical inter-domain convergence is frequently apparent at local and regional levels. Examples from Australia include the Marion Cultural Centre in South Australia, which contains a library and an art gallery[16] (City of Marion, 2011a), and the Bendigo Regional Archives Centre, which is an archive in a library with a research centre (Hicks, 2008).

An example from England of inter-domain convergence is the York City Archives and Local History merging with the York Reference Library (Thomas-Peter, 2010), and an example from America of site and physical inter-domain convergence is the local public and private art gallery display in the Princeton Public Library[17] (Princeton Public Library, 2012a). The literature also provides instances of inter-domain site and staff convergence (cross-tasking) at local and regional levels – for example, the Melton Library Art Gallery in England has the library staff guide visitors through the art exhibitions (Leicestershire County Council, 2011). There are examples of local and regional memory institutions where the domains are almost fully integrated, such as the Albury LibraryMuseum in New South Wales, and the Town of Vincent's Library and Local History Centre in Western Australia, which has site, virtual, management and outreach convergence.

An example of state or province-wide inter-domain convergence from Australia is The Tasmania Museum and Art Gallery, and an overseas example at this level is "The Rooms" in Newfoundland, a museum, archives and gallery which opened in 2005 (The Rooms website, http://www.therooms.ca/).

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[16] The Marion Cultural Centre has partners in addition to the memory domains – see upcoming discussion.

[17] Princeton Public Library also represents other forms of convergence – it is described as one of six joint public libraries in the State of New Jersey. In this instance the "joint" status refers to serving two or more municipalities, as Princeton Public Library serves Princeton Borough and Princeton Township (Princeton Public Library, 2012b).

An early example of nationwide inter-domain convergence was that of Libraries and Archives Canada in 2004. The convergence united management, staff, sites and physical and virtual resources.

A positive sign of the trend towards convergence is the formation of cultural clusters or precincts (Boaden & Clement, 2009). This is explained as the positioning of information and cultural institutions together, even if interaction is as yet minimal. For example, the City of Toronto plans to develop a "cultural corridor" connecting the city's museums, opera house and heritage buildings (Ghilardi, 2012).

Cultural clusters or precincts are already evident in Western Australia (Perth's Cultural Centre); and elsewhere in Australia, such as Brisbane's Southbank (Rainbird, 2007), and overseas, such as Vienna's Museum Quarter (Mommaas, 2004).

3.1.2.2 Related convergence

The literature demonstrates the extent to which convergence has occurred between the collecting sector and cognate sectors. Industries that are especially related to the collecting sector include education, the arts (performing and literary), information technology (IT) and tourism.

A high degree of site and physical convergence occurs when the education sector unites with the collecting sector – in particular, with public libraries. These are usually termed "joint-use libraries", and may be at primary, secondary or tertiary education level. Bundy (1998) described joint-use libraries in Australia as dating back over 100 years; and as of 2010, Australia had 120 joint-use libraries, with seventeen in Western Australia (Australian Libraries Gateway website). The first (and still operating) joint-use library in Western Australia was established at Lesmurdie in 1982. This is a secondary school library-public library convergence. Examples of public library and tertiary education library-public library convergence from Western Australia include the Albany Public Library housing a collection for the University of Western Australia's Albany campus; and similarly the Shire of Augusta–Margaret River's Public Library manages the print reference collection for students at Curtin University's Margaret River Education Campus. These examples mean a lack of infrastructure in regional towns does not prevent courses being offered locally (UWA website, http://www.albany.uwa.edu.au; Albany Public Library website, http://library.albany.wa.gov.au/).

Examples of joint-use libraries exist worldwide, including in America (for instance, the Lorain County Community College (LCCC) Library in America is also an official branch of the Elyria Public Library System – Lorain County Community College, 2010), Canada, Europe and the United Kingdom.

A number of reports (for instance, Baker & Kirk, 2007) indicate that collecting sector interaction with the arts sector is common, such as writing centres being housed in libraries, and joint activities, especially for festivals. An example at a local level of the collecting sector converging with the arts or creative industries is the public library in Rotterdam in the Netherlands' (Bibliotheek, Gemmente Rotterdam) theatre (in the library building) and music store partnership (Birdsong, 2010).

The literature demonstrates that the information technology (IT) and the collecting sector are highly compatible partners. Few commentators warn against it, although McKinzie (2007) is a dissenting voice and Brantley (2008) urges caution. IT-library convergence is particularly widespread in the academic environment (Chandra, 2006; Stemmer, 2007; Walters & Van Gordon, 2007). Early efforts at this style of convergence were predictably small-scale, such as the 1996 implementation of a combined IT-library reference enquiry desk at Griffiths University in Brisbane (Sayers, 2001). However, efforts of IT-library integration rapidly deepened, and learning support services were often incorporated. Examples of IT-library convergence include service and site mergers at Earlham College and The University of Kansas in America (Baker & Kirk, 2007; Ludwig & Bullington, 2007; Stemmer, 2007), and in Australia the University of Technology Sydney's (UTS) planned its new library (opening 2015) as a collaboration not only with IT but also student services, the English as a Second Language (ESL) division, and National and State Libraries, the last-named through the (recently-ceased) initiative "AskNow!" (Booth, McDonald & Tiffen, 2010).

IT-library convergence in the public environment often takes the form of service and/or site mergers of telecentres and libraries, especially in rural regions. There are numerous instances in Western Australia, including at Exmouth, Pingrup, Wickepin and Kellerberrin. Examples from other Australian states include the Lithgow Library in New South Wales, which shares a site with the Community Technology Centre and Learning Shop (The Library Council of New South Wales, 2005).

The state-wide "LINC Tasmania" initiative is an example of collecting sector convergence with two cognate sector partners; that is, education and IT. It is virtual, physical, and management convergence. In the public library branches such as Rosny and Glenorchy there is the physical integration of libraries, online access centres, adult education and literacy support services, and the virtual integration of the library, archives and heritage collections on LINC branch computers and websites (the "izone") (Conroy-Cooper, 2011).

Tourism-collecting sector convergence is viewed as complementary due not only to the appeal of information and cultural places to domestic and international travellers, but also because each sector has a mandate of providing information. Examples at a local level of tourism-collecting

sector convergence from Western Australia are the library for the municipality of Dalwallinu, which not only shares a facility with a visitor centre but also a telecentre; the facility is titled "The Dalwallinu Discovery Centre". Thus it is collecting sector convergence with two cognate sector partners of IT and tourism. A similar example from New South Wales is the Temora Library, which is partnered with a Tourist Information Service and Community Technology Centre (The Library Council of New South Wales, 2005). Not only libraries but other collecting sector institutions form partnerships with the tourism sector. For example, in Richmond, Queensland a dinosaur museum contains a tourist information centre (Monley, 2006), and in New Zealand, Puke Ariki – which is an institution formed in 2003 by the convergence of a museum and a library – also has a visitor centre as a partner.

3.1.2.3   Contrasting convergence

There are numerous examples (for instance, Quihampton, 2010) of cases where convergence has occurred between the collecting sector and non-cognate sectors, and reports indicate that this trend is increasing. The convergence of diverse or contrasting partners is encouraged by many commentators including Gibbs (as cited by the National Archives of Australia, 2007), Alire and Sugnet (2009) and Gaetz (2009). Monley (2006) anticipated that in the future most new collecting sector buildings will be sharing in nature. Types of non-cognate partners include government or community services and commercial enterprises.

Interaction with commercial enterprises has been diverse – for example, the National Archives of Australia collections were used in a partnership with a gaming company to produce the "AE2 Commander" submarine navigation game (Brogan & Masek, 2010). Other partners for information and cultural institutions in Australia include cinema chains and graphics and design services (K. Jones, 2006; Brantley, 2008). Libraries in Shenzhen, China aid their city's industries of jewellery, printing and fashion by helping patrons develop business ideas for those fields (Sandrick, 2009), and Richland County library in Montana collaborates with local businesses – the library gets help in return for letting the stores train its employees on library computers (TechSoup Global, 2010) .

Perhaps the most common non-cognate partner for an information and cultural institution is a food provider (Harrington, 2001). Examples include Monogram Caffe at The Grove Library, Scribes café, which is with the City of Tea Tree Gully South Australia's public library in the municipal civic centre, and until its recent upgrade and relocation the Geraldton Public Library in Western Australia had a long-running coffee shop (C. Harris, 2007). There is a restaurant and a bar at Amsterdam Central Public Library (Birdsong, 2010).

Library site convergence and outreach convergence has been recorded with supermarkets, and an example from Western Australia is the Armadale Library (a public library converged with a

memory domain partner, the Birtwistle Local Studies Library) which is located inside the Armadale Central Shopping Centre. Avenue Library in Manchester (UK) shares a building with a supermarket, and the two are linked by a café, through which patrons walk as they move from one to the other (N. Parker, 2011). In Baltimore (USA) two libraries are trialling a scheme whereby patrons shop for groceries online using library computers, a supermarket fills the order and dispatches them to the library, and the patron collects the goods the following day (Owens, 2010).

There is also growth in the placement of government services with information and cultural institutions, particularly those deemed "community services". An example at a local level is the youth centre at the Narellan Library in New South Wales (The Library Council of New South Wales, 2005) , and the library, council information and payments office and public sporting halls at Maylands' The RISE in Western Australia (City of Bayswater, 2011). The Joondalup Public Library in Western Australia is converged with a local history library, and it is also the base for the Joondalup Volunteers Association.

The literature also reveals frequent collecting sector institution interaction with childcare centres and health providers. For example, at a local level there is a childcare centre at Platt Bridge Community Centre in Wigan in England, and a child health nurse will be located at the site of the triple-merged public library The Grove in Western Australia. GP clinics feature at numerous local public libraries in England, such as Salford Library (Government of the United Kingdom. Department for Culture, Media and Sport, 2010b). In America, Queens Public Library is partnering with Queens Cancer Centre, American Cancer Society and the Albert Einstein College of Medicine to deliver cancer health information to the community, and the Library is also operating a mobile health unit to undertake mammograms and blood tests (Hall et al., 2010).

3.1.2.4 Multi-category convergence

There are also numerous examples of CMIs that span more than one of the categories of convergence; that is, feature convergence with partners within the collecting sector, and/or related convergence, and/or contrasting convergence. For instance, at a local level, in Western Australia The Allen Centre in Kalbarri contains the public library, the visitor centre and council administration offices, and elsewhere in Australia the Parramatta Heritage Centre contains a Local Studies and Family History Library; Council archives; art, craft and history exhibits, and an archaeological collection. There is also a visitor information outlet, a giftshop and function rooms for hire (Parramatta City Council, 2006).

Another local-level example of multi-category convergence is from the London Borough of Tower Hamlets. The Council formed the Ideas Stores strategy in 1999, which entailed creating

sites that housed traditional library services, local history collections, adult education classes, training, careers support, meeting areas, community club venues for arts and leisure pursuits and cafés. The first "ideas store" opened in 2002, and within four years three other sites were transformed and opened (Idea Store website, http://www.ideastore.co.uk,).

A regional-level example of multi-category convergence is "the Hive" in Worcester, England. The Hive is scheduled to open in July 2012, and combines Worcester City Library, University of Worcester Library, Worcestershire Record Office, Hub Customer Service Centre (council information and services), Historic Environment and Archaeology Service, and food providers (Worcester Library and History Centre website, http://www.wlhc.org.uk/).

An example of multi-category convergence at an international level is the DLM Forum (launched by the European Commission in 2001). The forum aims *"to become a community of interested parties in archives, records and document lifecycle management throughout Europe…and now has members from both the public and private sector including suppliers, end users, consultants, regulatory bodies and associations"* (DLM Forum, 2009, paras. 1-2).

The trend of clustering memory institutions in cultural precincts was noted earlier. It is also apparent that the clustering of community organisations and precincts is occurring around converged memory institutions, supplementing the inclusion of services and partners within the CMI. An example from Western Australia is the construction that is currently underway of the Kwinana Community Resource and Knowledge Centre. This centre will contain a library, café, meeting rooms, internet access, media and graphic facilities, and it is clustered with the "Recquatic" (a public swimming pool and leisure facility), and sited between the Education and Retail precincts of the town centre (Town of Kwinana, 2011).

As illustrated above the literature review provides considerable evidence that there is a relationship between the uniqueness of a CMI and its range of partners and convergence types. The literature also reveals for information and cultural institutions at any level that virtual or digital convergences exceed the number of physical convergences. An example from Australia is the national bibliographic database (NBD)[18], which was once concerned exclusively with library holdings but now aims

> *to build collaboration across sectors across institutions of disparate types, large*
> *and small, whether within the library, museum, gallery or archive worlds or in*

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[18] The database was part of the Australian Bibliographic Network, which became known as Kinetica and is presently titled Libraries Australia.

commercial or individual hands, to provide a single national entry point to cultural resources and information (Holmes and Ayres, 2003, para. 2).

The literature indicates that virtual convergences tended to span larger geographic regions than physical convergences. These findings may be possibly due to the ease of sharing online rather than physical collections, and the higher degree of institutional independence that is preserved. (Rayward, 1998; IMLS, 2008a). Thus participant feelings of loss of control and loss of identity are reduced. Another possible reason for the higher incidence of virtual than physical convergence is the rivalry between the professions – as Vitali (cited by Cathro, 2007) noted, building the technology for federated discovery and data searching is easier to achieve than overcoming the lack of respect that the experts who are involved have for each other's points of view!

The provision of examples of the variations in convergence will be continued as part of the discussion in other sections and chapters.

3.1.3   The argument for libraries as the anchoring domain in and/or site for a converged memory institution

This thesis contends that of all the memory domains, libraries are the most appropriate domain and/or site to anchor a CMI. The literature on convergence demonstrates that it is rare for a converged site to not have a library as a partner.

The conclusion that libraries should assume this role has been reached for a number of reasons. Little (2011) for example, argues that the forces of technology and globalisation which have produced the "age of Google" have also prompted queries into the relevance of public information and cultural institutions; none more so than libraries. Consequently, institutions must look for new niches and roles. Libraries not only have a long history of collaboration (Ingles, De Long, Humphrey, Sivak, Sorensen, & de Peuter, 2005); but many libraries have a progressive outlook, readily adopting new practices, tools and technologies (Gaetz, 2009; G. Smith, 2009; Sutton, 2009). Other characteristics of libraries also indicate their suitability for this role. Libraries are normally well-located (in terms of centrality, infrastructure and signage), open long hours, and they have a much stronger profile than any other community space (Williamson et al., 2005; AEC Group Ltd, 2007).

The literature reveals libraries contribute to municipal goals of the development of the local economy and social capital – for example, McKerracher (2009) notes that urban planners often put new public libraries at the centre of regeneration projects. Obtaining funding, whilst not necessarily easy, is also likely to be less problematic than for other memory institutions – for example, Gurciullo (2009) describes the greater amount of funds at the disposal of libraries

compared to their *"archival cousins"*. He also records an example of the use of this funding supported convergence and the formation of a hub around the State Library of Victoria. The Library now has cognate and non-cognate partners of a literature centre, bookshop and café, resulting in *"a constant buzz of activity and social interaction"*.

Thus convergence is a purposeful and visible way that a library becomes embedded in the community, and this strategic positioning aids the connection and continuation of libraries and other memory domains (IMLS, 2009a; Government of the United Kingdom. Department for Culture, Media and Sport, 2010b).

3.2   The information commons and social commons

A key concept examined in this study is that of the information commons. The concept and theory of the commons can be used as a means of advancing understanding of the convergence of memory institutions, especially through the comparison of drivers, features and outcomes.

3.2.1   Overview of the information commons

The information commons is a system for information gathering and production, describing the placement of commonly owned data into a single space as a public resource. This commonly-owned data can be virtual and/or physical, and therefore the ultimate form of the information commons is as both a physical and virtual "space". The information commons was explained in previous chapters as a modern expression of a historical approach to the sharing of agricultural land in English and European towns. There were also social aspects of the historical commons, and this was particularly evident in America, where the commons became embodied in the town square.

As per the concept of convergence, a continuum has been used to explain the modern commons. For example, Bailey and Tierney (2008b, p. 3) identified four levels in "A Commons Continuum", beginning with Level One "An adjustment", and progressing to isolated changes (Level Two); far-reaching changes (Level Three) and the end-state of transformative changes (Level Four). At each level the information, social and learning aspects of the modern commons increases via the deepening of the integration of the space, staff, resource and services of the partners.

The revitalisation of the commons in the late 20th century arose from similar conditions to the historical commons, namely public deprivation via unused yet locked away or fenced-off and gated property. In the modern era, the fences have become legal and financial rather than physical, and the gates have been reinforced by the tightening of copyright regulations, the rigidity of licensing and the spiralling cost of scholarly information (Campbell, 2005; McCann,

2005). The modern commons has been enabled by advances in technology which means that information can be shared inexpensively, quickly and across geographical boundaries (Felsenstein, 1993; Hess, 2000). Changes in society have also driven the revival of the commons – not only academics but also the public have been keen to participate, due to the increase in the perception of information as a public good and serving the public interest, compared to the perception of information as a tradable commodity (Hess & Ostrom, 2003; Kranich, 2004). The surge in commons related activity also reflects general lifestyle changes in developed Western societies, with expectations of remote access to knowledge and the greater use on the online environment for marketing and business and communication purposes. Relationships, roles and power have altered between strictly commercial producers and publishers of information, and passive consumers (Hess, 2000; Hess & Ostrom, 2004; Kranich, 2004).

The literature indicates that because libraries have long championed the free flow of information (Hillenbrand, 2005) they are ideally positioned to embody and provide shared work, study and resource space. For example, Felsenstein (1993, p. 6) believes that the information commons would be best operating *"under the auspices of institutions like public libraries"*; and similarly Ludwig and Starr (2005) nominated public libraries as the preferred host of the information commons. OpenBibliotheken is a recently-formed independent Dutch grassroots initiative of library and information professionals *"wanting to provide access to all digital public domain material worldwide and create a framework and/or technology to make sure this material will always be accessible for free"* (Hamilton, 2012, para. 5).

However, Kranich (2004, para. 6) concluded that, *"Among the other institutions we might see as part of the commons are museums, archives and other resources centres, and cultural heritage centres"*, and Museums & Galleries NSW (2008) notes that, *"Museums have moved well beyond their traditional roles as keepers of collections and providers of information, becoming forums for public debate, places for social interaction and creative encounters"*.

The key features of the historical commons are retained in the modern commons. A commons features partners, participation, connection and interaction, co-operative governance and free expression. A commons permits both individual and joint effort. The historical commons united stakeholders – the providers, producers, users and decision-makers. The creation and operation of a modern commons, especially in the form of a converged memory institution, similarly unites stakeholders. A contrast between the historical commons and the modern commons is that (due to technology) in the modern commons resources, services and relations are provided and obtained not only locally but also globally. A historical commons often became the hub of its community; similarly the modern commons is a place and/or space and a collection of processes that meets the information and social needs of the community.

Conditions of entry distinguish the types of commons. A "no property" regime has open access, whereby all participants are granted entry; and a "common property" regime exists when group members share a pool of resources and can exclude others. The research reveals that historically "no property" regimes were more numerous with the premise of the commons being "free-to-all" (Hess & Ostrom, 2004; Kranich, 2004; Allmang, Liu & Sanders, 2005). This premise is continued in the modern information commons, with entry to public memory institutions being free or for a minimal fee.

The advantageous outcomes of the historical commons were achieved by the multiplier effect: that is, the more contributions, the more valuable and beneficial the commons became (Hess, 2000; Hess & Ostrom, 2003; Kranich, 2004). An important benefit from the modern commons is the enablement of democracy via the sustainment of a free flow of ideas and the allowing of many points of view, subsequently heightening civic awareness and citizen participation (Hess, 2000). The benefits from the increased availability of scholarly information include the building of academic communities and the greater scope for collaborative research projects (Stemmer, 2007; Hicks, 2008; Kirchoff et al., 2008).

The disadvantageous outcomes of the historical commons were competition for resources, partner and/or participant disharmony and the abuse of the resources. These disadvantages may also occur in a modern commons.

The production that occurred in a historical commons (for example, of crops) is represented in a modern commons by the production of information (not only scholarly or academic output but also informal re-use of public memory collection information, such as users adding comments and reviews). The information commons is thus similar to the historical commons in being based not only on the principles of the public good but also in the reciprocity of contributions having a "multiplier effect". This is explained by Murdock (2004, para. 3):

> *This extension of the philosophy of public goods has been accompanied by an upsurge of intellectual and creative production on the Internet based on horizontal networks of peer-to-peer exchange regulated by an ethic of reciprocity. I post something that I think might interest or benefit you. I do not ask for any payment but I do expect that you, in turn, will post material that might be useful to me. It is a variant of the moral economy of the gift adapted for virtual transactions. One of the best examples of this unwritten social contract in action is Wikipedia, the largest encyclopaedia in world history compiled entirely from voluntary contributions.*

The information commons is not without detractors .For instance both Bollier (2002, as cited by McCann, 2005) and Campbell (2005) acknowledge a balance should be maintained between the

realism of the market and the ideals of a commons, to provide financial return to creators as well as circulating information to the public.

The information commons represented by virtual and/or physical convergence of information provides a potential model for creating and distributing information in the 21st century (Hess & Ostrom 2004; Kranich, 2004).

As per the rationale given for the Opening Australia's Archive forum (Queensland University of Technology, The Creative Commons Clinic and Creative Commons Australia, 2009, para. 2),

> *Digital technologies have drastically changed the landscape of creating, collecting and providing access to cultural materials. As linear models of knowledge and cultural production are supplanted by more distributed, collaborative networking models, Australia's cultural institutions are increasingly seeking to engage with their audiences in ways that capitalise on these new capabilities.*

The information commons is important to the discussion of modern memory institutions as the goal of expanding the flow of information and the assumption of the role as host and facilitator moves a memory institution beyond its traditional functions and catchment area within municipal boundaries and clientele. A potentially global community can create knowledge and share it online for learning, entertainment, social memory and group identity. The information commons is also relevant to the formation of recommendations for the creation and operation of a CMI because all shared resources need governance, principles and collective action.

3.2.2   Overview of the social commons or community hub

The social aspects of the historical commons are important to the discussion of modern memory institutions. Previous commentary (for example, AEC Group Ltd, 2010) has identified the emerging concept of collecting institutions as social commons or "community hubs". This concept is a movement away from the repository model of information and cultural service delivery in favour of an interactive, participative, multi-purpose model that offers a "third place" to the community. Oldenburg (1997, as cited by Montgomery & Miller, 2011) identified the key characteristics of a third place, including that it is free or inexpensive; easily accessible; and welcoming and comfortable. Food and drink are important, although not essential. Leckie and Hopkins (2002, p. 332) write in relation to Oldenburg's identification of the characteristics of third places *"North American libraries certainly exhibit these qualities in varying degrees, or at the very least, aspire to fulfil these criteria"*.

Convergence for memory institutions with cognate and non-cognate organisations and services facilitates the site becoming a community hub or "third place" (Hess & Ostrom, 2004; Kranich,

2004; Allmang, Liu & Sanders, 2005). This notion – as per the overarching trend of convergence – is not new but another example of a revival. For example, in Ancient Rome the public libraries were kept in the same buildings that housed the Roman Baths, thus the site provided both information and social services (ALIA, 2010a).

The upholding of a socially inclusive common space (a gender, age and ethnic-neutral environment) in the modern social commons is consistent with the premise of a historical commons. The popularity of the memory institution as a social hub is increased when – as per the historical commons – there is the opportunity for participation. For example, a number of institutions have reported a high level of interest when "collector's corners" were set up for patrons to showcase their own holdings (IMLS, 2010a), and Urban, Marty and Twidale (2007) noted not only the public but also collecting sector volunteers view public memory institutions as their "third place".

The literature (for instance, Manzuch, 2011) also records that an advantage of the convergence of public memory institutions and public or private services (commercial enterprises) to form a community hub is not only the reduction of the cost burden to the municipality but also the facilitation of user completion of everyday living tasks.

A disadvantageous outcome is the possible compromise of a memory institution's mission. Also, the involvement of the public in managing memory institutions as part of promoting the commons aspect is not always welcome. For example, in England reports commissioned into overhauling library services that suggested they should be volunteer-run provoked outrage (Flood, 2010)[19].

Despite the disadvantages, the conclusion of the literature is that the strategic positioning of public memory institutions as the host of the information commons and their concurrent transformation into "third places" will aid the sustainability of the collecting profession.

3.2.3   The argument for libraries as the host of the two commons'

The literature suggests that of all the memory domains, libraries are the most appropriate domain and/or site to host the information commons and the social commons, thus becoming a

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[19] It is noted that collecting sector professionals voiced the same fear about the "dumbing down" of their work in relation to cross-tasking and assistance from other collecting sector professionals (Boaden & Clement, 2009).

community hub. For example, Allmang, Liu and Sanders (2005, p. 1) wrote that in the new knowledge society, libraries must offer *"spaces and places for people to come together, as in the English commons of old, to share ideas and technologies"*, and library users have described the library as a place to meet new people as well as existing acquaintances (State Library of Victoria, 2005). Leckie and Hopkins (2002, p. 353) write *"the library is regarded as a safe and appropriate destination for women, children and men"*, and libraries are a strong source of community support, evidenced by serving as community refuges following disasters, such as Hurricane Katrina in 2005, the floods in New South Wales in 2007 and the bushfires in Victoria in 2009 (G. Smith, 2009; Hughes, 2010).

The literature (for example, Sutton, 2009) recognises the increased patron demand for social relations and spaces in modern public libraries, and statistics show up to half of library usage is non-borrowing (The Library Council of New South Wales, 2005). This demand for social spaces is partially demographically-based, with Oblinger (2007) noting that the Net Generation is more likely to use the library as a gathering place rather than a resource.

Consequently many public libraries are making becoming a commons or "third place" central to their mission, and pursuing this goal not only via convergence but with design and rule changes. For instance, the City of Melville in Western Australia is currently implementing *Imagine: A Future Plan for Libraries, Museums & Local History*, and consequently the City advises that the Canning Bridge Library will be transformed into *"a flexible space that combines the traditional library with a vibrant area for the delivery of programs, community and corporate meetings and relaxed lounging"* (City of Melville, 2011, para. 7).

Other examples are the Pathways Library in Queensland, which is described as being part *"village green",* and institutional documents highlight the *"social open spaces"* (Stockland Corporation Limited, 2010); and the Chicago Public Library group, which contends that the 57 new or renovated library locations it has opened since 1989 are *"that special third place — beyond home and work — where people come to improve their lives, nourish their intellect or simply to be entertained"* (Chicago Public Library, 2011, para. 3).

Hosting the information and social commons seems to align with current professional thinking and practice, as libraries are already hosting community access to digital information by providing computers with internet connections, and are also already hosting community groups and diverse activities, including dance and music performances (Varaprasad, 2010). Thus the inclusive and educational mandate of libraries is extending to foster digital inclusion and education, and broadening in the approach to social inclusion.

Not only public libraries but also libraries from the corporate and education sectors have received patron demands for more communal working areas and social as well as learning areas.

The use of a library for social contact could possibly be attributed to more resources being available online, and therefore accessible elsewhere, such as at home. Some of the many examples of academic libraries integrating features such as lounges (and relaxing eating and drinking rules) are Edith Cowan University's Joondalup campus library in Western Australia; the University of Queensland's Biological Science Library; and the Cunningham Library at Indiana State University (Archibald, 2007; Codispoti & Frey, 2007). Previous discussion in this chapter indicated public and school and also public and academic libraries often converge, and the likelihood and ease of their convergence will improve if the goals of each institution are aligned, such as – in this instance – being a social hub.

3.3   Professional and institutional identity

This project has defined the key elements constructing professional identity as philosophy (beliefs) and values, training, education and skillsets, roles and practices, affiliations, and a shared history and terminology. Institutional identity is also distinct from (though related to) professional identity, as the setting in which a professional operates affects their persona. The preceding discussion of the history and aspects of the convergence of memory institutions has provided some background to information and cultural professional identity. The discussion indicated a shared beginning and early history of the collecting sector professions, and it also conveyed the current context of the collecting sector and indicated the interdependency of the forces causing turmoil. This section will expand upon the causes of changes to collecting sector professional identities, including those interdependent with convergence, and examine further the notion of institutional identity.

This project discusses the identity of each collecting tradition's professionals (librarians, archivists, museum curators, records managers and gallery attendants), but has formed an overarching term of "information and cultural professional". This term draws upon and adapts definitions in the literature for domain-specific workers (J. Kennedy & Schauder, 1998; Keenan & Johnston, 2000). The term "information and cultural professional" is thus applied to a person formally trained and engaged in managing, displaying and distributing information, cultural or heritage objects and works, and the co-ordination of services and activities incorporating these objects or works.

3.3.1   History of professional identity

The literature reveals commonalities in the formation and characteristics of the elements of each collecting domain's identity. As MacNeil (2010) stated, the entire collecting sector's professional identity was established on the twin notions of being a trusted repository with trusted custodians. Recently the separate domain identities seem to be progressing towards a single, converged information and cultural professional identity. However the remaining

differences in professional identity of the various domains do present a barrier to further evolution, as well as inter-domain interaction, and hence the convergence of virtual and physical institutions and resources.

Historically the professions worked in unison. Previous reports of memory institutions indicate that staff roles spanned the collecting professions, and in some instances, extended into other areas. For instance, Given and McTavish (2010) report that in the 19th century the duties of the staff member employed in the museum of the Natural History Society in Montreal duties included librarianship, archival records, taxidermy, guiding visitors, fundraising, secretarial work, mopping the floor, and buying coal and camping trip supplies!

However, from the 19th century role stratification began. The reasons for stratification included the rise of democracy and the establishment of modern nation states, with new ideas emerging about how government information should be collected, managed and shared (Waibel & Erway, 2009; Given & McTavish, 2010); however the demarcation between the collecting professions mainly arose from the distinct characteristics of the items they managed (Colwell, 2007). Librarians, archivists, gallery attendants and historians were seen as handling social needs, as compared to records and knowledge managers dealing with decision support. By comparison, Moreno (2007, para. 2) notes, *"Museum administrators have generally considered the educational and public mission a complementary or secondary function to collection and preservation"*.

Demarcation also occurred within each domain. For instance in the early 20th century the main function of public libraries was viewed as making books available; whereas special libraries were to make information available (Oliver, 2010). Stratification was also due to an intra-domain hierarchy of institutions and staff depending on their size and type, whereby a State museum has higher status than a local museum, and public libraries are lowly-rated by the library sector. For example, Considine et al.'s (2008, p. 20) participants reported during their education they experienced *"an 'anti-public library' attitude among university lecturers",* van Wanrooy (2006) noted working in an academic library has more prestige than working in a public library, and Ingles et al. (2005, p. 19) stated *"candidates are less likely to apply for jobs in this sector than they are to apply for jobs in academic and special libraries"*.

It has also been noted (Frodesen & Hoivik, 2008; Conroy-Cooper, 2011) that memory institutions are marked by a class system, and the social division of labour according to length of training. These various divisions resulted in a fragmented information and culture profession.

The affiliations between the collecting domains have varied over time. Archives until post World War II were often viewed as an auxiliary science to history; but in the late 1960s needs arose to manage active and semi-active records of organisations, and the profession was

repositioned, with the link to history weakened, and the information management link strengthened (The Liverpool University Centre for Archive Studies (LUCAS), 2003). In some countries, including Australia and America, records management evolved into a separate discipline, but in others, such as the EU member states, records management is practiced as a function within other professions, such as archives (Stephens, 2001).

The material examined indicates that until recently, the discrete professions for each collecting tradition have been adequate, although not ideal. However, as Olsson and Henninger (2008, p. 16) assert, *"The world of contemporary information is dynamic, shifting, multidisciplinary and converging. Professions and disciplines are undergoing radical re-invention"* and a key discussion topic in the GLAM professions is "Are our distinct identities worth preserving?" (Museums Australia (WA), 2008).

Irrespective of the exact position of the collecting professions at a particular point in time, there has been a long-standing need for the collecting sector to meet to discuss issues of shared importance, resolve common problems and to co-operate on projects (Cathro, 2001). The concept of a single governmental body and/or professional association to manage, represent and lead the collection sector has often been suggested; however, progress in some quarters has been matched by stagnation in others or subsequent stalling. Some new, overarching government and professional associations are forming, yet their existence is often short-lived, and/or they do not replace existing separate entities, leading to superfluity and competition rather than co-operation.

Examples of progress towards unification in Australia include the formation in the 1990s of the New Technology Working Party to converge online GLAM services, and the establishment in 2004 of the Collections Council of Australia (CCA) to serve and showcase the common interests and achievements of the collecting sectors. Other examples of progress include the creation in England in 2000 of the combined representative body the Museums, Library and Archives Council (MLA (UK)), and the formation in 2001 of "Culture24", an organisation described (The National Library of New Zealand, 2009) as;

> *using the power of the online world[20] to make culture more accessible to people by helping museums, galleries and the cultural sector offer simple, coherent, easy-to-navigate access to their collections, to provide comment and support, contribute to the growth of cultural tourism and to advocate the role of culture in learning.*

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[20] The main *Culture24* website is a guide to museums, public galleries, libraries, archives, heritage sites and science centres. It has a database of over 4 400 cultural institutions, which are able to update the information about their activities. It features daily arts, museum, history and heritage news, and exhibition reviews.

Some tentative moves towards the interaction and convergence of professional associations became apparent (Alire & Sugnet, 2009) with the groundwork being laid by the signings of Memoranda of Understanding (MoUs). These have been both intra-domain (for example, between ALIA and Australian Law Libraries Association (ALLA); and also inter-domain (for example, between ALIA and the ASA). Some professional associations whilst domain-specific or only partially spanning the collecting sector, welcome members from all the GLAM practices and also from cognate sectors. For example, the Archives and Records Management Association of New Zealand (ARANZ) has members not only from the archives and records professions, but also from the library, museum, gallery, genealogy, history and education professions.

Examples of further assistance for the interaction of the collecting sector's professions include Collections Australia Network, a whole of sector body, hosting webpages from individual institutions so that members of the public could access institution-specific content, including collection descriptions and objects, exhibitions and general events, and news (http://www.collectionsaustralia.net/site/about, 2010). Similar approaches are evident overseas, such as the Maine Memory Network in America. The Maine Memory Network began in 2001, and is described (Bromage, 2011, para. 2) as;

> *empowering historical societies, museums, libraries, and other institutions to share their collections and stories. Maine Historical Society (MHS) provides training, support, and the technological infrastructure; our "contributing partners" choose what material to share and then all work—digitizing, cataloging, uploading, interpreting—can be done locally. The model expands access to our contributors' collections, values their local knowledge, and empowers participation. These dynamics have laid the groundwork for extensive collaboration at both state and local levels.*

These developments in terms of convergence of the collecting professions have not always been maintained. In Australia the Commonwealth government ceased funding the CCA in 2009, and the MLA (UK) is being wound up by mid-2012[21]. Other Australian collaborative whole-of-sector initiatives have also been de-funded, such as the Collecting Australia Network, and also the online resource the Culture Portal, in 2011.

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[21] The responsibilities of the MLA UK Council were divided between The National Archives and Arts Council England . However on 3 April 2012 these bodies announced the signing of an MOU. Their new partnership was described as a collaboration based on shared values and the hope that *"by working together we can deliver even better value by making it easier for people across the country to connect with archives, museums and libraries"* (Arts Council of England, 2012).

The recent evolution of the separate collecting domain identities has also been influenced by the adoption of a holistic approach to the management and activities of the information and cultural sector. This began with libraries incorporating archives and records, resulting in shifts in professional identity from Library Science, to Information Science, and finally to Knowledge or Information Management (Southon & Todd, 2001; Hillenbrand, 2005; Colwell, 2007). The holistic approach was not universally welcome; the resistance to an overarching profession was often founded on concerns of insufficient acknowledgement of the contribution of the various domains (D. Lewis & Martin, 1989; G. Oliver, 2010). For example, then-ASA President Kim Eberhard (2007, p. 4) resisted the proposed merging of the Archives Office of Tasmania with the State Library, stating that *"one 'umbrella' profession [does not] bode well for any of us. [We must] reclaim and reassert our area of expertise and articulate how our profession differs from others"*.

However, Sassoon (2007) concluded that the convergence of professions is possible because archives are part of the broader cultural system, overarched by heritage, and Olsson and Henninger extended this argument, noting that, *"we need to recognise that the information professions are no longer confined to traditional cultural institutions"* (2008, p. 16). Hillenbrand (2005) explained the current collecting sector context of ambiguity and unpredictability as being in conflict with the grounding (of librarianship in particular) in narratives that stress order, restriction and rationality. Hence, as Southon and Todd (2001) note, the definition of the professional role remains unsettled, and as a consequence, professional identity remains open to negotiation.

3.3.2   Elements of professional identity

3.3.2.1   Philosophy (beliefs) and values

The literature reveals that the convergence of memory institutions and the development of a shared vision do not necessarily compromise a profession's philosophy and values (Edwards, 2003; IMLS, 2007). Indeed, overlap has been discovered in the core principles and goals of the domains of the collecting sector, such as preservation of the human record, service to community, and unfettered access to information and culture (ALIA, 2007b; ICOM, 2007a; Kirchoff et al., 2008). The collecting professions have also been urged (Choquette, 2009) to evolve from an inward-looking domain-specific focus to an outward-looking, whole-of-sector socio-cultural focus, if they are to best respond to the 21st century's context.

3.3.2.2   Training, education and skillsets

Due to convergence and the other forces forming the context of the collecting sector, the knowledge required to work in cultural institutions today is broad. Consequently, the mandate

for the reform of the collecting sector's training and education is substantial (J. Warden – as cited by Museums Australia, 2008). The literature reveals an increasing trend for a multidisciplinary non domain-specific approach to information and cultural sector training and education. Bailey and Tierney (2008a, pp. 2-3) state, *"For generations, library and information professionals have educated and trained in a narrow area…We have begun to realise that we must break out of the narrow and isolated mould and diversify",* and ICTOP, the International Council of Museum's (ICOM) International Committee for the Training of Personnel reports, *"museology crosses traditional boundaries between academic disciplines or schools of thought, especially as new needs, emphases and professions emerge. This leaves the boundaries of our profession, its study and delivery unclear"* (ICTOP, 2012, para. 2).

Driving educational change in the collecting sector is the characteristic of new students to have little concerns for the discipline boundaries that have traditionally segregated the information professions (Sayers, 2001; Pember, 2007; Alire & Sugnet, 2009). As Marty and Twidale (2011, p. 9) note, students wish to understand the responsibilities of information professionals in all of the cultural institutions, and are *"increasingly interested in careers that transcend the boundaries between libraries, archives and museums".*

There are already similarities in the training and consequent skillsets of each collecting sector domain. For instance, all professionals search, select, present and preserve information and culture (Myburgh 2003; Pember, 2005; Semmel, 2009). Ermert (2009) notes that all collecting institutions are concerned with acquiring and organising objects that need description and metadata, and contends thus the curricula should converge.

There are indications that the present education and training conducted by the collecting sector is inadequate for the 21st century collecting sector environment, especially due to the force of technological advancements. As Winkworth (2011) notes*, "the skills base for museum operations and management has shifted dramatically in the last 40 years".* There are examples of reports whereby collecting sector students believe that they graduated under-prepared to start working life. Barrett (2011) describes a tension between museum theory and practice, Ingles et al. (2005) notes respondents believed there was a gap between what they learnt and the needs of a public library, and Branch and de Groot (2010) report students felt that current information science courses focused too much on print materials, and needed attention to technology to enable successful transition into a career. They highlighted some of the skills hitherto not taught as part of the curricula but applied in memory institutions, including social networking, virtual worlds, electronic publishing, new devices like smartboards and the issues around digital citizenship.

The knowledge base for a 21st century practitioner seems to be one where – as Cameron (2008, p. 239) wrote – *"disciplines remain an expert community, but involve interactions across curatorial areas, with open and permeable boundaries between the different knowledge types"*. As stated in the Cultural Heritage Information Professionals (CHIPs) Workshop Report *Exploring the Intersection of LIS, Museum Studies, and Archives Studies Education for Encouraging the Development of 21st Century Cultural Heritage Information Professionals* (IMLS, 2008a, p. 12), *"finding and promoting areas of convergence does not require educators to discard areas they do not hold in common"*.

Hjorland (2007) notes the component parts of information and cultural science such as librarianship, archival studies, and museum studies are increasingly taught as parts of a single program of study, together with a range of possible elective units. The allied professions are focussing on "information science" as the overarching or umbrella concept for the various approaches to collecting, managing, and providing access to information and material culture. For example, Gordon (2009) reported the University of Michigan has refocussed as a School of Information, rather than a LIS School. Educators such as Brogan (2009) have recommended different faculties conduct parts of courses, and also that institutions work more closely with each other for cross-enrolment and module teaching. This approach has begun; at tertiary level there is intra-domain and inter-domain interaction for the delivery of information and cultural education. Marty and Twidale (2011, p. 11) report that, *"LIS programs (e.g. Illinois, FSU, UCLA etc.) offer courses on information management in museums, and museums studies programs (e.g. Harvard, Johns Hopkins, JFK University, etc.) offer courses on museums"*. The force of globalisation also means these initiatives cross geographical boundaries. Examples include the "iSchools" movement in America, the European Association for Library and Information Education and Research (EUCLID) promotion of links between information science programs in Europe, and the Web-based Information Science Education (WISE) consortium, made up of a group of schools in the U.S., Canada, the UK, and New Zealand that share online courses for Masters students (IMLS, 2009b; Given & McTavish, 2010).

Commentators (J. Warden, 2008; Choquette, 2009) suggest exposing cultural heritage students to all aspects of heritage practice, from the sciences to the humanities, and that this approach should be supported not only through course theory but through practicum placements. An example is the University of Melbourne's 2010 Student Placement Programs, which sought applicants to work with any of the 32 University collections spanning museums, libraries, art, science and archives (*Cultural Collections Student Projects* http://www.unimelb.edu.au/culturalcollections/projects/).

The force of globalisation has also affected the approach to cross-domain education and training. The report from the *Connecting to the World's Collections* IMLS and Salzburg Global Seminar 2009, recommended global internships to share and benefit by learning from the contrasting approaches to conservation and preservations undertaken by various nations, an idea similar to the "Thinking outside the borders" leadership training between US and foreign librarians (IMLS, 2010b).

Information science's strong link, compatibility and convergence with information technology means that IT skills are keenly sought by students and employers (Sayers, 2001; Southon & Todd, 2001; van der Velde, 2006; Joint, 2007; IMLS, 2009c; Kirchoff et al., 2008; Ray, 2009; Trant, 2009). As a result course design is changing and converging – for instance the Faculty of Information at the University of Toronto is addressing *"the need for digitally savvy information professionals"* by developing learning in digital curation (Ray, 2009, p. 358).

The education of information and cultural professionals is also being expanded to non-cognate educational streams to produce fully-prepared graduates (Myburgh, 2003). Employers are emphasising the need for interpersonal skills, such as customer service and conflict resolution. The discussion paper *Tomorrow's Library* (State Government of Victoria. Ministerial Advisory Council on Public Libraries, 2012, p. 10) indicated *"a key service delivery change is the focus on front-of-house service rather than back-of-house service, which requires a different skill set for public library staff."* Training for these skills is also lacking in some courses – for example, participants in Considine et al.'s (2008, p. 20) study remarked *"The [university] course didn't prepare you for the fact that public libraries are public drop-in centres … you deal with a cross-section of people you've never been exposed to before"*.

Employers also expect collecting sector graduates to have administration and management skills (Parker, 2003; Pember, 2005; Jain, 2009). These include problem-solving, strategic planning, and time, risk and change management skills (Trant, 2009; IMLS, 2009c; IMLS, 2010b). The need for an information professional to possess such generic skills was a key finding of Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates' (2011) *"Re-conceptualising and re-positioning Australian library and information science education for the 21st century"* report. They also identified a demand for technical and research skills, and predicted that the trend of convergence will continue to impact upon LIS educators, students, workers and employers. An example of an institution that has already instigated cross-sector training is the Open Polytechnic of New Zealand, wherein the Diploma of Records and Information Management (Dip RIM) allows information science students the choice of electives from four streams: IT, Communication, Business or Law (Welland & Smith, 2010). However, van Wanrooy (2006, pp. 15-16) reported mixed reactions to the broadening of curricula. There was criticism of current university courses for *"taking the focus away from libraries, and in*

particular public libraries", yet one stakeholder believed *"information management is and should be approached as a multi-disciplinary area"*.

Some reviews of workforce requirements are being conducted with a whole-of-sector approach, such as the IBSA (2012) *Workforce Development Strategy (WDS) for the Galleries, Libraries, Archives, Records and Museums (GLARM)*.

In the realm of continuing professional development there are examples of merged training for professionals from all the domains of the collecting sector. This is particularly evident in relation to emergency preparation and disaster planning training. For example, Blue Shield Australia hold workshops in every state to provide a formal framework and mechanisms to share expertise and resources between regional cultural organisations (see website http://www.blueshieldaustralia.org.au/), and overseas there is training conducted by the International Centre for the study of the Preservation and Restoration of Cultural Property (ICCROM).(IMLS, 2009b), Another example is the leadership training provided by the Aurora Institute (see website http://www.aurorafoundation.org.au) in the Australian Capital Territory for the staff of Australian and New Zealand information service organisations including libraries, museums, archives, records management centres and galleries.

Professional associations have recognised the transferability of collecting sector skills and the increasing cross-domain nature of jobs by accrediting the graduates of multidisciplinary courses. For example, graduates of Curtin University's Bachelor of Arts (Library and Corporate Information Management) degree are accredited by ALIA, the ASA and RIMPA to work as librarians, archivists and records managers (Genoni & Smith, 2005). Also, professional associations in different countries have reciprocal recognition agreements, such as ALIA's with the American Library Association (ALA) and the Canadian Library Association (CLA) whereby holders of ALIA-accredited LIS Masters degree may apply for job positions in those countries. ALIA-accredited graduate degree holders may apply for Charter membership of the UK Chartered Institute of Library and Information Professionals (CILIP) and thus also gain employment (ALIA, 2010c; 2012b).

The emergence of a mixed curriculum has impacted on professional practice, as graduates are familiar with and are often advocates of convergence. The IMLS (2010c, p. 2) report *Strengthening Connections, Advancing Global Understanding* noted global awareness training would *"force organisations to collaborate and break out of silos",* and Trant (2009, p. 383) stated, *"Collaboration across disciplines becomes a natural way of doing business when your education exposes you to diverse backgrounds and viewpoints"*.

At present, many collecting sector workers are dual or multi-qualified, and have worked in the different domains. For example, Marty and Twidale (2011, p. 10) report that, *"Many museum*

employees have LIS backgrounds". Thus the training workers require to function in a converged memory institution will be individual specific, as well as dependent upon the degree of integration of the services. The type of training and the staff hired will also be affected if the roles of an information and social commons are adopted by a CMI. For example, Clement (2009, p. 2) reports that within a year of opening the Albury LibraryMuseum –*"a blending and merging of cultural and social experiences"* – recruited more customer service and technical staff.

3.3.2.3   Roles and practices

A number of previous authors (Edwards, 2003; Joint, 2007, Parer, 2007) share the view that the recent trend to converge memory institutions will mean the re-invention of, and new, information roles, the renegotiation of professional boundaries and the emergence of collaborating, cross-trained staff.

The literature reveals that despite differences, the roles of the professions of the collecting sector can be placed under the umbrella term of "stewardship" (Bundy, 2001; Hillenbrand, 2005), and Barrett (2011) indicated that irrespective of institutional type, the core aspects of work were collection management, institutional management and institutional services.

The differences that exist are diminishing as roles change and their demarcation blurs. As The Centre for International Economics (2007, as cited by Innovation & Business Skills Australia Ltd) wrote *"Convergence is redefining the boundaries between industries – many of the cultural and creative industries that were separated now need similar skills"* (2010, p. 18). Recent discussion (IMLS, 2007; IBSA, 2011a) reveals technological changes are shifting the roles of the collecting sector workforce (irrespective of domain) away from clerical tasks to computerised and multi-media tasks. Roles are crossing into computing services, with members from all domains creating websites, blogs and wikis. They digitise material, and web and podcast events. Lowood (2004) reported new models of curatorship arise as formats of collections change, and the discussion paper *Tomorrow's Library* (State Government of Victoria. Ministerial Advisory Council on Public Libraries, 2012, p. 10) reported that new models of service demand staff *"be flexible and change their approach and attitude"*. Choquette (2009) stated that staff should focus on how to identify and serve all collecting sector clientele.

 Roles are also expanding, with previously separate information and culture functions being merged into single roles – Innovation & Business Skills Australia Ltd (2010, p. 18) remarked this *"is particularly noticeable where intranet and internet functions are managed by library services"*. The boundaries between the various practices – including but not limited to

researcher and archivist, records manager and archivist, archivist and (local) historian – are described as opaque, and are under revision and negotiation (Edwards, 2003; Lowood, 2004; Parer, 2007; Piggott, 2007).

Present-day tasks of professionals are extending not only outside domain practices but also beyond GLAM. These non-cognate duties are often municipal service-based. Armitage (2012, para. 4) also indicated the impact of the extension of tasks from the convergence of memory institutions with public and private services and organisations on the skillsets required – *"Thanks to the public library's role as a gateway to e-government services, a librarian today is as likely to help you apply online for a parking permit or submit a legal form digitally as find you a book"*.

There is further flux in identity from change in collecting sector roles due to user participation and different ways of delivering services. This has meant a progression in identity from dispensing to mediating information and culture; it has also meant the trust bestowed by the public on the collecting sector must now be reciprocated (Trant, 2009). The variations in execution of roles will affect workers who cross domains – for example, library workers often have "roving" duties, which is quite unlike the usual desk-bound state of an archivist.

Convergence of duties has resurfaced, as is evidenced by advertisements in the recent job market. Employment agencies register workers from most or all of the collecting sector domains. For example, England's Sue Hill Recruitment (http://www.suehill.co) and Western Australia's Information Enterprises Australia (IEA) (http://www.iea.com.au) manage and place librarians, archivists and records personnel.

Additionally, organisations are hiring people for roles previously barred to them by not having the "right" qualification or no qualification (Conroy-Cooper, 2011). Personal qualities may be seen as being equally important to roles as criteria related to educational qualifications.

3.3.2.4 Affiliations, a shared history and terminology

The affiliations between the domains of the collecting sector are being strengthened via sector-spanning conferences, associations and journals. Common experiences then constitute a shared history.

Conferences and events organised by one profession are increasingly targeting attendees from all information and cultural domains (Birtley, 2008), and indeed, the topic of convergence frequently features on conference programs. Conferences and events are also being jointly organised by professions, with partnerships being intra-domain and/or inter-domain. An

example is the joint 2011 conference organised by Museums Australia and Interpretation Australia.

At present, many collecting sector workers hold professional membership of a number of separate professional associations. Professional associations are also becoming members of other information and cultural associations – for example, Museums Australia is a member of both the Copyright Agency Limited and the Council for the Humanities, Arts and Social Sciences (Museums Australia, 2010). As previously noted, whole-of-sector professional bodies and associations are forming, at local, national and international levels. Another example is – at a local level – "Cultural Heritage Network–Toowoomba", which spans the Queensland municipality's museums, art galleries, libraries and archives (Fitzpatrick and V. Warden, 2011).

The pervasiveness of convergence is also evidenced by GLAM journals embracing content from related domains. For example, in 1983 the journal *Resource Sharing and Information Networks* commenced publication; and in 2009 a common-themed and triple issue of the journals *Library Quarterly*, *Archival Science* and *Museum Management and Curatorship* was published. Also in 2009 the journal *Collaborative Librarianship* was launched (Gaetz, 2009; Marty, 2010).

The supporting businesses of the collecting sector have also altered due to convergence. For example, vendors now tend to serve the cultural sector as a whole, rather than a specific domain (Recall Information Management website, http://www.recall.com.au).

A partially-shared language has historically existed between the GLAM practice areas, with numerous instances of consistent use of the same words for concepts and processes, such as "retention" (J. Kennedy & Schauder, 1998). However, there are differences in the interpretation and application of some terminology and their associated concepts. For example, to librarians the "description" of an item is interpreted as focussing on content, whereas to archivists "description" is interpreted as also incorporating context and purpose, original order and provenance (J. Kennedy & Schauder, 1998; Reitz, 2010).

The application of some terminology is found in only one or some of the four traditional memory domains. An example is "Curation", which tends to be a museum and gallery-domain concept (Cowan & Lillico, 2009), due to it implying a longer-term custodianship of materials than (for instance) librarianship. Yet the concept of "Digital Curation" is highly important in the archive and records domain, as a means of forestalling technological and media

obsolescence which would prevent future access (Gove, 1976; The Digital Curation Centre[22], as cited by Hurst-Wahl, 2009).

"Archives" is perhaps the term about which there is most professional dispute, including whether it should be singular (as is frequent in the USA) or plural (common in most other English-speaking countries). "Archive/s" is variously interpreted as the materials themselves, the organisation responsible, the professional discipline, the action of placing in storage, or the building housing the collection (K. Anderson, 2010; Society of American Archivists, 2010). In the information technology sector – which is becoming a frequent partner of the collecting sector – "archive" is commonly used to describe collections of backup data (Society of American Archivists, 2010); that is, duplications of existing content, compared to archives in the collecting sector usually consisting of unique items.

The literature (Ellis, 2010; Hunter, as cited by the Committee on Oversight and Government Reform, 2010) indicates that the language barrier is compounded by differences in interpretation and application of concepts by different levels of staff, and also by terminological variance in relation to different formats of items (electronic or physical). Furthermore, the interpretation of terminology used in within the domains but in different environments and across geographical boundaries varies (International Records Management Trust, 2009; Warland, 2010). As Ellis (2010, p. 1) acknowledges, *"The task of defining terms in international standards is difficult and requires compromise"*. These differences in interpretation and application can lead not only to confusion but also conflict (Southon & Todd, 2001; Myburgh, 2003).

A recommendation of the *Re-conceptualising and Re-positioning Australian Library and Information Science Education for the 21st Century* project was that *"a broader and more inclusive vocabulary be adopted that both recognises and celebrates the expanding landscape of the field"* (Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates, 2011, p. 2)*.* Similarly, Ermert (2009) argues for the teaching of a joint vocabulary and the formation of common thesauri. It has been suggested that an increase in shared language would foster GLAM collegiality, and via clarity and the alignment of missions, facilitate memory institutional projects, partnerships and convergence (Myburgh, 2000; Southon & Todd, 2001; Myburgh, 2003).

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[22] The Digital Curation Centre is a JISC-funded advice and help centre for the management of research data in the UK higher education community.

3.3.3   Drivers to evolution of professional identity

There are a number of forces that have driven changes in professional identity, and remain the cause of its current upheaval. These forces reflect those that have driven the convergence of memory institutions and include technology, globalisation, user demands, finance and reform. Advances in technology are almost unanimously identified as the primary force impacting upon professional identity, with computerisation and automation transforming roles and necessitating new areas of training (Jefcoate, 1997; Wiebrands, 2006; Frodesen & Hoivik, 2008; MacNeil, 2010). The force of globalisation means information and cultural professionals now function in a series of larger environments (Antonesa, 2007), with fewer geographic and time barriers, and there have been shifts in business, society and culture (Tombs, 2007).

Users are a powerful determinant of collecting sector context, and user demands have altered. Users now have different expectations of information and cultural services, and seek opportunities to participate. The different relationship forming between the collecting sector and society has *"profoundly shifted the roles of directors, librarians, curators and other professionals who craft designed experiences in these institutions"* (IMLS, 2009c, p. 15) and affected the behaviour and self-esteem of information and cultural workers. An example of relationship change is the creation of the National Library of Australia's virtual convergence "Trove" discovery service. As explained on the website (http://www.trove.nla.gov.au),

> *Trove invites contribution from all users (communities and individuals) in a variety of ways. You can tag items you find with keywords, make comments that could be useful to other users, participate in the user forum, contribute your digital photographs via Flickr and even correct the text of digitised newspaper articles* (National Library of Australia, 2012, para. 1).

Finance is another force affecting professional and institutional identity. Funding cuts mean institutions reduce staff, and formerly domain-specific professionals are now cross-domain tasked (Dixon, 2011).

The reform of professional identity is prompted by parent bodies – for instance, questioning the relevance of memory institutions in the information age (and hence their continued funding) has spurred professions to find new niches for their institutions and their own roles (Little, 2011). The reform of the collecting sector is also self-initiated, an acknowledgment that no client responsive profession or organisation can remain static. Some commentators have remarked that the sector needs to let go of the way it has defined itself in the past, especially to be relevant to young people. As Broady-Preston (2009, slide. 9) warned, *"if we do not widen our focus, we send a message to society that we do not have a vision of ourselves as bigger players on the social scene"*.

Broady-Preston (2009) also argues that the changing information landscape means new professional attributes and identity, and that a professional could to some extent select their own identity be choosing to be "a polymath" (a multi-domain approach) or "a dinosaur" (a domain-specific approach).

3.3.4 Barriers to evolution of professional identity

The evolution of professional identity – particularly towards a converged or single collecting sector professional identity – faces many barriers. Southon and Todd (2001) admit achieving commonality will be hard due to the breadth of approaches within the information and cultural sector. The literature (for instance, J. Duncan, 2004) notes that the barriers to convergence (of institutions and/or workers) include the comfort of staying in silos, and Tibbo (2008, as cited by Ray, 2009) claims that graduate students arrive with silo attitudes, and pursue qualifications in traditionally boundaried courses.

Another example is in relation to the formation of the overarching collecting sector body the Collections Council of Australia. It was reported that some members of the Australian Society of Archivists did not like being *"lumped in with the collections crew"* (ASA, 2010b, p. 9). J. Duncan (2004) and also G. Oliver (2010) identified the barriers of turf protection, competition for jurisdiction, and inter-domain antagonism. The commentary on the matter also indicates that the professions battle for status, and fear loss of respect. For example, Past President of the ASA Jackie Bettington views convergence of services and co-location (site convergence) as *"symbolic of a long-term deprofessionalisation of archives"*, and a *"dumbing down"* of archival work (Bettington, 2009; 2010).

Resistance to change is another barrier – for instance, *"a desire for fixity"* has been attributed to museums (European Museums and Libraries in the Age of Migrations (MeLa, 2012, para. 2)**.** Sukovic, Litting and England (2011) claim that libraries as stable institutions do not fit the changing knowledge environment, yet they are trying to preserve their traditional functions. Some professionals and the public complain about the homogenisation and simplification of collections as practices change; for example, as museums and archives digitise their materials and circulate them in a manner similar to libraries (Given & McTavish, 2010).

There are similarly-based barriers to altering terminology to reflect changes in collecting sector context, duties and thus identity. For instance, moves to alter the names of positions or professions often polarises members. For example the proposal to change the name of the [American] Special Libraries Association to "Association of Strategic Knowledge Professionals" (Crowbold, n.d.; Shumaker, 2009) met with support but also resistance. If proposed changes of this type are resisted, the evolution of professional identity stalls.

3.3.5   History of institutional identity

The separation of the professions after the common beginning of the collecting sector was heightened by separation of the sites for institutions.

The title of the stand-alone institution usually incorporated the memory domain, the geographic place, and any specialisation, as shown by the local level examples of the Geelong Maritime Museum in Victoria and the Natural History Museum of Los Angeles County in North America.

A memory institution's identity was mostly determined by the collection it held, the values it projected, and the exterior construction, interior design and atmosphere of the building – for example, the library is viewed as a conservative institution, traditionally devoted to print matter (Antonesa, 2007; Frodesen & Hoivik, 2008). Boaden and Clement (2009, p. 8) write that all collecting institutions had been perceived by the public as *"cathedrals of culture",* and Walden (2011, p. 34) states that *"museums have traditionally been tightly controlled public spaces (no photography, food or drink), and like libraries forbade loud voices, and archival reading rooms are often perceived as intimidating".*

Recent changes in collecting sector context mean memory institution sites and management are increasingly converged, and collection holdings and formats may be alike and/or compatible. It has been claimed that the forces most impacting on institutional identity as technology advancements and changes in users (Jefcoate, 1997). Sukovic, Litting and England (2011) claim that the memory institution's roles in warehousing physical collections and helping clients find materials is becoming obsolete as digital collections form a greater portion of holdings and as discovery tools become easier to use.

Consequently, the value and relevance of memory institutions is being questioned. In relation to public libraries, Little (2011) suggests that parent body support would be retained if libraries morph into places of learning and engagement, and become an information and social hub.

There are claims (for example, Boaden & Clement, 2009) that an advantageous outcome of converged facilities is a contribution to the democratisation of culture. Convergence with non-cognate partners would enact an identity change in the collecting sector via the breaking down of the myths of the mystery and remoteness of culture. Furthermore, the change to now permitting user participation is also seen as democratising memory institutions that were previously perceived (museums and galleries in particular) as elitist (Walden, 2011).

Further upheavals in institutional identity stem from the change in the service delivery model – from serving the collection to serving the patron. Also, the atmosphere in memory institutions has altered, due in part to changes to rules regarding patron behaviour. For example the museum

and gallery "don't touch" rule has been replaced by interactive exhibits, and rules prohibiting noise, food and drink have been relaxed in many libraries. Changes in the trends of exterior and interior architecture and fit-out means the bunkers and dungeons of old (L. Robinson, 2005) have been replaced by far more well-lit and welcoming places. Change in patron behaviour also affects institution design, especially with emerging demands for meeting areas and spaces for group work. As Armitage (2012, para. 3) wrote, *"In navigating the complex new world of information overload, people don't just read books any more. They interact with information, and with each other to make sense of it"*. The combined effect of these changes is a higher level of institutional energy and vibrancy.

Another change is the trend for memory institutions to have generic and/or non-traditional titles (Simon, 2008), and an example of a change to titling from the research setting of Western Australia is that the Gosnells Public Library became the Gosnells Knowledge Centre. Also, institutional names sometimes do not specify place or domain – for example, "The Rooms".

These changes to the physical presence of institutions have not been universally welcomed by the sector. The literature (for instance, IMLS, 2010a) includes reports that changes that attempt to attract visitors back to cultural precincts from commercial precincts devalue memory institutions, turning them into *"cultural heritage mega-malls"*.

There are predictions that memory institutions will increasingly be defined by collaboration and convergence – *"new, radical and energetic relationships"* with each other, their communities and other sectors (Neal, 2011, para. 1). If institutional identity and operations proceed towards convergence, this will aid the less visited and less valued archival and gallery domains by leveraging the popularity and profile of its partners. For example, archives have been described as the Cinderella of the cultural sector, *"lacking the mass appeal of museums, the community penetration and social relevance of libraries and the broad educational value of both"* (The National Council on Archives, 2002, p. 2).

3.3.6   Advantageous outcomes of professional identity evolution

Though collecting sector identity is in flux, this can be viewed positively – as Olsson and Henninger (2008, p. 16) asserted, *"This is an exciting time to be an information professional"*.

The convergence of collecting sector education and training would not only prepare graduates for the hybrid environments and requirements of 21st century collecting sector employment but also may counter the lack and/or cessation of training programs and formal courses at universities, for instance for the museum and local history domains (Collections Council of Australia, 2008). Furthermore, as the literature suggests (for instance, Crowbold, n.d.), interdisciplinary co-operation can strengthen ailing information studies and related schools

servicing the collecting professions. Another positive outcome of converged education and training is – as S. Parker (2003) notes – the facilitation of the creation of a common cultural voice in a community.

Collecting sector professionals receive a number of advantages from the convergence of memory institutions, including increasing the range of their skills as they work across domains (Stemmer, 2007; Quihampton, 2010). There is often increased informal peer support, and staff satisfaction rises as they become familiar with and offer more services (Conroy-Cooper, 2011).

The collecting sector would receive advantages from evolution and unification of its associations. The literature (for example, Deakin University, 2002) reports a merged professional association delivers more powerful advocacy, stronger leadership, better co-ordination of collections, clearer identification of sector needs and ensures a bigger perspective or "over the horizon" vision. In the Australian context, the Collections Council of Australia, which operated from 2004 to 2009, provided a united front for the information and culture sector, and collecting sector professional associations have long provided advice to government organisations – for example, the Council of State Archivists in America is helping the Federal Emergency Management Agency plan for record salvage in times of disaster (Council of State Archivists, 2007) – and advisory services would also be improved by association mergers.

The literature (for example Amberg, 2009; ALIA, 2012a) reveals a variety of titles for information and cultural positions within each domain – for instance within the library domain, job titles include "information librarian"; "information services librarian" and "information services specialist". A number of commentators have identified advantages if professions moved away from domain-specific professional titles. They report the term "information professional" carries higher status and delivers higher wages than that of "librarian" (Crowbold, n.d. drawing upon Apostle & Raymond, 1987; Southon & Todd, 2001). It has also been argued that refreshing the professional identity of the collecting sector will assist image change, moving it further away from the "buns and pearls" stereotype of librarians. It might therefore attract students and recruit new members (Crowbold, n.d.).

The literature (for example, Dale-Hallett, 2005) indicates that many professionals support the convergence of memory institutions as it helps ensure the continued existence of the institution and thereby protects their employment. Some workers also welcome the opportunity if the staff is integrated in a memory institution to gain skills and knowledge via cross-training and tasking (McPherson & Ganendran, 2010).

3.3.7   Disadvantageous outcomes of professional identity evolution

Some information and cultural workers view convergence of memory institutions and the uniting of collecting professions as the *"end of specialised skills and cultural fields"* (Z. Johnston, 2008, p. 32). There are also concerns that staff from other domains will not be able to fulfil requirements of collection management for other areas of practice.

Libraries are usually the dominant partners when memory domains converge, and also in many convergences with cognate sector partners. Examples indicate that IT-library mergers are usually library-centric (Sayers, 2001; M. Robinson & Chien, 2006; E. Barton & Weismantel, 2007). Reports from CMIs point to the smaller converged organisation and its staff frequently experiencing loss of identity, reduced autonomy, power, and presence, due to absorption by their more substantial counterparts. For example, some members of Orange Family History Group saw joining Central West Libraries as a takeover (Richards, 2011), and Green and Winter (2011) report that although the Wairarapa Archives recently partnered with the Masterton District Library, in the early 1990s the Wairarapa Archival Society dismissed a proposal to amalgamate the archive into the Masterton District's newly-built museum, as they feared the society would be subsumed.

 Another example is the Archives Office of Tasmania is now housed on the second floor of their State Library. Hence the Archives face a change in the identity and status associated with being a stand-alone institution, and is also now in a changed atmosphere that is busier and noisier than usually associated with an archive.

However – and in contrast – Bullock and Birtley (2008, p. 16) note that at a round table meeting of peak bodies and associations in the Australian collecting sector *"there was no sense that collaboration would cause a loss of identity for individual organisations"* .

There are possible disadvantages if collecting sector education changes. Robbins (1993) and White (1995) [cited by Crowbold, n.d.] felt that dividing the later years of a common curricula into "tracks" makes it overspecialised and in danger of becoming quickly outdated.

Another disadvantage is if the terminology used in job and institution descriptions changes, there is the possibility of confusion in public understanding, and loss of recognition and profile. Both the public and workers' perception of identity is associated with names, and the titles of the converged roles, sites and services are often hotly contested. The title for the "Tyne and Wear Archives and Museums Service", for example, was formed by listing the partners alphabetically (Coles, 2010). The literature reveals that within a building offering a converged service the sections often retain their original titles to placate staff and patrons. For example, the Surry Hills Library and Community Centre in New South Wales has named the ground and

lower ground levels "The Surry Hills Library" and Level 1 as "Surry Hills Neighbourhood Centre and Function Halls (SHNC)" (City of Sydney, 2010). Sometimes a completely new name is assigned to encompass all parties at the location (such as "The RISE" in Maylands in Western Australia, which has a public library, café, municipal services, offices and sports halls – RISE is explained as *"an acronym for Recreation Information Socialising Entertainment"* (Eastern Reporter, 2011, para. 3). However, vague and/or complicated names confuse the public. Martin (2007, p. 83) referred to the Confucian concept of the "Rectification of Names" – *"if names were incorrect, words would be misused, and when words were misused, nothing could be on a sound footing...People would not know where to place hand or foot"*. Feedback on the name "The RISE" provided by residents on a municipal website has tended to be negative. As one resident commented, *"a strange and puzzling name for it"* (Eastern Reporter, 2011, para. 16). Similarly, Murphy (2007) reported criticism in the press of the title "ImaginOn", for a converged children's library and teen library, theatre and multi-media production studio in Charlotte, North Carolina.

As evidenced above, the existing literature suggests that an evolution in professional and institutional identity is necessary for the collecting sector to align itself with 21st century needs. The change in both professional and institutional identity that has occurred to date is a progression towards a unified identity, with increasing recognition of similar values, education, skills, roles and terminology, and the development of a shared history via the experiences of sector-spanning conferences, associations and journals.

3.4   The interrelationship of the information and social commons and professional and institutional identity

The literature review revealed the theory of the information commons is also interrelated with the other key topic of this study, that of professional identity. As Murdock (2004, The Digital Commons, para. 1) stated, *"Developing these resources requires us to abandon our old maps of the cultural industries which depicted a series of stand-alone institutions separated by incompatible technologies"*. The expansion in the role of a collecting institution to be also an information commons means a change in institutional identity. The information commons role seems complementary to the increasing move for libraries to be the community "onramp" to technology – that is, not only providing technological equipment and information but training (Hildreth, 2012).

This adoption of this role is driven by the sector and also by external parties such as the government. For instance, ALIA (2011b, para. 4) released the statement;

> *ALIA believes that with its high usage and knowledge of electronic information*
> *services and the significant number of public access points particularly in*

Australia's public libraries, the library and information services sector is a major stakeholder in the National Broadband Network implementation.

