



Yarra Plenty Regional Library COLLECTIONS STRATEGIC FRAMEWORK AND ASSET PLAN 2018- 2022

**Adopted
3 May 2018**

"I love my library. It has provided me with free access to a large variety of books and magazines over many years that I would not have been able to afford. I have the opportunity to read anything from fiction to self-help books, cookery books to 'How to do' books. I would never be without a book because of the library" (*Yarra Plenty Regional Library User Survey 2017*).

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EXECUTIVE SUMMARY

Background

The Yarra Plenty Regional Library Collections Strategic Framework and Plan 2018-2022 has been developed based on feedback and suggestions from the Yarra Plenty Regional Library (YPRL) Library User survey 2017; the YPRL Staff Collections survey 2017; consultation with staff and patrons and the exploration of local and international trends within the library and associated industry sectors.

The Framework and Plan is the third such document since 2006 and has been reviewed and updated in line with the Library Strategic Plan. Past Framework goals have delivered demand driven collections; a 6 year depreciation rate; library staff and patrons familiar with downloadable media and content; genrefication of non-fiction collections and mechanisms to evaluate and revitalise collections.

The Collection continues to be the core component of the library service. Its currency, relevance and availability is critical to the overall success of the library service.

The Framework and Plan is a roadmap for acquisition and service provision, as well as a guide to the maintenance of the Collection as a key asset of the library service. It also describes where we are now, what internal and external influences are impacting on the service, where we should be and what success looks like.

Direction and Priorities

The **four focus areas** which underpin the Framework are:

1. Current and relevant collections
2. Optimised access
3. Curated collections
4. Ensured sustainability

The Framework and Plan also describes the necessary steps to achieve a number of performance goals for the next 4 years which are:

1. Current and relevant collections

- 85% of the collection not exceeding a purchase date of more than 5 years;
- Collection supply meeting demand in most genres;
- Turnover rate not lower than 5.6;
- Maintaining or improving the rate of 95% of new items loaned in the first year of purchase.

2. Optimised access

- Increase in % of loans of eBooks, eAudiobooks and eMagazines as a % of total loans;
- New popular titles purchased in both physical and digital formats;

- Digital collections comprising 20% of the total collection by 2020;
- Improved accessibility to collections both physical and digital;
- Significant local history collections digitised;
- Maintaining or improving the satisfaction rating of 8.70 for the prompt turnaround of requests.

3. Curated collections

- Languages Other Than English (LOTE) collections accurately reflect the needs and demands of emerging and existing Culturally and Linguistically Diverse (CALD) communities;
- Adapting to long term publishing trends which determine changes in reading audience age;
- Providing collections which support the literacy and numeracy needs of the community;
- Supporting communities by collecting, curating and sharing local stories;
- Providing fast and/or instant gratification for material in high demand;
- Exploring options for non-traditional library collections.

4. Ensured sustainability

- 85% of the collection purchased within the last 5 years;
- 95% or above of new items loaned in the first year of purchase;
- Ensuring best value is obtained from available funding;
- Continually revitalising and evaluating collections;
- Investment in the collection is maintained at a sustainable rate;
- Ensure funding accommodates the maintenance of the regional collection when new libraries are opened.

Major influences on the Collections Strategic Framework and Plan

Public libraries, locally and globally, are evolving and adapting to meet the changing needs and demands of their communities. Libraries continue to be considered safe, neutral spaces where everyone is welcome and access is free. Although there are many community spaces provided by local government the presence of library collections, programs and related services are a major point of difference to other community spaces.

Most people still come to libraries because of the books. 96% of YPRL Library User survey respondents borrowed books and/or other resources for children in the last 12 months and found them valuable to very valuable. 92% of respondents used the adult book collections in the last 12 months and found them to be valuable to very valuable. 33% of respondents used eBooks with similar satisfaction ratings.

Library collections and resources, both physical and digital, support the library's core role in helping the community develop the love of books and reading; improve literacy skills and foster life-long learning. Reading, writing, numeracy and digital literacy skills continue to be an issue with many demographics and age groups.

Libraries address these concerns by providing resources, activities and programs encompassing their role as lifelong learning ambassadors. Library patron usage of and demand for resources to improve literacy and numeracy skills are increasing.

The strength of a public library collection lies with its currency and relevancy rather than size. YPRL's 1.2 items per capita falls below the standard of 1.7 and the enhanced standard of 1.9 as recommended in the Australian Library and Information Association (ALIA) "Guidelines, Standards and Outcomes for Australian public libraries"¹. The size of a collection is not so important as long as the library possesses sufficient diverse and relevant stock in a variety of formats to ensure it can meet community needs and expectations.

The most effective single statistic to assess collection performance is that of annual turnover. Annual turnover is calculated by dividing total loans over a twelve month period by the number of items available for loan. In 2016-2017, YPRL's turnover was 8 indicating that items, on average, have been borrowed 8 times during the course of the year. This statistic shows that the collection is very well used, but does indicate that it needs replacing more frequently.

Demand/patron driven collections are becoming the norm in public libraries as library patrons express their needs and demands for choice and options in their reading, viewing and listening preferences. This places a responsibility on libraries to collect and curate even more diverse collections. 24/7 access to library materials is also becoming increasingly important.

The print industry is currently experiencing resurgence in particular with early years and junior material and adult recreational life- long learning genres. eBook growth and usage continues, but the initial surge has plateaued and early predictions about eBooks overtaking print are being re-assessed. Despite the predicted ALIA ratio of print and eBook collections in libraries being revised, the impact on public libraries will still be such that library users will want titles in both print and digital formats. Collection budgets will need to be managed differently and at sufficient levels to satisfy community needs for material in all formats.²

The ever changing technological landscape is also having a significant impact on other traditionally held collections like CDs and DVDs as well as magazines and newspapers. Digital content (eBooks, eAudiobooks, eMagazines, film, music and online resources) needs to be regarded as an integral part of the library's collection. The digital library allows customers equitable access to services and content online 24/7.

LOTE collections and services will also need a "re-think" to accommodate community demographic changes. LOTE collections in some community languages are

¹<https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

²<https://www.alia.org.au/sites/default/files/documents/ALIA-8020-by-2020.pdf>

inherently quite difficult to source and are relatively more expensive to procure, however the importance of connecting and including emerging communities cannot be ignored.

The creation, collection, curation and sharing of local content has become an integral role for libraries. Materials of historical significance are being digitised to ensure their preservation and accessibility. Digitisation preserves original fragile items; allows content to be organised and curated and enables easy online access. There is an expectation from and obligation to the community, spearheaded by projects such as the National Library of Australia's Trove portal and Museum Victoria's Victorian Collections to have a digital presence, particularly in the area of local history.

Tailored collections ensure the profile of the collection fits the profile of the community. The traditional model of all libraries needing to have all genres of collections is no longer feasible and justified in this digital world. It is also not feasible from a funding perspective. As trends evolve and change, library collections need to follow suit. Traditional models need to be challenged and reviewed to accommodate these changes.

The YPRL Library User survey indicated people's desire to read the latest, popular titles as soon as they can. We have improved our alerts and procurement of high demand titles thereby being able to satisfy demand more efficiently and effectively, however once demand wanes, there can be excessive copies of titles unused. This is an opportunity to investigate book leasing options where titles are leased and retained whilst demand is heavy and then returned.

Robust collection maintenance and management using reporting tools from the Library Management System (LMS) and an Evidence Based Stock Management system - CollectionHQ ensures library staff have ownership over and responsibility for the success or otherwise of all genres. Profiles, specifications and standing orders for all collection genres can be reviewed annually using statistics and evidence reporting rather than perceptions and guess-work.

The Collections Strategic Framework and Plan 2018-2022 addresses these issues by articulating goals and setting success measures to achieve desired outcomes.

INTRODUCTION

What is a Collections Framework and Plan?

The Framework describes and helps consolidate a shared vision for future direction of the YPRL Collection including:

- The continued realigning of resources to ensure that we are meeting user needs and expectations;
- Maintaining the currency and relevancy of the collection;
- Outlining the funding required to sustain the collection;
- Establishing processes to manage the integration of print and digital.

The purpose of the Plan is to develop a strategic approach to the management of the library collection as an asset. Asset management involves balancing desired levels of service and targets for performance against costs. Key drivers for this are

- Quality customer service (right collection being available for users when they need it – implying both user satisfaction and usage);
- Financial responsibility.

COLLECTION OVERVIEW AND CONTEXT

The library's collection represents a significant investment. The Written Down Value (WDV) of the collection as from the 30 June 2017 was \$ 4,167,838.

