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# 1. Appendix 1: Trends and relevant models

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This Appendix provides selected examples of practice in public libraries in Australia and overseas. It is by no means meant to be an exhaustive list and models have been chosen based on their potential application to Woollahra Municipal Library in the future delivery of library services.

Models of excellence in the provision of library services which have focused on the promotion of social cohesion and partnering and the development of lifelong learning. Some examples of alternate methods of service delivery have also been noted. A section has also been provided briefly detailing innovations in new library buildings.

In summary, survey of the library literature and case studies show that increased community engagement is a critical success factor in library service provision across a range of target groups. The development of innovative partnerships to support outreach and programming in several libraries has made a significant difference in communities. There has been a trend towards libraries becoming more involved in community development and in developing strategies to build more cohesive and inclusive communities. Brisbane City Library provides an exemplary model in its focus on strategic partnerships and programming and the strategic positioning of the library to play a broader role for Council in the community to deliver on Council's outcomes. This same concept is expressed in Auckland City Libraries as the "*Community Anchor*" which is a key outcome area driving planning around community engagement, cohesion, outreach and programming. Certainly, library trends and models that have been developed point to the need for the public library to become more flexible as a centre for community engagement and development, which can include the development of citizenship, strategies to break down isolation, engaging youth, focus on special needs in the community and bringing people together to celebrate and foster stronger identity and social cohesion.

Another key theme emerging is the increased focus on the development of lifelong learning and the building of learning communities. With the exponential pace of change and growth in information, there is a need to facilitate competencies in information gathering and navigation. Changes in the workplace mean that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. Libraries are well positioned to play a key role in lifelong learning, particularly in partnership with learning providers. Models such as the *Hume Global Learning Village* in Broadmeadows, Victoria, the *Pathways Library* in Pine Rivers, Queensland and the Brisbane City Library *Learning Lounges* provide excellent examples of the development of learning partnerships. (Hume City has to date identified over 300 learning partners in its vision for a learning community.)

Certainly, investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and eliminating social exclusion. The Singapore Library strategy is also based on the precept that an investment in libraries as learning providers can bring an economic return to a community. There are several innovative partnership models that have provided sound outcomes for the community, such as increased literacy, including computer literacy, and the development of lifeskills. Several libraries, such as the Canadian *Oaklands Library* in Richmond, Vancouver, the *Ideas Stores* in the Docklands area of the UK, and the *Pathways Library* in Queensland have also partnered with learning providers to progress *skills to work* opportunities. Some formal partnerships have also been developed such as that between Education Queensland and the *Pathways Library* and the Department of Education in WA with *Belmont City Library Service*.

There are also several innovative models for the delivery of library services emerging. New technology facilitating easy self-check of materials by patrons has also been introduced in many libraries now, with some libraries reaching 97% of transactions by self-check, thus freeing library staff for more valuable customer assistance. Libraries such as Brisbane City Library and libraries in Denmark are also obtaining high levels of self-check using barcodes.

The community lounge room model emerging is also of interest, whereby mini-tailored collections in small spaces provide a point of presence to access and order materials in a lounge room environment. The most recent model has been opened by the City of Sydney in May 2005; a *Library Link*, providing just-in-time access to collections through ordering materials and having them delivered for collection in a lounge-room setting in less than 150 sq metres of space. The Library is not staffed and is operated using RFID technology and in co-location with a Café.

There have been some significant developments in providing built forms that facilitate innovative service delivery to meet the changing needs of the community.

Overall, there is recognition that it is not enough to build great libraries. What makes the difference is what happens when the library engages strategically in the community to assist in the delivery of Council outcomes. There is certainly increasing emphasis on the development of libraries as community hubs that foster social cohesion and engagement and that promote learning in the community. Key mechanisms are partnerships and strategic outreach and programming.