Memory institutions that manifest as information commons need cross-trained staff, as contrasted to the *"old pigeon-holed specialist"* (Bailey & Tierney, 2002, p. 2). Subsequently, there may be further upheaval in the identity of the various professions within the collecting sector, and changes in their views of their profession and their relationships to other collecting professions.

A feature of the modern commons is the democratisation of expertise (Walden, 2011). Technological and social change has enabled the widening of responsibility for the management of information and culture, and the subsequent loss of the collecting sector's professional monopoly has caused upheavals in collecting sector professional identity. Sukovic, Litting and England (2011) note that the participatory networked world has created a deep unease in the library profession.

The literature indicates that if the features of a modern commons (including technologically advanced information and culture delivery and user participation) are adopted, public information and cultural institutions can be revitalised. The change in role of a collecting institution to a hub means a change in institutional identity. However, this change in institutional identity to a social commons – as for changes to professional identity and if the information commons role was assumed – has caused upheavals in the collecting sector. Yet the literature review demonstrates that some commentators view the features of the two roles of information commons and social commons as not only complementary with each other but with the profession's identity – for example S. Parker (2003, p. 1) wrote, *"the fundamental aims and objectives of social inclusion, lifelong learning and access sit perfectly within our sector"*.

Convergence that is prompted by the goal of becoming a social commons – and is thus with non-cognate partners – impacts differently on institutional identity than intra or inter-domain convergence. For instance, from being the dominant partner in convergence with other memory domains, libraries that converge with larger non-cognate partners or locations might face identity change from being subsumed. For example, the State Library of Queensland's *Queensland Public Library Standards and Guidelines - Library Building Standards* (2009) suggested the ideal library site was one associated with another community gathering point, such as a shopping mall[23]. An example from the research setting of Western Australia is the

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[23] Previous research on library placement in shopping centres includes Johnstone (1998), who studied Australian examples and J. Johnston (1996), who studied American examples.

Success Public Library at the Cockburn Gateway Shopping City complex. Memory institution identity also changes if they are located in transport nodes such as airports and train stations; patron visits tend to be brief and the lingering that is encouraged to foster the commons notion does not occur. Examples of libraries in transport nodes include Caboolture train station in Queensland (Brisbane City Council, 2010), and the airport at Schipol in Amsterdam (Radio Netherlands Worldwide, 2010).

Conclusion to chapter

The literature review has revealed that the context of the current collecting sector – marked in particular by the forces of globalisation and technology – has resulted not only in the revival and escalation of the convergence of memory institutions but also that it has been internationally embraced by many in the collecting profession and many parent bodies. Convergence is breaking through the GLAM institutional and domain barriers, thus weakening the silos and isolationist outlook that has been inherent in the collecting sector in the past. Now there is convergence in all aspects of the information and cultural profession, including sites, collections, education and roles; in whole or in part, physical and/or virtual.

The literature review has revealed relationships and interdependence between all of the project's main topics; that is, the topic of the convergence of public information and cultural institutions with the topics of the information commons and the social commons (or community hub) and the evolution (if not actual convergence) of collecting sector professional and institutional identity. For instance, the convergence of public information and cultural institutions often leads to the transformation of memory institutions into information and social commons, and M. Robinson (2009) argues the transferability of core skills in library and information science makes the convergence of memory institutions feasible.

This interdependence has both advantageous and disadvantageous outcomes and implications for the operations and identity of the institutions, staff and community. However, convergence presents an opportunity to liberate information and culture from domain limitations, and in doing so, reinforce the value of the collecting sector to society.

These interrelationships will be positioned against this project's survey and case study findings (see Chapters 5 to 7). The depth or strength of the interrelationship that is discovered will thus influence the formation of the recommendations for creating and operating a converged memory institution, achieving an information and social commons and converging identity (see Chapter 8).

CHAPTER 4

METHODOLOGY

4.1 Overview

The research methodology was developed to specifically address the research questions and objectives. As this chapter will describe, the research employed a literature review, a survey and case studies, to ground the study in its associated theories of convergence, professional identity and the information and social commons. The mix of quantitative and qualitative inquiry was chosen in order to leverage the benefits of each (Allanson & J. Allen, 2007), whilst countering their disadvantages, and to maximise project reliability and validity (Denzin, 1984). The combination of elements that was chosen is frequently observed in Information Studies (Clayton, 1995).

4.2 Introduction to framework

The study's research plan and methodology was created after perusing research designs undertaken in similar projects (Meyer, 2005; Chandra, 2006; Monley, 2006) and adapting them to the purpose. The literature of social science research contains guidelines for researchers undertaking surveys and case studies (A. Campbell & Katona, 1953; Yin, 1984; M. Lewis, 1995; Kvale 1996), and these informed the project's procedures.

While drawing on other works the methodology used in this thesis is distinctive, and extends the efforts of previous researchers, particularly Dunn (2007) and Z. Youens & Sullivan (2008). The design of the study by Rodger et al. (2005) was especially influential; their study included a survey of the CEOs and staff of public memory institutions to describe collaboration that had occurred, its engagement and use, and a field investigation to analyse the context of the collaborative relationships. The project's approach is contemporary, reflecting the evolution of Information Studies research, such as the increasing use of focus groups and online survey administration (Morgan & Spanish, 1984; Barnett, 2002; Madge & Wellens, 2009). The teaming of the multiple methods of a survey, focus groups and interviews in this single study is also compared to the approach of Considine et al. (2008) in investigating the Victorian public library situation; they applied a survey and focus groups, and also built their study upon previous work by van Wanrooy (2006), who employed focus groups and interviews.

The mix of methods in the study – that is, both qualitative and quantitative – examined people and organisations. The quantitative methods focussed on counting and measuring, and the qualitative methods were to examine the reasons for behaviour and actions, and the knowledge and beliefs, thus complementing the quantitative data (University of Exeter, the Peninsula Medical School and the University of Plymouth. Peninsula MR Research Centre. Research and Development Support Unit, 1998). Ryan (2009) indicates four combinations of data analysis are possible when mixed methods are employed, and all were reflected in this project's framework. These analytical approaches are:

1. Quantitative analysis of quantitative data;
   This approach entailed producing frequencies and percentages of survey statistics.
2. Qualitative analysis of quantitative data;
   This approach involved seeking meanings in survey statistics and finding patterns.
3. Quantitative analysis of qualitative data;
   This approach was undertaken in this study's document analysis.
4. Qualitative analysis of qualitative data;
   This approach was demonstrated in interpreting the case studies, such as transcripts of interviews.

Thus approaches 1 and 2 constitute an applied statistics technique, of summaries (descriptive statistics) and inferences (inferential statistics) (Mann, 1995; Dodge, 2003). For example, there would be summaries of data about librarian tenure, and inferences made from suggestions for advantageous arrangements in a converged memory institution (CMI).

Weller (2009) advises qualitative methods are most appropriate for areas where less is known about the topic, and these were chosen due to convergence, the information commons and community hubs being revived and/or emerging issues. The mixing of methods in this study was continued with deductive and inductive approaches to the data. Deductive approaches move sequentially from theory to observation to generalisations, and are testing and confirming; whereas inductive approaches progress from observation to pattern to theory, and are exploratory (Hale & Astolfi, 2011).

The approach to the qualitative techniques was to develop an in-depth contextualisation within a small sample size, and then to use the findings for generalisation beyond the study limits.

The strategy for reporting the case studies was "explanation building", aided by statistical analysis. This is not always possible in case studies (Miles & Huberman, 1984; Yin, 1984) but could be applied in this project – for example, when the participants had previously completed the survey, or referred to or provided their own statistics, such as visitor numbers.

Each municipality would be analysed in turn, and then compared and contrasted to the others. The reports about the individual districts would assist the research objective of describing the convergence of cultural institutions in WA, and when conclusions are coalesced they will inform the research aim of developing recommendations for the creation and operation of a CMI.

Admittedly there were flaws in this framework, including that the data collection and coding were not aided nor repeated by another researcher (Mays & Pope, 1995; Hale & Astolfi, 2011), and that there was not a prolonged period in the field for observation (Constable, Cowell, Crawford, Golden, Hartvigsen, Morgan, K., … Palmquist, 2005).

4.2.1 Ethics

In July 2007 the Divisional Graduate Studies Committee had approved candidacy subject to the study receiving ethical clearance, and in February 2008 an application for Level A ethics approval was made to the Curtin University's Office of Research and Development Human Research Ethics Committee. The application was accompanied by the draft survey (with information sheet), the draft interview and focus group questions and the draft consent letter. The study's design was influenced after consulting the Australian Ethical Standards for Research Involving Humans, which are set by the National Health and Medical Research Council (NHMRC). Three main areas are considered: Informed consent; protection of privacy and confidentiality of records; and risk of harm to subjects or groups in the community. The main ways the study addressed these considerations are (respectively) by participation in the survey and the case studies was consented, voluntary, unremunerated and by adult subjects, who could withdraw permission at any time. Data was kept confidential and securely stored, and the answers and opinions of subjects reported in a non-identifying manner, for their privacy. There was no applicable or determined risk of harm to subjects via clinical procedures, damage to cultural security or exposure to discrimination. Constable et al. (2005) also indicated adherence to ethics includes honesty and trust, and the researcher upheld these criteria by presenting the data truthfully.

The study received Level A ethics approval upon its first submission, and was allocated the code HR33/2008.

4.2.2 Research rigour

Research rigour was attempted via developing a well-structured study, and by organising and communicating the approach and findings in a thorough and engaging manner. As per Lamont and White (2009), rigour in the approach began by indicating the potential intellectual and

social significance of the study (Chapters 1 and 2). The research questions were clearly identified and the setting was described (Mays & Pope, 1995). Next, the project was situated in the appropriate literature (Chapter 3), and a local, national and global context was established. The structure planned for Chapter 4 included detailed explanations of sample selection, data collection and analytical techniques. As Ryan (2009) states, rigorous research applies the appropriate tools to meet the project's objectives, and is indicated when data collection maximises the identification, detailing and patterning of a phenomenon of interest.

Again drawing upon Lamont and White (2009), connection between data and theories featured in the discussion of the survey (Chapter 5); the case studies (Chapter 6) and the comparison of all findings (Chapter 7). For equity, alternate explanations and negative responses and outcomes were included. The recommendations in Chapter 8 demonstrated generalisability beyond the specific cases, and Chapter 9's conclusions and suggestions for future research demonstrated the utility of the project. Also included in Chapter 9 (and instructed by Tryssenaar, 1995; Zubbrizarreta, 1999) the limitations of the study and areas of potential examiner and reader criticism were reported.

Rigour in the research would also ensue from the characteristics of the student. Lamont and White (2009, p. 11) advise, "*the scholar should possess the relevant skills and knowledge necessary to complete the study. These include cultural fluency or knowledge about the specifics of the field site or chosen population, language skills, and appropriate methodological training*". In response to these criteria, the student is a qualified librarian and has also graduated from courses in other disciplines; she is an Australian citizen by birth and a Western Australian resident, and has well-developed oral and written communication skills. Other literature (Yin, 1984; Stewart & Shamdasani, 1990, as cited by Watts & Pickering, 2005) emphasised the importance of training, and consequently the student attended research technique workshops and seminars conducted by Curtin University.

4.3   Introduction to main techniques

4.3.1   Literature review

The project would commence with a literature review in order to contextualise the study, provide familiarity with related research and commentary, and inform the development of the research methodology. Literature reviews are generally considered an efficient approach to gathering a large volume of information inexpensively (Marelli, 2005). However, the disadvantages of literature reviews include the possible bias of the researcher (intentional or unintentional) in the selection and interpretation of material (Neill, 2006).

4.3.2   Survey

A survey is a standardised document consisting of questions that may be distributed and completed in a variety of ways (A. Campbell & Katona, 1953, as cited by Barribeau, P., Butler, B., Corney, J., Doney, M., Gault, J., Gordon, J. ... Palmquist, M., 2005). The survey method was chosen for the study due to its advantages of broad dispersal and gathering of exact quantitative information (Barribeau et al., 2005; Government of the United States of America. Department of Education, 2005). This approach was suited to the research aims, particularly that of establishing a profile or "snapshot" of the provision of Western Australian public library services and professional opinion about convergence. The inherent weaknesses of surveys as a research tool include their inflexibility (it must remain unchanged) and the need for questions to be appropriate for all respondents (Barribeau et al., 2005). For this project these weaknesses would be countered by the subsequent conduct of qualitative data gathering in the form of case studies.

4.3.3   Case studies

The case study is a form of qualitative descriptive research, whereby the researcher collects data about individuals, a group or an organisation using documents, archival records, observations, immersion, interviews and artefacts (Yin, 1994; Tellis, 1997a, 1997b). In this study the unit of analysis is the staff and institutions delivering information and cultural services to a Western Australian municipality (Hammersley & Atkinson, 1995). Research ethics have been upheld by rendering the remarks by participants in a non-identifiable manner.

The case study approach was chosen for this project due to its strengths in providing detailed qualitative analysis (thus aiding the objective of describing Western Australia's library situation); its use in guiding policy makers (linking to the formation of recommendations for operation), and suitability for situations that involve innovation and contemporary phenomena (thus appropriate for the notions of convergence and the information and social commons) (Slater, 1990; Tellis, 1997a, 1997b).

There are also potential disadvantages in employing the method. G. E. Gorman and Clayton (1997) stated that the case study demands large amounts of effort, time and labour. In these circumstances, however, it seemed suitable, because the case study potentially provides a clear and detailed account of the current state of a practice or service. The danger of bias is lessened by the investigator being independent of the organisations and locations selected, but the weakness of low external validity [transferability] of case study conclusions to other locations, times and participants is acknowledged. However, as Evans (1995) argues, a case study must

have some generalisations (the distinction between the idea of a study and a case study); hence this project aims to be illustrative (and the recommendations a "lighthouse" model), and was undertaken with the expectation that other institutions will adapt findings to their particular circumstances.

4.3.3.1 Document analysis

The Australian National University. Student Services Division. Academic Skills & Learning Centre (2010, para. 1) explains

> *Document analysis is a key skill in interpretation. It is not a mere summary or description of what happened, but rather an analysis of the motivation, intent and purpose of a document within a particular context.*

4.3.3.2 Observation

Observation entails the researcher gaining information about an environment via their senses. However, as the University of Strathclyde. Humanities & Social Sciences (n.d) explains, observation is more than just looking or listening; what is seen or heard has to be recorded in some way to allow the information to be analysed and interpreted.

4.3.3.3 Focus groups

Focus groups gather the feelings and experiences of people towards a clearly defined topic or phenomenon of interest – they collect opinion rather than knowledge (M. Lewis, 1995; Kvale, 1996; Sullivan, 1998; Paterniti, 2007; Muir, 2010). They are especially relevant for this research as they diagnose potential problems and help determine whether a program or service (such as the change to a converged site) is on track or has achieved the desired goals (Morgan & Spanish, 1984; Barnett, 2002; Muir, 2010; Government of New South Wales. Department of Premier and Cabinet. Office of Environment and Heritage, 2011). Focus groups were also selected due to their benefits of in-depth information and quick turnaround (Johnson & Christensen, 2004). These features counter the quantitative and restrictive nature of surveys and the slow return that was experienced in this study.

4.3.3.4 Interviews

The interview is a qualitative technique that allows the measurement of almost any item of interest. Interviews can be particularly revealing of policies, issues and attitudes (M. Lewis, 1995; Kvale, 1996), and all of these are relevant to the research questions. Interviewing was also

appropriate due to its advantages of very quick turnaround and strong reliability and validity of data (Johnson & Christensen, 2004; Muir, 2010). The method meshed well with the other approaches in the project via its suitability for use with high-status participants and/or those with extensive knowledge, such as the Library Co-Ordinators and Museum Curators. The subjectivity of the interview data would be offset by the more objective and fact-based material gathered.

4.4 Development of protocol

Texts advise that the main method for collecting data in quantitative research is via a survey, and that frequently-used methods for collecting data in qualitative research are obtaining documents, observation, focus groups and interviews (Hoepfl, 1997; University of Exeter, the Peninsula Medical School and the University of Plymouth. Peninsula MR Research Centre. Research and Development Support Unit, 1998).

All of these methods were applied in the project, and this complexity plus the multiple case study scheme meant a protocol was essential for consistency and thus reliability of the research (Yin, 1984).

The student divided the methods of the qualitative inquiry into passive and active data collection techniques, according to the levels of contact with participants. The project's passive (minimal contact/low intrusion) data collection techniques were observation and document analysis, and the active (direct contact/moderate intrusion) data collection techniques were focus groups and interviews. Irrespective of technique, the information sought included (but was not limited to) district history and trends; council and institution vision and services (policies, reports, plans); site location and characteristics (proximity to shops, schools, services and other cultural institutions; public transport, major roads and parking, delivery areas, security, signage to and at site, gardens etc.); site partners/other tenants; building exterior and interior design (architecture, environmental control, decor, floor and room division etc.); collection characteristics; patron characteristics; technology, tools and equipment (including remote access and links); staff roles and responsibilities; procedures; relationships (media, businesses); outreach, programs and events; communications; and monitoring, evaluation and feedback channels.

The selection of this combination of passive and active techniques was to maximise data reliability via triangulation (Yin, 1994; Stake, 1995) and are in accordance with Tellis (1997a; 1997b), who states a case study should use as many sources as relevant. The evidential variety meant the weaknesses of some types would be countered by the strengths of others – for

instance, the time-consuming nature of observation is offset by the time-flexible retrieval of published material for document analysis.

4.4.1   Sampling strategy

As advised by Mays and Pope (1995), a coherent rationale is presented for this project's sampling strategy. The sampling strategy varied according to the nature of the research.

4.4.1.1   Quantitative inquiry

Hoepfl (1997) and Castillo (2009) identify the dominant sampling strategy in quantitative inquiry as probability sampling, wherein all individuals in a population have equal chances of selection.

4.4.1.1.1   Survey

 For the survey, the form of probability sampling that was chosen was simple random sampling, as although all library branches were contacted, those who chose to participate would be randomly determined. This approach eliminates sampling bias and also minimises systematic bias – that is, *"differences between the results from the sample and the resuts from the population"* (Castillo, paras. 3-4), thus enabling generalisations.

Although surveys often target very large populations (Barribeau et al., 2005), in this thesis the sample is moderate, as it was limited by four criteria. The distribution would be to local public librarians in Western Australia. The survey was directed to the 233 public libraries in the state (the total was confirmed by the State Library of Western Australia's *Guide to Public Libraries*, 2010), with a request that it be completed by the most senior librarian in each library. In the Australian library context, seniority refers to rank, not length of service/tenure. The intention was to gain an experienced and "whole-of-library" response. The target group was librarians that were qualified to a professional level. In the Australian context a qualified librarian has a Bachelor level degree in library science/information management, or a Bachelor degree in another field and a graduate level library qualification, such as a Graduate Diploma in Library Studies. In both cases the librarian meets ALIA's criteria for professional status (i.e. associate membership of the Association).

Participation in the survey was voluntary and unremunerated.

4.4.1.2   Qualitative inquiry

The sampling strategy most frequently employed in qualitative inquiry is purposeful sampling (Hoepfl, 1997). In this approach, information-rich cases are sought for in-depth studies (Patton, 1990).

4.4.1.2.1   Case study

The type of purposeful sampling used in the case studies was variation sampling, to – as Hale and Astolfi (2011, p. 209) - explain *"identify central themes across participant and program variations, and to look for shared patterns across cases"*.

4.4.1.2.1.1   Selection of case study municipalities

As per the analytic induction process, cases were identified for the investigation of the research question and the formation of a comprehensive narrative (Hale & Astolfi, 2011). The recruitment process drew upon a number of studies, including that of Campbell Research & Consulting Pty Ltd (2003).

The plan for the case study was to examine three Western Australian local public libraries that represent a range of experience related to convergence. This would include a site that had already merged with collecting sector and/or cognate partners; a site that had merged with non-cognate partners; and a stand-alone site that was planning to merge. This would ensure a broad understanding of the progress of convergence (actual and intended) in Western Australian public libraries and how it has impacted upon the libraries, professionals and communities.
The sites selected were also to have diverse characteristics, such as location (metropolitan and rural); development stage (new and long-standing), industries, demographics and variety in terms of information and cultural staff numbers and collection sizes. This would mean the local government areas examined were a representative sample.

The selection of the case study sites was informed by personal knowledge supplemented with the recommendations made by contacts within the profession, and an analysis of job advertisements in *The West Australian* newspaper and postings to various listservs that cover the Australian collecting sector. These were monitored for a six month period, between February and July 2007. The criteria used for relevance were a Western Australian-based position and a mention of converging roles and/or sites. These various sources suggested a range of possible case study locations, and from this pool, a shortlist was produced after preliminary examination of the qualities of the libraries and their district. The favoured qualities included a progressive outlook (awareness of convergence being demonstrated by their

documentation); an apparent valuing of history and historical sites, and a range of cultural sites and/or memory institutions

Recruitment of local governments was undertaken via email. This message introduced the student, described the project and identified the reasons for selecting that district as a potential case study. The telephone numbers of the student and the supervisor were provided if further details were required prior to deciding whether to participate. Enquiry letters were emailed to the municipalities of Wanneroo, Busselton and South Perth on 26 August 2010. A fourth case study site (York) was added to equalise rural and metropolitan participation, and was contacted on 15 November 2010 (see Appendix A).

All four of the local governments contacted were recruited as case studies for the project, meaning a response rate of 100% was obtained. However, the speed of granting of permission varied greatly, and extended the period that had been estimated for this part of the study from two months to five months.

The final distribution of the case studies gave a balance of locations and convergence progress.

4.4.1.2.1.2   Document analysis

Combination sampling (including typical, convenience and opportunistic – Patton, 1990) was employed when collecting material for document analysis. The electronic and print documents were accessed from the web, obtained during attendance at professional events and gathered onsite, and were thus publically available. The online and print documents that were provided to the researcher by the Councils and staff were obtained as part of the permission to research.

4.4.1.2.1.3   Observation

Observation may be systematic or unstructured. *"Systematic observation involves the use of some kind of formal, **structured** observation instrument or schedule which identifies the variables to be observed, who or what will be observed; how the observation is to be conducted; and when and where the observations will take place"* (The University of Strathclyde. Humanities & Social Sciences, n.d., The role and purpose of observation, para. 1). Unstructured observation is when the researcher does not have pre-determined categories or questions in mind. Therefore systematic observation is selective, and thus constitutes sampling. In this project the approach to observation was of both types, and the information sought in particular is explained in the upcoming data collection section.

4.4.1.2.1.4   Focus groups

The researcher requested focus groups to be formed from other cultural and information staff, and the participants were nominated by their managers. The nomination was affected by staff member availability.

Thus the focus group member selection took the form of convenience sampling, which is the strategy usually employed in this data collection technique (Hale & Astolfi, 2011). Convenience sampling is used to gain general ideas about the phenomenon of interest.

4.4.1.2.1.5   Interviews

The sampling strategy for the interviews was stratified purposeful sampling, whereby subgroups of interest are chosen to facilitate comparisons between the different groups (Patton, 1990). The researcher requested interviewees with the Council's librarians, curators, records managers and the Councillor/Council Administrative Manager responsible for municipal cultural services.

Participation in the case-study focus groups and interviews was unremunerated, although the researcher did give small "thank-you" gifts to the interviewees.

The selection of focus group participants and interviewees for this study upholds the tenet that case studies should be multi-perceptual by seeking the views of a wide range of stakeholders (Council, management, staff and users). This approach also reflects examples in the literature of Information Studies projects (for instance, Ingles et al., 2005; van Wanrooy, 2006) obtaining responses from people from a variety of job levels and position-bands to enrich their findings.

4.4.1.3   Representativeness

The degree to which the samples in each form of inquiry were representative was clearly explained in Chapters 5, 6 and 7. For example, in Chapter 5 Survey the answers to Section 1, which explored the profile of the respondents such as location and length of service, were positioned against Western Australia-wide librarian characteristics and also Australia-wide librarian characteristics. An example of reporting the representative nature of the data from Chapter 6 Case Studies is the comparison of library membership rate in each municipality to the Australia-wide average library membership rate, and an example from Chapter 7 Comparison, Discussion and Analysis is the comparison of the building types chosen for the case study districts' actual and intended convergences to the building types currently housing Western Australian information and cultural organisations. Chapter 7 also included a comparison of the

profiles of the interview and focus group participants to state and national GLAM-domain staff profiles.

4.5   Design of inquiry

4.5.1   Design of quantitative inquiry: Survey

The design of the survey was informed by several commentators including Krosnick, Narayan and Smith (1996), and Couper and Groves (1996), and utilises elements of previous studies by Rodger et al. (2005), Hallam (2007), and Sukkel (2007).

The survey was primarily designed to gather information to address the theoretical research questions about convergence and the practical research questions about the operation of a merged site, and in doing so focused on collecting sector convergence (sub, intra or inter-domain), although some questions allowed respondents to explore related, contrasting and multi-category convergence. Parts of the survey also sought information about professional identity, and it was hoped the notion of an information commons would be raised by respondents in their vision of future services.

The administration of the survey would follow established research protocols by employing a pilot, choosing convenient [to respondent] and non-skewing data collection times, and making practical arrangements for processing and analysing of results.

4.5.1.1   Formation of questions

The survey was organised according to topic, and the sections and questions within followed a logical order. The final survey is attached in the appendices (see Appendix B). It comprised 11 pages with 39 questions over six sections.

Section 1:   You and your library's details (Q1-7);
Section 2:   Your views on merging your library (Q8-13);
Section 3:   Your views on the effects of merging on your library and community (Q14-19);
Section 4:   Your views on operating your library if it merged (Q20-28)
Section 5:   Your view of your role in a merged institution (Q29-34);
Section 6:   Your future vision of collecting services (Q35-39).

Section 1 gathered factual information about the library and the librarian. This was to determine if they met the criteria for participation, and to indicate the current status of Western Australian

libraries and the characteristics of the staff manning them. An example is Question 7, **"What are your qualifications?"**

Section 2 investigated the other collecting institutions within the public library's local government area, and established the depth of participant's knowledge of convergence drivers and barriers, and their own attitudes towards convergence. An example is Question 10, **"What degree of effort do you believe is necessary for your library to merge with another institution?"**

Section 3 explored the respondent's understanding of the advantages and disadvantages of convergence, and the implications of merging collecting institutions, particularly with regard to social capital. An example is Question 17 (7), **"What effect would a merged institution have on your council's community quality of lifestyle?"**

Section 4 collected data relevant to the research objective of providing recommendations for the implementation of a converged information and cultural service. An example is Question 22, **"If your library merged with another institution, how you think the opening hours should be arranged?"**

Section 5 asked respondents to report their opinions regarding the changes to their own professional role and identity if/when convergence was undertaken. An example is Question 29 (5), **"What effect would a library merger have on your role's task variety?"**

Section 6 required respondents to speculate about future developments within the sector. This would aid recommendations given that the industry is undergoing upheaval and reform, and that convergence is offered by this project as suitable as a long-term model for sustainable operations. An example is Question 38 (1), **"Please indicate your opinion of the following statement: My current position will continue in future".**

The use of structured questions made measurement more precise and allowed data to be interpreted comparatively. However, comments that extended or clarified views were encouraged with the intention of gathering richer data. Space for open-ended responses was provided. The mix of answer types (ratings, rankings, scales of agreement and disagreement) helped to counter the claimed weakness that surveys have low validity. The response categories were designed to allow for all potential answers – for instance, for part one of Question 16, **"What effect would a merged institution have on the diversity of your library patrons' ages?",** the answer could be chosen from "No change", "Increase" Or "Decrease".

User friendliness was ensured via appealing colours and fonts; minimal task difficulty; the choice of time and place of response, and the allowance of either fast or contemplative

completion speeds. High participant motivation was targeted by the explanatory email that requested potential respondents help both the project and their profession by completing the survey.

The survey was revised after two pilot phases. The focus was sharpened to align questions more closely with the research objectives, aid analysis, and increase the usefulness of the conclusions. Some terminology was replaced to facilitate understanding[24], some questions were deleted or merged, and new questions were added. The survey was re-formatted and the physical design became much simpler and neater.

4.5.1.2 Selection of online mode

The choice of having an online (or web-delivered) survey for the survey proper was to upscale the inherent advantages of a survey, particularly enabling the collection of large volumes of data (from potentially all Western Australian public libraries). Having the survey online made it easier to reach physically isolated groups (such as rural and remote librarians), and these reasons have influenced other Information Studies research. For example, the web-delivery of the second survey of Ingles et al.'s (2005) study titled *The Future of Human Resources in Canadian Libraries, A report by the 8Rs Research team* enabled country-wide distribution to 8 626 people.

The cost and researcher time savings by using an online survey were also appealing; There are no travel, printing, postage or venue costs, and transmission and return is faster than by traditional mail (Barribeau et al., 2005). Furthermore, data is easily exported into statistical packages, which reduces the chance of human error in input and coding, thus making the findings of the project more reliable.

The software chosen for the survey was SURVEYMONKEY. This decision was guided by features including built-in analysis and proven performance. Other factors were the familiarity of SURVEYMONKEY to users, frequent application in other Information Studies projects (for example, Pymm, 2007; Royal & Purnell, 2009), and successful usage among the Curtin University staff.

However, as was experienced in this study, there are drawbacks to using online surveys. The literature cautions that getting a reasonable response rate may be challenging (Witmer, Colman & Katzman (1999) forecast 10%), due to ease of ignoring and deleting by recipients. Time

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[24] For example, the terms "merge" and "merger" were used, instead of "convergence". Also, "collecting institution" was used in place of "memory institution".

savings can be offset by the need to prepare software (Madge & Wellens, 2009) and cost savings are offset by the need to pay a purchase fee due to the choice of a commercial product.

4.5.2   Design of qualitative inquiry: case studies

The research used a multiple case exploratory design, and the procedures applied were based on the seminal work of Yin (1984), and confirmed by Feagin, Orum and Sjoberg (1991), and Stake (1995). The design also drew upon case studies at library, heritage and cultural sites, especially by Dweikat (2006),who investigated Palestine's public libraries as "one-stop-shops"; Goulding (2006) who interviewed practitioners as well as policy makers and service providers [councils] when examining public libraries in the UK; Hargrave (2008) who reported on a joint public and school library in South Australia; and JISC's (2008b) case study of the Tresham Institute in England, which merged two academic libraries.

4.5.2.1   Formation of questions

As well as using questions and topics from the survey, Merriam's (1985), Sullivan's (1998) and Paterniti's (2007) suggestions for questions in case studies were adapted. Hence:

- the role of participants was investigated to answer the research questions about professional identity and to form the recommendations for site operation;

- the scrutiny of interactions among the groups showed potential partnerships, be they cognate or non-cognate; and

- the examination of historical data formed the profile of the district and its memory institutions and would show the "gaps" in its current situation.

Merriam's (1985) "resources" and "rituals" categories were translated into questions about staff, collections, equipment, and the procedures followed by the institution. The notion of investigating critical incidents that challenge or reinforce beliefs and values was covered in asking about relevant successes and failures at each site.

The questions were standardised to enable comparisons and reduce researcher subjectivity, thus adding internal validity to the project. However, flexibility was built into this data gathering by allowing spontaneous questions depending on the directional flow of the discussion.

4.5.2.1.1 Focus group questions

The questions ranged from general to specific (for example, the knowledge of other convergence initiatives contrasted to convergence experienced at the case study library), and they varied in nature (such as "introducing", "follow up", "specific", "transition" – Kvale, 1996; Bryman, 2004; some have been identified below). This breadth of questions was necessary in order to fully gather data about the research issues, and to move smoothly between the different aspects under investigation. Ten questions were planned for the focus groups, and this number fell within the suggested range of six to twelve questions (M. Lewis, 1995). Due to the differing circumstances of the libraries with regard to convergence, these questions were to be phrased in different tenses.

The ten questions prepared for the focus group are in the appendices (see Appendix C).

4.5.2.1.2 Interview questions

The study adhered to research procedure by ensuring each interview was a purposeful dialogue with structure, thus a question sheet was used.

Compared to the focus groups, the interview questions sought more confirmatory rather than exploratory data, and the questions were semi-structured; asking "how" and "why", in order to investigate the reasons behind particular decisions (Clayton, 1995).

The questions aimed to evaluate the policy and/or program of convergence at the relevant site, and to display the awareness of the issues related to convergence, in particular the information commons and professional identity.

The questions prepared for the interviews conducted at each site are in the appendices (see Appendix D).

4.6 Introduction to data collection, organisation and analysis

The researcher confirms (in relation to the upcoming sections on data collection, organisation and analysis), Hoepfl's (1997, Analysis of data, para. 7) remark that when reporting methodology, *"although the stages are described in a linear fashion, in practice they have occurred simultaneously and repeatedly"*.

4.6.1 Data collection

The approach to data collection varied for the quantitative and qualitative research. Theorists (Patton, 1990; Hoepfl, 1997) advise that whilst strategies are finalised before data collection via

quantitative inquiry (in this instance via survey), that this is neither appropriate nor possible in qualitative inquiry. However, theorists advise that primary questions and issues to be explored should be specified, and the researcher's approach to undertaking the case studies had some structure but also flexibility; the design was developed (and also revised) as she proceeded; thus reflecting the emergent nature of qualitative inquiry.

Consistency of data collection was achieved by the researcher conducting each of the site visits to the four municipalities. The data collection process that was the most controlled was that of the surveys, and the data collection process that was the most spontaneous were the official or staff-led tours of each site. The tour data consequently provided vividness and humanity.

4.6.1.1 Literature review

The literature review spanned numerous types and formats of texts. Sector benchmarks were also sourced, such as *National Standards for Museums and Galleries* (2008), *Operational Standards for Public Libraries in Western Australia* (1994), and *Queensland Public Library Standards and Guidelines – Shared Facilities Standard* (2008), and collecting sector professional association material (for example, the skills matrix produced by the Institute for Museum and Library Services – IMLS, 2009d) aided the formation of recommendations for creating and operating a converged memory institution (CMI). Generic corporate tools (related to the conduct of feasibility studies; the management of organisational change; models of collaboration and business intelligence) were also utilised in the production of the recommendations.

In this study the literature review continued almost up to finalisation, due to the ongoing evolution and escalation of convergence, and the developments in the case study sites. The results of the literature review are found throughout the thesis, with the main reporting included in Chapter 3.

4.6.1.2 Quantitative inquiry: Implementation of survey

4.6.1.2.1 Pilot survey

The pilot was distributed via email attachment of a word document, contrasted to the subsequent online survey which used a web-link embedded in an email. This difference in dispersal was due to the preliminary nature of the survey in the pilot and the small number of people it was intended to reach. It is noted that other studies have delivered surveys via different means – for example, Considine et al. (2008) emailed their survey to Victorian public library managers, but posted a web-link to their survey on various public library listservs to reach Victorian public library employees.

Two pilots were necessary, due to the municipal governing body in the first attempt overruling individual branch answers – the Council decided instead to return a single, overarching response for the six staff members (sample = 6), soon after one branch responded. The second pilot however saw three librarians (sample = 3) under another Council complete their own surveys. Pilot 1 was conducted in September and October 2008; and Pilot 2 was conducted from November 2008, to March 2009. Analysis of both pilots occurred during April 2009.

The first pilot municipality[25] had been selected due to proximity (it was the researcher's own residential district, and if necessary travel could easily be undertaken to collect forms and/or answer queries). The choice of the second pilot municipality was guided by relying upon personal contacts with the staff of their libraries.

The completed pilots satisfied the purpose of a trial by indicating potential survey improvements and by showing preliminary trends and likely data from the eventual survey proper.

4.6.1.2.2 Survey proper

There were a number of influences on the timing of the rollout of the survey. This included the desire to avoid a clash with another major survey being conducted using Western Australian public libraries. This project was therefore delayed to prevent confusion and "survey fatigue" of respondents. It was also decided to avoid school holidays and the festive season, in case staff busyness and/or absence would reduce survey returns.

4.6.1.2.2.1 First rollout

The first distribution of the survey in February 2010 was unsuccessful. This was due to problems with an externally-obtained database that would potentially provide the contact details of all Western Australian public libraries. The spreadsheet containing the information was inaccurate, with many email addresses producing "bounced" messages.

4.6.1.2.2.2 Second rollout

The second rollout attempt began in March 2010, and proved more fruitful. The investigator approached the Australian Library and Information Association (ALIA), who kindly agreed to help. The Association was provided with the survey and covering information, which was then posted to three Association-managed discussion lists (aliawest@lists.alia.org.au;

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[25] Remembering that in this project the terms "municipality" and "district" are used interchangeably.

aliapublic@lists.alia.org.au; aliaplac@lists.alia.org.au). The intention was that every public library in Western Australia would receive at least one copy of the survey. The survey was initially posted to the discussion lists on 2 March 2010. A reminder message (as per many survey rollouts, such as Considine et al., 2008) was later prepared and posted to the same discussion lists on 25 March, ahead of the closing date of 31 March 2010. The due date was extended to 30 April 2010 as the response rate remained low. A further message informing about the extended response time was posted on 12 April 2010. The final reminder[26] was also posted to a local Western Australian based discussion list (Western Australian Information Network - WAIN) on 15 April 2010. These various emails are Appendices E to H.

4.6.1.2.2.3   Other rollout strategies

At the end of this extra period only 25 useable surveys had been gathered. This number was insufficient for analysis, so other strategies were considered and pursued, beginning with a presentation at a Public Libraries of WA (PLWA) meeting on 27 May 2010, and distributing copies afterwards to the 37 attendees.

Next it was decided to attempt a one-to-one emailing of Western Australian public libraries, explaining the research and inviting them to participate. (A sample email sent one-to-one is Appendix I). This decision was informed by the literature (Government of the United States of America. Department of Education, 2005), which advises that personalising the approach increases survey returns. Attempting one-to-one emails necessitated the compilation of a database of relevant contact details. This process relied upon various sources of contact details in order to determine those that were current. These sources included the National Library of Australia's portal Australian Libraries Gateway; Alan and Judith Bundy's *Directory of Australian Public Libraries* (2010), the State Library of Western Australia's *Public Library Directory of Western Australia* (2006) and municipal websites.

Between June and July 2010, 140 one-to-one emails were sent to the Western Australian libraries and librarians that had not responded to the online survey, nor been present at the PLWA meeting. (It is acknowledged that 140, plus the potential 37 from the PLWA meeting, plus the 25 online (constituting 51 branches) totals 226 not 233, but several libraries listed as "public" were later deemed out of scope for this study, as they were hospital and prison libraries).

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[26] Multiple reminder messages are not uncommon in survey research – for example, Considine et al. (2008) sent two reminders.

To further improve the response rate (and again in accordance with survey theory – Sheehan & McMillan, 1999; Government of the United States of America. Department of Education, 2005), different methods of completion were now offered in this personal message, including email attachment, teleconferencing, or a hardcopy posted out. Return to the researcher (apart from verbal completion via teleconference) was possible via fax, scanned and emailed, or reply-paid post. During this period of emailing, queries were answered and follow-ups were sent to those who had tentatively indicated willingness to participate. On 16 August 2010 a reminder was re-posted to the ALIA listservs and blind-carbon-copied to the respondents who had promised but had yet to return completed surveys, with a due date of 31 August 2010. The email solicited additional responses by offering to send forms to recipients who had become able to participate or had wished to respond earlier but misplaced the message. Unfortunately no potential respondents took up this option. Survey collection finished on the planned date, and 54 surveys had been gathered. It was apparent that there were no further reasonable steps that could be taken to enhance the response rate, and this was deemed to be a workable total.

4.6.1.3 Qualitative inquiry: Implementation of case studies

4.6.1.3.1 Rollout/timing

The case studies were conducted from November 2010 to February 2011. This was in the late stages of the research, at a point when the investigator had advanced her knowledge of the theories and implications of convergence, including professional identity and the information commons. Consistent with the approach of the rollout of the survey, the scheduling of visits avoided the potentially data-skewing times of school holidays and the festive seasons.

The survey, list of case study activities that would be undertaken, publications by the researcher on the topic, and current literature that would inform the interviews and focus groups, were sent to the sites prior to the visit, to prepare participants and stimulate discussion.

4.6.1.3.2 Obtaining documents

In this project (and as guided by Hoepfl, 1997), the documents gathered included official records, institution/organisation brochures and factsheets, institution/organisation self-evaluation data, policies, newspaper accounts and published literature. Although previous researchers (for example, Tellis, 1997a; 1997b) have warned access to documents might be selective or blocked, a surprisingly large amount of material was obtained for each case study. Certain promised documents such as the staffing structure at Wanneroo would have been very informative, but unfortunately were not provided. As noted earlier in relation to the literature review, in this study the gathering of documents continued almost up to finalisation, due to the ongoing developments in the case study municipalities.

4.6.1.3.3 Observation

The data collection strategy chosen was to be a non-participant or external observer, whereby the researcher maintains a passive presence (Constable et al., 2005). Because the researcher was independent of the local government areas, this lessened the risk of bias (Tellis 1997a; 1997b).

As per University of Exeter, the Peninsula Medical School and the University of Plymouth. Peninsula MR Research Centre. Research and Development Support Unit (1998, p. 2), "*Sometimes a list of observations the researcher is specifically looking for is prepared before-hand, other times the observer makes notes about anything they observe for analysis later*". The observations were recorded as fieldnotes, and (as informed by Brough, n.d.), these were jotted notes, inference notes, direct (thick, descriptive) notes and diagrams, drawings and maps of sites, institutions, people, collections and activities[27] .The researcher also occasionally audio-recorded her observations.

The researcher was given official or staff-led tours of sites and collections. These tours enhanced the project via insight into operations and the cultural features unique to each location. The researcher also undertook self-guided tours of peripheral sites, such as visitor centres and historic houses.

The data collection also drew upon the technique of non-obtrusive patron observational surveys, described by Leckie and Hopkins (2002) as "seating sweeps". This entailed the researcher walking through the information and cultural institutions in each local government area, and noting who was present in specific locations at specific times, and what they were doing. Similar to the variables recorded in Leckie and Hopkins's (2002) study, each patron's gender, age range and possessions were noted; also whether they were accompanied or alone; and if they were reading, browsing, using technology, participating in events or interacting with staff. This information was recorded by hand on sheets the researcher had prepared, which listed variables to be checked and included space for comments and drawings.

During the qualitative data collection the researcher heeded the attitude extolled by Hoepfl (1997, Features of qualitative research, para. 2) that "*The researcher attempts to observe, describe and interpret settings as they are, maintaining an 'empathic neutrality' ".*

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[27] See also section 4.4 Development of protocol for a list of information sought.

Informed by Hale and Astolfi (2011), the researcher noted any instances when the observation process had a direct or indirect effect on sites and participants. For the most part, the observer's presence did not seem to interrupt the usual day-to-day operations.

The data gathered via observation has reliability as the institution's events and processes and the interpersonal behaviour of staff and users seemed to be occurring as part of regular service delivery; that is, not "stage-managed".

4.6.1.3.4   Focus groups

Three focus groups were held during this study – two at Wanneroo and one at Busselton – and there were three participants on each occasion (see Table 1). Whilst this is smaller than the six to twelve members that is usually recommended, this current study is supported by M. Lewis's (1995) argument that four to six participants are best if there is a great deal to share and if they have had an intense or lengthy experience with the phenomenon.

Table 1   Municipality and job title of focus group participants[28]

Case study site		Focus group members	Focus group venue
Wanneroo	Focus group 1	Library Officer Library Officer Curatorial Assistant/Gallery Attendant	Library meeting room
	Focus group 2	Co-ordinator, Museum, Heritage and the Arts Museum Curator Branch Librarian	Library meeting room
Busselton		Joint Manager of Art Gallery Joint Manager of Art Gallery Principal Librarian	ArtGeo exhibition area (otherwise unoccupied)

Wanneroo's first focus group involved two Library Officers and the [dual role] Curatorial Assistant/Gallery Attendant. The second focus group's participants were the Co-ordinator of Heritage, Museum and the Arts; the Museum Curator, and the Branch Librarian. Busselton's focus group contained the joint managers of the art gallery and the Principal Librarian.

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[28] The source of this table and all subsequent tables in the thesis is the author.

The researcher followed Curtin University protocol and standard research practice (for example, Bryman, 2004) by ensuring each participant signed a consent form (see Appendix J) and by reading aloud at the commencement of each focus group and interview a statement outlining the date, time, attendees and purpose of the session. A careful balance was struck between providing information to foster discussion, but not prompting or leading responses. The order of questions was altered depending on focus group and interview progress and participant knowledge and reaction. At the conclusion contextual information (including setting, noise level and interruptions) was noted for later consideration of their possible influence on the data.

The duration of each of the focus groups was approximately 60 minutes. The questions prepared beforehand (see again Appendix C) aided the discussion, and ensured that a range of aspects of the topics were addressed. As prior studies have done (for example, Rutman, 1996), brainstorming techniques were used to explore the 'ideal' situation – in this instance, convergence partners, arrangements and programs.

As per usual research practice (University of Exeter, the Peninsula Medical School and the University of Plymouth. Peninsula MR Research Centre. Research and Development Support Unit, 1998), the focus groups were audio-tape-recorded, then transcribed. The researcher also made fieldnotes during the sessions.

In this study a valuable feature of the focus groups was the opportunity to examine how participants react to each other's comments. During the focus group sessions not only did their responses "spark off" new lines of discussion, but interaction among professionals from different domains could be observed, to help form the recommendations for converged institution staffing.

Some of the typical weaknesses of focus groups arose, such as extra, unnecessary or irrelevant information (Johnson & Christensen, 2004). Also, the focus group weakness of reactive effects ("feelings of being watched") occasionally occurred when participants' supervisors joined the meeting; subsequently some participants reduced their contribution. Fortunately, domination by an individual was rare, and most people participated to an equal extent.

However, the risk of reduced usability of data due to participants voicing "the party line" and also being uncomfortable if the session occurs in the workplace (Muir, 2010) was not apparent. . Also, staff recollections did not seem incomplete and participants were generally forthcoming and honest in their opinions. Several did add "off the record" statements or opinions, and these have been excluded from the evidence-base.

4.6.1.3.5   Interviews

There were six interviews during the various case study site visits: One at Wanneroo, two at Busselton, three at York and one (a joint interview) at South Perth (see Table 2).

Table 2   Municipality and job title of interviewees

Case study site		Interviewee/s	Interview venue
Wanneroo		Co-ordinator, Library Services	Co-ordinator's office
Busselton	Interview 1	Principal Librarian	Librarian's office
	Interview 2	Special Services Librarian	Library staff room (otherwise unoccupied)
York	Interview 1	Customer Service Officer	Shire of York Administration Office meeting room
	Interview 2	Records Officer	
	Interview 3	Museum Curator	
South Perth		Library Manager Local Studies Library Officer	Library Manager's office

At each site the top-ranking incumbent for at least one collecting domain was available. At Wanneroo an interview was conducted with the Co-ordinator of Library Services for the municipality, who was also the Joint Manager of Capacity Building; at Busselton the Principal Librarian and the Special Services Librarian were interviewed; at York an interview was held with the Curator of the Museum, and at South Perth an interview was conducted simultaneously with the Library Manager (responsible for all municipal branch libraries) and the Local Studies Library Officer.

The other two interviews at York were with a Records Officer and a Customer Service Officer (dual role with the Library and Shire administration).

The study adhered to research procedure by ensuring (via the use of a question sheet) that each interview was a purposeful dialogue with structure. The interviews lasted an average of 60 minutes. Although the use of pre-determined questions (see again Appendix D) is more common in quantitative than qualitative research, Hoepfl (1997) remarks that using the two research paradigms gives insights that neither type could provide alone. Hence the participants were also encouraged to express their views at length (University of Exeter, the Peninsula Medical School and the University of Plymouth. Peninsula MR Research Centre. Research and Development Support Unit, 1998). Thus the elicitation techniques in the interviews were

structured, semi-structured and unstructured (Ryan, 2009). The interviews were audio-tape-recorded, then transcribed. The researcher also made fieldnotes during the interviews.

The conducting of the interviews confirmed the claims made in the literature related to interviewing that rapport is built (Johnson & Christensen, 2004). The answers from the interviews provided the most in-depth information of all the methods applied, and the greatest understanding and interpretation of the state of convergence for a particular site.

The disadvantages of the interview method that were evident in this study were the lack of anonymity felt by participants, and the time-consuming data analysis required by the use of numerous open-ended questions. Similar to the focus groups, the presence of the Manager in the joint interview undertaken at South Perth may have unfortunately lessened the contribution of the staff member. The evidence from this study refutes the notion that a weakness of interviews and focus groups is the possible refusal of personal contact (Muir, 2010). On the contrary, participants voiced their pleasure at being involved.

The researcher also noted focus group and interview participant tone, body language (stance and gestures) and emotions when they spoke of past and future policies, plans and events.

4.6.1.3.6   Review sessions

Theorists (Kolb, 1984; Alsop & Ryan, 1996) recommend holding review sessions of the data collection process. In this study the researcher discussed each case study visit, interviews and focus groups with her supervisor, and they developed ideas (as supported by Fade, 2005) for improving her practices and processes at the next site.

Hale and Astolfi (2011) also suggest for comprehensive data collection and reinforcement of a study's chain of evidence that the strategy of long-term involvement with the populations and cases be adopted. This was the approach taken in this project, with contextual information being gathered (in particular about the research setting, survey population and the municipalities) from commencement to submission[29].

4.6.1.4   Additional data collection

Other activities gathered data and contextual material to better inform the project. The framework for the additional data collection was mainly influenced by Deakin University's (2002) study, wherein the consultancy team attended conferences and meetings of professional associations, held meetings with professionals in the sector; and sought written contributions

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[29] Data collection on the key topics and participants will continue after submission, due to the possibility of future research on these matters (see Chapter 9).

and comments by post or email. Consequently, in this project interviews were conducted with information and cultural sector experts (for instance, from the Western Australian branch of Museums Australia) and with practitioners who were familiar with convergence. These interviews were scheduled throughout the timeframe of the project, and each lasted between 30 minutes and one hour. The interviews were semi-structured; the researcher had prepared a list and some questions were emailed to the participant prior to the meeting. However, as often the nature of qualitative research, participant comment on events and topics were sought, and thus the direction of the meeting was flexible, and varied. The meetings were not audio or video-recorded; instead the researcher compiled field notes, and the procedure of analysis was consistent with that previously described.

Data collection also occurred at professional events, particularly those that concerned the themes of the study, and/or reported on the survey sample and case study locations. Examples of the events that yielded data are *Public libraries: Evolving (*PLWA Biennial conference, 1 April 2011, Fremantle) and *Sustainability and the LIS profession – Where to from here?* (Edith Cowan University seminar, 3 December 2009, Mount Lawley).

In the latter stages of the study, notifications of the progress of the research (and invitations to comment and contribute) were sent to the same listservs that had been used in the survey rollout. These updates were sent at six monthly intervals from December 2010 to December 2011 (see Appendices K to M). Members of the information and cultural community who responded to the notifications often directed the researcher to more literature.

The researcher also supplemented data from official case study visits by informal, non-scheduled attendance at the sites. On these occasions the method of data collection was observation. Field notes and publically-available written material were taken, and coding and document analysis techniques were applied. Trips were also made to observe Western Australian public libraries that had merged (for example, The Grove in Cottesloe).

Prior studies (Hoepfl, 1997) have also indicated that analysis might uncover gaps in the data, necessitating extra data collection. Similarly J. Katz (2001) noted there is flexibility in the application of the method of analytic induction, and a researcher may (as occurred in this project) add to and alter the data search as the analysis develops. An example from this project of adding to the data search is obtaining the policies of the municipal libraries in relation to filtering internet content. The extra data gathered and the changes in searching ensured that the interpretations were adequately supported.

4.6.1.5   Equipment used

The interviews and focus groups were audio taped using a Zoom H4n recording device and then transcribed to permit thorough and repeated examinations of answers, and – if necessary – to let the data be scrutinised by others (Partridge, Menzies, Lee & Munro, 2010).

During the study the student used a Compaq nc6220 laptop computer and an Arrow desktop computer. Both computers had a Windows XP operating system with Microsoft Office 2007 (and later upgraded to 2010) software programs. The transcriptions of the Busselton and South Perth sessions were done using Real Media Player, and the transcriptions of the Wanneroo and York sessions were done using Windows Media Player.

4.6.2   Data organisation

The piles of raw data were in both physical and electronic form, and comprised hundreds of pages of contextual information, interview transcripts, field notes and other documents. The data was sorted and stored by hand and also via software programs, and back-ups were made of the electronic material. Write-up began soon after the visits, to maintain freshness of recall.

During the write-up the quotes from both the quantitative and qualitative data collection were rendered anonymous. The comments from survey respondents were non-indicative of library location or job position, and the comments from case study participants were identified by municipality and job position. However the audit trail (see upcoming section) retains the names and other information about respondents and participants.

In terms of storage and restricting access (i.e. security), it is noted that the organisation of the project's data adhered to the plan tendered to obtain ethics approval.

4.6.2.1   Data cleansing

In accordance with standard research practice (Joliffe, 1986), data cleansing (such as correction of typographical errors on the surveys) was undertaken by the student.

4.6.2.2   Rejected survey responses

As each completed survey was returned, it was assigned an identification number and the details (for example, the date received) logged. Some surveys were rejected, after the answer to Question 1, "What is the title of your library?" was checked. For example, a WA librarian from a rural library completed a survey via the online distribution, and also submitted a hard-copy response she had taken when the survey was circulated at the public presentation in May 2010.

The decision was made to keep and analyse the first survey that was returned. Also, due to the rollout via various listservs, some surveys were received from librarians not located in Western Australia, and also from Western Australian libraries that were not public libraries.

It became apparent when checking early survey returns that some participants had become confused, skipped questions, and made ranking and other completion errors. Others reported technical problems during their attempts to complete the survey (for example, drop-down lists not opening). These occurrences are not unusual in survey release (Johnson & Christensen, 2004; Barribeau et al., 2005), but it does diminish the usefulness and total pool of responses. Despite the absence of the frequent survey characteristic of anonymity, due to questions seeking library names, responses were still candid. This was irrespective of method of completion, even though there was evidence suggesting online surveys gather the most open replies (Becker, B., Dawson, P., Devine, K., Hannum, C., Hill, S., Leydens, J.… Palmquist, M., 2005).

4.6.2.3 Survey response rate

The response rates from the various rollouts are presented in Table 3.

Table 3   Response rate to survey distribution methods

Distribution	Response rate (%)	Description
Personalised / one-to-one emails	19.29	27 respondents constituting 35 branches, from message sent to 140 libraries
Online	10.73	25 respondents constituting 51 branches, from web-link provided to 233 branches
Presentation at meeting	5.41	2 respondents from 37 attendees
TOTAL	36.91	54 respondents constituting 86 branches

In relation to the return of surveys from the one-to-one emails, this study affirmed Oppermann's (1995) assertion that response rates are higher within the first few days of contact. The overall response rate of 36.91% is higher than the 8% response rate achieved by Hallam (2007) and the 18% response rate achieved by Considine et al. (2008), and is similar to the response rates achieved by Ingles et al. (2005) for the two surveys in their study, respectively 34% and 37%.

Surprisingly, some libraries and librarians later reported they never received the listserv posting, which indicates a flaw in the ALIA database or certain library branch operations (non-subscription, or failure to pass on the survey to the intended staff member).

Unfortunately, sometimes the situation from the pilot was repeated (despite explicit guidelines), in that the recipients of the survey passed it up the chain of command for the overall manager to complete, rather than the librarian at each branch. This meant that one response was received for multiple branches, reducing the diversity of answers. These responses are still treated as singular because the survey investigates the individual's point of view. This approach has been taken by other surveys with mixed samples – for instance, Considine et al. (2008) reported 60% of their respondents were from single council services and 40% were from regional corporations.

It also meant staff at different position levels responded. Rather than having a librarian only point of view, managers contributed. Yet this might also be a positive outcome, with a broader and therefore more complete picture of Western Australia's situation being gained (i.e. both a front and back-of-house perspective). The literature (Kvale, 1996; Sullivan, 1998) had indicated staff in different organisational posts often supply quite different information and perspectives on pressures and constraints.

4.6.2.4   Transfer of survey data to SPSS software

Because the same survey was used, it was possible (and also consistent with standard research practice) to combine the responses from the various methods of completion (weblink, print and via telephone) into one database for analysis. The Office of Research and Development at Curtin University provided access and services in relation to the software SPSS Statistics v17 for Windows. Consequently the researcher transferred the 25 online surveys from the SURVEYMONKEY weblink into an excel spreadsheet and sent this to the SPSS team at the Office. Next, the researcher delivered the 29 hardcopy surveys (print and telephone completed) to the Office for the SPSS team to key-in answers into a preliminary database to enable merging the two groups of responses. It is emphasized that the involvement of the SPSS team was a data-entry only service and not analytical. The data-entry and the combining of the excel spreadsheet with the preliminary database via the software SPSS Statistics v17 occurred between September and October 2010. The database of combined responses was emailed to the researcher to begin analysis, and the hardcopy surveys were collected from the Office.

4.6.2.5   Transcription of recordings

The researcher transcribed the recordings from the Busselton and South Perth sessions. However, other research projects from the Department of Information Studies at Curtin University have outsourced the transcribing process for time savings and increased objectivity. This precedent meant the researcher chose to have the Wanneroo and York recordings transcribed by the *Your Life, Your Story* business.

4.6.2.6 Audit trail

Lincoln and Guba (1985) note the importance of confirming the neutrality of a study's interpretations. An audit trail is demonstrated by data organisation, and in this project the audit trail reflects Lincoln and Guba's (1985) components of raw data, personal notes, preliminary information, process notes, reconstruction and synthesis, and analysis notes.

4.6.3 Data analysis

The approach to the data was – as explained by Bogdan and Biklen (1982, p. 145) - *"working with data, breaking it into manageable units, synthesizing it, searching for patterns, discovering what is important and what is to be learned, and deciding what you will tell others"* .

4.6.3.1 Data types produced

The survey's methodology produced both univariate data (involving a single variable) and bivariate data (involving two variables). The distinction was made by Roberts (2012) that the major purpose of univariate data is to describe, whereas the major purpose of bivariate data is to explain. Hence univariate analysis typically comprises dispersion, frequency distribution and central tendency, and bivariate analysis typically comprises comparison, correlation, causes and relationships (Babbie, 2009). Again informed by Roberts (2012), the univariate data was presented in bar graphs and pie charts, and the bivariate data was mostly presented in tables, although bar graphs were also used.

Whilst the data gained from the case studies was often contextual and subjective, some objectivity by participants was achieved when discussing broad issues related to convergence and their knowledge of other sites.

4.6.3.2 Chain of evidence

The methodology established a chain of evidence for the data – that is, a sequence *"such that a reasonably prudent person would arrive at the same or similar conclusions"* (Hale & Astolfi, 2011, p. 204). In this project the relationship between research questions, procedures, data, results and narrative was achieved by the upcoming description of collection, analysis and discussion.

4.6.3.3 Techniques

4.6.3.3.1 Literature review

The literature review eventually enabled the synthesis of existing knowledge regarding convergence and its history, causes, drivers and barriers; the past and present manifestations of the commons; and the evolution of the professional identity of the collecting sector.

4.6.3.3.2 Quantitative data analysis

4.6.3.3.2.1 SPSS

In relation to the survey data, the student was mindful of Griffiths' (2007) warning that despite the speed and objectivity of analysis that SPSS software permits, conclusions should be formed after patient and careful examination of results.

4.6.3.3.2.2 Other statistical techniques

Although the major statistical techniques used in the project were frequencies and cross-tabulations, other techniques were applied. For example, the range of answers was indicated when results occurred in each possible response category, and central tendency was implied by discussion of the most common response categories. However, the calculation of (for instance) median and meridian responses was considered to be less helpful than frequencies and cross-tabulations in addressing the research objectives, and thus the analysis was grounded in these latter-named techniques. (It is noted that Hoepfl's (1997) study suggested design criteria of helpfulness, research objectives and obtaining information with the most credibility).

4.6.3.3.3 Qualitative data analysis

A number of approaches were taken to analysing the content of the documents gathered and of the transcriptions and field notes from the observation, interviews and focus groups. Informed by Hoepfl (1997), idiosyncrasies as well as pervasiveness were sought; that is, the uniqueness of each case study area and the understanding of issues and events for individuals were positioned against commonalities.

4.6.3.3.3.1 Document analysis

The document analysis was guided by the protocols outlined by the Australian National University. Student Services Division. Academic Skills & Learning Centre (2010). Thus the points considered were:

- What type of document is it?
- Does it have any particularly unique characteristics?
- When was it written?
- Who was the author and what was his/her position?
- For whom (what audience) was the document written?
- What is the purpose of the document?
- Why was the document written?
- What evidence is there within the document that indicates why it was written?

4.6.3.3.3.2   Coding

The coding was undertaken using both an open and an axial approach, and this combination of methods continues the mix of quantitative and qualitative techniques in the project's methodology. As informed by Wiersma (1995), there were three broad types of coded terms: Setting (description); Process; and Perception (participant feelings about issues/phenomena), yet as Hale and Astolfi (2011, p.202) note, "*these [types of] codes need not be mutually exclusive and rarely are*". Theorists (Brough, n.d.; Strauss & Corbin, 1990) do concur that a coding system is to be extensive, accurate and tailored to the researcher's needs.

Adhering to the manner explained by Brough (n.d.), open coding entailed the project's researcher identifying the topics emerging, naming the descriptive and thematic/conceptual categories and then using this list to group words, phrases and experiences across the data from survey respondents and the case studies.

However, the researcher had also formed a set of terms prior to coding, drawing upon the literature's indication of features and characteristics of the context and phenomena, such as drivers, barriers, roles and services. Hence axial coding – whereby concepts are located and connections sought (Brough, n.d.) - was conducted concurrently. Next, the initial categories were re-examined and revised, then compared and combined to assemble "the big picture" of the phenomena of interest (Strauss & Corbin, 1990; Hoepfl, 1997). In this study coincidental and potentially causal factors, events, beliefs and outcomes in relation to the phenomena were identified. Thus the transcripts and the survey respondents' comments and answers to open-ended questions were coded for the key themes of the theoretical research questions of convergence, professional identity and the information and social commons. This material was also coded to address the practical research objective of producing recommendations for the creation and operation of a CMI.

During coding it was found that some of the terms used by participants indicated the same concept. These terms were subsequently grouped to facilitate comparison and contrast with the

literature and with the data collected thus far in the course of the research. Examples of the terms that were grouped include "new features", "innovations", and "transformations"; and "commons"; "hub", "one-stop-shop", "village green", and "village square".

Although many of the terms used in coding the data were descriptive rather than thematic, the descriptive terms such as "job satisfaction" were used to identify what the participants had identified as drivers, barriers and outcomes, and subsequently aided the researcher in looking for relationships and patterns in and between the local government areas.

Furthermore, the participants in the focus groups and the interviews had been encouraged to express values and beliefs and to refer to events in their history (the critical incident technique), and the mixed nature of the list of terms permitted grouping of the diverse data.

The list of terms to be coded was revised due to developments in the phenomena, the evolution of the GLAM sector context, new information and cultural issues and differences in the terminology used by professionals, practitioners and the public. Significantly, it is noted that whilst the majority of GLAM professionals distinguish between archives (non-active files) and records (files still in use), some professionals do not, and this also affected coding and subsequent analysis and discussion. As explained previously, this thesis treats archives and records as separate collecting domains, and the intention of respondents in their referrals has been marked.

The final list of terms (see Appendix N) was almost 27% longer than the original list. All three of the previously-explained types of coded terms were added: Setting/Description; Process; and Perception/Feelings, and respective examples are "Atmosphere", "Education", and "Job satisfaction".

The range in frequency of occurrence of terms was noted. The domination of certain phrases helped indicate the items of most concern to each municipality, and was then generalised for the sector.

It is acknowledged that there is an analytical approach to the qualitative data, but the researcher defends the methodological framework with references to theorists, methods texts and prior studies. For instance, the interpretation of the data on both singular and collective levels (or on an individual basis and a collective basis) was informed by Hoepfl's (1997, Analysis of data, para. 1) instruction that qualitative analysis requires the researcher to both categorise data (i.e. separate by coding) and also *to examine them in a holistic fashion*, and after doing so to communicate the meanings found.

The coding and analysis of the non-quantitative survey data (for instance, the responses to **Question 18 Please describe your view of any positive effects on your library and/or your community from merging with other collecting institutions)** was initially undertaken manually. The researcher (working alone) scrutinised the terms of each (electronic or print form) survey. The data was re-entered into another computer program (note that this was not a matrix) for further coding and analysis. Similarly, the qualitative data (gathered during observation, document analysis, focus groups and interviews) was manually scrutinised, then entered by the researcher into a computer document. The "FIND" options of the software were used during further coding and analysis.

4.6.3.3.3.3   Correlation

The approach to analysing the survey and case study data included correlation, whereby two features, characteristics or events that occurred together (coincidence) were identified. This approach suited the project, as Rummel (1976) explains

> *Whatever the framework within which we order phenomena, however, that reality we perceive is of dependence, concomitance, co-variation, coincidence, concurrence; or of independence, disassociation, or disconnectedness. We exist in a field of relatedness: i.e., we come to understand the world around us through the multifold, interlaced and intersecting correlations it manifests.*

Although observing a correlation is not sufficient to establish a causal relationship (ABS, 2012), correlation can indicate potential dependence. Survey respondent data, fieldnotes, participant comments, document analysis, and observation correlation were examined for coincidences, whether size/total and directional change were positive or negative, and the different outcomes from different experiences (Rummel, 1976; ABS, 2012).

4.6.3.3.3.4   Analytic induction

J. Katz (2001, p.1) advises that analytic induction is a sociological approach to a phenomenon at recurrent times – that it "*specifies the necessary conditions for the emergence of a particular form of social life*". Analytic induction explains people's interactional processes by indicating how behaviour, sensibilities (mental awareness) and perspectives interweave into patterns of conduct; and are influenced by practicalities of action, and emotions and motivation.

J. Katz (2001) comments that analytic induction is a method that can be applied to any analytical scale: Macro-social events, midscale phenomena or everyday micro-social occurrences. Therefore the method was chosen for this project as the three key topics of

convergence, the information and social commons and professional identity are evident and experienced at all these levels. The variety of participants involved would make the conclusions valid across diverse cases i.e. offer generalisability.

Accordingly, the researcher attempted to demonstrate how variations of the explanatory factors (that is, the unique circumstances of each municipality) fit with instances of the phenomena (convergence, information commons and community hub, and professional identity). Also, how outcomes such as the convenience offered by a CMI influenced participant and patron response and attitude.

However, occasionally the flaws of the method of analytic induction arose. For instance, a weakness of the method is the specification of conditions that are necessary but not distinctive to a phenomena (Katz, 2001), and in this study issues and outcomes that relate to stand-alone as well as converged memory institutions were evident.

4.6.3.3.3.5   Other qualitative techniques

As common to qualitative inquiry (McMillan & Schumacher, 1993), the categorised data was assessed for patterns. The techniques applied to find patterns included:

- Structural analysis
  Gall, M., Borg, W. and Gall, J. (1996) explain this technique as investigating patterns found in conversations, published material, activities, etc., with little or no explication as to pattern meaning.

- Interpretational analysis
  This technique entailed looking for patterns (threads and commonalities) within the data to explain the phenomena of interest.

A number of other methods texts (Gall et al., 1996; Hale & Astolfi, 2011) also guided the data analysis. Hence the techniques applied included:

- Outlier analysis
  In the project dissimilar local government areas were examined, and the differences in the municipalities' implementation and outcomes of the three key topics of convergence, information and social commons and professional identity were explained.

- Outcome matching

  As advised by Hale and Astolfi (2011), the perceived or anticipated benefits and drawbacks of implementation of convergence, the information and social commons and changes to professional identity (in the literature and by the municipalities) were matched against those found in the municipalities.

- Representativeness checks

  In this project the municipalities, institutions, collections, staff and programs were compared to similar others from Western Australia, Australia and the world.

4.6.3.3.3.6   Reflection

The student kept a reflective diary (listing thoughts and feelings) about the experiences and also analysed her part in the interviews via the transcripts. These two recordings helped hone the professional skills required of self-awareness and open-mindedness (Tryssenaar, 1995; Zubbrizarreta, 1999), and indicated if actions taken by the researcher and also her personal values (subjectivity) influenced the data (Mays & Pope, 1995; Hale & Astolfi, 2011).

The researcher had previously indicated self-awareness not only by selecting a study suitable for her skills but also by acknowledging the limitations of the methodology.

4.7   Research Narrative

Authors (Hoepfl, 1997) note the importance of the writing of a story that plausibly connects what has been observed and the conclusions drawn. Eisner (1991) urges citing multiple data sources to give credence to the interpretations, and Strauss and Corbin (1990, p. 57) identify the ideal research report as *"a rich tightly woven account that closely approximates the reality it represents"*. Consequently, the student attempted an engaging and easily readable narrative style, yet not to the detriment of thesis protocol. The narrative's historical progression of the theories and of the project was painstaking, evidenced in particular by the extensive literature review chapter. The writing of the discussion for other chapters was strengthened by numerous and diverse examples from the cases and elsewhere, which illustrated the issues in the real world – that is, the 21st-century context. The reporting was livened by the inclusion of many participant quotes, which also upheld the qualitative research tenet of *"the presence of voice in the text"* (Eisner, 1991, p. 36). This outlined approach to the research narrative will be demonstrated in the upcoming Chapters 5 to 9.

CHAPTER 5

SURVEY

Introduction

As explained in Chapter 4, the survey instrument was designed to gather data to address the key issues relating to the interrelationship and interdependence of convergence, professional identity and the information and social commons. The primary analysis of the survey data was frequency-based, and this forms the first part of this chapter. Throughout this chapter comparisons are made to other studies, and the terminology that each researcher used for their subsets of participants is retained in the discussion.