The YPRL collection comprises 471,353 items (362,573 physical items for loan; 96,487 eBook and eAudiobook items; 12,293 Reference, Local History and Genealogy resources which are not for loan). This number also includes digitised images and indexed newspaper articles.

The current rate of replacement of the collection is 5-6 years. The annual turnover of library materials is 8, resulting in a third highest ranking compared to other public libraries in Victoria. The State average is 5.2.

Expenditure on the collection is around 17.7 % of the budget. The total collection budget for 2017-2018 was \$ 2,692,178 including cataloguing and processing. This budget total was reduced by nearly 4% from 2016-2017.

In 2016-2017 97, 544 items were added. In 2016-2017, Yarra Plenty Regional Library ranked the highest in Victoria for the physical quality of the collection. The current percentage of items purchased in the last 5 years is 88%; although the figure drops if the calculation is done on the total number of collection items including those not for loan. In this case, the percentage of items purchased in the last five years is 85%. This number doesn't include indexed digital images or newspaper articles.

YPRL employs a demand driven philosophy. Collection gap analysis is a demand based measure. Gaps occur when there is a difference between actual holdings and community demand, demonstrated by the number of loans of particular collections.

The collection includes books, magazines, DVDs, CDs, graphic novels, audiobooks, digital images and eLibrary content as described in Appendix 2.

Staffing structure and responsibilities

The Knowledge and Information Department was formed in May 2017 after a restructure of Executive Leadership positions. Essentially the Department is responsible for strategically managing and developing the Library's collections. The Department is also responsible for providing Local and Family History collections and services as well as ensuring the delivery of collections and services under the umbrella of Reading and Literacy.

There are also collection management and maintenance activities carried out by branch staff and a region-wide CollectionHQ Team and Request Team who have important input into collection management processes and collection profiles and specifications. Staff have the requisite skills to manage and develop the collection. Outsourcing the technical services functions and using supplier aided selection has meant that there is a greater emphasis on strategic management and on consultation. The current Knowledge and Information Department staff EFT is 5.53. For Staff structure, see Appendix 3.

Collection Development Policy

The collection is developed in accordance with the Collection Development Policy 2013. This Policy is due for renewal in 2018. The Policy ensures that collection principles of selection, acquisition, evaluation, maintenance and de-selection are articulated and actioned.

Collection expenditure – Historical and Current

In February 2008, the YPRL Board agreed to add \$210,000 to the Collections budget in order to restore a 5 year replacement rate cycle. The Collection Asset Plan 2006-2011, which had been developed and informed in response to the State-wide Victorian Collections Audit (2006), identified a number of major areas of concern:

- the ageing of the physical collection and the number of obsolete items;
- the demand for some sections of the collection outweighing supply;
- the need for additional funding to restore the replacement of the collection to a 5 year cycle since the new Mill Park Library's inclusion into the regional funding mix.

The Board's decision was to stagger this additional funding over a five year period with the capital Collections budget receiving an additional \$36,000 per annum and the non-capital \$6,000 for the cataloguing and processing of the additional items.

In 2014-2015, the Board agreed to add \$62,000 to the Collections budget to accommodate for an additional 2,000 items for the new Whittlesea Library ensuring

the continued sustainability, condition and quality of the regional collection with the addition of a new branch. The Collections budget since has remained static except for the addition of the CPI adjustment each year (except for 2017/18).

Depreciation

The depreciation cost in 2016-2017 was \$1,762,957.

Procurement

YPRL re-tendered for the provision of supplier-aided acquisition and shelf ready materials for the third cycle in July 2015 following a very successful and cost-effective introduction to this procurement model in July 2005. Current suppliers include Peter Pal Library Suppliers, James Bennett Pty Ltd, KL Media, ALS Library Suppliers, iSubscribe, Wavesound, Bolinda and Ulverscroft.

LOTE materials are sourced from a variety of suppliers locally and overseas.

Premiers Reading Challenge funding

This initiative run by the Department of Education and Early Childhood Development annually and the Victorian State Government has distributed funding to each public library in Victoria since 2008. The funding is for the purchase of books and other associated material to support children undertaking the Challenge.

This funding has continued to allow YPRL to purchase additional copies and titles of picture books, easy stories, junior and teen fiction, book-related DVDs and downloadable titles. This funding is dependent on the priorities of the government of the day.

Grant funding

YPRL has been successful in the past in securing one off funding for special local and family history projects. Some recently funded projects include the Federal Government Anzac Centenary grant which enabled the book "Fine, Spirit and Pluck: World War One stories of Banyule, Nillumbik and Whittlesea" to be published. Also, the recent Public Record Office Victoria (PROV) Local History grant funding to Mill Park Library to fund a project called "Whittlesea's Dark Past".

THE YPRL COMMUNITY

The following information has been derived from the 2016 Census Community profiles and forecasts:

The City of Banyule population forecast for 2017 is 129,741. The forecasts indicate that between 2016 and 2026, there will be a 5.9% increase in population under working age, a 19.9% increase in population of retirement age and an 8.0% increase in population of working age. In 2016, 18% of people came from countries where English was not their first language, with the largest groups being Chinese, Italians and Indians. 22% of people indicated they spoke a language other than English at

home with the largest language groups being Mandarin, Italian, Greek and Cantonese.

The Shire of Nillumbik population forecast for 2017 is 64,344. The forecasts indicate that between 2016 and 2026, there will be a 6.5% decrease in population under working age, a 49.5% increase in population of retirement age and a 1.7% decrease in population of working age. In 2016, 8% of people came from countries where English was not their first language with the largest groups being Italians and Germans. 9% of people spoke a language other than English at home with the largest language groups being Italian and Greek.

The City of Whittlesea population forecast for 2017 is 215,407. The forecasts indicate that between 2016 and 2021, there will be a 24.4% increase in population under working age, a 22.7% increase in population of retirement age and a 16.3% increase in population of working age. In 2016, 32% of people indicated that they came from countries where English was not their first language with the largest groups being Indians, Italians, Macedonians, Greeks, Chinese and Vietnamese. 44% of people indicated that they spoke a language other than English at home with the largest language groups being Macedonian, Arabic, Italian, Greek, Punjabi, Vietnamese, Mandarin and Hindi.

The demographic statistics indicate that YPRL's communities are diverse in age and ethnicity and therefore the Library will need to continue to adapt collections, programs and services to the changing community profiles.

FRAMEWORK FOCUS AREAS

1 Current and Relevant Collections

Status

YPRL Library User survey and Staff Collection survey

The overwhelming feedback derived from the Library User and Non-User survey conducted in June 2017 and the Staff Collection survey run in November 2017, was that the diversity, age and appearance of the collection was appreciated and these factors were often mentioned when patrons and staff were asked what they liked most about the service.

The Library User survey indicated that 92% of all respondents had used the adult book collection in the last 12 months and found them to be valuable to very valuable. 96% of respondents borrowed books and/or other collection items for children in the last 12 months and found them valuable to very valuable. A satisfaction rating of a mean score of 4.12 (out of 5) indicated that respondents found the collection/resources they want or need at the library branch.

Other dominant feedback included respondents' appreciation and desire for free access to the library collection; the enjoyment of discovering new items to read or

view; the service of being able to suggest titles for purchase for the library and the ability to place items on hold remotely via the website.

The Library User and Staff Collection Survey feedback provides an opportunity for the library to improve our collection specifications and profiles to ensure we are meeting demand and community expectations.

Collection age

YPRL's collection age has markedly improved over the years due to the injection of additional funding and the efficient procurement of collections and de-selection strategies.

