



Whitehorse Strategic Group Ltd

**An independent report for the
Library Board of Victoria and
Victorian Public Library Network**

Procurement Models for Victorian Public Libraries

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Whitehorse Strategic Group Ltd.

ABN 17 006 784 407
Level 3, 45 William Street
Melbourne VIC 3000
Tel: (61 3) 9614 8510
Fax: (61 3) 9614 8201

Email: admin@whitehorsestrategic.com

Web: www.whitehorsestrategic.com

Company details

Whitehorse Strategic Group Ltd

Trading/business name:	Whitehorse Strategic Group Ltd
ACN/ABN:	006 784 407 / 17 006 784 407
Contact name:	Ian Dennis Chairman Whitehorse Strategic Group Ltd
Head office address:	Level 3, 45 William Street Melbourne VIC 3000
Australian Government Endorsed Supplier:	#1916

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EXECUTIVE SUMMARY

Introduction

This report presents the outcomes of a study to investigate and develop a Collaborative Procurement Model for Victorian Public Libraries. The study was commissioned by the Library Board of Victoria (the Board) and Victorian public library network, and was undertaken by consultants from Whitehorse Strategic Group Ltd. Specifically the consultants were required to:

- investigate the cost and benefits of a range of collaborative models of procurement, to identify and recommend strategies based on the investigation findings; and
- investigate and recommend a collaborative procurement model for Languages Other Than English (LOTE) materials.

It was agreed that the scope of the project would exclude periodicals and the development of common standards for processing shelf-ready materials, which is the subject of a parallel project.

Approach

The project consisted of two overlapping stages. The first stage focused on investigation and analysis of collaborative procurement for English language books and audio-visual materials as well as the legal and commercial framework issues for local government entities. The second stage focused on the specific issues related to LOTE collaborative procurement and built on the information and recommendations in stage 1.

Input into the study was obtained from a wide variety of sources – in particular, the following activities were undertaken:

- meetings and workshop discussions were held with key Victorian public library groups and suppliers;
- a survey of stock procurement practice and associated expenditure, processing costs and attitudes to collaborative procurement was sent to all public libraries in Victoria. The response rate for the survey was 78%;
- a survey of a representative sample of current library stock suppliers was undertaken;
- visits and discussions took place with a representative group of Victorian public libraries;
- discussions were held with a wide range of relevant stakeholders including the Municipal Association of Victoria (MAV), the Department for Victorian Communities, Victorian public library network (Viclink) and the SWIFT consortium;
- an analysis of library procurement practice in the Netherlands, New Zealand, UK, USA and the various states of Australia was undertaken; and
- an analysis of good practice in relevant public and private sector supply-chain management was conducted.

The analysis set out in this report is based on evidence gathered from these activities.

Background

Public library services in Victoria are provided by local government through 45 independent library services. They consist of 30 single-council library services, 14 regional library services (each serving two or more councils) and a statewide library service for people with print disabilities (Vision Australia Information Library Service). Regional Library Corporations operate under the provisions of the *Local Government Act (1989)*.

There are 264 public library branches across Victoria including many that are joint-use libraries or multi-use facilities with other community services located on the same site.

Current Procurement

Stock procurement is a significant area of expenditure for public libraries, both in terms of the amount directly expended on books, audio-visual and other materials, as well as indirectly through staff input into the procurement process. Based on figures in the *2004-2005 Annual Survey of Victorian Public Libraries, Department for Victorian Communities* close to \$24 million a year is spent on purchasing new books, magazines and audio-visual materials for Victorian public library collections. The survey conducted in our study found a total materials budget of \$18,081,515 for the 30 respondents to the question, which is largely consistent with the 2004–2005 figures. The survey also found the respondents' estimated budgets for next financial year were, in fact, slightly reduced on the current year figures. This suggests downward pressure will continue to be felt on materials budgets as staff and other costs rise against static or CPI-based materials budgets. These findings emphasise the importance of finding new ways of reducing procurement costs and extending the purchasing capacity of existing materials budgets.

Library materials procurement is a complex process involving a number of value chain stages. These stages are:

- determining collection requirements;
- selecting and managing suppliers;
- planning, placing and monitoring orders;
- receiving orders; and
- processing orders.

While the value chain suggests a linear process, in reality, steps may not always be carried out in the order shown. For example, cataloguing or physical processing, could be carried out by the supplier prior to delivery.

The survey found that materials selection is largely undertaken by senior staff for each of the categories; adult materials, junior materials and LOTE materials. Selection committees were involved in the selection process in around 12–16% of cases by value. The most important selection criteria were identified as price, quality of material, responsiveness of supplier, and range of material available. Rapid delivery was also relatively highly rated.

Standing orders were identified as a popular method of specifying materials requirements with survey respondents spending a total of \$3,303,595 in this area for the current year. This represents an average of just over 18% of the overall materials budget. However, the percentage varied widely across individual library services with some services indicating standing order percentages as high as 50%.

Close to 60% of respondents have no written contracts with their suppliers. Of those having contracts, 75% have three or more contracts in place, and in 60% of cases contracts were the result of a tender process. The majority of contracts have termination dates in 2008 and the average contract value was \$71,295.

A variety of procurement practices are being followed. Almost all libraries participate in on-site buying, standing order placement and buying directly from suppliers without a formal contract being in place. Other purchasing methods used include; electronic ordering, email requests, local bookstore purchasing, and supplier selection.

Approximately half the respondents order some materials directly from overseas suppliers. Reasons given by those who don't purchase overseas include; the difficulty of dealing with currency conversions, and preference for local suppliers. Forty-two per cent of libraries receive some materials in "shelf-ready" form. A wide range of items are received this way including, adult fiction and non-fiction, junior fiction and non-fiction, large print books, paperbacks, DVDs, music CDs, and various LOTE materials.

However, as indicated in the *Strategic Asset Audit*, the major proportion of new items are catalogued in-house directly, based either on in-house guidelines or by using records downloaded from Libraries Australia. At first sight this practice would appear to involve significant duplication of effort across the sector, particularly in the area of LOTE.

Available models

There are a variety of library procurement models operating both within Australia and overseas. While the detail of their operations varies, they can each be considered to fall into one of three categories based on the degree of collaboration involved and the extent to which procurement functions are handled by individual library services or an agent acting on their behalf. For the purposes of this report the three models have been termed independent model, collaborative model and centralised model.

Independent model

The current procurement approach is essentially an independent model in which each library service purchases directly from each of a number of chosen suppliers. All of the elements of the purchase transaction (the exchange) namely the order, delivery or supply, invoice and payment are conducted directly between the library service and the supplier.

Collaborative model

Under a collaborative model, a limited form of collaborative purchasing is undertaken. In this model, an agent acting on behalf of the library services would conduct a competitive process in the supplier market with the aim of developing a preferred supplier list. Individual library services would then purchase directly from suppliers on the preferred supplier list, undertaking the normal exchange process with these suppliers. Examples of this purchasing model include the USA, Massachusetts Regional Library Materials Cooperative (MARLS) and closer to home the Academic and Research Libraries Consortium (ARLAC).

Centralised model

Under a centralised model, the agent undertakes exchange activity on behalf of the library services in addition to performing a competitive process with respect to the supplier market. Library services would input their requirements to the agent but would not undertake direct exchange activity with suppliers. There are a number of variants of

this model, for example materials funding could be provided directly to the agent from the funding authorities bypassing the library services or the library services themselves could provide funds from their materials budgets, to the agent on an agreed basis. Examples of this model include the South Australian and Western Australian systems where the government directly funds central purchasing on behalf of the state library services. The relative advantages and disadvantages of these various models are summarised below.

MODEL			
	Independent	Collaborative Network	Centralised
Advantages	<ul style="list-style-type: none"> • High flexibility in sourcing materials • Caters for local supply options • Allows contracting out 	<ul style="list-style-type: none"> • Reduces local procurement costs • Reduces administrative overheads • Increased bargaining power (service/price) • Reduces selling costs for preferred suppliers • Encourages standardisation • Can still contract out 	<ul style="list-style-type: none"> • Reduces local procurement costs • Reduces local administrative overheads • Increased bargaining power (service/price) • Reduces selling costs for preferred suppliers • Encourages standardisation • Caters for central funding model
Disadvantages	<ul style="list-style-type: none"> • High local procurement costs • High local administrative overheads • Variable purchasing efficiency across the sector • Inefficient for suppliers • Little incentive to standardise 	<ul style="list-style-type: none"> • Reduces flexibility • Reduces local supply options • Some central administration required 	<ul style="list-style-type: none"> • Least flexible • Reduces local supply options • Significant central administration required

Research on collaborative procurement schemes within Australia and overseas for both library and other forms of procurement suggest there are a range of advantages that flow from such schemes. Within Victoria there are a number of collaborative procurement schemes that have been operating for some years. These include:

- specialised procurement organisations servicing the local government and utility sectors such as Strategic Purchasing (formerly MAPS) and CPS;
- state government procurement schemes for IT equipment such as PCs and printers and for telecommunications services (TPAMS); and
- health sector purchasing schemes (Health Purchasing Victoria).

These schemes and services provide a number of benefits in addition to price reductions through aggregated purchasing. These include specialist procurement expertise, detailed knowledge of supplier markets and government regulatory requirements and efficiencies from the reduction in tendering overheads and the establishment of preferred supplier panels.

Direct savings from aggregated library materials procurement are difficult to quantify. However, it appears logical that maximising order quantities coupled with efficient procurement practices – including strong competitive pressure on suppliers – should result in the most cost effective purchasing outcomes. This conclusion is supported by data obtained from the USA collaborative procurement scheme MARLS, where the discounts obtained for the major materials categories appear to be higher than those applying in Australia for a similar level of expenditure. While improved discounts are clearly of benefit, it is likely that the benefits associated from reduced processing costs, and better service delivery under such a scheme, will be of greater long term value.

The survey data obtained from suppliers provided mixed responses on the benefits that could be derived from a collaborative procurement scheme. While overall 80% of suppliers felt savings in the range 0–10% were possible for most materials categories, they were slightly more positive in the areas of LOTE and audio-visual materials where 33% of suppliers felt savings in the range 11–20% could apply.

Overall, suppliers pointed out that margins are tight within their industry and they are subject to increased cost pressures, particularly in the areas of transport and staffing. In particular, simplifying and standardising processing and cataloguing was considered likely to assist in reducing their internal workflows. While the magnitude of the benefit was difficult to define, fewer processing actions performed would reduce the internal costs, which should also result in improved turnaround times.

Regardless of the intrinsic merits any chosen procurement scheme may have, unless it meets the requirements of the library sector and deals with many library service concerns it is unlikely to be adopted. In addition, such a scheme needs to be practical and economically feasible. It would appear from these inputs that a successful scheme would need to be flexible, deliver clear economic and other benefits and integrate, where possible, with the supplier value chain. Based on the above points and other inputs to the study, we suggest the following principles apply in establishing a collaborative procurement scheme:

- it should be voluntary with library services having the freedom to join or remain outside;
- the scheme should be able to commence with a relatively small number of library services, say six and grow from this base;
- while there are economic benefits in procurement of materials to be obtained from such a scheme, larger benefits are likely in reduced cataloguing and processing costs as well as better service delivery;
- a collaborative model is the appropriate model to follow at least initially. This model allows procurement flexibility to individual libraries, has relatively modest overheads but still delivers some aggregation benefits;
- the scheme will be assisted by standardisation of processes; and
- library management system (LMS) interoperability is also advantageous in securing greater efficiencies through shared catalogues or bibliographic data, and joint ordering.

A proposed model

It is recommended that a consortium of interested libraries should be formed under a consortium agreement, based on an agreed set of operating principles. These libraries should determine an initial set of procurement categories within which they will purchase materials, decide the services required and determine the performance standards that are required for these services. The initial focus should be on areas where there are the highest levels of common interest.

Libraries would also pledge to purchase a given proportion of their annual materials budget to collaborative purchasing through the scheme. This could be a common set percentage, say 60–80% or libraries could opt for different percentages, possibly within an allowed range say 40–80%. The latter approach allows greater flexibility and may encourage more libraries to participate, however, the overall benefits are increased with greater purchasing through the scheme.

The major tasks involved in initiating such a scheme are establishing the consortium agreement, negotiating and developing the initial requirements specification, determining the tender process requirements – including evaluation mechanisms – and developing draft contract documentation. It is estimated these tasks would take three to four months and require some specialist input, particularly in regard to the administrative structure of the scheme and the requirements under the local government act. The process can be greatly assisted by obtaining copies of existing documents from schemes that are currently operating within Australia and overseas.

Once established, the ongoing overheads are relatively modest even for schemes that tender on an annual basis. It is estimated that the continuing workload for such a scheme would be in the order of a full-time person for 3–4 weeks once a year, plus 2–4 hours per week for ongoing communication. Based on these assumptions we have made the following cost estimates.

Initial establishment

Staffing (38 hrs/week x \$50/hr x 16 weeks)	\$30,400
Professional services (legal etc)	\$30,000
Other (communications, printing, travel)	\$8,000
	\$68,400

Ongoing costs

Staffing (4 hrs/week x \$50/hr x 48 weeks)	\$9,600
Professional services (legal, etc.)	\$2,500
Other (communications, printing, travel)	\$4,000
	\$16,100

There are a number of organisational arrangements and structures that can be used for implementing the scheme. These include a consortium of participating libraries with a lead library acting as an agent for the others, a Viclink subcommittee or building on an existing arrangement such as the SWIFT consortium.

A further option could include negotiating an arrangement with a specialist purchasing organisation such as Strategic Purchasing.

INTRODUCTION

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- investigate the cost and benefits of a range of collaborative models of procurement, to identify and recommend strategies based on the investigation findings; and
- investigate and recommend a collaborative procurement model for Languages Other Than English (LOTE) materials.

It was agreed that the scope of the project would exclude periodicals and the development of common standards for processing shelf-ready materials, which are the subject of a parallel project being sponsored by the Board.