5.1   Findings from survey sections

5.1.1   Section 1   You and Your Library's Details

The purpose of this section of the survey was to establish a profile of Western Australia's public libraries and the librarians represented by the survey responses. **Question One** sought the library's name ("**What is the title of your library?**"), firstly to check if the respondent met the sample's criteria, and secondly to check if state-wide coverage had been achieved. This study applied the Australian Libraries Gateway's (ALG) division of library locations in the state. In Western Australian there are nine regions; eight are rural, and one is metropolitan. The eight rural regions are titled Central; Midlands; Pilbara; Kimberley; South West; South East; Upper Great Southern and Lower Great Southern. The ALG website further divides the metropolitan area into five sub-regions, named North Metropolitan; Central Metropolitan; East Metropolitan; South East Metropolitan and South West Metropolitan. At least one response was received from a library in every one of these regions and sub-regions; thus the opinions of librarians throughout the state are represented in the survey responses.

The data from **Question One** was also to be used to measure the difference in participation by rural and metropolitan branches. The Australian Libraries Gateway allocates 76 of Western Australia's 233 public libraries to the Perth metropolitan region, constituting 32.6% of all branches, and the remaining 157 (67.4%) libraries are in rural regions (see Figure 6).

Forty-eight of the 54 survey respondents disclosed the location of their library. Of these, 22 (45.8%) were from the metropolitan area and 26 (54.2%) were from rural areas (see Figure 7).

Thus the proportion of this project's metropolitan to rural response is greater than the ALG, which means the findings of this study may have a slight over-representation of metropolitan opinion.

Other studies have had unequal representation of metropolitan and rural libraries. For instance, inner and outer metropolitan libraries formed a cumulative 67.2% of responses to Considine et al.'s (2008) study of Victoria, and the remaining 32.8% of responses were from country and remote libraries.
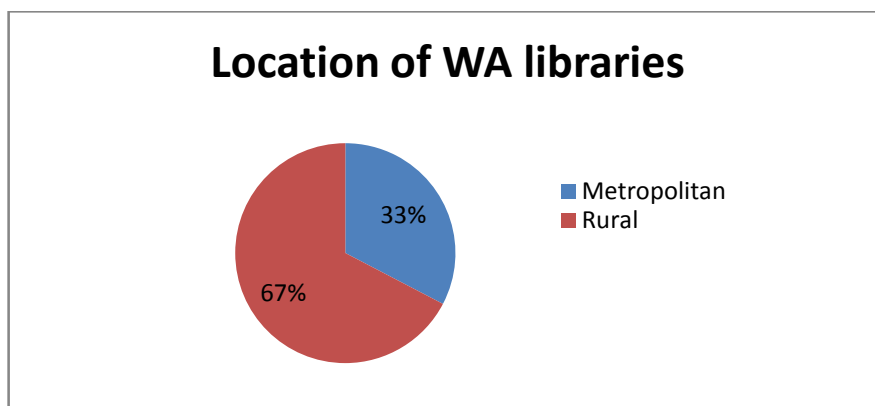
Figure 6   Location of Western Australian libraries (Source: Author).
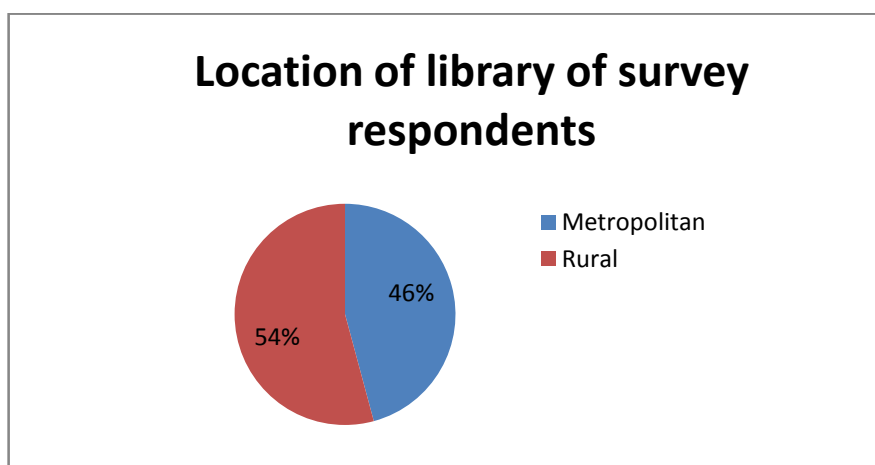
Figure 7   Location of library of survey respondents (Source: Author).

It can be speculated as to why metropolitan librarians were more eager to participate. One reason might be that they hold a higher level of subscription to professional listservs, as some of the rural respondents that were contacted on a one-to-one email basis advised that they had not received the survey posting. It is also the case that – as will be discussed later – some smaller rural libraries are staffed by non-qualified librarians, and they may therefore not feel the same level of professional capacity or perhaps professional obligation or collegiality that would induce them to return the questionnaire.

"What is your position title?" was asked by **Question 2**. Of the 54 respondents, 49 disclosed their position title, and there were 28 different titles. The most common response was "Library Manager" (10.2%); the second most common response was "Manager Library Services" (8.2%); this is matched by the cumulative percentage (8.2%) of the answers "Customer Service Officer and "Library Officer/Customer Service Officer". Equal-fourth in frequency were the position titles "Branch Librarian", "Librarian", and "Manager of Library and Information Services" (6.1%). These results are presented in the table below (Table 4):

Table 4   Position title

Position title	Number of respondents	Percentage (%)
Library Manager	5	10.2
Manager Library Services	4	8.2
Customer Service Officer / Library and Customer Service Officer	4	8.2
Branch Librarian	3	6.1
Librarian	3	6.1
Manager of Library and Information Services	3	6.1

Position titles of the other respondents included "Reference and Local History Team Leader" and "Resource Centre Co-ordinator". This variety indicates the differences in operating structures for library services in Western Australia (remembering that the survey was directed to the most senior member of each branch), and also suggests that there is diversity in staff responsibilities. As the Innovation & Business Skills Australia Ltd (2010, p. 18) *Issues Paper for Consultation with Industry Stakeholders for the Formation of a Workforce Development Strategy (WDS) for Museums And Library / Information Services* stated, *"Convergence is also linking and meshing knowledge management, corporate records, security, copyright, archives, cross-referencing, communications policies and functions into library and information services roles"*. The data from this question thus underlines the Government's recognition (AEC Group Ltd, 2007) that the State's public libraries have greatly changed since services were introduced, necessitating the current review and reform of the models and guidelines.

The public sector experience of the Western Australian respondents was measured by **Question 3 (How long have you worked in the public sector?),** and the results are presented in Figure 8.
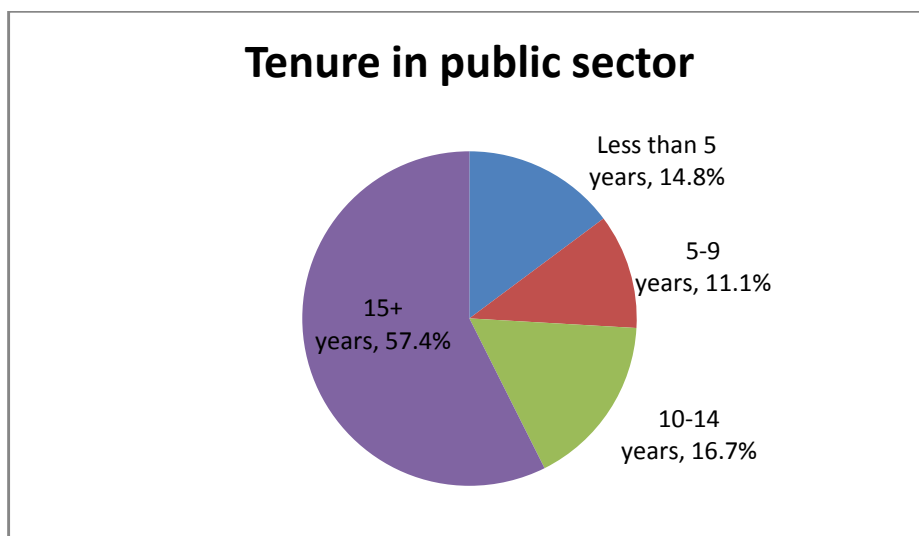
Figure 8   Tenure in public sector (Source: Author).

More than half (57.4%) of respondents had worked in the public sector for 15 years and over; 16.7% answered 10-14 years; 14.8% of survey respondents had worked in the public sector for less than 5 years, and 11.1% had worked in the public sector for 5 to 9 years. The majority response of "15+ years" infers that Western Australian library staff are familiar with public sector operations and requirements.

The majority response to this question is greater than Hallam's (2007) finding that 43.7% of Australian LIS workers had been in the sector 16 years or more, though her calculations accounted for the 7.4% that did not reply. However, the majority response is similar to the finding by Ingles et al. (2005) that 54% of professional librarians in Canada have been working in their careers for more than 15 years.

This discrepancy between this project's data and Hallam's (2007) data is likely explained by the fact that Hallam's survey targeted all levels of library workers, whereas the current survey has selected for more experienced respondents by targeting the most senior librarian at each branch. However, Hallam's other categories yielded similar data to this project. She found 16.9% of workers had 5 years or less sector history, compared to this study showing 14.8%. Also, Hallam found 31.8% had 6-15 years in the sector, and this study had a combined total for 5-14 years tenure of 27.8%.

Tenure at a particular branch was investigated with **Question 4 ("How long have you worked in this library?"**), and responses indicate that Western Australian public library staff are only moderately mobile (see Figure 9). The most common response was the shortest time span of "less than 5 years" (46.3%); followed contrastingly by the longest category of "15+ years"

(22.2%). 20% of respondents had worked in their present library for 10-14 years, and 11% had worked for 5 to 9 years.

This data means that more than a third of the respondents had reached Western Australia's benchmark for long-service of 10 years, which might reflect the older demographic that librarians form (see upcoming discussion of Question 6).The age profile of the LIS workforce means many are "Baby Boomers", and it is Generation Y ("the Millennials") who change jobs more frequently. Australian Bureau of Statistics (2010c) data states those aged 25-34 years are most likely to change their employer in a year; McCrindle Research (2006) reported nearly 1 in 4 of those aged 20-24 change jobs in any given year.
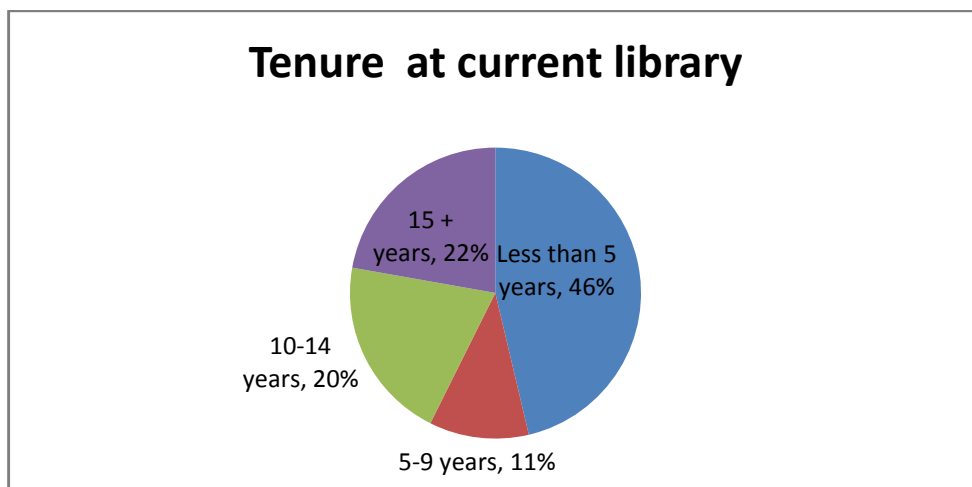
Figure 9   Tenure at current library (Source: Author).

The data from this question reflects, to some degree, Hallam's (2007) findings regarding continuity of employment. She found 41.7% of respondents had been with the same organisation for 5 years or less, 33.4% had been retained for 6-15 years and 17.4% had been with their organisation for 16 years or more. Other studies show similar results – for example, van Wanrooy (2006, p. 6) noted in Victorian public libraries *"staff turnover is not a problem"*.

Question 5 sought the gender of respondents, and 87% replied "female"; and 13% "male". This figure reinforces the perceptions of the library and information profession being highly feminised (Hallam, 2007). The Australian Bureau of Statistics (2011b) reported that 45% of the Australian workforce is female and 55% is male; and in Western Australia 44% of the workforce is female and 56% is male. The Innovation & Business Skills Australia Ltd's (2010) study of the Museums and Library/Information Service workforce compiled demographic data, and included the summation that in the "librarian" occupation category, males are significantly under-represented and females are over-represented, compared to all Australian occupations.

The results of this study suggest that the proportion of female librarians in Western Australia has increased since the 1996 census, when 82% of librarians in the state were women (Government of Western Australia. Department of Culture and the Arts, 2001). The State's statistics match Australian census data. In 1996 the percentage of Australian librarians who were female was 82%, and in 2005 Teece reported that 84% of librarians in Australia were women. Internationally, the profile of an information worker is also female: Bobrovitz and Griebel's (2001) Canadian study indicated that 87% are women, and Kneale (2002) reported 81% of respondents to her globally circulated enquiry were female.[30] It should be noted however that whereas Australian census data reports results for all library types, the current data is restricted to public libraries.

Question 6 asked "**What is your age?",** and respondents were to select from four categories. The results are presented in Figure 10.
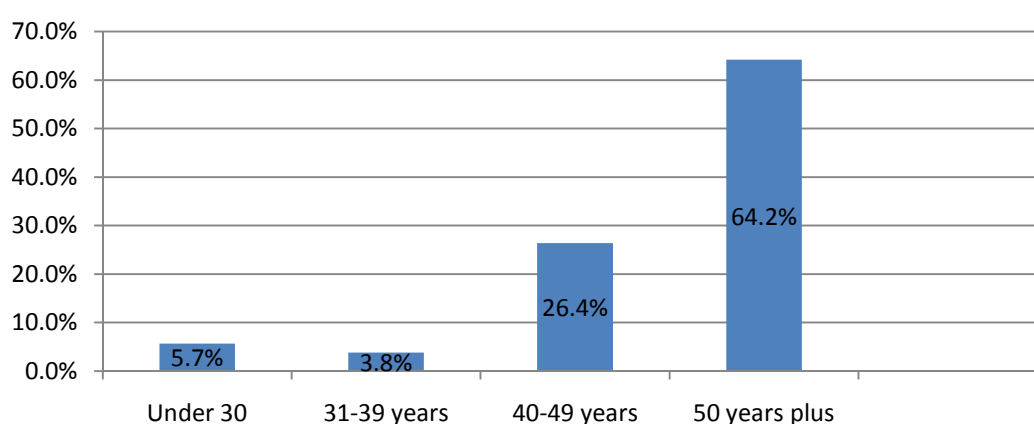
Figure 10   Age (Source: Author).

The majority of respondents in this study (64.2%) were aged 50 years plus; 26.4% were 40 to 49 years old; 3.8% were 31 to 39 years and 5.7% were under 30. The age profile of the Western Australian respondents confirms nation-wide sector findings that the LIS workforce is mature (van Wanrooy, 2006). The Innovation & Business Skills Australia Ltd (2010) data for librarians indicated that the median age is 48 years, compared to the median age for all Australian occupations of 39 years. Furthermore, 61.8% of librarians are aged more than 45 years, whereas only 38.5% of the nation's total workforce is in this category. The Innovation & Business Skills Australia Ltd (2010) study therefore concluded that this sector is significantly older than other

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[30] She advised that whilst the majority of participants were from America, replies were also received from Australasia, Canada and Europe.

Australian industries. Whilst the age categories used in other workforce studies differ from the current survey, there is some value in making comparisons:

- Considine, Jakubauskas and Oliver (2008) advised over half of employed librarians in Victoria were over the age of 45 years;
- Australian Job Search data (2006, cited by Hallam, 2007) indicated 65.1% of librarians were 45 years and over; 24.7% were over 55 years;
- Hallam (2007) reported 49.9% of librarians were 46 years and over; 16.1% were 56 years and over.

Figures from international studies also demonstrate an older LIS workforce, with Bobrovitz and Griebel (2001) noting 71% of information professionals in their research were 40-59 years old, and fellow Canadians researchers Ingles et al. (2005) reporting 25% of librarians were aged 55 or older, compared to 11% of all Canadian workers. Kneale (2002) stated 30.3% (the largest grouping) of her respondents were in the 40-49 age bracket, and Teece (2004) advised that 57% of professional librarians in America were aged over 45, and forecast that within 15 years 60% of the current librarians would reach the retirement age of 65.

Again it should be noted that the current survey has been targeted at a subset of the library workforce in that it has selected library staff in senior positions. It can be anticipated that this would have the effect of attracting responses from a sector of the workforce with more experience that is likely to be reflected in respondents' age. The survey results may also reflect – as other studies such as Ingles et al. (2005) and Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates (2011) have found – that librarianship is often undertaken as a second or third career.

Question 7 ("What are your qualifications?") gathered information related to the education of the respondents. 43 of the 54 respondents answered, revealing that 32 (74.4%) held professional level library qualifications (explained in Chapter 4 as a LIS Bachelor degree or a LIS graduate diploma), and thus met ALIA criteria for associate membership; and 11 (25.6%) did not have professional level library qualifications. This data is presented in Figure 11.
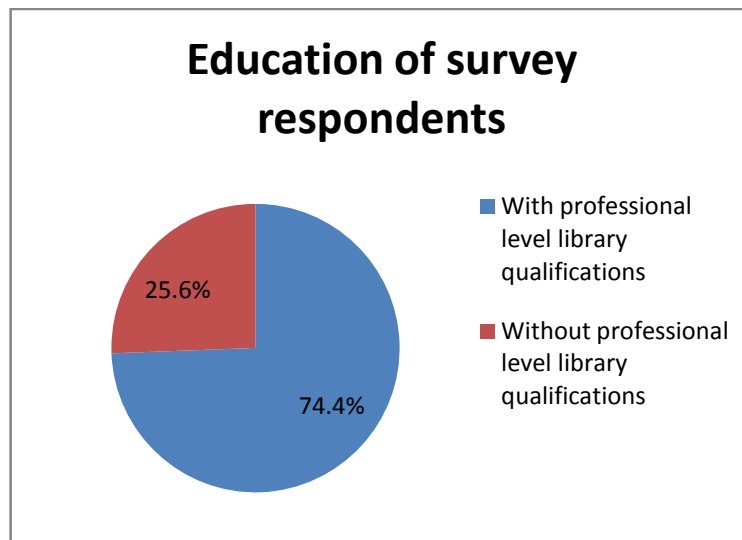
Figure 11 Education levels (Source: Author).

This result (reflecting Western Australia's situation) is slightly below Hallam's (2007) finding that 79.2% of the Australian Library workforce were educated to this level. Both these studies are positioned against the findings of Henninger, Tanner, Reynolds, Genoni and Wise (2011) who noted that only 29.65% of library jobs advertised requested eligibility for professional membership (24.4% specified ALIA membership), perhaps indicating less importance is placed on qualifications by employers than by members of the profession.

Furthermore, of the respondents who answered this question, 18.4% had two qualifications, 7% had three and 2.3% had four qualifications. These results support findings from other studies. For example, Ingles et al. (2005) reported that three in 10 professional librarians have at least one other degree (other than their LIS masters and undergraduate degrees), and Considine et al. (2008) indicated 25% of Victorian public library managers had a graduate certificate or diploma and 36% had a postgraduate degree. As the Innovation & Business Skills Australia Ltd (2010) *Workforce Development Strategy* paper summarised, cultural sector personnel (especially from the library and museum domains) are highly qualified.

5.1.2   Section 2   Your Views on Merging Your Library

The aim of this section was to give respondents the opportunity to express their knowledge and opinion on the trend of convergence, including indicating their opinion on their district's potential for information and cultural service convergence.

Question 8 asked "**As well as the library/ies, what other collecting institutions does your council currently provide?**" The result was higher than expected, with 96.2% of respondents

indicating there were other collecting institutions in their district, compared to the state average of 63% (Government of Western Australia. Department of Culture and the Arts, 2005).

This data is presented in Table 5. (Respondents were invited to "tick" all that applied, hence the total is greater than 100%).

Table 5 Institutions other than a library provided by the Council

Institutions provided other than library	Number of responses[31] (n=50)	Percentage (%)
Archives	23	48
Records Centre	24	46
Museum	18	36
Gallery	15	30
Other	11	22
Don't know	2	4

Of these non-library collecting institutions, Records Centres (48%) and Archives (46%) were the most common, followed by Museums (36%), and Galleries (30%). A small percentage (4%) of respondents did not know what other institutions were provided, and 22% of respondents selected the "Other" category. In this last category the respondents noted the institutions their council provided that were not covered by the preceding list, and these included Local History Centres and Community History Collections.

Question 9 asked "**What type of institution do you believe would be the most suitable for your library to merge with?**"

The nominations by the respondents are presented in Table 6. (Respondents were invited to "tick" all that applied).

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[31] 50 of the 54 respondents indicated the non-library collecting institutions that their council provided.

Table 6 Institutions suitable to merge with library

Institution suitable to merge with library	Percentage (%)
Museum	42.6
Gallery	35.2
Archives	27.8
Other	25.9
Records Centre	11.1
Don't know	9.3

The selection of "Museum" by the majority of respondents (42.6%) to converge with libraries was unsurprising, as this form of collecting sector inter-domain convergence occurs most frequently worldwide (IMLS, 2009c; Manzuch, 2011). The second most frequent response of "Gallery" (35.2%) was not anticipated, as the literature review had indicated archives and records centres were more common library partners, yet these options were selected by respectively 27.8% and 11.1% of the respondents. Also unforeseen was the high percentage of responses to the "Other" category (25.9%). The field "Other" in the survey form was accompanied by a textbox for open-ended descriptions. These nominations are presented in Figure 12.
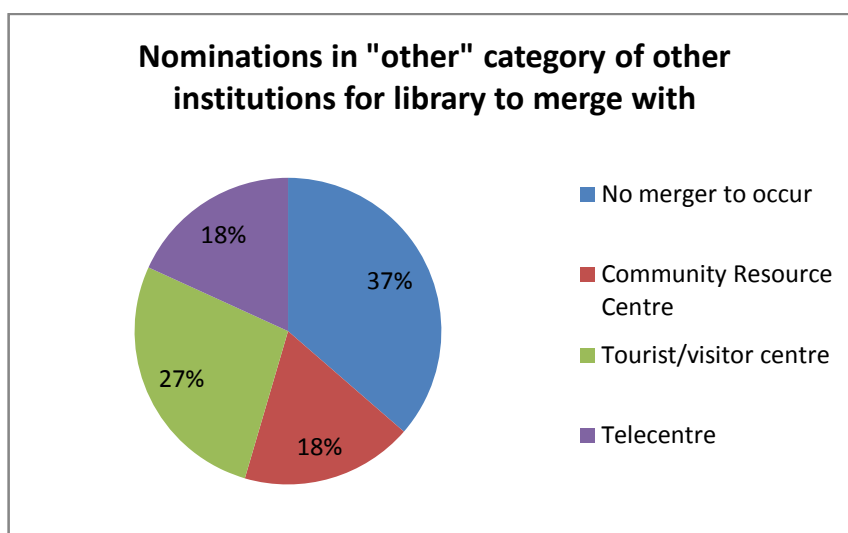
Figure 12   "Other" institutions for library to merge with (Source: Author).

The suggestions made by respondents in the "Other" category included tourist or visitor centres (27%); community resource centres (18%) and telecentres (18%). A library merger with these institutions would represent related convergence. Unexpectedly, 37% of respondents used this category to suggest that the library should not merge with another institution. No respondent

suggested the library should merge with a local or community history centre. This last finding contrasts to what has been recorded in the literature for Australia, though Manzuch's (2011) study found that European memory institutions lacked interaction with historical societies.

The same variables were used in Questions 8 and 9 to enable comparison, shown by Figure 13.
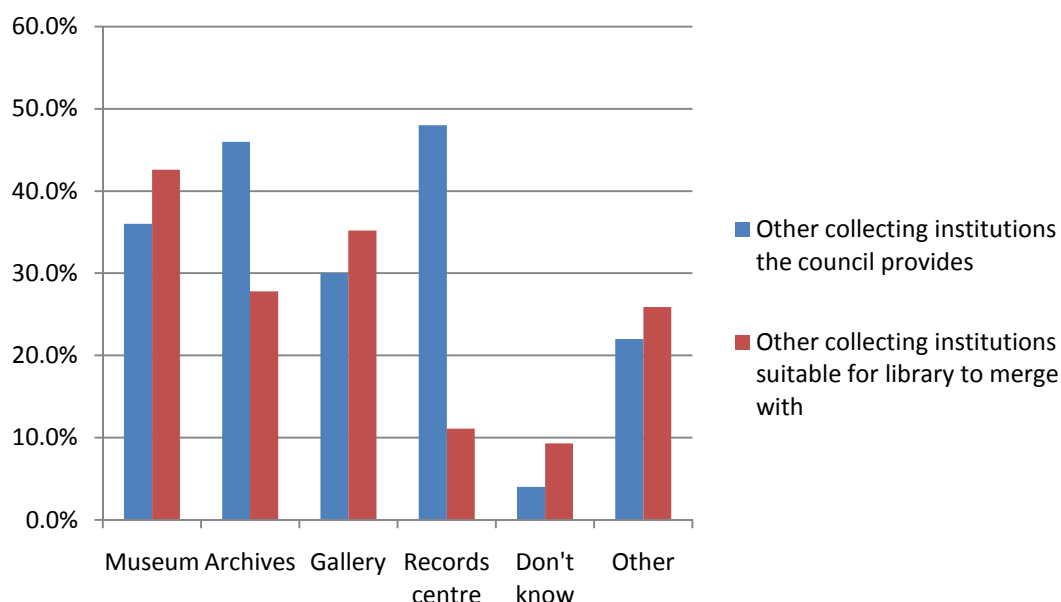
Figure 13   Collecting institutions provided compared with the collecting institutions believed to be the most suitable for library merger (Source: Author).

The comparison of the data from these questions reveals there is a sizeable difference in several categories between what institutions are currently provided by the council and the types of institutions that the respondent believes are suitable as a merger partner for their library. The difference is most pronounced with regard to "Records Centre", where the high incidence of records centres is not matched by a view that they will make suitable partners for a merger. On the other hand a greater number of respondents believed that a museum is a suitable merger partner, than there are museums with which to merge. In all these results indicate that librarians are generally prepared to consider the possibilities for mergers, and that this willingness is evident to varying degrees with regard to all of the likely categories of partners.

Survey respondents were next asked "**What degree of effort do you believe is necessary for your library to merge with another institution?**"(**Question 10**). The majority believed it would "Difficult" (53.8%), and "Moderate" was selected by 44.2% by respondents. Only 1.9% answered the level of effort would be "Easy". This division of opinion is represented in Figure 14.
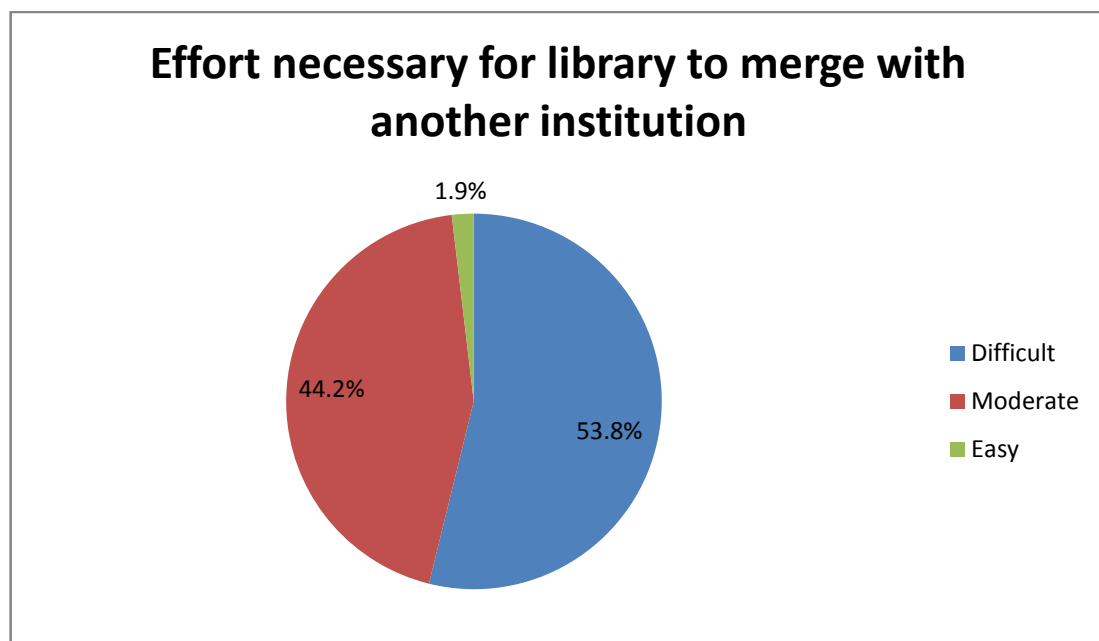
Figure 14   Effort necessary for a library to merge with another institution (Source: Author).

Librarian opinion on the prospect of their library merging **(Question 11)** was mixed: Half of the respondents (50%) remained "Neutral"; while 34.6% were "In favour" and 5.8% were "Strongly in favour", compared to 3.8% "Against" and 5.8% "Strongly against" (see Figure 15). The cumulative favourable opinion of 40.4% and the cumulative negative opinion of 9.6% indicate that respondents find the prospect of convergence less polarising than the literature reported.
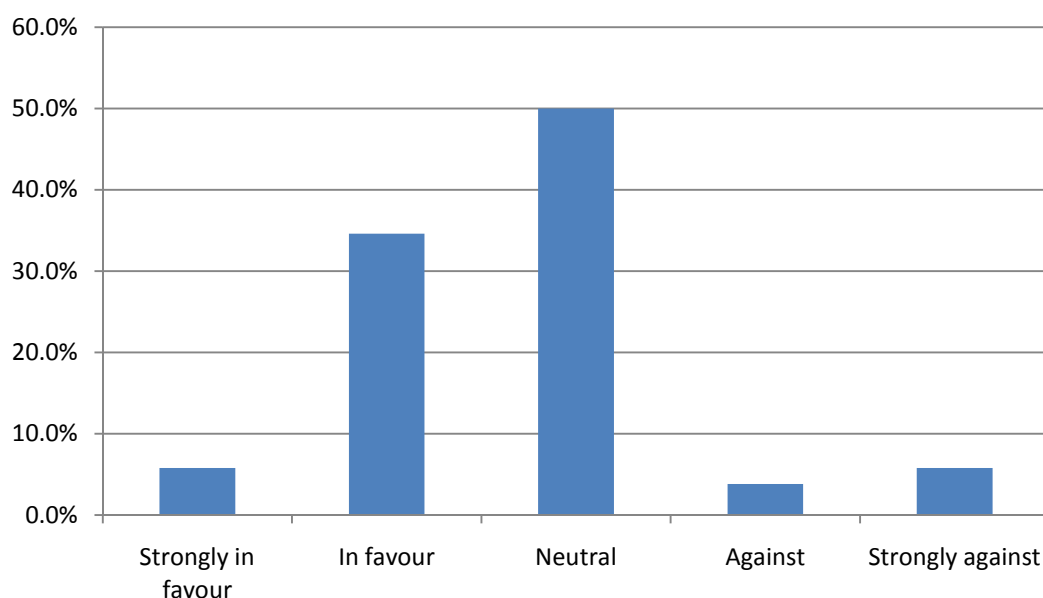
Figure 15   Prospect of library merging (Source: Author).

Question 12 asked "**If your library was to merge with another institution, what factors would PROMPT this arrangement?**" The survey data both confirms and contrasts with some of the information and cultural discipline's body of knowledge about convergence. The importance of finance was upheld by respondents, with 73.6% rating it as the most significant prompt for a merger. Comments included "*considerable opportunities for cost savings if the merged institution could be planned from the ground up*"; and "*in small towns it makes sense to merge institutions together to save time and money*".

A very similar number of respondents (71.7%) nominated the influence of the parent body or supervising agency as a powerful reason for convergence, whereas the literature has suggested it is the primary factor (Dweikat, 2006; Batt, 2007). For example, the Cultural Minister of the United Kingdom Mr. Vaizey noted that the Future Libraries Programme was based "*on the principle that local services know their communities best and that the solutions should be owned and driven by councils*" (Government of the United Kingdom. Department for Culture, Media and Sport, 2010a, para. 4).

Site availability and size was the third most frequently selected prompt for a merger (64.2%).A respondent commented "*In this region, real estate space is at a premium, so merging libraries and local history areas saves space which equates to dollars*". Surprisingly – given the emphasis in the literature (J. Barton, 2005; Sassoon, 2007) – user demands were not rated highly among survey respondents, being chosen by only 26.4% as a prompt for convergence. Also, the enabling power of information technology was given a moderately low percentage of 28.3% as a prompt to a merger; though one respondent stated "*We need to do things differently, making the most of new technologies*".

The respondents' comments in the "other" category of merger prompts (15.1%) included noting "*the capacity for improved service*" and "*synergies of co-location*". These answers also demonstrate the stimulus-response nature of convergence.

Subsequently, **Question 13** asked "**If your library was to merge with another institution, what factors would HINDER this arrangement?**"

The answers to Question 13 were consistent with the factors identified by the literature (Dweikat, 2006; IMLS, 2007; Government of New Zealand, 2010). In this study, the factor chosen most frequently as hindering a merger was funding, nominated by 69.2% of respondents - "*the cost to taxpayers for new buildings and infrastructure*". Site availability and size was the second most common response, at 57.7%. Staffing characteristics (skills or lack thereof) were selected by 32.7% of respondents as hindering a merger. Staff reluctance was seen as a barrier by 25% of those surveyed; one confessed convergence is "*an exciting prospect but not one I wish to take on at this stage of my career*". 26.9% of respondents noted the likelihood of patron

resistance to change -"*the traditionalists may not approve of a merger*". The "Other" hindrances (13.5%) the respondents identified included *"different policies"*, *"different philosophies"* and *"different expectations and cultures"* of the merging organisations.

For questions 12 and 13 respondents were provided with a list of factors to tick as appropriate, and the same variables were used in each question to enable comparison.

The opinion of survey respondents in relation to the prompts and hindrances for convergence **(Questions 12 and 13)** is presented in Figure 16.
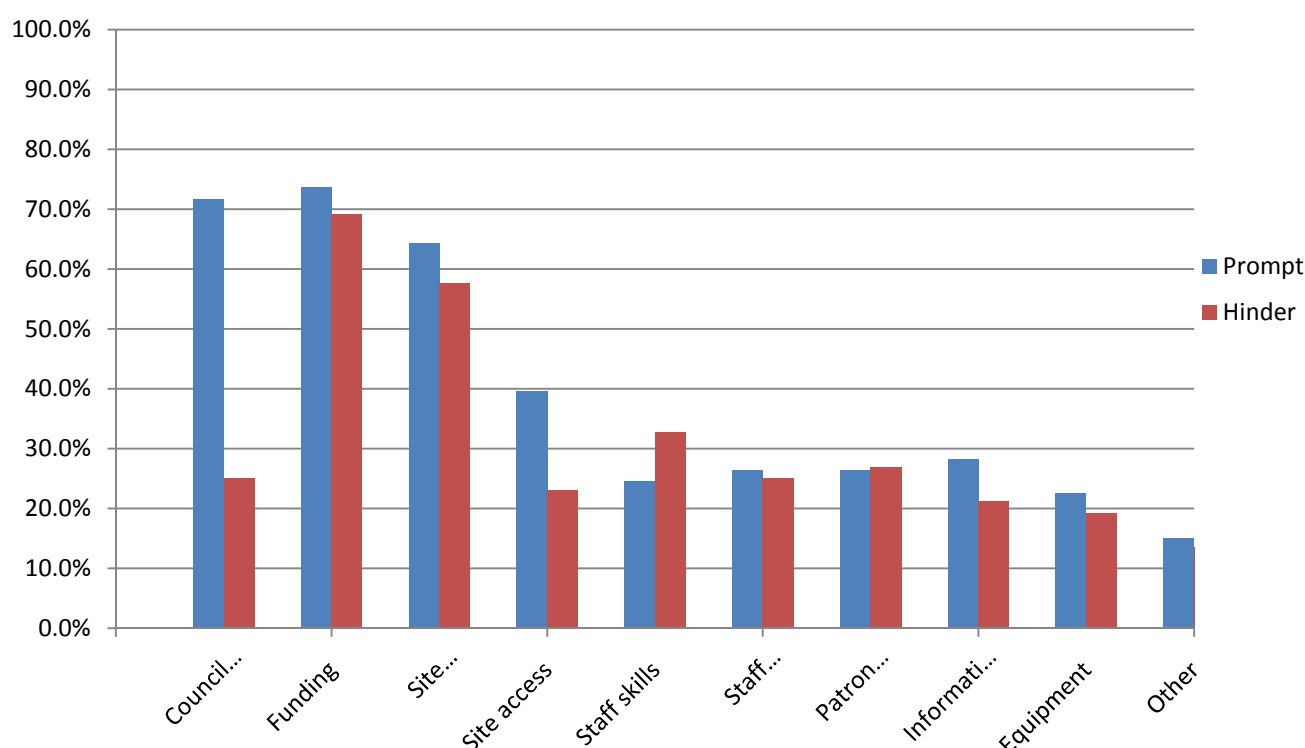
Figure 16   Prompts and hindrances of a merger compared (Source: Author).

The comparison of the results from the two questions shows that only two factors were identified by survey respondents as posing more of a hindrance than a prompt to their library merging; these were "Staff skills" and "Patron attitude". It is suggested that this presents a positive situation for the possibility of converged memory institutions (CMIs) in Western Australian local government areas, particularly as both of the factors can be subject to improvement.

The data was further analysed to reveal the selection by respondents of factors both prompting and hindering a merger. The results are presented in Table 7.

Table 7   Factors both prompting and hindering a merger

Factor selected as both prompting and hindering a merger	Percentage of respondents (%)
Funding	76.9
Equipment	72.7
Site availability and size	71.9
Other	66.7
Information technology	53.5
Staff skills	46.2
Site access	38.1
Patron attitude	35.7
Staff attitude	35.7
Council Policy	29.7

"Funding" was the factor most commonly selected as both prompting and hindering a merger (76.9%), followed by "Equipment" (72.7%) and "Site availability and size" (71.9%). It is noted that the second and third choices are also of items that are interdependent with funding, as is the fifth most common selection of "Information technology" (53.5%) which reinforces the critical importance of sufficient finance for convergence (as demonstrated by examples in the literature – for example, Powers, 2008). The factor selected by respondents as the least frequently having a dual prompt-hinder nature was "Council policy" (29.7%); perhaps reflecting the decision-making power and ultimate control of the local government in operating cultural services. As a participant from Considine et al.'s (2008, p. 18) study stated *"Some councils are more progressive than others. Ours is more conservative and it pulls people back from making any changes"*.

These results fully indicate the "push-pull" characteristic of convergence, but also the interdependent or "chicken and egg" factors that are influencing the trend (as shown by examples reported in the literature including Semmel, 2008; Alire & Sugnet, 2009). For example, a respondent commented in the open-ended "Other" field, *"if the three factors (Council policy, funding and site availability and size) did not themselves converge, the arrangement would founder"*.

5.1.3   Section 3   Your Views on the Effects of Merging on Your Library and Community

Question 14 sought the views of respondents of the effect of a merger on various aspects of a library. Six variables were tested: collection size, website size, website elements, staff total, equipment total and curriculum support, and respondents were asked to choose from three

effects "No change (combined total of institutions maintained)"; "Increase" or "Decrease". Almost two-thirds of the respondents predicted greater website size (64.4%) and almost three-quarters of respondents (72.7%) predicted more website elements (72.7%). A comment received was "*We currently don't have a web presence and I would hope [following convergence] that this would change for the better*". Convergence often results in more equipment being available from the pooling of organisational holdings, and 62.5% of respondents agreed there would be an increase (25% indicated no change and 12.5% indicated equipment total would decrease). These results are similar to outcomes recorded in previous literature (Ayres, 2007; A. Yarrow, Clubb & Draper, 2008; ARC Centre of Excellence for Creative Industries & Innovation, 2010).

However, the other data from the respondents to this multi-part question contrasted with the literature. While convergence is often undertaken with the intention of reducing staff numbers, some 56.5% of respondents thought staff totals would increase, and 37% thought there would be no change. Only 6.5% predicted a decrease of staff in a converged environment. The review of previous examples of convergence (for example, A. Bundy, 1998; Hicks, 2008) revealed subsequent collection growth; but in relation to collection size after a merger, 51% of respondents predicted "No change"; 46.8% predicted an "Increase", and 2.1% predicted a "Decrease". It is probable that the results for this question are due to the reduced duplication of collections when intra-domain convergence occurs, and/or the weeding that is usual before a move is undertaken (JISC, 2008b).

It was also surprising that an increase in the variable of curriculum support was not anticipated by respondents (only 35.9% agreed). This variable refers to the linkage of memory institution programs to the municipality's school and adult educational curricula and learning objectives. The literature (for example, Rogers, 2010; J.Oliver, 2011) reveals that more school and adult groups tours and training has occurred in converged sites. Furthermore, educating council residents was the premise for the formation of the "Hume Global Learning Village" in Victoria, which is a convergence of government, libraries and learning providers (Kelly, 2006, as cited by ALIA. click06 Conference Marketing Subcommittee, 2006).

Questions 15 and 16 investigated opinions of respondents on the effects of a merged institution on library patrons. Respondents were to select from "No change", "Increase" or "Decrease". **Question 15** tested six variables relating to patron numbers and use of services. These variables were

1. Membership numbers
2. Physical visits
3. Online visits
4. Items borrowed

5. In-house use of resources
6. Program and event participation/attendance

Question 16 tested three variables relating to patron demographics and behaviour. These variables were

1. Ages
2. Cultures
3. Purpose of visit

A key gain from convergence is known to be attracting new members – for example, Monley (2006) reported the average increase in membership from the colocation of rural public libraries in Queensland was 100%, and Clement (2009) advised in the first year of operation Albury LibraryMuseum registered 11 000 new members. In this study of Western Australian library staff, 64.6% of respondents agreed a merger would result in more members. Merged institutions also appeal to a wider demographic (Pradhan, 2010), and again this was supported by the research, with 53.2% of respondents predicting a wider age range *"[a converged memory institution] would be a comfort zone for all age groups",* and 46.7% anticipating a greater mix of cultures in their clientele. One respondent predicted that convergence *"would bring in a wider clientele including some who would otherwise not have used a library".*

Nearly all respondents (91.1%) expected physical visits to increase, and 64.3% anticipated more online visits. This reflects the findings from previous studies – for example, visits to the Gosport Discovery Centre increased by 49% (Boaden & Clement, 2009), and visits to the Albury LibraryMuseum increased by 95% (Clement, 2009). The survey data can perhaps be attributed to – as the literature attests (for example, I. Wilson & Bissonette, 2007; Richards, 2011) – the increased access that convergence frequently provides. For example, the Tresham Institute (JISC, 2008b, The impact, para.2) report the new library's *"central location gives a high flow of students in the vicinity".*

Comments from respondents about the consequences of merging included; *"ease of access"*; *"collections now available to public"*, and *"wider diversity of information access".*

A high proportion of respondents (87%) believed the patrons would now undertake multi-purpose visits. A similar number of respondents (84.8%) anticipated an increase in in-house use of resources, and many (82.8%) predicted that event participation would rise -*"there is the potential for a higher overall level of citizen participation".* This data affirms reports of previous institutional mergers (Boaden & Clement, 2009; Newton, 2011). However, only just over half of the respondents (53.3%) forecast more items would be borrowed. This result contrasts with other studies – for example, Monley (2006) reported an average increase of 67%

in library borrowing. It is possible the project's data partially reflects the current trend (and key theme of this project) to using libraries as a community hub rather than a source for educational or recreational reading. It is also the case that many of the likely merger partners – for example galleries and museums – do not typically provide a borrowing service. Figure 17 shows some of these results:
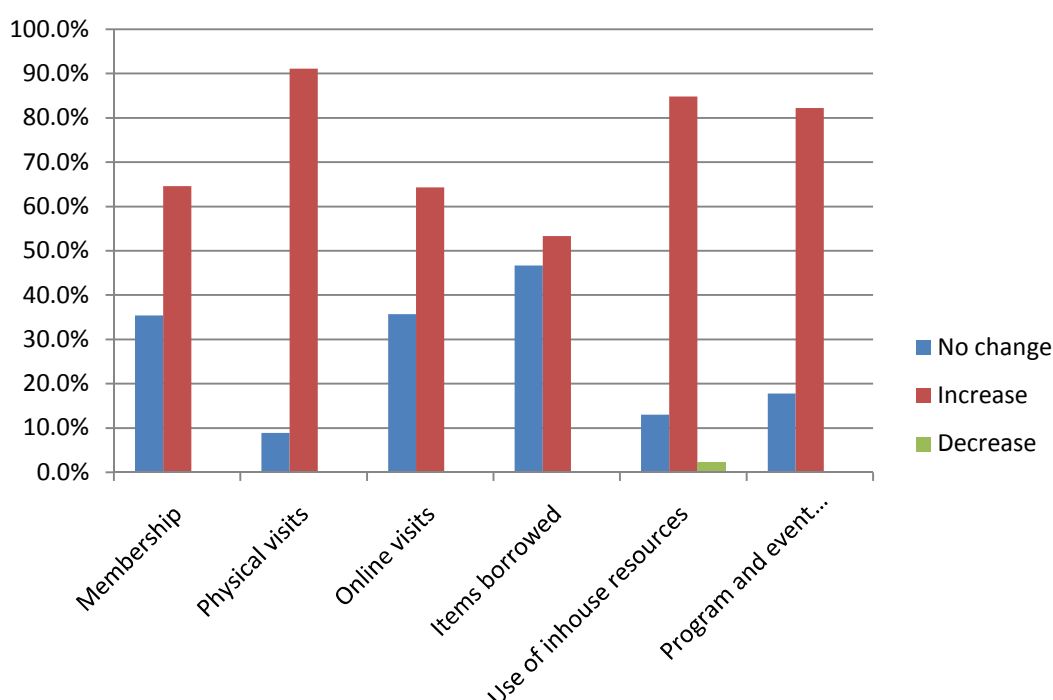
Figure 17   Predicted changes to patron numbers, use of services and behaviours after a merger (Source: Author).

Figure 17 illustrates that overwhelmingly the respondents expressed the view that convergence would have a beneficial impact in terms of enhanced use of facilities, services and collections.

Question 17 asked "**What effect would a merged institution have on your community?**", and respondents were invited to indicate whether they were anticipating an increase, no change or a decrease. The results solidly support the literature's foretelling of economic and lifestyle regeneration from convergence (McEntyre, 2010c; McKerracher, 2009; Little, 2011). Table 8 presents the response to this question in terms of the percentage of respondents who reported an anticipated increase for various types of impact upon local communities.

Table 8   Predicted effects of a merger on community

Aspect	Respondents expecting an increase (%)
Level of interest in heritage	80.0
Tourists	60.0
Quality of life	57.8
Optimism	48.9
Businesses	18.6
Residents	8.9

Note in particular the support (60%) for the notion that a merging of local sites would attract tourists. This response reinforces the potential for high visibility memory institutions to attract visitors from elsewhere (Boaden & Clement, 2009); thereby delivering an indirect benefit to the local community through increased patronage of local business (J. Johnston, 1996; Johnstone, 1998).

Another critical finding is that 80% of respondents expected an increase to levels of interest in heritage after a merger. A respondent remarked "*a merger would further enrich the cultural heritage in our community*". This data supports the notion that convergence adds to the sustainability of the information and cultural professions.

Question 18 was an open-ended question asking respondents about the positive effects of convergence on their library and community. Of the 54 respondents, 33 (61.1%) answered, and their comments are consistent with advantages revealed by the literature review (Amberg, 2009; Collard, 2011; Richards, 2011; Robinson, 2011b). Respondents highlighted benefits such as convenience (a "*one-stop-shop*" for users), and potential economic growth; "*a valuable asset for a tourist town*". Merging was also viewed by respondents as providing the library and its partners with, "*a higher profile within the community and region*", and as, "*enhancing community pride*". One survey respondent commented that "*the quality of the collection would increase*", and another offered the advantage that, "*more volunteers would come forward*". This study's focus on local government areas means the possibility of more volunteers after a merger is especially appealing, as volunteer labour is heavily relied upon in small local museums and libraries (ABS, 2008, IBSA, 2010).

The literature further contends that convergence achieves flexibility not only for organisations but also for collections, and optimises collection usage, such as combining electronic content, and also physical exhibits (Baker & Kirk, 2007; Stemmer, 2007; McPherson & Ganendran, 2010; Dixon, 2011). Survey respondents concurred. One respondent reported that the local history collection is in the museum and is not readily accessible to the public; and others noted

the expanded possibilities of displaying – for instance – a shire's artworks, "*showcase local talent*". This reflects comments in the literature – for instance, Monley (2006, p. 6) reported an advantageous outcome of convergence to the local community is *"the showcasing of cultural heritage and history"*.

The respondents generally recognised the appeal of convergence if it results in an improved and/or new building. Remarks included one respondent's explanation that, "*Our library is housed in an outdated and small building. Our CRC is in a too small location, we have no website and our museum is in an old building. A merged institution would revitalise and upgrade all of these facilities and increase community use*".

The theory of CMIs generating more social capital was affirmed, with respondents noting greater community pride, enhanced wellbeing, and "*a new dimension of enjoyment for patrons*".

Question 19 was also an open-ended question, this time asking respondents about the negative effects of convergence on their library and community. Of the 54 respondents, 32 replied (59.3%), and their answers included unrealistic expectations, clashes in patron activities and behaviour, disharmony and politicking. The dangers of "*staff being spread too thinly*" and lower levels of staff morale were also highlighted. These disadvantages that respondents identified match those acknowledged in the literature (Piggott, 2007; Chan, 2008).

5.1.4   Section 4   Your Ideas on Operating Your Library if it Merged (Suggestions for arrangements)

In this section the survey probed the physical, virtual and operational frameworks the respondents would suggest for a CMI. These questions acknowledge that while mergers might be acceptable in principle, there are nonetheless numerous practical issues that need to be considered and managed.

Question 20 asked respondents **"If your library merged with another institution, how do you think site space should be arranged?"** The data is presented in Table 9:

Table 9   Arrangement of site space in merged institutions

Arrangement of site space	Percentage of respondents (%)
Separate rooms	43.5
Same room, no separation	30.4
Same room, different sections	26.1

The highest response (43.5%) was received for the option of partners having separate rooms (43.5%); 26.1% of respondents selected "'Same room, different sections", and 30.4% chose "Same room, no separation".

Respondents provided comments to explain why they selected "Separate rooms". For example, a respondent whose library had already converged with an art gallery noted that, *"Ours is exactly like this"*; and another respondent reported that in their district a condition of the historical society joining the library was that they would have their own room. A respondent stated they, *"must be able to have [a] separate area for when one institution has a noisy event while the other one needs to have things quiet"*; and another suggested, *"a co-location situation where joint things common to the institution are in the middle; display halls and storage are shared"*. Space distinction in a merged institution was taken further by a librarian from a joint-use (school and public) library, who urged having separate external entrances. The literature review revealed institutions frequently designate different zones, rooms or even floors for different domains, the last-named being the case at "The Rooms" in Newfoundland. However, an exception is "ImaginOn" in Charlotte, North Carolina with Murphy (2007, p. 30) reporting that *"the two organizations are interconnected in the building; the theater is not on one side, with the library on the other"*.

Question 21 asked **"If your library merged with another institution, how do you think shelving should be arranged?"** The majority (63%) of respondents chose "Separate shelves", and the remainder (37%) chose "Same shelves". This difference of opinion is not unexpected, as the literature review had revealed examples of and support for each of these arrangements. For instance, the "Separate shelves" arrangement is in place at Melton Library Gallery in England, and the "Same shelves" option was taken by the Taranaki Research Centre in Puke Ariki in New Zealand, which has integrated artefacts from the museum on the library shelves (Boaden & Clement, 2009).

Question 22 asked **"If your library merged with another institution, how do you think opening hours should be arranged?"** Respondent answers are shown by Figure 18.
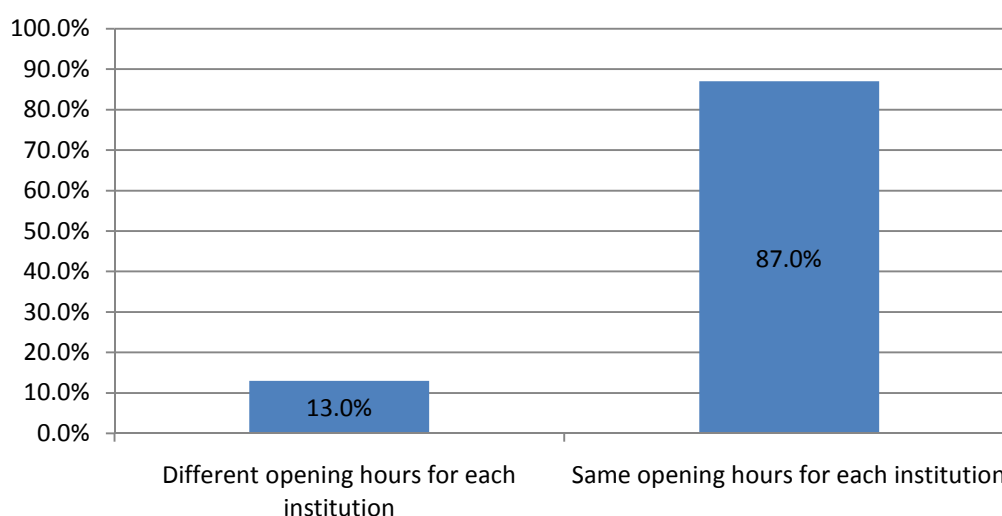
Figure 18   Opening hours of merged institutions (Source: Author).

The data reveals most (87%) respondents advocate matching opening hours with fellow organisations, which upholds the arrangements most commonly found in the literature review (for example, the services of the partners NAA and PROV at the Victorian Archives Centre). If this is not the case, then problems may ensue. For instance, Murphy (2007, p. 27) reported disparate library and theatre opening hours at ImaginOn - *"in order to have security and maintenance staff available when needed, staggered schedules had to be designed"*. Respondents also suggested (in open-ended questions in the survey) longer opening hours for the merged institution, than when the partners were operating stand-alone facilities, an outcome that has been evident in previous studies (for example, Monley reported an average increase of 13 hours a week).

Question 23 asked respondents **"If your library merged with another institution, how do you think the database/catalogue should be arranged?"** The data is presented in Table 10.

Table 10   Arrangement of database/catalogue in a merged institution

Arrangement of database/catalogue	Percentage of respondents (%)
Same database, no institution/domain sectionalisation and with a common search portal	55.6
Same database but sectionalised for institution/domain and with a separate search portal	24.4
Separate databases for each institution	20.0

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With regard to intellectual access to the merged collections, a majority of respondents (55.6%) favoured a full integration of catalogues and/or databases. This is not unexpected given the advent in recent years of ever-larger databases serving numerous types of institutions.

It is, however, interesting that nearly half of respondents (44.4%) favoured at least some form of segregation, likely suggesting that they are not confident that available forms of metadata can be easily integrated in order to create a "level playing field" when it came to retrieval. Segregation of virtual material is evident in some CMI's – for example, Boaden and Clement (2009) report that Albury LibraryMuseum has separate databases but a common search portal, and search results show all items, such as adult fiction, art resources and local studies.

Question 24 investigated respondent opinion as to staffing arrangements in a merged institution. The two choices offered were "Separate teams of staff for each institution" and "Combined team of staff working for both institutions". The results show a strong preference for a combined team (73.3%), rather than a separate team (26.7%). A respondent commented, "*if staffing levels were unequal, there is a likelihood of dissatisfaction between the two entities*". Staff commitment and attitude was indicated as important to the functioning of a merged institution, with one respondent stating that, "*Only staff who want to be employed in a merged institution should be considered – transfer the others*".

A number of respondents advocated the cross-training of staff in the other's collection – "*basic or full - full training would be preferred*" – although some qualified their remarks by noting some specialisation of skills would remain necessary. Cross-training meant the staff would become "*upskilled*" and "*achieve greater professional development*". The benefits noted by respondents when workers can "*move seamlessly over all areas*", were to cover leave, allow more flexible rosters and to provide a better service.

Question 25 asked **"If your library merged with another institution, how do you think staff wages should be arranged?"** A high proportion of respondents (84.4%) selected "Same wages for staff working at similar levels for both institutions"; compared to 15.6% choosing "Separate wage structure for staff for each institution". Comments from respondents supporting a single wage structure included; "*All staff under one award*"; "*all staff subject to same wages and conditions*"; and the need to prevent "*getting the situation where a lower level employee is being paid more than someone in middle management or with more experience*".

It is noted that Questions 24 and 25 drew the most comments from respondents, which reinforces the literature review's indication that staffing is a key issue in a merged institution.

In **Question 26,** respondents were asked to indicate the preferred funding arrangements for six different budgetary items in a merged institution. The choices offered were for "Separate and disparate budgets"; "Separate and equal budgets", and "One budget". Table 11 below presents the data:

Table 11   Arrangement of funding per budget type in a merged institution

Funding purpose	Separate and disparate budgets (%)	Separate and equal budgets (%)	One budget (%)
Collection acquisition	60.5	11.6	27.9
Collection maintenance	53.5	14.0	32.6
Information Technology	31.0	16.7	52.4
Equipment	34.9	14.0	51.2
Outreach / programs	32.6	14.0	53.5
Public relations / marketing	16.3	16.3	67.4

The choice of "Separate and disparate budgets" for the partnering institutions was chosen by the majority of respondents for two of the funding purposes. These were "Collection acquisition" (60.5%) and "Collection maintenance" (53.5%). This result might be due to the differing nature of domain material – for example, in the case of collection acquisition, the significant cost of purchasing gallery and museum collections, and in the case of collection maintenance, the wear and tear on library circulated items. However, a respondent who urged one budget for collection acquisition gave their reasoning as the avoidance of duplication of collections.

"One budget" was chosen by the majority of respondents for the other four funding purposes of "Information technology", "Equipment", "Outreach" and "Public relations". Perhaps these results reflect (as the literature explains – Monley, 2006; P. Shine, 2007; Hargrave, 2008) the appeal to partners of the opportunity for cost savings from resource sharing (especially for equipment), and from the efficiencies and advantages of streamlining functions. Remarks included; "*combined programs to take advantage and show off both institutions*"; and, "*each institution would benefit from events and marketing in the other institution*".

The comparison of the allocation of funding as suggested by the respondents is enhanced by transferral to a graph (see Figure 19). For example, it clearly shows that "Separate and equal budgets" was the least favoured option for all funding purposes in a merged institution. This is likely to reflect an understanding that the costs of running the merged programs are likely to be

inconsistent, and there would be some degree of "unfairness" involved in smoothing the budgets in this way.
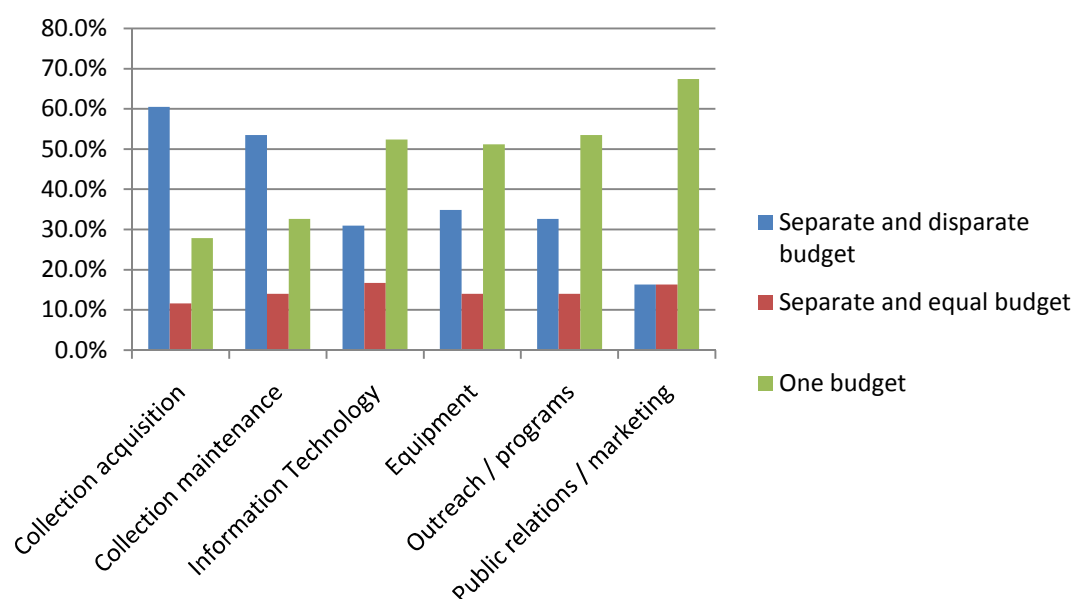
Figure 19   Budgetary arrangements in a merged institution (Source: Author).

The section concluded with two open-ended questions seeking respondents' input on issues of arrangement that might not have been addressed in previous questions. **Question 27** asked respondents **"What other arrangements would you suggest as advantageous for a merged institution?"** Respondents to this question (n = 19) frequently urged having clear and official documentation; *" a signed agreement outlining the arrangements is a must"*; and, *"a formal agreement outlining the funding, management, use of facility, appointment of staff, provision of resources, insurance, etc."*. These suggestions reflect the literature – for example, Sharrow (1995) states that areas of responsibility should be clearly defined. Other recommendations from respondents were for, *"a strong management committee"*; and *"robust forward planning"*.

Question 28 asked **"What other arrangements would you suggest as disadvantageous for a merged institution?"** In responses that echoed the matters raised by Question 27, respondents (n = 14) warned about unclear governance and lines of reporting, with problems arising from *"serving two masters"*; and noting that there should be the *"same management structure for all services in institution"*. This matter has been raised in other examples of CMIs – for example, Murphy (2007, pp. 38-39) wrote, *"for the organisational structure, it appears that library/non-profit partnerships should consider a shared staff system like that of ImaginOn. The shared staff must, by definition, be loyal and accountable to both partners"*.

Respondents also voiced concerns of conflict and confusion if parent bodies *"weren't going in the same direction"*. Other disadvantages that were identified related to institutional and

professional identity. In the case of the former, if the building had "*a complicated name that confused the community as to what the institution is*"; in the case of the latter, a respondent commented "*loss of importance of individual areas of speciality*".

The points that the Western Australian respondents raised in addressing these questions reflect similar issues facing converged sites worldwide (Walters & Van Gordon, 2007;; Records Management Association of Australasia, 2010; Marshall, 2011;Taylor, Steemson & Howard, 2011).

5.1.5   Section 5   Your View of Your Role in a Merged Institution

In this section librarians were requested to contemplate the transformations to their job and their subsequent needs if a merger occurred. **Question 29** asked **"What effect would a merger have on your role?"** Six variables reflecting an aspect of the respondent's current role were tested (see Table 12).

Table 12   Predicted effects of a merger on role

Aspect of role	An increase (%)	No change (%)	A decrease (%)
Job title	22.2	68.2	2.3
Task variety	86.7	13.3	0.0
Workload	82.2	15.6	2.2
Hours	22.2	75.6	2.2
Pay	31.1	66.7	2.2
Promotional opportunities	62.2	33.3	4.4

The variables of "Task variety" and "Job title" were included in this question to investigate the respondents' beliefs of the effect of a merger on professional identity, which the literature indicated may undergo significant upheaval (Boaden & Clement, 2009; N. Parker, 2011). In this survey the variable "Job title" was used to convey the wording of roles of institutional staff, and the possibility that titles might change to reflect or incorporate post-merger alterations (expansions or reductions) in tasks, authority and responsibilities. The majority of respondents (68.2%) did not anticipate a change to their job title; 29.5% believed it would "Increase" and 2.3% predicted a "Decrease" in job title. Many respondents (86.7%) did expect task variety to "Increase" (no respondent anticipated a "Decrease"), and related comments included "*it would be a more interesting place to work*".

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The literature reveals (Rogers, 2009) that convergence often adds to the demands of a role, and consequently the issues of potential changes to respondent workload and hours were tested. Most respondents (82.2%) predicted an increase in workload; only 2.2% forecast their workload would "Decrease", and 15.6% selected "No change". A respondent commented that convergence would result in "*a workload increase on already overworked and stressed staff*".

A high proportion of respondents (75.6%) did not think their working hours would change, although 22.2% of respondents anticipated longer hours, and 2.2% predicted their hours would "Decrease".

Unexpectedly – given that convergence is often undertaken to save money – 31.1% of respondents thought convergence would deliver a pay rise, presumably in order to compensate for increased "Task variety" and "Workload", whilst 62.2% anticipated more "Promotional opportunities".

Questions 30 to 33 sought to identify the types of training the responding librarians felt they needed to work in a merged environment. These four questions covered four categories of training, and each question listed skills for respondents to rank.

Question 30 asked **"What institution-related training do you feel you need to work in a merged environment?"**

Six skills were listed, and the graph below (Figure 20) presents the data:
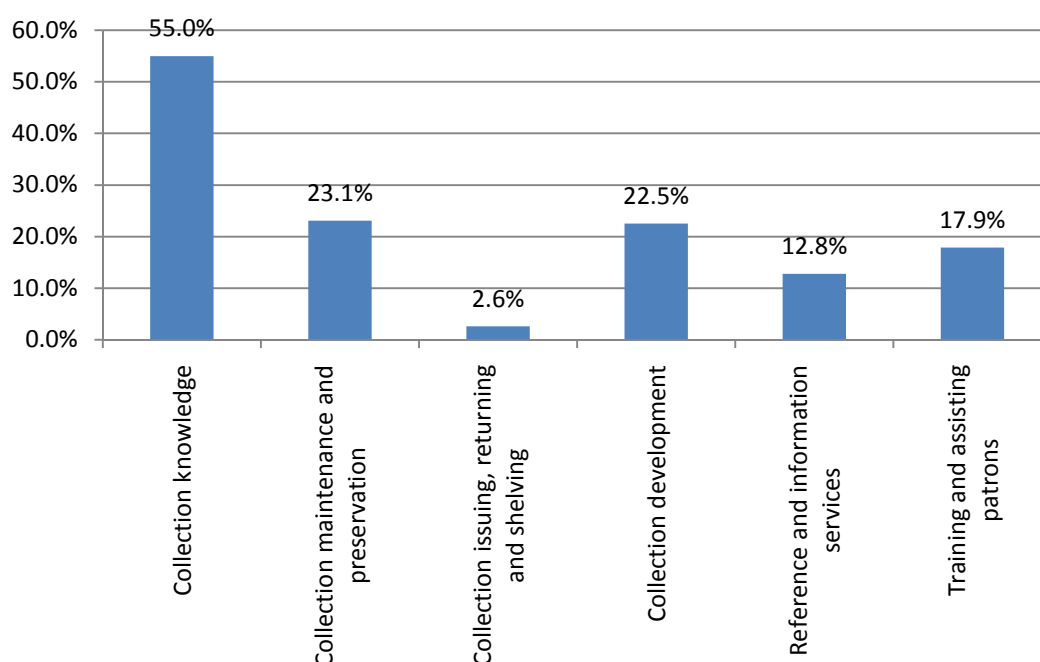
Figure 20   Institution-related training needed in a merged environment (Source: Author).

The most common gaps in terms of "Institution-related" training needs were those associated with the collections of merger partners. The highest response (55%) was received for "Collection knowledge"[32]. This is not unexpected given that participants in a merger would need to become familiar with the content of collections held by their partners, for best service delivery. "Collection maintenance and preservation" was indicated by respondents as the second most needed institution-related training (23.1%), indicating that some respondents acknowledge a gap in their knowledge related to the life-cycle management of the different domains' collections of the partners in the merged institution. "Collection development" received a similar response of 22.5%.The institution-related training that respondents believed they least needed was "Collection issuing, returning and shelving" (2.6%). This is likely due to the automation of some of these processes.

Question 31 asked **"What IT-related training do you need to work in a merged environment?"** Respondents were asked to rank five skills, and the results are in Figure 21.
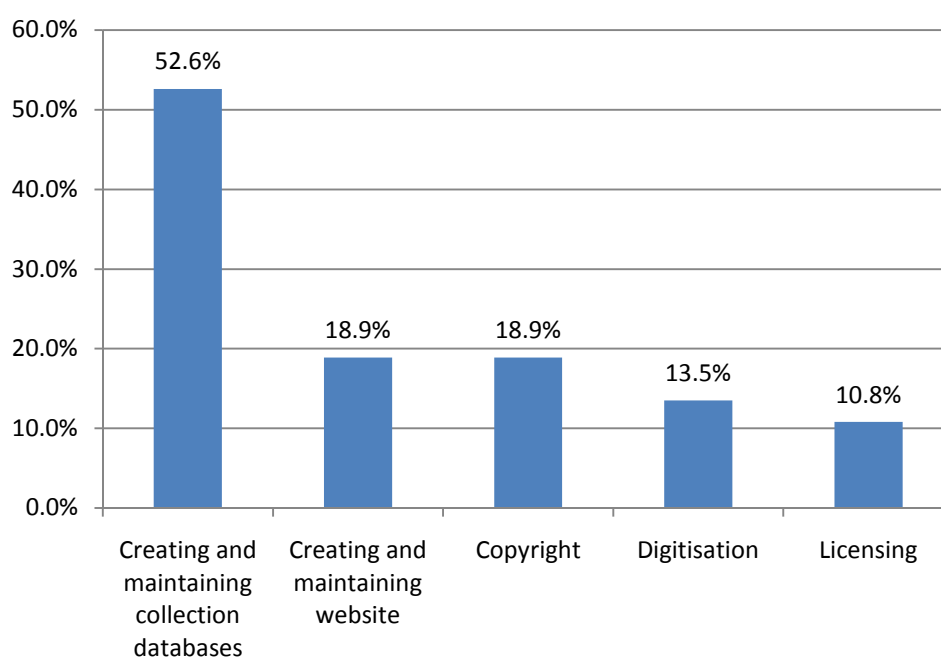
Figure 21   IT-related training needed in a merged environment (Source: Author).