## Trends

- Significant evolution in household make-up and what constitutes the family
- Increase in number of single parent families and double income families
- Moving towards doubling of the aged share of the population
- Changes in working hours (to both longer and shorter working hours)
- Breakdown in social cohesion
- Increase in single person households
- Australia is in the midst of the information age with a wealth of unmediated information widely available through traditional and electronic media
- Proliferation of community publishing on the web
- Increase in local content production
- People are seeking credible information on matters that impact on their daily home and work lives
- Access to information, and particularly electronic information remains inequitable
- While Australians readily embrace technology there are vast gaps in access between rich and poor and country and city
- Increased expectations of *just in time* and *have it now* service delivery; younger people in particular do not like to wait
- Decreasing use of traditional libraries that have not made significant changes to their service delivery model
- Increased access to information through the Internet and use of the medium
- Libraries recognised as adding to social capital in communities and as economic development catalysts particularly in relation to lifelong learning and skills to work initiatives
- Libraries increasingly co-located with other service providers
- Sea Change and Forest Change
- Libraries moving from passive information keepers to playing a more active role in the community. Inward focus on provision of books and adherence to traditional policies is changing to an outwards focus on connecting with community needs across the spectrum of information, education, leisure and social interaction
- Libraries are becoming destinations. Facilities are becoming bigger and busier than ever, with the provision of spaces for the community to gather

- More space is being devoted to leisure, training and cultural activities, including meeting and exhibition spaces, training rooms, storytelling rooms and spaces for target groups, such as youth and seniors.
- Lounges and cafes are becoming part of the library landscape
- Libraries provide a range of activities for community enrichment and well-being from literacy development to training in Internet/Email as well as seminars, author events, exhibitions, homework help and book clubs
- Services are increasingly being delivered beyond the walls of the library, such as storytelling on site at preschools, childcare centres and local communities
- Navigating and packaging information has become vital in an age of information overload as well as preserving resources of value so they are available to future generations
- Demand for instantaneous services has influenced the development of electronic services and resources, such as electronic requests and eBooks and there is a trend to downloading resources such as audio books, and DVDs directly onto the PC at home
- Technology is being used to harness customer power and streamline procedures, such as self-check, RFID and PC/print management systems
- Rapid changes in the job market and work related technologies necessitate increased training (or retraining)
- Increased publishing in digital format and increasing amount of material only published in digital format
- A large number of the 4.3 million baby boomers are retiring but many are ill prepared both financially and emotionally. Retirement costs and health expenditures have risen and impacted upon people in the workforce
- Interest in health and well-being is of intense and increasing interest
- Information resources continue to grow, and a high demand for assistance in accessing reputable information sources
- Libraries are expanding towards a community development role and supporting an informed citizenry emerging as community focal point with decline of other traditional community
- Increased interest in reading and reading clubs
- Stronger focus by libraries on programming for a wide range of target groups

## **Relevant Models**

### **Libraries fostering Community Cohesion and Development**

#### **Brisbane City – Community Connections**

Brisbane City Library plays a significant role for Council in the community to deliver on Council's social planning outcomes. The aims are:

- Community cohesion
- Better community relations
- Creative reinvigoration of public suburban infrastructure
- The development of high quality and popular suburban public places, and
- Responsive facilities development program for libraries as community hubs.

Libraries have been recognised by Council as key enablers for community cohesion and a strategy has been built around this understanding. Council saw the library as a place that does not have an agenda, where there is neutrality, no stigma and everyone is welcome. It was seen that libraries also have a much stronger profile than any other community space and would provide the best leverage.

The Brisbane City Library has now structured their entire planning process around key outcomes which include (among others) community connectivity and lifelong learning (which also includes an e-strategy for the community that links into the e-Brisbane overall strategy). Specific strategies are included in the Library Business Plan to facilitate people coming together for a range of reasons (and not just in library or physical spaces). Discussion is also underway as to what services should be integrated or co-located with libraries to gain maximum leverage. The premise is that there is a greater synergy and better outcomes through this coming together of community development providers and that much more can be gained through this strategy than through their single or “silo” model of service delivery. The fundamental premise was a focus on the positive rather than deficits of a community.