BACKGROUND

The *Collections and Access: Collaborative Procurement* project is one of a suite of statewide projects conducted under the auspices of the Library Board of Victoria and the Victorian public library network to assist in the development of the Victorian public library network. These projects have been created within the context of the Board/Victorian public library network *Framework for Collaborative Action*.

In 2006, the Board commissioned a strategic audit of Victoria's public library collections. The report resulting from that work, *Strategic Asset Audit of Victorian Public Libraries*, (J.L. Management Services, 2006), made a number of recommendations including the concept of collaborative procurement of collection items as an effective and efficient option for the public library network. During 2006, the Board also supported the development of a *Content and Access Blueprint* (Lunn 2006) for Victorian public libraries. The consultative process underpinning development of the *Blueprint* also strongly supported the concept of collaborative procurement of collection items.

Key recommendations for collaborative initiatives in the *Blueprint* included:

- investigate the costs and benefits of a range of collaborative models of procurement, to identify and recommend strategies based on findings;
- research and implementation of a collaborative procurement model for Languages Other Than English (LOTE) materials; and
- develop common specifications for processing shelf-ready collections with agreement on processing standards, including cataloguing, processing and invoicing.

This report is the outcome of a project that addressed the first two of these recommended initiatives.

APPROACH

The project consisted of two overlapping stages. The first stage focused on investigation and analysis of collaborative procurement for English language books and audio-visual materials as well as the legal and commercial framework issues for local government entities. The second stage focused on the specific issues related to LOTE collaborative procurement and built on the information and recommendations of stage 1.

Input into the study was obtained from a wide variety of sources – in particular, the following activities were undertaken:

- meetings and workshop discussions were held with key Victorian public library groups and suppliers;
- a survey of stock procurement practice and associated expenditure, processing costs and attitudes to collaborative procurement was sent to all public libraries in Victoria. The response rate for the survey was 78%;
- a survey of a representative sample of current library stock suppliers was undertaken;
- visits and discussions took place with a representative group of Victorian public libraries;
- discussions were held with a wide range of relevant stakeholders including the Municipal Association of Victoria (MAV), the Department for Victorian Communities, Victorian public library network (Viclink) and the SWIFT consortium;
- an analysis of library procurement practice in the Netherlands, New Zealand, UK, USA and the various states of Australia was undertaken; and
- an analysis of good practice in relevant public and private sector supply-chain management was conducted.

The analysis set out in this report is based on evidence gathered from these activities.

A full list of those consulted during the study is provided in Appendix 3.

VICTORIAN PUBLIC LIBRARY ENVIRONMENT

Public library services in Victoria are provided by local government through 45 independent library services. They consist of 30 single-council library services, 14 regional library services (each serving two or more councils) and a statewide library service for people with print disabilities (Vision Australia Information Library Service).

Regional Library Corporations operate under the provisions of the *Local Government Act (1989)*. Under the Act, libraries must operate and report using a structure similar to that of municipal councils. Each corporation has an agreement between its members which has been approved by the Minister for Local Government.

There are 264 public library branches across Victoria including many that are joint-use libraries or multi-use facilities with other community services located on the same site. Over the past five years, floor space in libraries has increased by 11% as libraries have been modernised and extended to reflect the changing needs of the community.

In addition to these permanent branches, there are 28 mobile libraries servicing 451 locations, often in isolated rural and regional communities. These mobile libraries

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provide a range of services including Internet and computer access as well as traditional borrowing services.

The State's public library collection contains 9 million items and has increased by 4% over the last two years, giving people access to a wide range of books, audio-visual and reference materials. Last year 1.2 million items were replaced by libraries to keep the collections modern and relevant.

Approximately 47% of Victorians are members of local libraries and nearly 50 million items are borrowed each year at a rate of almost 1 million loans per week. Every member of a public library borrows more than 19 items per year on average. Items borrowed include:

- 34 million books (including 10 million children's books);
- 2 million talking books;
- 9.7 million audio-visual items and electronic database journals; and
- 3.4 million newspapers and serials (including newspapers in languages other than English).

The Municipal Association of Victoria (MAV) is the legislated peak-body representing the 79 Victorian councils, which are the owners and operators of (and largely fund) the public library services in Victoria. Two key roles of the MAV are as the lead negotiator between local government and other spheres of government, and as the advocate for councils on policy, funding and program priorities. The MAV is the communication and information hub for and about Victorian local government, and facilitates councils' capacity development. On behalf of Victorian local government, the MAV negotiates broad policy and funding arrangements with the state and Commonwealth.

Local Government Victoria administers the Government's core funding programs for public library services in Victoria. It is also responsible for governance issues relating to regional library corporations and Mechanics' Institutes.

The Library Board of Victoria has a number of responsibilities in relation to public libraries as defined in the *Libraries Act (1988)*. These include; the oversight of programs within libraries and information organisations; to promote access to library and information resources; and promotion of high standards in the provision of library and information services. These responsibilities are exercised through the State Library of Victoria.

The Advisory Committee on Public Libraries, established in July 2003, is the body responsible for directly linking the Library Board of Victoria with the Victorian public library network.

Viclink (Victorian public library network) is the peak-body for Victorian public libraries, comprising representatives of every public library service in the state. It is an incorporated body under the *Associations Act* with its duties and obligations set out in its constitution.

The Country Public Libraries Group is an incorporated body that represents the 19 rural and regional library services in Victoria. It is a forum for the issues that are particular to country libraries, such as shrinking populations and rate bases, low population densities and distance. Viclink and the Country Public Libraries Group work together to assist, encourage, protect and promote the interests of those who use Victorian public library services and the staff of public libraries.

CURRENT PROCUREMENT PRACTICES

Introduction

Stock procurement is a significant area of expenditure for public libraries, both in terms of the amount directly expended on books, audio-visual and other materials, as well as indirectly through staff input into the procurement process. Based on figures in the *2004-2005 Annual Survey of Victorian Public Libraries, Department for Victorian Communities* close to \$24 million each year is spent on purchasing new books, magazines and audio-visual materials for Victorian public library collections. The survey conducted in our study found a total materials budget of \$18,081,515 for the 30 respondents to the question, which is largely consistent with the 2004–2005 figures. The survey also found the respondents estimated budgets for next financial year were in fact slightly reduced on the current year figures. This suggests that downward pressure will continue to be felt on materials budgets as staff and other costs rise against static or CPI-based materials budgets. The recently completed *Strategic Asset Audit of Victorian Public Libraries* also identified a number of concerns regarding Victoria's public library collection and current material procurement practices across the state. Overall, it found that Victoria, when compared with the other states; had the lowest per capita expenditure on new materials; acquired the fewest new items per capita; and had the lowest per capita holdings. These findings emphasise the importance of finding new ways of reducing procurement costs and extending the purchasing capacity of existing materials budgets.

The Procurement Process

Library materials procurement is a complex process involving a number of value chain stages as illustrated in the diagram on page 16. These stages are:

- determining collection requirements;
- selecting and managing suppliers;
- planning, placing and monitoring orders;
- receiving orders; and
- processing orders.

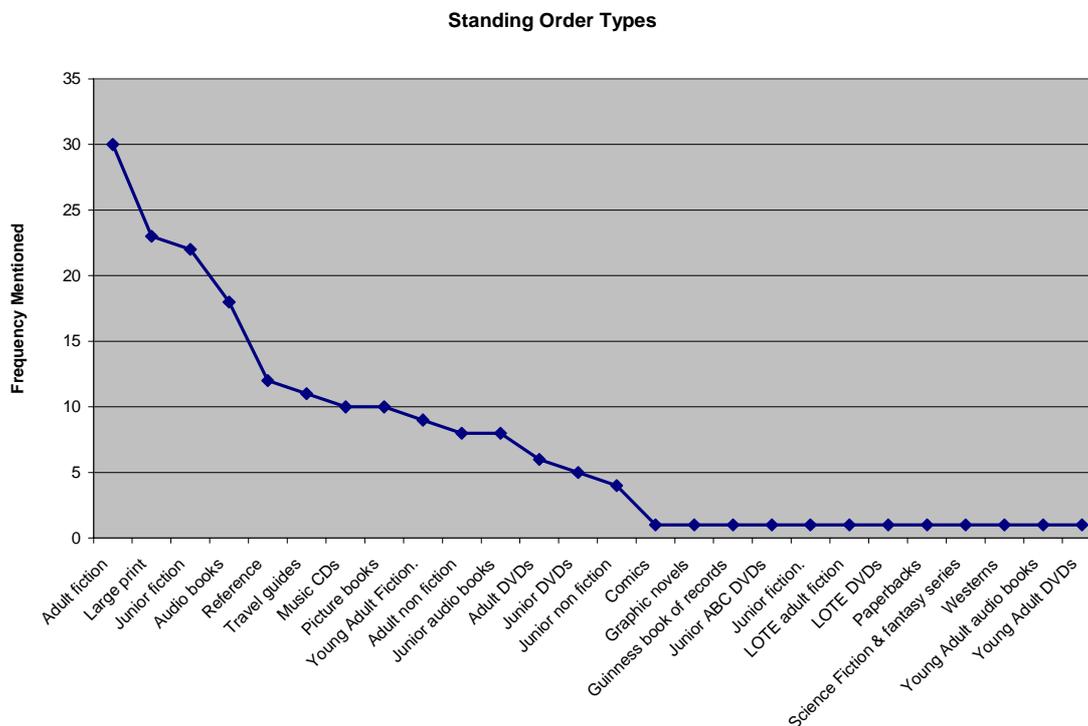
While the value chain suggests a linear process, in reality, steps may not always be carried out in the order shown. For example cataloguing or physical processing could be carried out by the supplier prior to delivery.

Determining Collection requirements

The survey found that materials selection is largely undertaken by senior staff for each of the categories – adult materials, junior materials and LOTE materials. Selection committees were involved in the selection process in around 12–16% of cases by value. The most important selection criteria were identified as price, quality of material, responsiveness of suppliers, and range of material available. Rapid delivery was also relatively highly rated.

Standing orders were identified as a popular method of specifying materials requirements with survey respondents spending a total of \$3,303,595 in this area for the current year. This represents an average of just over 18% of the overall materials budget. However, the percentage varied widely across individual library services with some services indicating standing order percentages as high as 50%. Standing order lists were updated at least annually by the vast majority of libraries.

Standing orders were applied across a wide range of categories but with an emphasis on adult fiction, large print, junior fiction and audio books as illustrated in the following diagram.



Documented collection development policies are in place at most library services and these appear to be revised regularly. However, the *Strategic Asset Audit* report found that:

- almost all lending collections were poorly aligned with library users’ demand and services were not monitoring turnover effectively with only 45.5% of services analysing turnover at least annually; and
- the statewide collection is aged with 44% of holdings having pre-1998 publication dates. Further, the proportion of recent items (2001–2006) was around half of that expected.

Our survey looked at the range of prices obtained by libraries for nine popular fiction and non-fiction items during 2007. We found a significant range of prices in practice with some libraries paying \$50 for an item that other libraries had obtained for \$35.

Selecting and managing suppliers

Close to 60% of respondents have no written contracts with their suppliers. Of those having contracts, 75% have three or more contracts in place and in 60% of cases contracts were the result of a tender process. The majority of contracts have termination dates in 2008 and the average contract value was \$71,295.

Planning, placing and monitoring orders

A variety of procurement practices are being followed. Almost all libraries participate in on-site buying, standing order placement and buying directly from suppliers without a

formal contract being in place. Other purchasing methods used include electronic ordering, email requests, local bookstore purchasing and supplier selection. Approximately half the respondents order some materials directly from overseas suppliers. Reasons given by those who don't purchase overseas include the difficulty of dealing with currency conversions and preference for local suppliers.