The highest response (52.6%) was received for "Creating and Maintaining Collection Databases", with "Creating and maintaining website" and "Copyright" equally chosen (18.9%) as the second most required training. Licensing (10.8%) was selected as the least required

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[32] In this instance meaning "knowledge about the partnering institution's collection".

training. This data indicates that respondents clearly recognise the need for familiarity with the processing of their partners collections, for optimal functioning of the merged facility.

Question 32 asked "**What generic training do you need to work in a merged environment**?"

The four skills that the question listed (Administration, Communication, Interpersonal and Time management) were ranked fairly equally in importance by respondents, as illustrated in Figure 22.
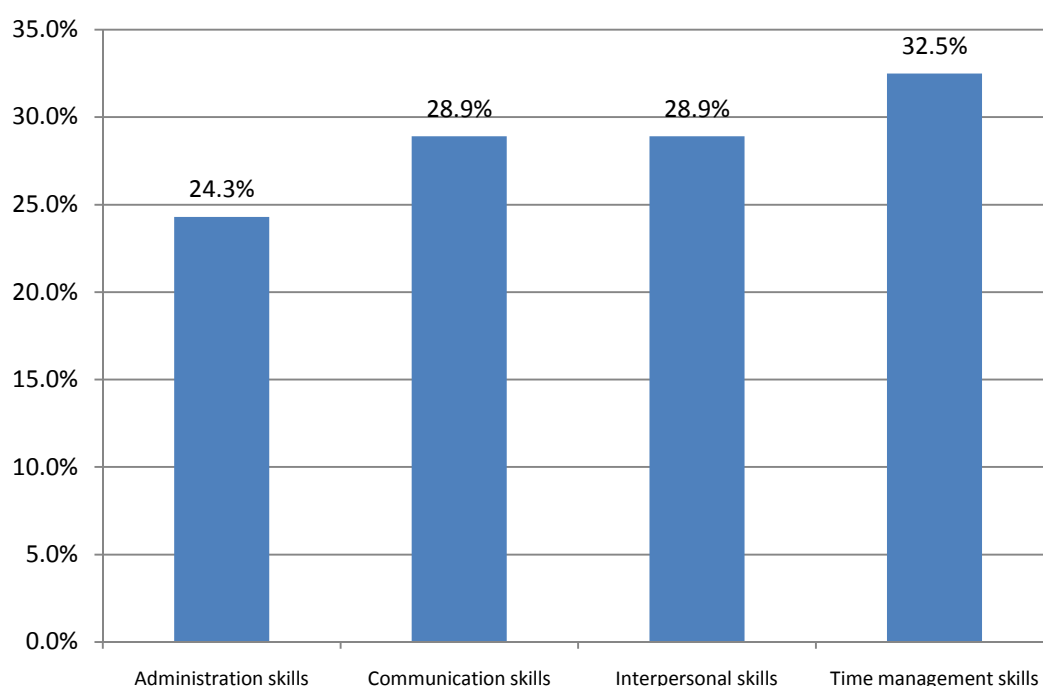
Figure 22   Generic training needed in a merged environment (Source: Author).

"Time management skills" training was rated (32.5%) by respondents as the most needed generic skill in a merged institution. This appears to reflect the concern about an increase in workload, as the data from Question 30 reported. The equal second ranking of "Communication skills" and "Interpersonal skills" might indicate respondents' recognition of likely interaction with a wider demographic of clients (see data from Question 16), and also with different collecting professionals (with each domain possessing variations in the elements of identity, such as beliefs and practices).

The fourth and final type of training that a respondent might require in a merged institution was tested by Question 33, under the blanket title of "Other training". Four skills were listed, plus there was an opportunity for respondents to nominate other skills in the "Other" category. Figure 23 shows the results:
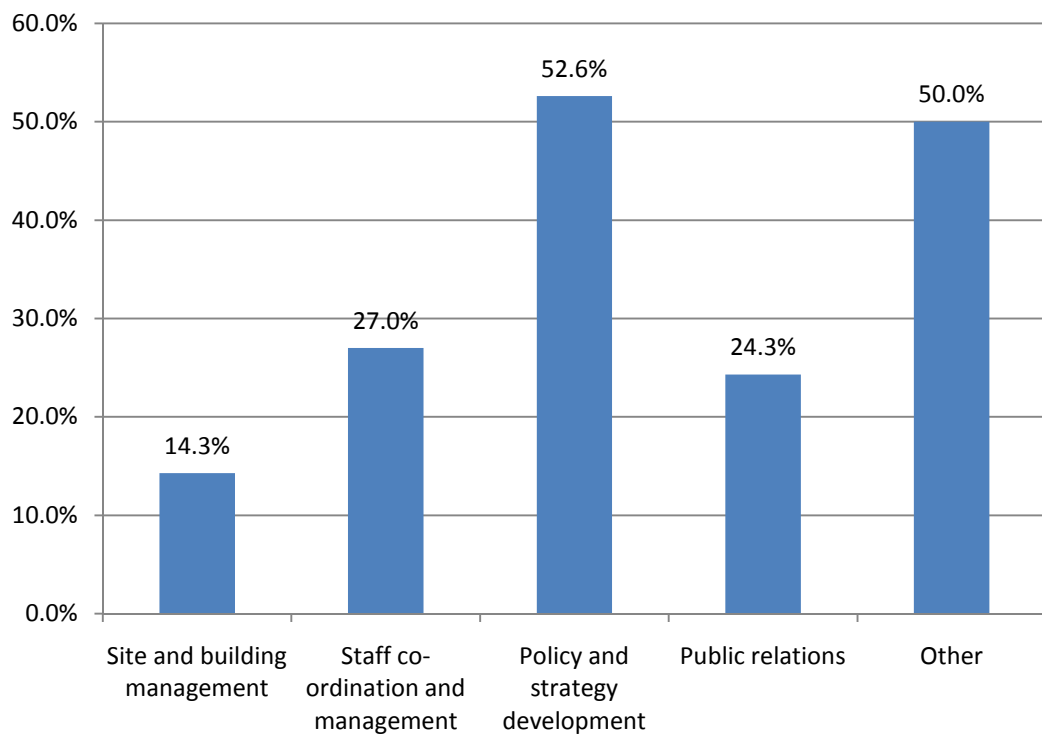
Figure 23   Other training needed in a merged environment (Source: Author).

The most ranked "Other" training need was "Policy and strategy development" (52.6%), perhaps indicating recognition by respondents of the greater planning, co-ordinating and operating complexity of a merged institution. The least most common response was "Site and building management" (14.3%) which respondents might conceive as less related to their collecting duties.

Interestingly, the open-ended field "Other" of the "Other training needs" received the second-highest response (50%). Among the training needs respondents identified were *"procedural", "socialisation", "organisational fit", "corporate structure"* and *"need to know where to go if a problem arises"*.

The literature review indicated that previous research into staff needs before and after a merger concurs with some of the results reported from this section of the survey. For example, Kiel (2007) and Nelson (2009) wrote of training staff for the adjusted environment, and Dougherty (1987, as cited by Sayers, 2001), McShannon (2009) and Heazlewood (2010) identified the importance of socialisation[33] to overcome – as one survey respondent put it – *"ownership*

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[33] The process of learning and adapting to an organisation's culture, including its history, terminology, level of formality, power structures and rules of behavior, in order to integrate and be accepted (Organisational Culture 101, 2007; WebFinance Inc. BusinessDictionary.com, 2012).

issues". The data in this section also shows that respondents have identified training to help obtain the advantages and opportunities of convergence, which they indicated in earlier sections of the survey (for instance, Question 18), such as larger collections, larger databases and improved access for patrons via enhanced websites.

Question 34 invited respondents to; **"Please make any other comments (positive or negative) about your view of your role in a merged institution".** Few positive comments were made, and these related to potential gains in skills and duty variety. The negative comments revealed respondents' fears of reduced influence and loss of status – "*it is quite possible my role would be downgraded to co-ordinator under another manager*". A respondent currently working in a merged environment was vehemently opposed; "*It's an absolute nightmare and I wouldn't wish it on my worst enemy*". Other respondents were pragmatic; "*Regardless of whether you support the merger your role is to show commitment*". Others took a "wait and see" approach, with one commenting that; "*anyone's role in the merged institution would depend very much on the overall management structure and funding available for staffing*".

5.1.6   Section 6   Your Future Vision of Collecting Services (Opinion on current and future collecting sector)

In the first part of this section respondents commented (via open-ended questions) on the current and future library staff and libraries. The data from the respondents would address the research objectives by helping build the "snapshot" of the Western Australian library profession, and respondents' indication of library design trends would inform the production of recommendations for a CMI.

The respondents (n = 35) described the 21st century library (**Question 35)** in many different ways. Some focused on building design and décor; "*light, bright, airy, large*" and "*colourful*"; whilst others wrote of atmosphere; "*vibrant*"; "*busy like a big supermarket*"; "*welcoming*". Respondents indicated the multi-purpose nature of current and future libraries; "*A place of joy, relaxation, satisfaction and edification*", and also predicted the library's role in the community as becoming "*everything to everybody*"; "*a community hub*".

Collection changes were forecast, with most respondents anticipating growth in electronic resources. They stated, "*digital collections up*", and "*integrated media*". One contrasting comment, however, focused on the more traditional function of memory institutions; "*the public wants the past retained in tactile examples that they can experience*". Respondents remarked that in the future, the range of activities offered would expand. The library would be "*multifunctional*", with "*meet-the-author sessions*", "*literacy programs*", and "*children's groups*". A frequent description of the 21st century library was one with increased access, be it physical, "*open 24/7*", or remote. The trend of convergence was recognised, with a modern

library "*co-located with other cultural facilities*"; "*more family history information*"; "*heritage made readily available*", and with "*a coffee lounge*".

These descriptions match other compilations of library community predictions. For example, Hendrix (2010, p. 11) summarised,

> *The library of the future is likely to be an amalgam of current and new technologies, of traditional and cutting-edge services, and of digital and physical spaces. Many suspect that while mobile computing, networked materials, digital research processes, and other new technologies will dramatically alter certain library services, there will still be a need for books, shelves, tables and chairs, light and solitude, and community space.*

She added (2010, p. 13) that public libraries are already embracing the trend to "*provide relevant, useful, and flexible spaces in which local populations can congregate and interact. The future public library is one of multiple destinations—a place for patrons to experience the world of information in a variety of new ways*".

In general, respondents were suggesting a future that was more vibrant, exciting and community-centered. This is shown by comparison with other studies – for instance, Considine et al. (2008, p. 27) reported present-day opinion among some participants that "*public libraries were perceived as being quiet, perhaps dull, places to work that weren't at the 'cutting edge'*".

Question 36 investigated the concept of a 21st century librarian. Respondents (n = 34) often raised the need for a librarian to have advanced technology knowledge: "*IT savvy*"; and "*being up to date with the latest technological changes*". This matches findings in other studies. For example, van Wanrooy (2006, pp. 12-13) noted "*More and more reliance is being placed on librarian's IT skills*".

There was also an acknowledgement that this skill needs to be integrated with more traditional skills: the librarian is to be "*a jack of all trades*"; and "*multi-talented*". This reflects respectively the opinion of commentators such as Harvey (2009) who cautioned that librarians "*should avoid throwing out the old methods and tools*", and instead combine the old with the new, and the findings of Ingles et al. (2008) that 70% of librarians agreed they are now performing a wider variety of tasks. However, in contrast to the literature (for instance, Considine et al., 2008), respondents did not mention business, managerial or leadership skills being present in the 21st century librarian.

Some respondents referred to the personality traits of future librarians; such as "*helpful*" "*adaptable*" and "*friendly*", and these traits reflect findings in other studies (for instance, van

Wanrooy, 2006) of an increased emphasis on customer service skills. Partridge, Menzies, Lee and Munro (2010) also identified the need for a range of interpersonal skills including adaptability and customer service, and contended *"librarian 2.0 has more to do with attitudes and traits than it does with technology"* (2010, p. 271).

There were answers that related to personal appearance, with one respondent noting; "*no bun and pearls in the 21st century*". However, respondents noted the basic principles of librarianship would remain unchanged, as "*a liaison between the information resources and the information searchers*", and "*providing the right information in the right format at the right time to the right person*".

The respondents were next asked what the public wanted from modern collecting services (**Question 37**), and 33 of the 54 survey respondents answered. Quantity and speed were the most common descriptors; "*Everything! Instantly!*"; "*Everything – right now!*"; "*No waiting for services or resources*". Respondents also indicated that users would be eager for online services, and for learning experiences. The opinions of respondents on the previous two questions match some of the intentions and predictions reported in the literature – for example, Considine et al. (2008) noted improving IT access was rated as one of the top five priorities for Victorian public libraries by both employees and managers, and Pradhan (2010, p. 22) concluded that *"a 21st century library is where age, language and culture are not barriers, where access to global information is at the fingertips and where there is something for each and every learner"*.

Question 38 asked respondents to rate a series of statements concerning the context of the current and future collecting sector. The respondents' opinions would be positioned against reports (for example, Brindley, 2006; Michalko, 2009) of some of the problems facing the sector, such as threats to institutional relevance, jobs and funding, and staff disillusionment. The data would then be used to test the extent to which a converged service model is appropriate for future collecting operations and could alleviate or counter issues and difficulties.

Question 38 sought participant views on six statements, and the results are shown in Figure 24:
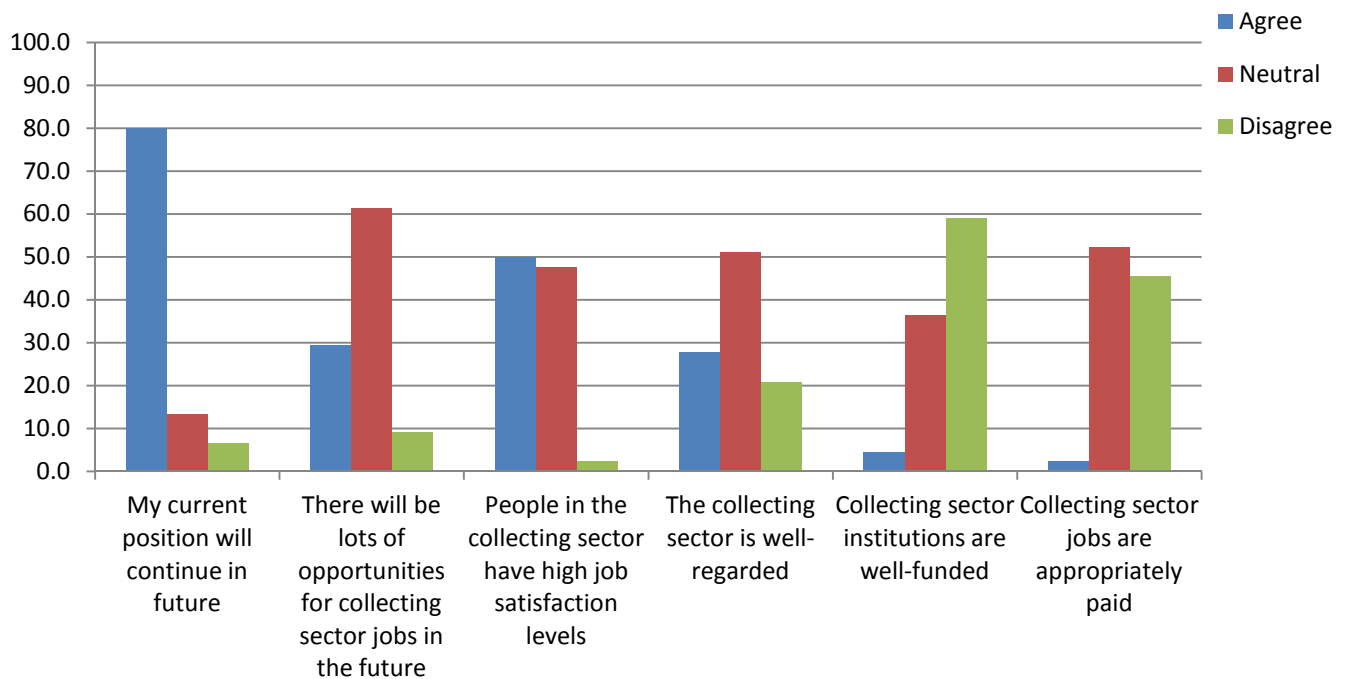
Figure 24   Characteristics of current and future collecting sector (Source: Author).

The perception of the sustainability of the profession was tested by the first two statements. Most (80%) respondents (n = 45) were confident that **"My current position will continue in future"**, with only 6.7% disagreeing and 13.3% remaining neutral. This result is similar to that reported in other studies. For example, Hallam (2008) found 65.3% of all Australian librarians agreed "My current position is secure for the foreseeable future"; and that this figure was higher for Western Australian librarians (70.9%) and higher still for all public librarians (74.5%).

Respondents (n = 44) were more cautious in their answers to the statement **"There will be lots of opportunities for collecting sector jobs in the future"**, with 29.5% agreeing, 9.1% disagreeing, and the majority (61.4%) remaining neutral. Hallam's (2008) study produced similar data – she found 25.9% of all Australian librarians agreed "There will be lots of opportunities for LIS jobs in the future", however there was a higher level of agreement in her study than in this project when the subset was narrowed to public librarians (35.9%) and also to Western Australian librarians (43.9%).

The responses to these two questions reflect the literature, as authors have noted (Ingles et al., 2005), that due to the rate of retirement being exceeded by the rate of recruitment, there is a gap in supply and demand of workers, thus the long-term future situation for the library sector is that of a librarian shortage. However, these results suggest that future individual job security is less of a concern than overall survival of the sector. One respondent commented; "*I think we will see*

a decrease in customer service staff due to RFID, and an increase in staff who can knowledgeably discuss the collection – librarians!" Another replied; *"There will be no staff – you will be serving yourself"*.

Half (50%) of the respondents (n = 44) agreed that **"People in the collecting sector have high job satisfaction"**, but there was also substantial ambivalence with 47.7% remaining neutral. This ambivalence was reflected in a remark that, *"I enjoy my work and get job satisfaction, but lots of other people I speak to in the profession are looking for exits"*. Other studies have noted the distinction between individual job satisfaction and opinion of sector job satisfaction. For example, Ingles et al. (2005, pp. 23, 38) reported *"Job satisfaction for librarians is fairly high… About 8 in 10 librarians are "satisfied" or "very satisfied" with their current job"*, and Hallam (2008, p. 104) noted that 88.6% of all respondents agreed or strongly agreed that they were satisfied with their job. However, Hallam (2008) also found only 48.9% agreed "Job satisfaction in my sector is high".

The fourth statement in **Question 38** measured responses to the notion that **"The collecting sector is well-regarded"**, and 43 of the 54 survey respondents answered. The results were mixed; whilst 27.9% of people agreed, a broadly similar number (20.9%) disagreed, and again the neutral response was high (51.2%). The level of agreement is lower than the findings in Hallam's (2008) study, where 39.4% of all librarians agreed that "My profession is well-regarded by others", and that the level of agreement was higher for the subsets of Western Australian librarians (40%) and also for public librarians (45.7%). Respondent comments to this project's survey included, *"I feel that the profession is really poorly regarded and undervalued"*; and, *"public librarians are undervalued in the community and the profession"*.

These remarks reflect findings from other studies. For example, a participant in van Wanrooy's (2006, p. 21) research commented *"That's one of our issues though, that the whole profession of librarianship somehow lacks some credibility"*. Van Wanrooy (2006, p. 13) also found *"Other managers reported difficulties in dealing with their council and getting adequate recognition of the contribution they are making to the community"*.

The final two statements investigated the views of respondents (n = 44) towards the financial support and remuneration provided in the collecting sector. A clear majority (59.1%) disagreed with the proposition that institutions are well-funded, and 36.4% were neutral on the matter. The results reflect those from Hallam's (2008) study, where only 42.8% agreed "My organisation is well-funded for the future", and also reflect the reporting by van Wanrooy (2006, p. 3) that *"library managers felt they faced many operational restrictions due to limited funding"*.

The level of remuneration to individuals is also an apparent concern to respondents with only 2.3% agreeing that **"Collecting sector jobs are appropriately remunerated"**. On the other hand 45.5% disagreed with this proposition. Other projects have recorded remuneration concerns – Hallam (2008) reported less than half (46.7%) of respondents agreed "my remuneration is appropriate for the work I do", and a respondent in van Wanrooy's (2006, p. 21) study commented *"I don't think we get paid enough"*.

(There is a contrast in the results from studies in countries other than Australia – for example, from Canada, where Ingles et al. (2005) found 72% of librarians agreed their salary is fair).

These results also match the evidence from the literature that historically the collecting sector has battled for adequate monetary support. For example, Whitlam (1990, p. 4) stated, *"The collecting institutions have been vulnerable to the hidden agendas of the Department of Finance",* and the Collections Council of Australia (2008) noted *"The majority of funding programs fall far short of actual needs"*.

The responses are also likely to reflect awareness of recent (and not-so-recent) cuts in library budgets by governments worldwide. The Australian Library and Information Association (2007a) reported that *"In New South Wales the funding for public libraries has declined over the past 25 years and the State budget for 2006-07 included a cut of $1,023,000 (4.16%)"*. As one respondent noted, *"libraries are the poor relation"*.

Question 39 invited respondents to; **"Please make any other comments (positive or negative) about the issues in this survey".** The answers of the respondents (n = 12) demonstrated the polarising nature of convergence. For example, one commented *"not the best thing since sliced bread"*, whereas another answered *"ideal for small communities"*. The sector's high level of interest in the issues and the questions that remain around this new area of research were also evidenced by comments such as *"I would like to know the outcome of this survey";* and *"this is an unknown area for me – I don't know what can happen"*.

5.2 Implications of survey data for key issues of study

5.2.1 Convergence

The Western Australian information profession (as sampled by the survey) is shown as moderately conversant with the concept, forms and characteristics of convergence, with attitudes frequently matching their interstate and overseas counterparts, as indicated in the literature. The results of other studies indicate the library sector seems positioned to be potentially receptive to convergence – for example, Considine et al. (2008) found 32% of library employees and 22% of library managers rate resource sharing as one of the top five priorities for

public libraries in Victoria.

Studies also indicate the museum sector may be even more receptive to convergence than the library sector. For instance, Rodger, Jorgenson and D'Elia (2005) surveyed the Chief Executive Officers of public organisations in America and found 85% of museum CEOs had collaborated in the previous period, compared to 67.5% of public library CEOs.

Survey respondents from rural areas often reported their library or records repository was already joined with a telecentre, reflecting the textual evidence of memory institution convergence with cognate industries, particularly IT and communications. The variances that have been observed in respondents' perception and knowledge about convergence might be attributable to the unique circumstances of the respondent and their organisation.

The survey data indicated a moderate level of respondent concern and dissatisfaction with current and future library domain and collecting sector context. The literature review revealed convergence might correct or alleviate some of these fears, such as low collecting sector job satisfaction. Survey respondents anticipated (in varying degrees) an increase in task variety, an increase in wages and more promotional opportunities after convergence, and other studies (Hallam, 2008) have shown these are important contributing factors to job satisfaction for librarians. For instance, Ingles et al. (2005) indicated one of the top two determinants of job satisfaction level was employment in a job that allow staff to grow and learn new skills. Considine et al. (2008) also investigated factors that affect staff retention and found nearly half (46%) of employees will consider staying for "professional development", 40% are willing to stay for "better career opportunities" and 36% are willing to stay for more "challenging work". This finding reinforces the notion that the library sector seems positioned to be potentially receptive to convergence. However, survey respondents also anticipated an increase in workload and an increase in working hours, and these results may lessen sector receptiveness, due to other studies (for instance, The Library Council of New South Wales, 2009) reporting librarians in stand-alone institutions are already experiencing heavier workloads, and that the prospect of working more hours decreases staff motivation to remain in the library service (Considine et al., 2008).

5.2.2   The information and social commons

The respondents' identification of the characteristics of 21st century collecting institutions and staff matches the premise of an information commons. For example, the description from one respondent of a 21st century collecting institution was of "*a welcoming place where technology merges with print and people*". Respondents also recognised the evolution of collecting institutions into a social commons or community hub (especially when converged); "*a place where they are welcome to pursue diverse interests and expand on their experiences*". Other

studies (for example, Considine et al., 2008) have shown a high proportion of library staff want to develop information technology skills and also perform more tasks that promote services to the community. Therefore the library sector may support the notion of evolving the library's role to an information commons and a community hub as part of convergence.

5.2.3   Professional and institutional identity

The investigation of respondent characteristics showed many were likely to have formed a solid professional history and identity due to long tenure in the public sector (see Figure 8) and by holding professional level qualifications (see Figure 11). This existing identity could impede convergence due to reluctance to undertake change. As van Wanrooy (2006, p. 22) noted *"staff stagnancy [is] an issue because it can breed complacency, prevent new ideas and better work practices being developed"*. The older age profile of the respondents and of the greater LIS workforce may also impede convergence, as studies such as Henninger, Hanisch, Hughes, Carroll, Combes, Genoni, … & Yates (2011) indicated older workers have a higher level of resistance to change. However, the multi-qualified librarians might deem value in gaining further skills by working with, or in, other memory institutions, and in cross-trained and cross-tasked teams.

The anticipated impact of convergence by respondents on their roles reflects the literature's recording of contributors to role change – for instance, Ingles et al. (2005) reported 38% of respondents rated functional area integration as the greatest cause of role change.

The survey data indicates possible institutional and employee feelings of lost identity after convergence (*"Who are you now*?' one participant asked). This confirms evidence from the literature – for instance McShannon (2009, p. 17) wrote of Mirani Library and Sarina Library staff fears of being *"taken over",* when their smaller Shires merged with Mackay City Council in Queensland. Respondents identified further turmoil from the subsequent re-invention of roles and responsibilities, which also matches examples in the literature – for example Marshall (2011) reported the challenges faced by the merger of heritage collections in Tasmania, with changing names, changing spaces, the shedding of old roles and the adoption of new ones.

Re-titling buildings, services and jobs was acknowledged as necessary. One librarian remarked; *"the merged institution should be named appropriately to reflect its range of service areas under the one banner"*. The literature, however, suggests that this is a complex issue. Some staff form attachments to position titles, as a reflection of their professional identity (for instance, as demonstrated by vigorous RMAA listserv debate – Image & Data Manager, 2010), and lengthy institutional names are awkward, yet if some of the partners are not named anguish and resentment can ensue (Rogers, 2010).

5.3 Comparison of results from mode of completion of survey

Whilst the survey accumulated both online and hard-copy replies (and the results have been discussed collectively) it is interesting to see the variances in some of these results depending on the mode in which it was completed. For example, regarding changes to workload following a merger, 100% of the online respondents anticipated an increase, compared to only 21.4% of the hardcopy respondents. These and other disparities might be due to the online surveys all being completed by qualified librarians, whereas less than half of the hardcopy surveys were completed by qualified librarians. Many – especially from the rural shires – were completed by staff who perform library duties in addition to administration and telecentre tasks. However – as Partridge, Thorpe, Edwards and Hallam (2007) reported – pragmatic perspectives are developed from working experiences in librarianship, and it was found in this study that some of the views from non-qualified personnel were as insightful as those from their professionally qualified counterparts.

5.4 Further analysis of survey: Cross-tabulation

The primary analysis of the survey data was frequency-based; however additional coding of data was undertaken for the purpose of cross-tabulation. In particular, respondents were grouped for analysis by gender; age; metropolitan and rural locations (according to the regions set by the ALG), and also into those respondents who had completed formal LIS qualifications to a professional level and those who had not. For simplicity, in the discussion respondents who do not have professional level LIS-qualifications are referred to as "unqualified", though it is acknowledged that they may have qualifications in another field and/or lower level LIS training (e.g. Library Technician qualifications).

The cross-tabulation of key results according to these groupings ensures that the outcomes more thoroughly address the research objectives of producing a "snapshot" of the Western Australian situation and testing the interrelationship of convergence and professional identity. It also provides richer material for guiding mergers occurring under various circumstances, thus aiding the research objective of producing recommendations for operations of CMIs.

5.4.1 Comparison between genders

The survey tested gender influence on views of convergence, which is an avenue of investigation that had not been encountered in the literature review. The data (presented in Tables 13 and 14) revealed notable gender differences.

Table 13   Effort necessary to merge institutions, by gender

Gender	Effort necessary to merge institutions			Total
	Difficult (%)	Moderate (%)	Easy (%)	(%)
Male	71.4	28.9	0	100
Female	51.1	46.7	2.2	100

When asked what effort was necessary to merge (Question 10), 71.4% of male respondents selected "Difficult", 28.6% thought "Moderate" and none selected "Easy". By comparison, 51.1% of female respondents rated convergence as "Difficult", 46.7% chose "Moderate" and 2.2% chose "Easy".

Table 14   Prospect of library merging, by gender

Gender	Prospect of library merging					Total
	Strongly in favour (%)	In favour (%)	Neutral (%)	Against (%)	Strongly against (%)	(%)
Male	0	14.3	57.1	14.3	14.3	100
Female	6.7	37.8	48.9	2.2	4.4	100

When asked how they felt at the prospect of their library merging, only 14.3% of males reported a positive response (either "Strongly in favour" or "In favour"); as compared to 44.5% of females who were positive. Similarly the percentage of males registering a negative response (either "Against" or "Strongly against") was considerably higher, at 28.6% as compared to 6.6% for females.

Therefore these results show females seem more predisposed to be in favour of convergence, and anticipating less effort to achieve it. However, it is acknowledged that it is possible that these results are simply a statistical variance rather than genuinely indicative of differences in gender-based responses, and the low number of males included amongst the respondents needs to also be considered.

Notwithstanding the preceding disclaimers, the gender disparity of outlook might have negative implications for the proposed convergence of memory institutions (including the barrier of greater staff resistance) if the partners' workforces are led and/or comprise a high percentage of men. This may necessitate greater efforts to obtain buy-in and larger-scale implementation of change management.

Yet there may also be positive outcomes from gender difference, as the contrasting perspectives might provide a balance of opinion, ensuring that a merger of institutions will be undertaken realistically and proceed only if viable.

5.4.2   Comparison between ages

The survey also tested the influence of age on views of convergence. The literature (for example, R. Knight, 2007) had indicated disproportionate sector representation in older age brackets. An analysis by age might therefore reveal an impact on the future likelihood of convergence. To align with the comparison between genders, the answers to Question 10, **"What degree of effort is required to merge?"**, and Question 11, **"How do you feel about the possibility of your library merging?"**, were cross-tabulated with respondents' age.

In terms of effort to merge, the majority (66.7%) of those under 30 rated convergence as "Difficult", as did the majority (62.5%) of respondents in the 50 years plus age group. However, only 28.6% of respondents aged 40-49 selected the degree of effort as "Difficult" - the majority (71.4%) chose "Moderate". Half (50%) of respondents aged 31-39 chose "Difficult"; the other half chose "Moderate". These results indicate that there is minimal relationship between age and estimation of degree of effort to merge. The graph below (Figure 25) presents this data:
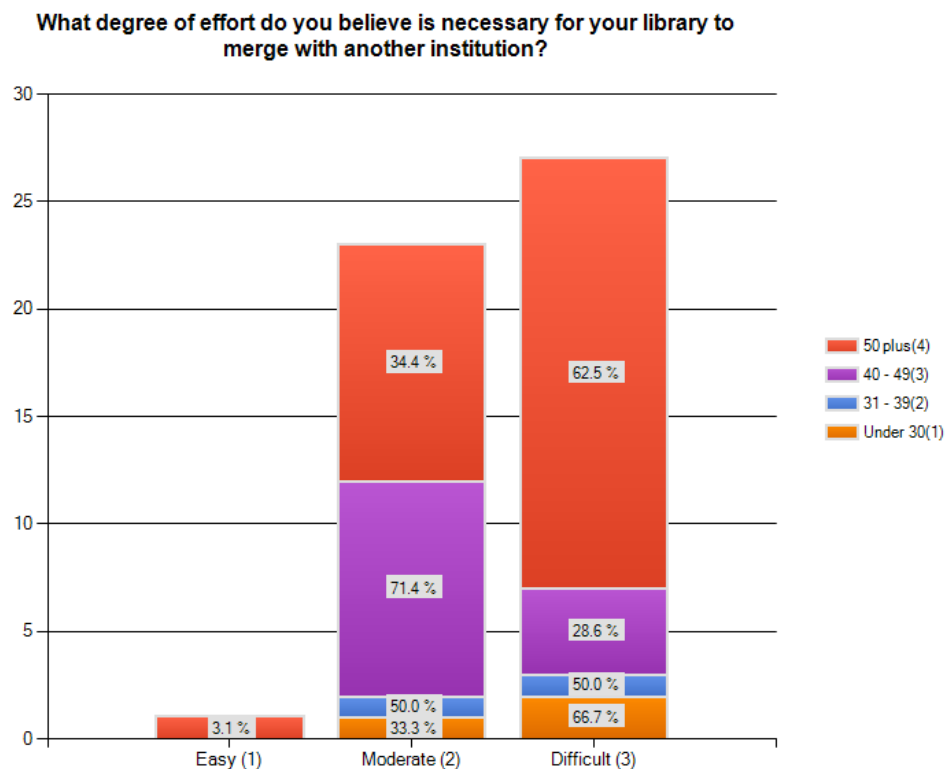
Figure 25   Effort required to merge institutions, by age (Source: Author).

When asked how they felt at the prospect of their library merging (Question 11), a significant percentage of all age groups of the respondents remained neutral. The most positive responses (the cumulative percentage of "In favour and "Strongly in favour") were received from respondents aged 50 plus (53%) and respondents aged 31-39 years (50%). Contrastingly, only 25% of respondents aged under 30 were "In favour" of their library merging; and only 21.4% of respondents aged 40-49 years were "In favour". Only two age groups recorded negative responses; 25% of respondents aged under 30 were "Against" and 11.7% of respondents aged 50 plus years were "Against" (a cumulative percentage of "Against" and "Strongly against").

This data shows there is a minimal relationship between age and feelings at the prospect of their library merging (see graph below Figure 26).
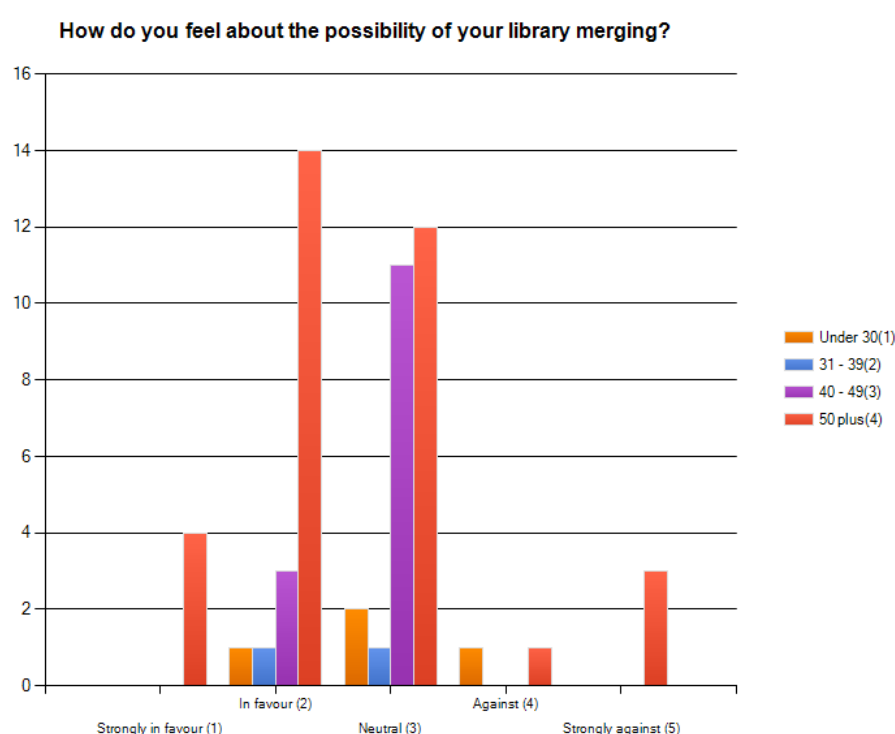
Figure 26   Prospect of library merging, by age (Source: Author).

5.4.3 Comparison between qualified and unqualified respondents

A comparison of the opinions of professionally qualified and non-qualified respondents has previously been undertaken by other researchers such as Hallam (2007; 2008). She separated her survey data into responses provided by professionals (librarians) and by para-professionals (library technicians). Hallam found relationships of varying strength between training and demographic and other features relating to the two groups of respondents, and some of her results (admittedly undertaken with a different methodology) are compared with the findings of this project.

5.4.3.1   Implications of survey data for key issues of study

5.4.3.1.1   Profile of Western Australian library staffing

Of the 54 respondents, 43 (79.6%) disclosed their qualifications. Of these 43 respondents, 32 (74.4%) met ALIA's requirements for professional status, and 11 (25.6%) did not. This is an approximate ratio of 3:1, meaning that – if results are extrapolated to the state as a whole – a quarter of all of Western Australia's public library services are not staffed to a professional level. This level is lower than that found by Considine et al. (2008), where 91% of managers of Victorian public libraries had a tertiary qualification and 36% had a post-graduate degree. Of the 11 unqualified respondents, all (100%) worked at rural libraries. This is a very strong indication of the extent of the dependence on unqualified staff to manage small non-metropolitan public libraries in Western Australia. Other studies have indicated a reluctance for librarians to assume rural postings, for example Hallam (2008) reported 28% of respondents would be prepared to work in regional or rural Australia, and Ingles et al. (2005) found 32% of Canadian librarians would consider working in a rural or remote library.

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Hallam's (2007) study revealed 79.2% of respondents met the definition of "professional", and 20.8% were at paraprofessional level or without qualifications. Respondents to Hallam's survey were drawn from all library types, not just public libraries, and unlike the current research Hallam did not select respondents who were the most senior staff member responsible for library services.

These state-wide figures can also be compared to the Innovation & Business Skills Australia Ltd's (2010) compilation of demographic data regarding the national Museums and Library/Information Service workforce. Their compilation revealed that over 69% of the librarian workforce has a Bachelor degree or higher, which is almost triple the 25% rate found for Australian occupations overall. However, the Innovation & Business Skills Australia Ltd (2010) study also found that there are unqualified workers in the library sector, with almost 20% having no post-school qualification.

Hallam (2007) cited Australian Job Search (2006) data which indicated 46% of the country's overall LIS workforce are librarians and 11% are allied professionals. The remaining 43% are library technicians and assistants. This data therefore indicates a ratio of 3:2 "qualified" to "unqualified" staff.

From the current survey, a large percentage of the qualified staff (75.8%) had been employed in the public sector for more than 15 years, with 18.2% working for 10-14 years and 6.1% for 5-9 years. No qualified respondent had worked in the sector for less than 5 years. In contrast, for the unqualified staff, the most common response (45.5%) was less than 5 years. This result reflects

Ingles et al.'s (2005) finding of longer sector tenure for professional librarians compared to paraprofessionals, respectively 54% and 44% have worked in their careers for more than 15 years. The finding that 75.8% qualified staff had been employed in the public sector for more than 15 years is also positioned against Considine et al.'s (2008) report that 87% of employees intend to stay in the public service until they retire.

Previous reports (Pember, 2003; Partridge, Carroll, Hanisch, Henninger & Yates, 2011) into the profile of LIS students have indicated that many students pursue qualifications by studying part-time whilst working, and it could be speculated that this might be a partial cause of the results of this question.

The data (from Question 3) is reported in Figure 27.
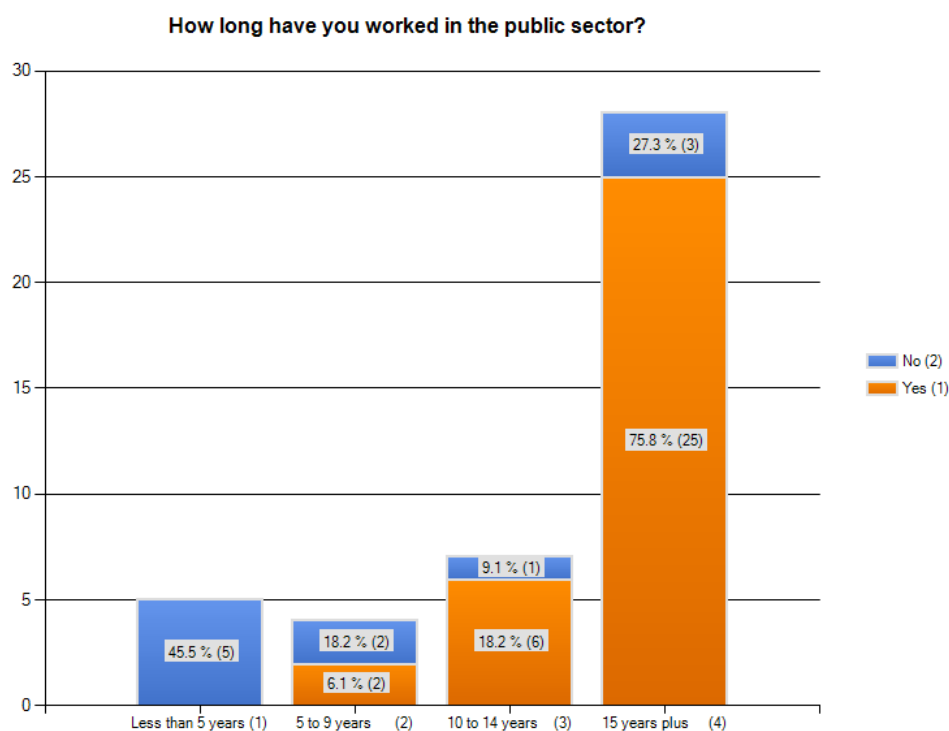
Figure 27   Tenure in public sector, by qualifications (Source: Author).

Hallam's (2007) examination of career stages of Australian LIS workers found little variation between the distribution of professional and para-professional staff across three ranges of experience: 5 years or less, 6-15 years, and 16 years or more. As noted, however, her respondents were drawn from all types of libraries, and all levels of appointment.

Respondents also reported on the length of tenure at the library in which they are currently working (Question 4). Some 40.6% of qualified staff had been at their current library for less than 5 years, but a similar size group (34.4%) had worked at the library for 15 years or more. A

cumulative total of 51% of qualified staff had been at their current library for 10 years or more. This is lower than the finding by Ingles et al.'s (2005) that 77% of senior Canadian librarians have worked in their current organisation for 10 years or more. The majority (54.5%) of unqualified staff, on the other hand, had been at that library for less than 5 years (see Figure 28).
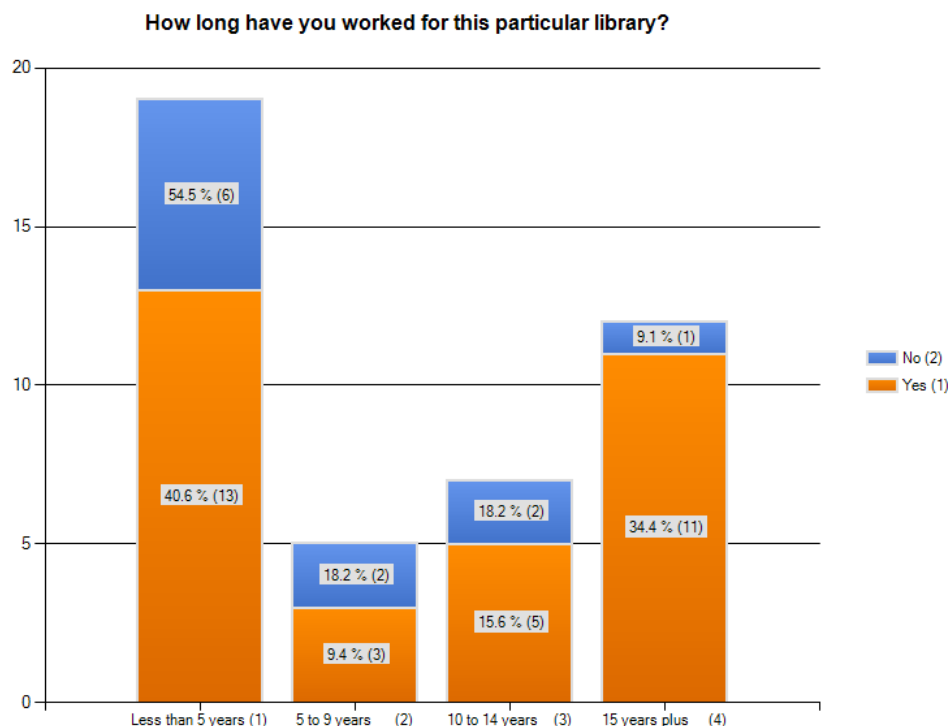
Figure 28   Tenure at current library, by qualifications (Source: Author).

These various results indicate a disparity between staff managing metropolitan and rural libraries, with rural libraries being managed by staff who are generally both less qualified and less experienced than is the case with metropolitan libraries.

The survey's testing of respondent demographics included age and gender (Questions 5 and 6). The qualified respondents comprised 81.8% females and 18.2% males; whereas all of the unqualified staff (100%) was female. All male respondents (100%) were qualified to a professional level. This reflects results from other studies – for example, Ingles et al. (2005) found a higher proportion of men among professional librarians (20%) than among para-professionals (10%), and Considine et al. (2008) noted 17% of Victorian public library managers were male, compared to 13% of Victorian public library employees.

It could be speculated that because LIS is a non-traditional field for males, those wishing to enter the sector are undergoing education and obtaining qualifications to minimise impediments to their career.

No qualified respondent was under 30 years of age, and the majority (72.7%) were 50 years or older, with 24.2% aged 40-49, and 3% aged 31-39 years. Of the unqualified respondents, slightly more than half (54.5%) are 50 years plus; 27.3% are aged 40-49, and 18.2% are less than 30 years old. There were no unqualified respondents in the 31-39 age bracket. By comparison, Hallam's (2007) combined results for professional and paraprofessional respondents show a more mature demographic than for her librarian only results. For example, 49.9% of librarians were 46 years and over and 61.5% of librarians and other library workers were 46 years and over. This means the unqualified staff that participated in her nationwide study are older than their qualified colleagues, which is a contrast to this study's findings. However, Considine et al.'s (2008) study of Victorian public libraries revealed 70% of managers were aged over 45, compared to 54% of employees.

5.4.3.1.2 Convergence

The anticipated degree of effort to implement a merger (Question 10) varied notably between qualified and unqualified respondents. The majority of qualified respondents (51.6%) selected "Difficult", whereas the majority of unqualified respondents chose "Moderate" (54.5%). Whilst both qualified and unqualified respondents selected museums as the most suitable partner for their library (Question 9) there was a marked difference in the positivity of their response, with 57.6% of qualified respondents choosing museums, as compared to 18.2% of unqualified respondents.

The opinion towards their library merging (Question 11) also reflected the respondent's education, as presented in Table 15 below.

Table 15   Prospect of library merging, by qualifications

Attitude towards merger	Unqualified respondents (%)	Qualified respondents (%)
Strongly in favour	18.2	6.1
In favour	27.3	42.4
Neutral	36.4	42.4
Against	9.1	3.0
Strongly against	9.1	6.1

An equal number of qualified respondents were "In favour" (42.4%); compared to 27.3% of unqualified respondents being "In favour". Only 9.1% of qualified respondents were "Against" or "Strongly against" their library merging, which is only half the combined total (18.2%) for these opinions from unqualified respondents. A significant percentage of both qualified and

unqualified respondents remained "Neutral" (42.4% and 36.4% respectively). Therefore although qualified respondents believe convergence is harder (for instance, only qualified staff identified the potential disadvantage of clashes in client behavior), they are also more supportive of convergence than their unqualified counterparts.

The identification of drivers and barriers to convergence was also found to be related to level of qualifications. The top two prompts for library convergence (Question 12; **"If your library was to merge with another institution what would prompt this arrangement?"**) were identified by qualified staff as "Council policy" (84.4%) and "Funding" (81.3%), contrasted to the selection of "Funding" (72.7%) and "Site availability and size" (63.6%) by unqualified staff. Opinion as to the top two hindrances to convergence (Question 13) was the same for the two groups, although notably different weighting was given. Qualified staff chose "Funding" (78.1%) and "Site availability and size" (62.5%), whereas unqualified staff chose "Site Availability and size" (60%) and "Funding" (50%).

The results for qualified and unqualified respondents were next compared for responses to questions regarding the likely impact of convergence on the library and district.

It is the case that qualified respondents predict greater benefits from convergence (Survey Section 3 Questions 14 to 19) to their library than unqualified respondents (see Table 16 below), and some of these opinions have been singled out for discussion. For example, some 12.4% more graduate respondents (72.4% vs. 60%) anticipate a rise in membership; and 16% more (76% vs. 60%) anticipate a rise in online visits. Although qualified and unqualified respondents anticipate a similar impact on businesses and tourists in the district, there is a substantial gap (28.7%) in the predicted rise in level of interest in heritage, with qualified respondents again being far more optimistic (92.3% vs. 63.6%).

Table 16   Predicted effects of a merger on library and community, by qualifications

Aspect	Respondents expecting an increase	
	Unqualified (%)	Qualified (%)
Memberships	60	72.4
Online visits	60	76
Physical visits	90	92.9
Businesses in district	18.2	16.7
Tourists	63.6	61.5
Level of interest in heritage	63.6	92.3

The most marked variation in responses for these anticipated increases was with regard to the "Level of interest in heritage". Qualified respondents were far more likely (92.3% as compared to 63.6%) to see an increase in this regard as being a beneficial impact of convergence.

5.4.3.1.3   Suggestions for arrangements

There were both similar and contrasting responses between qualified and unqualified staff regarding suggested arrangements for a merged institution. Table 17 below shows similar responses as to the impact on institutional opening hours and staff wages, but a difference of almost 13% as to whether staff teams should work across domains. As might have been anticipated, the qualified respondents are more likely to favour specialisation according to existing areas of expertise.

Table 17   Arrangements in a merged institution, by qualifications

Sameness for partners in a merged institution	Unqualified (%)	Qualified (%)
Opening hours	90.9	81.5
Staff teams	81.8	69.2
Staff wages	90	88.9

Respondents generally produced similar responses with regard to the allocation of budgets for partner needs – for instance, that there should be a unified Information Technology (IT) budget was selected by 50% of unqualified respondents and 53.8% of qualified respondents. However, whilst 80% of unqualified respondents thought the public relations budget should be combined, considerably fewer (64%) qualified respondents agreed.

There was a notable variation in responses as to the physical and virtual layout of the site and collections. The most common response regarding the database from unqualified respondents was that they should be separate for each partner (50%), compared to this option being selected by only 7.4% of qualified staff. The majority of qualified staff (74.1%) favoured a common database with a common search portal. Unqualified staff preferred separate shelves for formats for each partner or section (90.9%), compared to only 48.1% of qualified staff. The latter indicated a majority preference (51.9%) for the same shelves for the same formats irrespective of section.

Only the qualified staff provided comments suggesting a formal agreement or MOU to ensure clear understanding of the converging partners' responsibilities.

In terms of impact of convergence on aspects of their role, some disparities of responses between qualified and unqualified staff were evident. These differences – and also points of similar response – are summarised below in Tables 18 and 19.

Table 18   Aspects of role: no change predicted, by qualifications

Aspect of role	Prediction of no change	
	Unqualified (%)	Qualified (%)
Job title	58.3	90.9
Pay	69.2	72.7
Hours worked	76.0	81.8

Table 19   Aspects of role: increase predicted, by qualifications

Aspect of role	Prediction of increase	
	Unqualified (%)	Qualified (%)
Workload	81.8	84.0
Task variety	81.8	96.0
Promotional opportunities	63.6	68.0

The two most obvious disparities were firstly, that there would be no change to their job title. This was indicated by 58.3% of qualified staff as compared to 90.9% of unqualified staff. And secondly, that work variety would increase (this was forecast by 96% of qualified staff and 81.8% of unqualified staff).

In relation to training (see Table 20), the generic training that unqualified respondents indicated they would most need in a merged environment was "Time management" (55.6%), whereas "Communication skills" was the most common response (37.5%) by qualified staff. With regard to technology-based skills respondents from both groups indicated the training they most needed was "Creating and maintaining the database". This was indicated by 45.8% of qualified staff, and 71.4% of unqualified staff, a result that very likely reflects the higher degree of training already received by qualified respondents in this regard.

Table 20   Training needed in a merged environment, by qualifications

Training most required	Unqualified (%)	Qualified (%)
Institution related training – collection knowledge selected	81.8	84
IT training – creating and maintaining database selected	71.4	45.8
Other training – policy and strategy development selected	33.3	57.7

5.4.3.1.4   Opinion of current and future collecting sector

The cross-tabulation of this section was undertaken in particular to inform the research objective of exploring the interrelationship of professional identity (identity was defined previously as having the component of training and education) and views of the information and cultural environment, and whether convergence would be an appropriate service model. Questions 35 to 37 were open-ended, and sought respondents' descriptions of 21st century libraries, librarians and public wants. Only the qualified respondents described the 21st century library in terms of a community hub, and noted it should be welcoming. Both qualified and unqualified respondents believed a 21st century librarian should be multi-skilled and have a high degree of technological knowledge. Both qualified and unqualified respondents also believed that clients wanted the collecting sector to deliver services speedily, enable learning and have resources accessible online.

The data from Question 38 tested respondent opinion on six statements, and gave clearer indication of a relationship with level of education and opinion on current and future collecting sector context. Table 21 compares the returning of the "Agree" response:

Table 21   Characteristics of current and future collecting sector: "Agree" response, by
                qualifications

Statement	Agree	
	Unqualified (%)	**Qualified (%)**
My current position will continue in the future	100.0	81.5
There will be lots of opportunities for collecting sector jobs in the future	30.0	30.8
People in the collecting sector have high job satisfaction levels	50.0	65.4
The collecting sector is well-regarded	36.4	32.0
Collecting sector institutions are well-funded	9.1	0
Collecting sector jobs are appropriately paid	9.1	0

Most qualified staff (81.5%) indicated that their current role would continue, with 11.1% remaining neutral and 7.4% disagreeing, but unqualified staff were unanimous (100%) in expecting that their current role would continue. The views of qualified and unqualified staff were more alike in agreeing to the statement, **"There will be lots of opportunities for collecting sector jobs in future"**, with 30.8% of qualified staff agreeing, compared to 30% of unqualified staff. These responses suggest that qualified staff are more concerned about individual job security.

A more substantial proportion of unqualified than qualified respondents disagreed with the statement **"There will be lots of opportunities for collecting sector jobs in future"** (10% of unqualified respondents and 3.8% of qualified respondents), which perhaps – given the indication (Nogrady, 2007; Waibel & Erway, 2009; McPherson & Ganendran, 2010; Valentine, 2010, Little, 2011) of the upheaval in the sector – shows sector awareness is related to education (and ongoing professional development as required by associations for membership). Notably it was a matter on which a considerable percentage of both groups (66.4% of qualified respondents and 60% of unqualified respondents) provided a "Neutral" response.

The majority of qualified respondents (66.4%) agreed people in the collecting sector have high job satisfaction levels, with 30.8% remaining neutral and 3.8% disagreeing. The opinion of unqualified staff was moderately different, indicating that 50% were in agreement with the proposition and 50% "Neutral". This finding reflects (though to a lesser degree) results in other studies – for example, Hallam (2008) reported professional library staff in Western Australia

appeared to have a higher level of job satisfaction (92.2%) than paraprofessional library staff (87.5%). By comparison, Ingles et al. (2005, p. 28) noted *"job satisfaction for both librarians and paraprofessionals is fairly high"* – they found length of career rather than qualifications caused variations in job satisfaction levels (levels were higher for participants in early and late stages of their career).

Of the qualified staff, 32% agreed the collecting sector is "Well-regarded"; one-fifth (20%) disagreed and 48% were neutral. Unqualified respondents reported similar figures, with 36.4% agreeing that the collecting sector is well-regarded; 18.2% disagreeing, and 45.5% remaining "Neutral".

A high percentage of qualified respondents disparaged the funding available to the sector. More than two-thirds (69.2%) disagreed with the statement that collecting institutions are well funded, no respondent agreed and 30.8% supplied a "Neutral" response. The opinion of unqualified respondents was mixed as to whether institutions are well-funded, with 9.1% agreeing, 54.5% being neutral and 36.4% disagreeing. By comparison, van Wanrooy (2006) reported both library managers and employees believed funding was often a constraint on institutions.

The majority (53.8%) of qualified respondents disagreed that jobs are appropriately paid, with no respondent agreeing and 46.2% returned a "Neutral" response. Neutrality (72.7%) was the most common response among unqualified staff when asked if collecting sector jobs are appropriately paid. Of the remainder, 18.2% disagreed and 9.1% agreed. Contrastingly, Ingles et al. (2005) reported paraprofessionals were less satisfied with their salary than librarians (61% compared to 72%), and van Wanrooy (2006) reported a level of dissatisfaction among both library managers and employees with remuneration in the library sector.

In summary, the data indicates that qualified staff hold more positive opinions as to job satisfaction, stronger opinions as to the funding (or lack thereof) for staff and institutions, and less positive opinions on individual job continuance and the degree of regard that the collecting sector is held. This data may have implications for operating a CMI, especially when forming teams, evaluating individual performance and determining whether the merger has been successful in countering the pressures of the 21st century.

5.4.4 Comparison between metropolitan and rural respondents

5.4.4.1 Implications of survey data for key issues of study

5.4.4.1.1 Profile of Western Australian library staffing

Forty-eight of the 54 survey respondents disclosed the location of their library; of these, 22 (45.8%) were from the metropolitan area, and 26 (54.2%) were from rural areas. There is an indication of a relationship between respondent location and tenure in the sector and at their current library. This is illustrated by Figures 29 and 30 below, and certain variations are highlighted.

For example, the question, **"How long have you worked in the public sector?"** revealed that most frequently, staff had worked in public service for 15 years or longer, yet this figure represents 72.7% of metropolitan respondents compared to 42.3% of rural respondents. No metropolitan respondent had worked in the public sector for less than 5 years, but 30.8% of rural respondents had. This undoubtedly reflects further on the disparity between these two groups in terms of the need for rural libraries to rely upon less qualified and less experienced staff to manage libraries.

How long have you worked in the public sector?

Less than 5 years (1)	30.8 % (8)
5 to 9 years (2)	4.5 % (1) / 15.4 % (4)
10 to 14 years (3)	22.7 % (5) / 11.5 % (3)
15 years plus (4)	72.7 % (16) / 42.3 % (11)

Legend: Metropolitan (1), Rural (2)
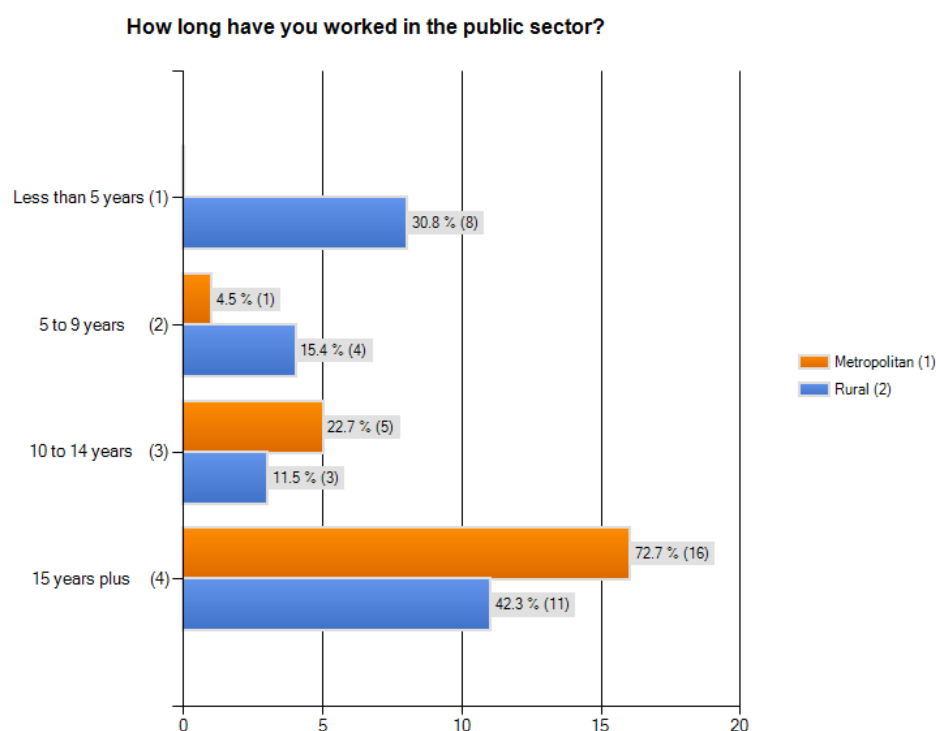
Figure 29   Tenure in the public sector, by location (Source: Author).

The most common answer from both metropolitan and rural respondents to the question **"How long have you worked at this particular library?"** was less than five years. However, this

was received from a greater proportion of rural respondents (56% of respondents) than of their metropolitan counterparts (40.9%). There was also a marked contrast in the other categories, in particular the indication by almost double the proportion of metropolitan staff (31.8%) that they had worked at that site for more than 15 years; this length of tenure was indicated by 16% of rural staff.

How long have you worked for this particular library?
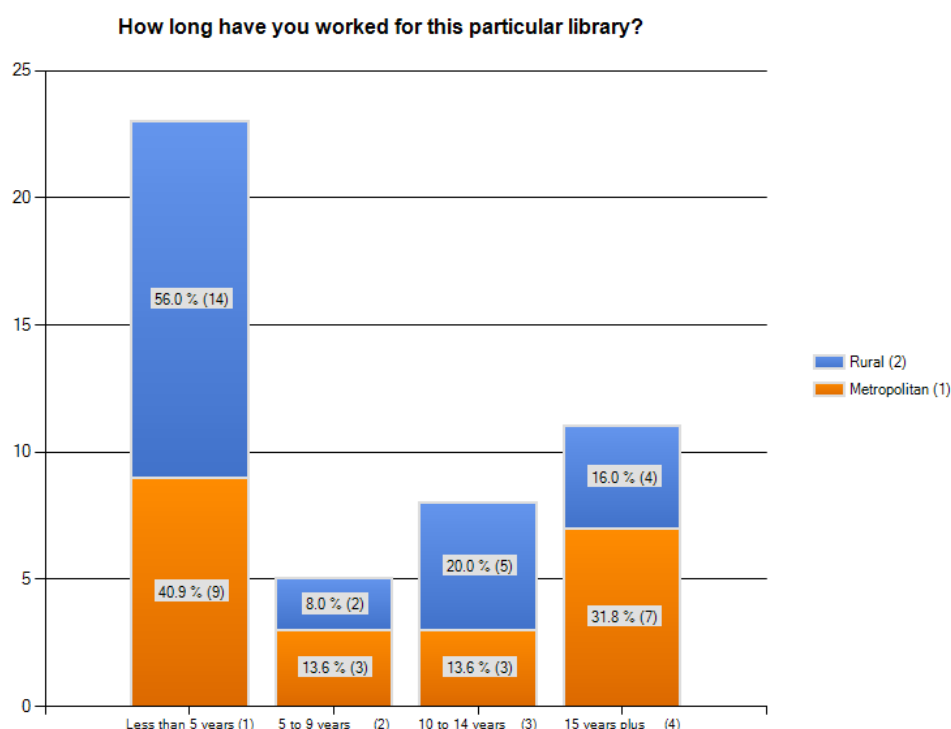
Figure 30   Tenure at current library, by location (Source: Author).

It is contended that this is a positive combination of public sector service tenure and site tenure in terms of potential convergence, as an established career usually implies sector knowledge and skills have been gained, yet a relatively short time at a location perhaps means less entrenchment and thus less resistance to changing that site.

The majority of both metropolitan and rural respondents were aged 50 years plus (68.2% and 57.7% respectively). No metropolitan participant was under 40, however, almost a quarter (23.1%) of rural respondents were. The findings in relation to age are in contrast to Hallam's (2007) study reporting a noticeably older demographic in rural areas, although her respondents included not only the most senior library staff member at a branch but all library workers. However, Hallam (2008) also found that the subset of librarians under 30 voiced a higher level of receptiveness to working in rural locations (46.9%, compared to 28% of librarians of all ages).

The data reporting job tenure strongly suggests that the senior position at a public library is likely to be reached at a younger age in rural libraries as compared to metropolitan libraries, and that rural librarians may be more prone to changing jobs or workplaces than metropolitan librarians. The former result is a likely reflection of the skill shortages experienced in some rural areas of Western Australia, and the latter an indication of the general job mobility of transient rural and regional populations. This result reflects van Wanrooy's (2006) finding that managers in regional areas of Victoria have problems recruiting staff, although it contrasts to the finding by Ingles et al. (2005) that libraries located in rural and remote regions of Canada did not report more problems in recruiting staff than did urban Canadian libraries.

There was also a discernible gender distinction between the two groups of respondents. Metropolitan respondents were comprised of 77.3% females and 22.7% males; whereas rural respondents were all (100%) female. This further contrasts with ABS data (2010b) indicating a higher proportion of Western Australian males than females live in rural areas. Therefore these results suggest male LIS workers prefer metropolitan locations, though it is acknowledged that this could be statistical variance derived from the incomplete sample size.

5.4.4.1.2 Convergence

The distinction between metropolitan and rural respondents appears to be reflected in attitudes towards some aspects of convergence. This relationship is fairly moderate, as some participant opinions coincided irrespective of the location of respondents. For example, responses regarding the top two prompts for convergence did vary – metropolitan respondents selected "Council policy" (90.5%) and "Funding" (85.75%), compared to rural respondents nominating "Funding" (75%) and "Site availability and size" (70.8%). On the other hand respondents were in accord regarding hindrances to a merger, with "Funding" most often chosen by both metropolitan and rural staff (81.8% and 56.5%) followed by "Site availability and size" (63.6% and 47.8% respectively). Both groups also selected museums as the most suitable partner for their library; metropolitan and rural staff respectively 54.5% and 36%.

Rural staff were more favourably disposed to a merger than metropolitan staff, with 53.8% of rural respondents being "In favour" or "Strongly in favour", compared to 36.3% of metropolitan respondents. The majority of rural staff (62.2%) indicated that a merger would require "Moderate" effort (62.2%), in contrast with the majority of metropolitan staff (54.5%) predicting the effort to be "Difficult".

The questions assessing the likely effect of convergence on clientele and the community revealed some similarities between the opinions of metropolitan and rural respondents (for

instance, in the anticipated effect on membership), but also showed some noticeable differences in opinion (see Table 22).

Table 22   Predicted effects of a merger on library and community, "Increase" response, by location

Effect	Respondents expecting an increase	
	Metropolitan (%)	Rural (%)
Memberships	66.7	64.0
Cultural diversity of clients	52.9	40.0
Online visits	80.0	54.5
Physical visits	87.5	96
Businesses	28.6	12.5
Tourists	66.7	60.0
Level of interest in heritage	86.7	80.0

Some of these differences are now discussed. The majority of metropolitan respondents (52.9%) expected an "Increase" in cultural diversity of clients, contrasted to the majority (60%) of rural respondents expecting "No change". This difference very likely reflects the greater cultural and ethnic diversity that is experienced in metropolitan Western Australia as opposed to rural areas and towns (Government of Western Australia. Department of Regional Development and Lands, 2011). Another marked variation was in forecasts of online visits, with 80% of metropolitan respondents anticipating an "Increase" after a merger, opposed to 54.5% of rural respondents. Again this might be a reflection of local differences, with a greater penetration (technological infrastructure such as broadband network) and use of the Internet and online services in metropolitan Western Australia (Corner, 2011). Economic regeneration (for instance, more businesses in the district) was predicted by more metropolitan (28.6%) than rural respondents (12.5%), and it is likely this result can be attributed to the rural areas being more dependent on land-based industries (agriculture and mining).

5.4.4.1.3   Suggestions for arrangements

Responses only indicate a slight relationship between respondents' location and their opinions regarding converged site arrangements, with metropolitan and rural respondents making similar suggestions for opening hours, staff teams, wages, and outreach budgets, as demonstrated in Table 23 below.

Table 23   Sameness of arrangements in a merged institution, by location

Sameness of arrangements for partners in a merged institution	Metropolitan (%)	Rural (%)
Opening hours	88.2	84
Staff teams	76.5	72
Staff wages	88.2	87.5
Outreach budget	56.3	56.5

There were, however, two responses to issues regarding site organisation that were strikingly dissimilar. Firstly, in relation to site space, the most common response from rural respondents (n = 25) was in favour of separate rooms for each institution's section (60%; 15 respondents), compared to metropolitan respondents (n = 17) choosing "Same room, no separation" (41.2%; 7 respondents). Secondly, regarding shelving, 76% (19 respondents) of rural respondents opted for "Separate shelves for each format for each institution's section", whereas 58.8% of metropolitan respondents (10 respondents) indicated "Same shelves for format for both institutions".

Very similar responses were recorded for metropolitan (n = 16) and rural respondents (n = 24) as to the effect of a merger on their role. For instance, 75% of each group predicted "No change" to their working hours, and 62.5% of each group believed it would lead to an "Increase" in promotional opportunities.

Metropolitan and rural respondents nominated the same type of training that they would most require to work in a merged environment in three of the four categories of training (see table 24).