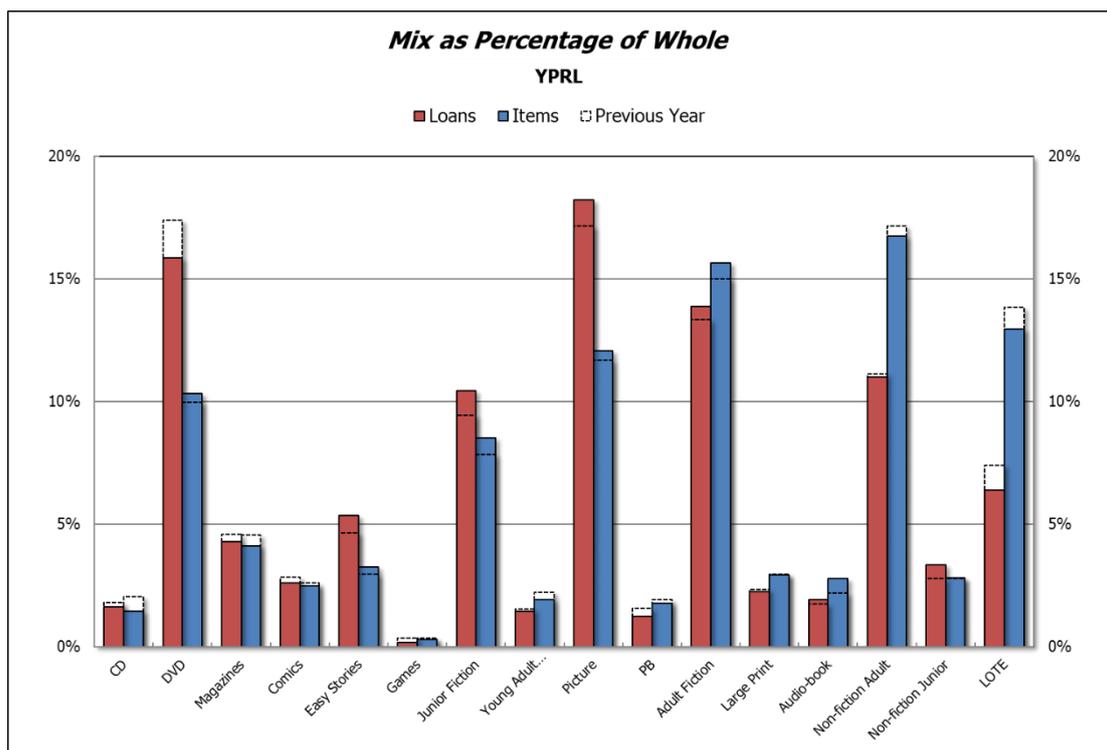
Age	0	>1year	>2years	>3years	>4 years
2017	22%	19.8%	20.3%	14.5%	23.4 %
2011	20.5%	16.91%	12.36%	10.70%	39.53%
2007	9.37%	10.83%	10.37%	10.12%	56.28%
2003	21.14%	15.09%	10.79%	8.92%	44.06%

Public Libraries Victoria Network (PLVN) Annual Statistical Survey indicators require the Age of the Collection to be measured by the number of items purchased in the last five years as a percentage of the number of physical items available for loan – hence YPRL's percentage of 88% as at March 2018. When this calculation is done against the total number of items in the collection, the percentage is 85 %.

The ALIA Guidelines for Australian Public Libraries measure Age of collection by **published** items. This can be a little deceiving as quite a few items; in particular fiction titles, have been published much earlier than the past five years, but are perennial favourites with readers. Also, with current restrictions on new eBook title availability for libraries, quite a large selection of eBook titles acquired by the library have also been published earlier than the past five years. YPRL's indicator for this standard is 61% of collection items published in the last five years – just above the standard indicator recommended.

Collection mix

Demand driven collections provide the basis for strategic management of supply meeting demand. Collection mix ratios indicate areas of YPRL's collections, as at December 2017, that are over and under-invested. Realignment of collections occurs where the demand for particular genres does not meet supply. We have been successful over the last few years to decrease the gaps in many genres between supply and demand as per the graph. The ideal objective would be to have all collection supplies matched to demand. Specifications, standing orders and profiles are reviewed and revised annually to ensure the collection imbalances are corrected as much as possible.



Turnover

The most effective single statistic to assess collection performance is that of annual turnover. Annual turnover is calculated by dividing total loans over a twelve month period by the number of items available for loan. Collection turnover's value as an analytical tool is that it directly measures the popularity and use of lending collections. YPRL employs this tool to activate decisions regarding under-performing and over-performing collections. In 2016-2017, YPRL's turnover was 8; indicating that items, on average, have been borrowed 8 times during the course of the year. This statistic shows that the collection is very well used, but does indicate that it needs replacing more frequently.

The turnover rate for eBooks is much lower at 1.9 however this figure is deceiving. YPRL procures most of our eBooks from Overdrive as part of a consortium with Brisbane City Library. This consortium has operated since January 2008. It has allowed YPRL to provide a much larger collection of eBook titles than we would have had the opportunity to do as a single entity. However, the comparative use of titles is much less therefore the lower turnover.

Collection management

YPRL follows robust collection management principles, policies and procedures in order to increase usage and accessibility and maintain the high quality of collections and eLibrary (digital) resources. Our LMS SirsiDynix provides robust statistics and analytical reports whilst CollectionHQ provides detailed analysis about collection performance and trends.

CollectionHQ is a globally used subscription based software application that provides an evidence base to collection management. This improves collection management and collection usage and performance. CollectionHQ helps staff identify items that are moving in the collection and those that are not and guides the de-acquisition of items and the purchase of more “in demand” items.

Branch Managers and staff have embraced CollectionHQ so the collection can be managed at a local level, within a regional context. The implementation of CollectionHQ has informed procurement including specifications, profiles and standing orders process.

The most current information indicates that of all items purchased between November 2015 and November 2016 only 2.64% of items have been loaned either once or have received zero loans. CollectionHQ evidence gathered throughout Australian and New Zealand member libraries indicates that on average, CollectionHQ member libraries have 13% of new stock in this category and New Zealand libraries, 10%.

Current purchasing and tendering process

YPRL moved to outsourced supplier-aided selection and shelf ready material procurement for all English language material in July 2005. We are currently in our third tender period which is due for renewal in June 2020. A panel of nine suppliers are currently supplying materials based on annually reviewed standing orders, specifications and profiles.

Service targets

- 85% of the collection should not exceed a purchase date of more than 5 years;
- Collection supply meeting demand in most genres;
- Turnover rate not lower than 5.6;
- Maintain or improve the 95% of new items loaned in the first year of purchase.

Library Standards and Guidelines

Guidelines, Standards and Outcome Measures for Australian Public Libraries (July 2016)³

This document presents evidence based guidelines, standards and outcome measures for the planning, development, delivery and review of public library services in Australia.

³<https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

PLVN Annual Statistical Indicators 2016-2017

These indicators are compiled annually based on responses from all Victorian public library services.

The standards and outcome measures specifically pertinent to Collections are as follows:

	Standard	Enhanced	YPRL	PLVN median
Library materials expenditure per capita per annum	\$5.65	\$6.41	\$5.15	\$5.59
Number of collection items per capita	1.7	1.9	1.2	N/A
Age of collection (% of collection published in the last five years)	60%	70%	61%	N/A
Loans (physical collection) per capita per annum	7.3	8.8	7.8	7.1
Turnover (loans per collection item)	4.4	5.6	8.0	5.2
Age of Collection (% of collection purchased in the last five years)	N/A	N/A	88% (as a % of total items available for loan) 85% (as a % of total items in the collection)	66%

Success measures

- % of new items loaned in the first year of purchase – keep at or above 95%;
- Maintain or improve patron satisfaction rating for Collections which patrons need or want – Survey Rating 8.28;
- Maintaining Age of Collection standard of 85% or higher;
- Sustained loans at industry trend levels.

2 Optimised Access

Status

YPRL Collections – eLibrary

YPRL has denoted items in this collection as the **eLibrary**. The digital collection includes eBooks, eAudiobooks, music, film, magazines and newspapers as well as other digital content including language learning and computer resources.

eBook and eAudiobook loans continue to grow as per industry trends; however the eLibrary items constitute 16% of the total collection and receive only 4.5% of total loans. YPRL has been able to build a substantial collection of eBooks and eAudiobooks due to the consortia with Brisbane City Library which commenced in January 2008. The collection currently holds 83,662 eBooks and 12,825 eAudiobooks.

eAudiobooks will continue to gain in popularity. Pew Research Institute reported an increase in audiobook listeners in 2016, with 14% of US respondents saying they listen to books⁴. YPRL's eAudiobook usage increased by 34.6% in 2016-2017 and this growth is expected to continue. Publishers of eAudiobooks do not place the same DRM or licensing restrictions on this format, so although eAudiobooks can be relatively expensive to purchase, many new popular titles are constantly being released. The average Australian RRP for eAudiobooks is between \$70 and \$80 which is commensurate with physical Audiobooks on CD or MP3.

eBook usage has also continued to grow with a 10.7% increase in 2016-2017, although the usage growth has slowed a little over the last years. There are still inherent difficulties with access to the most popular titles and accessibility is also affected by publisher's restrictions on titles and loan periods. ALIA's overall goal is to help our members make eBooks readily available to library users, while ensuring there is a generally accepted, fair balance between the commercial and ethical interests of libraries, creators, publishers and aggregators.⁵

Magazines and Newspapers - the impact of changing consumer preferences in current consumption is especially dramatic for the newspaper industry. Consumers in Europe, North America and Australia continue to abandon print for digital channels.⁶

YPRL introduced digital magazines via the Zinio/RBDigital platform in 2012. Usage has steadily increased to approximately 3,000 loans per month. However, our physical magazine loans average 11,500 loans per month indicating this medium is still very popular also.