The strategy is to further position the library as a centre for engagement, community learning, creativity, and information and target areas that have particular community challenges or opportunities. It is also intended to identify community learners, and opportunities for engagement around shared interests and learning (Choir, gardens, dancing, walking, renovating, ageing and lifestyle.)

### Programming at Brisbane City Library

Brisbane City Library has developed strategic programming around key outcomes sought for the community, including lifelong learning and community cohesion. Partnerships underpin the success of all of the programming undertaken. One example was their April 2005 programme entitled “*Growing Brisbane.*” This program was completed in partnership with the Brisbane Botanic Garden, and included talks and presentations by well-known gardening show hosts, experts in various fields, displays, visits to community gardens, floral arrangement demonstrations, floral embroidery exhibitions, film screenings, organic gardening workshops, environmental forums and sessions on Indigenous bush tucker. Sessions were held at libraries throughout the City and involved all age groups.

### Auckland City Library - Community Anchor

Auckland City Libraries have embedded within their Planning Model a key role entitled “*The Community Anchor.*” The keywords for this role are: *People, Place, and Participation.* The Community Anchor supports people feeling they belong to and are in touch with their local community. It is a meeting place and focal point for community participation, relaxation, fun and engagement. The community anchor is a neutral environment that crosses over gender, age, ethnic, cultural, and economic boundaries. It encourages recognition and celebration of diversity.

The community anchor is seen as non-judgmental and is trusted for its acceptance of diversity. It is a landmark in the community, providing a sense of place. The Community Anchor is accessible for everyone, accepting of diversity, and treats all with respect and without judgement.

### The Hybrid Library

Library literature refers frequently to the hybrid library. Denmark libraries are at the forefront of this move. The hybrid library encourages information, education and cultural activity and most particularly supports community development in a much more versatile way than the traditional library could. The librarian’s role has developed more into one of community development, where the emphasis is on developing services and regular programmes. The model implies that the library looks towards a more conscious role as community bridge-builder and integrator. This means a more proactive strategy in relation to various target groups, stronger networking with related institutions and associations, and staff development to prepare them for new roles. The literature all points to the need for the public library to become more flexible as a centre for community engagement, information, learning and culture.



### The Community Lounge Room concept

The concept of the Community Lounge Room is based on the premise that libraries can add significant value through the provision of opportunities for interaction in smaller spaces providing a point of presence and just-time service delivery. The key elements are: popular library and magazine collections targeted to specific groups, themed collections similar to bookshop format, lounge areas and meeting spaces, compact exhibition space and access to technology and proximity to café spaces.

The concept of the lounge room is strongly underpinned by the belief that opportunities for interaction promote social cohesion and that partnering will provide the best opportunity to provide residents with a range of access opportunities. The model is not a silo concept of library service delivery only, but could be done in partnership with a private provider (e.g. video, newsagent, Internet Café, Café, Bookshop, or Community Centre). The concept is an integrated facility that maximises community inter-action. Most importantly, this model provides a movement away from the repository model of service delivery to a community based facility that serve a wider range of purposes than just the narrow library service delivery.

The library space is designed to promote social interaction. Text material is primarily recreational with an orientation to health, well-being, parenting and learning with a *“just in time”* approach to broader collections. To promote inter-generational connections, there could be a strong focus on early childhood and parenting and learning through play facilities, and the provision of children’s spaces, collections and programs. Opportunities to engage older members of the community in storytelling and assisted learning for literacy could also be investigated with a view to promoting inter-generational support. Programming with other agencies and access to materials in other locations rather than a traditional repository would be the key to a successful community lounge room.

### Models of inclusiveness and community support

#### Knitting Circle – City of Mandurah, WA

Mandurah Library hosts a *‘knitting circle’*. Older people enjoy the opportunity to meet in a comfortable place once a week, have a *‘yarn’* and do some knitting. They have worked on blankets and rugs for people in local nursing homes. Library staff provide tea and biscuits for the knitters.