Receiving orders

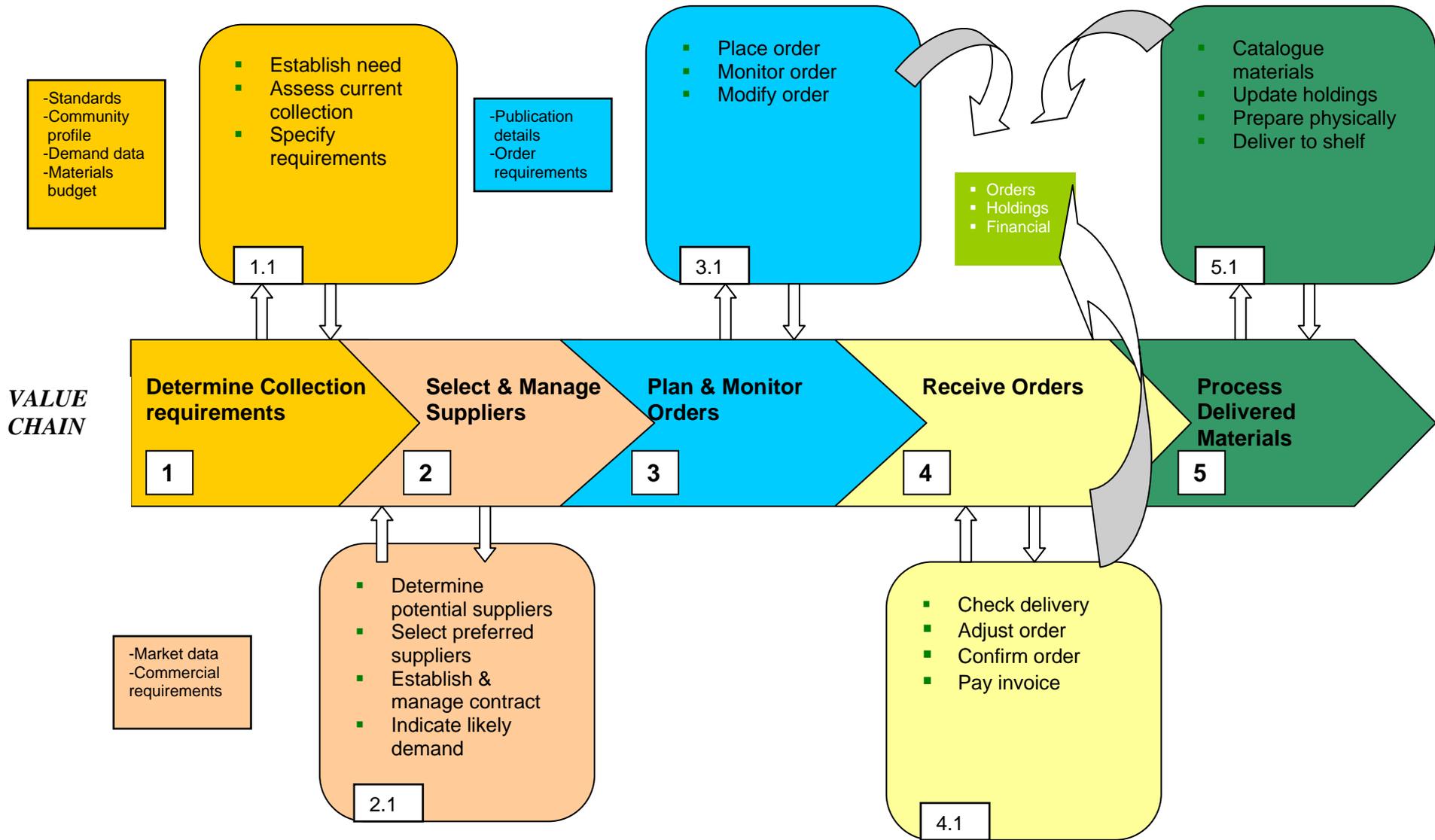
Suppliers report that libraries are tending to order individually and specify individual order handling requirements. This can be down to the specific copy level, for example library funds split across branches, then invoices produced and items packed and shipped at copy level. The supplier, therefore, has to handle each copy order in isolation. Such a high degree of individuation is costly in terms of supplier overheads and will result in increasing costs to the library. Suppliers further pointed out that in order to achieve savings, they need to minimise the number of individual activities that take place around an "order" at all points in the supply chain, including at the point of their order placing with publishers and distributors.

Processing orders

Forty-two per cent of libraries receive some materials in "shelf-ready" form. A wide range of items are received this way including, adult fiction and non-fiction, junior fiction and non-fiction, large print books, paperbacks, DVDs, music CDs, and various LOTE materials.

Fifty-eight per cent of respondents use external cataloguing services, in particular for dealing with LOTE materials. Ninety-four per cent of respondents download records from Libraries Australia. But only 40% upload records to Libraries Australia. However, as indicated in the *Strategic Asset Audit*, the major proportion of new items are catalogued in-house directly based either on in-house guidelines or by using records downloaded from Libraries Australia. At first sight, this practice would appear to involve significant duplication of effort across the sector particularly in the area of LOTE materials.

LIBRARY MATERIALS PROCUREMENT PROCESS DIAGRAM



LEGAL AND COMMERCIAL FRAMEWORKS

As outlined above, public libraries are legally either a component of a Council or in the case of regional library corporations they are a body corporate with all of the rights and obligations to which a body corporate is entitled by law. As local government entities (LGEs) they must also operate under the provisions of the *Local Government Act (1989)*.

Relevant sections of the *Act* include Section 186, which requires councils and regional library corporations to undertake a competitive process to test the market before entering into contracts for the purchase of goods and services with a value of \$100,000 (including GST) or more. The competitive process requires a public tender and under section 186 (2) LGEs are permitted to conduct an "Expression of Interest" process as a precursor to the public tender.

There are limited situations under which an LGE may enter into a contract without first undertaking a public tender process. These include: in an emergency situation, or where an LGE acts as an agent for a group of LGEs and the agent has otherwise complied with the *Act*, or where the Minister has approved an exemption.

It should be noted that Regulation 11(q) of the *Local Government (Government) Regulations 2004* requires that LGEs must make available for public inspection a list of contracts with a value of \$100,000 or more that were not tendered or exempted from tender. The Department of Victorian Communities suggests that as Section 186 is a mandatory provision of the *Act* any such contracts would be likely to be found void by the courts with the "contracted party" entitled to recover costs from the LGE.

An LGE can establish its own procurement policies for purchases with a value less than \$100,000. However, in practice Council public libraries would be subject to existing council procurement policies while regional library corporations would have more flexibility. The Victorian Government Purchasing Board (VGPB) has established the following rules for State Government entities:

- purchases up to \$2,000 – one verbal or written quote;
- purchases between \$2,000 and \$15,000 – a minimum of one written quote;
- purchases between \$15,000 and \$100,000 – a minimum of 3 written quotes.

LGEs are required to provide their services to the community under Best Value Principles (BVPs) as outlined in Division 3 of Part 9 of the *Act*. The principles include:

- the need to review services against the best on offer in both the public and private sectors;
- an assessment of value for money in service delivery;
- opportunities for local growth or retention; and
- the value of potential partnerships with other LGEs, State and Commonwealth governments.

In regard to partnerships, it should be noted that the *Act* allows LGEs to form groups for the procurement of goods and services with one member of the group undertaking the tender process (consistent with the *Act*) acting as an agent for the other members. Each of the group members can then enter into a contract with the successful service provider or a contract with the LGE which conducted the tender. If library services wishes to form a company, trust or other body to act as the procurement agent then they are likely to be subject to Section 193 of the *Act* which

refers to “Entrepreneurial powers”. Under this section, Councils are required to assess the total investment, and the total risk exposure, involved in performing any function allowed under the *Act*. If the sum of the investment and the risk exposure exceeds the greater of \$500,000 or 5% of the Council’s rates revenue in the preceding financial year, then the Council must – in addition to obtaining a risk assessment report – obtain the approval of the Minister. If the amount exceeds \$5,000,000 then the approval of the Treasurer must also be obtained.

In terms of local preference, Section 186(6) of the *Act* provides that “*wherever practicable, the LGE must give effective and substantial preference to contracts for the purchase of goods, machinery or material manufactured or produced in Australia and New Zealand*”. Under the Government Procurement Chapter (GPC) of the *Free Trade Agreement* (AUSFTA) with the USA, some sectors of the Commonwealth, State and Territory Governments are not permitted to preference such items. However, LGEs are not subject to this requirement and hence are required to preference items manufactured in Australia and New Zealand whenever practicable.

This section provides a general outline of the relevant legislative and commercial frameworks within which any proposed public library procurement model must operate. However, it should be noted that different administrative structures will have different legal and commercial implications and, therefore, it would be important to ensure relevant professional advice was obtained regarding the legality of any particular administrative structure being considered for implementation.

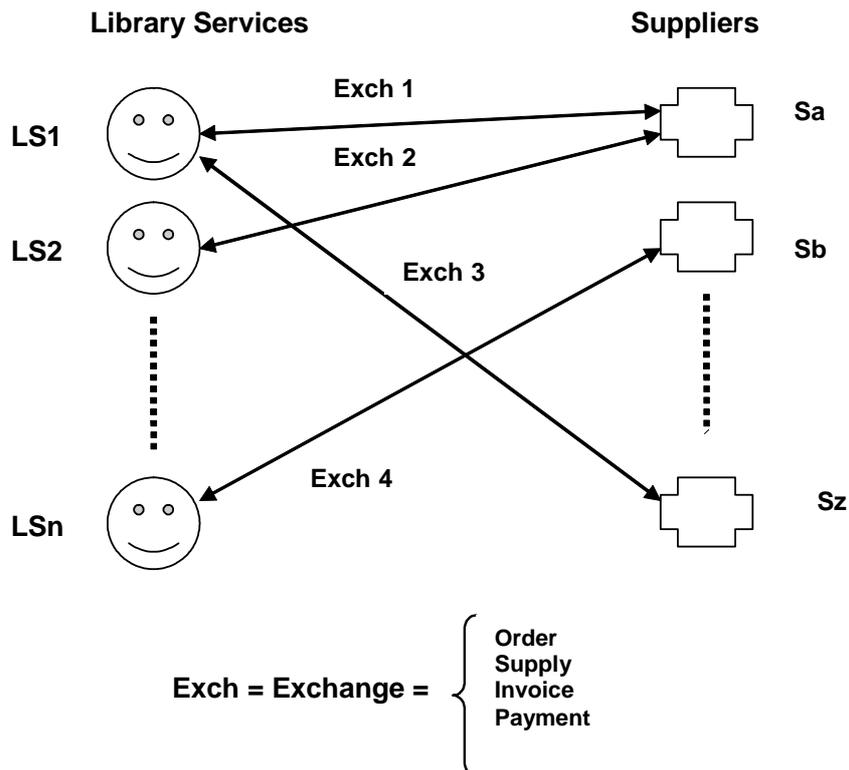
POSSIBLE MODELS

There is a wide variety of library procurement models operating both within Australia and overseas. While the detail of their operations varies, they can be considered to fall into one of three categories based on the degree of collaboration involved and the extent to which procurement functions are handled by individual library services or an agent acting on their behalf. For the purposes of this report the three models have been termed, independent model, collaborative model and centralised model. They are explained in the following sections.

Independent model

The current procurement approach is essentially an independent model in which each library service purchases directly from each of a number of chosen suppliers. All of the elements of the purchase transaction (the exchange) namely the order, delivery or supply, invoice and payment are conducted directly between the library service and the supplier. This is illustrated in diagram 1 below.

Independent model (Current Procurement)



In this model each library service is free to make its own decisions regarding the selection of suppliers and the extent to which functions such as cataloguing and processing are outsourced to a supplier or other service provider. The main advantages and disadvantages of the independent model are summarised as follows.

Advantages

- High flexibility in sourcing materials
- Caters for local supply options
- Allows contracting out

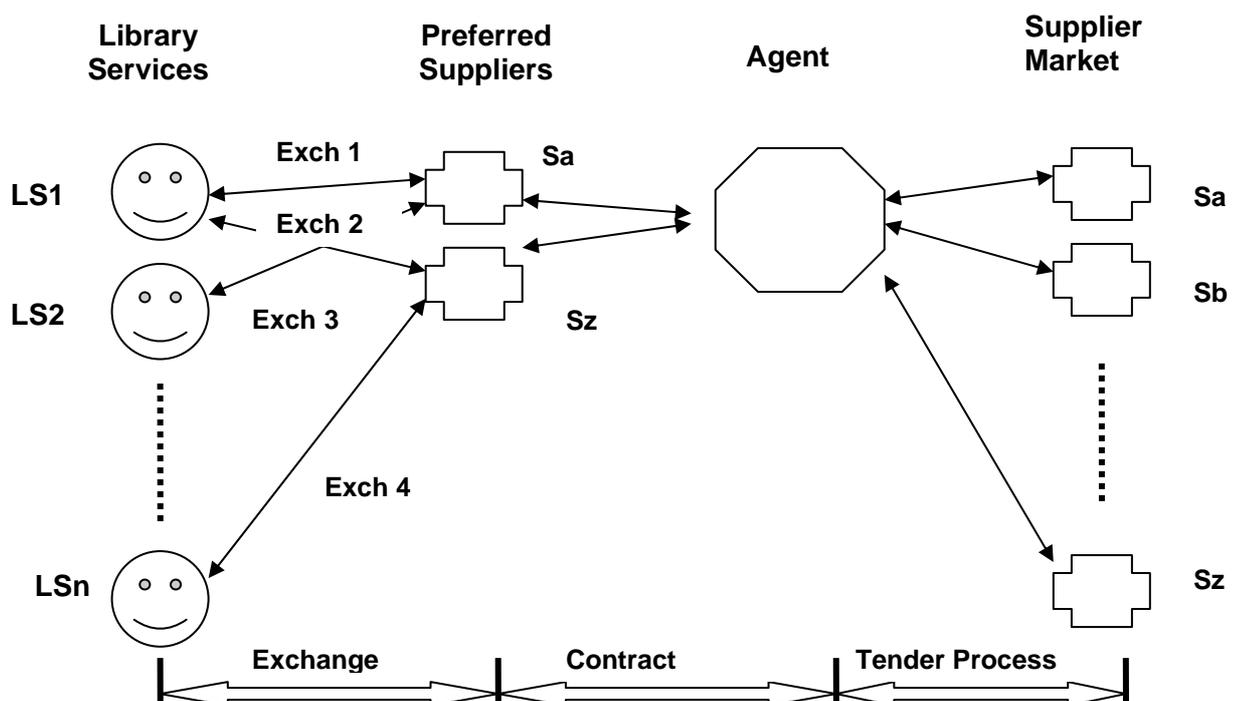
Disadvantages

- High local procurement costs
- High local administrative overheads
- Variable purchasing efficiency across the sector
- Inefficient for suppliers
- Little incentive to standardise

Collaborative model

Under a collaborative model, a limited form of collaborative purchasing is undertaken. In this model, an agent acting on behalf of the library services would conduct a competitive process in the supplier market with the aim of developing a preferred supplier list. Individual library services would then purchase directly from suppliers on the preferred supplier list undertaking the normal exchange process with these suppliers. An example of this purchasing model is provided by the Massachusetts Regional Library Materials Cooperative (MARLS). Approximately 750 libraries belong to this cooperative and every year they each pledge a specific amount for the purchase of materials. Suppliers are then asked to submit sealed bids based on the aggregated budget with selection made on a combination of factors including service as well as price. Participating libraries order their own materials from the preferred suppliers in a number of different categories. Further details of this model are provided in our research findings.

Collaborative model e.g. MARLS



The advantages and disadvantages of the collaborative model are as follows.