We continue to subscribe to the daily print newspapers. These are available for the public to peruse in the library but are not available for loan. Library users also have access to The Age in digital online format. Although the other dailies are available retail in digital format, publishers have not developed a pricing and accessibility model for libraries.

Music and Film - Freegal, our music aggregator, attracts on average 1,900 download uses per month and 4,000 streaming. From the titles or genres of the content streamed or downloaded, the service appears to attract the older age demographic as young people have a tendency to access illegally streamed or downloaded content.

Loans of physical CDs have decreased by over 56% over the last five years.

⁴ <http://www.pewinternet.org/2016/09/01/book-reading-2016/>

⁵ https://read.alia.org.au/sites/default/files/documents/alia_ebooks_and_elending_position_5_december_2016.pdf

⁶ <https://www.pwc.com/gx/en/entertainment-media/pdf/perspectives-from-the-global-entertainment-and-media-outlook-on-content-strategy.pdf>

Loans of DVDs have also started slowing with the first marked decrease in 2016-2017 of 9%. Although DVDs are still our second highest loaned collection after picture book loans, it is likely that DVD popularity will continue to decline.

The library subscribes to a small film and documentary streaming supplier. Films on this catalogue are short, independent films and documentaries. Although, popular movie and series streaming services are available for libraries in the US, there is currently no available such service for Australasian libraries.

Single platform

There are a number of local and global digital content vendors with Overdrive, a US based company, being the biggest aggregator with reach in many countries. Bolinda Digital is an Australian company with a large collection of Australian published titles. Both have reliable and easily accessible apps. Although, library users can access and download Overdrive titles from our website catalogue, people using Bolinda need to access these titles either through the link to Bolinda on our website or via the app.

Essentially our library users don't really care or know who the aggregators are, as long as they can get the titles they wish to read. Ideally, library users should be able to access one single platform for all their digital titles. ALIA continues to advocate on behalf of libraries for this to be developed.

E Lending project

YPRL is the only Victorian public library to participate in the Australian Research Council's Linkage project investigating the "social and dynamic impacts of eBook lending in Australian public libraries". The project is being driven by Monash University, Swinburne University and the University of NSW with other partners including State Libraries, ALIA, Brisbane City Library and Gold Coast Library. The project funding was secured in May 2015 and it is expected to run for three years. The project team will investigate a number of issues including access to eBooks; usage of eBooks; impact of eBooks on social equality; the role of regulation; the idiosyncrasies of eBook publication and lending specific to Australia. It is envisaged that this research will provide libraries with a number of outcomes to inform future strategic planning in this area.

Tablo

Tablo is a new generation publishing platform that focuses on assisting people to publish their stories and connect with readers. Authors in over 150 countries have published on Tablo and millions of stories have been read. Tablo is now working with libraries to enable them to create their own online writing and reading communities. YPRL was the first Victorian public library to introduce the Tablo Library Communities package. There are currently 118 members writing and sharing their work. Tablo is also developing a service which will allow members to publish their work as an eBook and also as a print copy.

Local and Family History

The digitisation area is centralised in the local history arena and falls under the responsibility of the Local and Family History Librarian. The vision for Local and Family History at YPRL is to foster a sense of place in our communities through our collections and services. YPRL employs the Sirsi Dynix Digital Asset Management system, Portfolio. Assets include PDF and JPG files, but primarily JPG – image files. The collection includes over 1630 items. The majority of items on Portfolio were digitised from hard copies in partnership with community local history collections, some from in-house collections. Some images were born digital.

YPRL Local History Flickr was established in 2008 and includes over 1,470 images.

A backlog of about 3000 items waits uploading and cataloguing; the majority of which is the Patterson collection (born digital) and Fay Thomas Collection which includes documents.

Items from the digital collection have been used to illustrate stories on Wikinorthia, added to “Throwback Thursday” story posts on the YPRL website and Branch Facebook pages and used in promoting services and events.

Interactive multi touch screens - YPRL currently has two screens at Diamond Valley and Eltham libraries. This application offers our communities opportunities to tell something about themselves or their localities by building multimedia stories. The ‘storytellers’ can work not only with text and images, but also with quiz questions, propositions, maps, audio and video files and collection items.

Access to local newspaper articles has been improved by the indexing and digitising of those.

Loan periods

The current loan period of three weeks has been in place for around 15 years. Although library users generally seem happy with this length of time, there were some Library User survey respondents who suggested loan period length should be reviewed.

Holds/Suggestions for purchase

Library patrons also expect easy access to library content and self-service options. The Library User survey highlighted patrons’ positive feedback about using the website to place holds, receiving notification and then being able to collect their requested items.

Service Targets

- New popular titles purchased in both physical and digital formats;
- Collection genres in all available industry standard formats;
- Maintaining or improving the satisfaction rating of 8.70 for the prompt turnaround of requests (holds) (Library User survey);
- Increase in % of loans of eBooks, eAudiobooks and eMagazines as a % of total loans;

- Digital collections comprising 20% of the total collection by 2020;
- Improved accessibility to collections both physical and digital;
- Significant local history collections digitised;
- Once the market determines the non-availability of a particular physical or digital format, the library will deselect these items according to de-selection guidelines, and the format will be discontinued within 2 years.

External influences

Books and Print

eBook sales in the US skyrocketed by 1,260% in 2008-2010 following the release of improved ereaders. Predictions were made that eBooks would push print over by 2015, however, print industry rebounded and eBook sales dropped by 10% in mid-2015. Print still remains the most popular format and ebook growth looks to be flattening: 63% of Americans read a print book in the past year whereas 27% read an eBook.⁷ Mike Shatzkin, founder and CEO of the Idea Logical Company, a consultancy group in New York City specialising in publishing's digital transformation, believes that the eventual and total demise of print is inevitable though such a day won't arrive perhaps for 50 to 100 or more years.⁸

Maryanne Wolf's, director of the Center for Reading and Language Research at Tufts University in Massachusetts, research findings indicate that digital reading can negatively impact the way the brain responds to text which could lead to "short circuited reading brains, excellent for gathering information but not for forming critical, analytical deep reading skills". However, the positive effects of digital reading for children include the ability to access enhancements including movement, music and sound which can promote and assist with literacy. Wolf also states that although devices might provide issues for children and parents in developed countries, they are the most important mechanism for giving literacy in the developing world.⁹

ALIA retracted their bold prediction made in November 2013 when "eBooks were, metaphorically speaking, flying out of the door" that 'library print and ebook collections will establish a 50:50 equilibrium by 2020 and that this balance will be maintained through to 2040, when the last print-only generation hits 50'. In less than two years, the initial ebook sales boom has settled and the book industry is predicting the ebook phenomenon will plateau at around 20–30% of books sales, with print books remaining the dominant format.¹⁰

The results and comments from the Readers First content Business Models survey conducted globally earlier in 2017 still indicate global libraries' frustration with

⁷ Pew Research Center "Book Reading 2016" <http://www.pewinternet.org/2016/09/01/book-reading-2016/>

⁸ <http://www.idealog.com/>

⁹ Wolf, Maryanne "Proust and the Squid: the story and science of the reading brain" c2008, 2017

¹⁰ <https://www.alia.org.au/sites/default/files/documents/ALIA-8020-by-2020.pdf>

publisher's restrictions and pricing models for eBooks and overwhelmingly suggest four points:

- No business model currently available is adequate for all library needs;
- Librarians would like a choice of business model options at point of sale: the ability to choose traditional, metered, or other ways on a per-title basis;
- Librarians believe that currently available models are preventing us from fully realising the advantages of e-content and thus limit access by patrons;
- If a variety of models were offered, librarians would likely spend as much or more on content, offering a greater variety of titles and more of less well-known or new authors.

The comments also suggest many librarians believe that prices, especially for the traditional model (unlimited lease period, one user at a time per title), are expensive enough that they make some titles unattractive to acquire and maintain and that they certainly to limit circulation. A variety of models might also serve to address this issue while offering fair value to publishers. Responders also suggest that a tiered pricing (a price for one copy, a lower price per copy for 5, and a lower cost per unit still for 10 copies) would be of interest.¹¹

Retiring formats

Industry is still debating the longevity of formats. CDs were invented in 1982 and sales have been progressively declining. However, vinyl has experienced a re-birth. Interestingly, approximately 15% of people who buy physical music have no intention of listening to it through that medium¹².