This photo shows the work of a very creative group of knitters who have been involved in the 2007 Mandurah *‘Stretch’* Arts Festival. Over ten weeks and using the festival colours of yellow and green they knitted a huge array of food, including teapots, fruit, sandwiches, cups of coffee and cakes.

The work was displayed at the Arts Centre during the festival



Knitting Circle, City of Mandurah, WA

### Local History Awards – Town of Vincent, WA

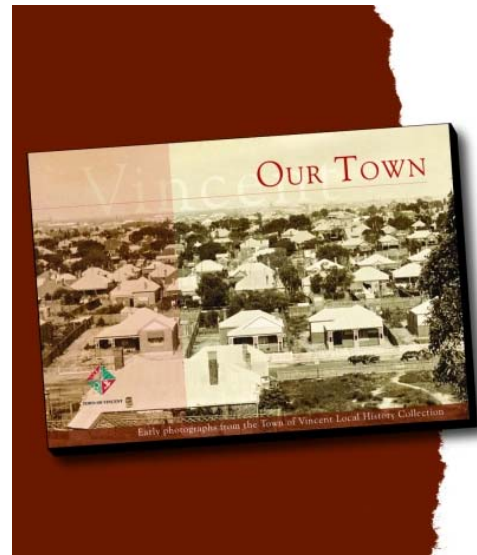
The Town of Vincent Local History Collection began in 2000 with the appointment of a part-time Local History Librarian. The community were encouraged to become involved and contribute the history that was hidden in their memories and in their homes. This was done through an oral history programme, with public launches and exhibitions at the completion of each topic and Local History Awards in the library.

The Local History Awards began in 2001. The Awards have categories for written research, encouraging topics such as the history of a house or a local business, and personal memoirs.

To maintain a visual presence within the community there is a category for photographs, and the library has introduced purely Local History Photographic Awards in alternate years.

The photographic awards have a local real estate agent as a sponsor, who presents beautiful plaques featuring the winning photograph to each winner. Cash prizes in all categories are provided.

The Local History Centre has taken 50 photographs from the collection and produced a book 'Our Town' which was launched on 2 May 2007. This book features a photograph on one page with a caption on the opposite page accompanied by extracts from interviews which relate in some way to the photograph. There are over 60 contributors to the book from past and present residents, and it has been very well received by the community.



Our Town Publication, Town of Vincent WA

### Lifelong Learning and Learning Partnerships

It is daily more evident that Australia has moved into a new era that is marked by radical changes in the economy, in technology, and in society. One of the key dimensions of the new era is the exponential pace of change so that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. This brings an imperative need that everyone should have a capability for lifelong learning. Investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and eliminating social exclusion. Good examples of libraries that have responded to these new imperatives are:



Brisbane Learning Lounge

### Brisbane City Library – Learning Lounges

Brisbane City Library has over the past 2 years been developing the concept of the learning lounge. The strategy progresses the Brisbane City social planning agenda and its focus on developing lifelong learning for its community. This was based on an understanding that residents and businesses need to develop IT skills to use and benefit from the opportunities offered by the e-world. It was seen that a smart and creative city needs to foster a culture of innovation and learning for life. Brisbane City Council recognized its role in providing access to facilities and

content that enable people to learn to use technology. It was seen that bridging the *Digital Divide* isn't only about providing access to computers: it is also about having valid and reliable information and having the skills to locate and apply the information.