Table 24   Training most needed in a merged environment, by location

Training most needed: Category and type	Metropolitan (%)	Rural (%)
Institution related training – collection knowledge selected	66.7	47.6
IT training – creating and maintaining database selected	61.5	47.6
Other training – policy and strategy development selected	66.7	42.1

However, the type of generic training a participant would need differed significantly according to the location of respondents. Whilst metropolitan staff ranked "Communication skills" the

most required of the four generic training options (46.2%), this was the lowest ranked by rural staff, who instead chose "Time management" skills (31.8%).

5.4.4.1.4 Opinion of current and future collecting sector

The data from this survey section indicated a slight relationship between location and views of collecting sector context. The first three questions in this section sought respondent descriptions of 21st century libraries (Question 35), 21st century librarians (Question 36) and what the public wanted from the services of the collecting sector in the 21st century (Question 37).

The data indicated the views of the two groups of respondents often concurred. For example, both metropolitan and rural respondents believed a 21st century library should be a community hub, and that a 21st century librarian should be helpful and have technological skills. However, only a metropolitan respondent described the 21st century librarian as one who was *"ready to take risks";* and only a rural respondent described the 21st century librarian as *"a person who loves reading".*

Metropolitan and rural respondents also both believed that clients wanted collecting services to offer a mix of physical and electronic resources, though only metropolitan respondents identified the public wanted a learning experience.

Metropolitan and rural respondent held alike views on five of the six statements posed in Question 40, as shown by the table below.

Table 25   Characteristics of current and future collecting sector, by location

Statement	Opinion	Metropolitan (%)	Rural (%)
My current position will continue in future	Agree	82.4	88.0
There will be lots of opportunities for collecting sector jobs in the future	Neutral	64.7	69.6
The collecting sector is well-regarded	Neutral	43.8	45.8
Collecting sector institutions are well-funded	Disagree	64.7	54.2
Collecting sector jobs are appropriately paid	Neutral	52.9	54.2

The opinion of metropolitan and rural respondents did differ as to whether staff have high job satisfaction levels, as this proposition was agreed to by 70.6% of metropolitan respondents, as compared with only 43.5% of rural respondents, the majority (52.2%) of whom returned a "Neutral" response.

Conclusion to chapter

The cross-tabulation was undertaken in particular due to the literature (For example, Winkworth, 2005) reporting that the collecting sector's sustainability was most under threat in rural areas.

The profile obtained from the data of Western Australia's public libraries indicates important differences in staffing across the state. Some of the consequences of the results for the current reform of Western Australia's public libraries are that library services in rural areas of the state need greater attention to staff skills and training. For successful recruitment and retention of staff, parent bodies (especially in rural regions) might wish to note the opinion of many respondents that funding of jobs and institutions in the collecting sector is poor.

The data suggests there are correlations between gender, age, qualifications and library location and responses to particular issues related to the convergence between libraries and other memory institutions. These variables influence the knowledge of, and attitudes towards, convergence; suggestions for the arrangement of a merged site; the current collecting sector, and predictions for the future. Responses also indicate some correlation with the level of LIS qualifications (i.e. whether respondents were qualified or non-qualified to a professional level).

The data reveals that there is greater disparity in responses between qualified and unqualified staff, than between metropolitan and rural staff, although there is some correlation between these categories in that all unqualified staff work in rural libraries. These results imply that the managerial approach taken to convergence might need to be conducted differently according to location (that is, account for local factors), and that the process and outcome of mergers might vary. The variances in point of view are incorporated into the formation of recommendations presented in Chapter 8 for creating and operating a CMI by urging that these be adapted to reflect local circumstances.

CHAPTER 6

CASE STUDIES

Introduction to chapter

The purpose of the case studies was to expand the qualitative data collection by examining the proposed and actual (or realised) convergence of information and cultural organisations in four Western Australian local government areas. The data gathered from each of these municipalities would also be used to inform the understanding of the other key themes of this study; the information and social commons ("community hub") and professional identity. The findings from each district (two metropolitan, two rural) would also be applied to the research objective of determining the best way to create and operate a converged memory institution (CMI).

6.1   Wanneroo

This was the first of the four case studies undertaken. In terms of the categorisation of the location of the case studies in the methodology, Wanneroo is a metropolitan district.

6.1.1   Profile of the City of Wanneroo

The City of Wanneroo is located 25 kilometres north of Perth, the state capital of Western Australia, and is part of the "northern corridor" of the greater Perth metropolitan area. Wanneroo covers approximately 633 square kilometres, and has a current population of over 150 000 and rising (ABS, 2011c). The area was settled in 1838, and land use over time has included market gardening and lime industries. Prominent land uses now are residential, retail and manufacturing (City of Wanneroo website, http://www.wanneroo.wa.gov.au[34]).

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[34] Apart from the information that was gathered during case study visits, the details that are reported in the four case studies have been mostly compiled from municipal website pages. The URLs of these websites and of institutional specific websites are provided. Quotations and specific municipal documents and other sources of information are cited as necessary for clarity.

6.1.2 Profile of Wanneroo's convergence: The Wanneroo Library and Cultural Centre

The Wanneroo Library and Cultural Centre (WLCC) (see Figure 31) is at the corner of Dundebar Road and Rocca Way, close to the major thoroughfare of Wanneroo Road. Opposite the WLCC are the Council Chambers and administration centre.

Figure 31   The Wanneroo Library and Cultural Centre (Source: PS Structures, 2012).

The construction of the Wanneroo Library and Cultural Centre began in October 2007, and it opened in September 2009 (Brennand, 2009b). It is the first site in Western Australia to feature such a wide range of information and cultural services (Sun City News, 2009). There are four memory domains, including a library, a museum, a community history centre and an exhibition gallery, plus function spaces (such as a theatrette and conference rooms). The building is two storeys high; the Museum (see Figure 32) and Community History Centre are on the ground floor, and the Library and Gallery are on the upper floor. Function spaces are on both floors.

Figure 32   The Wanneroo Regional Museum (Source: The City of Wanneroo, 2010).

The WLCC has two tenants as well as the information and cultural organisations. These are commercial enterprises; there is Cafe Elixir on the ground floor and the Nanovich Hair Lounge on the upper floor.

6.1.2.1   The Wanneroo Library

In 1961 the first Wanneroo Districts Public Library opened, housed in the old Road Board offices. Currently there are four branches within the municipality; the Wanneroo branch is the largest, and the others are Clarkson, Girrawheen and Yanchep-Two Rocks. Membership of the Wanneroo libraries is 25% of the district's population (A. Bundy & J. Bundy, 2010)[35]. The Library webpages including an interactive catalogue are available via the City website. The catalogue demonstrates elements of virtual convergence with the community or local history domain, as there are links to the Picture Wanneroo database.

The Wanneroo Library is open weekdays 9am to 5.30pm with a late closing on Thursday at 8pm, and Saturdays between 9am and 5pm. The back-of-house section on the first floor of the WLCC has desk space for roles that span all the City of Wanneroo's branches, including the Online Services Librarian, the Publicity and Programs Librarian, and office space for the Co-ordinator of Library Services. There is also a room for volunteers.

6.1.2.2   The Wanneroo Regional Museum

The Wanneroo Regional Museum is on the ground floor of the WLCC, and is the main location for the region's museum collections and activities. There is only one museum for the municipality, although there are other heritage sites, such as Gloucester Lodge (built 1933 - see website http://www.gloucesterlodge.com.au), which opened as the first district museum in 1979[36]. Gloucester Lodge was closed in 2005, and the collections were sent to various storage locations, though a small temporary museum was established in the Wanneroo Recreation Centre. In 2009 as the WLCC neared completion, the Heritage and Museum Services team cleaned, re-packed and returned items.

The Museum features nearly 300 objects that depict Wanneroo's history and communities, and presents them in various ways, including audiovisual and interactive displays. The Museum's public areas in the WLCC consist of a children's museum, a shop and the museum proper. The opening hours are Monday to Friday 10am to 4pm, and Sundays 12 noon to 4pm. Entry is by donation. The Museum has webpages accessible via the Council website, and there is a link to a donation of items form. The Museum's back-of-house section comprises two large collection storage spaces, an exhibition preparation room, a quarantine area, a wet room, a conservation

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[35] This is less than the national average; NSLA (2011) advised 45% of the Australian population were library members in 2010.

[36] The housing of the museum collection in the historic building "Gloucester Lodge" was an instance of this thesis' notion of a heritage "double dose or dip".

treatment area, an office for the Co-ordinator Museum, Heritage and Arts and the Museum Curator, and space for volunteer projects. It has a docking and loading bay, and uses a long wide corridor as an educational activity area when schools visit. There is desk space beyond the Museum's restricted-conditions-environment, in an office style figuration, for the administrative staff in the heritage team, such as Arts Officers, and the Community Links Division (for example, the Youth Development Officer).

6.1.2.3 The Community History Centre

The Community History Centre in the WLCC is the only one for the municipality. The Centre holds material about Wanneroo's government, business and society, culture, environment and land use. The formats include books, newspapers, photographs, oral histories and maps.

The centre is open six days a week; however the Community History Librarian is only in attendance five days a week. There is a computer for in-house use and this provides access to databases such as Ancestry Library Edition.

6.1.2.4 The Wanneroo Gallery

The Wanneroo Gallery employs a gallery assistant, plus volunteers are intermittently called upon for exhibitions. The design of the Gallery features hanging tracks on all suitable wall surfaces, and moveable partitioning to customise space as required for particular events. A kitchen adjoins the Gallery; however the usage of this is limited due to lack of equipment. The origin of the items exhibited vary; the collection stores on the ground floor of the WLCC hold all the Council's artworks, and the major annual exhibition is the City of Wanneroo Art Awards consisting of entries from local residents. Touring exhibits are also hosted, such as an Arts Victoria contemporary documentary photography display.

The Gallery is not only used for art events, but also for weddings and other celebratory occasions. The opening hours of the Gallery vary, though they resemble that of the Museum. For instance for the Art 'n' Soul exhibition conducted in 2010 the Gallery was open Wednesdays to Saturday 10.30am to 4.30pm, and Sundays 12 noon to 4pm; for the Wheatbelt display it was open Mondays to Friday 10am to 4pm, and Sundays 12 noon to 4pm. Entry fees also vary, from free for the photography exhibition to a gold coin donation for "Forever and Easy", which was a display of rock 'n' roll related items.

6.1.3 Profile of other Wanneroo memory institutions and historic sites

Other historic sites in the City of Wanneroo include Cockman House (1860), which is the oldest surviving residence in the Wanneroo area. It is located on Ocean Reef Road in the suburb of

Woodvale, and is open Sundays 2pm to 5pm. Wedding parties often visit the house for photograph sessions. Another place of heritage is Buckingham House (1880), a rural cottage typical of the era. It is at 10 Neville Drive in Wanneroo, and is now used as a "Heritage Activity Centre". Buckingham House is open Tuesday and Friday mornings to primary school groups and to the public on twice-yearly open days. These occasions feature "hands-on" encounters of old-fashioned games, laundering by hand, and making damper. There is also the Cooper's Lime Kilns (1932) in Cooper's Park in Mindarie, and part of the North West Stock Route (gazetted in 1889) passes through the municipality.

6.1.4   Wanneroo and the aspects of convergence

The case study participants displayed varying levels of awareness of examples of memory institutions collaborating and converging. For example, a number of participants knew of Albury LibraryMuseum, and also one focus group member mentioned Canberra Museum and Art Gallery.

6.1.4.1   Drivers of convergence

Convergence in Wanneroo was driven by the quest for economic regeneration (City of Wanneroo, 2010e). This is evidenced by council documents which state that, *"the ongoing redevelopment of the town centre (of which the WLCC is a cornerstone) will change the dynamics of the area, attracting more shoppers and casual visitors"* (City of Wanneroo, 2010a, p .4). The Branch Librarian also recognised the likely boost to the local economy, and predicted an increase in the number of businesses in the area.

Further impetus for convergence was user-based. The Manager of Capacity Building advised of the targeted outcomes of heightening engagement with the community, including greater satisfaction of public needs and reshaping attitudes to cultural services – in order to secure *"a place in the hearts and minds of our community"* (Brennand, 2007; Brennand, 2009a).

The building was also viewed as an opportunity to share passions, and to leverage the pulling power of the separate occupants. Additionally, the WLCC – as for many converged institutions – would achieve cost savings and efficiencies via critical mass, and the incorporation of "green features" in the building design would not only cut costs but also ensure the Council met their environmental responsibility (Brennand, 2009a; L.Robinson, 2010b).

Convergence in Wanneroo was fostered by the forecast of the enhancement of education, learning and development, and hastened by dilapidated heritage sites providing less than optimum conditions for items and activities (Brennand, 2007; Rogers, 2010).

Thus it can be seen that implementing convergence in the form of the WLCC would align and maximise a number of Council goals.

6.1.4.2 Barriers to convergence

The development of a CMI in Wanneroo, with a high number of partners, faced the barrier of conflicting priorities. One of the domain managers cautioned, *"A modern cultural centre should be engaging and active but it needs to maintain professional standards alongside being a place of entertainment"* (Rogers, 2010, p. 2).

This reflects reports in the literature. For example, Boaden and Clement (2009, pp. 21-22) stated *"Converged facilities must continue to keep core roles and principles at the forefront"*.

Concerns regarding aspects of the operation of the commercial partners arose, such as food preparation by the café and also chemical use by the hairdresser, as it was believed these might negatively impact upon the preservation of cultural items. The appropriateness of the Nanovich Hair Lounge as a partner in particular was queried by staff. Members of focus groups thought a bookshop, an antique shop or an artist in residence would better suit a converged information and cultural site, and they described the Hair Lounge as *"an experiment"*.

Differences in opening hours were also a hindrance. The Library is open weekdays and Saturdays; the Museum is open weekdays and Sundays; the Community History Centre has a librarian in attendance five days a week, and the opening hours of the Gallery depend upon the current exhibition. Meanwhile, Cafe Elixir is open every day and the Nanovich Hair Lounge operates Tuesdays to Saturdays.

Another barrier to convergence is the use of different databases that can rely upon different software and therefore user interfaces (Ayres, 2007). For instance, photographs from the Community History Centre had begun to be catalogued using the software Mosaic, but were re-started in Spydus in order to make them consistent with the Library catalogue (Leigh, 2011).

The construction of the WLCC was impeded by the lack of architectural documentation about converged cultural or memory centres, especially those incorporating a museum. One manager reported that "*because we were breaking new ground for local government in WA we could find no examples that really addressed the criteria*" (Rogers, 2010, p. 4). Construction was also complicated by different environmental requirements for each of the domains, such as different settings for temperature, humidity and lighting (Rogers, 2010).

As discussed in Chapter 3, the existing literature indicates patron resistance to convergence sometimes occurs (L. Robinson, 2010b), and Museum staff reported that patrons initially

opposed the notion of the WLCC, as they mistakenly thought when the previous site Gloucester Lodge was closed and no longer housed the collection, that the Lodge would be demolished.

Staff turnover also slowed the project. For example, the architects who won the tender were not those who did the concept plan, and by the project's completion there had been three museum designers, three project managers, six interior designers and four maternity leaves (Rogers, Pickering & Nguyen, 2009a). Admittedly, natural attrition of staff occurs with the construction of a stand-alone facility; however, some staff turnover was related to the construction of Wanneroo's converged facility – for example, Rogers (2010, p. 2) reported certain staff did not grasp "*how museum fitout was different to a library fitout*".

The common difficulty of naming a converged institution (L. Robinson, 2010b) was experienced by Wanneroo. The naming process was contested and protracted; "*It went on forever*", said a staff member. When deciding upon a final title, the Council wanted to avoid duplicating existing acronyms – for instance, if the facility was titled "Wanneroo Cultural Centre" (WCC), this would clash with "Wanneroo City Council" (WCC). The need to avoid existing acronyms was an issue that had occurred in other converged institutions – for example, Frand and Bellanti (2000) reported the name "Anderson Computing and Information Service" (ACIS) was chosen for the converged Library and IT facility at the Anderson Graduate School of Management at UCLA, instead of "Anderson Information Service" (AIS), as the acronym for the central campus Administration Information Service is AIS.

The Wanneroo facility's working title was "Cultural and Learning Centre" (CAL). Aboriginal words for meeting places were also considered as potential titles for the centre.

Case study participants held opposing opinions about the final title, stating "*I think it is pretty fitting – Cultural centre encompasses such a lot*", as opposed to, "*I find it confuses people – they don't know what is in a cultural centre. They hear library and they know that*".

The majority of the staff interviewed did believe the name of the Wanneroo Library and Cultural Centre was flawed by excluding the word "museum". One said "*The museum suffers terribly – a year and a bit later people are still not aware that a museum is actually within this building*".

6.1.4.3 Advantageous outcomes of convergence

As per the literature (L. Robinson, 2010b) (and as hoped when Wanneroo began their convergence journey) the whole district appears to have benefited. For example, the usual gain via convergence of an increase in tourism (Dunn, 2007) has been illustrated by the Museum's visitor book. The increase has been in number and in scope. Previously Wanneroo Museum's

tourists were usually British, but recent tourists have been from diverse countries including Thailand, Latvia and the Netherlands. A tourist wrote *"Absolutely brilliant – makes you realise how great Wanneroo is"* (Rogers, 2009, p. 3). The converged site has also reportedly boosted civic pride (City of Wanneroo, 2010e) with a library manager commenting *"I think the residents are very proud of the changes and the introduction of a building like this"*. A local patron remarked *"About time something decent for rates"* (Rogers, 2009, p. 3).

The construction of the WLCC has resulted in better conditions for the domain's collections. For example, the Gallery is now a Category A facility, with 24 hour environmental control (Rogers et al., 2009a). The advantage of increased patron visits as a result of convergence was demonstrated by the Museum receiving almost double their predicted visitors in the first year (Rogers, 2009): During the focus groups museum staff stated, *"If the museum had been stand-alone I don't think we'd have gotten so many people"*. Also, library membership has grown – a library manager reported an increase of 49% in the first year. This is a particularly important outcome given that the membership rate is significantly below the national average.

The case study participants reported the different memory domains had different busy times; hence an advantage of the convergence was an overall consistent flow of visitors to the centre. The participants explained the Library was busy after school with children doing assignments, and in term time with school visits; the Museum was quiet in warm weather and then busy in school holidays.

There is also evidence that as with other examples of convergence, the WLCC has attracted more diverse patrons (L. Robinson, 2010b). A senior library staff member said *"we have new audiences as well as a much larger audience"*. There has been increased discovery of collections and use of in-house resources has grown. For example, the community history centre has conducted 81% more patron-assisted enquiries (Rogers, 2009).

The access to the collections and service represented in the WLCC has improved. For example, the Library has extended its hours, and the costs to patrons have been reduced – for instance visiting the Museum previously entailed a $9 entry fee to the National Park where it – Gloucester Lodge – was located.

The literature (for example, A. Yarrow, Clubb & Draper, 2008) indicates that convergence frequently achieves a greater profile for the joining parties, and this advantage was apparent at the WLCC. As one interviewee stated, *"The building has given us the opportunity to push the value of libraries…we are being remembered"*, and as a result of the improved visibility and increased media and public attention, *"our activities get broadcast on a wider scale"*. Additionally, the WLCC has received more interest and respect from a range of professions. Other government bodies, architects and librarians have toured the facility, and WLCC staff

said both diplomatically *"I think they've all been pretty impressed with what we have done"*, and less diplomatically *"Yeah, they're really envious and it makes you feel good!"*

Furthermore, a number of elements of the City of Wanneroo's staffing have been improved by the convergence, including an increase in the level of staff enthusiasm and cohesion. There is now a larger pool of human resources available, and as an interviewee remarked, *"It's great to be able to take advantage of the experience of the other sections"*.

Staff report they find it more efficient to have one site to conduct all museum work, such as storing, preserving, developing exhibitions and doing administration. Innovations have increased, as has library productivity. As one employee noted, *"Our business unit is happier, healthier, hitting goals and everything like that"*.

The convergence has also increased joint delivery of services. The Community History Centre is now linked to the Museum's school programs, which reflects reports in the literature (for example, Monley, 2006) of school groups welcoming the prospect of utilising many domains and services within a converged institution. A staff member confirmed *"we are all coming together to put on these big events...I don't think we would have had that opportunity if we were not in the same building together"*. There are numerous examples of converged outreach; one of the first attempts was recounted by a focus group participant:

> *"[When] we had the photography exhibition in the art gallery, the Museum had a display on old fashioned photography and the Library had talks on photography...here everything is connected"*.

A reported advantage of convergence is the increase in donations received and the facilitation of the sharing of items donated to collections (Stemmer, 2007). At Wanneroo, the Museum advises potential donors that their items may be referred to the Community History Centre if deemed more appropriate for their holdings (City of Wanneroo, 2010b).

There have been mutual benefits for the partners in the centre, such as the traffic between the site's attractions. Cafe Elixir has aligned their services with the hours of other partners – for instance, with the Museum opening on Sunday afternoons, the café introduced a Sunday roast lunch.

6.1.4.4 Disadvantageous outcomes of convergence

Wanneroo experienced convergence's inherent disadvantages of large demands of effort (*"tiring"* said the museum workers - Rogers, 2010, p. 2) and also of a lengthy timeframe from conception to operation (L. Robinson, 2010b) - *"seven and a half years in the making"* noted

one staffer. As for many examples of integration, delays were experienced. The building was scheduled to be completed in 1 year and 3 months, yet construction took 1 year and 10 months (Brennand, 2009b).

Convergence's usual requirement of compromises (due to the sizeable effort and resources needed to create a converged institution) was evident (L. Robinson, 2010b). For instance budget cuts meant the Museum received less audio-visual equipment (Rogers et al., 2009a), the Library's IT lab opened with 12 not the hoped-for 22 computers, and the Library postponed the introduction of RFID. A focus group participant said, *"I think that's a product of the budget being set about 8 years before the building actually got up and running and in that 8 years cost rose and the money wasn't there"*.

This is similar to what has been previously reported. For example, Horn and Owen (2009, p. 3) wrote

> *Large high-end investments in building projects are accompanied by significant time-lags between funding submission, project design and building completion. Knowledge and evidence used to inform a project is commonly four years old by the time the project is signed off and the doors open.*

Prior literature (A. Yarrow, Clubb & Draper, 2008) has warned of the risk of convergence not eventuating as planned , often due to the competing priorities of partners (in particular for space) and subsequent negotiation and trade-offs. This did occur at Wanneroo – for instance the intended education area for the Museum became a theatrette, thus it is unsuitable for schoolchildren, and the Museum has to conduct school activities in a corridor. However other problems might have happened in a stand-alone facility, such as the docking bay and doors being the incorrect size, which means they are unsuitable for some delivery trucks, and the comment was made that the architect exceeded his brief, because the Library did not ask for a children's garden. The placement of the art gallery on the first floor was criticised by some staff, who noted it would have been easier to transport items if the Gallery was on the ground floor.

There is inequality in the convergence with the variation in the domains' charging policies. The Library is free to join and enter, but entry to the Museum is by donation, and viewing the Gallery's exhibits is sometimes free and at other times incurs a cost.

There have been problems arising from the different opening hours required by some of the tenants in the building. For instance, a security issue was caused by the café staying open later than the collecting institutions, meaning the building could not be fully alarmed until the café had closed.

The convergence was impeded by unclear delineation of responsibilities. Early on, some people were not invited to meetings, and some communications were misdirected. Lastly, the Council still has to manage the other libraries (three branches) and cultural places, such as Cockman House.

6.1.5 Wanneroo's convergence procedures and suggestions for arrangements

6.1.5.1 Planning

To secure approval for the WLCC, the City of Wanneroo conducted a feasibility study and prepared a business case (Brennand, 2009a).

They obtained "buy-in" – from both senior management and other levels of the Wanneroo Council staff – *"everybody was involved, everybody has some ownership"*. Staff input was sought on key aspects of the project: *"Yes we were consulted so that was really good"; ". . . at meetings with the architects and library designer we would explain 'oh no, this won't work'"*. The involvement of employees in facility planning is supported by the literature. For example, Cowgill et al. (2001) advised library staff are often the best source of recommendations for room layout.

The Council's communication with ratepayers and residents was also extensive. For instance, focus group members reported residents were told there was to be a new building, and the floor plans were on display in the old library.

6.1.5.2 Finance

Wanneroo's generation of finance for start-up and ongoing costs is illuminating. Firstly, the Council obtained multiple sources of funding, hence they did not solely bear the $18.9m cost of the centre. The state government contributed $6m and Lotterywest $300 000 (Rogers, Pickering & Nguyen, 2009b). Furthermore, the total cash sum required was lower than it might have been due to being offset by land swaps with various businesses (City of Wanneroo, 2010e).

Secondly, financial return is actively pursued (Brennand, 2009b), from sources such as the commercial tenants in the site; the Museum's shop; room rental (the function spaces have been rented out to a number of government and other entities, including the Department of Conservation and Land Management (CALM), and the Library's IT lab has a long-term booking by Meditrain, for the training of medical receptionists); and equipment rental. With regard to equipment rental the Museum Manager stated, *"Very few institutions have a wet room and dryer so the potential is there for us to create an income by leasing that space out to curatorial people, and to amateurs interested in textiles"*). The Council also attempts to offset

running costs through sponsorship (for example, the Wanneroo Library's "50 years of service" display was to be sponsored by Raeco, a library shelving, equipment and furniture company); and fees are charged for some workshops, and for the ordering of reprints of items from the Picture Wanneroo database.

6.1.5.3 Staffing

In relation to staffing, the Manager of Capacity Building suggested that any institution undergoing convergence should focus on change management (Brennand, 2009a). This requires a focus on maintaining a positive response by staff to the process, via clear explanations and emphasising the benefits of the change. Consequently, an interviewee advised "*to be well-informed was half the battle*", and a library manager stated that, "*Morale I think has been quite good*". To encourage adjustment there were value management workshops, periodic team building exercises and now the biannual staff development days involve all the WLCC staff (Rogers et al., 2009a).

Sharrow (1995) warns incompatible personalities are a barrier to successful integration. However, a Wanneroo Library employee reported "*personality issues have not been a problem*".

As with other converged institutions (for instance, the Tresham Institute - JISC, 2008b), the WLCC was found to have reviewed and reworked roles, to better suit the new demands created by the changed environment. New jobs have been created – for example, the works assistant for the Gallery.

The convergence of some of the staffing was seen as a strength (and a wage saving) of the new site. For example, reception, facilities and cleaning teams serve all the domains.

Professional cross-training for the employees of converged institutions is supported by the interviewees, one of whom remarked "*It is much better from a HR perspective if you've someone who can fill-in in multiple places*". The WLCC staff that were cross-trained were in high demand, with one interviewee noting that "*we fight over one of the casual staff who works in the museum as well as the library*". However, it was argued by some participants that the degree to which employee duties should "blur" should be limited. Cross-tasking was seen as appropriate for lower level staff (i.e. non-professional staff), with one participant opining "*there is a level where staff can work in both systems, but I still think there is a professional level which is quite distinct*".

6.1.5.4   Processes

Wanneroo Council also facilitated the attitudinal transition of staff and patrons to the new building and converged service by holding closing parties for stand-alone sites. For example, the Museum had a closing party at Gloucester Lodge (Rogers et al., 2009a).

The WLCC began with a "soft opening" in order to enable staff to acclimatise to the new environment and operations. They held an official opening six weeks later (Brennand, 2009b). Celebration of significant milestones is considered important; and the WLCC had an event to mark the "first birthday" in 2010. This reflects what has been recorded in the literature about other converged facilities – for example, Marion Cultural Centre in South Australia celebrated the tenth anniversary of opening with a three day festival 25-27 November 2011 (City of Marion, 2011b).

The Council's communication with stakeholders regarding the WLCC is ongoing. For example they produce a quarterly brochure spanning each of the domains (this is a new feature of the convergence; as far as it can be determined, previously each domain produced separate communications), and there are future plans for a whole-of-centre e-newsletter.

6.1.6   Wanneroo and the concepts of the information commons and a community hub

The implementation of convergence at Wanneroo represents the interrelationship of a CMI functioning as both an information commons and a community hub. The findings from the Wanneroo case study are pertinent to the theory of the information commons, as information services have been enhanced by convergence in the centre. This is represented by the virtual and physical convergence of cultural and community information in the municipality and the optimising of synergies between the related display and collecting services. The convergence is not only directed at the public but also for the benefit of employees. As the Co-ordinator of Library Services said, "*we have expanded the information network for everyone involved in the convergence*".

However, the fundamental tenet of the commons of maintaining and maximising the free flow of information is hindered by the conditions of the *Online Service Provision Policy* (2010). For example, all usage of public access computers is logged, a notice of section 102 of the WA Censorship Act 1996 is to be displayed near the computers and library staff may ask users to leave internet sites if others may be disturbed by viewing, or if there are children in the vicinity.

The literature review revealed examples of how a community hub may be attained via converging memory institutions (L. Robinson, 2010b). This philosophy propelled the proposal for the WLCC, evidenced by Mayor Jon Kelly announcing that, *"To be able to bring the community together and to provide a hub of activity and entertainment for the whole city to enjoy now and in the future is what the WLCC is about"* (Sun City News, 2009, para. 5).

Oldenburg's (1989) theory of the third place is one that is created and provided in order to complement one's workplace and residence. This approach was borne out by a library manager saying that, *"When we were putting our brief to the architects and interior designers we wanted it to be a very comfortable place where people felt like it was an extension of their own home"*. She indicated that some of the features introduced to create the necessary ambience included lounge suites in the Library, and she explained that food and drink were now permitted to be brought in (although they are still banned from the Museum).

To further foster a third place atmosphere, local children's artwork was displayed in the Great Court, and community involvement is invited by the use of volunteers in all of the domains (City of Wanneroo, 2010d).

Subsequently, the data from observation, and the focus groups and interviews proved that a community hub had been achieved. Comments included:

> *"It [the whole centre] is becoming more of a social spot for people especially on weekends"*;

> *"I've seen the ladies who come for Baby Rhyme-time [in the library] which is once a month – they'll go down to the café after and it's like 'we'll make a day of it; we'll go to Rhyme-time then have our lunch"*.

The staff utilise the café too – if you are a WLCC employee you get a 10% discount on coffee!

6.1.7   Wanneroo and the issue of professional identity

The prospect of the professional identities within the GLAM domains merging, and evolving into a single information and heritage professional was not thought a likely development by the WLCC case study participants. This was true both for their specific site, *"I can't see there being one staff for the whole building"*: and in general, *"That would be nice in an ideal world wouldn't it? No, I don't see that ever happening"*. The Co-ordinator Museum, Heritage and Arts saw the complete integration of teams and of professions as a risk, and stated, *"We managed to keep our identities and our roles and yet quite easily were able to work with one another"*.

The Co-ordinator of Library Services was also cautious about the prospects of a converged professional identity, noting that the existing professional groups are often protective of their separate status.

> *"I think we are very protective of our own domains and if we [had] created a building without barriers [of separate rooms] we would have probably had exactly the same success. I don't think it is the walls that are the barriers; I think it is people's perceptions."*

This reflects what has been recorded in the literature. For example Chan (2008, p. 1) described *"the proprietary sense of ownership of collections and databases"* among libraries, archives and museums.

In terms of institutional identity, the Wanneroo Library is the dominant partner at the WLCC, as evidenced by it having the most staff, floor space and it being the only one of the partners that is named in the Centre's title. The foregrounding of the Library in the title has caused friction, as an interviewee reported, *"At no time during planning and construction did we call it "Museum", and I know that for the Co-ordinator of Museums, that it's a sticking point for her"*.

The Library at WLCC seems to be the main and/or initial drawcard for patrons, who expand their visit to or plan to return for the other attractions. A focus group member said *"People came into the building for the Library and then went to the Museum as the library staff told them* [of the museum presence]".

A manager from the City of Wanneroo acknowledged that the quality of a library is an incentive for people to settle in a district, which further supports the contention that a library should be the anchor domain in a CMI.

6.1.8   Summary of Wanneroo case study findings

It was found that the WLCC case study is a strong endorsement of local governments pursuing convergence, with the construction of the building transforming and improving communities, physical and virtual collections, skills and practices, and achieving qualitative and quantitative benefits, such as higher levels of efficiency and satisfaction.

A senior manager stated, *"I would strongly advise that anyone who has an opportunity to do a convergence to have the courage to do it"*.

With this regard the City of Wanneroo intends to use the library and cultural convergence of the WLCC as a model for services in the proposed suburb of Alkimos (Brennand, 2009a), and will

continue the convergence at the WLCC via aligning and integrating service delivery with health, business and education sectors.

6.2   Busselton

This was the second of the four case studies undertaken. In terms of the categorisation of the location of the case studies in the methodology, Busselton is a rural district.

6.2.1   Profile of the Shire of Busselton

The town of Busselton is located approximately 230 kilometres south of Perth. It is within the Shire of Busselton (the Shire's slogan is *"the place to be"*), which covers 1454 square kilometres and has a population of more than 26 000 (Shire of Busselton website, http://www.busselton.wa.gov.au). Busselton was one of the earliest settlements in Western Australia, being established in 1832 by the Bussell family. The district has diverse prior and current industries, including agriculture, timber, maritime and tourism. Tourism continues to increase in strength – for instance, the historic Busselton Jetty is now the fourth most visited site in Western Australia[37] – and there is a visitor centre located on the outskirts of town. Land use in Busselton is also largely residential, with 67% of the shire's population being centered around the township (Bennett, 2010). The district has a lively calendar of music, sport and cultural events including (respectively) Southbound (an annual summer music festival); the Busselton Triathlon and the Festival of Busselton. Busselton is seen as not only a tourist destination in its own right, but an important "gateway" to other nearby destinations in the south-west of Western Australia, such as Dunsborough and Margaret River.

In the past decade Busselton has experienced high rates of demographic and economic growth, which has resulted in the release of a number of new housing estates; the redevelopment of the foreshore; civic upgrades (including road, footpath and median strip enhancements in Queen Street); and the proposal of new facilities (for example, a hospital) (Shire of Busselton, 2011c). This growth is predicted to continue, and consequently the Council is considering changing status to a City[38] (Bennett, 2010).

6.2.2   Profile of Busselton's memory institutions

There are two public library branches, a museum, an art gallery and numerous historic sites and buildings in the municipality. The map of the township below (Figure 33) indicates the location

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[37] Kings Park is the most-visited site.

[38] Busselton attained City status on 21 January 2012.

of some of these institutions and also the sites of proposed converged institutions, as will be discussed in the forthcoming sections.

Figure 33   Map of Busselton township (Source: Wilkins Tourist Maps Pty Ltd, 2007).

6.2.2.1   Libraries

Membership of the Shire's libraries was 65% in 2010[39], and the Library's webpages and catalogue are available through the Shire website.

6.2.2.1.1   The Busselton Library

The Busselton Library (see Figure 34) is the main branch in the municipality. It is located on Stanley Street (a major road), at the southern end of the town, and shares a carpark with a nearby shopping centre. The Library's opening hours were recently reduced due to insufficient staffing, and they now open half an hour later and close half an hour earlier; it is open 9.30am to 5.30pm weekdays (on Thursdays it closes at 7pm) and on Saturday between 9.30am and 12 noon. There are OPACs and computers with internet access for patron use.

The Busselton Library is the repository for the Local Studies Collection; however the Historical Society rather than the Library manages the collection. The collection was described by an interviewee as *"hidden";* and researchers must ask for access to the collection which is scattered throughout non-public areas, including storage in the staff tearoom and the Principal Librarian's office.

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[39] This is higher than the national average; NSLA (2011) advised 45% of the Australian population were library members in 2010.

The Library co-operates with other memory domains in the district (for example, there is a display cabinet of items from the Museum), and also with non-cognate partners (such as the Busselton Family Centre and the hospice, the latter recently producing a "memory tree" wall display). The Library undertakes diverse outreach initiatives – also with cognate or non-cognate partners. These activities include "Cuppa with a councillor" [monthly public forums with Shire representatives] and author talks co-hosted by the Dymocks bookstore.

Figure 34   The Busselton Library (Source: The Shire of Busselton, 2010).

6.2.2.1.2   The Dunsborough Library

The second and smaller branch of the Shire of Busselton's library service is the Dunsborough Library, which is part of the Naturaliste Community Centre. The Library shares premises with a child health clinic, crèche, gymnasium, exhibition space and rooms for hire. This is therefore an existing example of site convergence (this thesis' term for co-location) with non-cognate partners. Dunsborough Library is open Monday to Thursday, 9.30am to 6pm; Friday 9.30am to 1.30pm; and on Saturdays 9.30am to 12 noon.

6.2.2.2   The Old Butter Factory Museum

The Old Butter Factory Museum (see Figure 35) is located on Peel Terrace (another major Busselton road), to the north of the town, and there is parking at the front of the site. The Museum is open daily except Tuesdays, between 2pm and 5pm, and charges entry fees of $6 adult and $5 concession. Management of the Museum is vested in the Shire, and it is run by volunteers from the Historical Society (see The Busselton Museum website, http://www.busseltonmuseum.org.au/). The Museum has a website but it does not contain collection content, such as digitised material.

The building operated as a butter factory between 1918 and 1952; then it was a dried milk plant, and later served as a depot for milk trucks and tankers until 1973. It was opened as a museum (featuring all aspects of Busselton's past) in 1975. Highlights of the exhibits include a 1920 working model sawmill and re-creations of group settlement buildings. The Old Butter Factory Museum won the 2010 Enhancing Cultural Identity Award (this was awarded by Keep Australia Beautiful Council WA).

Figure 35   The Old Butter Factory Museum (Source: Drever; 2012).

6.2.2.3   ArtGeo Cultural Complex (formerly titled the Old Courthouse Arts Complex or Centre)

ArtGeo Cultural Complex (see Figure 36) is on Queen Street (a major road), at the northern end of the town; only on-street parking is available. ArtGeo (see website http://www.artgeo.com.au/) is housed in one of the oldest habitable buildings in Western Australia. The initial construction began in 1856, and additional building was undertaken up to 1906. The complex comprises seven buildings: The Courthouse; Police Quarters; Cells; Stables; Bond Store; Post and Telegraph Office, and Magistrates Retiring Room. These buildings were designed by notable architects Richard Roach Jewell and George Temple Poole, hence the complex is State heritage (and National Trust) listed.

 The various buildings have been converted for modern use (though parts such as some cells remain preserved in their original condition), into galleries, professional studios and a giftshop, with workrooms and the courtyard made available for hire. For more than a quarter of a century The Courthouse Arts Complex was the major focal point for arts in the Southwest of Western

Australia, prior to the opening of the Bunbury Regional Gallery and the proliferation of commercial galleries.

ArtGeo Gallery is open daily except Wednesday, between 10am and 4pm, and the Courthouse Gallery is open 10am to 4pm every day. The ArtGeo website explains that it hosts *"touring exhibitions of WA contemporary art"*, and that it also holds the Busselton Shire art collection. ArtGeo is owned and operated by the Shire of Busselton, which has invited many partners to share the site. The current partners are The Busselton Art Society; The Busselton Woodturners Association; Acting Up theatre group; the Old Post Office tearooms (a commercial venture, open Tuesday to Saturday 10am to 4pm), and Artist-in-residence Celia Clare. There is also now a Poet-in-residence in the tearooms, on Wednesdays 1pm-3pm. The partners are their own entities, meaning management is not converged – for instance they are responsible for their own budgets. ArtGeo is staffed by paid employees and volunteers; the latter assist at art sales, exhibition launches and *"act as ambassadors for the Complex and the Shire of Busselton"* (ArtGeo, 2007, para. 3).

Thus ArtGeo exemplifies the convergence of a public memory institution with cognate and non-cognate partners. The art groups represent physical intra-domain physical convergence, the theatre group represents physical related convergence, and the tearooms are a form of physical contrasting convergence, plus there is the unusual occurrence of some of the memory domain partners being cross-sector, as ArtGeo is both a public and a commercial gallery. The website of ArtGeo lists information about all of the partners at the site, but it does not have collection content. At ArtGeo there are year-round events, exhibitions and classes, and sometimes this outreach has an element of convergence – for instance, open days may have a common theme and be co-hosted by all tenants.

ArtGeo has recently gained additional premises opposite the Courthouse complex, and are renovating this building for use as exhibition areas.

Figure 36   ArtGeo Cultural Complex (Source: Slee, W., n.d).

6.2.2.4 **Profile of other Busselton memory institutions and historic sites**

Busselton also has a mix of heritage sites and collections in private hands, such as the historic Newton House, which has become a bed and breakfast venue. The Busselton Jetty, although a public site, charges entry fees (that are put towards the Jetty's restoration and maintenance), and it is accompanied by an Interpretative Centre and Underwater Observatory, to which gate fees also apply. The management of these various institutions ranges from corporate to not-for-profit organisations.

6.2.3 **Busselton's proposed convergences**

Two further cultural convergences are planned for the Shire of Busselton.

6.2.3.1 **Library convergence**

The *Library Services Plan* (produced in 2008, addressing the Shire's strategies for 2006-2011) indicates that the Council plans to operate hybrid libraries, and in the future, upscale the focus on virtual services via "cybraries". This document also indicates (p. 3) the Shire is seeking both intra-domain interaction *"to develop and maintain partnerships and co-operative activity with libraries throughout the State",* and non-cognate interaction *"to develop and maintain partnerships and co-operative activity within the lower south west region"* (the intention is stated to invite businesses and food providers to co-locate with library sites). Other documents subsequently produced by the Shire extend this proposed convergence, as outlined below.

The specific plans are to:

- Expand Busselton Library by 250 square metres, and use the additional floor space for a local studies section;
- Allow for a museum space within the expanded library;
- Co-locate the Busselton Library with a Community Resource Centre (CRC), which will house Activ Foundation[40], Citizen's Advice Bureau, the YMCA, Southern Rip Youth Initiatives Organisation, Community Friends and the Busselton-Dunsborough Historical Society (Vanicek, 2011);
- Retain the Dunsborough Library and transition this branch to a Cybrary outlet;
- Develop a facility in Vasse, to include *"a public library and a centre of learning supporting education plus business and industry"* (Shire of Busselton, p. 11).

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[40] For people with disabilities, and their families.

Thus the plan for the Shire of Busselton's library services will result in various forms of physical, virtual, management and staffing convergence (subsequent outreach convergence seems probable), and the partners involved with the libraries will be from memory domains, cognate and non-cognate sectors (collecting sector, related and contrasting convergence, respectively).

6.2.3.2 Arts convergence

In 2008 the Busselton Shire Council conducted a feasibility study into the provision of a Performing Arts and Creative Industries Centre. The proposal was driven in particular by the need for a performance venue, as demanded by patrons and industry. Various sites were nominated for this centre, and in 2011 community consultation was undertaken. The public response to the proposal was favourable (Shire of Busselton, 2011b). The Signal Park site adjacent to ArtGeo was recommended by the feasibility study, and remains the preferred choice of shire management and residents. This site convergence (also termed co-location) of cognate partners would consolidate the cultural precinct at the northern end of the town.

6.2.4 Busselton and the aspects of convergence

The Busselton Council appears to be conversant with both the local and international context of the information and cultural sector. For instance, the *Library Services Plan (*2008) noted the changes in the collecting sector, such as the rise of the "produser" and the increased interest in history. This document also listed examples of converged and transformed libraries, including the Ideas Stores (London), the Hume Global Village Network (Victoria) and the Pathways Library (Pine Rivers Shire, Queensland).

Library staff are also familiar with collecting sector trends – the *"growing diversity of library use"* was noted by one staff member. The interviewees knew convergence to be a topical discussion in library journals, especially overseas publications - "*the whole idea of converging in my understanding is [that it is] more recent"*. A librarian indicated her awareness of the phenomenon had increased since she changed sectors from a medical to a public library.

The other memory institution staff in the district had a moderate level of awareness of examples of partnerships and co-location and they noted small libraries in remote locations were often managed by shire staff. Busselton's collecting staff distinguish between the degrees of interaction – for instance, concerning the simultaneous community resource centre and library extension project. The Principal Librarian noted that, *"Convergence is part of it – Busselton local studies will converge with the library, and the library will be co-located with the resource centre, and will bring together a number of community groups."*

6.2.4.1 Drivers of convergence

There were a number of drivers for the convergence of memory institutions in Busselton. The *Library Services Plan* (2008) was also influenced by another of the forces in the collecting sector, that of reform. The plan was described as *"an attempt to anticipate changes to the provision of the state-wide public library service as a consequence of the Structural Reform of Public Library Service currently being undertaken by the State Library of Western Australia and WALGA"* (p. 4).

Council documents noted the streamlining of the delivery of services would meet the modern patron's demands and also achieve greater efficiency; *"blending the work of the public libraries and customer service centres will offer a complete function for community and visitors"* (Shire of Busselton, 2008, p. 11). Patrons were also requesting more virtual services, and interviewees anticipated greater virtual convergence such as "*links to specialised databases from around the world*". The library extension is also intended to cater for the Shire's population growth, and there is the prospect of cost savings via the incorporation of "green features" into the design of the new buildings (Shire of Busselton, 2011a).

Staff attitudes are supportive of the proposed convergence. A case study participant said; "*it will be great to see what those staff offer, and get to know them on a personal level, and know what we can pass onto them and be certain clients will be served competently*".

Interviewees also believe convergence would align with the district's tourism-based economy. *"Anything that made it easier for tourists and residents to explore Busselton is a fantastic idea, whether it is trails or a couple of co-locations"*.

Economic regeneration was also noted as an incentive for the Performing Arts and Creative Industries Centre, with a member of the public having commented that, *"its events would bring in money to the town"* (Shire of Busselton, 2011b, para. 11).

6.2.4.2 Barriers to convergence

The case study research revealed many potential barriers to convergence in Busselton. The lack of finance has perhaps been the most significant barrier. For instance, the participants reported that plans to extend the Library have existed for some time. The land adjoining the existing library building was available but funding for construction was not. There is also a risk associated with the financial exposure undertaken by the partners invited to share the sites with the memory institutions. As one interviewee remarked, *"the economics of it have to be worked out very well – wouldn't want to set it up and have it fail"*.

There are current site restrictions to both the Library and ArtGeo. A librarian stated that there is *"Nowhere to put the local studies at the moment",* and the heritage-listing of ArtGeo means potential exterior and interior modification is limited. Staff noted they could not attach items to wall**s** (no nails permitted); and the re-use of the buildings to form ArtGeo has affected patron access. For instance, there is only on-street parking and the layout of the complex and its visitor flow is occasionally unclear and cramped. Consequently, access for wheelchairs is problematic, and the uneven flooring is a hazard for the elderly and frail.

The trade-off in adaptive re-use of historic buildings (this project's notion of "a double dose or dip" of heritage) was recognised by interviewees. An ArtGeo manager commented *"As far as a public building goes it is a negative, but keeping it on as a heritage-listed design is more valuable".*

Convergence in Busselton is also impeded by stakeholder resistance and caution. For example, some interviewees identified the district as having a *"closed mindset"* in terms of reciprocal business, thus hindering the establishment of partnerships. Other interviewees said district members would need to see where convergence had been done elsewhere, that they would not be *"pioneers".* The effort to merge was predicted to be *"huge"* by one librarian.

At present, there are variations in management, wages and staffing of the institutions and societies in the Shire. For instance, although the Shire owns and subsidises the Museum, Library and ArtGeo, volunteers run the Museum, in contrast to the paid staff at the other two organisations, and the historical society. The current partnering organisations in ArtGeo and those proposed for the CRC are privately run.

The lack of staff and of staff skills were identified as hindering convergence. There are no cross-trained staff at present and a case study participant believed *"working in both [i.e. converged domains] situations is not something everyone would do well".* Professional silos and conflict over the custody of holdings were also viewed as a barrier by interviewees, with one commenting that *"some people have ownership of collections".* Interviewees also anticipated a degree of staff resistance to the notion of convergence based on their existing affiliations and areas of expertise.

> *". . . so it wouldn't necessarily work for everybody – some would be comfortable answering all questions, some not. A family historian might not want to be asked what book they should read next – that's a public librarian's role."*

Another barrier to convergence in Busselton is the variation in opening hours of the domains, and their current and proposed partners. For example, one of the two ArtGeo galleries is open an additional day, and the café partner is also open fewer days and hours than the galleries.

Similarly, some of the proposed tenants of the Community Resource Centre will operate weekdays only; compared to the Busselton Library functioning weekdays and Saturdays.

There are also currently discrepancies with regard to charging policies for users of Busselton's memory institutions, with some services being free and other services incurring a fee.

6.2.4.3   Advantageous outcomes of convergence

The Council and case study participants recognised a high number of advantages of the proposed (for the Library and for the performing arts centre) and actual (in ArtGeo) convergence. These advantages included its reciprocal nature, whereby *"integrated service delivery and sustainable partnerships [are] for mutual benefit" (*Shire of Busselton, 2008, p. 3). The benefit of increased interaction was recognised by the non-cognate partners of the CRC. For example, the team leader of Activ Foundation (a welfare organisation) has stated that, *"It will be great to have a community-based building, where we can network and work together with other not-for-profit-groups"* (Vanicek, 2011, para. 9).

The Shire literature has also noted that the transformation of their library services including convergence of current and future branches would align with the Council's education and learning goals. The preservation of Western Australian memory (especially social and business memory) would be improved, and the potential cost savings from convergence were also identified. As the Shire's *Library Services Plan* (2008, p. 8) states, *"Fewer rather than more library outlets may be desirable…from an affordability perspective.* The "green features" of the Community Resource Centre (such as energy efficient glass, waterwise landscaping solar panels and greywater recycling) would reduce utility bills (Shire of Busselton, 2011a). Undertaking the two projects of the library extension and the construction of the CRC simultaneously was estimated at saving $38 000 (Vanicek, 2011).

Library staff believed physical convergence would improve access and convenience for patrons:

> *"we are catering for a population who are increasingly busy, but still wanting to stay engaged in community life, either researching culture or using the library".*

Interviewees also forecast increased discovery and use of collections:

> *"A lot of people coming to one would be interested in the other";*

> *"People who were unaware can accidentally find things and become interested".*

Participants viewed as a further advantages of the planned convergence that it would result in more staff (in particular, more specialised) staff. One interviewee was, *"Hoping that when we get the new facility, that we get a dedicated local studies librarian"*. This reflects reports from other CMIs – for example, a Local Studies Librarian position was created for the Library-Museum-History Society merger in Camden (J. Oliver, 2011).

Library staff also identified the extra skills and knowledge staff would gain via cross-training and interaction with employees from other domains. An interviewee stated that convergence would be, *"An exciting opportunity for people to understand the other facility and broaden training"*.

The new building would also provide the prospect for enhanced environmental conditions, with one interviewee noting that in relation to the current storage of the local studies collections, that it is, *"not very good – all should be behind glass"*.

The Council stated a benefit from the construction of the Performing Arts Centre would be the addition of *"much needed life and vitality"* to the CBD (Shire of Busselton, 2011b, para. 10).

6.2.4.4 Disadvantageous outcomes of convergence

In terms of the disadvantages of convergence, a Busselton librarian remarked that, *"I don't see many negatives with it [convergence] to be honest"*. However, the promise of a new library or larger premises has stalled some library operations, with staff stating all their plans *"keep getting put on [the] back burner";* that *"we don't change a lot here as we are going to do so when we get the new building";* and *"Because the plans keep changing, it's very hard for me – I'll deal with that when it happens"*. Busselton has experienced the common disadvantage of compromises to convergence. An interviewee from the Library said *"the biggest and most amazing plan looked great, but it was knocked on the head"*. Also, physical convergence has not necessarily resulted in multi-domain or multi-purpose visits by clientele. For example, the ArtGeo staff noted patrons of the tearooms do not always go into the galleries. Although the issue of tending the remaining stand-alone sites in a district was neither raised by Council documents nor by case study participants, it is apparent that this would also be necessary in Busselton following convergence.

In relation to the proposed performing arts centre, the shire predicts an operating loss of $300 000 to $400 000 per year. This recurring cost would have to be covered by the Shire.

Admittedly some of these disadvantageous outcomes in Busselton might have occurred during the construction of a stand-alone facility. However, it is also likely that the added complexity of constructing a converged facility heightens their likelihood and impact.

6.2.5 Busselton's convergence procedures and suggestions for arrangements

6.2.5.1 Planning

The Council's approach to the possible convergence of Shire organisations has included the commissioning of feasibility studies and research into examples of integrated sites and their legal structures. The Council proposes joint and co-operative use arrangements in multi-purpose facilities. The Council's methods included obtaining expert advice, and public opinion was sought on the Cultural Precinct concept plan, the performing arts centre and the CRC. For example, comments could be posted on the Shire website.

Busselton's realised and proposed converged institutions have a high to moderate degree of ease of physical access for patrons, and this will encourage visitation. Furthermore, the ease of physical access to all the partnering organisations within or nearby is also high. For instance, the plans for the simultaneous extension to the library and the building of the CRC include the establishment of a bus stop immediately outside the complex and frontage to three roads, and there will be a linked walkway and a plaza between the buildings. In ArtGeo visitors can roam throughout the building, with connections established between most of the original structures. Patrons exit into the surrounds to access the re-purposed courtyard and stables. To further improve access, ArtGeo staff have suggested the construction of a footbridge to link the buildings on both sides of Queen Street.

The opinion of case study participants varied as to internal layout of the proposed convergence. Some interviewees opted for shared space and shared collections; others preferred separate rooms for each section.

The issue of choosing partners for a converged institution prompted many comments from participants. Library staff have a realistic view of convergence possibilities:

> *"No way you could ever have a one-stop-shop with everything you could think of co-located with libraries";*

Potential partners suggested by some interviewees included a very broad view that an advantage of having contrasting partners would be to revitalise the image of the library: *"Anything that knocks down the traditional opinion that libraries are a stuffy place where you have to be quiet"*. Other participants were, however, more cautious, seeming to favour partners that retained some of the existing atmospherics. As one participant stated, *"some other drawcard is acceptable, and I would prefer to see it co-located with a family history centre over and above a performing arts centre or a museum"*.

The notion of a café as a potential partner in a converged facility was popular;

> *"I really like that idea."*

> *"Cafés as an idea, I fully endorse it."*

> *"A café gives the opportunity of being a meeting place – young mums meet for coffee and then (hopefully) go on to do a library or family history visit".*

Non-cognate partners that increase potential patron traffic to the site are also supported. As one interviewee noted, *"Dunsborough Library is located in such a place – it has a gym and something else, and they've noticed an incredible match between activities and borrowing statistics".*

Participants from ArtGeo noted the tearoom partner leasing the former Post Office in the complex was both viable and accepted by nearby businesses as no other tearooms or cafés were down that end of town, and it was not seen as competition for neighbouring restaurants.

6.2.5.2   Finance

Case study participants and shire literature revealed Busselton's approach to funding convergence was similar to other recorded examples (Brennand, 2009a) in relation to start-up and operating costs, in that there is a considerable reliance on external grant-based funding, and also on private sector land and finance. For instance, as stated in the *Library Services Plan* (2008), for the new buildings and extensions, the Council would, *"pursue the possibility of regional developer contributions being utilised to construct the proposed Busselton Library* (p. 24), and to place the Museum in the expanded library there would be *"a joint funding proposal between the Busselton Historical Society and the Shire of Busselton with the State Local Government"* (p. 19). To commence the CRC ($5m estimated cost) the Shire obtained a $4.8m grant from Lotterywest and will contribute the balance. In relation to the $31m anticipated cost for the Performing Arts and Creative Industries Centre, Shire documents note that, *"The Shire would be hopeful of attracting a large portion of the capital cost from Government Grants"* (Shire of Busselton, 2011b, para. 9).

The Library Services Plan (2008) indicated the council is investigating the offset of costs in their future library branches via generating income. The measures taken would include inviting business facilities to the site; renting meeting rooms, lecture theatre and technology training labs; leasing café space to a private operator; and implementing a "Self-help fee for service" of equipment such as binders, copiers, scanners and printers. When asked what could be retailed at the Library, an interviewee suggested books written about the Busselton Shire.

6.2.5.3   Staffing

In relation to the proposed library convergence, the Busselton Council proposes the shared use of resources such as skills and resources. The Busselton Library staff recommend cross-training of employees up to a point, then *"have specialists for the library and for the cultural centre"*. The cross-sourced teams would optimise service to patrons, it would be *"the best for the customer",* remarked a librarian. An explicit duty list to prevent territorial disputes and uncertainty was advised by a library interviewee, noting that, *"If your role is clearly delineated, then the issues of your role and ambiguity would be resolved"*. Some staff thought wages should be different for the domains.

6.2.5.4   Processes

Council documents (such as the *Library Services Plan*, 2008) suggested a converged institution should have a common general enquiries counter. Similarly, a Busselton librarian proposed there be one library helpdesk, to be staffed by at least two people, one with local studies expertise, and the other with public library expertise. Shapiro and Long's (1994) research on re-engineered library services found that people fear having to learn a new discipline, and a Busselton interviewee noted, *"Staff fear feeling stupid if they get asked a question they can't answer"*.

The ArtGeo staff intend to increase the historical aspect and also the complexity of exhibits and services to the public. As one staff member remarked, *"the public are info savvy, and want multi-media displays"*. ArtGeo's plans include more outreach convergence and virtual convergence, such as linking exhibits and forging relationships with buildings with a similar history, on a local, national and international scale.

The recommendation of the literature (for example, Sayers, 2001) that regular meetings be held between the partners before and after the convergence was confirmed by the ArtGeo participants. They advised there are quarterly meetings of the site partners such as The Busselton Art Society and the Acting Up theatre group - *"Everyone comes together, otherwise it would be too easy to splinter off, and when one group is planning they should involve everyone else"*.

6.2.6   Busselton and the concepts of an information commons and a community hub

The origin of the information commons in the academic environment to share scholarly information, and the present-day form of the information commons that is in many university libraries were found to be familiar to some of the Busselton Library staff. The key features of a commons such as availability and free flow of information will be upheld by Busselton's post-

convergence plans for the memory domains. Users will find it easier to fulfil their daily information needs, and synergies between information and cultural services (local and distant) will be fostered. An ArtGeo manager noted it is important in order to provide users with global information and cultural resources, and a librarian observed the potential for virtual links between different research environments:

> *"we could create a training room and because a lot of family history resources can be accessed online we can branch out the potential for people to continue research at home, and have ongoing learning from home"*.

The delay in realising a commons in Busselton is not unexpected, with the literature (For example, Bailey & Tierney, 2002) noting the move from concept to reality is slow.

The case study visit also investigated the extent to which the district's library has become, or might potentially become, a social hub. The Council documents (Shire of Busselton, 2008, p. 19) recognise this potential, likening libraries to a *"village green"*, and noting that they had become *"destination points"*. Knowledge of the theory of "the third place" was also evident. The inclusiveness of libraries – which fosters community gatherings – was identified by interviewees, including one who noted that, *"Libraries are also a meeting point, a melting pot; everyone can meet at an equal level as they are all using the same resources"*.

It is apparent that the Naturaliste Community Centre already operates as a hub via the mix of site partners, and delivers some of the benefits from mergers such as convenience. Comments from the interviews included, *"it [the Centre] is a drawcard to the area, and it is an incredible advantage due to our busy lifestyle for a young mum to go to the gym and collect books at the same time"*. The interviewees also reported the proximity of the Busselton Library to the nearby shopping centre means many patrons combine their weekly visits to both. A similar example was found in the literature review, where in Manchester the Avenue Library and Learning Centre shares building space with a supermarket (N. Parker, 2011).

6.2.7   Busselton and the issue of professional identity

The Shire of Busselton's identity is grounded in its heritage; and this is the umbrella used to promote most of the municipal memory institutions. However the Busselton Library seems to be placed with information and community services, rather than the historic sector, such as the Museum and ArtGeo. The literature review (for example, AEC Group Ltd, 2010) did reveal that this grouping sometimes occurs, especially when the "community lounge room" model for a district's libraries is adopted.

Institutional identity in the district is mixed, with ArtGeo being holistically or inter-domain arts, compared to the Library and the Museum being single domain or "silo'ed". Furthermore, whilst the Library is intended by the Shire to serve as the anchor for a converged facility, they also urge that "*the library must retain its identity within any hub*" (Shire of Busselton, 2008, p. 14). This requirement that the Library retain its current identity may potentially impede the prospect for full and multi-dimensional convergence.

Yet the parent bodies and the staff note the compatibility of GLAM skills, and the flux or blurring of professional domains. A librarian remarked "*We [Collecting sector workers] have similar skills but different skills, but they complement each other*". Council planning documents reveal a good understanding of the changing roles of library professionals, predicting that:

> *Librarians will change their role from custodians of culture to knowledge navigators. These demands will require a new breed of library staff member. They will be archivists, technical facilitators and indeed at times technicians, learning facilitators, program managers and program and service providers* (Shire of Busselton, 2008, pp. 16-17).

This awareness and acceptance of the evolving skills of librarians will potentially facilitate convergence, but only partially, as interviewees support cross-training up to a point. One noted that it would remain necessary (for maximum service levels) to "*have specialists for the library and for the cultural centre, as [working in both situations] is not something everyone would do well*". This interviewee also believes that some allowance needs to be made for staff who are content with their current single-domain (silo'ed) professional role, and therefore, "*the new centre should cater for those that don't want to expand skills*".

Case study participants and the shire literature were tested as to the influence of names on memory institution identity. It was discovered that the change to "ArtGeo" from "The Old Courthouse Arts Complex" was prompted in part by resident confusion as to site purpose. For example, people arrived there expecting to be able to pay Shire fines. "ArtGeo" also indicates the location of the galleries – Geographe Bay forms part of the coast, and this title aids the distinction of "ArtGeo" from the high number of other art venues in the South west of the state. However, the name "ArtGeo" by not indicating past use of the site perhaps reduces a sense of the building's history and its significance to the district.

The suggestion that libraries be the anchor domain in a converged institution is supported by Busselton Council documents that acknowledge that libraries are "*a point of presence*" in a community (*Library Services Plan,* 2008, p. 24). Yet Busselton is an example of the uncommon situation when a memory institution other than a library has a higher profile in a district; in this instance, ArtGeo, the gallery and arts complex. However, when the Busselton Library and the

CRC physically converge it seems likely that the Library will be the entity most publically associated with that site, due to the Library having longer site tenure and larger floor space than the CRC.

6.2.8   Summary of Busselton case study findings

On the basis of this site visit, it is clear that the Shire of Busselton is responding to the evolving information and cultural sector, and to the 21st century's user demands, by pursuing institutional development, reform and convergence. However, the degree to which convergence – particularly site convergence or co-location – is supported might change. For example, although the Busselton Library-CRC convergence proceeded (see Figure 37 for building progress mid-2012), it was intended to end in 2016, with the Library moving to a new site.

Figure 37   The extended Busselton Library (Source: The City of Busselton 2012).

Furthermore, the Council literature (such as the *Library Services Plan*, 2008) has indicated that decentralisation of services is also being considered, via the creation of mini-information outlets, or "kiosk style" libraries. The literature (Hargrave, 2008) has indicated the convergence of libraries is sometimes temporary, and the monitoring of Busselton's approach to convergence presents an opportunity for future research.

6.3   York

This was the third of the four case studies undertaken. In terms of the categorisation of the location of the case studies in the methodology, York is a rural district.

6.3.1   Profile of the Shire of York

The town of York is situated approximately 85 kilometres east of Perth. The Shire of York covers 2010 square kilometres; the town population is 3800, and it is increasing at 3% per

annum (ABS, 2006; Shire of York website, http://www.york.wa.gov.au). York was the first inland European settlement in Western Australia, being established in 1831. This early establishment had led to a keen public awareness of York's important place in Western Australian history, and is reflected in the Shire's slogan, *"To build on our history to create our future"*.

The district farms sheep, beef and grain, and tourism is also an important part of the local economy. Incentives to tourism include activities such as ballooning and adventure camps, and York also holds numerous festivals, especially music. For example, the annual York Jazz Festival is renowned and very popular, attracting interstate and overseas acts and tourists. There is a visitor centre, which is located within the historic Town Hall (built 1911). The Shire of York has a number of information, cultural and community service developments pending. For example, there will be a new purpose-built archives and a new recreation centre.

6.3.2   Profile of York's memory institutions

6.3.2.1   The York Library

York Library is situated within the Shire's administrative offices at 1 Joaquina Street (next to the Town Hall – see Figure 38).

Figure 38   The York Town Hall (Source: The Shire of York, 2011).
                   Note adjacent (to the right) is the shire office and library.

The York Library is open 8.30am to 4.30pm on weekdays, and 9am to 12 noon on Saturdays. The interior of the Library is shown below in Figure 39. The Library is the only branch for the Shire, and it has a membership of 36% of the district's population (A. Bundy & J. Bundy, 2010)[41]. There are no OPACs or computers for patron use and the catalogue is also not available

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[41] This is less than the national average; NSLA (2011) advised 45% of the Australian population were library members in 2010.

via the shire website; it is on one computer for library staff use only. There is a separate computer to do Shire work. There is a telephone but not an email contact for the Library. It is noted that the York Telecentre – soon to be re-titled Community Resource Centre – is presently at 5 Joaquina Street, and offers many services that libraries elsewhere do, such as computer use, computer classes, room hire and document lamination. It is also a contact point for several educational and community services such as TAFE, Centrelink and TransWA[42].

There are three employees associated with the Library; one of whom – a part-time (0.5FTE) Library Officer – is solely dedicated to library work. The other two – Customer Service Officers – divide their time between library duties and Shire counter service (for instance, licensing), and an interviewee reported that the Shire duties take precedence over their library role. Such precedence in co-located services has been reported by previous studies (for example, Monley, 2006). None of these employees are qualified to a professional level. As a customer service officer stated, *"the last librarian left six years ago"*.

Figure 39   The York Library Interior (Source: The Shire of York, 2011).

6.3.2.2   The York Regional Archives

The York Regional Archives is located in The Old Convent (see Figure 40) in Railway Street, and is open only on Wednesdays, between 10am and 3pm. The Archives contains such items as cemetery records, rate books, maps and plans, microfiche copies of Births, Deaths and Marriages and microfilmed copies of newspapers. It costs $20 to become a friend of the Archives, and this membership enables free research for one year. More fees are incurred if researcher help is needed. The York Society Inc, an affiliation of the Royal Western Australian

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[42] Technical and Further Education institutions, the Commonwealth Department of Human Services and the Western Australian Public Transport Authority, respectively.

Historical Society, manages the Shire's archives (see York Society Inc website, http://www.yorksoc.org.au). This means the care of this public collection of the Shire of York is in private hands.

Figure 40   The Old Convent (Housing The York Regional Archives)
                 (Source: The York Society Inc., 2008).

6.3.2.3   The York Shire records

The York Shire's records unit is staffed by two employees (Records Officers), who work in the same Shire administration building as the Library. Their working hours are Monday to Friday, 8.30am to 4.30pm. There are monthly Shire staff meetings which library, [current] records, and Council administrative staff all attend.

6.3.2.4   The York Residency Museum

The York Residency Museum (see Figure 41) is located at 4 Brook Street. It is both a historic building (It was built in the 1850s as a home for the Resident Magistrate; it opened as a museum in 1972) and a collection repository; thus embodying the notion of heritage "double-dipping". The York Residency Museum is open Tuesdays to Thursdays between 1pm and 3pm, and on weekends and public holidays between 11am and 3.30pm. The Museum charges an entry fee of $4 for adults, and $3 for seniors. The themes of the exhibits include convicts, ceramics and Chinese market gardening. There is an in-house computer with a historic photograph database (although no website) and other hands-on activities. The Museum is staffed by one full-time curator, and a team of volunteers.

Figure 41   The York Residency Museum (Source: The Shire of York, 2011).

6.3.2.5   Profile of other York memory institutions and historic sites

The York municipality also has a mix of privately owned collections (such as a motor museum) and heritage sites (such as The Old Gaol and Courthouse (1895), which is under National Trust management). A number of historic houses and homesteads have become hospitality and accommodation venues – for example Wansborough Cottage, built in 1859 – and The Old Flour Mill is now a commercial gallery (spanning art, jewellery, glassware and furniture), plus it hosts weekend markets.

The heritage trails throughout the district of York feature both public and private sites. Examples include the Avon Walk Trail (1.5km), the Ballardong Noongar Six Seasons Garden Walk and the Drive Trail (with stops such as Skein Cottage).

6.3.3   York's proposed convergence

The research revealed that the York Council has considered increasing the collaboration and convergence of its information and community services. For instance, after a strategic planning forum in 2007, the Council produced the "*Shire of York – York Community Resource Centre / Colocation Facility Business Plan* (2008), whereby the old York Primary School would be purchased and redeveloped to contain (among others) the Library, records, the Telecentre, the Visitor Centre and York's community radio station "York FM". The selection of partners represents the categories of collecting sector, related and contrasting convergence. These various parties would vacate their current locations. The degree of convergence that was proposed was limited to physical convergence – the parties would be in one building but in independent sections or zones. However, there would be some shared or common areas. The Business Plan also entailed convergence of management by the Shire for some services, with a legal structure of mutual partnerships between the Shire and the remaining parties, such as the

York Toy Library. Tenders for design and construction were submitted to Council in November 2008. However, at a subsequent meeting it was ruled that no tenders be accepted and that further investigation must be undertaken, thus postponing this proposed convergence.

6.3.4   York and the aspects of convergence

The case study revealed that the York Town Council, and some York organisations and residents have a positive attitude to collaboration and convergence. For example, the Council joined the South East Avon Voluntary Regional Organisation of Councils (SEAVROC), which began in 2005 and spans five shires in the Avon Valley. The SEAVROC initiative recognises the drivers and advantages of co-operation (SEAVROC, 2008), and it has a goal of improving Shire and Council services through various mechanisms of sharing and support. Another example is the convergence of the York Harness and the York Racing Clubs, into one physical site and under one management. This arose from financial reasons, which matches the earlier identification of attempting to counter tight budgets by reducing overheads as a primary reason for convergence. Furthermore, membership of a collaborative association – the Country Arts Network – has been taken up by some societies in the district, to increase their profile.