The largest percentage of public purchasing vinyl is aged between 25-34 with many using records as collectors' items or decorative pieces. Price Waterhouse Coopers findings indicate a marked consumer shift away from purchasing and owning recorded music to an increased preference for subscription based music rental services.¹³

TV subscription revenue continues to be a cornerstone in the global traditional TV market. This also has a dominant effect on DVD purchases.

Service delivery

24/7 access need not only encompass digital content. Libraries locally and globally are exploring opportunities to enhance their services and extend their reach. Libraries overseas are providing vending machines allowing patrons to download eBooks. These machines are able to be placed in high traffic locations therefore providing library services with more flexibility in reaching their patrons than static branches.¹⁴ Locally, libraries have introduced vending machines for holds retrieval.

¹¹ <https://drive.google.com/file/d/1P4ElGZJ1NOmaSI6N43320Ddxun12kiX/view>

¹² ICM Research, 2016.

¹³ <https://www.pwc.com/gx/en/industries/entertainment-media/outlook/segment-insights/music.html>

¹⁴ <https://www.envisionware.com/24-hour-library/>

Library users are able to collect items they have placed on hold from a vending type machine by producing their library card to activate the loan. These machines can be located in building foyers to provide 24/7 access.

Leasing models for popular titles – Baker & Taylor's **Book Leasing** program which is still in development will allow libraries to temporarily increase the number of popular books with the ability to return them when patron demand has subsided.

Book industry trends

The publishing market has changed markedly over the last ten years since the introduction of the Kindle and the emergence of the Indie publishing market. 10 years ago, traditional book publishers controlled the means of book production, distribution and sales. The rise of eBooks solved the challenge of writers accessing retail distribution.

Unit sales of print books in the United States rose 3.3% in 2016 over the previous year, making it the third-straight year of print growth. Most print formats had an outstanding year, with hardcover up 5.4%, trade paperback up 4%, and board books up 7.4%. Mass market has been on the wane since the introduction of e-books, and its slide continued in 2016 with a 7.7% drop in unit sales. Physical audio, where sales were down 13.5% on the year, also took a big hit from digital. The largest gains came in the adult nonfiction category, where sales were up 6.9% from 2015. Several subcategories posted substantial increases, among them crafts and hobbies, where to have a large impact.¹⁵

The Australian book industry reports similar trends with book sales experiencing a growth of 2.4% in 2016 making that the second straight year of growth. eBook sales are estimated to comprise around 20% of the market with the prevailing view that this has plateaued for the time being. 46% of books bought by Australian readers in 2015 were non-fiction, 24% were fiction and 30% were children's.¹⁶

“In the end, book people are hybrid readers that shift with the times and it is clear it's all about the storytelling and not the format.”

“People are buying books because a book engages nearly all of their senses, from the smell of the paper and glue to the sight of the cover design and weight of the pages read, the sound of those sheets turning...A book can be bought and sold, given and received and displayed on a shelf for anyone to see. It can start conversations...”¹⁷

<http://blogs.slg.qld.gov.au/plconnect/2017/09/29/libraries-are-everywhere-this-one-is-at-the-airport/>

<http://www.fetechgroup.com.au/anytime-library/>

<http://www.bibliotheca.com/3/index.php/en-us/our-solutions/remotelocker>

¹⁵ <https://www.publishersweekly.com/pw/by-topic/industry-news/bookselling/article/72450-print-book-sales-rose-again-in-2016.html>

¹⁶ www.booksandpublishing.com.au

¹⁷ Sax, David “ The revenge of the analog: real things matter and why” US: Ingram Publisher Services, 2016

As everyday life becomes increasingly digital, the focus on printed books as “tactile, beautiful objects” has helped drive the desirability of illustrated titles. Lifestyle book categories are thriving. Children’s picture books equally so.¹⁸

Self-publishing

Bowker reveals in its latest industry report that the number of authors who are opting to self-publish continues to rise, with a growth rate of 21% between 2014 and 2015 for print and eBooks combined. ISBN registrations for self-published titles have grown more than 375% since 2010.

The report reveals other emerging trends in self-publishing:

- More authors are opting for a hybrid approach to book publishing. Rather than committing exclusively to self-publication or going through a traditional publishing house, authors choose the best method for their work, depending on type of book, sales market, or target audience.
- Booksellers and libraries are seeking opportunities to incorporate this thriving source of content into their offerings.¹⁹

Patrons as Creators

The Horizon 2017 Library Edition report highlights the evolving trend of patrons as creators of content.²⁰ A shift is taking place where the community is learning by making and creating rather than by simply consuming content. People now look to libraries to assist them and provide tools for skill-building and making. Libraries are ideal environments to serve as creation hubs. This function is a natural extension of their traditional role as facilitators of knowledge creation and as spaces where the community can connect. Many library makerspaces are adopting emerging technologies such as 3D printers, flexible displays, media production tools, and natural user interfaces to enable the act of making. As this trend accelerates, libraries are increasingly responsible for managing the volume and variety of the creations that materialize.

Success measures

- Maintain or improve the satisfaction of the prompt turnaround of requests (holds) – Survey Rating 8.70;
- Increase in % of loans of eBooks, eAudiobooks and eMagazines as a % of total loans;
- Simultaneous acquisition of digital and physical titles;
- Digital content, in particular eBooks, constituting 20% of the collection by 2020.

¹⁸ <https://www.booksandpublishing.com.au/articles/2017/07/17/93243/in-the-picture-exploring-the-illustrated-books-market/>

¹⁹ Bowker report 2016. <http://www.bowker.com/news/2016/Report-from-Bowker-Shows-Continuing-Growth-in-Self-Publishing.html>

²⁰ <http://cdn.nmc.org/media/2017-nmc-horizon-report-library-EN.pdf>

3 Curated Collections

Status

Languages Other Than English (LOTE)

A higher proportion of LOTE collections are housed at Lalor and Thomastown branches due to the population base served. Most other branches hold smaller LOTE collections which either correspond to their communities' profile and needs or were established through specific programming and grant funding.

A table of language holdings as follows:

Language	Branch
Arabic	Thomastown
Chinese	Ivanhoe, Lalor, Mill Park, Rosanna, Watsonia
Croatian	Lalor
French	Ivanhoe (magazines only) Eltham
German	Eltham
Greek	Lalor, Mill Park
Italian	Diamond Valley, Ivanhoe and Rosanna (magazines only), Lalor, Mill Park, Thomastown
Japanese (bi-lingual)	Watsonia
Macedonian	Thomastown, Mill Park (magazines only)
Maltese	Mill Park
Polish	Lalor
Serbian	Lalor
Sinhalese	Thomastown (magazines only)
Spanish	Lalor
Turkish	Thomastown
Vietnamese	Lalor, Thomastown

Currently 17% of the total budget is spent on LOTE materials (print, audio-visual, magazines and newspapers) although total LOTE items as a percentage of the total collection account for 12%. LOTE materials can be inherently more expensive than English items in particular LOTE magazines. Usage of LOTE materials is following the current trend in English language materials usage – there is a preference and emphasis on popular material. Collection purchasing has been reassessed to align with the trend.

Floating the Chinese and Italian collections have allowed a greater flexibility in collection selection and purchasing without the need for multiple copies of specific titles.

YPRL needs to continue to be mindful and aware of emerging community groups in our local government areas. Any new proposal for introducing a collection in an emerging community language will be based on the guidelines as articulated in

“Beyond a Quality Service”²¹ as well as acknowledging that there are wide variations between language groups based on their propensity to use libraries, language, literacy levels and the availability of library materials. The guidelines suggest that a collection may exist for a language when there are at least **1,000 residents speaking that language as their major language at home** and refer to the following population levels for collection introduction and/or development:

➤ 1,000	Magazines and newspapers
➤ 5,000	Popular books and Audio-visual material as well as books and magazines

Indicators will also include the particular cultural trends and needs of that community.

The 2016 Census has been reviewed and we will be investigating the viability of introducing Indian language collections at one of our City of Whittlesea branch libraries.

Fiction collections

Fiction collections continue to be well used and popular in the adult and junior genres with loans in 2016-2017 of 439,124 and 322,521 respectively. However Teen fiction continues to decline with loans in 2016-2017 of 46,307.