Advantages

- Reduces local procurement costs
- Reduces administrative overheads
- Increased bargaining power (service/price)
- Reduces selling costs for preferred suppliers
- Encourages standardisation
- Can still contract out

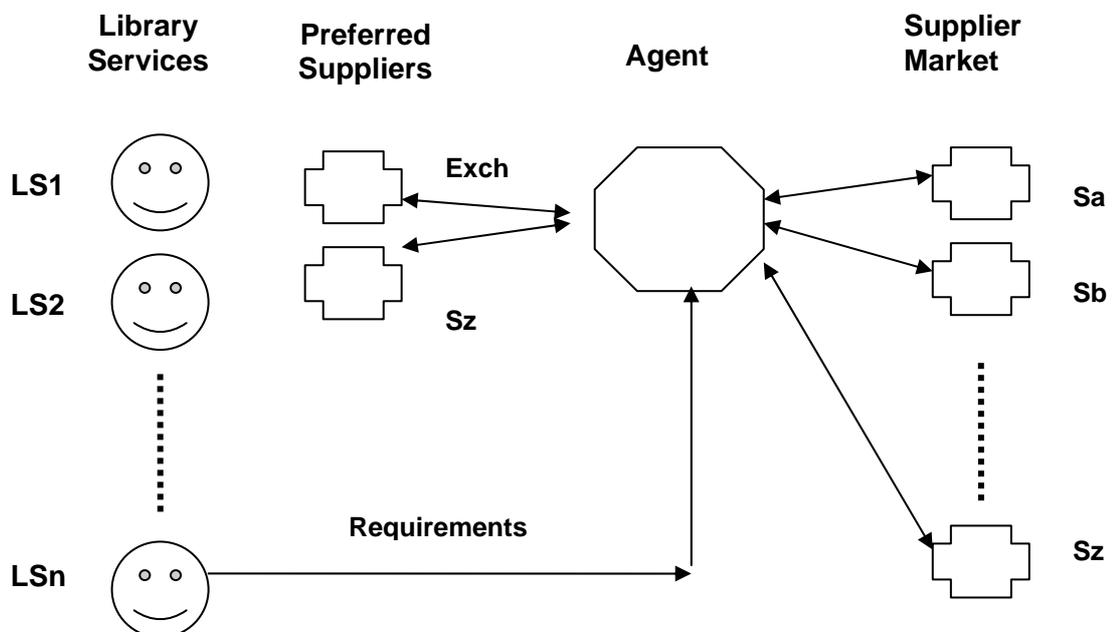
Disadvantages

- Reduces flexibility
- Reduces local supply options
- Some central administration required

Centralised model

Under a centralised model the agent undertakes exchange activity on behalf of the library services in addition to performing a competitive process with respect to the supplier market. Library services input their requirements to the agent but do not undertake direct exchange activity with suppliers. There are a number of variants of this model, for example materials funding could be provided directly to the agent from the funding authorities bypassing the library services or the library services themselves could provide funds from their materials budgets to the agent on an agreed basis. Examples of this model include the South Australian and Western Australian systems where the government directly funds central purchasing on behalf of the state library services.

Centralised model e.g. PLAIN



The advantages and disadvantages of the centralised model are as follows.

Advantages

- Reduces local procurement costs
- Reduces local administrative overheads
- Increased bargaining power (service/price)
- Reduces selling costs for preferred suppliers
- Encourages standardisation
- Caters for central funding model

Disadvantages

- Least flexible
- Reduces local supply options
- Significant central administration required

In summary, the respective advantages and disadvantages of the models outlined in the previous chapter are tabled below.

MODEL			
	Independent	Collaborative Network	Centralised
Advantages	<ul style="list-style-type: none"> • High flexibility in sourcing materials • Caters for local supply options • Allows contracting out 	<ul style="list-style-type: none"> • Reduces local procurement costs • Reduces administrative overheads • Increased bargaining power (service/price) • Reduces selling costs for preferred suppliers • Encourages standardisation • Can still contract out 	<ul style="list-style-type: none"> • Reduces local procurement costs • Reduces local administrative overheads • Increased bargaining power (service/price) • Reduces selling costs for preferred suppliers • Encourages standardisation • Caters for central funding model
Disadvantages	<ul style="list-style-type: none"> • High local procurement costs • High local administrative overheads • Variable purchasing efficiency across the sector • Inefficient for suppliers • Little incentive to standardise 	<ul style="list-style-type: none"> • Reduces flexibility • Reduces local supply options • Some central administration required 	<ul style="list-style-type: none"> • Least flexible • Reduces local supply options • Significant central administration required

RECOMMENDED MODEL

The analysis in the previous chapter has identified the major advantages and disadvantages associated with the generic models described. However, this does not in itself provide sufficient information on which to base a decision about the most appropriate collaborative procurement model and way forward for Victorian public libraries. In order to determine such a model the appropriate balance between benefit, cost and risk needs to be ascertained and evaluated.

Benefits of Collaborative Procurement

As suggested above, models involving collaborative procurement should provide a number of benefits over individual purchasing models. It is instructive to consider what these benefits might be and how likely they are to be achieved in practice.

Information from research on collaborative procurement schemes within Australia and overseas, for both library and other forms of procurement, suggest that there are advantages that flow from such schemes. Within Victoria there are a number of collaborative procurement schemes that have been operating for some years. These include:

- specialised procurement organisations servicing the local government and utility sectors such as Strategic Purchasing (formerly MAPS) and CPS;
- State government procurement schemes for IT equipment such as PCs and printers and for telecommunications services (TPAMS); and
- health sector purchasing schemes (Health Purchasing Victoria).

These schemes and services provide a number of benefits in addition to price reductions through aggregated purchasing. These include specialist procurement expertise, detailed knowledge of supplier markets and government regulatory requirements and efficiencies from the reduction in tendering overheads and the establishment of preferred supplier panels.

Direct savings from aggregated library materials procurement are difficult to quantify. However, it appears logical that maximising order quantities coupled with efficient procurement practices including strong competitive pressure on suppliers should result in the most cost effective purchasing outcomes. This conclusion is supported by data obtained from the USA collaborative procurement scheme MARLS, where the discounts obtained for the major materials categories appear to be higher than those applying in Australia for a similar level of expenditure.

The survey data obtained from suppliers provided mixed responses on the benefits that could be derived from a collaborative procurement scheme. While overall 80% of suppliers felt savings in the range 0–10% were possible for most materials categories, they were slightly more positive in the areas of LOTE and audio-visual materials where 33% of them felt savings in the range 11–20% were possible. In particular, simplifying and standardising processing and cataloguing was considered likely to assist in reducing their internal workflows. While the magnitude of the benefit was difficult to define, essentially the fewer processing actions performed the greater the reduction in internal costs, which could also result in improved turnaround times. Suppliers pointed out that margins are tight within their industry and that they are subject to increased cost pressures particularly in the areas of transport and staffing.

Other requirements

Regardless of the intrinsic merits that any chosen procurement scheme may have, unless it meets the requirements of the library sector – and deals with many library service concerns – it is unlikely to be adopted. In addition, such a scheme needs to be practical and economically feasible.

The *Strategic Asset Audit* report discussed the sector's interest in cooperative procurement programs. The report found that most library services were yet to develop a position on the issue but that there was limited interest in an industry-run statewide model and considerable opposition to a centralised state government-run model similar to that operating in some other states. The greatest interest was in relation to cooperation at a regional level. Factors that were nominated as likely to attract libraries to participate in such a scheme included:

- continued control over materials selection;
- the ability to handle all standing orders;
- the ability to handle procurement of LOTE materials for minority languages;
- the ability to electronically monitor order details and progress;
- lower prices and value for money;
- certainty of on-time delivery; and
- adequate funding and professional management of the scheme.

Some suppliers also suggested, in our study survey, that in order to be able to pass on further savings to libraries, a collaborative purchasing model would need to include the following aspects:

- consolidated ordering across libraries with orders for all copies of a title being consolidated before being sent to the supplier;
- all orders placed electronically, ideally as an EDI transaction;
- limited single title/single copy orders;
- limited institution-specific handling of orders including specific invoicing requirements; and
- common handling instructions applied to all copies of a title for an institution.

It would appear from these inputs that a successful scheme would need to be flexible, deliver clear economic and other benefits, and integrate where possible with the supplier value chain. Based on the above points, and other inputs to the study, we suggest the following principles should apply in establishing a collaborative procurement scheme:

- it should be voluntary with library services having the freedom to join or remain outside;
- the scheme should be able to commence with a relatively small number of library services, say six and grow from this base;
- while there are economic benefits in procurement of materials to be obtained from such a scheme, larger benefits are likely in reduced cataloguing and processing costs as well as better service delivery;
- a collaborative model is the appropriate model to follow at least initially. This model allows procurement flexibility to individual libraries, has relatively modest overheads but still delivers some aggregation benefits;
- the scheme will be assisted by standardisation of processes; and

- library management system (LMS) interoperability is also advantageous in securing greater efficiencies through shared catalogues or bibliographic data, and joint ordering.

A proposed model

It is recommended that a consortium of interested libraries should be formed under a consortium agreement based on an agreed set of operating principles. These libraries should determine an initial set of procurement categories within which they will purchase materials, decide the services required and determine the performance standards that are required for these services. The initial focus should be on areas where there are the highest levels of common interest. Typical areas that might be included are as follows.

Material or Service Category	Subcategory	Explanation
Material categories	Adult fiction, Adult non-fiction, Large print, Music CDs, etc.	The range of material categories covered by the procurement contract
Category range		Supplier must be able to provide a minimum number of titles within each category
Service standards	Responsiveness	The ability of the supplier to respond within a specified timeframe to various types and forms of requests
	Delivery requirements	Requirements for the physical delivery of materials to library branches. Which branches? Timeframes? Cost? Some schemes include a requirement for free delivery
	Fill rate	The percentage of each order that must be provided as a minimum
Processing	Bar coding	
	Labelling	
	Covering	
	Reinforcing	
	Security	
Cataloguing	MARC records	
Other services	Electronic ordering	
	Standing orders	
	Profile selection	The selection and delivery of new titles to customers based on predefined selection criteria
	Alerts	
	Order progress	
	Bibliographic database	

Libraries would also pledge to purchase a given proportion of their annual materials budget to collaborative purchasing through the scheme. This could be a common set percentage, say 60–80%, or libraries could opt for different percentages, possibly within an allowed range say 40–80%. The latter approach allows greater flexibility and may encourage more libraries to participate, however, the overall benefits are increased with greater purchasing through the scheme.

The major tasks involved in initiating such a scheme are establishing the consortium agreement, negotiating and developing the initial requirements specification, determining the tender process requirements – including evaluation mechanisms – and developing draft contract documentation. It is estimated these tasks would take three to four months and require some specialist input. The process can be greatly assisted by obtaining copies of existing documents from schemes that are currently operating within Australia and overseas.

Once established, the ongoing overheads are relatively modest even for schemes that tender on an annual basis. It is estimated the continuing workload for such a scheme would be in the order of a full-time person for 3–4 weeks once a year, plus 2–4 hours per week for ongoing communication. Based on these assumptions, we have made the following cost estimates.

Initial establishment

Staffing (38 hrs/week x \$50/hr x 16 weeks)	\$30,400
Professional services (legal etc.)	\$30,000
Other (communications, printing, travel)	\$8,000
Total	\$68,400

Ongoing costs

Staffing (4 hrs/week x \$50/hr x 48 weeks)	\$9,600
Professional services (legal etc.)	\$2,500
Other (communications, printing, travel)	\$4,000
Total	\$16,100

There are a number of organisational arrangements and structures that can be used for implementing the scheme. These include a consortium of participating libraries with a lead library acting as an agent for the others, a Viclink subcommittee or building on an existing arrangement such as the SWIFT consortium.

A further option could include negotiating an arrangement with a specialist purchasing organisation such as Strategic Purchasing.

RELEVANT INITIATIVES - AUSTRALIA

National

Australian Library and Information Association

Contact details

<http://www.aldis.com.au/>

Background

The Australian Library and Information Association (ALIA) Cooperative Information Purchasing Service (CIPS) project was officially launched in August 2003 by ALIA and the company ALDIS at the 10th Asia Pacific Special Health and Law Librarians Conference in Adelaide. ALIA CIPS establishes cooperative buying groups for all types of library resources among members and negotiates pricing and licensing for these cooperative groups and provides exclusive vendor offers for ALIA CIPS members.

Model

The service delivers expertise in vendor negotiations, assistance in forming buying groups, exclusive vendor offers, administration of subscriptions and networking opportunities and administrative support for ALIA CIPS members including; administration of subscriptions and providing separate invoicing for each participant; managing trials; disseminating usage statistics; and arranging training. ALIA CIPS also gives access to expertise in researching vendor offers, negotiating with vendors and gives access to an affordable and broader range of information resources.

Advantages

- Reduces information costs
- Saves time and money in researching and negotiating for information resources
- Sharing and maximising resources
- Benefits smaller and special libraries

Disadvantages

- Unable to find any current information about libraries actually using this program.

Relevance to the Victorian model

The model gives a professions-based option through a commercial intermediary between libraries and the market.

Source

CIPS: <http://www.aldis.com.au/AboutALIA-CIPS.htm>

ALDIS: <http://www.aldis.com.au/>

South Australia

South Australia Public Libraries

Contact details

<http://plnitra.plain.net.au/>

Background

The Council of Library Administrators represents public libraries in South Australia and works with the State Library of South Australia Public Library Services group. Acquisitions and cataloguing support services to South Australia's 137 public libraries have been provided centrally for over 25 years by PLAIN (Public Library Automated Information Network) Central Services (PCS) in partnership with local government. PCS has considerable expertise in cost-effective procurement and distribution of library materials. Even though services are delivered centrally, the governance model for collaborative purchasing, processing and delivery sits outside the State Library.

Model

Funds identification and distribution are outlined in an agreement between the Local Government Association and the Minister. Procurement, cataloguing and end processing is provided to the public libraries through the Plain Central Services within the Public Library Services Group of the State Library of South Australia who signs a Service Level Agreement with the Council of Library Administrators. The agreement outlines the model including individual responsibilities, when tasks are to be performed and performance indicators. Identification of resources is done from lists centrally produced on a monthly basis and lodged by individual libraries with the State Library. There is a shift to supplier provided selection profiles.