The case study interviewees displayed varying levels of awareness of examples of convergence, partnerships and co-location, including knowing of the Wanneroo Library and Cultural Centre.

6.3.4.1   Drivers of convergence

The proposed convergence in York was viewed as an opportunity to develop better collecting and community facilities. The *Shire of York – York Community Resource Centre / Colocation Facility Business Plan* (2008) noted that the buildings that current house community services are substandard if not actually hazardous (For example, "*The York FM community radio station is located in an asbestos-clad house which is in need of major repair or demolition",* p. 9) and the co-location plan would bring the community groups together and allow better surroundings.

The implementation of the plan would also improve access for staff and patrons and result in improved services. For instance, the Shire records were at different sites including the Depot, which inconvenienced staff and delayed access to them (*"This situation is unsatisfactory as it creates problems when documents are required by Council or the community"*, ibid.). The Business Plan also indicated that the Council required more space for its governing duties, and that this would be most efficient if space was found in the administrative offices. That the site restrictions of the administrative offices was a driver if convergence strategies were to be pursued was acknowledged by some of the case study participants -*"We do not have room in this building [for convergence]".*

York interviewees also identified a driver of convergence as the need to stretch existing staff resources, with one noting that; *"the Library is getting quite busy, especially with the town population increasing"*.

Comments from interviewees and the literature about the Town of York indicated the proposed convergence was prompted by the possibility of an improved public profile of the region's collections and services and also economic regeneration of the district.

The proposed convergence in York is fuelled by a high level of staff interaction and socialisation. For example, interviewees reported knowing not only their York GLAM counterparts but their other information and community service colleagues, such as the two Visitor Centre employees. There is already some commonality in aspects of the reporting structure for staff at the existing memory institutions, and thus there is already a shared understanding of vision and mission. An interviewee described this as, *"everyone's on the same wavelength"*. There is also staff support for convergence with an interviewee commenting *"next time you come maybe we'll all be over in the school – it will be fabulous"*.

6.3.4.2 Barriers to convergence

The potential convergence in York faces many barriers, some of which have resulted in the current delay. For example, there are differing levels of perception of the need for convergence, due to many of the information and cultural sites in York being already in close proximity. One interviewee remarked, *"York is so compact anyway – the Archives is just around the corner from the Library"*. There is also a lack of finance for collecting sector needs – as one interviewee said, *"[The] Library is the poor cousin as it doesn't bring in any money,* and another impediment is the differences in the costs to users of York memory institutions.

The intrinsic complexity of convergence was seen as a barrier. For example, the Records Officer stated, *"I think it would be beneficial. Whether they could make it work or not is a different story"*. Another barrier to merging that an interviewee identified was *"departments which don't have a full understanding of all the different requirements of each specialist sector's needs"*.

As recorded in previous examples in the literature (Chan, 2008), some problems have arisen from variations in York's memory domain management, ownership, and staffing, in particular the mix of paid and volunteer workers. Interviewees noted both intra and inter domain staff and volunteer disharmony had resulted in, *"infighting"*. Some of the problems in this regard might be magnified in smaller communities, with an interviewee noting that these problems are *"one of the things that happens in a small town"*. It was discovered that the level of communication between the domains and also between the Council and the domains fluctuated.

The reason the Shire has not proceeded with the proposed convergence has been unable to be determined. One interviewee speculated that it was voted against, though this does not appear to have been recorded. The case study with the highest proportion of non-qualified staff servicing memory institutions was York, and perhaps this lack of professional workers who might positively influence and implement convergence affected the outcome of the proposal.

6.3.4.3   Advantageous outcomes of convergence

Potential advantageous outcomes of the proposed convergence were speculated upon by the interviewees, with one stating *"the advantages* [of convergence] *are pretty obvious – pulling things together like local studies, history, libraries, museums…some places have archives like we do in York, making public access easier"*. Other potential benefits that were named were greater staff resources *"they can all pitch in to help when it is needed",* and improved access to information for users via a merged database. For example, an interviewee highlighted the possibility of sourcing digitised archival items and other online archive information via login at other institutions - *"information is accessible to everyone"*.

6.3.4.4   Disadvantageous outcomes of convergence

Interviewees identified a number of potential disadvantageous outcomes of the proposed convergence. These included redundancies - *"I don't know whether it would put people out of a job"*- and the loss of meaning -*"the destruction of the synergy"* - when collections once housed in a historical building that relates to their content are moved to another unrelated building. Such a move was also seen as lessening the *"drawcard"*.

There were concerns about privacy and the operation of freedom of information laws from the virtual convergence of holdings. For example, the Records Officer stated, *"I think that there needs to be a few restrictions with regards to personal information if we were to have access to the same databases"*. Interviewees forecast the prospect of one domain *"knocking back applications for information"* and another domain *"handing it out willingly"*.

6.3.5   York's convergence procedures and suggestions for arrangements

6.3.5.1   Planning

The Shire of York Business Plan – Major Land Transaction – Purchase of Old York Primary School (2010) shows that the Shire thoroughly investigated the prospects for the convergence (including both physical and management convergence) of the region's memory institutions, in particular by researching needs, clientele and possible legal structures. Key players for approval, support and implementation of the convergence were identified, such as the CEO and Deputy

CEO and the Manager of Environmental Health and Business Services, and community feedback on the plan was sought.

The Customer Service Officer and the Records Officer who were interviewed both thought the Schoolhouse would be suitable for all the proposed entities and their services, with one stating there were *"lots of nice little rooms",* and they believed the proposed site partners were complementary.

6.3.5.2 Finance

The York Shire intended to obtain multiple sources of finance for the creation and operation of the converged institution. As documented in the "*Shire of York – York Community Resource Centre / Colocation Facility Business Plan* (2008), seven potential contributors were identified. These included the municipality's annual budget; the Federal Government's Infrastructure Australia grants; the State Government's Royalties for Regions scheme; a State co-location grant[43]; a Lotteries Commission grant; the Department of Culture and the Arts; and the Community Broadcasting Fund. The Shire recognised the financial savings in re-using the Schoolhouse heritage building rather than building a new facility, estimating that the total cost would be about two thirds of that required for a new building ($2.3m compared to $3.5m). The document also shows that an income stream would be provided by some of the tenants (for example, the Visitor Centre with a giftshop and the radio station York FM), thus offsetting the costs of providing collecting services. The planner also built in contingency funds, to counter (as the literature frequently shows – Powers, 2008) unexpected costs.

6.3.5.3 Staffing

Most of the interviewees recommended cross-training – *"I think it would be important to multi-skill people to be able to work in all different places"*; and also the pooling of staff. For instance, the Records Officer noted *"the Library works well here with the girls [also] at the front desk"*. The Customer Service Officer suggested one helpdesk be installed, to increase service efficiency and reduce the frequency of staff switching desks.

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[43] *The Regional Collocation Funding Scheme* was launched by the WA Government Department of Regional Development and Lands in May 2000. Its objective was to support the purchase or establishment of premises that would be multifunction outlets, co-locating a range of community and government services. The scheme was superseded in 2010 by *The WA CRC Network Building And Infrastructure Fund And Regional Collocation Scheme*; however this new scheme is similar in nature (Government of Western Australia. Department of Regional Development and Land, 2010).

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The interviewees also indicated that regular "refreshing" of training would be necessary. For example, the Records Officer stated in relation to licensing duties *"I have been told if you do not do it often enough you forget parts and it changes quickly"*.

6.3.5.4   Processes

Interviewees thought the weekday opening hours for the partners in the proposed converged institution should be uniform; however they thought the weekend times should vary. For instance, one staff member thought the Visitor Centre but not the Library and the Telecentre would be in demand on Sundays – *"everything 'touristy' is on the weekends"*.

6.3.6   York and the concepts of an information commons and a community hub

The many partners proposed for the Schoolhouse redevelopment would offer easier fulfillment of user information, cultural and social needs, and would escalate the opportunities for joint delivery of activities and services, also to the benefit of users. Some of the interviewees voiced support for virtual convergence of York's information and cultural databases to maximise the availability of information, which supports the rationale of an information commons. For example, the Records Officer commented, *"I think it would be good to have a lot more of the information they have down there, here; or accessible to us"*.

The case study investigated the notion of the district's memory institutions becoming a community hub. At present the Library's teaming with Shire services creates a sense of a work place rather than a place of recreation; and the limited opening hours of the Archives restricts community visitation. However, the offering of refreshments at other memory institutions such as the Museum does increase the social as well as information-seeking elements of a visit. If convergence proceeded then one interviewee believed *"I think it [the memory institutions] would get used more if we were all in together and we would get a lot more local people coming through"*.

It does seem surprising that convergence has not progressed in the context of a small(ish) country town, given that the literature (for example, Boaden & Clement, 2009) showed convergence frequently occurs at the "grassroots level", and also that – with finance as a primary driver of convergence – rural memory institutions often have smaller budgets than their metropolitan counterparts. Furthermore, with the lack of technological infrastructure (such as the broadband network) in rural areas and the isolation due to distance, it is could be argued that the need for information and social interaction at a hub would be high. Perhaps the ease of physical access to memory sites and community and social places (usually all within walking

distance) in the York town (as for many rural environments) has reduced the impetus for convergence.

6.3.7   York and the issue of professional identity

The case study interviewees revealed mostly positive opinions regarding the convergence of professional identity. The Customer Service Officer explained that the library and administration duties of her role meant her identity was affiliated with both services as it was already converged via title and role. The possibility of working in other fields was welcomed by the Records staff member, and the Museum Curator supported some degree of cross-training of staff, but indicated specialisation would still be necessary. The Records Officer agreed, noting that to fulfil the Museum and/or Visitor Centre roles *"you need to be fairly knowledgeable about the town… [Some people] would not be able to cover them"*.

In terms of institutional identity, the Library is currently physically subsumed by the Shire offices, thus making it (rare for libraries in instances of convergence) the smaller player and not the anchoring function at a site.

The issue of the importance of titles to the formation of identity was also investigated, with the interviewees being asked to suggest names for a potential converged institution in York. The Records Officer expressed the view that there should be one overall name, although the section titles should remain specific to relevant zones of the building. The Customer Service Officer also replied that a new overall name should be applied to the site, and that this name must indicate the municipality (i.e. include "York") for clarity to the public of the institution's purpose.

6.3.8   Summary of York case study findings

The proposed convergence of some of the Shire of York's collecting and community services might yet come to fruition in some form. However, the Old York School was renovated for use by private sector firms, and now serves as the York Commercial & Medical Centre (see Figure 42).

Figure 42   The renovated Old York School (Source: REA Group Ltd, 2012).

It may be the case that the formation of a single physical memory institution is unlikely, due to the York Council's later plans for a new Telecentre (arising from the State Government's Royalties for Regions Scheme) and a separate archives facility[44]; the immoveability of key historic sites and the private management and/or ownership of items.

6.4   South Perth

This was the final of the four case studies undertaken. In terms of the categorisation of the location of the case studies, South Perth is a metropolitan district.

6.4.1   Profile of the City of South Perth

The City of South Perth (slogan *"A City for Everybody"*) is located 4 kilometres south of Perth and covers 19.9 square kilometres (City of South Perth website, http://www.southperth.wa.gov.au).

The municipality was established in 1892, attained City status in 1959, and the population as of 2009 was 43 776. The land use in the municipality is mostly residential, with some retail areas and extensive parkland, particularly along the river foreshore. The City of South Perth is distinguished in Western Australia by being the local government area where the Perth Zoo (1898) is located. The municipality of South Perth has two local public library branches; there

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[44] The York Regional Archives are moving to a purpose-built facility in the Sandalwood Yards on Avon Terrace, in August 2012.

are also two heritage sites that are pertinent to this study. Membership of the City of South Perth libraries is 48% of the district's population[45].

6.4.2 Profile of South Perth's convergence: The South Perth Library and Community Centre (SPLCC)

The South Perth Library and Community Centre (SPLCC) is located on the corner of Sandgate Street and South Terrace. The next-door building (to the north) is the City Council Chambers and Administration Office; to the west is Ernest Johnson Oval.

The South Perth Library and Community Centre (see Figure 43) is a "footprint site"; that is, the previous building was demolished and the new one built at the same location. Demolition and re-construction commenced in mid-2009, and the Centre opened in February 2011 (City of South Perth, 2011b). There are two memory domains in the centre (a public library and a local history collection); an adult education centre; a child and maternal health clinic (related and contrasting partners respectively); function spaces for hire; a "Community Incubator" office, and an office for a Justice of the Peace. Thus the SPLCC represents collecting sector, related and contrasting convergence. The building is two storeys high, but the slope of the land means that access to the upper level does not necessarily entail the use of stairs or an elevator.

Figure 43   The South Perth Library and Community Centre
(Source: The City of South Perth, 2012).

6.4.2.1 The South Perth Library

The South Perth Library is on the upper floor of the SPLCC. The opening hours of the Library are 9.30am to 5.30pm, Mondays and Fridays; 9.30am to 7pm Tuesdays to Thursdays, and 10am

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[45] This is higher than the national average; NSLA (2011) advised 45% of the Australian population were library members in 2010.

to 4pm on Saturdays. The Library's webpage with an interactive catalogue is available onsite and via the Council website; and it has a blog. Of the four case study libraries, only the South Perth Library had a publically available mission statement. The Library's mission is; *"To provide and promote equitable access to a modern efficient library service which supports the intellectual and cultural needs of the local community"* (City of South Perth, 2010c). As part of the Library's re-build, an IT room was added.

During the 18 months of construction of the Centre, the City of South Perth opened a temporary library site at the old police station in Mends Street; operated the reader services from another site, and also placed library staff at the original site to pack and move the holdings and equipment. The Library collection from the original South Perth branch was broken up, and a large percentage was stored.

6.4.2.2   The South Perth Local History Collection

The South Perth Local History Collection's mission is "*The collection is a source of knowledge, ideas, stories and memories. It is developed and managed as a community resource to inspire, educate and inform the community and visitors and to contribute to the conservation of the history and heritage of the City of South Perth*" (City of South Perth, 2011a).

The Local History Collection is shelved near the large print book aisles of the South Perth Library, and the collection is available during the Library's opening hours. Specialised assistance in the form of the "Library Officer – Local Studies" is only available five days a week. The physical convergence of the Local History Collection with the public library will also soon be virtual, as local history items are currently being catalogued and digitised.

6.4.2.3   The South Perth Learning Centre

The adult education centre is titled the "South Perth Learning Centre", and it is operated by an incorporated voluntary organisation. The office hours of the Learning Centre are 9.15am to 5pm weekdays, and 9.30am to 12 noon on Saturdays.

6.4.2.4   The South Perth Child Health Centre

The child and maternal health clinic is titled the "South Perth Child Health Centre" and it is an amalgamation of the former Kensington Child Health Clinic and the South Perth Child Health Clinic. The South Perth Child Health Centre operates Monday to Friday by appointment, and "walk-ins" are possible on Thursdays from 9.30am to 11.30am.

6.4.3   Profile of other South Perth memory institutions and historic sites

6.4.3.1   The Manning Library

The Manning Library is the second and smaller of the two City of South Perth library branches. Manning Library is located on Manning Road, and the nearest cross-street is Goss Avenue. This site was described by staff as a bad location, with incidents of anti-social behaviour (*"lurkers"*), and they also remarked that the library building was outdated. The interviewees reported that the Council is considering shifting the Manning Library to Welwyn Street, which has existing retail development (a dozen local shops) and a sports oval. The new building will be a converged institution: It will contain the public library branch, a multi-purpose hall for sporting organisations, a clinic and facilities for an Aboriginal group, and possibly a café. Thus the plan for Manning Library is site convergence[46], with one memory domain and non-cognate (contrasting) partners.

The community feedback to this proposal has been mostly positive, and a design brief will soon be tendered.

6.4.3.2   The Old Mill

The Old Mill (see Figure 44) was built in 1835, and is the oldest industrial site in Western Australia. The Old Mill is situated on Mill Point, which is on the Swan River foreshore near the Narrows Bridge. In 2010 the City of South Perth publicised its long-term vision of revitalising the precinct (City of South Perth, 2010b).

The Council's aims are to maximise the position of The Old Mill and celebrate its historic value while fostering the development of the suburb. The plan is to restore and enhance The Old Mill; install a museum and art gallery, restaurant, café, and retail outlets; renew the Miller's pond; and build a flying fox and also a pedestrian bridge to link the Mill site to Kings Park. Cyclepaths and moorings will be upgraded, and a jetty may be built. Also, a piazza outside the mill will be constructed, to host public events. Finally, an island will be preserved as a black swan habitat. The Council hopes the convergence of all these elements will result in *"a cultural and recreational destination for locals and tourists"* (City of South Perth, 2010b, p. 1).

Thus the planned convergence at The Old Mill of two memory domains (museum and art gallery) with non-cognate partners is categorised as collecting sector and also contrasting convergence.

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[46] Remembering that in this thesis the phrase "site convergence" has superceded "co-location".

The majority of feedback after community consultation was positive; however concerns were raised by residents about increased traffic and commercialisation in their area.

Figure 44   The Old Mill (Source: Gnangarra, 2006).

6.4.3.3   Heritage House

Heritage House (see Figure 45) was built in 1904, and is located at 111 Mill Point Road; the nearest cross-street is Mends Street. The building was formerly the Council offices; it became a cultural site in 1992 to showcase objects of local history. The local history collection contains items relating to prominent residents such as May and Herbert Gibbs, and Walter Murdoch, and also includes district-related photographs, archives, oral histories, newspapers, rate books, reports, theses and texts. Most of the collection was transferred to the new library building, although parts remain in storage. Heritage House was closed in 2011. Previously when it contained the local history collection, Heritage House was open Mondays to Fridays from 10am to 4pm, and admission was free. In this usage it represented an example of "double-dipping", with visitors being able to appreciate both a historic site and a collection.

After Heritage House was closed, a news article indicated the Council's intention of leasing the building to a private company (Lavalette, 2011).

Figure 45   Heritage House (Source: The City of South Perth, 2011).

6.4.4   South Perth and the aspects of convergence

The interviewees believed CMIs are appropriate for the 21st century's collecting sector - *"I think it is a natural fit",* the Library Manager stated. Case study participants showed awareness that the trend to convergence is ongoing and consequently will affect their particular institution. One employee commented, *"Once we [all the partners] get in, we can look at the bigger picture [of interacting]"*; and another employee described the opportunities the new converged facility offered as "*very exciting".*

6.4.4.1   Drivers of convergence

The drivers for the convergence of the SPLCC were identified by the city's councillors as patron and economy-based. The re-design of the building, the addition of services and reformation of existing functions would *"better meet the changing needs of the community";* and the project would *"support jobs during uncertain economic conditions"* (City of South Perth, 2009a, paras. 6-7). Another impetus was the chance to incorporate "green features" into the design, with the claim made that *"[this is a] new and exciting direction for community buildings…Government has a responsibility to set an example by incorporating sustainability into their projects"* (City of South Perth, 2011b, paras. 6-7).

6.4.4.2   Barriers to convergence

South Perth experienced some barriers to its convergence. The interviewees reported some people were frightened of change, and the Learning Centre initially viewed the Library as a rival for clientele. The interviewees also reported that some patrons queried the need to build a new library, and residents unhappily forecast a subsequent rate increase to cover the costs. Convergence in South Perth was also hindered by the staff involved lacking certain skills – for instance, participants advised that project management, change management and data migration training would have assisted them.

6.4.4.3   Advantageous outcomes of convergence

There were numerous benefits to the municipality and its stakeholders from the convergence of the South Perth Library and Community Centre. The Council attained cost savings via the "green features" of the building's design reducing utility bills. For example water is harvested from the roof; there is natural ventilation, and photovoltaic cells for energy generation (City of South Perth, 2011c). Thus the building of the SPLCC is an example of convergence being used as a springboard for other beneficial changes.

The memory domains now have more space. For example, the Library's floor space has increased almost 50%, and the local history collection has more room than at its previous site in Heritage House. This was illustrated by the Local Studies Library Officer advising that beforehand metal objects were stored away, and *"now we can bring it out"*. There is a better environment for the collections – as an interviewee advised, *"the conditions [for the local history collection] are a lot better than at Heritage House"*, and the relocation of the local history items has corrected *"the fragmentation of our service"* that existed when the collection was split between Heritage House and the South Perth Library locations. The convergence has established relationships between the site partners – for example, the Library Manager reported there was no previous interaction with the adult education centre.

Library membership has increased. For example, the Library Manager reported there were more than 70 new memberships in the third week of opening. This is a very positive outcome given that the rate of library membership in the district was already above the national average. Staff skills have been developed from involvement in the project and the commencement of cross-training; and their task variety has also risen.

The interviewees also identified the advantageous outcomes from the convergence to include greater attention to and maintenance of collections – for instance regarding the local history items, *"it has not had the spotlight on it for a while, but can change now"* [due to more

resources]. The pooling of staff has also resulted in more rapid progress on projects such as digitisation.

The patrons have received many advantages from the convergence. The services have changed and improved, particularly in efficiency; *"people come in to the staff and say 'we like it', they like the speed possible – the auto return chute and the self-check-out"*. There is improved physical access to both the Library and the local history collections in terms of location, opening hours and days. This has resulted in a higher profile for the local history collection; "People can appreciate it more". The Library Manager explained that, *"whilst Heritage House was a lovely little building, people would drive or walk past and not wander in"*. There is also improved virtual access to the Library, with the website being upgraded.

Furthermore, the patrons now have enhanced educational opportunities via the proximity of the Library and the Learning Centre. As one interviewee noted, the convergence has enabled patrons to have multi-purpose visits; *"now the library is open on Saturdays, when the park is busy so a lot of people will watch from the reading lounge"*. The appeal of the various attractions at the site delivers mutual benefits to the partners.

6.4.4.4 Disadvantageous outcomes of convergence

There were a number of disadvantages of convergence evident in the experience of the South Perth Library and Community Centre. The Library Manager stated that the *"process up to this point [has been] very challenging and difficult"*. In particular she highlighted the challenge created by the nature of the building process that involved substantial disruption compared to other recent public library redevelopments in Western Australia.

> *"The whole move back into the building was going to be logistically challenging – not like Wanneroo or Vincent or Bunbury, where they moved out of their old building and put it into a new building. Ours was all these different components to bring back together".*

There were compromises to plans – for instance there is piping through the (local history) archival room, which constitutes a water damage risk – and a request for a humidifier was not granted.

The timeframe for the new building was exceeded. The SPLCC was unfinished (for example, the interiors of the ground floor rooms for the child and maternal health clinic were still being completed) when it opened to the public, and therefore not all partners were in residence. The interviewees reported that the Council placed a rush upon staff to open the Library.

"It's frustrating as it is a work in progress and we are not ready [as at interview date 25 February 2011] *and it would have been nice if we had had the luxury of another month to get everything as we would have liked."*

Building defects meant no practical completion certificate was issued prior to commencement of services, and the physical access to the library site has worsened due to a parking shortage for both staff and patrons. Although parking shortages are a problem often encountered by new buildings, in the instance of South Perth it is a disadvantageous outcome, as the convergence means more staff work at the site and more patrons are visiting.

The interviewees also reported that library staff had a low level of input into the library plans. For instance, the local history employee had *"no look in",* and when they were consulted some of the ideas (such as those of the Library Manager) were not present in the final version. Other library-to-council communication was described as being occasionally inadequate, as was library project staff communication to those library employees who were not directly involved in the re-build.

The delineation of staff into the project team for the move and those not involved disrupted the library's team unity, and the redevelopment of the South Perth Library branch has resulted in morale issues at the Manning branch. Difficulties arose when there was turnover in project staff, and when some library employees took extended leave.

Whilst – as McPherson and Ganendran, (2010) attest – convergence is often an opportunity to transform service delivery in the domains, this magnifies the effort required, and frequently extends the implementation time. One example of a service change that the SPLCC made was to introduce RFID at the same time. This complicated the re-building project, especially because the vendor was from interstate, and had to travel to Western Australia in order to fix onsite problems and also to train the South Perth staff.

The interviewees reported instances of patron dissatisfaction with the new facility and the changes that were brought in simultaneously with the convergences. Some clients do not like the high ceilings (these were part of the cost saving "green features" of the design), and negative as well as positive comments were made about the self check-out machines and RFID. The temporary unavailability of the May and Herbert Gibbs items from the local history collection also disgruntled some patrons.

6.4.5 South Perth's convergence procedures and suggestions for arrangements

6.4.5.1 Planning

The South Perth Council consulted the community in relation to their various plans for information, cultural and community services.[47]

The choice of the partnering organisations at the SPLCC was considered to be complementary by the Library staff that were interviewed. For example, the interviewees noted that the soon to be opened child and maternal health clinic would have crossover with some of the Library's activities, such as the Rhymetime and Better Beginnings early literacy programs. The interviewees also advised that the staff at the South Perth Learning Centre often recommended that their clients join and use the Library to assist their education.

6.4.5.2 Finance

The City of South Perth obtained funding assistance for the development of the SPLCC, with $2m of the total cost of $11.5m provided by the Federal Government and Lotterywest providing a grant of $1.5m (City of South Perth, 2011c).

6.4.5.3 Staffing

The cross-training of staff and subsequent cross-domain rostering has been implemented. The Local Studies Library Officer is receiving training in public library duties, and will be manning the enquiries desk. The library staff will be instructed in the local studies role to ensure patron queries can be answered throughout the Library's opening times.

The convergence between the public library and the local history collection can be considered as an example of inter-domain convergence. The similarity of partners in this type of convergence means the extent and variety of training is often small, and quickly accomplished.

6.4.5.4 Processes

The Library Manager sought advice from colleagues at other recently-built and/or converged libraries. Such action was frequently reported in the literature (for instance, E. Barton & Weismantel, 2007).

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[47] Whilst the manner of consultation in South Perth was not disclosed, it is noted that in Western Australia the local governments usually consult the community via focus groups, surveys, holding public meetings and displaying plans on websites and in council administration offices with an invitation to residents to submit written remarks.

The weeding of the local history collection is being done after the move, which contrasts with examples previously recorded in the literature such as at the Tresham Institute (JISC, 2008b), which refer to weeding taking place beforehand[48].

The Local Studies Library Officer shares office space with other Library staff. This arrangement fosters work interaction, socialisation, and the generation of ideas and innovations.

The Library had a "soft opening" by restricting the service hours in the first week. Staff commented "*We are happy to have a gentle build-up to being busy*". An open day was held on Saturday 19 March 2011, between 1pm and 4pm. This event not only showcased the facility by permitting visitors to explore all areas, but included a sausage sizzle; the hire of a "bouncy castle" to entertain children, and the provision of music, to make it a community event. The official opening of the South Perth Library and Community Centre took place on 6 April 2011. The event was hosted by the City of South Perth Mayor James Best and the guests included the Governor of Western Australia and members of State and Commonwealth parliaments.

6.4.6   South Perth and the concepts of the information commons and a community hub

The findings of the research are that the convergence at the South Perth Library and Community Centre has advanced the notion of an information commons by improving environmental conditions for information and cultural items and increasing the availability of information and services to the public. The integration of the local public library collection with the local history collection, to a single point of physical access, and shortly also to a single point of virtual access, is a particularly critical gain. Furthermore, this convergence brings the South Perth library services into line with most other municipal public library services in Western Australia. The flow and creation of information has also been enhanced by the proximity of both the Learning Centre and the Health Centre to the Library's resources, the local history catalogue's establishment of links to other Western Australian online resources such as the "Our Page in History" hosted by the State Library, and the Library's provision of wifi internet services and computers for patron use. Thus the fulfilment of user daily information needs is improved, and the integration and/or proximity of partners will enhance the manner and diversity in which social needs are addressed.

The research also investigated the possibility of the SPLCC becoming a community hub. Interviewees stated that present-day library patrons want to come in *"for more than a book";* and agreed that modern library services and activities should diversify to this end. The design of the new South Perth Library is intended to encourage patrons to prolong their visits and make

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[48] Tresham Institute culled 3 000 titles (JJISC 2008b).

the Library their "third place". For example, staff reported that the new reading lounge is very popular; it has a large table, couches, vending machines (one for snacks and one for coffee), racks of magazines and newspapers. The "third place" characteristics of the centre were recognised at the official opening, by the Governor of Western Australia Dr Ken Michael when he stated that, "*[The building] offers residents a sense of happiness and pleasure through the facilities and services provided*" (City of South Perth, 2011c, para. 4).

The converged South Perth Library may soon open on Sundays, thus making the site available seven days a week. This has been requested by patrons, not only for greater access to the collections and resources but also to use the library as a social gathering point or "hub" concurrently with sporting events at the adjoining oval.

6.4.7 South Perth and the issue of professional identity

The professional identities of local studies librarians and public librarians are – as discussed in Chapter 3 – perhaps the most similar among the collecting sector. An interviewee from the South Perth Library stated that, *"the public believe local history and library go hand in hand"*, and indicated cross-training of the staff in order to service both domains was underway. The Library Manager also reported her awareness of the trend in the collecting sector for cross-over in professions.

As with other reported examples of convergence, the South Perth Library branch used the convergence as an opportunity to re-invent the Library's roles, and thus change some aspects of professional identity. Staff no longer remain behind desks and wait for people to come to them, but rove the floor.

The Library Manager said, *"I don't want to see people sitting at a desk covering books, I don't want the customer to feel that they are interrupting – the focus is to be on the customers ... this change confused staff at first, but now they are embracing it"*. She noted the staff find their new duties more interesting and that they are giving a higher level of service.

The interviews also sought the opinion of staff on institutional identity; and this concept was further investigated via examination of literature recorded about the Centre. It was discovered that the exterior design of the building has been described as resembling a hardbound book (City of South Perth, 2011c), thus reinforcing the presence of the Library. The colours used at the front of the building (see picture) are sourced from the City logo, to further align with district identity. However, the bright yellow has drawn negative remarks from some patrons. The proposed commercial re-use of Heritage House has met with resistance – for instance the South Perth Historical Society President Lynn O'Hara is concerned that Heritage House will lose its cultural identity (Lavalette, 2011).

The staff believe that the name "South Perth Library and Community Centre" is easily understood. One reported that, *"Civic Centre Library" was the previous title and this was a bit generic – not telling you which local government";* and another that, *"we've tried to make it [the name] very accessible; a conscious effort in the name to say where it is and what it is".* They compared the site name to others in the municipality, noting that other names led to ambiguity or misunderstanding.

> *"There seemed to be a bit of a barrier as people didn't understand what 'Heritage House Cultural Centre' was".*

> *"[Heritage House] used to get phone calls that should have been directed to the building and planning department".*

When the researcher raised the lack of the inclusion of "Local History" in the title of the Centre, a staff replied that it was, *"best not to have Local History in title yet as the collection still has a long way to go before [it is] ready for people to use it, such as databases".* The issue of the names of sites affecting the formation of a hub was raised, in particular how names do (or don't) entice and welcome patrons. The South Perth staff and parent body showed awareness of this issue, with the Library Manager noting that, *"Cultural Centre was a bit stand-offish... intimidating".*

6.4.8   Summary of South Perth case study findings

It is acknowledged that the timing of the visit to the South Perth Library and Community Centre might have affected findings. As the staff remarked *"It's early days yet"* and *"we are a work in progress".* This matter of timing notwithstanding, overall the re-building of the South Perth Library and its associated convergence appears to have improved the information, cultural and community services to the municipality, and is functioning as a community hub. Furthermore, the convergence of these services in the municipality will be increased if the plans for the Manning Library and The Old Mill precinct come to fruition.

Thus the findings of the South Perth district case study support the contention that memory institutions and their users benefit from convergence. The data also supports the notion of libraries as the anchoring domain for CMIs, especially to optimise the formation of a community hub.

Conclusion to chapter

The case studies reflected the finding of the literature review that CMIs are often unique via their combination of partners. The evidence presented also confirms the impact of partner choice on the implementation and experience of convergence. Further discussion and analysis of these points is in Chapter 7.

CHAPTER 7

COMPARISON, DISCUSSION AND ANALYSIS

Introduction to chapter

This chapter compares the findings from the four case studies. The two municipalities that have undergone convergence are compared, as are the two municipalities that delayed convergence, and then all four municipalities are examined. The municipalities' approaches to the concepts of the information commons and the community hub, and to professional and institutional identity are also examined. There is a focus on the library domain, in accordance with the argument that it is libraries that should be at the centre of the convergence of local government information and collecting services. The case study data is positioned against some of the results of the literature review and the survey analysis. This chapter also continues the building of a profile of Western Australian library staffing and services, and of the context of the current and future collecting sector.

7.1   Comparison of actual convergence: Wanneroo and South Perth

The convergences that were undertaken by the City of Wanneroo and by the City of South Perth have both commonalities and contrasts. These will be examined in the same sequence as the case studies were reported individually. To begin with, a key difference is that Wanneroo Library and Cultural Centre is at a new site, whereas the South Perth Library and Community Centre is at a "footprint" site; that is, the prior location of the South Perth Public Library. However both centres are in close proximity to their Council's Chambers and administration – The WLCC is directly opposite, and the SPLCC is immediately next-door. The buildings of the converged libraries in Wanneroo and South Perth were designed by the same firm, Peter Hunt Architects. During the case study visits, similarities were observed between these various buildings, particularly in the design of "back-of-house" library areas.

The types of partners involved in the Wanneroo and South Perth convergences differed. Wanneroo contains four memory domains, two non-cognate (commercial) partners and function spaces for hire; South Perth contains two memory domains; two non-cognate (community rather than commercial partners); space for two other community purposes (respectively, an office for

when a Justice of the Peace visits and rooms termed "community incubators", for fledgling enterprises to meet or work in) and function spaces for hire.

The convergences of Wanneroo and South Perth were similarly driven by patron needs and the hope of economic regeneration. There was no indication of barriers that the two districts commonly faced.

The advantageous outcomes of convergence that both Wanneroo and South Perth received were enhanced information services resulting from the synergistic relationship between the converged services; greater access for patrons via increased opening hours and days of the collecting organisations, and increased library membership[49]. The districts also benefited from increased staff skills, more joint outreach events and activities, and improved conditions for their collections. For example, a Wanneroo manager commented, *"I don't think you would even be able to fathom how great these rooms are if only you knew where they'd come from…to have everything so well maintained is just a joy for the museums".*

The multiplier effect on memory domain patronage that may occur in a converged institution was evident in the case studies. South Perth and also Wanneroo participants remarked that school children who visited the new facility on class excursions often returned with their whole families to sign up as members. This reflects reports from other CMIs of advantageous outcomes being amplified by word-of-mouth. For example, Newton (2011) reported that as the presence of the collections in the new Bendigo Regional Archives Centre becomes known, their use continues to climb.

The fostering of the information commons has occurred subsequent to the convergence of the memory domains in Wanneroo and South Perth via the increase in the availability, flow and participation in information and culture. Both case study sites aided patron discovery of collections by re-classifying and/or further indexing holdings, to match and/or link the collections of the domains. This action reflects examples recorded elsewhere about convergence, such as the Tresham Institute changing the arrangement of the holdings of the partnering libraries to strict Dewey classification order (JISC, 2008b), and Wairarapa Archive applying Library of Congress Subject Headings to their collection when they partnered with Masterton District Library (Green & Winter, 2011).

The disadvantageous outcomes of convergence that both Wanneroo and South Perth experienced were delays in construction, compromises to plans and a high demand of effort. Though such occurrences may beset any building project, the literature (Robertson &

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[49] Admittedly, library membership often increases when a new stand-alone library is built.

Thompson, 2008) reveals these disadvantages are not uncommon when a converged memory institution (CMI) is created. Furthermore, the probability of these disadvantages occurring in a converged institution is higher than that for a stand-alone facility due to the inherent complexity of convergence.

Both districts also faced temporary loss of access to parts of their collection. Wanneroo's museum holdings were stored when Gloucester Lodge was closed, and parts of South Perth's library collection were stored during the re-build. In addition the May and Herbert Gibb portion of the local studies collection of South Perth was unavailable immediately following the move from Heritage House to the new South Perth Library and Community Centre. Furthermore, both Wanneroo and South Perth still must manage historic sites, such as (respectively) Gloucester Lodge and Heritage House.

The Councils of Wanneroo and South Perth both sought the development of a "community hub" following the convergence of their collecting organisations, and in terms of the promotion of a sense of a "third place", both Wanneroo and South Perth Libraries strove not only to create a more inviting atmosphere (*"nice areas for people to sit"*, stated a Wanneroo interviewee) but also now permit patrons to consume food and drink.

Both of the metropolitan converged sites obtained multiple sources of funding. Wanneroo and South Perth were financed by their local governments, Federal Government and Lotterywest; and both converged institutions offset their ongoing costs by measures such as the rental of space. This attempt at revenue-raising reflects procedures at other converged facilities, such as the branches of Auckland Libraries. However, at the time of the case study visit to Wanneroo, the Co-ordinator of Library Services advised "*It [the WLCC] is not recouping costs at the moment…we are recouping some money but again this is a new concept for Wanneroo and so we are building that up*".

Other organisations have reported similar slowness in realising financial benefits after implementation (Hakala, 2008).

In relation to the discussions of both arrangements for staffing and the concept of professional identity, some participants in both of the metropolitan case studies were undergoing cross-training or had inter-domain qualifications, subsequently each site had teams that were cross-sourced.

In relation to the operation of the facility following convergence, both Wanneroo and South Perth participants noted the importance of ongoing interaction. This attitude reflects the recommendations from the literature (for example, Quihampton, 2010) to leverage the

serendipity that convergence favours. A Wanneroo focus group member said, *"It's the things that you do that make convergence, rather than the actual spaces"*.

The findings from the case studies of the two library sites that had undergone convergence reflect reports (Rodger et al., 2005) that most participants in collaboration and convergence were satisfied with the interaction and would repeat the experience. Similarly, the participants from Busselton's ArtGeo, a converged arts site, stated *"It has run fairly well…we've been fairly lucky with our convergence"*.

7.2 Comparison of proposed convergence: Busselton and York

The two rural case studies varied in the choice of type of site. Busselton's proposed CMI (comprising physical convergence of the library with the Local Studies collection, and site convergence with the Community Resource Centre) would entail the use of a footprint site; and York's proposed CMI (comprising site convergence in the old Primary School) would entail a move to a historic site and building.

The proposed convergences of Busselton and York were both driven by the need for more space. However, the space needs for Busselton Library were for staff and patron purposes, compared to the space needs in York being for council purposes. Busselton and York's convergences have experienced a number of similar barriers that have delayed or prevented progress. These included site and building restrictions (in terms of both size and modifications permitted), finance, disparity in staff wages (there is a mix of paid and volunteer workers), variation in staff skills, and different costs to users of the memory institutions (some are free to enter and others charge fees).

The two rural sites anticipated common advantageous outcomes from their convergences, such as better facilities and conditions for collections, improved access for users, an increase in staff numbers, and greater staff skills. There was only one disadvantageous outcome of convergence that was identified as common to both rural sites, and this was that both Busselton and York Councils would still need to manage, staff and financially support other historic sites in their districts following the proposed convergence. Examples are respectively the Old Butter Factory and the Old Convent.

When planning their convergence, both districts investigated various possible legal structures, and hoped to obtain multiple sources of finance. Both districts anticipated funding shortfalls in yearly operating costs if the planned convergences were realised – respectively $127 000 PA and $300 000 – $400 000 PA for the York Schoolhouse and the Busselton Performing Arts and Creative Industries Centre. The partners that were proposed for both Busselton and York were not only from memory domains but non-cognate entities, including community organisations

and commercial ventures. Most of the case study participants from the two rural locations supported the cross-training of staff, and most suggested (often drawing from past experience in other facilities) a combined help desk in the new institution.

This project's literature review also discovered evidence that convergence prompts "re-branding" of institutions, for accuracy, inclusiveness, and to reflect the evolution of the institution's identity. For example, Richards (2011) noted the joint initiative between Orange Family History Group and Central West Libraries was to be branded and worded in a way acceptable to both parties, and consequently they commissioned a marketing firm to produce a logo to use in the website, banner, badges and letterhead. Similarly, the Dublin City Library and Archive was re-branded when the archives joined the library location in Pearse Street – they were previously known as the Dublin Corporation Gilbert Library and the Dublin Corporation Archives (Irish Georgian Society, 2012). Re-branding was apparent in the Busselton case study – at ArtGeo, the change in title was made to encompass the services, businesses and facilities in the Old Courthouse Complex (Art Geo, 2007).

7.3   Comparison of all case studies

The finding that the two metropolitan case study sites have proceeded with convergence, compared to the two rural case study sites that intended but have postponed convergence, reflects Rodger's et al. (2005) conclusion that libraries are more likely to interact if they are in a metropolitan area. However, this data contrasts with A. Bundy's (1998) and also Monley's (2006) findings that library co-operation (joint-use and site convergence/co-location) is common in remote areas. The indication in the case studies of a greater likelihood of convergence in Western Australia's metropolitan areas is offset by the high number of rural respondents to the survey (10 of the 26 respondents, or 38.5%) whose library location was not stand-alone; that is, already converged. This statistic exceeds the findings of the Government of Western Australia's Department of Culture and Arts (DCA) (2005) survey that reported that 34% of collecting organisations in the state (irrespective of location, and excluding public libraries) shared a facility.

The analysis revealed similarities and differences between case study municipalities that were not dependent on location, and/or whether convergence was intended or had proceeded. For example, all case study district councils and/or staff were aware of the mutual benefits to partners from convergence, such as the *"siphoning"* of each other's patrons (Boaden & Clement, 2009, p. 8), and all districts experienced the lengthy timeframe inherent to convergence, as reported by numerous other converged facilities. For example, from concept to realisation, BRAC took 40 years (Newton, 2011).

Also, all the districts have historic buildings that house historic collections, thus reflecting the previously discussed notion of "a double dose or dip" of heritage. Hence all districts will or are experiencing the disadvantageous outcome of having to tend other historic sites following the convergence. As noted in the literature review, this is a disadvantage rather than a "given" or obvious expectation, as the ideal of convergence is for all a municipality's information and culture - however manifested or formatted - to be in one facility for greatest efficiencies and synergies.

A disadvantageous outcome experienced by both the WLCC and ArtGeo was disparity in partner opening hours. This contrasts with the arrangements at many other CMI's – for instance, at the Marion Cultural Centre, the Albury LibraryMuseum and Puke Ariki, the memory domains and their cognate or non-cognate partners have aligned their hours and are all open 7 days a week.

To initiate convergence, the Councils of York and Busselton prepared plans, and York and Wanneroo Councils prepared business cases. All the municipalities noted the importance of potential economic regeneration associated with convergence.

The case study findings confirmed reports (Collard, 2011) of the importance of a shared vision and values when converging. For example, an interviewee from the case study of Wanneroo attributed the success of the convergence in part to the common philosophy of the managers of Library Services and Museum, Heritage and the Arts *"because we had shared values, shared professional respect…we were both ready to take that step"*. Similarly, the Busselton Library and the ArtGeo staff were willing to collaborate to best serve the district – as one participant noted, *"I'm sure we can work out how to help each other"*.

The literature (for instance, City of Sydney, 2010) indicates that the new buildings resulting from convergence are often used as a launching pad for other innovations, especially in environmental sustainability.[50] A Western Australian example is the triple-merged public library "The Grove" which features water efficient fixtures and solar panels. In relation to the case studies, both South Perth and Busselton's library-based convergence include the possibility of similar "green features" in the new building design.

There were commonalities in the barriers to convergence and the causes of change to plans. In Wanneroo these were a lack of finance and non-consultative decision-making by the architects, and architectural restrictions and opinions affected South Perth Library. In York provisos

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[50] Whilst new stand-alone libraries also frequently improve or change previous approaches and operations, it is argued that this occurs to a lesser degree than at converged sites.

imposed by funders and also council disagreement or dissatisfaction stalled the convergence (this last-named barrier also occurred in South Perth); and Busselton's convergence was delayed by a lack of finance. Both Wanneroo and Busselton identified (as per the literature; for example, Chan, 2008) the potential hindrance to convergence from memory domain reluctance to relinquish custody of collections.

The staffing arrangements in the four municipalities reflected the observation made in the literature (for example, Webber, Gillroy, Hyland, James, Miles, Tranter & Walsh, 2011) that a significant difference between metropolitan and rural memory institutions (particularly museums and local history organisations) is that metropolitan institutions pay staff and employ professionals (as was the case at Wanneroo and South Perth), compared to rural institutions frequently being reliant on unwaged, untrained volunteers (as was the case at Busselton and York). Winkworth (2011) identified the difficulties in transitioning institutions from volunteer-run to local government-managed, and it is possible that this was also a factor in the postponement of the two rural convergences.

Although the choice of partners varied, all of the proposed or realised convergences in the case studies represent multi-category convergence; that is, collecting sector (sub, intra or inter-domain) and related and/or contrasting convergence. Unlike the literature (for example, Preer, 2005), which describes museums and libraries as the most frequent memory domain partners, the proposed convergences of York, Busselton and South Perth did not involve a museum joining with the library. Most of the partners or proposed domain partners in the case studies were viewed as compatible by interviewees, although Wanneroo participants voiced reservations about the appropriateness of the non-cognate partner of the hairdressing salon. York was the only case study that proposed a radio station become a partner of the memory domains. Whilst this might be an uncommon partnership it is not unknown, and one other example is found in Salt Lake City, USA, where the public library has *"established itself as the community gathering place, and the city block it occupies (called Library Square) includes the public radio station KCPW, a deli, and a graphic novel and comics shop"* (TechSoup Global, 2010, para. 6). The SPLCC was the only case study site that had a health provider partner – the South Perth Child Health Centre. However, health providers are not uncommon in CMIs. Another example from Western Australia is the intention for a child health nurse to be housed in the building of the triple-merged public library The Grove. It is noted that the City of South Perth's plans for its other branch – the Manning Library – involve moving to a new site that includes a health clinic partner.

Two of the converged buildings – the Wanneroo Library and Cultural Centre and Busselton's ArtGeo – include a non-cognate partner in the form of a food provider, and yet this is a trend prominent even in stand-alone facilities (Boone, 2002). South Perth was the only case study

municipality that did not have a giftshop. Of the other three municipalities, two of the memory institutions sold merchandise (the Wanneroo Museum and Busselton's ArtGeo). However in York's planned convergence the cognate partner of the visitor information centre was to operate a giftshop.

The inter-domain convergence at the South Perth Library and Community Centre of a public library partnering with local studies, and Busselton's proposed further integration of local studies with the Public Library is – in Australia – another highly frequent form of collecting sector convergence due to similarity of procedures and institutional and staff identity. Wanneroo integrated the virtual local studies collection with the library, but – in contrast to examples reported in the literature (J. Oliver, 2011) and to the other case studies – Wanneroo integrated the physical local studies collection with the museum[51].

The proposed site convergence of the Busselton Library with the Community Resource Centre, which included the partner Activ Foundation, and the proposed partner of a telecentre with contact points for Centrelink and TransWA in the York Schoolhouse convergence reflects previous reports in the literature of frequent teaming of rural libraries with public and private services. For example, Monley (2006) reported that in Queensland public and private services that are teamed with libraries include respectively the Office of The Public Trustee and insurance agencies QBE and NRMA. There was also allocation of space in the metropolitan case study of the South Perth Library and Community Centre for the public service of a Justice of the Peace.

By comparison, the forms of library convergence that the survey respondents reported spanned site convergence (co-location); virtual convergence; outreach convergence; and staffing and/or management convergence. Admittedly, the convergence that some of the survey respondents (especially rural respondents) detailed was frequently not with other memory domains.

In this project's case studies of four converged or intending to converge libraries, two (Wanneroo and South Perth) were in a purpose-built building (Wanneroo and South Perth); one was intending to move to a heritage building (York), and one was intending to adapt their existing building (Busselton). It is noted that the convergence of the galleries and other partners

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[51] For the purpose of this discussion the standardised term "local studies" has been used. The literature (for example, Dixon, 2011) reports that until the 1970s the term "local history" was used, but the domain is now commonly known as "local studies". However it is noted the case studies varied in their phrasing. In Wanneroo the collection was titled "community history"; Busselton used the phrase "local studies", York also referred to "local studies" and in South Perth the collection was known as "local history" yet the staff member responsible was titled "Library Officer - Local Studies". This is an example of the literature's report of the variation in collecting sector terminology (J. Knight, 2011).

(cognate and non-cognate) in ArtGeo is in the heritage building of the Old Courthouse, thus the site choice is similar to York's proposed re-use of an existing heritage building.

Although the case study sample size is small, this data is positioned against the findings of the DCA (2005) survey, which revealed that 57% of the WA survey respondents' collecting organisations are in a heritage building, 22% are in a purpose-built building; and 21% are in an adapted or refurbished building. This contrasts to the literature's identification of convergence as often occurring in a new purpose-built building (Murphy, 2007). It can be speculated that perhaps the variation in results is due to the DCA survey's exclusion of library organisations, as consensus is that libraries are the best funded of the memory domains (Luther, 2008), and are therefore most likely to be able to afford a new building.

Funding arrangements for all case study districts involved obtaining a "patchwork" or multiple sources of finance, and all case study districts sought to offset the facility cost by hiring out meeting rooms. The literature review revealed hiring out meeting rooms is a fund-raising measure frequently applied in CMIs, for example, at the Marion Cultural Centre. The approach to the management of finance in the case studies varied. Wanneroo participants advised that the WLCC has a single budget for administration for the whole buildings and an exhibitions project budget which is also for all the domains, but the library, the museum and the arts budgets are kept separate. The Busselton ArtGeo staff reported that each of the partners in the complex did their own budgets, stating it meant *"no picking and puddling over small things"*. These arrangements are similar to those favoured by survey respondents – for example "Separate and disparate budgets" for the partnering institutions was chosen by the majority of respondents for "Collection acquisition" (60.5%) and "Collection maintenance" (53.5%), and one outreach/programs budget was preferred by most respondents (53.5%).

There were elements of convergence that featured in the literature yet were evident only in relation to one of the case study sites. With regard to type of convergence, only York matched the reported examples (for example, Cathro, 2007) of virtual convergence being preferred and occurring more frequently than physical convergence. A York participant discussed merging databases to maximise access for patrons and stated that, *"the convergence would be shared information in a digital sense which would probably be more useful"*. Only the Wanneroo design was commissioned to be "iconic". In this research project iconic designs for memory institutions are explained as having dramatic or unusual architecture, often alluding to municipal history or characteristics, for the purposes of being a "statement building", to stand out or feature in the district and function as a drawcard. An example from the literature review is the City of Albury brief to the designers of the LibraryMuseum that it *"fulfil a role as marker and corner sentinel to the precinct"* (Ashton Raggatt McDougall Pty Ltd, 2008, para. 2). Consequently the architects represented the district elements of river and the bridge in their

design. Similarly Wanneroo's exterior and interior were designed to capture the region's spirit, and the suspended mobile sculptures in the foyers titled "Seed, Fruit and Flower" refer to the district's market gardening history.

There were differences in other expectations of advantageous outcomes of convergence. The districts of Wanneroo and Busselton reported or anticipated an increase in collecting sector jobs following convergence, which confirms previous studies – for instance, Monley (2006) notes the introduction of a co-located service resulted in an average doubling of full-time (FTE) library staff. The districts of Wanneroo and Busselton reported or anticipated an increase in tourists following convergence. The literature indicates the way in which other CMIs appeal to both residents and travellers. For example Albury LibraryMuseum has been described having *"a range of services and programs that attract and retain community visitors as well as tourists"* (AEC Group Ltd, 2010, p. 70).

Wanneroo identified the advantageous outcome of a CMI being able to balance the various memory domains' busy and quiet times, determined by school, tourist and residential use patterns. Busselton also noted seasonal variations in visitor flow with *"so many tourists in the summer time"*; hence a CMI in the Busselton district might also gain the benefit of more evenly distributed usage.

Wanneroo and Busselton both identified the excitement among the community and the staff that the convergence engendered; which reflects other accounts (Olsson & Henninger, 2008) that convergence is an exciting experience for the information professions. Both districts also confirmed the convenience to patrons of a converged site (Monley, 2006), yet only Busselton did not predict longer opening hours once the library converged. An interviewee explained *"Busselton is dead in the evenings, and our after hours library service struggles"*. Perhaps this can be attributed to the demographics of the municipality. Library staff noted and Shire literature revealed a higher than average proportion of retirees and a recent influx of young families in Busselton, both of whom are not typically socially active after nightfall. Thus this data reflects the observation from other commentators (Stemmer, 2007) that convergence should be tailored to local circumstances.

Busselton was the only case study district that participants voiced concerns – as recorded elsewhere (Sayers, 2001) – of the potential homogenisation of a CMI. An interviewee from the Busselton library said, *"I wouldn't be making a big push to have everything together, as there has got to be some variety"*. An example of a CMI that countered this disadvantage is the Gosport Discovery Centre in Hampshire in England. The Gosport Discovery Centre combines a library, museum, learning and technology areas with function spaces and a café. However, there are separate venues for a gallery, a geology collection and a local studies collection (Boaden &

Clement, 2009). The proposed convergences in Busselton (after revision of the original plans) will still see a separate venue for the museum.

The case studies reveal a risk that if the converged facility does not contain all the municipality's services, stand-alone branches in other locations may feel they receive less attention and lower priority. For example, the South Perth Library Manager described the staff of the secondary library service (Manning Library) as feeling *"like the bridesmaids"*. By comparison, there was no evidence that the staff of the Dunsborough Library are disconcerted or disgruntled with the focus on development of the Busselton branch, and Wanneroo management reported they were careful to consider the needs of all branch libraries, not just their flagship in the WLCC.

It was found that the justification and promotion of the changes to the case study sites varied in the degree of use of the term "convergence". In the case studies "convergence" tends to be used to explained the Council's strategy, shown by official proposal and planning documents, such as those from the Busselton Shire. By comparison, the term "community hub" was used to describe the outcomes of the construction, especially in documents released to the public, such as those found during the case study of South Perth (Commonwealth of Australia, 2009, para. 7). This approach is similar to reports of the marketing strategies of other integrated facilities. For example, the community hub or "third place" aspect of the Albury LibraryMuseum is marketed as *"the living room of the city"* (Boaden and Clement, 2009, p. 12).

Another comparison of the interaction of the memory institutions in the municipalities can be made using Zorich, Waibel and Erway's "Collaboration Continuum" (2008). This model (explained in Chapter 3) has five stages; organisations begin with contact and progress to co-operation, to co-ordination, to collaboration, and finally to convergence. It is acknowledged that Zorich, Waibel and Erway's delineation of the stages of interaction and the definition of terms differs to the interpretation of this project. However, the application of their model to the case studies helps reveal a slight to moderate relationship between the types of partners and the depth of interaction that is possible or achieved. For instance, the Busselton Library seems to be at Zorich, Waibel and Erway's "co-operation" stage in terms of interaction with either its cognate or non-cognate partners – that is, at a stage of informally and occasionally working together. An example of the Busselton Library's "co-operation" is the author talks organised with the book retailer store Dymocks. However, Busselton Library seems to be at the more advanced stage of "co-ordination" with some of the other memory domains. This stage is achieved when there is a framework to co-ordinate effort and *"making clear who does what, when and where"* (2008, p. 11). An example is the permanent (but rotated) display of items from the Old Butter Factory Museum.

Busselton's ArtGeo and the Wanneroo Library and Cultural Centre seem to be at the final stage of "convergence", where integration is *"extensive and ingrained"* (2008, p. 12), but this stage is only apparent between the memory domains. The previous, less-developed stage of "collaboration" applies to the memory domain and non-cognate partner interaction. For example, the Cafe Elixir-WLCC relationship meets the stage's criteria of a shared understanding and achievements which could not have been done alone, but the interaction is not to the degree required by Zorich, Waibel and Erway's final stage of "convergence".

In the case study of South Perth, the South Perth Library and Community Centre also demonstrates variance in integration that is dependent on partner type. For example, the Library has little or no interaction with the cognate (community services) partner of the Justice of the Peace. This situation would be plotted at or before the "contact" stage on Zorich, Waibel and Erway's continuum. However, the memory domain partnering of Library and Local Studies has attained the end point of "convergence".

In the case study of York, the current interaction between the York Library and the non-cognate partner of Shire Administration seems to be at a point on the continuum between the fourth stage "collaboration" and the final stage of "convergence". The Library and the Shire Administration duties, site, staff and management are converged, but outreach is not. In contrast to the other case studies, the York Library's interaction with the other memory domains is at a less advanced stage than the interaction with the cognate partner. For instance, the library-archives relationship seems to be at the first stage of "contact".

"The Collaboration Continuum" indicates that risk accompanies interaction. This was recognised by case study participants – for instance, participants from Busselton were particularly aware of financial risk, and participants at Wanneroo reported risks to identity.

Further comparison of the interaction of the memory institutions in the municipalities can be made using Waibel and Erway's "Collaboration Quadrant" (2009). This model (explained in Chapter 3) has four sections, and indicates that when interacting, levels of rewards are not necessarily dependent on levels of investment (time, resources, trust). The four possible commitment-to-outcome states are low investment recouping low reward; low investment recouping high reward; high investment recouping low reward; and high investment recouping high reward. These four types of outcomes have been evident in the research findings. An example of low investment for low reward is the Busselton Library's partnering with the Local Studies domain. At present this relationship entails the library storing the local studies material in back-of-house areas. An example of low investment for high reward is the permitting of community displays in Busselton Library (such as from the Hospice) and the WLCC (such as from the Country Women's Association); participants reported low efforts to organise the

displays for an outcome of high community interest and strengthened partner relationships. An example of high investment for low reward is the inclusion of the Gallery as a partner in the WLCC. Unlike the other memory domains, the Gallery has no permanent display, and its opening hours and events are sporadic (during the case study visit the Gallery was empty, and shut). An example of high investment recouping high reward is the "Art 'n' About" festival at the WLCC; participants described the considerable effort that was required but also described the reward as *"massive"*.

The "Collaboration Quadrant" indicates that compromise is inherent to interaction. The evidence from the case studies confirms this element of the model – for instance, in return for housing within the York Shire Administration building, library staff must prioritise Shire Administration duties.

Thus the application of both of the models provides insights; they are not only useful evaluative tools, but the findings may influence other municipalities when choosing partners for CMIs. The tasks of choosing partners and evaluating CMIs are discussed further in Chapter 8.

Conclusion to section

The case studies supported the contention of the research project that libraries should anchor the convergence of municipal collecting organisations, with the library being the dominant partner in three of the actual or proposed convergences. Of all the GLAM domains, libraries serve the general public "cradle to grave"; have the highest creditability with citizens (Carlee, Strigaro, Miller & Donelan, 2011); and are the most esteemed by the community (Page, 2010).

The recommendation that libraries be the anchoring domain in a converged memory institution due to their dominance is also supported by statistics. Libraries are the most frequently visited memory institution (used regularly by 60% of Australians), and ubiquitous (accessible to about 99% of residents) (A. Bundy & J. Bundy, 2010). Rice (2010) noted for Western Australian rural towns, more had libraries than they had McDonalds!

The case studies also supported the reasoning of the project that a library's suitability to be the anchoring domain in a CMI is based on a practical advantage, in that they usually occupy a prime location, supported by transport accessibility (Koontz, 1997, as cited by The Library Council of New South Wales, 2005). This factor influenced the choice by the Northern Territory Government of library branches as the most suitable outlet to deliver *"joined-up"* information, cultural and educational services, which evolved into the LKC model (Government of Northern Territory, Department of Local Government, Housing and Sport, 2005, p. 11).

Previous studies have indicated success when libraries anchored information and cultural services. For instance Williamson et al. (2005, p. 63) reported that their interviewees remarked *"Because people come to the library it's a really good spin off for other places to hang off their programs"*, and this was reflected in the statement by the Co-ordinator of Library Services from Wanneroo -*"it's given me the opportunity to make the library service the hub of an awful lot of other things"*.

7.4 Profile of Western Australian memory institution staffing: Comparison of case study findings to survey results

This section provides further insight into the profile of the staffing of Western Australian memory institutions and reveals demographic differences between survey and case study participants. However, it is acknowledged the results may lack reliability due to the very small sample in the case study participants.

7.4.1 Gender

All of the fourteen case study participants (100%) were female. This figure is higher than the 82% of survey respondents who were female, and it is also higher than the 1996 census figure showing 82% of WA librarians were female (Government of Western Australia. Department of Culture and the Arts, 2001). Consequently, this gender bias may have affected the results of the case study, by the omission of a male perspective.

7.4.2 Tenure in public sector and at library branch

Six of the fourteen case study participants revealed information about their length of association with the information sector. These answers have been categorised for comparison with the survey data. Also, though it is usual research practice to report the numbers only in small samples, for the purpose of comparison percentages have been calculated. The majority of the case study participants (83.3% or 5 respondents) had worked in the public sector for 15 years plus; the other participant (16.7%) had worked in the public sector for less than five years. This case study data is both dissimilar and similar to the findings of the survey and of Hallam's 2007 study. Whereas this project's survey found 57.4% had 15 years plus sector history and 14.8% had 5 years or less sector history; Hallam found 31.8% had 6-15 years in the sector and 16.9% of workers had 5 years or less sector history. The longer tenure (and thus experience and familiarity with service operations) of case study participants in the public sector compared to survey respondents might mean their views are of greater value to this study's aim of aiding the reform of Western Australian public library services.

Four case study participants disclosed their length of service with that particular library branch. One participant (25%) answered "15 years plus"; two participants (50%) answered "10-14 years" and the remaining participant (25%) indicated "Less than five years". This data is a contrast to the survey findings. The most common response in the survey was the shortest time span of "Less than 5 years" (46.3%); followed contrastingly by the longest category of "15 years plus" (22.2%). 20% of respondents had worked in their present library for 10-14 years, and 11% had worked for 5 to 9 years. The longer tenure of case study participants at their library branch might mean their knowledge of the municipality is high, and thus their views are of greater value to the study's aim of producing recommendations for a CMI, due to the literature indicating the influence of local circumstances on convergence.

7.4.3   Age

Some of the case study participants provided their ages, and the ages of the others were estimated by the researcher. This data was categorised for comparison with the survey data and the literature (see Table 26 below); however it is acknowledged that these results are formed in part from speculation.

Table 26   Age of case study participants

Age category	Number of participants	%
Under 30	3	21.4
31-39 years	2	14.3
40-49 years	5	35.7
50 years plus	4	28.6

These results differ considerably from the survey analysis. The majority of respondents in the survey (64.2%) were aged 50 years plus; 26.4% were aged 40 to 49 years old; 3.8% were aged 31 to 39 years and 5.7% were aged under 30. The literature reporting similar surveys of the Australian library workforce has also indicated a more mature workforce – for instance IBSA (2010) data indicated more than 61.8% of librarians are aged 45 years and over, with a median age of 48 years. The variation in these results may also be attributed to the survey being completed by the most senior librarian at the receiving branch, whereas the case study participants were drawn not only from senior personnel but also lower and middle-ranking staff. It is probable that junior staff are younger than their managers. It is contended that gaining the views of staff traditionally less consulted on organisational matters has enriched the case study data.

Another potential cause of the variation in the results is that the case study participants were from all domains of the collecting sector. Whilst the age profile of gallery, museum and library technicians is consistent with that of librarians (62.7% are aged 45 years and over, and the median age is 49 years – IBSA, 2010), the age profile of archivists, curators and records managers is younger, with a median age of 42 years; 74% of workers are aged between 25 and 54 years.

7.4.4 Qualifications

Some of the case study participants revealed their qualifications, and this data contrasted with the findings of the survey. The survey showed all the unqualified respondents were from a rural location, yet the case studies revealed some metropolitan library staff were not qualified to a professional level. This finding shows that irrespective of location, some of the service delivery by the Western Australian library system is managed and delivered by staff without the expected formal qualifications.

In relation to the qualifications of the staff servicing all the collecting domains in the municipality, the York district had the highest proportion of unqualified workers (often volunteers). The stalling of the proposed York convergence seems to confirm survey data which showed staffing characteristics (skills or lack thereof) were selected by 32.7% of respondents as hindering a merger. An example of the difference in the approach to convergence between qualified and unqualified staff is only qualified case study and survey participants recommended – as per the literature (J.Oliver, 2011) – that formal agreements such as Memoranda of Understanding should exist between partners.

7.4.5 Views on convergence

There was a slight relationship between level of awareness of convergence and the domain of the case study participants, with museum staff the most familiar with convergence. There was also a slight relationship of level of awareness of convergence and job status, with the higher the rank of the participant, the more knowledge they possessed. This data reflects reports in the literature (J. Knight, 2011) of domain and job status (or rank) variation in understanding of terms and concepts.

The evidence of the case studies and the survey suggests that enthusiasm for or resistance to convergence is neither job-level nor age-related. For example, the survey results showed a high level of support for convergence among 40-49 year olds, but case study participants under 30 seemed more supportive of integration than their older colleagues. However the case studies did indicate more consistent support for convergence from library domain participants than from museum domain participants.

Some of the views the case study participants expressed in relation to convergence matched the results of the survey. For instance, rural participants in both methodologies favoured separate rooms for each partner at the site, and the groups also both indicated funding and the availability of a site were the major barriers to their convergence. However, rural case study participants seemed less in favour of convergence that rural survey respondents, and it was the belief of one of the participants that convergence is more suited to metropolitan locations.

Participants from the metropolitan case studies indicated (as did their survey counterparts) the factor most prompting a merger was council policy[52]. Council decisions also seemed the strongest hindrance to metropolitan case study mergers, but the impediment most commonly selected by metropolitan survey respondents was funding.

Contrasting results from the method of data collection were discovered. For example, survey respondents irrespective of location selected museums as the most suitable partner to merge with libraries, and this was also the trend revealed by the literature review, yet such partnership only transpired in one of the four case studies of actual and proposed convergence. Perhaps this can be explained as reflecting instances where decisions are very much determined by local circumstances, as the research particularly indicates museums in small(ish) local government areas are often tied to particular buildings.

7.4.6 Views on the current and future collecting sector (including professional and institutional identity)

Case study participants predicted many short and long-term future changes to their libraries, other memory institutions and staff. These changes spanned such matters as atmospherics and design, skills and space usage.

7.4.6.1 Views on 21st century libraries

A modern library was described by a Wanneroo staff member as *"bright, flexible, inviting, exciting and wonderful!"*, which echoes sentiments recorded in the survey, and is reflected in the approach taken to convergence. The sense of an "inviting, exciting and wonderful" space is not something that is easily conveyed by a single memory institution standing in isolation, but

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[52] As discussed in the literature review chapter, council policy represents part of the interdependent nature of convergence; that is, council policy was found to be a driver or stimulus of convergence, yet it is also a response to other drivers, such as technological and social change.

which can be incorporated into integrated buildings that marry collections and information services with community facilities, and retail and recreational opportunities.

Van Slyck[53] (2006, as cited by Most, 2007) notes how building design, entrances, stairways and furnishings shape the user experience. In line with the trend of the modern library's transition to a "third place", some of the case study libraries have changed décor and layout. A Wanneroo interviewee explained, *"We wanted to have less of the rows type of thing, like row after row after row…it would have been a very boring type of library...the appearance of an old fashioned type of library",* and a South Perth interviewee remarked, *"Now the public has what it wanted – a reading lounge".*

Not unexpectedly, the issue of technology and its place in 21st century libraries was raised in the course of the case studies. A focus group member stated, *"I think the general public will expect us to keep up with technology".* In contrast, the York Library and also many of the rural libraries that responded to the survey did not have an email contact, which indicates a lack of technology may hinder services in rural Western Australian libraries. However, technological advances did feature heavily in the plans of the other three case study sites. For instance, Wanneroo Library had already introduced a digital scanner in response to patron requests, and a participant expected that the branch would soon implement (as other libraries have) self-checkout, for which the patrons had also indicated a preference. The South Perth Public Library is increasing the proportion of e-books and audio-books in its collection, and intends that the majority of its reference material will be soon be available online, rather than in print. The *Busselton Libraries Services Plan* (2008, p. 14) noted community groups were demanding *"greater use of the Internet for access to specialised databases and other information formats, and to services such as video conferencing, webinars and podcasting".* The participants from South Perth stated wifi access was not only a drawcard to a library but increasingly an essential element of a modern information service. These library trends and changes have been widely reported in the literature (R. Duncan, 2011; Schwartz, 2012), and arguably foster a library's evolution towards a community hub. For example, S. Harris (2011, slide 3) wrote:

> *The changing nature of the library resources (with electronic access taking a larger part of library budgets each year) [means] there is an increasing role for the library as a virtual resource – an online place that people go to for resources rather than a physical location. This has led to changes in the way that library space is used with coffee spaces, discussion areas and wifi access.*

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[53] One of the 14 authors in the collection edited by Buschman & Leckie (2006).

South Perth interviewees also advised that in a 21st century library, the public want: *"a rapid response to their needs and quick access [to resources]"; "quick answers", and "online resources"*. These comments are similar to those recorded by survey respondents. Interviewees from Busselton did note some patron demands were unlikely to be met, in particular that *"24/7 and everything, is unrealistic"*.

Current trends in library collection format and organisation were reflected at the sites. This is an issue related to convergence, since convergence is often viewed as an opportunity to make considerable change. The application of retail strategies in library layout (Hennah, 2007) was affirmed by case study participants. For example, a Busselton interviewee suggested the need for *"good display areas, similar to placement in a store"*. Additionally, Busselton and South Perth library participants hope to change the fiction collection's classification from author to genre to increase membership and aid patron searching. *"I would love to go genre shelving"* remarked a Busselton librarian, and a South Perth librarian noted that when genre classification was introduced at the Manning branch, the fiction collection's circulation rate increased from 20% to 40%.

Also, the current trend of using RFID for library circulation processes and stock control was adopted by South Perth simultaneously with the convergence, as it has been for other converging libraries, such as the Tresham Institute (JISC, 2008b).