New Adult fiction

New adult (NA) fiction is a developing genre of fiction with protagonists in the 18–30 age brackets. St. Martin's Press first coined the term in 2009, when they held a special call for "...fiction similar to YA that can be published and marketed as adult—a sort of an 'older YA' or 'new adult'". New adult fiction tends to focus on issues such as leaving home, developing sexuality, and negotiating education and career choices.²²

²¹ Beyond a Quality Service. p.43

²² https://en.wikipedia.org/wiki/New_adult_fiction

Series

The Library User Survey highlighted patrons' frustration at not being able to access a complete fiction series. This may be partially due to the perception and lack of knowledge of the library user when the assumption that a series is incomplete is made based on checking the shelves. Titles may be on loan or on shelves at other branches. Unfortunately, often titles in series are not re-published which makes the completion of having all volumes in the series impossible. Although we attempt to re-place missing series titles either with a physical or digital copy, the process for identifying missing series titles need to be improved.

Observance of the trends and reviewing shelving arrangements of fiction collections to attract wider usage may be imperative.

English Language Support

YPRL is continuing to building its Adult Literacy and ESL (English as a Second Language) collection. Community demand for this material continues to increase. As a result, the collection is identified and branded as "**English Language Support – ELS**".

The collection includes:

- Easy to use Grammar and Dictionaries
- High interest, low vocabulary readers
- OET Prep handbooks
- English for work series
- IELTS handbooks –
- AMES bi-lingual English learning manuals
- Any texts that are about "Life in Australia" and suitable for people with low English language skills

There has also been some demand for Supportive font collections (e.g. dyslexia). This demand is currently being met through our digital content provider Overdrive where library users are able to choose the dyslexia font.

Genrefication

Genrefying collections can assist the library user to access their reading interests more easily by shelving items of a similar topic together. YPRL's genre fiction collections are labelled. The genrefication of non-fiction was rolled out to all YPRL branches in 2014. This means that all non-fiction items are genre labelled and shelved within their genre heading in appropriately organised and/or customised shelving.

This arrangement has generally been well accepted by Library Users however it is worth revisiting to review if we are still capturing the correct topics and the arrangement is fulfilling the brief of making non-fiction items more accessible.

Local author/creators

YPRL strongly supports the collection and curation of local authors' works. Titles are accessible via the catalogue and the LGA in which the author resides is also added to the catalogue record. This allows searching for all authors from a specific LGA.

We currently accept all material if we are approached by an author, however unless the material is of local historical significance – which means it will remain part of our collection indefinitely, those works will be treated as usual collection items and their longevity in the collection will be determined by their usage.

Promotion

There are various methods by which we promote our collections – displays, face-out shelving, social media, marketing collateral e.g. “What’s On” brochure, website content and booklists. These methods have been tried and tested over time however ideally a more personal approach using appropriate technology could optimise our ability to market our collections better. For example, library user profiling – library users’ reading preferences could be noted and automated notifications sent when new items matching their profile arrive at the library. The ability to notify library users and place holds when a title they suggested for the library is actually purchased should be investigated. This was one of the few complaints regarding collections in the Library User survey and one which would enhance library user satisfaction.

Local and Family History

Local and Family History collections and resources are located at Diamond Valley, Eltham, Ivanhoe and Mill Park Libraries. The collections are rich with histories of the local communities and include both print and image as well as digital resources.

Public libraries are bearing the impact of the world wide motivation of people to research their family history. It has been suggested that the most visited page on a library website is the one providing advice on the library’s local and family history services. With worldwide content being updated on a daily basis, there has never been a better time for people to undertake local and family history research. Libraries are the first port of call (outside family) to start family history research. We have a role in supporting the beginner family historian especially.

The library supports family history research by subscribing to the Library Editions of Ancestry, Find My Past and BNA (British Newspaper Archive).

Service Targets

- LOTE collections which accurately reflect the needs and demands of emerging and existing CALD communities;
- Adapting to long term publishing trends which determine changes in reading audience age;
- Providing collections which support the literacy and numeracy needs of the community;
- Supporting local communities by collecting, curating and sharing local stories;

- Providing fast and instant gratification for material in high demand;
- Exploring options for non- traditional library collections;
- Ensuring efficient processes are in place to identify print fiction series are complete;
- Collections can be easily identified and accessed;
- Promotion of the collections is optimised.

External influences

Role of public libraries in promoting and developing literacy

Reading, writing, numeracy and digital literacy skills continue to be an issue with many demographics and age groups. Libraries continue to address these concerns by providing resources, activities and programs encompassing their role as lifelong learning ambassadors.

The emotional, practical and financial toll of low literacy can be severe, particularly in a world that assumes almost everyone can read and write. But around [44 per cent](#) of Australian adults lack the literacy skills required for everyday life, making daily tasks difficult.²³

The Programme for International Student Assessment (PISA) is an international comparative study of student achievement directed by the Organisation for Economic Co-operation and Development (OECD). PISA tested students from 72 countries and measured how well 15-year-olds, who are nearing the end of their compulsory schooling in most participating educational systems, are prepared to use the knowledge and skills in particular areas to meet real-life opportunities and challenges.²⁴

- Australia and 12 other countries showed a significant decline in their scientific literacy performance between PISA 2006 and 2015. Australia's performance declined significantly by 17 points;
- 61% of Australian students achieved the National Proficient Standard in reading literacy;
- The reading literacy performance for Australia and eight other countries declined significantly between 2009 and 2015. Australia's performance declined by 12 points;
- 55% of Australian students achieved the National Proficient Standard (Level 3) in mathematical literacy;
- Australia was one of 13 countries whose performance declined significantly between 2003 and 2015. Australia's performance declined by 30 points.

Libraries have also been proactively engaging in providing information and programming associated with the STEAM (Science, Technology, Engineering, Arts

²³ ABS <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/4228.0main+features992011-2012>

²⁴ Thomson, Sue et.al. "PISA 2015: Reporting Australia's results" Camberwell, Vic.: Australian Council for Educational Research, 2017. www.acer.org/ozpisa/reports/

and Mathematics) agenda. This agenda has been identified globally as important to ensure future workforces have a developed skill set to cope in this technical and knowledge based economy. The 2017 Horizon K-12 report assesses the rise of STEAM learning as becoming norm in the education field within the next two years.²⁵ With this will come the importance of being competent with digital literacy, which is more than just understanding how to use the technology. Libraries are included in the important community partnerships which schools use to explore their potential to positively impact the digital environment.

“Reading and Literacy for all 2015-2018” was a State-wide Development project run under the auspices of the State Library of Victoria and the Public Libraries Victoria Network. The framework was developed to highlight the unique role of public libraries in supporting and promoting reading for pleasure and addressing Victoria’s low literacy levels.

Book leasing

YPRL attempts to honour heavily popular and in demand titles by purchasing additional copies. The current holds to copy ration is 5:1. There are quite a number of titles for which we receive 30 copies. This greatly assists the holds queue and allows for expedient service however once the demand declines there are quite often excessive copies left on shelves. These excessive copies are reviewed and made into Book group kits where appropriate, so their continuing use is assured however not all titles are conducive for Book group discussions. Book leasing of popular titles may be a viable economic option.

Success measures

- The number of local authors supported by acquiring their works for YPRL collections;
- LOTE collections reflecting community demographics, literacy skills and demand;
- Tailored collections to match community demographics and needs at each branch;
- Collections supporting community members needing to improve their literacy and numeracy skills;
- Efficient and expedient delivery of items to service patron’s requests; Local and Family collections and services which capture, share and celebrate the cultural heritage of the region.

²⁵ <https://www.nmc.org/publication/nmccosn-horizon-report-2017-k-12-edition/>

4 Ensured Sustainability

Status

Budget history

In February 2008, the YPRL Board agreed to add \$210,000 to the Collections budget in order to restore a 5 year replacement rate cycle. The Collection Asset Plan 2006-2011, which had been developed and informed in response to the State-wide Victorian Collections Audit (2006), identified a number of major areas of concern:

- the aging of the physical collection and the number of obsolete items;
- the demand for some sections of the collection outweighing supply;
- the need for additional funding to restore the replacement of the collection to a 5 year cycle since the new Mill Park library's inclusion into the regional funding mix.

The Board's decision was to stagger this additional funding over a five year period with the capital collections budget receiving an additional \$36,000 per annum and the non-capital \$6,000 for the cataloguing and processing of the additional items.

In 2014-2015, the Board agreed to add \$62,000 to the Collections budget to accommodate for an additional 2,000 items for the new Whittlesea Library ensuring the continued sustainability, condition and quality of the regional collection with the addition of a new branch.

The Collections budget since has remained static except for the addition of the CPI adjustment each year.

In May 2017, the Board approved a cost saving of 4% across the whole Collections budget, which equated to \$112,174. The net decrease from the 2016-2017 budget i.e. with no allowance for a seasonally adjusted CPI increase was \$56,087. The total decrease in budget for 2017-2018 was \$168,261 resulting in the potential purchase loss of 6,730 items.