Advantages

- The PLAIN System provides bibliographic data to download to major in-house library systems
- Selection, acquisition and cataloguing costs are amortised over an efficient online system
- High level value-adding can be achieved within low unit costs
- All PLAIN orders and invoicing are electronic
- Control over choosing resources still lies with individual libraries

Disadvantages

- Communication and detailed documentation and agreement between stakeholders is essential

Relevance to Victorian model

- Several stakeholders managed through set documentation with decision-making outside of State Library
- Implemented for several years with recent report indicating framework should continue in its current state

Source

Service Level Agreement between Plain Central Services and Council of Library Administrators South Australia, retrieved 21/07/2007 from <http://plnitra.plain.net.au/Documents/Service%20Level%20Agreement%20final%20version%20010720021.pdf>.

Reports

- PCS Review Steering Committee. (2003). *Plain Central Services Review: Towards 2010: Developing the Public Library network of South Australia*, retrieved 21/07/2007 from http://plnitra.plain.net.au/Documents/Towards_2010_Developing_Public_Library_Network.pdf.
- Strategic Matters. (2006). *Public Library Services Review*, retrieved 21/07/2007 from <http://plnitra.plain.net.au/Documents/PLS%20Review%202006/PLS%20Review%202006%20Report%20for%20Board%20.pdf>

Queensland

State Library of Queensland Public Libraries Service

Contact details

<http://www.slq.qld.gov.au/info/publib>

Background

State Library of Queensland has an extensive collection of resources managed by the Public Library Services (PLS). PLS collections exist to stock Queensland Country Lending Service Libraries (libraries servicing less than a population of 20,000) and to support Queensland Independent Libraries' collections. PLS provides fully processed books and audio-visual materials and works with local government to promote and facilitate the enhancement of public library services through memorandums of understanding.

Model

In 2005, the State Library went to tender for the delivery of fully processed and catalogued, shelf-ready materials for Public Library Services, State Reference and Heritage libraries. A panel of suppliers was selected to provide services for the supply of library materials and value-added services for Public Library Services, State Reference and John Oxley Library collections. The panel of preferred suppliers was implemented in two stages, (preferred status and technical processes) including Electronic Data Interchange protocols. Each year, over 90,000 items are processed. The formula for determining the recurrent annual acquisition budget of public libraries is population x acquisition rate x average book price.

The State Library is looking at a further model for collaborative procurement of books, journals and electronic resources. Progress so far includes: a collections forum held with 40 participants; a 'Strategic purchasing' Sub Committee of the Standards Group, meeting with State Library of Victoria in June; and part of the NADA James Bennett National panel contract for the last eighteen months. The Library is also working on identifying 3–4 levels of end processing choices with level 1 no cost to individual public library and others at an extra cost.

Advantages

- Greater purchasing ability off-shore if Australian suppliers are unable to meet demands
- Improved delivery of resources to customers
- Taking advantage of the technology and the services provided by library suppliers

Procurement Models for Victorian Public Libraries

- Improving the processes of acquisitions and cataloguing through electronic data interchange
- Timely customer access to public library materials

Disadvantages

- Different library collections have different end processing requirements

Relevance to Victorian model

- Covers different library collection types including special collections

Source

- *Cataloguing standards*, retrieved 21/07/2007 from <http://www.slq.qld.gov.au/info/publib/policy/guidelines/twelve>
- *Collection development policy*, retrieved 21/07/2007 from http://www.slq.qld.gov.au/data/assets/pdf_file/37121/Collection_Development_Policy_Final_rev.pdf
- Tracy Gibson, Acting Manager Operational Services, personal communication.

Brisbane City Council Library Services

Contact details

http://www.brisbane.qld.gov.au/BCC:BASE:1915636950:pc=PC_1236
<http://www.slq.qld.gov.au/info/publib>

Background

Brisbane City Council Library Services (BCCLS) has approximately 32 branches servicing 970,000 people who live within the Brisbane City Council area of over 1,220 square kilometres. About 150,000 items are purchased each year to add to the book stock of approximately 1.36 million. Collection turnover is approximately eight loans per item, per year. In 1998, the Public Library tendered for the outsourcing of cataloguing, processing and selection of materials. In 1999, Peter Pal (a privately owned Queensland-based business established in Brisbane over 20 years ago) began providing shelf-ready material. In 2006, the libraries revisited the model – as part of Brisbane City Council's implementation of strategic procurement process for all of its services – and are working with Yarra Plenty Library on a standard AACR2 Level 2 catalogue record, to be created by library suppliers with shared costs between the partner libraries.

Model

The strategic procurement process covers:

- definition of category goods and/or services;
- identifying the spend baseline;
- key hypotheses;
- key issues and constraints;
- internal analysis;
- external analysis;
- market dynamics; and
- trends and implications.

A coordinator of collection services was identified for the books category and undertook research of the library supply chain and completed the strategic

procurement process using the UK PKF Consulting report (PKF Report into the Stock Supply Chain Review) as a guide. BCCLS now uses its 10 suppliers to select, catalogue and process new material and supply items fully shelf-ready directly to each branch.

Advantages

- Savings of up to 30% on shelf-ready items
- Improved delivery time to libraries of shelf-ready items
- Seamless service
- Increased positive image of the library
- Economies of scale

Disadvantages

- Each library service has its own requirements for cataloguing and processing, therefore, affecting potential cost savings

Relevance to Victorian model

The outsourced procurement of shelf-ready materials has been in place since 1999, and is therefore a mature model that reportedly works well with higher collection access rates than Victoria per item.

Source

- Robertson, S & Catoggio, A. (2007) 'Strategic procurement of Public library Collections; *Aplis* 20(1) March
- J.L. Management Services (2006). *Strategic Asset Audit of Victorian Public Libraries*
- Robertson, S & Catoggio, A. (2006). *Strategic procurement of library collections*. Paper presented at ALIA Biennial Conference. Perth Convention Exhibition Centre 19-22 September, retrieved 05/08/2007 from http://conferences.alia.org.au/alia2006/Papers/Sharon_Robertson_Anita_Catoggio.pdf

Northern Territory

Northern Territory Libraries

Contact details

<http://www.ntl.nt.gov.au/>

Background

The Northern Territory Library provides leadership in the delivery of library services throughout the Northern Territory and delivers public library services, in partnership, with Department of Employment, Education and Training, and Community and Local Government for over 50 libraries, through the Libraries in the Northern Territory Network (LINNet). The network includes Public and Community libraries, Secondary School and College libraries, various Government libraries and the Northern Territory Library. Northern Territory Library provides a single Library Management System for all large libraries and collaborative purchasing for electronic services, books and cataloguing.

Model

In February 2007, James Bennett was awarded the collaborative purchasing, cataloguing and delivery contract. It provides shelf-ready materials including non-

fiction, top-10 fiction and LOTE items delivered directly to public libraries, some school libraries and some government agency (special) libraries throughout the Northern Territory. Contract management and payment is undertaken centrally by NTL. Other LOTE materials come from CAVAL and the Foreign Language Bookshop arrangement. Some cataloguing is done in-house (particularly for electronic resources such as web pages and photographs) and purchasing is managed centrally. Large departmental libraries such as Department of Health and Community Services undertake their own procurement and cataloguing. All essential requirements are identified in the Technical Specification for the supply of library materials.

The supplier must meet the following criteria:

- new title information meets the collection development needs of the libraries;
- new titles are provided to the libraries at the same time as they are available for sale in the bookstores;
- items arrive at the libraries shelf-ready; and
- significant savings are delivered to the network.

Advantages

- Economies of scale for online database licensing
- Parliamentary procurement exclusions to purchase interstate and not from local vendor regardless of amount

Disadvantages

- Difficulty in acquiring skilled cataloguing resources
- It took some time to iron out end processing rule issues

Relevance to Victorian model

- Framework identified

Source

- Northern Territory Library. (2006). *Request for tender*. Northern Territory Government: Darwin
- Personal communication with the Online Resources Librarian, Cataloguer and Director

Reports

- Northern Territory Library. (2006). *Technical specification for the supply of library materials*. Northern Territory Government: Darwin

Charles Darwin University

Contact details

<http://www.cdu.edu.au/library/>

Background

The Charles Darwin University has three main libraries at Darwin, Palmerston and Alice Springs, which are centrally administered from Darwin servicing internal and external students and staff. Campuses and education centers are located in Palmerston, Tennant Creek, Yulara, Jabiru, Katherine, Nhulunbuy (Gove), Alice Springs and the University's main campus in Casuarina, Darwin. Many of the University's 19,000 students are external – completing a varied number of degrees including Law and Graduate Diploma of Information and Knowledge Management

degrees, delivered fully online. Recent purchasing focus is on electronic resources to support these course types.

Model

For many years, EBSCO has provided some shelf-ready material to the University's main Library in Casuarina.

Advantages

- Reduces workload for small team
- Reduces pressure to employ skilled cataloguers where few can be found

Disadvantages

- Initially incorrect end processing was experienced
- Work undertaken in overseas office

Relevance to Victorian model

Delivery of shelf-ready material for some types of library materials while still purchasing, cataloguing and end processing some in-house

Source

- Kaye Bartlett, Previous Acquisitions Officer, Charles Darwin University Library, personal communication.

Western Australia

Public Libraries of Western Australia

Contact details

<http://www.liswa.wa.gov.au/publibs.html>

Background

State and Local Governments have undertaken the joint provision of public library services in Western Australia since the 1950s. The State Library provides public library collections of catalogued materials and facilitates the provision of a wide range of information services to the people of Western Australia through a statewide network of public libraries managed by local government. The partnership between state and local governments, and other participating bodies, is maintained and developed through consultation, joint decision-making and agreed standards. A range of training programs is provided to improve the range and level of services offered by public libraries.

Model

In December 2004, the Framework Agreement between State and Local Government for the provision of public library services in Western Australia was signed. This framework agreement provides an overarching framework of broad parameters for the future direction of Western Australia's public library services.

The Western Australia public library service has a similar model to the Northern Territory as it has a centralised purchasing, processing and distribution of library resources, statewide online catalogue and centrally coordinated inter-library loans system managed through a formal agreement between state and local government.

Advantages

- Facilitated by statewide library management system
- Consultation mechanisms between State Library, local library and local government

Disadvantages

- Individual libraries do not have flexibility

Relevance to Victorian model

Recent agreement framework between State Library and local governments made easier by statewide library management system and existing consultative structures

Source

Western Australia Local Government Association. (2004). *Framework Agreement between state and local government for the provision of Public Library Services in Western Australia*, retrieved 05/08/2007 from <http://www.slwa.wa.gov.au/pdf/WALGAFrameworkAgmt2004.pdf>

New South Wales

Country Public Libraries Association NSW

Contact details

www.cpla.asn.au/

Background

The Country Public Libraries Association (CPLA) of NSW was established at a meeting in Parkes on 21 June 1989 and is divided into five zones that meet regularly. Membership is by annual subscription of \$100. The CPLA represents the interests of public libraries and their users in regional and rural New South Wales. The Association has a vital interest in improving library services and access to information resources for all people living in regional areas through a range of initiatives, joint-ventures and partnerships.

Model

A company called Local Government Procurement (LGP) has been established to provide a fully integrated procurement service to councils and associated organisations in NSW. It is a new company formed by the Local Government and Shires Associations of New South Wales on behalf of its members to create a procurement operation dedicated to meeting the specific needs of Local Government.

LGP has recognised the opportunities available in aggregating the purchasing power of NSW public libraries in the area of library books and audio-visual materials, and has convened a project working group (in conjunction with the LGSA Library and Information Services Reference Group) of public library representatives to assist with the preparation of the tender.

It is anticipated that expressions of interest will be invited from library suppliers to respond to the completed tender during the second half of 2007. The Project Working Group, in conjunction with LGP, will provide updates to the NSW Public Library Network as the process moves forward.

Advantages

- Cooperative model consistently out-performed the stand-alone and regional models based on a selection of 10 key measures addressing aspects of supply, demand and operational effectiveness
- Stakeholders' satisfaction with their library models averaged 7.9 from a possible 10 and ranged from a high of 8.4 for the cooperative model to a low of 7.6 for the stand-alone model

Disadvantages

- Mechanisms to resolve disputes should be developed early
- Increased exposure to loss

Relevance to Victorian model

- Focus on licensing and document delivery more than books

Source

- Liddle, J. (2007). *Library Models in New South Wales at a Glance*, retrieved 02/08/2007 from http://www.cpla.asn.au/resources/documents/2007/pdf/Models_final.pdf
- CPLA Executive Report to Country Public Libraries Association Annual General Meeting (21/7/2006), retrieved 02/08/2007 from <http://www.cpla.asn.au/agm/2k6/documents/word/BackgroundPapers.doc>
- *End processing survey results recommendations for standards*, retrieved 02/08/2007 from <http://www.cpla.asn.au/misc/endprocesstd.html>

Reports

- Central East Zone, Public Libraries NSW – Country, *Resource Sharing: A discussion paper* (May 2007), retrieved 07/08/2007 from <http://www.cpla.asn.au/agm/2k7/documents/RSDP.doc>

Tasmania

State Library of Tasmania

Contact details

<http://explore.statelibrary.tas.gov.au/>

Background

The State Library of Tasmania funds and administers all public libraries in Tasmania. It is a part of the Education Department. Tasmania Libraries amalgamated in 1998. Since then it has had three regional senior librarians operating as a self-managed team managing the libraries statewide.

Model

The State Library went to tender in 2004 for procurement of library materials including LOTE. There are several suppliers on the schedule including those undertaking contracted and ad hoc purchasing agreements. There is a centralised funding model for public library purchasing. As with many other jurisdictions, such as Northern Territory, Service Tasmania completes metadata cataloguing of websites internally.