Notwithstanding the previous points, most case study participants shared the view of survey respondents (and the literature – for example, Boaden & Clement, 2009) that library services would remain a mix of the traditional and new:

> *"It will still cater for a broad section of the community – for those that are traditional and not computer literate and don't want to be, also for the new generation who know and want everything on computers";*

> *"Physical collections will remain important"*.

As The Shire of Busselton's *Library Services Plan* stated, *"The baby should not be thrown out with the bathwater"* (2008, p. 13).

However, Busselton case study documents also indicated library convergence with other services would ensure the future library is relevant to the community. This reflects the opinion of authors such as Hendrix (2010, p. 15) who wrote;

The concept of collaboration arises in almost all conversations concerning the future direction of American libraries. Libraries and librarians are expected to partner with many types of institutions, organizations, and individual users.

Similar to answers in the survey and to other examples (such as the library branches in the municipality of Salisbury, South Australia – Little, 2011), Busselton and Wanneroo participants identified the modern library as a place of learning for all age groups. The Busselton Libraries Services Plan (2008, p. 23) indicated the shire would be *"further developing opportunities to facilitate literacy and learning in the community and to work in partnership with key [educational] providers"*. Busselton Shire documents also identified the current and future library as a haven, a notion that is also recorded elsewhere (For example, the Library Council of New South Wales' *Bookends Scenarios*, 2009).

The issue of library institutional identity was examined during the case studies. Participants indicated some members of the public and the parent bodies often held erroneous perceptions of the library, such as that more floor space would necessarily mean more library stock would be obtained. A South Perth interviewee remarked (with some frustration) that *"libraries are not just about books"*. Other studies have reported similar findings. For example, Van Wanrooy (2006, p. 13) commented, *"the challenge for public libraries is to move beyond the public perception that they are more than a place where books are checked out and communicate their varied functions to the wider community"*. Convergence and its subsequent transformations to services was seen as partially rectifying public perceptions of libraries and librarians. A Wanneroo interviewee explained, *"I think that [convergence] has increased our exposure to people who think we just stand and stamp books – 'oh, they do a lot of other things' "*.

The comments made by case study participants also included the observation that *"libraries are not just for old people"*. An example that interviewees from both rural sites gave was that truck drivers on long haulage routes borrow "talking books" from the audio collection.

Many participants remarked on the public's views of permitted noise levels in libraries in a manner that indicated a substantial shift in public perception was required to match the atmospherics of the modern library. Whereas *"the traditional opinion is that libraries are a stuffy place where you have to be quiet"; it is now the case that *"people are just going to have to get over the idea that libraries are quiet"*. A number of case study participants noted their library's current and future activities might counter this notion – for example, a Wanneroo interviewee hoped to introduce live music performances – *"I want to make that [as] a drawcard for youth"*, and a Busselton librarian explained that due to lack of space, noisy activities such as children's events could not be taken elsewhere; and they were reluctant to do so because *"it makes Busselton library vibrant"*. As the State Librarian of New South Wales, Dr Alex Byrne,

recently stated, librarians no longer expect or want libraries to be places of quiet solitude (Armitage, 2012). It is noted, however, that unlike the case study participants, some survey respondents and reports from elsewhere (Horn & Owen, 2009), advise separating noisy events, to prevent disruption to other patrons and services.

It is apparent that the views of case study participants on 21st century libraries also reflect other opinions and experience regarding the modern forms of the commons. For instance, Beagle (2003, as cited by Lippincott, 2010, p. 30) described the commons as the *"interweaving of collaborative social resources with enhanced physical spaces, digital toolsets and expert human support"*. This supports the contention of the project that a public environment as well as the hitherto academic environment is suitable for the operation of the information commons, as demonstrated by the establishment by Toronto Public Library of a 100 computer information commons (see website http://www.toronto.publiclibrary.ca/).

7.4.6.2   Views on other 21st century memory institutions

Participant comments showed awareness of some of the challenges facing other modern memory institutions, such as attracting patrons.

> *"There has been a tendency for people to move away from museums, and you have to cope with that. It's more difficult than it was to draw people in, nationwide and worldwide".*

The identity of non-library collecting institutions was also discussed in terms that emphasised (as with libraries) the need for more obvious public appeal.

> *"New museums have to be interesting and dynamic and fun because obviously museums don't have a reputation as a good place to hang out or a fun place to be".*

The recent literature reports that a strategy to increase appeal is to change institutional titles. For example, Winkworth (2011) wrote of the "ABM – Anything But a Museum" naming trend. However, case study participant opinion on the employment of this strategy was mixed. A Wanneroo focus group member commented, *"people don't have a clue – it's all very well having fancy names but at the end of the day I think people like to know: This is a museum, this is a library, this is a gallery"*.

As is the case with modern libraries, other memory institutions are also changing décor and spatial arrangement in order to enhance their appeal and reflect a sense of energy. As Armitage (2012, para. 5) has noted, such developments in design are *"what people expect and enjoy"*.

The case studies demonstrated technological advancements are affecting other memory institutions in addition to libraries. In particular, technology has been applied to enhance the accessibility and increase the attractiveness of collections and displays. For example, ArtGeo has introduced the audio tour "Recollections" for the Courthouse Gallery (Gibb, 2010), and a focus group member from ArtGeo indicated multi-media and ephemera exhibits would increase. Participants recognised the importance of creating a web presence to make collections accessible; *"everyone is about digitising the collection and making it accessible that way as opposed to physically accessible to people"*. They also explained that viewing the collection online will prompt patrons to physically visit the institution, which has been found in other studies (IMLS 2008b; Hendrix, 2010). A Wanneroo focus group participant reported she had heard this stimulus and response termed as *"the creation of a fetish for the original"*.

Comments from the case study sites indicate design trends are being followed, and also support the contention that CMIs serve multiple public needs. The City of South Perth (2009a, para. 8) anticipated the converged building would be vibrant, with *"an emphasis on community connections and learning"*, and a Wanneroo manager spoke of the converged building representing *"a mindshift change to more than a place of function – exploration and learning too"*.

7.4.6.3 Job security and satisfaction levels in the collecting sector

It is of course quite common for major workplace changes to be accompanied by concern about future job security. The literature indicates that the automation of tasks in information and cultural institutions has been accompanied by job losses (Nkhoma-Wamunza, 2003; Collins, 2011), and also that some CMIs have reduced their staff total. These findings were reflected in answers recorded in the survey and comments from the case study participants. Interviewees from South Perth reported that the public also view collecting sector job security as linked to technological advancements. For example, when South Perth Library introduced self-checkout machines, patrons warned them *"you are doing yourselves out of a job"*.

Reports from other CMIs (Taylor, Steemson and Howard, 2011) indicate staff who are unhappy with the new converged environment may resign, and this was reflected by staff attrition at the converged case study sites. For example, a Wanneroo interviewee noted there had been three exhibitions and project officers since the new building opened, and for at least one of them *"The position description and plans on paper when realised were not what that person thought it would be"*. However, Wanneroo focus group members explained another staff departure (from the Museum) as being unrelated: *"It was nothing to do with this [the convergence]; it was just the work…it wasn't what she wanted to do so it wasn't so much to do with the building but it was more the work the type of things she was doing"*.

The project also investigated opinion on job satisfaction levels in the collecting sector. Some answers to the survey revealed that respondents knew of professionals planning to exit the sector; and both the literature review (Topper, 2008) and canvassing of professional opinion has indicated some levels of frustration and disenchantment within the various GLAM domains.

However, a number of case study participants displayed high levels of job satisfaction, with comments such as, *"I love Local Studies";* and, *"I think they [memory institutions] are fabulous places – I love the library"*. Job satisfaction for some of the participants appeared to be related to the commons role. For example, the Wanneroo Co-ordinator of Library Services said that, *"If I can make this building and the library services a social hub – I'm pleased"*.

Previous reports (for example, Peacock, 2002) note that expanding roles re-invigorates professionals who have become disenchanted and disengaged. The evidence from the current research suggests that the convergence of memory institutions, accompanied by the cross-tasking of staff, will have the effect of increasing job satisfaction levels in the collecting sector. Furthermore, if memory institutions embrace the commons roles, that by their nature feature a high level of patron-interfacing duties which cannot be automated, the levels of job security in the collecting sector will increase.

7.4.6.4   Views on funding and the regard for the collecting sector

The case study data confirmed results from the literature review and the survey of the financial context of the collecting sector, with the trend of budget cuts to collecting institutions, due in part to the not-for-profit nature of these public institutions. The perception that the collecting sector is not well-funded may have a moderate relationship with the perception that the collecting sector is not well-regarded. For example, a South Perth Library interviewee commented that some of the design requests made during the construction of the SPLCC had not eventuated because *"[The] Library does not have the sway to get five-star conditions for the local history collection"*.

It is suggested that by converging memory institutions the delivery of services will be improved, and thus the regard for the collecting sector will increase, which in turn might increase the allocation of funds. Furthermore, as Sandell (2004) notes, partnerships nurture sustainability of institutions, and this is particularly relevant to the domains that are not fully-funded by government (as discussed in Chapter 2). For example, the seminal Piggott Report[54] (1975, cited

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[54] Museums in Australia 1975 Report of the Committee of Inquiry (chaired by Peter Piggott) on Museums and National Collections.

by Griffin and Paroissien, 2011) urged Australian museums to work together or they would not survive and reach their potential.

7.4.6.5 Views on 21st century librarians and other collecting professionals

The case study participants described the 21st century librarian as *"well-trained and efficient"* and *"knowledgeable and friendly"*. A high level of IT skills would be required to *"keep up with what patrons want to use and know"*; and this comment reflects much of the literature. For example, The Ministerial Advisory Council on Public Libraries (2012, p. 10) states that *"As new technologies are adopted by library services, patrons expect library staff will be expert users and able to assist and teach them"*. Other reports have also indicated the need for museum staff in particular but also all sectors of the cultural and creative industry to improve digital and internet skills (IBIS World (2009, as cited by the IBSA document "Environmental Scan 2011"; IBSA, 2011b).

The case study participants also urged keeping *"a customer focus"*, and believed the role of the librarian would become *"an informer and a trainer"*. These remarks were similar to those provided by the survey respondents. A change in the style of educational outreach in the 21st century was noted by South Perth and Busselton participants, who explained that library staff now often go out to the schools, compared to the previous outreach style of school excursions to the library.

Case study participants from Wanneroo and Shire documents from Busselton mentioned the issue of the ageing librarian workforce, which has been indicated by previous studies (for example, Libraries Council of New South Wales, 2009).

An interviewee from York believed some public and parent body conceptions of the librarian's role were inaccurate, commenting that

> *"[the library] has probably been seen as a quiet area and less stressful because nobody has actually known of the things that have to happen in there"*.

As per the findings of the literature review and the survey, such misunderstandings might lead to undervaluing of the profession.

The case studies also revealed something of the perceptions that professionals have of their GLAM counterparts. For example, in one district a focus group member from the library noted the similarities in terms of a focus on public service, *"Library people are a helping profession. They want to help people - that's why they are doing it, and museum people are wanting to share stories"*. However, the synergy in terms of objectives may not always be harmonious,

with an interviewee from another library remarking in relation to the prospect of a shared location that, *"Archivists are nervous and this is a public library and I imagine they would not feel very confident having it all in here just for everyone to look through as they please with dirty fingers"*. The "don't touch" stereotype was also raised by a focus group member in relation to her museum sector, although her tone was semi-joking when she commented that *"we don't like people touching our things!"*

As discussed elsewhere in the literature (Cathro, 2007), stereotypical views hinder the convergence of the professions, and impede the functioning of CMI cross-domain teams. This has been countered at other CMIs by measures such as value workshops to ensure successful staff integration and harmony. As Walters and van Gordon (2007, p. 392) note, *"Addressing cultural differences is especially important because doing so can help operational staff develop appreciation for each other and find new value in working together"*.

Conclusion to section

The main implications for this project from the case study participants' views are firstly confirmation that the drivers of change in the collecting sector are mostly resulting from advances in technology and patron demands, and secondly, that convergence as a strategy for best practice can overarch the smaller changes that are planned. Convergence was also confirmed as a probable solution to some of the challenges the case study participants identified facing memory institutions and staff in the 21st century, such as attracting patrons and sustaining employment.

7.5   Comparison of municipal approaches to the information commons and the community hub

The next part of the chapter discusses two of the drivers and outcomes of a CMI (respectively an information commons and a community hub). The views of research participants on the collecting sector context are shown to be reflected by and compatible with these two potential outcomes of a CMI. The material about convergence (for example, Duncan, 2004) frequently argues that the principal motive when integrating collecting organisations should be the benefit to users achieved by adding value to information and culture; rather than prosaic or logistical reasons such as cost-cutting. Yet both drivers usually co-exist, as they did in the four case studies, with the financial incentives of creating a CMI being particularly apparent in the districts of Wanneroo and York. Furthermore, both factors are important – funding continuation for an institution and ultimately its survival depends on proving tangible and intangible value, namely economic and social capital (Bevis, 2008; Batt, 2007). This section will discuss how the four case study sites facilitate the information commons and the community hub in their

municipality, and the potential for convergence to deliver in those forms information benefits and social benefits to the community.

7.5.1 The Information Commons

The outcomes of information benefits to users, parent bodies and staff when an information commons exists was apparent in all the municipalities, as shown by the advantageous outcomes of their planned or realised convergence that Councils, staff and residents noted (detailed in Chapter 6). These included increased circulation of information and the increased participation in information and cultural activities. For example, a Wanneroo library manager said of residents, *"a lot of them were actually waiting for this building to open to become members"*.

The case studies confirmed reports that the quality of information and cultural services improves in a CMI. For example, Hamblin and McCready (2011, p. 34) stated (when writing about the City of Rockingham's converged libraries), *"Joint-use can benefit communities that may never have the opportunity to experience first class library services if they were to go it alone"*.

The ideal of providing the information commons to a municipality and beyond also includes increasing users' virtual and physical access to information and culture. As indicated by the literature (IMLS, 2009a), modern collecting services now provide users with entry to local, state, regional, national and international information, material and networks, and this was confirmed by the case studies. For example, all the municipal libraries offer patrons physical items from collections throughout the state via inter-library loan, the WLCC hosted a museum display from the eastern states ("Symbols of Australia"), and most of the libraries also offer digitised items from throughout the world (such as newspapers).

Authors (Jefcoate, 1997; M. Johnson, 2010) note memory institutions are expanding not only the collecting sector information they provide but are also delivering community information and offering essential, daily life information. As a result decision making of users is improved, and beneficial actions may be triggered due to information and culture being easier to access (National Office for the Information Economy & DMR Consulting, 2003). In the case studies, the partners at the Busselton and the South Perth convergences in particular deliver daily life information to users by providing access to a Citizen's Advice Bureau and a child and maternal health clinic respectively.

As noted in Chapter 1, most studies of the information commons have taken place in an academic environment, in contrast to this project's exploration of the information commons in a public environment. It is contended that a positive outcome of hosting an information commons in a public CMI is to bridge the divide between research and practice, and between the academy

and the public, via the juxtaposition of the material, activities and members of these different groups.

The virtual or online obtainment of academic material in an information commons may be now obtained by any patron via the CMI's links and gateways to GLAM and other websites, research databases and repositories of information. For example, from the Busselton case study, ArtGeo intended to link future exhibits to similar holdings in national and international galleries. There might also be subscriptions to scholarly journals and digitised surrogates of print items and artefacts. The physical access to academic material is now obtained from the collections of partners, such as when the convergence of a local public institution occurs with an academic or educational library. For example, Albany Public Library stores collections from the University of Western Australia. Consequently, a CMI embodies and extends Bailey and Tierney's (2002) three-part notion of being a macro-commons (of information sourced from the Web); a micro-commons (with information from all the institutions present); and an integrated commons (research, learning and teaching occurs, via outreach programs and events).

The development of the information commons is aided by increasing the quantity of equipment and resources provided to the public – in particular, computers with internet access. This notion was reflected in the case studies. For example, the City of Wanneroo (2010c, p. 1) stated, *"The provision of public internet services allows library members to connect to ideas and information on a global scale and with others in pursuit of knowledge, shared experiences and communication"*.

Previous studies indicate this provision is interdependent with the essential services modern libraries deliver. For instance, in 2007 a building audit of Victorian Public Libraries showed approximately three-quarters (78.6%) of libraries provide a computer lab or internet area, and a survey conducted by OCLC in America in 2011 revealed that most public library staff are focussing their priorities on internet access and delivering e-content (OCLC, 2012; State Government of Victoria. Ministerial Advisory Council on Public Libraries, 2012). This provision is also interdependent with the notion of becoming a community hub whilst increasing library relevance to the community – for example, the staff of Swindon Borough Council in England explained the increase of computers in the library following the recent construction of a new building as, *"it's all about making libraries work for as broad a cross-section of the population as possible"* (R. Yarrow, 2010, para. 15).

Previous reports (for example, A. Bundy, 1998) have noted an advantageous outcome of convergence is better access for the public to the Internet and computers. For example, the South Perth Library now offers 19 computers for patron use, more than triple the previous six computers that were available, and even though the library at the WLCC opened with 12 rather

than the planned 22 computers, this total is quadruple the previous three machines. All of the libraries from the case studies except York Library provide computers for public use, thus aiding the implementation of a commons. The findings from the case study of York indicate the York Library experienced the "tragedy of the commons" – that is, the abuse of resources, leading to the cancellation of the Library's provision of computers and internet access for the public. There are computers for public use in the York Telecentre[55], but usage incurs a fee. The literature review and case studies indicate that computer use in most libraries and other memory institutions in Australia is free (apart from costs for printing) which reflects the "free-to-all" tenet of the commons.

The positive outcomes of information benefits the case studies reported from the increased provision of virtual and physical information reflect the previous literature regarding convergence and the commons. For example, Manjarrez, Langa and Miller (2009, p. 6) wrote, "*By combining physical holdings and technological infrastructure, libraries connect people to the information they need to succeed in school, work, and life*".

As the evidence widely suggests (for example, Lawrence, 2003), technological advances have made the collecting sector more available, enticing, engaging and user friendly. Lawrence described websites as a "window" into memory organisations, their services and collection, and the case study of South Perth was a good example of convergence being accompanied by improvements to the library website. The research confirms that the improved online access to the case study municipal holdings (for example, Wanneroo's Community History Centre) and staff has strengthened the organisation's relationships with the local community.

The provision of computers and internet access to develop the information commons is interdependent with the modern library's educational role. Libraries have long-fostered literacy skills, and now digital literacy skills are necessary for individuals to take advantage of opportunities available in today's increasingly digital society (Hildreth, 2012). Bryant (as cited by Horrocks, 2007, p. 38) reports that public library buildings in many countries serve as '*knowledge centres for the 21st century*", and Gundersen (2012, para. 2) notes, *"Today's library likes to present itself as a learning arena"*. Consequently many public libraries host or conduct computer training. For example, the Busselton Library has online computer tutorials and also conducts computer training, and Wanneroo participants stated *"our computer classes have a long waiting list; obviously it is a very needed program"*. This reflects Wiley's (1997, as

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[55] Shire documents show if the York schoolhouse convergence plan had proceeded, there would have been five new computers in the Telecentre's section.

cited by Leckie & Hopkins, 2002, p. 358) observation, *"[that] the introduction of new technology brings a demand for a dramatic increase in patron training"*.

However, at the WLCC the Community Links Staff from the Council conduct the training, not the Library staff, yet this still reflects synergies from the convergence as the Community Links staff work in desks adjoining those of the Museums, Heritage and the Arts team. The South Perth Library staff conduct training in relation to library computer resources only, in order not to duplicate or overlap services with their site partner of the adult education centre.

The information commons partially arose to overcome restrictions to the flow of information, such as censorship and copyright. The case study findings reveal, however, that the fostering of the information commons by the domains and/or the converged sites was affected by the censorship or filtering of online collections, and the terms of use for the computers. For example, a Wanneroo participant reported, *"we've got the Internet on which there is access to pornography without the filtering – so far it's up to people to take responsibility"*[56]. However, the Busselton Library had installed "netnanny" [blocking software] on the children's computers. Patrons using the South Perth Library's computers must agree to terms and conditions when logging on, and must be aged 18 or older. If patrons are aged under 18, then parent or guardian consent is required (City of South Perth, 2012). By contrast, a Busselton participant reported the Library had *"loosened up a lot"* in terms of the conditions of use for the computers. For example, patrons can now bring in *"memory sticks"* [storage media] for their online sessions *"as people want to do everything"*. This represents a difference in portable storage device policy from many other Western Australian libraries.

Some of the branches reported that obligations under law also affected the flow of physical collections - *"we have legal restrictions like [American] Psycho the book and DVDs and magazines that have ratings on them. They are coded so that if a child comes up and tries to take one out it will not let it go out. We [must] issue it to an adult on an adult's card."*

The research revealed the fostering of the information commons was also hindered by time restrictions being applied to patrons wishing to use the computers. For example, some of the South Perth Library computers are limited to 15 minutes use and others are limited to 30 minutes use, and Busselton Library allows two hours usage but it also has an "express" computer for 15 minutes use. However, the South Perth Library provides wifi access, so that patrons may bring their own computers.

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[56] The City of Wanneroo now indicates that the Internet service is filtered, and patrons may not obtain, transmit, or advertise "objectionable material", with breaches resulting in banning from the Library and/or reporting to the police (City of Wanneroo, 2012).

It is suggested that the computer search portals provide access not only to municipal information and cultural collections but also to municipal services. For example, N. Parker (2011) reported Manchester's libraries are e-access points to other council services. Such an arrangement in a CMI will foster the roles of providing an information commons and a community hub, and increase the information benefits to users.

It would be desirable for all of a CMI's public computers (including OPACs) to have access to the Internet, to maximise their functionality and further support the CMI's role as an information commons. This notion reflects arguments made elsewhere (for example, AEC Group Ltd, 2010); however, contrasting opinion has been found in other texts and during the case studies. For instance, Church, Vaughan, Starkweather and Rankin's (2002) discussion of Lied Library's establishment of an information commons explained its different computer capabilities, whereby machines were designated as catalogue, intranet, internet and media (accessory applications), or research services, and separation of computer use and functionality (such as file transfer) was also apparent at the libraries of South Perth, Wanneroo and Busselton.

The time restrictions to users, limited provision of equipment and/or with limited functionality not only hinder the information commons but also hinder the modern library's role of digital education and digital inclusion. As discussed in the literature review, this role is aligned with and supporting government policy, in Australia and overseas. For example, ALIA (2011b, para. 3) has stated that,

> *The national broadband strategy must include recognition of the huge demand and exponentially growing expectations in communities for assistance from public library staff in using electronic services, not only for government information, but for everyday living skills such as e-banking and email. A large part of this demand comes from people from lower socioeconomic levels, or from the unemployed, elderly and people with disabilities.*

This reflects the conclusion by Ingles et al. (2005, p. 28) that both professional and paraprofessional librarians *"are performing duties within the realm of public services and information technology"*.

Another example of the assumption of this role is found in America. The Institute of Museum and Library Services (IMLS), together with the University of Washington and the International City/County Management Association, has formulated *Building Digital Communities: A Framework for Action* (2012). This framework was prompted by findings that a lack of computer and internet access has profound implications for an individual's economic success, educational achievement, and civic life. The framework arose from recognition – similar to that in Australia – of the ever-increasing demand from patrons for electronic resources and

equipment. For example, statistics show one-third of American citizens aged 14 and older use public library internet facilities (IMLS, 2010a). The IBIS World Industry Report *Libraries in Australia* (2009) estimates that by 2014-15, it is likely that the primary use of libraries will be to access the Internet. Creelman (2012, para. 4) states, *"It is vital that libraries clearly define themselves as information hubs and resource centres for digital media offering impartial professional advice and guidance"*.

Memory institutions are not only hosting the information commons but joining the information commons. As Wright (2012, p. 4) observes, *"Libraries can participate in commissioning, co-creating, editing and distributing content for different target markets while at the same time designing and delivering high-level user experiences"*.

Developing the information commons in a municipality is also achieved via memory institutions permitting user contribution, feedback, critique and comment, either onsite or by remote access, to the physical and virtual collections. The information commons arose to overcome the increased capacity of publishers and vendors to "enclose" information through the use of licensing, and – as Wright (2012, p. 4) notes – *"If communities contribute and edit online content, libraries are no longer passive receivers of the output of the publishing industry"*. User contribution and comment also embodies the information commons' notion of free expression, and also adds value to collections, thereby demonstrating the "multiplier effect" that is a feature of the commons.

The information commons is fostered by this sharing of responsibility for preservation of local heritage or *"community legacy"* (Collard, 2011, p. 11), as the upkeep of a village agricultural commons was shared by residents. Hence the information commons invokes civic duty, as well as – by meeting information needs – aiding civic awareness and hence democracy (Kranich, 2004).

The notion of the "produser" and patron participation at collecting sector institutions to foster the information commons was encouraged by the case studies. For example, the Busselton library staff reported *"community groups are always approaching the library to bring in displays…we work a lot with communities"*.

The information commons aspect of CMIs is advanced by "hybrid" staff, such as those working in Wanneroo and at South Perth memory domains. As reported elsewhere (Bailey & Tierney, 2002), the greater the staff knowledge, the greater the quality of the input and usage of the information commons. Also, as Busselton interviewees noted, in a CMI customer queries can be referred to staff from merged domains, thus reference services are enhanced. This advantage was evident in reports from other CMIs – for example, the research and reference service of the

converged Lavington Library in New South Wales spans their public library and local history resources (Albury City Council, 2012). Bailey and Tierney (2008a, p. 3) also noted the opportunity that the information commons offers professionals "*to continue to renew and grow in areas of relative expertise*", thus evolving their identity.

The information commons further improves the environment for collections in a CMI, when items are uploaded or digitised for online circulation. This process increases the security, publicity and preservation of the collection, as well as encouraging research and exploration (Canadian Heritage Information Network (CHIN) & Australian Museums and Galleries Online (AMOL), 2001). Bullock and Birtley (2008, p. 6) suggested incorporating an image of an item with its catalogue entry (that is, a convergence of virtual data), so that "*users gain access to a single product that combines the advantages of its constituent parts*".

The research reveals that all of the case studies sites had domains with digitised material, and most – for instance South Perth's local studies – intended to increase their digital finding aids and/or collections, thus also increasing user access.

The traditional notion of the commons involved agricultural production for markets; thus an economic element existed. The enhancement of the flow of knowledge and connection to ideas via the modern information commons is also financially relevant; due to the "information economy" that is present in most countries. However, statements about the economic importance of their realised or planned convergence to all the case study municipalities tend to focus on employment and expenditure related to the construction of buildings[57]. For example, the construction of the WLCC was part of the city's revitalisation plan, which created 1000 jobs (City of Wanneroo, 2010e).

The previous literature (Dunn, 2007; Bullock & Birtley, 2008) has recorded that focussing cultural activities in geographic zones builds a coherent approach to collections and increases the professionalism of management of collections, and that public programs can be developed from an enriched understanding of a combined collection. These information benefits to users were demonstrated by the case study institutions developing and/or leveraging the synergies between their domains' processes, programs, outreach and collections. For example, the WLCC memory domains were working on other municipal projects in the form of the Walls of Honour and the Cultural and Civic Trail.

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[57] These benefits are also reported in material about convergence – for example, Amberg, 2009; Fulker, 2010.

A comparison of the provision of the information commons by the libraries in each municipality can be made using Bailey & Tierney's (2008b) "Commons Continuum". This model (as explained in Chapter 3) has four levels; organisations begin with an adjustment, and progress to isolated changes, far-reaching changes, and finally to transformational changes. The York Library does not provide computers and is thus at zero. The Busselton Library has attained Level One, by providing computers with basic software, and some resource access. Bailey and Tierney (2008b, p. 3) explain this level has *"minimal space design implications"*; and in Busselton Library the computers are on desks along one wall. At Level One the Commons remains *"library-centric",* as is the case in Busselton.

The Wanneroo Library and the South Perth Library have each attained Level Two of "The Commons Continuum". This level features the creation of a separate computer lab with a broad range of multi-media software, yet the Commons still remains *"library-centric"*. However, the Wanneroo Library has progressed further towards Bailey and Tierney's (2008b, p. 4) Level Three, where *"the enterprise is more collaborative"* and the integration of staff and activities is deeper. For example, computer training is delivered by non-Library staff.

The evidence from the research presented in this section has demonstrated the feasibility of a public institution hosting the information commons, which confirms the early theorising on this concept (for example, Felsenstein, 1993). There is also ample data to indicate that libraries in particular gain significant advantages when it comes devising and implementing a commons-based approach to information services.

7.5.2   A community hub

As per the discussion of the information commons in the previous subsection, the social benefits to users when a community hub exists were reported as "advantageous outcomes" in Chapter 6. Examples of the social benefits that all the municipalities had experienced or expected to experience were increased usage of community facilities and services, and increased participation in social activities, thus confirming Monley's (2006, p. 5) finding that convergence means, *"People stay longer, look more thoroughly, meet and chat"*.

Consequently, there are higher levels of social cohesion. Evidence from the case study sites includes the Mayor of South Perth James Best predicting the SPLCC *"will become the new civic heart of the municipality"* (City of South Perth, 2010a, para. 13), and a Wanneroo interviewee reporting, *"We have some regular families and children that come every week to the children's museum just to play in here"*.

That CMIs deliver social benefits to users such as improved quality of life and time savings, was further affirmed by a Wanneroo interviewee stating, *"The activities that we do expose the community to such different things and get people to try new things as so many people complain that there is not enough to do in Wanneroo";* and a Busselton interviewee reporting that *"it would be a one-stop-shop for a lot of people, and the convenience of that in a busy age is obvious".* The high number of programs offered by CMI's increases the skills and abilities of users, as indicated by focus group member answers in the case studies. For instance, when asked to summarise the WLCC, one participant replied, *"community capacity building".*

Comments such as these support evidence from the literature review that convergence builds social capital. For example, J. Oliver (2011) reported that the Camden cultural partnership of the library, museum and local history organisation had strengthened community development. As Oliver (2011, p. 57) explained, the Camden Council's strategic plan for the library and its partners was for the site to become*" a natural meeting place in much the same way as a village square provided a focal point in the past".* Similarly, Dunn (2007) wrote of the contribution of partnered facilities to the "liveable" feel of regional centres; and the involvement of young people in new activities that make regional living more attractive and reduce aimlessness and its ensuing problems. Beakey (2012) notes the participation of libraries, museums, historic sites and public gardens in collaborative projects to promote healthy behaviours, such as physical activity and nutrition.

Converging memory institutions to improve social relations in a municipality can build upon the reputation that collecting sector organisations – especially libraries – have forged as integral to their municipality (Page, 2010). In support of this point, the participants in the case studies confirmed the high level of interest from residents in the plans for the municipal information and cultural buildings. For instance, at South Perth a large amount of feedback was received on the plans for the Old Mill redevelopment, and interviewees reported that *"little old ladies"* would wander onto the library construction site to check progress!

Previous reports (for example, J. Oliver, 2011) and case study data indicate that the CMI's function of being a community hub is as significant as its role of an information commons. Sukovic, Litting and England (2011) note that whilst remote access to services is important, it cannot replace direct communication with people – they state that *"this is an important reason why physical local spaces are still relevant"* (2011, p. 82). The relevance of physical local spaces is strongly demonstrated by the increased visitor numbers and also the increased regularity of patron visits in Wanneroo and South Perth following their convergences. The evidence from the four case studies is that the social benefits to their users have been enhanced by the four municipalities offering a local meeting place, and by the partners

they have selected for convergence. For example, Wanneroo's memory domains sharing space in the building with commercial enterprises of a café and a hairdresser increases the social aspects possible in a visit to the site, thus reflecting the contention made elsewhere that the convergence of social and cultural places results in community engagement which is a feature of a "third place". For example, as D. Jones (2007, p. 24) states, *"at co-located premises library, museum and gallery goers, or gym or swimming centre patrons mingle and coalesce as a community"*.

Authors (Gordon, 2005; Keogh, 2006) report staff feelings of isolation in stand-alone facilities, when they are the sole employee or a member of a small team. Comments from Wanneroo focus groups members indicated awareness or experience of isolation in single-domain institutions, and confirmed that a CMI offers social benefits to collecting sector professionals.

The inclusiveness of a CMI is also apparent in its bringing together of local government representatives and the community. The libraries in the case study of Busselton conducted "Cuppa with a councillor" monthly public forums, and this form of outreach has also been reported elsewhere. For instance, MP[58] or council "surgeries" are held in many local public libraries in England (Government of the United Kingdom. Department for Culture, Media and Sport, 2010b).

The notion of the inclusiveness of the commons is also reflected by the clientele of the partners in a CMI becoming more diverse in demographic and cultural profile after the merger. This positive outcome presents an opportunity to increase community cohesion, as was evident at Wanneroo, where the centre has held Harmony Days, with activities such as ethnic food-tasting, cultural dance performances and exhibits of cultural costumes in the museum (Leigh, 2011). Such action by a CMI reflects comments recorded in the literature. For example, *"Making connections with users, stakeholders and the broader community and engaging them in the work of the library will become increasingly important to counter scenarios where society becomes highly fragmented along socio-economic and/or technology lines"* (Library Council of New South Wales, 2009, p. 54). The authors in Buschman and Leckie's (Eds.) (2006) *The Library as Place: History, Community and Culture* highlighted the library's function as the public sphere (Most, 2007; Searing, 2008), and in this project the creation of a forum that permits discussion and shapes opinion is implied when CMI's adopt the information commons and community hub role.

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[58] Member of Parliament

The increasing role of libraries as a community hub was commented on by several case study participants. The South Perth Library Manager explained that the re-design of the library allowed more space for activities, and a Busselton interviewee stated libraries will become *"a meeting point"*. A Wanneroo focus group member contrasted her time at university with that of the present intake of students *"with libraries people don't come to do research anymore – you can do it online"*. These observations are very similar to those recorded in many recent accounts of changes to public libraries that have been wrought by developments in information technologies and access to online information. For example, Rybczynski (2008, as cited by Hendrix, 2010, p. 14) wrote that while the demise of traditional library space is not inconceivable;

> *in its mutating role as urban hangout, meeting place and arbiter of information, the public library seems far from spent. This has less to do with the digital world – or the digital word – than with the age-old need for human contact.*

The link to the historical outdoors commons as a meeting place and a place of celebration is retained when CMIs utilise the surrounds of the building. This usage includes everyday patron activities (such as lunchbreak picnics), outreach activities and special events, and has been the case at South Perth and Wanneroo.

Other strategies to foster user adoption of the CMI as a community hub include the recruitment of volunteers (as sought by all the memory domains at the WLCC); and the formation of Friends Groups (as evident in the literature – for example, Friends of Libraries and Archives Canada http://www.friendsoflibraryandarchivescanada.ca/en/home.php - and as intended by the Wanneroo Museum).

The reports from previous experience of convergence (N. Parker, 2011) also suggest that community affiliation with a converged site is fostered by foregrounding local identity, and that privileging local content and services is a recent trend in municipal memory institutions. For example, the priorities of Victorian library managers and employees included improving local collections, meeting local needs and broadening local services (Considine et al., 2008).This approach has been taken by most of the case study sites, and is apparent at CMIs such as Puke Ariki. The literature review indicated the interdependency of these concepts - for instance, the Library Council of New South Wales (2009, p. 56) identified *"the need for the library to act as the hub for an online community of (mainly local) interest"*; and Dunn (2007) reports that efficiencies gained through domain cooperation will enable a much bigger impact on the culture and identity of the region.

Consequently, local history has gained public support and also respect and esteem from parent bodies and professionals. This reflects a change in collecting sector thought, as the literature review indicated that local material was previously less-valued. For instance, Lawrence (2003, para. 10) noted that *"When the academic historians abandoned local history, a chasm grew between the public and their history"*. The collecting sector's reprise of an emphasis on local matters reinforces the linkage of the notion of modern local public institutions as a social commons with the concept of a traditional village commons.

The retention and creation of individual and district identity is easier when memory domains are in proximity, due to synergies of staff, processes and holdings. For example Bryson (2001) noted that the convergence of records management, archives, library, art gallery and museum collections provides a rich tapestry of cultural heritage and a complete perspective of the nation or region.

The potential risk to an institution of losing unique local identity after being subsumed into converged management or facilities has been identified (Jackson, 2008), and countermeasures have been employed at CMI's to guard against this eventuality. For example, the Local Government Association [UK] (2012) reported three partnering London City Borough Councils had signed "sovereignty guarantees", described as protecting the distinct nature or identity of each borough's library services and the priorities of local people whilst still seeking to share services between the three.

The productive and social aspects of the historical commons were interdependent, and this relationship is continued in the modern commons, in the forms of the information commons and the community hub, whereby strategies to implement one of these roles fuel the development of the other. As Leckie and Hopkins (2002, p. 327) state, *"The public library is both an instrument and a site of public communication and is thus a principal product and producer of public culture"*.

A CMI that has embraced a number of roles has usually implemented multi-category convergence. The case study data demonstrates that the simultaneous achievement of a CMI functioning as both an information commons and a community hub is possible using this approach. For instance the project manager for the SPLCC, Michael Kent remarked *"this multi-purpose building reflects the needs of the South Perth community. It is a place of learning, a place to enjoy life and a place for us to connect as a community"* (City of South Perth, 2011b, para. 8). These findings confirm trends noted elsewhere – for example, Lippincott (2010, p. 33) observed the design of information commons facilities are increasingly including *"event spaces that reinforce community"*.

There is further evidence of the concurrent advancement of the information commons and a community hub. The growing democratisation of memory collections is demonstrated by the identity and behavioural shift (as discussed in Chapter 3) of information and cultural professionals from being *"guardians of knowledge and information"* (Barquin, 2007, para. 8) and lecturing the public about culture, to facilitating public discovery and participation with culture. In relation to community history, the attitudinal change means collecting sector professionals help patrons record their experiences, well as providing to them local historical information. As a focus group member from Wanneroo stated, *"We like them to tell us and share their stories"*. Thus this change evokes the spirit of the commons, with all members having equal status. The alteration to staff behavior and institutional programs will help establish personal connections – a key feature of the historical productive and social commons - between staff and users, and will increase a user's adoption of the CMI as an information commons and community hub (Lippincott, 2010).

The democratisation of memory institutions also reflects the feature of the historical commons as entrance open to all. This was demonstrated by the Busselton Library offering special types of membership to enable visitors to the town to have library privileges, including use of computers.

P. Reynolds (2009, p. 6) described the growing trend for patrons to find, share and create the virtual content of information and cultural organisations, and that it resulted in a *"rich collaborative digital public space"*. This trend was affirmed by the case study of Busselton – for instance, the Busselton Library Services Plan (2008, p. 13) explained the proposed service changes will reflect the new *"multiple role of the library patron as both a consumer of services and a producer of community activity (through book clubs, historical societies, genealogy organisations and similar community groups)"*.

It can be argued that a CMI that functions as an effective information commons and a community hub is particularly suitable for the context of local government areas, because it can simultaneously meet the council's economic, social and cultural responsibilities. The findings from the case studies and reports from converged memory institutions in other Australasian local government areas (Green & Winter, 2011) support this opinion, which has also been expressed in other studies and by collecting sector commentators. Sandell (2004) wrote that partnerships between memory institutions sustain their community's culture and economy, and the Arts Council of England document "Cultural capital – a manifesto for the future" states, *"Volunteering generates social capital, social capital creates cultural capital, cultural capital generates social and material wealth"* (2010, p. 9). Library science scholars (for instance, Kranich, 2004) emphasise how information unites communities by people gaining and sharing common interests through their access to information resources. As a Wanneroo interviewee

remarked, *"I think the building has given us the opportunity to be acknowledged not only as an important community facility but also an important council facility"*.

The UK Government's (2010b) document *The Modernisation Review of Public Libraries* contended libraries can act as the anchor service for a number of shared civic functions, and similar sentiments were recorded by the Shire of Busselton - *"Libraries should not be stand-alone developments but integrally linked with other service outlets"* (2008, p. 15).

Yet there is also evidence that there may be a geographical and government-based difference in the potential of memory institutions to span these key responsibilities, as Schmedemann (2011) noted when comparing German to American public libraries. She wrote that whilst American libraries also serve as job agencies, youth zones, adult education centres and neighbourhood meeting places, these functions are handled separately in Germany by various federal agencies. There was also evidence of a geographical difference in the results of the case studies, with the community hub role for a converged institution receiving greater emphasis from the two metropolitan sites, compared to the two rural sites. This is likely to reflect the greater need for local government to take the lead in promoting community identity in a metropolitan region than is the case in rural situations where the smaller population size and more homogenous social circumstances are likely to generate stronger connections and community identity.

The literature (for example, Allmang, Liu & Sanders, 2005) has reported growth in the role of the collecting sector in the development of the information commons, and this supports the contention of the project for public sector rather than academic sector hosting. This trend has also been indicated by national strategies such as the Norwegian white paper *Libraries: Knowledge Commons, Meeting Place and Cultural Arena in a Digital Age* (Gundersen, 2012), and by examples such as the Smithsonian Commons (a virtual convergence of resources of the Smithsonian Institutions' many museums, zoos and research centres, which also encourages user interaction with the collections), being hailed as *" the very model of what a modern major knowledge institution should be doing in the 21st century to throw its doors open to the world"* (Kamenetz, 2010, para. 1).

In the project's research setting of Western Australia, a similarly trailblazing reputation for modernity and convergence (albeit physical) has been gathered by the WLCC. The Mayor of Wanneroo described the WLCC as *"state of the art"* (Sun City News, 2009, para. 3), and the Manager of Capacity Building termed it *"a new frontier"* (Brennand, 2009a).

7.5.3 Potential disadvantages to a converged memory institution from hosting an information commons and a community hub

Reservations about the multiple aims of converging and being an information commons and a community hub were expressed in the literature and in the case studies. Keast and Mandell (2009, p. 2) warned of unrealistic expectations *"Despite its many advantages collaboration is not a panacea to all social problems"*. Sharrow (1995) notes integrated facilities face difficulties in setting priorities, and Dilevko and Gottlieb (2004, p. 2) write of *"the tension between educating and entertaining the public"*. Rodger et al. (2005) and Monley (2006) both reported their studies showed participant concerns that collaboration had or would detract from the core mission, and a Wanneroo focus group member cautions against over-expanding the role of memory institutions *"if you try and merge too much than the different needs of the community are lost if you are not careful"*.

If a CMI operates as a base for the municipal and wider information commons and community hub, the issue of governance arises, with its potential negatives of exclusion and filtering. For example, the policies of some councils restrict the hiring of function spaces and training rooms to only those parties that they deem compatible or acceptable, as is the case in Wanneroo.

The case studies confirmed the risk that an emphasis on the social nature of the facility (a community hub) might result in higher numbers of visitors to the parts of the facility that are not information and culture-related. For example, the children's play area at the front of the museum in the Wanneroo Library and Culture Centre is popular, but the children (and their parents) might not venture further into the museum proper (Rogers, 2010).

The risk of patrons bypassing memory domains also arises if a CMI hosts the information commons. As K. Wilson (2007, p. 25) observes, *"in merged or hybrid zones which combine information technology, collection display and book stock, [some] people are still targeting elements of those spaces (such as the free internet) and not taking advantage of other elements (such as exhibits)"*. However, it is noted that this is a risk currently faced by stand-alone memory institutions that provide internet access.

A CMI's dual focus of scholarly and popular information and cultural service provision might also lead to possible detriment of collection status and/or professionalism of management, as Jackson (2008) and the case study participants warned. For example, at Wanneroo, a museum worker reported that in her understanding of the Albury LibraryMuseum *"the integration of the physicality of everything there was such that museums particularly were losing their professionalism"*. She commented further that, *"I don't think we fell into that trap"*.

There are drawbacks to patron involvement in the memory domains, including physical collection damage from mishandling, and the demand on staff resources for training and supervision. In relation to co-curation and also the information commons, patron participation might result in the entry of inaccurate information into databases or posted online. Examples of these drawbacks have been reported by other studies and by institutions that permit patron participation. For instance, Dewhurst (2008, para. 11) commented that whilst the public are asked to provide metadata when contributing images to the National Library of Australia *"they do not always do this well – our audience aren't generally cataloguers after all"* and Partridge (2011, p. 5) stated *"when discussing the emergence of library catalogues that allowed client tagging, some [librarian] participants were still not convinced: 'but you could have a real mess!'"*

Conclusion to section

The case studies demonstrated the interdependence of convergence with the concepts of the information commons and community hubs, and professional and institutional identity. This reflects the evidence of other reports, with Boaden and Clement (2009, p. 22) noting that "*the successful converged facility is a community hub"*.

The research also indicates that these concepts are often simultaneously introduced in a municipality. For example, a WLCC manager stated *"the building gave us the opportunity to bring in this notion of a third place"*. The theory of a commons emphasises its ownership by all, and the reputation that modern collecting organisations have as belonging to the community at large (Sutton, 2009) was affirmed by the four case studies, hence positioning the CMI as a suitable host for the information commons and the social commons (in the form of a community hub).

The case studies revealed patrons have received the benefits of both an information commons and a community hub via the better co-ordination and alignment of information, cultural and social purposes of the partnered memory institutions. As a Wanneroo interviewee stated, *"For the centre – every time we have a special week it hums with bodies, people and noise"*.

The literature (for example, Longhaus Pty Ltd, 2010) indicates the CMI's principal goal of information and social benefits is enhanced when the associated practical goals of greater productivity and consistent delivery of services are achieved. These notions were affirmed by the Wanneroo case study participants reporting that productivity had increased and business goals were being attained.

The case studies support the contention that libraries lead (or anchor) the hosting of the information and social commons in a municipality. For instance, the *Busselton Libraries Services Plan* (2008, p. 14) stated, *"With free public space at a premium, libraries are a key site for community meeting spaces, places for reading and reflection and the pursuit of learning and hobbies".*

This was similarly expressed in the literature. For example, van Wanrooy (2006, p. 13) observed *"the community has access to much larger quantities of information through the Internet, which means the library's task of validating and managing this information is also rapidly growing",* and Birtley (2008) wrote that for most communities, the local library already serves as a physical, social and professional hub for numerous purposes. If, however, a library is a partner in a CMI then the other memory domain partners may share the responsibility of leadership and co-ordination. Furthermore, via synergies of staff, finance, technology and other collective assets, the shared hosting will optimise the information commons and community hub. Commentators such as K. Wilson (2007, p. 24) support the notion of shared information and cultural responsibility via a CMI, while also warning of the dangers to library services of being too ambitious

> *Libraries are in a sense already over-determined in trying to provide for a broad range of users. We have fallen into the trap of pushing the library envelope when we should be pushing the exhibition space. There is absolutely no reason why we should not create these types of living rooms in our exhibition spaces.*

7.6   Additional approaches to converging professional and institutional identity

This section discusses additional strategies attempted by the case study municipalities and suggested by the literature to evolve professional and institutional identity towards a converged state. The evolution requires the addressing of every element of identity, but particularly the elements of beliefs, training and skillsets, affiliation, terminology (names) and roles and practices. The necessity of identity evolution is heighted if the CMI adopts the information commons and community hub roles, due to the different tasks associated with these services. However, there are indications that such expansion has begun – as van Wanrooy (2006, p. 2) concluded, *"librarians have developed into a complex hybrid of information manager and social capital service deliverer".*

As commentators such as Spall & Watters (n.d.) and McKnight (2002) have argued, critical success factors in a blended institution are building a new culture and supporting and managing people through the change. For example, specialists in organisational development were hired to help the transition to a combined library and learning resource centre at the Bisham campus of Blackpool and the Fylde College (JISC, 2008a). A new culture is also required to allow user

participation, because as Trant (2009, p. 376) notes *"enabling community constructions of knowledge requires both a letting go of some authority and the development of a trusting attitude towards the users"*.

Convergence of the professions has been fostered at facilities such as the LINC Tasmania sites via the relaxation of criteria for job applicants, and also by less adherence to a hierarchical structure. Hence wider input on organisational matters is gained, and has proved especially effective in problem-solving (Conroy-Cooper, 2011). This trend was reflected in the case study of Wanneroo, where an interviewee reported that,

> *"We try to bring in new members who aren't necessarily always involved in the decision making process to get some fresh ideas on how things can be done or improved"*.

The literature (for example, L. Scott, 2010) suggests that one of the key challenges to implementing a CMI is the development of the wider range of skills required by the staff. The notion of the full convergence of the professional domains to form a unified information and cultural professional received support from the case study participants.

> *"There are some areas where it works really well."*

> *"I agree with that; I think there is great value in team members in a converged situation such as our knowing how those other areas work and having some of those basic skills and understanding."*

Although all the participants in the case studies support the cross-training of staff in the duties of the other memory domains and the sharing of roles, this support was qualified – it was deemed as workable up to a point, beyond which specialisation would be required. Support for cross-domain working staff depended upon whether the role was customer care (front-of-house) or collection care (back-of-house). Participants from all the case studies almost unanimously recommended cross-domain backgrounds for the "front-of-house" staff. The WLCC had at least two such employees and focus group participants deemed it to be an advantage: *"it does work and we need people at that customer service level for the whole building"*. Support for the convergence of the back-of-house staff also depended on the level of the role. The convergence of lower and middle ranking positions was preferred to that of the more senior positions.

Other studies indicate that the extent of a CMI's integration of servicing may vary – for instance, staff duty or role convergence may apply to junior positions only, or to managerial levels only; or for all levels. Boaden and Clement (2009, p. 20) report the staff and management structure of Kogarah's integrated Library and Cultural Centre is united, reflecting a

reorganisation of council responsibilities into three core areas: *"Collection management and IT, Central and Branch Services and Community and Cultural Services. Consequently, cross-functional teams deliver services and programs across the community"*.

Similarly, K. Wilson (2007) reported the Albury LibraryMuseum created generic positions to cover all facilities, and regularly rotate frontline staff to all facilities. By contrast, some specialised staff were retained at Puke Ariki (Boaden & Clement, 2009). Key to the arrangements of staff crossover is the precise nature of the partners – in extreme cases, in converged institutions of GLAM domains including food providers, the librarians are unlikely to become occasional coffee baristas!

The impact of roles and practices upon the evolution of professional identity is also affected by whether servicing all domains is optional or mandatory. As the research evidence (in particular the literature review) demonstrates, many professionals strongly oppose the notion of converged professions (Eberhard, 2007). Thomas-Peter (2010, para. 6) described *"an air of a strained relationship that had been pulled together reluctantly"* at the merged York Reference Library and York City Archives in England. Hence some employees in a converged facility will be unwilling to undertake the cross-disciplinary duties that might result in a transformed professional identity (Bailey & Tierney, 2002). Some CMIs favour staff choice – with N. Parker (2011) explaining that staff in the transformed Manchester library services can opt in or out of cross-domain roles. Similarly from the case studies, a Busselton participant believed individuals should be able to decide whether they remain working in their single area of specialty.

It is acknowledged that the case study data that indicates support for the convergence of professional identity is partially drawn from the opinion of workers who are not "professionals" in the proper sense of the word (that is, inculcated into their professional domains via qualifications and association membership).

It is also noted that Zorich, Waibel and Erway's (2008) Collaboration Continuum (as discussed in Chapter 3) indicated that even at the final stage of convergence, it would be necessary for the different partners to perform specialised tasks.

It has been argued that attitude is as important as knowledge in a CMI. For example, Johnstone (2011, p. 3) states that *"All staff should have the skills required and a willingness to serve all client groups"*. The potential for successful convergence was also seen as dependent upon the qualities of the individual staff members involved in partnerships. As a Wanneroo case study participant stated, *"you need to get the spark between the right groups in the building"*.

Some participants identified convergence as aiding professional identity change. For example, a Wanneroo manager commented that the transformation to the building and its services meant

staff were *"more than custodians".* The survey data and previous studies (Green & Winter, 2011) both suggest a higher level of feared and actual lost identity and upheaval from convergence than the case studies reported. However, some upheaval did occur; it was reported that Wanneroo staff had needed to adjust to changes resulting from the convergence, including new duties, new types of work-areas (for instance, there was no returns room before), and greater busyness (library membership increased by 49% in one year, and there are ever-increasing audience numbers at library events). As the Co-ordinator of Library Services said, *"I think it was a shock to them even though we said, 'you are going to be busier', and because the physical area they have to walk is massive compared to the old Wanneroo Library".*

Affiliations between staff are frequently fostered by joint activities. Simon (2010), for example, described how a project was launched inviting staff from across Puke Ariki to write first-person labels about favourite objects. The project was titled "Ruru", and it was hoped a shared sense of purpose and excitement among staff would be created. This approach is reflected by evidence from the case study of Wanneroo, where staff combined activities to support the touring exhibit "Symbols of Australia". A focus group member said of this activity that *"it was really something to bond on".*

Ongoing socialisation between the professionals of the various domains is essential. Green and Winter (2011) report that the staff of the Masterton Library and the Wairarapa Archives celebrate all staff and social occasions together. This approach is evident at the case study site of Wanneroo, where according to a focus group participant *"everyone uses the tea room – although you've got your separate areas* [for the memory domains] *it is not necessarily blocked off"*; and another participant stated, *"everyone is connected to each other – say it's a birthday, someone makes a cake".*

If information and community services are clustered or form a precinct, whole-of-municipality professional collegiality is maximised. For example, participants in the Wanneroo case study told of the Council staff (located in a building opposite the WLCC) *"coming over to get a coffee and popping into the museum for a visit",* and that because of their proximity, some Council employees join the WLCC staff on the Centre's bi-annual development days.

The literature (for example, Nelson, 2009) reveals that a new environment will foster new behaviours and the shedding of old ways and cultures. Consequently, the modification of professional identity will be aided if integrated services begin in a new building, or at least in a renovated workplace. A change to professional identity can also be fuelled by re-titling divisions and jobs (Marshall, 2011); this often occurs as a consequence of structural changes when interacting, as discussed earlier in this thesis.

The research found that evolving a new institutional identity (via convergence and/or to embody the information commons and a community hub) is also helped by a new location and a new name for the facility. As Edmondson (2002) wrote, *"Public institutions alter their names for traditional reasons [such as] change of status, function or circumstances, like mergers or separations, rendering the existing name incorrect"*.

There were likenesses in the case study districts' approach to institutional identity. All proposed or realised library convergences would affirm libraries as the dominant partner at the site. The library partners in both Wanneroo and South Perth received titling dominance; furthermore, the libraries were the only memory domain specified in the titles of the converged centres. However, the titles of the two proposed convergences ("Busselton-Dunsborough Community Resource Centre" and "York Community Resource Centre") would encompass all entities, thereby neither assigning titling dominance to a particular memory domain nor excluding any of the other partners[59].

Irrespective of whether the converged institution's title is a list of the partners (for instance Hurstville City Library, Museum & Gallery in New South Wales) or an acronym or metaphor (for example, The RISE), most research participants urged that for clarity the municipality should form part of the CMI'S name, usually as the prefix. The literature review indicated that this often the case not only in Australia but also elsewhere (for example, Brecknock Museum and Art Gallery in Wales). It is noted that most case study participants favoured descriptive rather than "allusional" titles, which reflects Simon's (2008, para. 9) report that people surveyed in relation to a proposed museum *"overwhelmingly preferred the straightforward name"* .

The analysis concludes that thoughtful naming for organisations and buildings increases the chance of acceptance of new services and programs by the users and staff.

It was also discovered that an institution's identity is affected by logos and slogan; hence it is suggested that a new CMI is "re-branded" as part of the convergence process. Evidence of this from the literature includes the re-branding of branches after the management convergence of Auckland Libraries in 2010, which united 55 branches from various local councils.

Previous research (for example, Errington, 2011) also reveals evidence of the sizeable influence of training and education on professional identity, thus to converge the professional identity of

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[59] However, the City of Busselton recently decided to re-title the CRC, and has called for suggestions from the public. A media release on 30 April 2012 stated *"Council feels that this building, which will serve as an important community hub, needs a name that connects more personably with residents and is more interesting to visitors"* (2012, para. 2).

staff of a CMI it is suggested that new, multi-disciplinary qualified staff be recruited[60], and incumbent staff be cross-trained.

The literature review revealed training will depend upon the original domain of the staff. For example, IBSA's report *Environmental Scan 2011 - Cultural and Creative Industries* noted museum staff need to develop visitor relationships, and upscale customer service. Staff with skills to help create a social commons are already being sought by the managers of libraries – for instance van Wanrooy (2006) reported a demand for employees who can maintain relationships in the community.

The case study of South Perth indicated patron service in a CMI is improved by roving staff. This is a practice that has been escalating in stand-alone facilities (Schmedemann, 2011), but is perhaps even more necessary in an integrated building due to the myriad services being offered, and thus was implemented at Lied Library, a library-IT merger (Church et al., 2002). The roving role requires a different skillset and therefore additional training. The role may also be more easily adopted by the staff from certain domains – as Stevenson (2008) notes, there are more instances of librarians than archivists in non-desk-bound roles.

Sharrow (1995) identifies inadequate recognition of expertise as a barrier to integration, and other studies have revealed a professional's receptiveness to the prospect of cross-tasking rises as their learning and understanding of other domains increases. For example, C. Anderson (2012) reported professionals with membership of associations other than those specific to their area of practice are aware of issues of common interest. Therefore cross-domain membership, event attendance and journal reading (Southon & Todd, 2001) should be encouraged. These measures will also address the creation – as necessary for professional identity – of a shared history and repertoire (Ibarra, 1999).

It was found in the case studies that worker identification with a single domain is strong, and this is likely to extend to identification with domain-specific professional groups and networks, thus hindering professional identity convergence. This reflects some reports from other experiences of convergence. For example, Simon (2010) wrote of Puke Ariki, *"There was the feeling that staff often stick just to their teams and didn't see themselves as a part of a bigger Puke Ariki – people tend to refer to themselves as "library", "museum" or "i-Site" staff rather than seeing themselves as a part of the whole."* However, though many of the staff in the Wanneroo case study conveyed belonging to a discrete domain, such as the Library, they saw themselves as connected to the Centre.

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[60] Conroy-Cooper (2011) recommended reworking job criteria, to broaden applicant pool.

The research reveals a variety of titles for Western Australian collecting sector roles, despite similarity in position level, and especially for library professionals. There is also a range of titles for converged collecting sector facilities in Western Australia, and both these findings match the practice from other Australian states. For instance in New South Wales the public libraries that are site-converged with council services are inconsistently named, such as "Tomaree Library and Community Centre" and "Strathfield Library and Information Centre". These findings corroborate the discussions of professional and institutional identity flux, and also the difficulties faced when establishing a converged facility in deciding a name for the building and for the staff roles. Other reports (Bullock & Birtley, 2008) recommend a reduction in the diversity of job titles, thereby supporting the contention that the current variation in job and institutional titles would be addressed by the convergence of professional identity and a subsequent standardisation of titles for staff and facilities. As previously indicated, it is suggested that the new terms "Information and Cultural Professional" and "Converged Memory Institution" be adopted; terms that will help overcome widely-held perceptions associated with previous names and the concepts they express.

Analysis of the evidence also reinforces the contention of the interdependency of professional identity and the establishment of a personal connection to the CMI with the concepts of an information commons and community hub. This is because staff help design workspaces, contribute material to collections, participate in exhibits (for instance lending artworks to displays), and use and add to the information commons. They visit the other domains, and interact with the social ("hub") areas and also the commercial enterprises within and near the site.

7.6.1 Convergence of identity of workers in a CMI other than information and cultural professionals

The research data (in particular, comments from the survey) indicates volunteers in information and cultural associations also develop an identity (Saisan, Kemp & Smith, 2011), and – as for employees – the volunteers will require management, re-training and adjustment of personas when convergence occurs (Arnoldi, 2010). Newman (2011) explored the particular demands not only on professional staff but also on support staff in a converged facility. These include clerical, reception, security, and facility maintenance teams, and because they service diverse partners their skills must also be developed via training.

As with professional staff, some support staff and volunteers may prefer not to change tasks, whereas others may enjoy the opportunity of greater role variety. There may be some turnover of support staff and also loss of volunteers, while new staff and volunteers may be attracted in response to the altered circumstances.

Conclusion to chapter

The findings in relation to the study area of Western Australia are that both advantageous and disadvantageous outcomes of convergence are likely to occur.

The case study findings indicate that the influences and the outcome of the convergence of memory institutions are more similar among districts of the same type; that is, between metropolitan municipalities and between rural municipalities. The implications of this result are that councils planning for convergence of their memory institutions should research and seek guidance from examples of districts with a similar location.

However, the case studies also suggest there are some factors that heavily impact on convergence irrespective of circumstance, such as finance. Also, and as per the literature (for example, Baker & Kirk, 2007) local circumstances such as council policy and municipal budgets strongly determine the outcome of convergence.

The case studies also reveal the possibility that more than one CMI might operate in a municipality.

The case studies reinforced reports found elsewhere (G. Smith, 2009, p. 1) that *"cultural institutions can project themselves beyond their traditional roles and beyond their local communities"*. As a Wanneroo interviewee noted, *"We are a memory institution that has looked at our service and gone beyond the book"*.

The research reveals that libraries (the memory domain that is the focus of this study) are the most suitable of the memory domains to anchor the modern commons, and fulfil both the commons' information and social aspects. As Carlee et al. (2011, p. 1) wrote, that whilst their core mission remains information, literacy, and public education, *"today's libraries act as a new type of town square, a place where people of all ages and backgrounds seek help, connect with others, and get access to the information and services they need"*.

The findings suggest that in order to optimise the CMI's delivery of information and social benefits, via an information commons and community hub, that implementation should – as per convergence – be tailored to the unique circumstances of each municipality.

The research also found when exploring case study participant views of the collecting sector that "sustainability" was a key concern. This term encompassed and/or was applied to service operation (financial viability); buildings (upkeep and environmental responsibility via "green features"); patron numbers and the profession (a focus group member stated, *"the challenge for the library is for an ageing workforce"*). It can be concluded that the convergence of memory

institutions alleviates – if not actually solves – such problems, via careful and diligent implementation, service alteration, greater interaction and subsequent advantageous outcomes. It is apparent that the current and future sustainability of the collecting sector is dependent upon co-operation. As the Library Council of New South Wales (2009, p. 54) states, *"Above all is the need for a new collaborative culture to supplant the silos of yesteryear"*.

It is acknowledged that there is a moderate to high level of difficulty in changing the professional identity of the staff of a memory institution. The literature, survey and case studies reveal the pace of change and the effort required is likely to vary according to factors such as the characteristics of the incumbent staff.

The research indicates a strong relationship between the depth of interaction between memory domains in a CMI and the magnitude of professional identity change, and that the types of partners that converge influence the degree to which professional identity must change. For instance, intra-domain convergence, such as between a sculpture gallery and a glassworks gallery, usually requires the least adjustment of staff views and minimal training in each partner's tasks.

It is also the case that changes to professional identity from other forces (such as technological advances) has made the cross-tasking of CMI workers more feasible. Such interdependency of cause-and-effect is also true for institutional identity; furthermore, changes at the institutional level impact upon the staff identity and vice versa. In both instances the change in identity opens up new possibilities, but if the changes are perceived as unwelcome or threatening, progress will be hindered.

The process of transforming professional identities is likely, however, to be protracted. As Ludwig and Bullington (2007, p. 370) concluded following their case studies of library-IT interaction, in the future there will be cross-trained and tasked staff, but for now *"specialists comfortable working in both organisations is viewed as an anomaly rather than a probability"*.

The research data indicates that it is more probable that staff will share a "converged memory institution" identity, rather than achieve a converged information and cultural profession identity. It is concluded that the broader and deeper unification of the collecting sector is a long-range target, and may not eventuate until sometime in the future.

This chapter's analysis of the municipal approaches to developing the information commons and a community hub, and evolving professional and institutional identities has indicated those arrangements that work best. The municipal approaches to convergence have also informed the recommendations for creating and operating a CMI, and this further attempt at codifying "best practice" is documented in Chapter 8.

CHAPTER 8

RECOMMENDATIONS FOR CREATING AND OPERATING A CONVERGED MEMORY INSTITUTION

Introduction to chapter

As previously noted, a converged memory institution (CMI) has the potential to accomplish multiple municipal and user goals. Recommendations to this end were begun in Chapter 7 via the discussion of approaches to the development of an information commons and a community hub, and the evolution of professional identity.

This chapter highlights ways to optimise the utility and synergy of the creation and operation of a CMI, and these ways span the various types of convergence (site, physical, virtual, staff, management and outreach) that have been described in this thesis. The simultaneous achievement of these convergence platforms is not only desirable but also complementary – as Beagle (1999) notes, service delivery can be organised around an integrated digital environment and supported by the physical construction of the facility.

The factors that the literature and the research data have indicated are the most crucial to CMI success are examined, and the sequence of the recommendations (planning, finance and processes) is consistent with the reporting of the case studies.

8.1   Planning

As Hafter and Kittinger (1990, as cited by Sayers, 2001) warn, inadequate preparation is a barrier to successful integration. The evidence indicates that the approach to creating and operating a CMI has similarities to that required for a stand-alone facility – for instance, a CMI's stakeholders must address familiar matters such as tendering for design and construction. For this reason some guidelines prepared for memory domain-specific and stand-alone facilities remain relevant. For example, the Shire of Busselton's *Library Services Plan* (2008) was informed by the published core values of ALIA, and Wanneroo Museum used the Museums Australia code of ethics.

However, due to the larger scale of a CMI's plans, resources and demands, procedures are more complex, and as a result, changes to planning requirements and procedures emerge. Evidence compiled in the course of this research suggests the key issues in creating and operating a CMI are avoiding duplication (of services and holdings) and achieving compatibility (of activities, expectations and usage).

8.1.1 Consulting the community

Although consultation with the community is usually part of municipal development procedures, the project emphasises its importance given not only the likely impact of the CMI on the municipality, but also if the convergence of memory institutions is to be accompanied by the creation of a community hub. Consultation with the community in relation to the proposed convergences was undertaken by all of the case study municipalities, which reflects the advice contained in the literature (Robertson & Thompson, 2008), and examples provided by other converged institutions (for instance, the Ideas Stores in London).

8.1.2 Formation of vision and principles

The findings of the research (for example, A. Yarrow, Clubb & Draper, 2008) are that establishing a common vision, working principles and philosophy are paramount for a CMI's success.

The successful functioning of a CMI also requires the alignment of strategies and goals (IMLS, 2009b; Collard, 2011), not only between the partners but also with the parent body. For example, Puke Ariki met New Plymouth Council's aim of becoming a tourist destination, with 900 000 visitors in the first year of operation (Boaden & Clement, 2009).

For the project's research setting of Western Australia, it seems apparent that the creation of CMIs will align with the Government's goals for the culture and arts sector of creative economies and creative environments. This alignment is indicated by the Department of Culture and the Arts' (2010) document *Creating Value: An Arts and Culture Sector Policy Framework 2010-2014*, which explains governmental priorities including

Support real and virtual clusters and collaborations;

Support for a range of suitable, affordable professional and community culture and arts spaces for the creation, showcasing, preservation, sharing and distribution of work;

Support for hubs of activity to generate critical mass and strengthen the position of culture and arts in the community (2010, pp. 14-15).

Given convergence is presented as a relevant and sustainable method of delivering information and cultural services in the 21st century, with long-term feasibility, it is recommended that a CMI adopts a long-term outlook in relation to collection, staff and community needs. For example, the plans of the case study site of the Wanneroo Library and Cultural Centre projected forty years ahead, and a fifty-year lifespan was assigned to the South Perth Library and Community Centre (Brennand, 2009a; City of South Perth, 2010a).

8.1.3   Choosing partners

The vision for the converged memory institution determines which partners are selected, and thus whether the CMI (collecting sector convergence) is also related, contrasting or multi-category convergence.

Although the research found the multiple goals of a CMI are complementary, one goal or role is usually prioritised -*"a decision about the fundamental objective"* (Shire of Busselton, 2008, p. 13). If the municipality prioritises the information and cultural services to users, then collecting sector partners are sought. For instance, Murphy (2007, p. 40) noted *"Hemphill Branch Library's gallery, studio and children's area support its melding of art and literacy goals".* Partners from cognate sectors will not only supplement but also leverage the provision of information and culture. For example, to assist memory-domain based tourism, a visitor centre partner may be invited to join the CMI (as per the Roberthus Culture Centre in Denmark and the case study of York).

 If the municipality prioritises the community hub role of the CMI, then it may invite community-focussed partners from the private sector (such as banks – Monley, 2006), public (government) agencies and/or not-for-profit organisations to the site. An example of the latter from the case studies is the proposal of the co-location of the Community Resource Centre (including – among other organisations – the Citizens Advice Bureau) with the Busselton Library.

The research revealed that health sector entities are also frequent site partners with memory institutions at a converged site when the municipality emphasises the creation of a community hub. Evidence from the case study of Wanneroo reveals that a "GP[61] Superclinic" was initially planned as part of the WLCC (Brennand, 2009a), which reflects reports (for example, Government of the United Kingdom. Department for Culture, Media and Sport, 2010b) of health and/or GP clinics being teamed with local public libraries in England and America.

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[61] A medical General Practitioner.

Reports in the Australian literature about convergence (for example, Monley, 2006) indicate not only GPs but other health sector partners are present at converged information and cultural sites, including Medicare, massage therapists and kinesiologists. The recommendation of a health sector partner as a suitable partner in a CMI is further supported by the case study data. For instance, the South Perth librarians advised that the child and maternal health clinic will have certain synergies with the library via the Rhymetime and Better Beginnings events and programs, and a Wanneroo interviewee said when voicing puzzlement at the inclusion of a hairdressing salon at the WLCC, *"I would have thought some government health agency like Medicare where people go regularly would work fantastically"*.