Budget and Usage ratio

Current budget spend as reflected in usage. NB: some areas appear over-capitalised however; this mostly reflects the nature of the content which can cost more because of format or type e.g. Audiobooks, LOTE items or under-capitalised like junior and teen fiction which is generally cheaper to purchase.

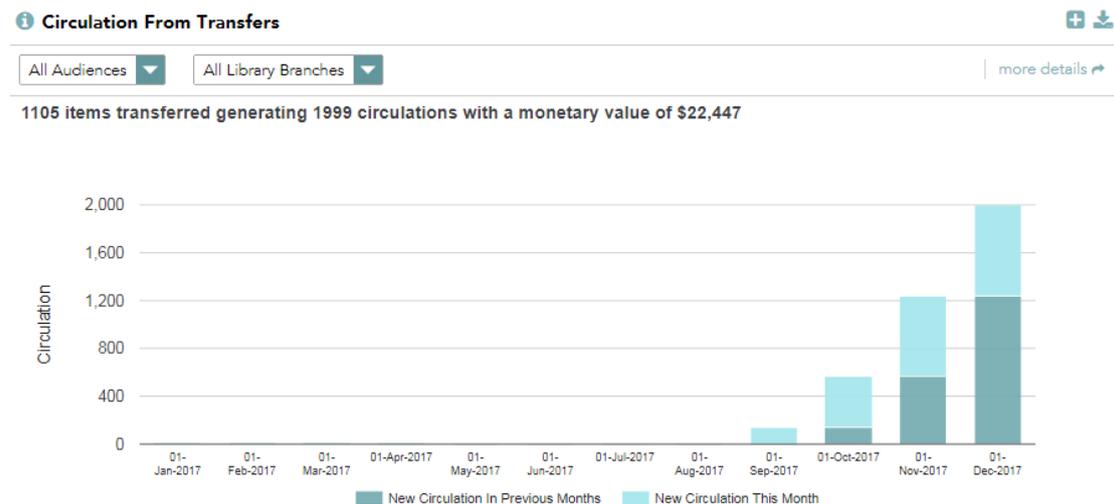
Collection type	Budget spent as a % of total Collections budget	Usage (loans) as a % of total loans
Adult fiction	17	13.6
Adult non-fiction	15	10.7
Junior non-fiction	3	3
Junior/Teen fiction (incl. Graphic novels)	7	14

Picture books	11	22
CDs	1	1.6
DVDs	13	16
LOTE	17	11.3
Audiobooks	7.5	1.8
Large print	4	2
eBooks and eAudiobooks	6	4.5

The budget is re-addressed on an annual basis to divert monies in the most popular usage areas.

CollectionHQ

CollectionHQ also measures in dollar terms the value of items which are under-used in a particular branch but then transferred to a branch where their library life and usage is extended. Since October 2017 when this functionality was first implemented, items, valued at \$22,447 have been transferred to other branches to regenerate their usage.



Supplier aided selection and shelf ready

In July 2005, YPRL moved to a supplier aided selection and complete shelf ready model for all English language items. This model has proved to be very successful and was a move away from the traditional in-house library practices of cataloguing and processing.

We are currently in our third cycle of contracts. These contracts are due to expire in June 2020. The contracts are awarded for a period of 3 years with an optional additional two years with extensions for years four and five approved by the Board.

It is anticipated that work to prepare for the fourth cycle of contracts will commence in January 2020.

Opening Day Collections

The last Opening Day Collection procured was for Whittlesea Library which opened in September 2014. Funding for the collection was provided by the City of Whittlesea. Funding for start-up collections in new library sites will be provided by the appropriate Council, however, it will be necessary to budget for an additional 10-20 % be added to the collections budget in future years to ensure the maintenance and sustainability for the whole regional collection.

Service Targets

- 85%, or higher, of the collection purchased within the last 5 years;
- 95% or above of new items loaned in the first year of purchase;
- Ensuring best value is obtained from available funding;
- Continually revitalising and evaluating collections;
- Ensuring investment in the collection is maintained at a sustainable rate;
- Ensuring funding accommodates the maintenance of the regional collection when new libraries are opened.

External influences

Libraries continue to provide value

The “Dollars, Sense and Public Libraries” report found that Victorian public libraries return \$3.56 for every \$1 spent. The study used cost benefit analysis, user and non-user surveys and economic impact analysis frameworks to derive the value of public libraries in monetary terms. Victorian library members talked about meaningful pastimes, lifelong learning, finding information and feeling part of the community through their local library.²⁶ Economically impacted Victorians are most likely to see increased library value.

Subsequent studies by the State Library of Queensland, “The Library Dividend” (2012), found that Queensland public libraries return \$2.30 for every \$1 spent²⁷ and ALIA & Australian Public Libraries Alliance (APLA) “National Welfare & Economic Contributions of Australian Public Libraries”(2013), recorded a return of \$2.90 for every \$1 spent.²⁸

UNESCO Public Library Manifesto 1994²⁹ and ALIA statement on Free Access to information³⁰ advocate strongly for public library access be free for communities. In

²⁶ Dollars, Sense and Public libraries” SGS Economics and Planning for SLV and PLVN, March 2011
https://docs.wixstatic.com/ugd/1f8737_9fb8c2ce315344829684f99e30f3454f.pdf

²⁷ The Library Dividend, State Library of Queensland, 2012.
http://www.slq.qld.gov.au/_data/assets/pdf_file/0018/226143/the-library-dividend-summary-report.pdf

²⁸ National Welfare & Economic Contributions of Australian Public Libraries
, ALIA, 2013
<https://www.alia.org.au/sites/default/files/Contribution%20of%20Aust%20Public%20Libraries%20Report.pdf>

²⁹ <https://www.ifla.org/publications/iflaunesco-public-library-manifesto-1994>

the 2017 YPRL Library User survey feedback, many community members highlighted their need and love for the library having free access.

United Nations 2030 Agenda and Sustainable Development Goals

The agenda is a framework of 17 Sustainable Development goals which span economic, environmental and social development. Public access to information enables people to make informed decisions which can improve their lives. Access to information has been recognised in the SDGs under Goal 16. The target is 16.10 “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.”³¹

ALIA and APLA “Think global, act local” statement contributes to the 2030 agenda by ensuring that:

- There is free public access to information in print and online;
- There is support for early literacy and lifelong learning;
- Items of cultural heritage are accessible today and are preserved for future generations.³²

Success measures

- 5 year turnover rate
- 85% or higher of the collection purchased within the last 5 years
- Sustainable committed funding

³⁰ <https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-free-access-information>

³¹ <http://www.un.org/sustainabledevelopment/>

³² <https://www.alia.org.au/advocacy-and-campaigns/think-global-act-local>

APPENDIX 1 ACTION PLANS 2018-2022

1. CURRENT AND RELEVANT COLLECTIONS

Action	Responsibility	Time frame	\$
Continue to conduct local or participate in annual library industry surveys to community needs, trends, demand and satisfaction levels.	CEO Executive Leadership Team (ELT)	Annually	Cost dependent on which survey is conducted.
Continually analyse usage and trend data for all collections and eLibrary content to inform specification and profile development.	Manager Knowledge and Information	Ongoing, but specifically prior to EOFY	N/A
Re-align collection funding to ensure collection mix ratios are equal by 2022.	Manager Knowledge and Information	Annually	Dependent of yearly budget
Review and update the Collection Development policy.	Manager Knowledge and Information; Branch staff	April 2018	N/A
Review and update the Stock management Guidelines	Manager Knowledge and Information; Branch staff	September 2018	
Prepare and execute tender process for English language collections	Manager Knowledge and Information	February 2020	N/A
Partner with LMS and CMS (website) providers to review and improve the holds process for patrons placing suggestions for purchase.	Manager Knowledge and Information; YPRL website team	September 2018	Included in annual platform costs
Partner with CMS provider to improve patron interaction with the catalogue- specifically create patron profiles where newly acquired titles can be matched to profile and patron notified	Manager Knowledge and Information; YPRL website team	December 2019	Included in annual platform costs
Investigate viability of commercially leasing copies of popular titles	Manager Knowledge and Information	April 2019	Dependent on leasing price models