Advantages

- Centralised funding model

Disadvantages

- Cataloguing skills in different languages

Relevance to Victorian model

- Diverse framework suitable for different library needs

Source

- Denise Jeffries, Senior Librarian, personal communication.

Victoria

ARLAC (Academic and Research Libraries Consortium)

ARLAC is a purchasing consortium for English language books that are mainly published in the USA, UK and Australia. It also deals with add-on services such as; physical processing; supply of MARC records; subject profiling and alerting; online access to book information; and EDI capabilities. The consortium members are the State Library of Victoria, eight Victorian Universities (all except the Catholic University) and three South Australian universities. ARLAC was formed in 1999 and commenced its first contract in January 2000. A single supplier was chosen for USA and UK books and another supplier was chosen for Australian books. This has continued to be the case.

ARLAC operates under a consortium agreement that sets out the operating rules. Members guarantee a certain percentage of their books budget will be spent with the consortium suppliers each year. These percentages typically vary from 20–60% of budget. At the beginning of each year this amount (around \$10 million) is conveyed to the suppliers and in practice, purchases tend to exceed the nominated figure.

The consortium has traditionally gone to the market with a selective tender every four years. However, this is about to change as two member institutions now require three year contracts. The tender requests responses from suppliers on a wide range of criteria and not just on price. Criteria include; availability of supplier bibliographic databases; online database availability; user-friendly interfaces; subject profiles to generate alerts; online ordering; delivery options; and other criteria. The form of price discounts is not specified, but they are normally provided as a percentage of the publisher-recommended price by respondents. The consortium does not employ any staff and all work is carried out by the members.

Source

Christine Butler, Acquisitions Manager, State Library of Victoria, personal communication.

CPS

Cooperative Purchasing Services Ltd (CPS) is incorporated under the *Cooperatives Act of Victoria*, and was formed in October, 1989. When first registered, it was known as the Municipal Association of Victoria (MAV) Cooperative Purchasing Scheme since it was sponsored and hosted by the MAV. It was separated from the MAV in 1995.

CPS manages a purchasing scheme on behalf of all Victorian (and a number of South Australian and Tasmanian Councils), Water Boards, Cooperatives and community/non-profit organisations.

CPS invites tenders for sections of its product range periodically during each year using the Local Government Code of Tendering. Tenders are opened and recorded in the presence of an external auditor. About 50 contracts are advertised on the CPS website during the first quarter each year.

CPS does not tender for library materials and has indicated that it is unlikely to consider doing so in the near future. Although several Victorian library services are members of CPS, this is for the purchase of standard office or equipment items.

Gulliver

The Gulliver Consortium was originally part of the Libraries Online projects funded with \$2.44 million in funding from Multimedia Victoria. Databases available through Gulliver have been chosen by a group of librarians from Victorian public libraries and the State Library of Victoria. (This group was previously called SWAGGER).

From June 2001, it was envisaged that public libraries would continue to deliver some of the products on Gulliver, through a consortium purchasing arrangement. A consortium of public libraries was established mid-2001, with nearly every Victorian public library service committing to the consortium. The consortium is coordinated through a steering committee, and reports to Viclink. The Gulliver databases have over 21,000 resources including full-text journals, books, newspapers and pictures. All are available at nearly every public library branch throughout Victoria and for public library members to use at home.

Beyond the core group of databases offered through Gulliver, more databases are offered to libraries through BRUCE. (Bibliographic Resources under a consortia environment).

Health Purchasing Victoria

Health Purchasing Victoria (HPV) was established in July 2001. It is an independent statutory authority that aims to deliver best value procurement of services, equipment and goods to Victorian Public Hospitals and other health agencies as defined in the *Act*. Specifically it aims to:

- supply or facilitate access to the supply of goods and services to public hospitals and other health or related services on best value terms;
- to develop, implement and review policies and practices to promote best value and probity; and
- to provide advice, staff training and consultancy services.

MurrayLink

MurrayLink Libraries Inc. is an incorporated body whose members meet on a regular basis to discuss relevant matters. In 1998, MurrayLink took over the development, and management of a joint purchasing contract, which had been developed by six regional libraries in 1996. These libraries were: Campaspe Regional Library, Gannawarra Library Service, Glenelg Regional Library Corporation, Mildura Rural City Council Library Service, Swan Hill Regional Library Service, and Wimmera

Regional Library Corporation. Corangamite Regional Library Service also joined the group at this time. The contract was restructured and re-tendered in 2001 and several other library services also decided to participate in that contract.

Suppliers were invited to tender for one or more of a broad range of categories, including: adult, junior, large print, LOTE, reference, audio books, CD-Roms, videos/DVD, and magazine subscriptions. Tenders were evaluated according to the following criteria in priority order: discount, selection flexibility, delivery times, freight free, ordering flexibility, invoicing flexibility, end processing, and cataloguing.

The term of the contract was for two years with the possibility of a one-year extension. Each contract was individually signed and sealed by the responsible representatives of each service such as the library board or council. An annual review of supplier performance was also undertaken with follow-up if necessary. Members were encouraged to dedicate a reasonable proportion of their materials expenditure within the contract but also retained autonomy to purchase from other suppliers.

Since 2001, the contract has been tendered in various forms until 2004, when it was discontinued. This is reportedly because suppliers began restricting discount levels, and the benefits previously received were not considered to justify the amount of contract management work required.

Source

- MurrayLink Joint Materials Contract, retrieved 24/9/07 from <http://www.murraylink.vic.gov.au/services/200511713395.htm>

Strategic Purchasing

Maps Group Limited trading as Strategic Purchasing is a public company that has operated for over 20 years, negotiating and facilitating contracts for common-use goods and services for clients in the local government, utility and other industries. It also offers suppliers targeted access to the Government and purchasing sector through their tender processes and marketing programs.

SWIFT

The SWIFT project was established to implement an Integrated Library Management System (ILMS) for a group of participating public libraries. Initially, four libraries formed the SWIFT initiative to explore the options for a shared solution that would reduce the costs to each participating library. The number of libraries participating in the initial implementation (SWIFT Library Consortium) later increased from four to nine. The consortium members are:

- Casey-Cardinia Library Corporation
- Eastern Regional Libraries Corporation
- City of Greater Dandenong Libraries
- Goulburn Valley Regional Library Corporation
- High Country Library Corporation
- Melton Library Service
- Mildura Rural City Council Library Service
- West Gippsland Regional Library Corporation
- Wimmera Regional Library Corporation

The Municipal Association of Victoria (MAV) was appointed to seek firm proposals and negotiate terms and conditions for the supply of an ILMS and associated managed services. Following a tender process, SirsiDynix was selected as the successful bidder to implement and manage a central environment based on its Unicorn system. A central bibliographic database is used by all participating libraries but each library accesses its own customer database. All nine libraries have now been successfully converted to the new system with each participating library entering into a supply agreement with the MAV for its individual requirements to be met.

An additional four library services – representing a further 20 libraries – have committed to join the Swift Library Consortium over the next six months.

TPAMS

The Victorian Government spends approximately \$178 million annually on telecommunications services across all Departments and Agencies. This expenditure encompasses fixed-voice, telephony, mobile and data services. The government has implemented the Telecommunications Purchasing and Management Strategy (TPAMS) which has the following objectives:

- to lower telecommunication costs by \$73 million saving over five years for Victorian government;
- maximising telecommunications expenditure, and resulting savings, for re-investment in telecommunications demand (particularly data capacity);
- enabling the delivery of increased bandwidth capacity and broadband coverage at more affordable prices;
- providing for improved government service delivery to the community; and
- sponsoring the development of new telecommunications infrastructure.

Yarra Plenty Regional Library Service

Contact details

<http://www.yprl.vic.gov.au/>

Background

Yarra Plenty Regional Library Service covers an area of 983 square kilometres and includes metropolitan, urban-fringe and rural populations. It reaches a population of 290,000. It has a collection of 530,000 items and lends 3.7 million books and other items each year.

In 2005, Yarra Plenty Regional Library Service became the first Victorian library to fully outsource its acquisitions and technical services. Brisbane City Libraries and Yarra Plenty are currently working together to adopt a standard AACR2 Level 2 catalogue record, to be created by library suppliers with shared costs between the partner libraries.

Model

The model is based upon the Brisbane Public Library model outlined above. A strategic plan, consultations and cost benefit analysis were initially undertaken. Magazines and LOTE are excluded from the model.

Advantages

- Preparing specifications gives accountability
- New materials on shelves quickly
- Catalogue records are entered onto the system pre-publication to allow borrowers to place holds on new items
- Yarra Plenty's cost benefit analysis projected a saving of \$300,000, which was confirmed by the *Strategic Asset Audit*

Disadvantages

- Lack of initial support from other public libraries
- Scepticism amongst staff
- Initial perceived lack of control over collection identification

Relevance to Victorian model

It is a model based upon a long-standing Australian model and it is in Victoria

Source

Robertson, S & Catoggio, A. (2006). *Strategic procurement of library collections*. Paper presented at ALIA Biennial Conference. Perth Convention Exhibition Centre 19-22 September, retrieved 05/08/2007 from http://conferences.alia.org.au/alia2006/Papers/Sharon_Robertson_Anita_Catoggio

RELEVANT INITIATIVES – INTERNATIONAL

United States of America

Massachusetts Regional Library Materials Cooperative

Contact details

<http://www.wmrls.org/coop/index.html>

Background

Libraries in Massachusetts USA are organised into six regions. Currently there are 1778 public, academic, school and special libraries as members of this regional library system. Three regions were formed in 1960; the three regions were split into six systems in 1997. As part of this reorganisation more services were offered to member libraries, one of these services being cooperative purchasing of library materials. The population of Massachusetts was 6,349,000 in 2000.

Model

Approximately 750 libraries belong to the cooperative, and they are asked to pledge up to 70% of their budget on materials and supplies each year. FY 2008, US\$14 million has been pledged towards material purchases, and US\$1million towards supplies. Once pledges have been received, vendors are asked to submit sealed bids for any of the 16 different categories based on the projected budget. Suppliers are selected based on service as well as price. Libraries select their own material from primary, secondary or tertiary vendors in each category. Participating libraries are not obligated to spend the amount they pledge, and are encouraged not to pledge more than 70% of their budget. Discounts go as high as 47%, and materials can be supplied shelf-ready.

The cooperative is managed by staff of the regional library system, each region's clerical department takes care of the paperwork and tallying of pledges, and one region does the bulk of work for the bid process, which takes about three weeks. Staff salaries are paid through the regional library system, as part of the state's funding of libraries.

Advantages

- Independence for members
- Selection remains with library
- Limited overheads
- Includes library supplies as well as materials
- Materials can be supplied shelf-ready, at very reasonable rates
- Purchasing through this cooperative complies with state legislation regarding competitive tendering
- All participants receive free shipping from all suppliers regardless of size of orders
- Specific requirements of suppliers for fill rates, communications, shipping and returns
- Contract runs for one year

Disadvantages

- Each library still ordering independently, therefore, not gaining time advantage of bulk ordering
- Materials have to be delivered to individual libraries, no economies of scale for vendors

Relevance to Victorian model

The total expenditure is in the same bracket as what is spent in Victoria, the cooperative includes public libraries, and the structure is flexible. The procedure is very transparent and all documents are available through the MARLS website.

Source:

- Massachusetts Regional Library Systems (MARLS) *MARLS Purchasing Cooperative FY 2008*, retrieved 23/7/2007 from <http://www.wmrls.org/coop/index.html>
- Anne Thibault Business Manager Western Massachusetts Regional Library Service, personal communication.
- Massachusetts Board of Library Commissioners *Fact Sheet: Regional Library System and Library of Last Resource*, retrieved 23/7/2007 from <http://mblc.state.ma.us/mblc/regional/regional.php>

Reports/quantitative data

- MARLS Purchasing Cooperative FY 2008 discounts, retrieved 23/7/2007 from <http://www.wmrls.org/coop/fy08/explanbidresults.pdf>
- Deinison, Tom and Hardy, Gary (June 2002) *Building the Capacity of the Public Library Network*, retrieved 3/7/2007 from <http://www.libraries.vic.gov.au/downloads/VICLINK/buildingcapacityfinal.pdf>

Colorado Alliance of Research Libraries

Contact details

<http://www.coalliance.org/>

Background

Consortium of 10 institutions representing 12 major libraries located in Colorado and Wyoming, USA. Founded in 1974 to consider ways of sharing resources, the consortium continues working toward that objective.

Model

Using consortial buying to spread collections over a number of colleges. *“The planning committee determined that it would be worthwhile to go forward with a pilot project that would decrease duplication of books across the Alliance academic libraries, allowing for an increase in the total number of titles available, and thus improving overall collection quality. Participating libraries could opt to maintain current spending levels, thus purchasing roughly the same number of books overall but expanding the range of titles covered, or could decrease spending, allowing money to be funneled into other areas of collection need.”* Using shared resources to broaden holdings, using a union catalogue, ILL and a shared delivery service.

Advantages

- Decreased duplication of titles in member libraries, enabling a broadening of the collections

Disadvantages

- Relied on very detailed analysis of the collections so setting up the project was a lot of work
- Unable to return unsuitable purchases
- The project was set up to start in 2006, and will take two years to see if it is effective

Relevance to Victorian Model

Not very relevant as it relates to academic libraries with focus on resource sharing not cost savings

Source:

- Michael Levine-Clark, Collections Librarian Penrose Library University of Denver.

Reports/quantitative data

- Levine-Clark, Michael (2007) *Building a Consortial Monographic Purchase Plan: The Colorado Alliance of Research Libraries Experience*.

Colorado Library Consortium (CLiC)

Contact details

<http://www.clicweb.org/>

Ms. Lisa Priebe

(303) 422-1150 – Telephone

Email: lpriebe@clicweb.org

Model

CLiC is a regional library consortium, which offers services including collaborative purchasing to over 400 libraries in Colorado.