The pilot learning lounge is at the Garden City Library, which is in the Garden City Shopping Centre. While the learning lounge is primarily an online learning facility, the Council has recognized that most people learn using a range of channels and methods. The library underpins online learning with a range of videos and print material from its collection. It also supports and builds partnerships with local community mentors who can provide one to one training and maximize its existing facilities such as study rooms, meeting rooms and reading lounges to provide a very flexible and effective learning environment. Learning resources include:

- Access to an extensive range of popular computer tutorials through Monash LearningFast. This includes ICT Skills Benchmark and TeachMe interactive learning tools. (Brisbane City Council is the first library service to make these resources available on a large scale.)
- Access to the Internet, Microsoft Office, Word Perfect Office, FrontPage, Dream Weaver and Adobe Photoshop
- 16 online full-text databases covering a broad range of topics including health, science and literature

#### **The Hume Global Learning Village – Hume, Vic**

The Hume Global Learning Village (HGLV) provides an excellent example of the development of learning partnerships. HGLV is a partnership engaging learning providers and facilitators in the City of Hume in Victoria. It is the catalyst, leader, facilitator and driver of the Hume City Council's vision for Hume as a learning community. The partnership is aimed at empowering people to embrace learning as a way of life in homes, community settings, educational institutions and the businesses of Hume.



**Hume Global Learning Village Training Room**

Supported by the Hume City Council, the Village comprises approximately 200 members-actively interested individuals, educators, businesses and industries and community and interest groups. It involves key business leaders and core groups (such as the Police) in the community. Council developed its flagship learning facilities, the Hume Global Learning Centre in Broadmeadows.

The Centre is a computer, Internet and training centre with state of the art multimedia equipment, an e-play and Internet café, training facilities, exhibition space and community training and meeting rooms. It also includes Broadmeadow's first public library. As the Global Village grew out of Hume's Social Justice Charter, the Village looks for programs that assist with the Social Charter and specific groups are targeted. One very successful program was the "Employability for Life" program which was developed in partnership with Ford aimed at Indigenous young people. 24 of the 28 that started the course completed and the majority ended up with jobs.

#### **The "Pathways Library" North Lakes, Pine Rivers, Qld.**



Since 2001 the Hornery Institute<sup>1</sup> has been working with Pine Rivers Council, Lensworth and Lend Lease to design and deliver a facility known as the "Pathways Centre." The delivery partners who have been involved in the evolution of the concept include Education Queensland, the Department of Employment and Training, the regional office of the Department of State Development, ANTA, East Coast Employment and Training, and Career Solutions. The project was driven by a growing recognition that levels of skill and information literacy will be the key variables in distinguishing between successful and failing communities as the knowledge economy becomes more firmly established. There is also an emerging recognition that skilling and information literacy enables greater participation in society and reduces the burden of crime, poor health, and social payments.

**Pathways Library, Pine Rivers**

The Foundation Building comprises three key and inter-related elements:

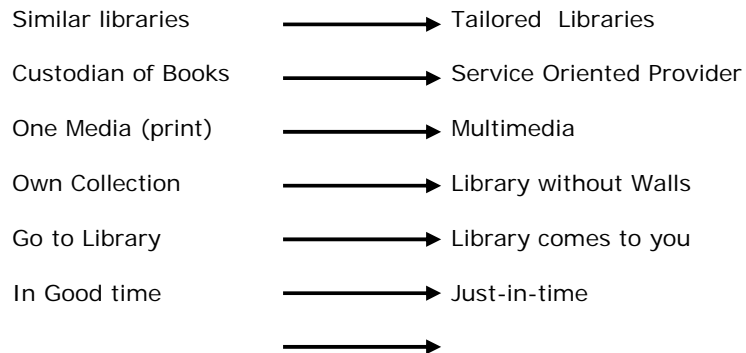
- The Skills Suite and Job Spot
- Knowledge, education and information services - The Pathways Library
- Networking and social cohesion - 'The Living Room' and 'Intranet'

The final design and delivery model for the Library has been described as a move from "repository to product" and "institution to experience": positioning the library as a proactive force for change and development that engages with the needs of the whole community rather than a passive lending agency that caters to a select audience of loyal users.