Furthermore, the research revealed that the determination of the feasibility of creating a CMI and hence the choice of potential partners sometimes depends on the portability (or otherwise) of a district's heritage; that is, whether items are moveable (such as photographs) or immoveable (such as buildings). Case study participants from York and Wanneroo were especially mindful of this point – as the Wanneroo Co-ordinator of Museum, Heritage and the Arts said, *"There are things that can't be merged; you can't move them"*. In some cases, however, apparently fixed facilities are moved, with the Busselton Museum having shifted an airforce hut from the World War 2 RAAF Busselton Aerodrome to the land surrounding the Old Butter Factory.

The research also revealed the influence of origin of funding upon partner choice, and convergence with entities financed by the same parent body (such as a local government council) was the most common partner combination. As a Wanneroo interviewee remarked in relation to the combining of the memory domains in the WLCC, *"with the funding relationship it made sense"*. This echoes reports found in the literature (Kirchoff et al., 2008; Given & McTavish, 2010) that the history of convergence frequently included the simultaneous establishment by a single donor of a library, museum and archive, and that the donors believed this approach was complementary and synergistic.

The process of convergence is affected by the cultural fit of the organisations; which arises from their institutional identity, hence memory domains may integrate more successfully with each other than with non-cognate partners, although this is not guaranteed. For instance, Thomas-Peter (2010, para. 5) described the partnership in the United Kingdom between the York Reference Library and the York City Archives as *"an uneasy alliance"*.

Non-cognate partners (contrasting convergence) are recommended for a CMI, to provide income via rental to offset site costs, and to foster the notion of a community hub. The research indicated that patrons less familiar with memory collections and sites find it less intimidating

and more inviting when the domains are accompanied by services and places they perhaps frequent more.

A CMI becomes more attractive to users when lifestyle is enabled, thus client convenience should be considered when choosing partners to accompany the memory domains. For instance, N. Parker (2011) told of libraries sharing sites with supermarkets. The case study Busselton Library shares a carpark with the Coles store opposite it, and a library interviewee advised *"We have our regular people who shop on a certain day and come in beforehand"*.

Case study participant opinion on the combining of memory domain partners with non-cognate partners varied. However, the notion of a food provider partner (in particular a café) was widely endorsed by the case study participants -*"books and coffee!"* enthused an ArtGeo manager. This latter opinion reflects examples and recommendations found in the literature. For instance, Trant (2009, p. 371) noted *"a stop in the café"* makes a visit to a memory institution a social activity – and is upheld by the project.

Ideally, a CMI will open with all partners present, thus commencing the new way of delivering the municipality's information and cultural services, and immediately realising the principal motive of benefits for users, staff and management. The intended benefit of offsetting costs will also be realised as soon as possible.

The research revealed, however, that simultaneous opening is not always possible, and that the absent tenants tend to be non-memory partners. Although Puke Ariki's commercial tenant Arborio Restaurant opened simultaneously with the museum and library, The RISE in Maylands (Western Australia) opened with the allocated space for a café vacant, and the second tenancy space (now occupied by the Nanovich Hair Lounge) at the WLCC was not taken until more than a year after the centre opened. It was not possible for the child and maternal health clinic to be present at the SPLCC's commencement, due to the incomplete construction of its space on the lower level of the building.

8.1.4   Forming a legal and management structure

This study's focus on local public libraries has meant the legal entity overarching convergence was the municipal or local government council. Thus no legal change to the parent body was required if they are to undertake convergence with other entities managed by that same council.

However, the literature does reveal a range of potential legal structures for CMI's, particularly when memory domains converge with volunteer-managed or non-cognate organisations. These include the dissolution of partners and placement of the integration under government control (as was the case for the Orange Family History Group joining the Orange Public Library –

Richards, 2011); an overarching corporation for the CMI but domain-specific subcommittees (as is the case at "The Rooms"), and formal partnerships (as for the Bendigo Regional Archives Centre, a three-way partnership between the City of Greater Bendigo, the Goldfields Library Corporation and the Public Record Office of Victoria – Hicks, 2008). Thus the choice of legal structure for a CMI is determined by local circumstances and partner characteristics.

The comments from survey and case study participants confirmed the recommendation found elsewhere (Johnstone, 2011) that a converged institution should have clear lines of reporting. The hierarchy is often specific to the CMI's municipality and/or legal structure. For example, Newton (2011) explained the circumstances at the Bendigo Regional Archives Centre, whereby contractors and volunteers report to the BRAC Archives Officers, who in turn report to the Bendigo Library Manager. By comparison, at the WLCC the library staff report to the Library Co-ordinator, and the staff of the other memory domains (the Museum, the Gallery and the Community History Centre) report to the Museum, Heritage and Arts Co-ordinator.

8.1.5 Documentation

The creation of a CMI should be accompanied by detailed and formal documentation. Previous studies reveal that memorandum of understanding (MOU) or memorandum of collaboration (MOC) are often signed by converging organisations, such as Camden's Library, Museum and History Society (J. Oliver, 2011). Case study participants and survey respondents reflected the literature in recommending the explicit delineation of responsibilities and duties ("hand off points") between the partners. As an interviewee from Busselton's ArtGeo reported, *"everyone knows the ground rules…this keeps everyone happy"*.

The research revealed that both collective and individual service level agreements are important to establish CMI performance targets. The memory domain goal of attaining high levels of service is interdependent with a CMI becoming a community hub, as satisfied patrons will repeat their visits.

Clear documentation will also help the ongoing operation of a converged memory institution. For example, J. Oliver (2011) reported that policies have been written to ensure continuity for the three Camden cultural partners across changes in staff, members and technology. Some policies – such as collection policies – may need establishing for each domain. For instance, Wanneroo has a distinct museum collection policy and a distinct community history collection policy, and other policies such as disaster preparation and recovery may need establishing not only for each domain but also for the whole of the CMI.

8.1.6   Auditing collections and resources

A comprehensive audit of existing collections and resources will reveal the unique basis of the CMI. A CMI offers the opportunity of a complementary approach to information, cultural and other service delivery; this also applies to assets and liabilities, and an outcome of convergence may be to balance asymmetries of the partners' resources. For instance, Deakin University (2002) found libraries reported needing more staff and museums reported needing more equipment. The literature (for example, Massey, 2009) and the case study sites (Busselton and York) recommended either self-assessments or external audits, and suggested an inventory and analysis of facilities, equipment, technology, finance, and personnel. McShannon (2009) also indicated a mapping document should be prepared at the outset of convergence, to show the operational differences in partners, in order to alter and/or create procedures to bridge service gaps. This was the case in the convergence of the management of Mackay, Mirani and Sarina public libraries in Queensland.

8.1.7   Designing the structure of the converged memory institution

8.1.7.1   Physical structure of the converged memory institution

It is recommended (whenever local circumstances permit) that a CMI be established at a new site, and in a new building. This suggestion is supported by most of the literature – for example, Murphy (2007, p. 38) wrote that *"unique partnerships should exist in a building designed for that collaboration"* and there are numerous examples, including from the case study sites, of buildings created to house a newly-formed CMI. New buildings that are purpose-built – such as the Victorian Archives Centre – can more easily regulate environmental conditions for the optimal maintenance of memory collections. Establishment of a CMI at a new site means the process of moving is easier, as illustrated by the comparison of the moving experiences of the case studies of Wanneroo and South Perth. However it also means that there will be a greater cost – for example, the Shire of York's cost estimates were one third cheaper if the schoolhouse was selected for service co-location, instead of new premises ($2.3m versus $3.5m). The strong influence of cost was reported by converged institutions – for example, Earlham College's Library. As Baker and Kirk (2007, p. 385) observed, *"instead of militating for a grandiose new architectural building program, the taskforce recognised local resource constraints and proposed a makeover of the existing popular facility"*.

Sometimes sites with no current constructions do have a significant and synergistic past use history, which favours their selection as the location of a CMI, especially to enhance its role as a community hub. For instance, Puke Ariki's land was a Maori tribal meeting place. Choosing a vacant site with a former history is another manifestation of a "double dose or dip" of heritage;

previous chapters explained this feature in relation to the storage of collections in historic buildings.

The literature (for example, Montgomery & Miller, 2011, p. 232, drawing upon Demas & Scherer, 2002) indicates that memory institution design and activities can create – as per third places - *"opportunities for people who do not necessarily travel in the same disciplinary, social, political or economic circles to frequently meet and greet each other"*.

A building's exterior and interior design can determine whether a CMI has an atmosphere that encourages patrons to linger, thus making it a true commons – the community hub or "third place". It is suggested that in order to achieve a social commons environment that CMIs follow the current memory institution trend (Schmedemann, 2011) that was also evident in all of the case studies, of providing group activity areas as well as individual work spaces, colourful fittings and furnishings, and comfortable seating, and if possible install television screens and sonic [music] chairs.

The findings from the research are that for best helping and directing patrons, thus maximising their information and social benefit from the CMI, an information desk and reception should be shared, and that this should be centrally positioned on the ground floor. An example of this arrangement is at Palm Beach Library in Queensland, a convergence of library and shire services (AEC Group Ltd, 2010).

P. Shine (2007) indicated input from staff on the design of the CMI will optimise its utility. Evidence from the case studies supports this recommendation, with both Wanneroo and South Perth library staff having been invited to meet with the architects and designers.

The challenge facing CMIs that attempt to be a scholarly as well as a social environment is not only in creation but also in operation, expressed by Samarchi (2012, p. 12) as *"one of good design and supervision"*.

It is recommended that non-cognate partners in the CMI (usually commercial enterprises) and also the CMI's memory domain commercial outlets (giftshops) be located on the ground floor. Furthermore, that they be on the building's outskirts and/or near the entrances, rather than being internally located, to maximise their trade via visibility and ease of access. This outer placement keeps the focus on the site's primary role as a memory institution; however it will also facilitate the role of the CMI as a community hub, as the other services will act as a drawcard. For example, at Puke Ariki the ground floor of the Museum Wing has the commercial enterprise of a food provider "Arborio" on the outskirts of the building, and the giftshop "Vivid" near the entrance; and from the case studies, Cafe Elixir is at the ground floor West entrance of the

WLCC and the museum shop is near the ground floor North entrance, and the Old Post Office Tearooms are at the front entrance of ArtGeo in Busselton.

The CMI's design can (and should) encourage patrons to make their visits multi-purpose. An example from the literature is the Albury LibraryMuseum, with the interior being designed with limited physical barriers between the zones for the library, museum, and research and technology centre to encourage space and experience integration. There is also an example from the case study of South Perth, where there is no physical barrier between the shelves of the local studies collection and the shelves of the public library collection.

Displays of maps of the CMI's zones and any differences in opening hours should be placed outside and/or inside the building, and/or on websites. The leveraging of the appeal of the memory domains and also the CMI's function as a community hub will be hindered if there is a lack of parking. This problem was reported by interviewees at the newly-converged sites of Wanneroo and South Perth.

The research data has informed the recommendation that work-areas should be designed to assist in the convergence of professional identity and the development of synergistic programs and activities. For example, staff from memory domains or cognate partners share offices or have adjoining desks at Wanneroo and South Perth. Staff affiliations can also be fostered by the sharing of amenity areas (such as staff rooms and kitchens as was intended at the York converged facility).

It is noted that the allocation of partner space for each organisation is particular to each CMI, and can be the source of friction. For example, Murphy (2007, p. 32) contrasted the arrangements of the Hemphill Branch Library (a public library and art gallery) and ImaginOn (a library, theatre company, and production studio):

> *At Hemphill, staff members stated that the studio, gallery, and certain display spaces are Green Hill domain, and that the rest is library space, although there is a give and take without much tension. It is a little more complicated at ImaginOn, where there is a complex list about whose priority each space is, down to the closets.*

Murphy (2007, p. 32) also reported that all ImaginOn organisations like to use the boardroom and theatres, *"which brings up scheduling issues"*.

Consequently, it is recommended that negotiation and trade-offs of space should occur, with the aim of producing collective benefits for patrons rather than advantages for any one of the CMI partners.

8.1.7.1.1   The trend for "iconic" converged memory institution design

The research revealed that the design commissioned for a CMI is often requested to be "iconic", and that dramatic architecture does escalate the attention that local residents and tourists pay to the facility. For example, Murphy (2007, p. 40) remarked that *"The Hemphill Branch Library's garden with its eye-catching sculpture bring something unique to the neighbourhood"* , and evidence from the case studies includes the comment made by the Wanneroo Co-ordinator of Library Services in relation to the WLCC, "*it is very different to anything else in the town – we are being remembered*". Thus iconic design for a CMI is recommended, although there are potential drawbacks, such as jarring with existing development and engendering controversy. This was the case for the bright exterior design used in the Albury LibraryMuseum (Boaden & Clement, 2009). Community displeasure may negatively impact on CMI visitation and usage, and subsequently impede the adoption of the CMI as a community hub. Also (as reported elsewhere) attempts to create dramatic architecture may reduce the suitability of the building as a GLAM repository – for example, the museum staff at Wanneroo reported that they had to battle to make architects understand that no windows were wanted in some areas of the building.

However, a balance can be achieved between visual appeal and utility. The evidence from the case study of Wanneroo shows that this is possible. As an interviewee commented:

> *"Quite often you can get Council saying 'I want a lovely new statement building', and the architects come in and build a statement building but practically it doesn't work – it's not practical because they didn't consult anyone but here I think they did both: They very much do have a statement building, it looks awe-inspiring, draws your eye from the outside and even from the inside with the big great court with the artwork and everything, but on another level it is very practical, especially from my [museum] point of view. The storage is very practical, the space is very practical – it does have both which you find is quite rare…Usually they throw money at these things and the architects have these grand ideas and we have to put up with what they built".*

To position the CMI's identity within the community, it is suggested that an attempt should be made to incorporate the municipality's heritage into building exterior and interior design. For instance, parts of the "X like" façade of the Albury LibraryMuseum symbolise the nearby historic railway. Furthermore, municipality logo colours may be used for CMI building paintwork and soft furnishings. These attempts were evident at the case study sites – for instance, at the South Perth Library and Community Centre, part of the construction at the entrance is bright yellow, and district history is also conveyed by the title of Busselton's

"ArtGeo" complex, which refers to Geographe Bay, on which the town is sited. N. Parker (2011) reported an advantageous outcome of memory institutions establishing a sense of community ownership was that the sites were less likely to be vandalised.

8.1.7.2   Virtual structure of the converged memory institution

It is recommended that a CMI optimises collection utility by establishing a converged virtual framework. Consequently, information about all the CMI's holdings – irrespective of format, category (Cathro, 2001) or memory domain custody – would be available via a unified discovery service. This could be in the form of a single "Google-like" search portal and a converged collection database. Such a framework also reflects Beagle's (1999, p. 82) description of the information commons as *the widest possible variety of digital services [which] can be accessed via a single graphical user interface (GUI) and potentially searched in parallel via a single search engine from any networked workstation."*

An example of a CMI that has taken this approach is BAnQ, the single library, public library and archives institution of Quebec. I. Wilson and Bissonette (2007) describe the BAnQ web portal as a one-stop-shop for users, and explain,

> *Hosted on the portal are abundant digital collections in all formats, as well as remote services available throughout Quebec and to all Quebecers: subscription, record management, reference, interlibrary loan and databases, to name a few* (2007, p. 3).

A converged virtual framework would assist patrons in finding and using the collection, thus increasing the information benefits they receive from the CMI. It would also indicate further opportunities for synergies between the CMI's partners and facilitate the staff's collection management processes. As previously noted, administrative efficiency encourages professional interaction and hence advances the goal of identity convergence.

It is noted that none of the case study municipalities had a single portal or entry point to their information and cultural holdings. For instance, accessing and then searching the WLCC's community history centre's database "Picture Wanneroo" is via a link on the library website (see below Figure 46).

Figure 46   Screenshot of the City of Wanneroo website (Source: The City of Wanneroo, 2011).

It is recommended that a CMI chooses a collection database that permits classification or cataloguing of most if not all item types, including library, museum, records and gallery material. (An example of proprietary software with this capability is MODES; there are also open source programs such as eHIVE and Omeka).This recommendation is supported by authors (Dixon, 2011; Green & Winter, 2011), who have noted the descriptive limitations enforced by certain domain-specific databases. By contrast, it was found that none of the case study municipalities have selected a collection database program that permits the cataloguing of material from all four traditional collecting domains. However, some of the sites (by chance or by deliberate selection) have acquired database programs that span at least two collecting domains. For example, the Amlib catalogue at South Perth Library will allow the entry of local studies items. It is recommended that databases that were compiled prior to the convergence be transferred, as was the case at Wanneroo and with the Wairarapa Archive partnering with the Masterton Library (Green & Winter, 2011).

8.2   Finance

The literature based on experience elsewhere (Rodger et al., 2005) and the Western Australian case studies have informed the recommendation that CMI's should obtain multiple sources of finance.

A funding patchwork is particularly relevant to Western Australia, and also to the larger study area of Australia. This is because major infrastructure costs are often difficult for local governments to meet from a local rate base. A secondary issue in relation to obtaining funding from numerous parties is that this approach builds partnerships, thereby enhancing the commons aspect of the CMI. Evidence from the case studies of the notion of obtaining partners from a mix of sectors to spread capital and operating costs includes the Shire of Busselton's *Library Services Plan* (2008, p. 15) which suggests that future libraries could be jointly developed "*with edifices such as educational facilities, galleries, civic and civil functions, community centres, retail developments and the like*".

The findings of the research are that a CMI should also attempt to generate income via function area hire and sponsorship, as per the Marion Cultural Centre and the WLCC. Case study participants also support the notion that the memory domains have retail outlets ("giftshops") to generate revenue, which feature frequently in other converged memory institutions, such as Puke Ariki and "The Rooms".

It is noted that there was a high level of agreement in the literature (for example, Johnstone, 2011) that joint decision making by the partners should occur on matters such as whether to charge entrance and usage fees, to keep visions and principles in the CMI aligned. For example, when the Orange Family History Group merged with Central West Libraries, they dropped their charges in order to match the free library service (Richards, 2011).

Case study participants recognised the barrier to convergence of the different approaches of the domains to fees. For example, a Busselton librarian mentioned the disparity between free library workshops and charged local history workshops. Entry to the historical commons was free; therefore it is recommended that this practice is maintained in the CMI.

The analysis of the data indicates that a CMI's total funds are often pooled. N. Parker (2011) reports that for the converged libraries in Manchester, "*all partners put their money into a pot*"- and the amount to be contributed by the partners reflects their size. For example, Ison (2011) notes that financial responsibility for Berri's tripartite joint-use library site in Victoria was divided into nineteenths. The project endorses these two approaches to finance.

If these recommendations are adopted, then the joint needs of the CMI can be prioritised and, as survey respondents advised, shared or common budgets established for common purposes (for example, for public relations). It is noted that this outcome might not always eventuate, as some contributors place conditions on the use of their finance. For instance, some grants may be reserved for CMI infrastructure, as is the case in Busselton and York.

8.2.1 Donations

The findings of the research are that donations are not only an important aspect of collection growth and hence services to users, but also foster the community's connection to and participation in the CMI. These positive outcomes were indicated by both the literature (for instance, Libraries and Archives Canada, 2007) and the case studies. For example, the South Perth interviewees noted the municipal art collection was mostly formed from donated works[62], and donations to the Wanneroo Museum increased by 8% in the first year after the convergence.

It is suggested that a CMI encourages donations by highlighting that donors often receive tax deductions via governmental schemes such as Australia's Cultural Gifts Program - for example, donors to the WLCC are awarded Deductible Gift Recipient Status.

It is recommended that donated monies be dispersed equally among the collecting partners or applied to a common goal, and that donated items be directed to the domain the partners deem most appropriate. At the WLCC all donations, be they money or property are placed into the WLCC Gift Fund, and subsequently administered *"in the furtherance of the objectives of the Wanneroo Library, Wanneroo Regional Museum or Wanneroo Art Gallery"* (City of Wanneroo, 2011).

It is also suggested that onsite there be a donations box (for smaller donations of monies) in the CMI's shared foyer. This represents a change in approach for some of the memory domain partners. For instance, whilst museums and galleries often have donation boxes, libraries rarely do.

8.3 Processes

8.3.1 Joint activities: Projects, events and outreach

The study endorses the maximisation of joint projects, events and outreach. The literature and research data revealed that the creation of a CMI offers this opportunity - As a Wanneroo interviewee advised *"we [now] do heaps of stuff together, just from being there"*. Evidence from the case studies demonstrates the possibility of joint activities appealed to partners, irrespective of memory domain and cognate or non-cognate sector. Consequently, the possibilities for joint outreach in a CMI are numerous and the case studies offered examples of each of these forms.

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[62] Interviewees advised a frequent theme amongst the works was the depiction of the historic Old Mill. Private donations have also been made of artworks by May and Herbert Gibbs (City of South Perth, 2009b).

There was cognate sector outreach at the South Perth library, which hosted workshops by Ngala[63], a parenting and childhood not-for-profit organisation. Memory domain and non-cognate partner co-operation frequently occurred if the latter was a food provider. For example, the Co-ordinator of Library Services at Wanneroo explained that Cafe Elixir was *"getting lots of business from us"* via catering for library workshops on Saturdays and for some of the hirer's of the function spaces. Furthermore, a joint café and museum project had resulted in the museum shop selling *"vintage looking coffee cups which come with a discount voucher to use in Cafe Elixir"*. Similar co-operation was reported by the ArtGeo managers in Busselton; the tearooms catered small-scale events for the galleries, and *"VIPs were taken for coffee"*. It is apparent that the outreach possible in a CMI is only limited by the partners' imagination, flexibility and willingness to participate.

8.3.2   Joint marketing and public relations

It is recommended that a CMI gains cost savings and service efficiency by combining marketing and communications functions of the partners. This is the arrangement for the Central West Libraries and Orange Family History Group alliance (Richards, 2011) and for the case study of Wanneroo.

The research revealed the importance of strong marketing and public relations efforts to maximise the visibility and viability of a converged memory institution. For example, a WLCC employee said *"It's still an issue I think of limited knowledge outside the immediate area of what is in here"*.

The case studies confirmed reports from other CMIs (for instance, Albury LibraryMuseum) that launch parties are a frequently-employed strategy to publicise a CMI. The research also suggests that promotion should be a multi-channel dissemination. A Wanneroo focus group participant spoke of "*the challenge to reach people who don't access anything but the local paper"*. From the literature N. Parker (2011) reported web, TV, radio and billboard postings advertised the co-located and converged Manchester libraries, and the case study of York also reported the intention to advertise, issue press releases, create a website and brochures, and to notify schools, community groups and businesses, if the convergence proceeded.

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[63] Ngala is a community service; the joint outreach of Ngala and the South Perth library represents cognate sector interaction. This interaction is also linked to the synergies and presence of the community partner in the SPLCC of the child and maternal health clinic.

8.3.3   Evaluating the converged memory institution

It has been argued that the convergence of memory institutions should result in *"the whole being greater than the sum of its parts"* (Bundy & Amey, 2006, p. 502). Previous studies (for example, Manzuch, 2011, p. 329) warn that some memory institutions *"do not use the advantages of collaboration sufficiently"*; hence evaluation of the CMI by subjective and objective measures is essential. These evaluations should examine the individual and collective impact of the convergence, and take into consideration that the success of the CMI will be influenced by its unique context (the vision and the characteristics of the partners and the municipality).

Subjective indicators of a CMI's success include patron perception of the effect of convergence on the comprehensiveness, reliability and quality of the service. An example from the case studies of subjective feedback are the comments made in the Wanneroo Museum's visitor book. Traditional objective measures of information and cultural organisation performance such as operating costs, collection size, visitor numbers, opening hours and circulation data [loans] are still valid in a CMI and its memory domains. This is evident in the literature (for example, Murphy's (2007) study of Hemphill Branch Library) and in the active research (South Perth). Monitoring the in-house use of resources (as suggested by survey respondents) becomes more pertinent as the information commons and community hub aspect of the facility is promoted, and formed part of the evaluation of the Northern Territory's LKCs (Richmond, 2006).

The findings of the research are that a reasonable time period should be set for assessment, to ensure the data gathered is a consistent representation. For example, Henry (2007) reported *"a honeymoon effect"* in converged facilities of a sudden increase in research visits, followed by a gradual decline to a new norm. It is also the case that some flaws may not be immediately apparent. Evidence from the case studies in support of this recommendation for a protracted period of evaluation is that the Wanneroo museum collected data for one year after opening, prior to analysis.

Subsequently the domains' and the overall CMI's performance can then be related to drivers (such as financial reasons) of the merger, and will demonstrate the contribution made by convergence to operational and strategic objectives; that is, the actual and anticipated advantageous outcomes.

It is also important to measure (by subjective and objective means) the impact of the convergence on professional identity. Subjective indicators suggested by the literature (Murphy, 2007) and several of the case study sites (Wanneroo and South Perth) include employee surveys and the collection of informal statements. For example, the South Perth Library Manager noted the staff at the other library in the municipality, the non-converged Manning branch, were *"a bit*

miffed". Objective indicators of the impact of the convergence on CMI employee professional identity that the project recommends include the number and type of training and workshops attended and the rate of employee attrition.

Richards (2011, p. 19) indicates that joint events in Orange, New South Wales, provide an evaluative opportunity. For instance, the library and the history group hosted the 2009 Society of Australian Genealogists' annual "Lost in" weekend, and she remarked, *"As we partied and learnt together, it was an ideal time to reflect on how well our partnership was working"*.

The research findings led to the conclusion that the overarching principle of transforming to a CMI is (informed by Bundy, 1998) that the outcome is not only to be better than that which was attained in the previous stand-alone [non-converged] organisation, but also that the result is better than that which could be achieved in a new stand-alone facility. It is suggested that this two-part tenet should be measured by each domain against three criteria, consisting of the physical environment, virtual environment and level of service. These criteria will begin to indicate the impact of the creation and operation of the CMI on the collections (and the associated communications and activities) and the community.

It is recommended that CMIs that have not met these criteria, nor individual and collective expectations and targets should (again drawing upon Bundy, 1998) determine whether the failure is due to factors arising from their converged nature, or because of issues that might equally trouble a stand-alone institution, such as a lack of staff.

Ultimately, the desired outcomes of a CMI – that is, a transformation in the user experience and the achievement of an information commons and a community hub – are best gauged by assessing user response.

8.3.4 Correcting flaws, and deciding whether to sever or continue interaction

It is recommended that CMI's attempt to correct gaps that remain in service provision and flaws in operation, by adjusting resources, strategies and design. This suggestion is supported by the literature (Walters & van Gordon, 2007) and by similar reports from other converged institutions including the Tasmanian Archive and Heritage Office (Marshall, 2011), and the Victorian Archives Centre (Hairsine, 2011). Examples from the case studies are Wanneroo and South Perth noting that they needed to *"fine-tune"* roles and procedures.

Analysis of the evidence (for instance, Idea Stores, 2011) indicates that flexibility in the CMI is vital, and services should adapt to ensure relevance, as circumstances and users' needs change. Tiffen and England have urged that there should be *"a continuous loop of feedback, service improvement and innovation, and continual awareness of further developments in the*

phenomenon of convergence" (2011, p. 245). Baker and Kirk concluded that, *"Library-IT integration at Earlham College is never a done deal. New institutional exigencies, changing staff talents and technology developments will continue to foster changes in how things get done"* (2007, p. 386). Similarly a staff member at South Perth Library and Community Centre stated, *"It's all evolving and just be open to what is going on and how we can respond to that"*.

Convergence, however, can only continue if resources permit, as the Government of the Northern Territory noted in relation to the LKC model (converged public libraries with local history centres). Also, when the partnering has been too unsatisfactory (measured by – for instance – drops in level of client satisfaction and failure to recoup costs) or is deemed no longer suitable, the organisations may decide to end their relationship. As J. Oliver (2011) reported in relation to Camden Library, Camden Museum and Camden Family History Services, CMI partners should hold regular meetings to review their partnership.

It is noted that none of the case study site participants reported wishing to terminate their interaction, although they might have flagged problems arising from the convergence (for example, sawdust from the woodturners at ArtGeo in Busselton inconvenienced their partners from the art gallery domain). Contrastingly, some of the survey respondents regretted their partnerships – for instance, a joint-use (school and public) library – and stated that they would not repeat the experience in future.

It is recommended when preparing documentation to commence the partnership that exit arrangements be included, such as penalties to be paid and the assets each organisation may leave with. Analysis of the data leads to the caution that re-establishment may prove problematic, for instance if the original site of the departing organisation has been sold or demolished.

Conclusion to chapter

As revealed by the literature review and research data, the complexity of the creation of a CMI – and the unfamiliar work environment that partnering brings to some institutions – heightens the need to review and re-draft plans, processes and schedules as implementation proceeds. Revising financial estimates is especially important due to the protracted realisation time of a CMI, as evidenced by the case study of Wanneroo noting the budget was set eight years before the centre finally opened, meaning costs rose and some intentions could not be realised because - *"the money wasn't there"*.

This chapter's recommendations for creating and operating a converged memory institution are now summarised. The ideal CMI would be in a new building at a new site, in a location that is easily accessible and preferably in proximity to other municipal information and cultural sites.

The CMI would be of a design that combines practicality with architectural flair, and there would be a mix of cognate and non-cognate partners in this building. To optimise the CMI it is urged that these partners include a library and a food and beverage provider, in particular to help develop the facility as a community hub. The CMI's management, programs and services would be integrated, and the collections would be administered by cross-trained staff, with high-ranking specialists retained. Although separate zones may exist for each domain, physical barriers would be minimised, and this segregation would be offset by virtual convergence of databases and a common search portal. Information flow would be maximised via resource and equipment provision, and fostering of an information commons approach to both collections and services. Interior fit out and comfortable surroundings would encourage a high rate of return visits and usage as a social place, aided by opportunities for community involvement, and related outreach. Regular evaluation of services and improvements would occur, as the theory and practice of convergence continues to evolve.

Thus ultimately in the 21st century, the memory institution would move from its past stand-alone site, to the present-day frequent embodiment of a co-located service point with recognisable joining of domains, and then onwards to the ideal converged memory institution – a transformed holistic information, cultural and lifestyle centre.

CHAPTER 9

CONCLUSIONS AND REFLECTION

Introduction to chapter

This chapter summarises the conclusions, provides some suggestions for future research and supplies a personal view of the project.

9.1   Conclusions

The research addressed the question; "To what extent does the convergence of memory institutions represent and have implications for the concepts of the 'information (and social) commons' and 'professional identity'?"

The data from the survey and the case studies also reveals substantial detail regarding the numerous advantages, disadvantages, barriers and drivers of convergence, and indicates that many permutations of convergence are possible. As has been discussed throughout the thesis, it is apparent that both the factors affecting convergence and the outcomes of convergence are interdependent, in what can be described as a "chicken and egg" situation.

A strong correlation has been observed between the convergence of memory institutions and the fostering of an "information commons" and a "community hub". Correlations indicate the potential existence of a causal relationship, as is believed (although not proven) to be the case in this project. The data reveals that the virtual convergence of collecting domains is frequently concurrent with the operation of an information commons; and that the physical convergence of collecting domains is frequently concurrent or coincidental with the transformation of memory institutions into social commons or community hubs. The analysis of the data reveals these roles further reinforce the value of the collecting sector, and aid its relevance in the 21st century.

While it is acknowledged that a modern information and cultural organisation's role has become more the provision of content rather than a physical location, and that content is increasingly accessed in virtual form and from mobile devices, the data also points towards the ongoing importance of a physical presence. Although this project did examine the importance of an online presence (and the growing user preference for remote access to collections and services), the conclusion is that some information and collecting services are best delivered by more traditional modes, and that the connection to community that people need requires the presence

of a physical building. As Leckie and Hopkins (2002, p. 359) write, *"those who would argue that a library is redundant in an age of electronic information have not fully understood the important symbolic, cultural and socio-economic roles of a library. New information technologies appear to augment, rather than threaten or diminish, the role of these libraries. It is yet one more tool, one more service, that libraries provide to the public".*

A significant phrase that has been introduced in the thesis is "Converged Memory Institution" (CMI), which can not only replace and standardise the variety of titles applied to integrated facilities, but also indicate and encourage the heightened opportunities and information and cultural value that a CMI can offer its patrons, parent body and staff.

In producing extensive data that has addressed the research question, this study contributes towards closing gaps in the knowledge about the process and outcomes of convergence for memory institutions. An example of a gap this project has filled in Information Studies knowledge is the highlighting of the strong influence of local circumstances on the conditions and outcomes of convergence. This influence has frequently been downplayed in the literature, although Sayers (2001, p. 66) was an exception, noting that, *"Local factors will always consciously or unconsciously mould the final form".*

The wider significance of the findings of the project is that it provides ample evidence that the form of convergence currently impacting on memory institutions is not a fad but an evolutionary trend. The data supports the claim made by Bullock and Birtley (2008, p. 14) when they concluded that *"we believe collections sector convergence is generally inevitable".* Thus demands for new environments of converged physical and virtual information and cultural spaces will continue, and the production of recommendations and frameworks (such as those contributed by this project) will play an important part in the creation and operation of CMIs.

A conclusion of the project is that convergence should be instigated only when appropriate. This will be when the proposed partners' facilities, services, staff and clients will integrate and co-ordinate harmoniously; the motivations and commitment of partners are aligned, and a substantially better information service and community facility will ensue. In the absence of these benefits, convergence may also proceed if there are cost benefits that can be achieved without any detriment to the existing levels of service.

It is also concluded that mergers are particularly suited to the local level, and in areas of low or scarce population. This conclusion supports Monley's (2006, p. 74) assertion that *"in small communities, co-located facilities represent hopes for growth, development and a prosperous future".*

It is also found, however, that metropolitan rather than rural locations may suit the building of new CMIs, due to rural areas more frequently having collections in [immoveable] heritage buildings.

The analysis indicates that domains other than a library should house and/or be the dominant partner in a CMI only when that information or cultural organisation is larger in terms of scope (for example, a local library to be absorbed into a regional museum), or when the library service could not otherwise be provided (for instance, housed in rural shire administration offices with duties performed by council staff).

The literature and the research data support the view that the future of the public library is as the cornerstone for not only CMIs but for additional municipal services. The case study data indicates that libraries should embrace the opportunity to expand their influence and relevance as both an information commons and a community hub by linking their traditional services with the needs of 21st century communities demanding integrated delivery across a wide variety of services. The converged service will include the interactivity that is typical of a fully developed information and social commons, and is in accord with many Australian commentators such as Robert McEntyre, who predicted that, *"It [the library] will be a user-centric community service with a collaborative technological culture of service provision"* (2010a, p. 23).

The research outcomes confirm the reports found elsewhere (for example, Boaden & Clement, 2009) that convergence is likely to be controversial. Professionals, practitioners and members of the public were found to hold differing views about convergence as a possible strategy for the delivery of information and cultural services. Although some information professionals are willing to pursue interaction and unification, the continuation of support for silos of domain-specific physical and virtual sites hinders the full convergence of memory institutions. It is argued, however, that on the basis of the current research outcomes that maintaining silos within the GLAM sector undermines the relevance and sustainability of memory institutions, and that change should be taken proactively. As Booth (2010, as cited by Valentine, p. 32) has remarked, *"Don't let it get to the point of 'change or die' before you begin collaborating seriously across silo-ed institutions. If you don't like the discomfort of change, try irrelevance"*.

Some of the contention around convergence and its impacts is the result of uncertainty around the final form CMIs might take, and the risk of reducing traditional information and collecting services in order to offer new, more socially oriented services. The project findings support the view that whilst the CMI's role as a social commons is increasingly significant, the role of memory repository is also important, and that in widening the CMI's scope its core functions should not be neglected, or indeed diminished. There is undoubtedly a significant challenge ahead for CMIs as they address the need to both retain and expand services – challenges that

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may lead them into potential conflict with users, staff and funding bodies, all of which are likely to have different views regarding the correct balance of services and the distribution (and quantum) of resources that should be applied to various aspects of the organisation. The evidence that has been presented suggests that there is a general willingness on behalf of most parties involved to seize the benefits from implementing CMIs, but expectations need to be managed, focused and realistic. The task for the managers of CMIs is to retain and promote a clear vision of the future of their service and in particular the synergistic benefits that have described in these research findings.

The project's recommendations for 21st memory institutions are more than a resurrection of the previous forms of hybrid collecting institutions that began with "cabinets of curiosities". What is envisaged is a range of dynamic, multi-platform converged institutions, in metropolitan suburbs and rural towns, embracing the role of both an information and social commons. These are institutions at the heart of contemporary concepts of community and citizenship, which retain the particular associations of "library", "museum", "archive" and "gallery", while forging a new identity, with a shared vision and a renewed sense of purpose.

9.2   Suggestions for future research

As Hale and Astolfi (2011) note, the usefulness of research is partially determined by how it informs and stimulates future studies. The recent attention given to the topic of convergence not only in Information Studies and other academic disciplines, but also in the media indicates there is widespread interest in the area of research. This project's exploration of emerging issues for memory institutions in Australia and internationally provides investigators with many opportunities to build upon the findings. For example, in relation to the three main topics, complementary potential studies include the convergence of information and cultural services, collections and/or institutions in the other sectors, such as the corporate sector; the progression of the forms of the modern commons, including the information commons and social commons; and the views of other GLAM professionals (i.e. not librarians) on convergence and the collecting sector's professional identity.

This study also discussed a number of contemporary topics, such as co-curation and co-creation, organisation "branding", digital inclusion and digital literacy, and GLAM education, and deeper and ongoing analysis would help clarify the direction of memory institutions in the 21st century.

New projects might extend the results presented in the thesis by investigating another geographical setting and/or surveying a larger population. Other studies could also address the limitations in this project's methodology – for example, by increasing the qualitative techniques used to analyse the data – and perhaps be undertaken by a team rather than a single researcher.

There might also be value in re-visiting the case study sites after a period of perhaps five to ten years.

9.3 Personal view of the project

9.3.1 Conduct of the research

I assumed that the information and collecting profession would be conversant with the theories (and examples) of convergence, information commons and professional identity, and of other trends in the collecting discipline. However, the participants' familiarity was over-estimated (a risk noted by Bryman, 2004), necessitating explanations during field work, and clarification of terms on data collecting instruments.

I acknowledge that occasionally the case studies did not gather substantial information on certain points. This was for the most part due to interviewees' lack of awareness of issues or concepts, and their gaps in district and site knowledge. Although the analysis of the impact of convergence in municipalities did focus on measuring improvements in information and service delivery rather than measuring financial impacts, the literature indicates this is the usual approach. This is due to the difficulty of quantifying the financial impacts of convergence, and indeed in weighing the financial results against the various benefits.

9.3.2 Motivation

There were numerous causes of my motivation for the project. I have multi-domain qualifications and diverse sector experience; hence a cross-disciplinary study was attractive, and used my skills to maximum advantage. Satisfaction was anticipated from the project's dual usefulness of theoretical and practical outcomes, and the immediacy of the topics to my career and personal life were intriguing. Consequently, my enthusiasm for and enjoyment of the project was sustained.

9.3.3 Learning

My research skills advanced tremendously during this project. For instance, that conducting a questionnaire verbally garners richer information than by mail, and that survey completion errors (although frustrating) should be expected. I also came to understand how to best coalesce data into a form suitable for public presentation, be it orally or textually. I did experience – as Tellis (1997a) warned – being distracted by side issues in the literature and of occasional loss of focus during case studies when interesting but not highly pertinent matters arose.

My learning journey was similar to what I hope the reader has experienced: My topic

knowledge (for instance of the information commons) grew enormously, yet I recognise I still have so much more to learn. The people involved in my research also reported their knowledge increased. For example, the Principal Librarian from Busselton said *"I've learnt a bit too – I was reading through some of the documents you attached – I'll keep them"*.

9.3.4   Outlook

I believe the move to a converged state and the adoption of the commons role will optimise service delivery and user experience in memory institutions. I am excited by the opportunities convergence offers information and cultural professionals, in particular for libraries, which was the focus of the project. As Schmidt (2011, p. 1) remarks, *"The Internet has provided the opportunity for re-invention and re-imagination of the role of libraries in the twenty first century in the provision of improved information and delivery of services – better than ever"*.

In the project's research setting of Australia, there are positive signs of refreshed mindfulness by government of the contribution of the cultural industry to society.

Subsequent to these changes I see improved sustainability for the collecting sector and the promise of an interesting and energetic future.

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APPENDICES

A.   Case study sample letter seeking permission for research (York case study)

Curtin 🌸
University of Technology

Unit 3, 6 Kinsella St

JOONDANNA   WA   6060

15 November 2010

Attention: York Shire President, York CEO,

                          York Library Officer, York Records Officers

                          York Customer Service Officers, Residency Museum Curators

Dear Sirs/Madams,

<u>Ph D Student request re York</u>

Please note I am a Curtin University Ph D (Information Studies) student who is seeking assistance from the Shire of York with my thesis.

My research concerns the merging of cultural and information sites, such as libraries and museums, and the incorporation of other commercial and social services such as cafés and childcare facilities. This initiative has been prompted by many issues including funding, efficiency quests, user demands and technological advancements.

My project began with was a state-wide survey (to which your library staff kindly responded) about views on this worldwide trend. The next stage involves a deeper assessment of a selection of WA sites, and my preliminary examination has revealed that your town has a progressive and enthusiastic outlook (shown by the York Community Resource Centre / Co-location Facility Business Plan) to this concept. Additionally, your shire has (and deeply values) numerous historic and community places. I have approached 3 similar towns, and I have been gratified by their willingness to participate and friendly welcome during my field trips.

I am therefore seeking permission from the president and CEO to visit your shire and these cultural institutions for one or two days to assess the possible extent of merging them. I would be mainly observing, but I would also like to schedule either joint or separate interviews with the library, records and customer service staff, and the museum curator, to gain their perspectives.

Whilst the outcome of my thesis will be generic in terms of best practices and recommendations for information services, I plan to also produce specific insights that might assist your council in future planning.

I would like to schedule this visit soon: I am travelling to your district in early December, if this is convenient. I will do my utmost to keep disruption to your service to a minimum.

Please contact me at (ltkrobinson@bigpond.com ; Ph 9201 0950) to discuss this further. I advise that ethics clearance has been granted (HR33/2008). Any general questions related to this proposal can be directed to my supervisor, Associate Professor Paul Genoni (p.genoni@curtin.edu.au; Ph 9266 7256).

I am hopeful of a positive reply, though I understand if circumstances do not permit you to meet my request.

Yours sincerely,

Leith Robinson (Miss).

B.   Survey form

Curtin University LRobinson survey for librarians

COVER PAGE

CONVERGED MEMORY INSTITUTIONS: A STUDY OF THE CONSOLIDATION OF COMMUNITY CULTURAL RESOURCES

Questionnaire for librarians in public libraries

(If more than one in branch, please direct to the most senior librarian)

Notice to respondees:
Please be aware there is no remuneration involved, participation is voluntary, and you may withdraw at any time without ramifications.

Please be assured that all responses will remain confidential, and the data will be kept secure, with access limited to the project's staff.

This is a Ph D student's work, and consequently it is funded by the Federal Government under the Research Training Scheme (RTS). If you have any queries please contact me - Leith Robinson - at ltkrobinson@bigpond.com or my research supervisor Dr Paul Genoni at p.genoni@curtin.edu.au.

The research is monitored by Curtin University, and has been approved by the Curtin University Human Research Ethics Committee (HR33/2008). Verification of approval, complaints and other issues arising from ethical grounds should be directed to the Human Research Ethics Committee,email hrec@curtin.edu.au. or Phone 9266 2784.

EXPLANATION OF TERMS

A merged collecting or 'memory' institution is one that shares management, services and/or location of cultural resources with another collecting institution – for example, the Albury Library Museum in New South Wales. This is the term that will be applied in this study: other phrases that have been used to describe this phenomenon include learning and knowledge centres, heritage facilities and regional cultural centres.

The library's community refers to the catchment area of residents. In this study the community means not only existing and potential patrons, but also district stakeholders (those with an interest in the area), including local businesses and tourists.

INSTRUCTIONS

Thank you for agreeing to complete the survey.

There are 39 questions over 6 sections.

SECTION 1 You and your library details
SECTION 2 Your views on merging your library
SECTION 3 Your views of the effects of merging
SECTION 4 Your ideas on operating your library if it merged
SECTION 5 Your view of your role if your library merged
SECTION 6 Your future vision of collecting services

Please attempt each section of the survey; tick/mark the rating you feel is appropriate. Please add

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comments as desired to extend or clarify your ratings.

SECTION 1: YOUR AND YOUR LIBRARY'S DETAILS

1. What is the title of your library?

[   ]

2. What is your position title?

[   ]

3. How long have you worked in the public sector?

◯ Less than 5 years (1)

◯ 5 to 9 years (2)

◯ 10 to 14 years (3)

◯ 15 years plus (4)

4. How long have you worked for this particular library?

◯ Less than 5 years (1)

◯ 5 to 9 years (2)

◯ 10 to 14 years (3)

◯ 15 years plus (4)

5. What is your gender?

◯ Female (1)

◯ Male (2)

6. What is your age?

◯ Under 30 (1)

◯ 31 - 39 (2)

◯ 40 - 49 (3)

◯ 50 plus (4)

7. What are your qualifications?

[   ]

SECTION 2 YOUR VIEWS ON MERGING YOUR LIBRARY

13. If your library was to merge with another institution, what factors would HINDER this arrangement? (tick one or more as appropriate)

☐ Council policy (1)

☐ Funding (2)

☐ Site availability and size(3)

☐ Site access (including public transport, roads and parking) (4)

☐ Staff skills (5)

☐ Staff attitude (6)

☐ Patron attitude (7)

☐ Information technology (8)

☐ Equipment (9)

☐ Other (please specify) (10)

SECTION 3 YOUR VIEWS ON THE EFFECTS OF MERGING ON YOUR LIBRARY AND COMMUNIT...

14. What effect would a merged institution have on your library's :

	No change (1)(combined total of institutions maintained)	Increase (2)	Decrease (3)
Collection size (1)	☐	☐	☐
Website size (2)	☐	☐	☐
Website elements (3)	☐	☐	☐
Staff total (4)	☐	☐	☐
Equipment total (5)	☐	☐	☐
Curriculum support (6)	☐	☐	☐

11. How do you feel about the possibility of your library merging?

☐ Strongly in favour (1)

☐ In favour (2)

☐ Neutral (3)

☐ Against (4)

☐ Strongly against (5)

12. If your library was to merge with another institution, what factors would PROMPT this arrangement? (tick one or more as appropriate)

☐ Council policy (1)

☐ Funding (2)

☐ Site availability and size(3)

☐ Site access *(including public transport, roads and parking)* (4)

☐ Staff skills (5)

☐ Staff attitude (6)

☐ Patron attitude (7)

☐ Information technology (8)

☐ Equipment (9)

☐ Other (please specify) (10)

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13. If your library was to merge with another institution, what factors would HINDER this arrangement? (tick one or more as appropriate)

☐ Council policy (1)

☐ Funding (2)

☐ Site availability and size(3)

☐ Site access (including public transport, roads and parking) (4)

☐ Staff skills (5)

☐ Staff attitude (6)

☐ Patron attitude (7)

☐ Information technology (8)

☐ Equipment (9)

☐ Other (please specify) (10)

[_____]

SECTION 3 YOUR VIEWS ON THE EFFECTS OF MERGING ON YOUR LIBRARY AND COMMUNIT...

14. What effect would a merged institution have on your library's :

	No change (1)(combined total of institutions maintained)	Increase (2)	Decrease (3)
Collection size (1)	☐	☐	☐
Website size (2)	☐	☐	☐
Website elements (3)	☐	☐	☐
Staff total (4)	☐	☐	☐
Equipment total (5)	☐	☐	☐
Curriculum support (6)	☐	☐	☐

15. What effect would a merged institution have on your library patron :

	No change (1)	Increase (2)	Decrease (3)
Membership numbers (1)	☐	☐	☐
Physical visits (2)	☐	☐	☐
Online visits (3)	☐	☐	☐
Items borrowed (4)	☐	☐	☐
In-house use of resources (5)	☐	☐	☐
Program and event participation / attendance (6)	☐	☐	☐

16. What effect would a merged institution have on the DIVERSITY of your library's patrons':

	No change (1)	Increase (2)	Decrease (3)
Ages (1)	☐	☐	☐
Cultures (2)	☐	☐	☐
Purpose of visit (3)	☐	☐	☐

17. What effect would a merged institution have on your council's community:

	No change (1)	Increase (2)	Decrease (3)
Resident numbers (1)	☐	☐	☐
Tourist numbers (2)	☐	☐	☐
Business numbers (3)	☐	☐	☐
Job numbers (4)	☐	☐	☐
Levels of optimism(5)	☐	☐	☐
Levels of interest in heritage (6)	☐	☐	☐
Quality of lifestyle (7)	☐	☐	☐

18. Please describe your view of any positive effects on your library and / or your community from merging with other collecting institutions

19. Please describe your view of any negative effects on your library and / or your community from merging with other collecting institutions

SECTION 4 YOUR IDEAS ON OPERATING YOUR LIBRARY IF IT

20. If your library merged with another institution, how do you think site space should be arranged?

◯ Separate rooms for each institution's section (1)

◯ Same room, but each institution in own section (2)

◯ Same room, no separation (3)

21. If your library merged with another institution, how do you think shelving should be arranged?

◯ Separate shelves for each format for each institution's section (1)

◯ Same shelves for format for both institutions (2)

22. If your library merged with another institution, how do you think the opening hours should be arranged?

◯ Different opening hours for each institution (1)

◯ Same opening hours for both institutions (2)

23. If your library merged with another institution, how do you think the Database/Catalogue should be arranged?

◯ Separate database for each institution's section (1)

◯ Same database, but each institution in own section (2)

◯ Same database, no separation (i.e. common search portal)(3)

24. If your library merged with another institution, how do you think staffing should be arranged?

◯ Separate teams of staff for each institution (1)

◯ Combined team of staff working for both institutions (2)

25. If your library merged with another institution, how do you think staff wages should be arranged?

◯ Separate wage structure for staff for each institution (1)

◯ Same wages for staff working at similar levels for both institutions (2)

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26. If your library merged with another institution, how do you think funds should be arranged?

	Separate and disparate purchasing budgets for each institution (1)	Separate but equal purchasing budgets for each institution (2)	One budget for both institutions (3)
Collection acquisition	☐	☐	☐
Collection maintenance, preservation and repair	☐	☐	☐
IT (Hardware and software)	☐	☐	☐
Equipment	☐	☐	☐
Outreach / programs	☐	☐	☐
PR / Marketing	☐	☐	☐

27. What other arrangements would you suggest as ADVANTAGEOUS for a merged institution?

28. What other arrangements would you suggest as DISADVANTAGEOUS for a merged institution?

SECTION 5 YOUR VIEW OF YOUR ROLE IN A MERGED INSTITUTION

29. What effect would a library merge have on your role?

	No change (1)	Increase (2)	Decrease (3)
Job title (1)	☐	☐	☐
Pay (2)	☐	☐	☐
Total hours (3)	☐	☐	☐
Task workload (4)	☐	☐	☐
Task variety (5)	☐	☐	☐
Promotional opportunities (6)	☐	☐	☐

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30. What institution-related training do you feel you need to work in a merged environment? (Please rank, with 1 = most needed)

	Rank
Collection knowledge	
Collection maintenance and preservation	
Collection issuing, returning and shelving	
Collection development	
Reference and information services	
Training and assisting patrons	

31. What IT-related training do you feel you need to work in a merged environment? (Please rank, with 1 = most needed)

	Rank
Creating and maintaining collection database	
Creating and maintaining institution website	
Copyright	
Digitisation	
Licensing	

32. What generic training do you feel you need to work in a merged environment? (Please rank, with 1 = most needed)

	Rank
Administration skills	
Communication skills	
Interpersonal skills	
Time management skills	

33. What other training do you feel you need to work in a merged environment? (Please rank, with 1 = most needed)

Rank

Site and building co-ordination / management

Staff co-ordination / management

Policy and strategy development

Public relations

Other

(please specify)

34. Please make any other comments (positive or negative) about your view of your role in a merged institution

SECTION 6 YOUR FUTURE VISION OF COLLECTING SERVICES

35. Please describe your image of a 21st century LIBRARY

36. Please describe your view of a 21st century LIBRARIAN

37. Please describe your view of what the public wants from 21st Century collecting services

38. Please indicate your opinion of the following statements

	Agree (1)	Neutral (2)	Disagree (3)
My current position will continue in the future	☐	☐	☐
There will be lots of opportunities for collecting sector jobs in the future	☐	☐	☐
People in the collecting sector have high job satisfaction levels	☐	☐	☐
The collecting sector is well-regarded	☐	☐	☐
Collecting sector institutions are well-funded	☐	☐	☐
Collecting sector jobs are appropriately remunerated / paid	☐	☐	☐

39. Please make any other comments (positive or negative) about the issues raised in this survey

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C.   Focus group questions

1. What do you know about convergence? *[introducing]*
2. What examples of convergence are you familiar with? *[follow-up]*
3. Describe how you see convergence in relation to your institution and shire.
4. Tell me how you think convergence would go in your institution or shire.
5. What actions would you suggest / how would you go about it? (e.g. locate at a new site? All domains in same room?)
6. How would convergence affect your *[specific]*
    i.   staff roles, rosters, training, uniform?
    ii.   workplace procedures?
    iii.   relationships? (e.g. media, business)
    iv.   programs / outreach?
    v.   patrons?
    vi.   identity?
7. What benefits would convergence bring to your institution?
8. What disadvantages / how would your organisation lose if convergence happened?
9. How would you manage this convergence process?
10. The changes in sites from convergence involve another topic. What do you know about the information commons? *[transition]*

D.   Interview questions

- Tell me what you know about partnerships and convergence of cultural institutions.
- Tell me the examples you know of.
- What is your knowledge and opinion of
    - Virtual convergence / sharing?
    - Physical convergence / sharing?
- Tell me about your institution's history.
- Tell me about the other cultural institutions in this district.
- What do you know about the changes taking place in your district? (demographics, housing development etc.)
- What do you know about the council's plans for this district, both general and cultural?
- What has led to or prompted the merger/convergence? (e.g. user, staff, institution needs)
- What has hindered or prevented the merger/convergence?
- In a merger/with your merger, did/will
    - Staff issues arise, such as morale or change management?
    - Construction issues arise?
    - Budget issues arise?
    - Issues with the parent body arise?
    - Patron issues arise?
    - Busy days and times of the year change?
    - You seek information and help from professional associations and colleagues about the merger?
    - You use sector guidelines and standards
        - For operation?
        - For merging?
- What other co-tenants/partners do you think would be suited to your institution?
- What space arrangements would you like to see in centres/sites such as this?
- What activities would you like to see in centres and districts such as this?
- Are there plans for or has there been co-hosting of events?
- What is your opinion on domains working together? (i.e. cross-trained and cross-tasked teams)
- Has/would your staff experience changes in their professional identity?
- Has/would your site experience a change of identity?
- What evaluations have been done?
- What has been the effect on membership?
- What has been the effect on district prosperity?
- Has anything unexpected happened after the merger?

- The actual name of a converged site has many connotations. What is your opinion (or suggestion for) of this site's name?
- How does the notion of a "social commons" or a "community hub" apply to your institution?
- What would you advise others going down the same path as your institution?
- What are your hopes and visions for this institution?
- For the 21st century how do you see the cultural sector?

E   Survey rollout email sent to listserv

Subject: Curtin Student Ph D survey

Dear Librarian,

I am a doctoral student from the Department of Information Studies at Curtin University of Technology.

I am seeking via survey the views of West Australian public librarians on the trend to converge cultural institutions such as libraries and museums, and the circumstances of their own library with regard to convergence. This is a significant subject for the development of public library services in Western Australia; hence your views are critically important in compiling a profile of the current situation and in formulating recommendations for a future service model. Furthermore, this study reflects the constant evolution of the public collecting sector and it is aligned with others being undertaken world-wide.

Please find and complete the survey at the following link:

http://www.surveymonkey.com/s/WZ7V625

The survey's front matter includes further detail about the research. Please note the survey should take approximately 20 minutes, and that hard copies are available if desired (please respond to this email address).

The survey will run until 31 March 2010, and is open to the most senior librarian in each public library branch in WA.

Please encourage your colleagues to complete the survey. It is intended that the data will be made available (in a non-identifying manner) in published articles and via access to the eventual thesis.

Thank you in advance for your participation,

Leith Robinson.

F.   Survey reminder email sent to listserv

SUBJECT: SURVEY STILL OPEN - MORE RESPONSES SOUGHT

Earlier this month, some of you completed an online questionnaire concerning library convergence in WA, which will form part of the data collection for my Curtin University Ph D thesis. The survey remains open until 31 March 2010: If you haven't done so, please help me by participating.

You will find it via the link http://www.surveymonkey.com/s/WZ7V625

I appreciate your time and effort, and I thank those who have already responded.

Please know that your views are valuable; they will help inform the future operations of public libraries in WA.

Please contact me at ltkrobinson@bigpond.com if you have any queries.

Regards,

Leith Robinson.

G.   Survey extension email sent to listserv

SUBJECT: SURVEY EXTENDED - MORE RESPONSES DESPERATELY SOUGHT

Attention all WA public librarians

Earlier this year, some of you completed an online questionnaire concerning potential library convergence in our state, which will form part of the data collection for my Curtin University Ph D thesis.

However, the total is very small, and I urgently need more of you to participate.

The survey has been extended until 30 April 2010:
You will find it via the link

http://www.surveymonkey.com/s/WZ7V625

This research is to inform the future operations of public libraries in WA, and thus it does concern you!

The survey is quick and easy to do, and I will be grateful.

Please contact me at ltkrobinson@bigpond.com if you have any queries.

Regards,

Leith Robinson.

H.   Survey closing email sent to listserv

Subject: Curtin Ph D student request: please send all promised surveys

PLEASE SEND ALL PROMISED SURVEYS

Dear all WA public library staff,

I am glad to announce my data collection is proceeding well: During this year, some of you completed my survey for a Ph D thesis, which concerned potential library convergence in WA. You might have responded via a SURVEYMONKEY online link, or received it in hard copy, or as an email attachment.

If you have misplaced your copy or suddenly now are able to participate please request another - I can email it in pdf form.

I am grateful to all those who have sent it back, but I note some have been promised and not yet returned. Please could you do so by 31 August?

via email to me or

fax to Curtin University (Attention Dr. Paul Genoni) 9266 3152 or

post to
Curtin University (Attention Dr. Paul Genoni, Information Studies Department)
GPO Box U1987
Perth WA 6845

Regards,

Leith Robinson.

I.   Survey sample email sent one-to-one to potential respondents

Subject: Attention [name of library branch] librarian - request from Curtin student
Dear librarian,

I am glad to advise you of the progress of my Ph D thesis on library and other memory institution convergence.

You may have seen the earlier announcements about my research on various list-servs and/or heard my presentation at the State Library on 27 May.

My literature and data collection is growing; however, whilst I have had some surveys returned from WA public libraries, I still need more information.

I noticed your branch has not yet responded - I understand the busyness of your role, and so I am emailing you directly to ask that if we scheduled a teleconference, would you be able to go through the survey with me?
30 minutes would be sufficient, and the date and time to be of your choosing.

Please help me to help our profession, and thus you! (The results of this research will assist the future operation and development of WA libraries).

Please reply to this email or telephone me on 08 9201 0950 to set up a teleconference.

I enjoy establishing professional contacts and I welcome collegiality: It would be a pleasure to interact with you directly during my research.

Regards,

Leith Robinson.

J.   Case study participant consent form

CURTIN UNIVERSITY OF TECHNOLOGY
SCHOOL OF MEDIA, CULTURE AND CREATIVE ARTS
DEPARTMENT OF INFORMATION STUDIES
(Project approved by Human Research Ethics Committee, HR33/2008)

Dear participant,

Thank you for agreeing to be interviewed as part of my research.

The purpose of this interview and the larger project is to examine the trend of merging collecting (or memory) institutions, such as libraries, museums and archives into one virtual and/or physical site.

You are being asked questions which address:

•   Your personal views of this concept;

•   The potential, plans or results of your institution and a merger.

The results will be used to develop recommendations to deliver best-practice information services at a merged location.

Completion should take less than 60 minutes, and participation is voluntary. There is no remuneration involved, and you must be aged 18 and over.

Please be aware the interviews will be recorded (audio-only).

You may withdraw at any time without ramifications.

Please be assured that all responses will remain confidential: Participants will not be identifiable by name in the thesis and any published material; however, answers and comments may be attributed to position titles. The data will be kept secure, with access limited to the project's staff.

These parameters will also apply to the use of these responses in any (unspecified) future research.

This is a Ph D student's work, and consequently it is funded by the Federal Government. If you have any queries please contact me at ltkrobinson@bigpond.com or my research supervisor Dr Paul Genoni at; p.genoni@curtin.edu.au. The research is monitored by Curtin University, and any complaints arising from ethical grounds should be directed to the Human Research Ethics Committee, hrec@curtin.edu.au.

Please sign below to indicate your consent:

_____

SIGNATURE   DATE

_____

NAME   POSITION

K. Update on research (notifications to listservs) - December 2010

Subject: Thank you and update on Curtin Ph D Student's convergence study

Dear ALIA e-list members,

Please be reminded I sought assistance earlier this year in my Ph D research earlier about the escalation worldwide in the convergence of libraries and other collecting institutions, such as records centres, galleries and museums.

Thank you to those who completed my survey and participated in my case studies for the data you provided.
I also thank the others who weren't eligible to contribute (it was for WA librarians only), but who expressed interest and support, and aided its rollout.

You may be interested in my project's outputs to date, which are:

1. Completion of literature review.
2. Completion of survey.
3. Completion of two of proposed four case studies.
4. Presentation of interim results at ASA National conference.
5. Publication of literature findings in journals such as IQ and incite.
6. Use of literature review in National study *"Re-conceptualising and Re-Positioning Australian Library and Information Science Education for the 21st Century"*.

My thesis is due for submission at the end of next year, and I shall keep you informed of my progress at six monthly intervals.

Please do not hesitate to email me with queries and comments at ltkrobinson@bigpond.com .

Regards,

Leith Robinson.

L.   Update on research - June 2011

Subject: Update on Curtin Ph D Student study

Dear list members,

I am a Ph D student from Curtin University whose thesis concerns the escalation worldwide of the convergence of public libraries and other public collecting institutions, such as archives, galleries and museums.

I previously sought assistance in my research from the information community and I am keeping you informed at six monthly intervals.

Since my last update, I have:

- Completed the remaining two of the four case studies;
- Statistically analysed the results of my survey sent to all WA public librarians;
- Accepted an invitation to join the steering committee for the proposed HOME (History of migration experiences) Centre;
- Been accepted to speak at the RIM Professionals Australasia inForum 2011 conference in Darwin in September (my paper will cover convergence in business information divisions); and
- Published literature and research findings in peer and non-peer reviewed journals, including the [in press] conference proceedings of the 2010 Australian Society of Archivists.

My thesis is due for submission in late November, and in my final report to ALIA e-Lists at the end of the year I will indicate some of my conclusions.

I have appreciated your interest and support during my studies, and I remain willing to answer queries and receive your comments – please do not hesitate to contact me.

Regards,

Leith Robinson.
ltkrobinson@bigpond.com

M.   Update on research - December 2011

Subject: Curtin Ph D student update on convergence research

Dear list members,

Please be reminded I am a Ph D student from Curtin University whose thesis concerns the escalation worldwide of the convergence of public libraries and other public collecting institutions, such as archives, galleries and museums.

I have been sending updates on my research to the information and heritage community at six monthly intervals.

Since my last update, I have:

- Continued drafting and re-drafting all of the thesis chapters;
- Subsequently conducted further analysis of survey data from survey of Western Australian local public library staff;
- Presented the paper (drawn from my findings) "Information service convergence: The Ultimate collaboration" at the RIM Professionals Australasia in forum 2011 conference in Darwin in September;
- Chaired sessions at the RIM Conference;
- Presented the paper (also drawn from my findings) "Library and cultural service convergence: A case study of the City of Wanneroo, Western Australia" at "Connection and Convergence: The second international conference on Joint Use Libraries" in Adelaide in November;
- Gathered research material via attendance at other conferences including Museums Australia's "At the frontier"; and the Perth Library camp unconference;
- Underwent training in Oral History; Digital Photography in a Museum Environment; The Care of Natural History Collections and Taxidermy; Conservation – Books;
- Continued to raise awareness of my research among the GLAM community via dissemination of data, extension of professional network and involvement with professional associations;
- Continued my participation on the steering committee of HOME (History of migration experiences) Centre (HOME came into being on 16 September 2011); and
- Been recruited as a casual consultant to Mulloway Studio, the architectural firm, for their project for the City of Melville's changes to their library and museum sites.

Whilst I am eager to apply my new knowledge and skills in the GLAM working world, I have decided to take more time to complete my doctorate. I am still within my allocation - I was going to submit my thesis early!

This choice is due in part to the scope of my objectives, the comprehensive nature of my methodology and the extent of my findings. I am now likely to finish mid-2012, and will send my final report to the ALIA e-lists soon afterwards.

Thank you to everyone who has responded previously, and I again invite any interested people to contact me with queries and comments via this email address ltkrobinson@bigpond.com .

Regards,

Leith Robinson.

N.   List of key words, phrases and concepts used in analysis of survey and in coding of case study focus group and interview transcripts

- Access
- Advantages; advantageous outcomes; benefits;
- Affiliations
- Architecture; design
- Archives
- Arrangements
- Atmosphere
- Attitude
- Audit
- Barriers
- Building; facility
- Businesses
- Censorship
- Challenges; problems; difficulties
- Collection; resources
- Commons; hub ; one-stop-shop; village green; village square
- Community; public;
- Computers
- Consultation; input
- Contribution; co-creation; co-curation; "produser"
- Convenience
- Convergence; merged; integrated; shared; joint; partnerships; collaboration; co-operation; interaction
- Council; CEO; executive; Government; Shire; parent body; City
- Cross-training; cross-tasking; cross-placement;
- Culture
- Curators
- Databases; catalogues
- Décor; furniture; layout
- Digitisation
- Disadvantages; disadvantageous outcomes; drawbacks
- Displays; exhibits
- District; municipality
- Donations

- Documentation
- Drivers
- Economy
- Education
- Effort
- Equipment
- Evaluation; monitoring; measuring
- Evolving; work in progress; adapting; learning; adjusting
- Examples of site, virtual, physical, staff, management and/or outreach convergence
- Exciting
- Feedback; comments; complaints
- Finance; funds; budgets
- Fit; synergies; complementary
- Future plans
- Galleries
- Heritage; history
- Iconic
- Identity
- Information
- The Internet
- Job satisfaction;
- Job security
- Librarian; Library Officer
- Libraries
- Licenses
- Local History / Local Studies
- Management
- Memory institution
- Mission; vision
- Modern; 21st century
- Museums
- Names; titles; signage
- Needs; wants
- New features; innovations; transformations; changes
- Opportunities
- Outreach; programs; events; activities; workshops
- Partners for memory institutions (collecting, cognate and non-cognate sector)

- Perception; image
- Planning
- Principles
- Processes
- (the) profession; the collecting sector
- Professionals
- Public relations; promotion; marketing
- Qualifications
- Quality of life; lifestyle
- Records
- Reform; revitalise
- Roles; practices; jobs
- Service
- Site; location
- Skills
- Social
- Specialisation
- Staffing; teams
- Successes; achievements
- Suggestions; advice; recommendations
- Sustainability; survival; continuance
- Technology
- Terminology
- Tourists
- Training
- Users; clientele; patrons; members
- Values; beliefs; philosophy
- Virtual; online;
- Visits
- Websites
- Workload

O.	Copyright permission statements

Signed: _[signature]_

Name: Michelle Brennand

Position: Manager Community Capacity Building

Date: 6 November 2012.

Please return signed form via email, fax or post to

Miss Leith Therese Kelly Robinson and Supervisor Associate Professor Paul Genoni
Department of Information Studies
School of Media, Culture and Creative Arts
Curtin University
GPO Box U1987
Perth WA 6845
E: ltkrobinson@bigpond.com
F: (08) 9266 3152

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The websites http://www.artgeo.com.au; http://www.busselton.wa.gov.au; http://www.busseltonmuseum.org.au/

and the content located on them, in particular

ArtGeo. (2007). *About ArtGeo* [Online]. Retrieved: http://www.artgeo.com.au/ [2010, November 2]

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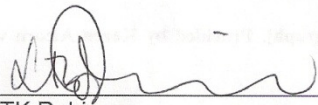
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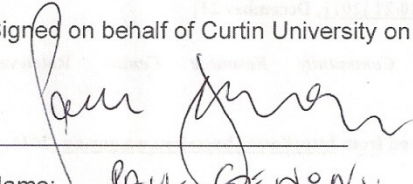
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Position: ASSOCIATE PROFESSOR

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City of South Perth. (2009b). May Gibbs artworks donated to collection. *Peninsula Winter 2009 Newsletter*, p. 3. Retrieved from http://www.southperth.wa.gov.au/news/documents/peninsula [2010, November 22]

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City of South Perth. (2011b). *Local History Collection Policy*. Retrieved from http://www.southperth.wa.gov.au/Documents/Library/Local-History-Collection-Policy---07042011.pdf [2012, February 15]

City of South Perth. (2011c). *New South Perth Library opens its doors*. Retrieved from http://www.southperth.wa.gov.au/News-and-Events/News/2011/February/New-South-Perth-Library-Opens-its-Doors [2011, February 24]

City of South Perth. (2011d). *South Perth Library and Community Centre officially opens*. Retrieved from http://www.southperth.wa.gov.au/news-and-events/news/2011/April/South-Perth-Library-and-Community [2011, December 10]

City of South Perth. (2012a). *Library - Services*. Retrieved from http://www.southperth.wa.gov.au [2012, June 12]

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Curtin University
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Date: Wednesday, November 7, 2012 9:41 PM
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To: 'Trish Robinson' <trobinson1@bigpond.com>
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To: Leith Robinson
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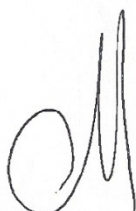
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