Reports

Colorado Library Consortium (CLiC) Colorado Cooperative Purchasing Project 2007 Vendor Awards & Discounts, retrieved 20/08/2007 from

http://www.clicweb.org/cooperative_purchasing/Coop_purchasing_agreement2007.pdf

Connecticut Library Consortium

Contact

<http://www.ctlibrarians.org/>

Ms. Pattie Noren

(860) 465-5001 – Telephone

Email: pnoren@ctlibrarians.org

Model

The Connecticut Library Consortium is a statewide membership collaborative serving all types of Connecticut libraries by initiating and facilitating cost-effective services to strengthen their ability to serve their users.

Reports

- CLC Book, Media, and Supplies Discounts July 1, 2007 – June 30, 2009, retrieved 20/08/2007 from http://www.ctlibrarians.org/services/discounts/discall_concise.pdf

The Library Network (TLN)

Contact details

<http://tln.lib.mi.us/>

Contact: Ms. Ann Neville
(734) 281-3830 – Telephone
Email: aneville@tln.lib.mi.us

Model

TLN is a public library cooperative serving 65 libraries in southeast Michigan. Their mission is to provide and facilitate quality services developed through collaboration of member libraries. They are funded by the state and by member libraries. The Library Network Acquisitions Services Department provides Acquisitions and Collection Development assistance to member libraries.

Reports

Statewide Book and Audio Visual Vendor Discounts, retrieved 20/08/2007 from <http://tln.lib.mi.us/dept/acquisitions/Statewide%20Book%20AV%205-06-4-09.pdf>

United Kingdom

Museums, Libraries and Archives Council England

Contact details

<http://www.mla.gov.uk/>

Background

In February 2003, the English Department for Culture Media and Sport published *Framework for the Future*, which set out the government's vision for English public libraries over 10 years. As part of this vision for the future, in August 2006, the Museums, Libraries and Archives Council (MLA) published a report of a stock procurement model for public libraries, *Better Stock, Better Libraries*. This report has been adopted. The report was based on research done by Pricewaterhouse Coopers. PwC will continue to work with the MLA to implement these changes.

Model

The model proposes a totally new approach to providing stock for public libraries in England. When the model is fully implemented, there will be one bibliographic database for all public libraries, an e-market place where suppliers can market their

products, and all ordering and payment will be done online. Stock selection will be done at regional level with specialists helping library services refine their profiles to obtain the stock, which will be the best fit for their patrons. All processing and cataloguing will be done at regional centers and there will be a national delivery service, bringing new stock to libraries and facilitating ILL and stock rotation procedures.

Currently the MLA is helping local authorities adopt best practices to achieve better stock supply and greater efficiency, and asking for local authorities to participate in pilot projects to test the model. This phase of the project is expected to be completed in 2009, and the MLA has invested £1.2 million in the project.

Although the report has been adopted, not all public libraries agree with the recommendations. Representatives of The Central Buying Consortium have stated they will not participate in the national scheme, since they believe they already obtain significant discounts. CBC is the largest local authority buying consortium in the UK, representing 17 local authorities, comprising 23% of English library authorities. The report has also been criticised by the National Acquisitions Group, which stated that the savings postulated are greatly exaggerated.

Advantages

- Promises substantial savings if all libraries participate
- Sets up a national bibliographic database, facilitates resource sharing

Disadvantages

- The pilot project is expected to be completed in 2009
- Relies on a single national bibliographic database which does not yet exist
- Will require a substantial up front investment

Relevance to Victorian Model

This report looks at public libraries and practices in the England. It promises substantial savings, but requires substantial investment up front.

Source:

- *Better Stock Better Libraries*, retrieved 3/7/2007 from http://www.mla.gov.uk/resources/assets//B/better_stock_better_libraries_10123.pdf
- Consortium deals a blow to MLA plan (2006) *Library and Information Update* 5(11), 4.
- NAG experts query predicted savings (2006) *Library and Information Update* 5(11), 4.
- Public library plans delayed (2007) *Bookseller* 5268, 7.
- Lee Hammond, chair Library Group, Central Buying Consortium personal communication.

Reports/quantitative data

- Museums, Libraries, Archives Council *Progress Update #1*, retrieved 3/7/2007 from http://www.mla.gov.uk/resources/assets//B/Better_Stock_Better_Libraries_Update_1_11100.pdf

- Museums, Libraries, Archives Council *Progress Update #2*, retrieved 3/7/2007 from http://www.mla.gov.uk/resources/assets//B/better_stock_better_libraries_update_2_11261.pdf

Central Buying Consortium

Contact details

<http://www.cbconline.org.uk/public/about/about.htm>

Background

The Central Buying Consortium is the largest local authority purchasing consortium in the UK. It has 17 local authority members, having grown from just six members when it was formed in 1991, and now represents most of the major authorities from the midlands to the south-east, outside London. The consortium is run by the Management Committee which consists of one member from each council.

Model

The consortium purchases materials and services for member councils. There are 10 groups within the consortium representing various types of products. Members are encouraged to work within their groups to develop common specifications and to compromise in the interests of representing coherent requests to the market. There are 36 libraries within the group, which represents 23% of the libraries in England. There are three contract areas for library materials, one for books, one for audio-visual and one for binding. The current annual contract for books is £12,000,000 and for audio-visual £2,436,000. The book supply contract and the audio-visual contract have six suppliers each and member authorities can place orders with any supplier, having selected through supplier websites. Libraries do not commit their entire budget, and supplier selection is at the choice of the individual library. Some use it and some don't. Contract terms are confidential, and discounts obtained are not disclosed.

Advantages

- Largest consortium in the UK

Disadvantages

- Hard to know if this consortium is making significant savings since details are not disclosed

Relevance to Victorian Model

Local government model, not central control, CBC is run by member councils. Contract process well developed, CBC encourages standardisation of specifications.

Source

- *Central Buying Consortium Tender document*, retrieved 23/7/2007 from <http://www.cbconline.org.uk/public/about/tender2003.pdf>
- Lee Hammond, Senior Procurement Officer West Sussex County Council, Chair, Library Buying Group Central Buying Consortium, personal communication.
- Hugh Marks, Resources Manager Northamptonshire Libraries & Information Service, personal communication.

New Zealand

Public Libraries of New Zealand

Contact details

<http://www.natlib.govt.nz/>

Background

The National library of New Zealand has published *A Public Libraries Strategic Framework 2006–2016*. One of the items in The Agenda for Action is establishing a nationwide buying and distribution scheme for LOTE materials.

Relevance to Victorian Model

Public libraries in New Zealand are in the first development phase for collaborative purchasing. There is no detailed information in the strategy about how they hope to achieve this.

Source

- National Library of New Zealand (2007) *New Generation National Library Strategic Direction to 2017*, Retrieved 23/7/2007 from <http://www.natlib.govt.nz/about-us/policies-strategy/next-generation-library-strategy>

Netherlands

Public Libraries (NBD/Bibliion)

Contact details

www.nbdbibliion.nl

Background

NBD/Bibliion b.v. is the result of the merger between the Netherlands Library Service (NBD) and Bibliion. In 1970, the Netherlands Library Service (NBD) was founded. This foundation inaugurated a completely new form of cooperation between libraries, publishers and booksellers which came about after the libraries and the book trade had agreed on the set-up of a centralised buying system for books. In following years, this was expanded to include all other media collected by libraries. In the late 1990s, the NBLC Foundation was split off from the professional organisation NBLC (the Netherlands Public Library Association), and subsequently turned into Bibliion b.v. NBD and Bibliion were integrated in 2002.

Model

NBD/Bibliion supplies over 20,000 titles including, books, sheet music, audio-CDs, CD-ROMs and DVDs to public, school and specialised libraries in the Netherlands. Materials are supplied shelf-ready, with books being supplied in special library binding that will withstand years of library use. NBD/Bibliion also offers foreign-language rotating collections, supplied on a 'rental' basis. The collection available comprises over 70,000 books in 45 languages. There is some selection done at a

local level, but more and more libraries are relying on Biblion standing orders. By legislation, no other company can supply to libraries at a discount.

Advantages

- National model
- Most, if not all, publishers who publish Dutch language materials would be based in the Netherlands, making shipping and delivery much easier
- Materials supplied shelf-ready, and in library binding for long life

Disadvantages

- Vendors who don't have a contract with NBD/Biblion are effectively shut out of the public library market
- Little competition

Relevance to Victorian Model

This is a highly centralised and controlled model, and has an advantage in having publishers and suppliers in close proximity

Source:

- *NBD/Biblion: making more of media*, retrieved 24/7/2007 from <http://www.nbdbiblion.nl/tools/Default.asp?leesanoniem=/nbdbiblion/Documenten/Corporate%20Eng.pdf>
- *Better Stock Better Libraries*, retrieved 3/7/2007 from http://www.mla.gov.uk/resources/assets//B/better_stock_better_libraries_10123.pdf

APPENDICES

Library Services Survey

Collaborative Procurement Model for Victorian Public Libraries	
Introduction	
<p>We invite you to complete this survey, which is intended to provide valuable data to inform a project to investigate and develop a model for collaborative procurement of library materials for Victorian public libraries. The project has been commissioned by the Library Board of Victoria and is being undertaken by Whitehorse Strategic Group Ltd.</p>	
<p>The State Library of Victoria is committed to protecting your personal privacy. http://www.slv.vic.gov.au/about/information/policies/privacy.html</p>	
<p>The information you provide in this survey is CONFIDENTIAL. No attribution of data will be made to individual library services and the collected data will only be published in aggregate or non-attributable form.</p>	
<p>For help in completing this survey, please contact Phil Kowalski on 03 9614 8510 or via email pkowalski@whitehorsestrategic.com</p>	
Please provide the following information about you and about your library service:	
Contact person:	<input type="text"/>
Title:	<input type="text"/>
Direct phone:	<input type="text"/>
Email:	<input type="text"/>
Library Service:	<input type="text"/>
What type of library service do you represent?	
	<input type="text"/>
Do you consider your library service to be metropolitan or regional?	
	<input type="text"/>

Collaborative Procurement Model for Victorian Public Libraries

The Survey

1) What is your annual materials budget?

Current financial year (2006/07)

Next financial year (2007/08)

Please indicate by completing the following 3 questions (2a - 2c) who, in your organisation, undertakes materials selection and to what extent.

(Percent of material selected by value - round to nearest whole number)

2a) ADULT MATERIALS

Senior Staff

Selection committee

Supplier

Other

2b) JUNIOR MATERIALS

Senior Staff

Selection committee

Supplier

Other

2c) LOTE MATERIALS

Senior Staff

Selection committee

Supplier

Other

Additional comments:

Please list the advantages/disadvantages of your approach to materials selection:

ADVANTAGES

Collaborative Procurement Model for Victorian Public Libraries

DISADVANTAGES

3) When selecting materials suppliers, what are your key selection criteria? Please rank the criteria below from 1 to 11, where 1 is most important and 11 is least important. Please note: each ranking can only be used once in the following table

	1	2	3	4	5	6	7	8	9	10	11
Price	<input type="radio"/>										
Responsiveness	<input type="radio"/>										
Locality	<input type="radio"/>										
Range of material available	<input type="radio"/>										
Quality of material available	<input type="radio"/>										
Quick delivery	<input type="radio"/>										
Ease of ordering	<input type="radio"/>										
Online catalog	<input type="radio"/>										
Other services	<input type="radio"/>										
Understand library requirements	<input type="radio"/>										
Other (please specify)	<input type="radio"/>										

Specify your 'Other' criteria.

Collaborative Procurement Model for Victorian Public Libraries	
Standing Orders	
4) Please list, in order of dollars spent or committed, the suppliers you have standing orders with and the ESTIMATED annual expenditure for these standing orders.	
..... SUPPLIER NAME	
#1	<input type="text"/>
#2	<input type="text"/>
#3	<input type="text"/>
#4	<input type="text"/>
#5	<input type="text"/>
#6	<input type="text"/>
#7	<input type="text"/>
#8	<input type="text"/>
#9	<input type="text"/>
..... \$ 2006/07	
1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>
5	<input type="text"/>
6	<input type="text"/>
7	<input type="text"/>
8	<input type="text"/>
9	<input type="text"/>
..... \$2007/08	
1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>
5	<input type="text"/>
6	<input type="text"/>
7	<input type="text"/>
8	<input type="text"/>
9	<input type="text"/>

Collaborative Procurement Model for Victorian Public Libraries

5) What categories of material are on your standing order list (e.g. adult fiction, junior DVDs, travel guides, etc.)?

6) How often do you update your standing order lists?
(Standing orders includes all types of standing orders, by author, by category (travel guides), etc.)

More than once per year

Once per year

Less than once per year

Contracts with Suppliers

7) Do you currently have any written contracts with suppliers?

Yes

No

8) If yes to above, please supply the following information:

..... SUPPLIER NAME

#1	<input type="text"/>
#2	<input type="text"/>
#3	<input type="text"/>
#4	<input type="text"/>
#5	<input type="text"/>
#6	<input type="text"/>
#7	<input type="text"/>
#8	<input type="text"/>
#9	<input type="text"/>

|

Annual value of contract

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>
5	<input type="text"/>
6	<input type="text"/>
7	<input type="text"/>
8	<input type="text"/>
9	<input type="text"/>

Collaborative Procurement Model for Victorian Public Libraries

|

**Contract end date
(DD/MM/YYYY)**

1

2

3

4

5

6

7

8

9

9) If yes to Q5, was this contract the result of a tender process?

Yes

No

10) Please indicate which of the following forms of procurement relationship you currently employ with your suppliers:

- - "On-site buying" includes you going to supplier's location or supplier comes to you to see and feel the materials.

- - "Verbal commitments" means no contract, but an ongoing relationship.