**Singapore**

The Singapore National Library effectively re-invented itself over a period of five years and is today regarded as one of the most innovative library services in the world. This model provides a good example of how partnerships and innovative programming can increase loans substantially. The intention of the investment made in the library strategy was to position Singapore as an international information hub, preserving and promoting Singapore's cultural heritage, providing for education, knowledge and research, and promoting a well-read and well-informed society. The impact of this strategy has had a phenomenal impact on the use of public library services nationally. Loans increased from 9.1 million to 24.7 million in the first six years, and since 2000 have been increasing steadily as new branches have been added to the system.<sup>2</sup> Collections rose from 3.2 million to 6.8 million with a strong focus on electronic access to resources and partnering with public and private bodies. In Singapore they identified the required paradigm shift as follows:



<sup>1</sup> The Hornery Institute is a not for profit organisation incorporated in February 2001 and founded by Stuart Hornery the former Chairman of the Lend Lease Corporation and Current Chairman of ANTA. The Institute has a focus on community development, engagement and capacity building. The North Lakes Centre was its inaugural development project and has been underway since March 2001.

<sup>2</sup> Visitation also rose from 5 million to 19.7 million in the first six years of the strategy

Local Reach

Global Reach

Free Basic Service

+ Value-Added Services

The library entered into a partnership with *Starbucks* and every branch library now has a Starbucks café outlet. They also negotiated deals with technology and multimedia companies, and music outlets to provide their equipment, products, software and services on site in the library. The library also has an intensive program of community partnerships, which provides for strategic programming in all the branches with a high level of input from local communities.

### **Ironwood Library, Richmond Library System, Vancouver, Canada**

Located in Vancouver, the Richmond Library has opened the *Ironwood Branch*, which is based on retail and marketing principles and strong partnerships. It incorporates into the design of the building the concepts of social space, as reflected in a space they have called “*the living room*”, which is complete with fireplace, comfortable chairs and lamps.

It caters for a 20% Chinese population, which was engaged in the design of parts of the building and developing the collection. The library has also developed a partnership with retailers, particularly the coffee shop at the entrance to the library. The library also completes transactions for the City, many of these are done electronically from a “Kiosk.” These transactions include: immediate and easy electronic access to City of Richmond services, payment of taxes and utility payments, purchase of garbage tags, payment of parking tickets, registration for Library programs, or booking time on Internet or PC stations at all branches.

The library has a strong focus on the learning community and has entered into partnerships with public and private learning providers to provide courses from a dedicated learning space in the library, well equipped with technology. There is a strong focus on vocational education.

### **Moonee Valley Library Service, Victoria - Partnership to promote computer literacy**

A good example of a partnership adding significant value to the community can be found at Flemington, which has a high percentage of persons from a culturally and linguistically diverse background and varying degrees of language and literacy proficiency. The demographic of the area also indicates that it is an area of disadvantage. Many have limited economic resources and restricted access to information.

The Flemington Library and the Flemington Reading and Writing Program (FRWP), a not-for-profit community based provider of community education, are working in partnership to address some special learning needs in the community. FRWP has provided training to library staff in Word and EXCEL software packages. The Library staff also has access to the computer lab and has conducted Internet classes for patrons of the Flemington Library.

The program has developed from teaching literacy to promoting computer literacy. Classes have been very successful and are now conducted daily at both the Flemington Neighbourhood House and the Flemington Library 5 days a week. High retention rates of students have been registered and it is clear that the classes also meet social cohesion outcomes as well as learning needs. With grant funding from the Victorian Government a ‘Learning Shopfront’ is planned to be set up next to the Flemington Library as a classroom for young people. This facility will be used by the FRWP as part of the Victorian Certificate of Applied Learning (VCAL) ‘Learning on Track’ program.