2. OPTIMISING ACCESS

Actions	Responsibility	Timeframe	\$
Continue to support PLVN and ALIA to advocate on behalf of public libraries to ensure publishers acknowledge the importance of providing easy access to digital content through public library infrastructure.	Manager Knowledge and Information	Ongoing	
Retire CD and microfiche collections by 2021.	Manager Knowledge and Information; Branch Managers	June 2021	
Ensure popular fiction for teens and VCE English and English literature titles are purchased in eBook format.	Manager Knowledge and Information	Annually	
Investigate further streaming options for movies and series	Manager Knowledge and Information	Ongoing	Use existing/or part of the physical DVD budget
Continue to participate in the ARC eLending project and develop actions specific to YPRL when outcomes are published	Manager Knowledge and Information; Knowledge and Information Dept. staff	June 2019	
Exploit and promote opportunities for sharing locally created content via Tablo and other means	Manager Knowledge and Information; Tablo staff team	Ongoing	Tablo annual subscription
Collect, curate, digitise and share unique stories from local history and family collections	Local and Family History Librarian	Ongoing	Possible grant funding application
Collaborate with eLibrary vendors to simplify access to digital content	Manager Knowledge and Information	Ongoing	
Investigate options for 24/7 vending machines	Manager Knowledge and Information;	December 2019	Business case for budget

	Manager Infrastructure and Innovation; Branch Managers		
Seek community and staff feedback to review loan periods	ELT	Library User survey 2019	

3 CURATED COLLECTIONS

Action	Responsibility	Timeframe	\$
Investigate viability and develop business case for introducing Indian language collections	Manager Knowledge and Information; Multicultural Services Librarian	June 2018	?
Explore improving management of fiction series	Manager Knowledge and Information	On-going	
Review and update the Local and Family History Strategic Framework	Local and Family History Librarian	April 2019	
Review genrefication methodology	Manager Knowledge and Information; Branch Managers	June 2019	
Investigate options for maximising reading opportunities for new adults, teens and junior patrons	Manager Knowledge and Information; Branch Managers; Reading Coordinators	December 2019	
Develop LOTE collection strategy	Multicultural Services Librarian	January 2019	
Continue to develop ELS collections	Manager Knowledge and Information	Ongoing	Realign budget funding
Develop parameters for local author collections	Manager Knowledge and Information; Branch Managers	October 2018	

Investigate opportunities for Reader Development services and programs	Manager Knowledge and Information	Ongoing	
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4 ENSURED SUSTAINABILITY

Action	Responsibility	Timeframe	S
Ensure de-selection and acquisition values are set annually to achieve an 85% rate of collections being purchased within last 5 years.	Manager Knowledge and Information	Ongoing	
Ensure suppliers understand YPRL requirements to ensure the percentage of new items not borrowed more than twice in the first year remains on or under 95%	Manager Knowledge and Information	Ongoing	
Ensure current supplier contracts are managed effectively	Manager Knowledge and Information	Approval to extend contracts April 2018 and April 2019	
Ensure Panel Arrangement continues via the 5 year tender process	Manager Knowledge and Information		
Develop budget strategy for incorporating new library collections into future budgets	Finance Advisor; Manager Knowledge and Information	June 2019	
Review sustainability of collections budget annually	Finance Advisor; Manager Knowledge and Information	Ongoing	

APPENDIX 2 YARRA PLENTY REGIONAL LIBRARY COLLECTION

The following table details the resources held in the collection:

Collection	Description	Specification
Adult fiction 56,540 items 12 % of total collection	Books portraying characters and events created in the imagination of the author, intended primarily for an adult audience.	Wide range of best-selling and popular novels as well as enduring works, works by new and local authors and award winning fiction. Includes paperbacks.
Adult Non-fiction 60,541 items 12.9 % of total collection	Books containing facts or information.	Includes a selection of material across and range of subject and interest levels.
Junior Non-fiction 10,109 items 2.1 % of total collection	Books containing facts or information.	Includes a selection of material across and range of subject and interest levels for junior readers.
Large Print 10,582 items 2.2 % of total collection	Books which have larger print for people with difficulty reading small print and for the visually impaired.	Includes fiction and non-fiction for all interest levels.
Junior fiction 30,747 items 6.5% of total collection	Books written and illustrated specifically for children up to the ages of 12-13.	Popular high demand, high interest fiction, critically acclaimed and/or award winning books, Australian, local authors and enduring works of fiction.
Picture Books 43,111 items 9.1% of total collection	Books written and illustrated for babies and children from birth.	Popular high demand and interest, critically acclaimed and/or award winning books, Australian, local authors and enduring works.
Easy Starters 10,728 items	Books written for the beginner and emerging reader.	Graded level Easy readers

2.2% of total collection		
Teen fiction 6,937 items 1.5% of total collection	Books written and sometimes illustrated for young adults from between ages of 12- 17.	Popular high demand, high interest and enduring works of fiction.
Graphic novels/comics 9,019 items 2% of total collection	Books written and illustrated for junior and teen readers	Popular high demand, on trend series, themes and characters.
Magazines 14,809 items 3.1 % of total collection	Periodicals with entertainment and informational value	Includes both popular and specialist publications according to the needs of the community.
Newspapers 65 subscriptions	Serial publication usually printed on newsprint	Includes regular Melbourne newspapers, local papers and some papers in LOTE.
Reference books 965 items 0.2 % of total collection	Books designed to be consulted when authoritative information is needed.	Designed to meet the information needs of the community. Relevancy is diminished as information quickly dates. These resources are not for loan. Includes Genealogy reference material.
Local History 3,919 items 0.8 % of total collection	Items pertaining to local areas, accessible only in the library.	Includes books, oral history, newsletters, photographs, council publications.
LOTE (Languages other than English) 46,817 items 10 % of total collection	Resources in community language	Emphasis on recreational material in print and audio-visual format including magazines and newspapers.
Music 5,182 items 1 % of total collection	CDs	Popular, high demand, classical, jazz and other genres for all age levels. (CD popularity has totally reduced with advent of

		new technologies)
Film and Television 37,264 items 8 % of total collection	DVDs	Wide range of content including documentaries, music, sport, some television based programs and many films for all age levels.
Console Games Console games 1,061 items 0.2 % of total collection	Console games	Majority include educational and recreational multimedia titles for children and young adults. Loan collection has been disbanded. Games are only purchased for in-house use.
Audio books 10,034 items 2.1% of total collection	Book recorded on to CD or digitally encoded.	Includes fiction and non-fiction for all interest and age levels.
eBooks 83,662 items 17.7% of total collection	Downloadable content available through Overdrive (shared collection of the Brisbane/YPRL consortia) and Bolinda	Includes fiction and non-fiction titles to suit all ages and interest levels.
eAudiobooks 12,825 items 2.7 % of total collection	Downloadable content available through Overdrive (shared collection of the Brisbane/YPRL consortia) and Bolinda	Includes fiction and non-fiction titles to suit all ages and interest levels.
Digital resources 4,968 items 1% of total collection	Digital and other internet resources	Includes digested local and family history images; newspaper indexes; catalogued internet sites.
Downloadable music **	Music available through Freegal	Includes all genres of music
Downloadable magazines	Magazines available	Includes both popular and

**	through RBDigital	specialist publications according to the needs of the community.
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** (Items not counted as percentage of collection)

APPENDIX 3 KNOWLEDGE AND INFORMATION STAFF STRUCTURE

Position	Position objective
Manager Knowledge and Information	Lead and manage the Knowledge & Information Department which comprises Collections, Information services, Reader and Literacy development, Genealogy and Local History and customer service to ensure YPRL's strategic and operational objectives and goals are achieved.
Reading and Literacy Coordinator	Promote reading and literacy to all ages to encourage a love of reading and a literate community.
Local and Family History Librarian	Lead and manage the delivery of local and family history access and information services to the community within the context of the service structure of YPRL.
Multicultural Services Librarian	Plan and provide high quality collections and services to people of culturally and linguistically diverse communities in the Yarra Plenty region.
Quality Assurance Officer	Ensure that the products and services supplied to YPRL meet specified standards. To monitor contracts, maintain positive relationships with suppliers and develop and monitor Quality Assurance systems and processes.
Serials Officer	Provide an efficient and effective print and digital Serials service to Yarra Plenty library users and staff.
Administrative Officer	Provide administrative assistance to the Knowledge & Information Department.
Resource Sharing Officer	Conduct an efficient and effective Resource Sharing service to Yarra Plenty library users and other libraries Australia-wide.
Collections Project Officer (temporary)	Provide assistance to the Manager Knowledge & Information to complete various administrative and strategic collection tasks as well as undertake the execution of Knowledge & Information projects which include the implementation of CollectionHQ and the curation of digital collections.
Processing Officer	Efficiently and effectively process and distribute new library materials for the branch libraries according to established procedures.
LOTE (Languages Other Than English) cataloguers (casual)	Catalogue LOTE resources