TYPE OF RELATIONSHIP Y/N

1 On-site buying

2 Verbal commitments

3 Standing orders

4 Other (please supply)

|

|

|

|

|

|

|

|

Percentage of materials obtained

1

2

3

4

Collaborative Procurement Model for Victorian Public Libraries

'Other' Type of relationship

11) Do you order any materials directly from overseas suppliers (i.e. not through a local agent)?

Yes
 No

12) Why do you (or not) purchase directly from overseas?

13) If you do purchase directly from overseas, please supply the following information:

..... SUPPLIER NAME

#1

#2

#3

#4

#5

#6

#7

#8

#9

|
|

..... Types of materials

1

2

3

4

5

6

7

8

9

|
|

..... % of annual budget

1

2

Collaborative Procurement Model for Victorian Public Libraries

3

4

5

6

7

8

9

Shelf Ready

For the purpose of this survey, we have defined 'SHELF READY' to mean - the items are CATALOGED AND PROCESSED by an external supplier.

Please refer to this definition when answering the following questions.

14) Do you receive any materials 'Shelf Ready'?

Yes

No

14a) If you answered 'yes' to 14:

Which materials are purchased 'Shelf Ready'?
More than one supplier per line is permissible.

1

2

3

4

5

6

7

8

9

|

|

..... Supplier name

1

2

3

4

5

6

7

8

9

Collaborative Procurement Model for Victorian Public Libraries

14b) Please list the advantages/disadvantages to your organisation of purchasing 'Shelf Ready' materials.

ADVANTAGES

|
|

DISADVANTAGES

14c) If you do not receive any 'Shelf Ready' materials, please tell us why.

Collaborative Procurement Model for Victorian Public Libraries

External Cataloging

15) Do you use any external cataloging services?

Yes

No

15a) If you answered 'yes' to Q15:

Which materials are cataloged externally?
More than one supplier per line is permissible.

1	
2	
3	
4	
5	
6	
7	
8	
9	

|

|

..... **Supplier name**

1	
2	
3	
4	
5	
6	
7	
8	
9	

15b) Please list the advantages/disadvantages to your organisation of external cataloging services.

ADVANTAGES

|

|

DISADVANTAGES

Collaborative Procurement Model for Victorian Public Libraries

15c) If you do not have any cataloging performed externally, please tell us why.

15d) Do you download records from Libraries Australia?

Yes

No

15e) Do you upload records to Libraries Australia?

Yes

No

External Processing

16) Do you use any external processing services?

Yes

No

16a) If you answered 'yes' to Q16:

Which materials are processed externally?

1

2

3

4

5

6

7

8

9

|

..... Supplier name

1

2

3

4

5

6

7

Collaborative Procurement Model for Victorian Public Libraries

8

9

16b) Please list the advantages/disadvantages to your organisation of external processing services.

ADVANTAGES

|

|

DISADVANTAGES

16c) If you do not have any processing performed externally, please tell us why.

Collaborative Procurement Model for Victorian Public Libraries						
LOTE						
17) For the following AV item categories, what percentages of your annual purchases are devoted to LOTE materials?						
Audio Visual (for loan) % LOTE						
Talking books (CDs & tapes)	<input type="text"/>					
Music CDs	<input type="text"/>					
Other CDs	<input type="text"/>					
Music cassettes	<input type="text"/>					
Other cassettes	<input type="text"/>					
Videos	<input type="text"/>					
DVDs	<input type="text"/>					
Other	<input type="text"/>					
18) In your library, what are the top three languages you spend your LOTE funds on (in order of dollars spent)? If you hold fewer than three LOTE collections, only use the lines that you need.						
A)	<input type="text"/>					
B)	<input type="text"/>					
C)	<input type="text"/>					
Collaborative Procurement Model						
19) If a collaborative procurement model is developed for Victorian public libraries, please indicate your preference for various characteristics of such a model by completing the following table.						
Please give each statement a numeric rating where 0 is not applicable and 5 is highly desirable.						
	0	1	2	3	4	5
Continued local control over materials selection.	<input type="radio"/>					
Ability to handle standing orders.	<input type="radio"/>					
Ability to handle procurement of LOTE materials.	<input type="radio"/>					
Ability to handle procurement of hard to source LOTE materials.	<input type="radio"/>					
Ability to electronically access orders placed to monitor progress and expected delivery dates.	<input type="radio"/>					
Supplier-aided selection.	<input type="radio"/>					
Provide lower prices and improved value for money.	<input type="radio"/>					
Ensure on-time delivery.	<input type="radio"/>					
Sustainable legal and financial framework.	<input type="radio"/>					
Provision of shelf-ready materials.	<input type="radio"/>					
Materials delivered directly to branches.	<input type="radio"/>					
The cooperative is professionally managed.	<input type="radio"/>					
Other (please supply your own	<input type="radio"/>					

Collaborative Procurement Model for Victorian Public Libraries

statement)

Your 'Other' statement

20) Additional comments:

There are two tables attached to the email that was sent to you about this survey.

21) Table 1 appeared in the July 2006 Strategic Asset Audit. Please indicate if you would like Whitehorse Strategic Group Ltd. to use data you have already supplied as part of the Strategic Asset Audit project or whether you prefer to review and resubmit the data using this survey.

Yes - We are happy for you to use our previously submitted data.

No - We prefer to review and resubmit the data in Table 1 via email.

22) Table 2 requests data about your purchases of popular materials. Please fill in the blanks on this table and return it via email.

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Library Supplier Survey

Vendor Survey - Collaborative Procurement Model for Victorian Public Libraries

Introduction

Collections and Access: Collaborative Procurement is one of a suite of statewide projects conducted under the auspices of the Library Board of Victoria to assist in the development of the Victorian public library network. These projects have been created within the context of the Library Board of Victoria/Victorian public library network Framework for Collaborative Action.

This survey forms part of the investigative stage of this project and will assist with input of the formation of procurement models for review by the library community.

We invite you to participate in this process and complete this survey. This project is being undertaken by Whitehorse Strategic Group Ltd.

The State Library of Victoria is committed to protecting your personal privacy. <http://www.slv.vic.gov.au/about/information/policies/privacy.html>

The information you provide in this survey is confidential. No attribution of data will be made to individual organisations and the collected data will only be published in aggregate or non-attributable form.

For help in completing this survey, please contact Phil Kowalski on 03 9614 8510 or via email pkowalski@whitehorsestrategic.com

Organisation Name:

Contact Person:

Title:

Direct Phone:

Email Address:

Vendor Survey - Collaborative Procurement Model for Victorian Public Libraries

The Survey

You can exit the survey and come back to it at any time by clicking the "Exit" link in the upper right hand corner.

If you want to return to the survey, you should use the same PC that you used when you started the survey. If you use a different PC, you may have to start the survey again.

When you have completed the survey, there is a "Submit Survey" button to click at the bottom of the last page. Once you click this button, you will not be able to return to the survey.

You can navigate between pages of the survey by using the "Next >>" and "<< Prev" buttons where appropriate.

**1) Please provide your head office address and the addresses of any branch offices
.. (the box will expand to allow multiple entries)**

2) Do you currently provide materials or services to public libraries in Victoria?

yes
 no

3) Do you provide library materials or services to all states of Australia?

yes
 no

4) If not please list the states to which you do provide materials or services.

5) Please indicate which of the following categories of library materials your organisation currently supplies to Victorian public libraries.

- Adult Fiction
- Adult Non-Fiction
- Adult Paperback
- Large Print
- LOTE Fiction
- LOTE Nonfiction
- Language & Literacy kits
- Junior Fiction
- Junior Non-Fiction
- LOTE Junior Fiction
- LOTE Junior Nonfiction
- Audio Books
- Music CDs
- DVDs / Videos
- Other (please specify)

Vendor Survey - Collaborative Procurement Model for Victorian Public Libraries

6) Please indicate which of the following services your organisation provides.

Selection

Cataloging

Covering/Reinforcing

Security coding

Other processing

Transport

7) Please list any other services that you currently provide or that you could provide if asked.

The Survey (cont.)

8) Do you believe that collaborative procurement would result in additional savings, that is over and above the current arrangements, on the purchase cost of library materials? (materials only - not processing)

yes

no

If yes, what do you consider the savings would be on the following categories if all Victorian Public libraries participated in the system?

	≤ 10%	11% - 20%	21% - 30%	> 30%
Adult fiction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult nonfiction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior fiction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior nonfiction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LOTE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audio-Visual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If little or no savings, why not?

9) Do you believe that collaborative procurement, involving the outsourcing of cataloging and/or processing, would result in savings for Victorian public libraries?

yes

no

If yes, what do you consider the savings would be on the following categories if all Victorian Public libraries participated in the system?

	≤ 10%	11% - 20%	21% - 30%	> 30%
Financial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cataloging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnaround	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vendor Survey - Collaborative Procurement Model for Victorian Public Libraries

10) Please list any additional outsourced services where you feel savings could be achieved and estimate the percent to be saved if all Victorian public libraries participated.

11) What advantages do you see in a collaborative procurement program?

12) What disadvantages do you see in a collaborative procurement program?

13) Would your organisation be interested in participating in a collaborative procurement scheme for Victorian public libraries?

- yes
- no

14) If yes, what materials/services do you see your organisation providing?

15) If no, why would you not want to participate?

If you have any further comments, please feel free to use this box to communicate them to us.

Table 1

New Collection Materials & Related Expenses												
Collection Description	Bookvote		Recurrent Internal Costs						Outsourced Costs			
	No. of Items Purchased	Total Purchase Cost	Salaries (excluding on-costs) (a)						Other Costs	Cataloging	Other Processing	Transport to Branches
			General M'gt	Selection	Order & Receipt	Cataloguing	Other Processing	Transport to Branches				
Adult Print (for loan):												
Fiction												
Non-Fiction												
Paperback												
Large Print												
Periodicals												
LOTE Fiction												
LOTE Non-Fiction												
LOTE Periodicals												
Language & Literacy Kits												
Other												
Total Adult Print Items (for loan)	0	0	0	0	0	0	0	0	0	0	0	0
Junior Print (for loan):												
Pre-School Picture Books												
Pre-School Early Readers												
Primary School Fiction												
Primary School Non-Fiction												
Teenage / Young Adult Fiction												
Teenage / Young Adult Non-Fiction												
LOTE Fiction												
LOTE Non-Fiction												
Periodicals												
Total Junior Print Items (for loan)	0	0	0	0	0	0	0	0	0	0	0	0
Audio-Visual (for loan):												
Talking Books (CDs & tapes)												
Music CDs												
Other CDs												
Music Cassettes												
Other Cassettes												
Videos												
DVDs												
Total Audio Visual	0	0	0	0	0	0	0	0	0	0	0	0
Not For Loan Materials:												
Local History												
Reference – Books												
Reference - Periodicals												
Reference - AV												
Electronic Resources												
Other												
Total Not For Loan Items	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total of Collection Items	0	0	0	0	0	0	0	0	0	0	0	0

(a) On-costs typically include sick leave, other special leave, annual leave, long-service leave, workcover and superannuation.

(b) If a breakdown of outsourced costs is not available or calculable, please show the total costs.

Table 2

Popular Fiction - May 2007			Hard Covered		Trade Paperback	
Title	Author	Supplier	# Copies Held	Unit Cost (a)	# Copies Held	Unit Cost (a)
The Rouseabout Nineteen Minutes Drop Dead Beautiful The Quest The Memory Keeper's Daughter	Rachael Treasure Jodi Picoult Jackie Collins Wilbur Smith Kim Edwards					

Popular Non-Fiction - May 2007			Hard Covered		Trade Paperback	
Title	Author	Supplier	# Copies Held	Unit Cost (a)	# Copies Held	Unit Cost (a)
The Secret Sophie's Journey The Forgotten Children The CSIRO Total Wellbeing Diet Book 2 Cook	Rhonda Byrne Sally Collings David Hill Clifton & Noakes Pamela Clark					

Popular Junior - May 2007			Hard Covered		Trade Paperback	
Title	Author	Supplier	# Copies Held	Unit Cost (a)	# Copies Held	Unit Cost (a)
Lady Friday Dragon Moon Possum Magic What Bumosaur is That Very Hungry Caterpillar	Garth Nix Carole Wilkinson Mem Fox Andy Griffiths Eric Carle					

a) Purchase cost net of supplier discounts and excluding processing costs.

Interviews and Meetings

People/Group	Organisation
Library Service Managers and CEOs	Viclink
Vendor representatives	Various
Collections Cooperative	Various
Working Group for Multicultural Library Services	Various
Chris Kelly, Christine McAllister	Brimbank Libraries
Peter Carter, Pru Menzies	Casey-Cardinia Library Corporation
Julie Rae	Central Highlands Regional Library
Dan Harper	Department for Victorian Communities
Siew Tng, Natalie Brown, Roisin Jacobs	Greater Dandenong Libraries
Joseph Cullen, Lorraine Seager, Lyn Baines, Christine Smith, Margaret Hall	Eastern Regional Libraries
Suzanne Gately, Amanda Burchfield	Hobsons Bay Libraries
Paula Giles	Municipal Association of Victoria
David Spokes	Ministerial Advisory Committee (MAC)
John Ruddle, Katie Norton, Robin Heinnen	Monash Public Library Service
Jenny Guadagnolo, Mary Pritisanik	Moreland City Libraries
Geoff Carson	Mornington Peninsula Library
Kevin Rusbridge	SWIFT
John Murrell	West Gippsland Regional Library Corporation
Geoff Rockow, Dale Cousens	Whitehorse Manningham Regional Library Corporation
Christine Mackenzie, Anita Catoggio, Linda Serafini	Yarra Plenty Regional Library Service
Alison March	Book trade background

REFERENCES

J.L Management Services 2006, *Strategic Asset Audit of Victorian Public Libraries*, Library Board of Victoria, Melbourne

Lunn Veronica 2006, *Content and Access in Victorian Public Libraries: A Strategic Framework 2006-2010*, Library Board of Victoria, Melbourne