### **Learning Community Partnership - Upper Skeena, Canada**

The example is useful in that it involves a strong partnering and programming component as well as a high level of community engagement. The Upper Skeena, centered on the Hazeltons, has forged a Learning Community Partnership with the library. A number of initiatives been developed including:

- A *Books for Babies* project to promote new parenting and basic literacy skills;

- Several service-learning projects for school as well as out-of-school youth (17-25), particularly those at-risk; and
- A *Learning Shop* that is hosting learning events such as Gitxsan Evenings of language and literacy; musical jam sessions for youth; and new parent programs.

Future projects will develop outcomes-based community competencies to enable recognition of knowledge and skill acquisition and Prior Learning Assessment. The use of learning technologies in Community Access sites and the *Learning Shop* has added value to this community-based civic and new literacy initiative.

With approval of the 3-year pilot project a *Learning Shop* opened its storefront doors in the central village of Hazelton. The *Shop* focuses on providing non-formal experiential learning opportunities - some of which have served as links or pathways to the formal education system. Since November last several hundred learners have engaged in a non formal learning opportunities including<sup>3</sup>:



- Storytelling
- Music Jam Sessions
- Teenage Search and Rescue
- Mother Goose - learn songs and games to promote healthy language development
- Tech Café - youth critique videocassettes, play educational games, and socialize as part of larger community
- Gathering information about community events and resources,
- Facilitating connections between individuals and groups, and
- Highlighting opportunities for social and economic development.
- Prior Learning Services - provided to people applying for prior learning assessment and credit at formal education institutions.

### Idea Stores, Docklands, UK

### Idea Store, London, UK



Several innovative partnerships and models of delivery have also been developed in the United Kingdom. Of particular interest are the "Idea Stores", London's new libraries in Tower Hamlets, a disadvantaged inner borough comprising most of London's East End.

<sup>3</sup> Sculpting a learning community on its own terms: the Upper Skeena by Ron Faris Ph. D. July 13, 2001 (<http://members.shaw.ca/rfaris/docs/Skeena.PDF>)

The “Stores” combine traditional library services with adult education, performance space and day-care. The buildings are carefully positioned in high-density shopping areas and marketed as “street corner universities.” They aim to integrate library service with a community that has traditionally shied away from them. (70% did not use the libraries). The new concept is very much back to public library roots - providing opportunities for learning and recreation. The Stores offer credit and non-credit courses, become involved in Web-based instruction and serve as feeders for area colleges and more advanced vocational training programs. They will also bring public librarians into closer working relationships with teachers. Efforts to keep the community involved also include a touring road show using video and computer technologies and a hotline for citizens’ questions and comments.<sup>4</sup>

### **Moreland City Libraries, Vic. - Encouraging the community to ‘read more’**

The Moreland Reading Project (MRP) was awarded the 2000 Australian Libraries and Information Association (ALIA) Award for Innovation in Public Libraries. It is of relevance in the creative approach to fostering a reading community through innovative programming. These include talks, demonstrations and workshops on many topics as well as book launches in English and other languages, walks around Moreland landmarks, theatre performances and colourful cultural activities.

*Specific examples of programming activities include:*

- A demonstration in the Brunswick Library by the local bocce club.
- A BookStart Kit distributed to every newborn baby in Moreland in cooperation with the Maternal and Child Health Centres.
- A walking tour of the Fawkner Cemetery.
- A local bonsai expert speaking about bonsai gardening.
- A talk by a nurse from Glenroy on her time spent in East Timor as an aid worker.
- An annual concert in the library featuring a range of Moreland based bands.
- Regular talks to new parents groups and rhyme time sessions for babies under 18 months.
- A dance and music demonstration by the local Singhalese community.
- A panel of residents from varied cultural backgrounds and ages speaking about their lives and experiences of first coming to Australia.
- Book groups for primary aged children, youth and adults, bibliotherapies, reader-to-reader book review systems, and reading and writing competitions with themes such as “Books that changed my life”.
- Speakers are drawn from the Moreland community and an annual “*Made in Moreland*” theme showcasing individuals in the community.

Once again, partnerships are important. Neighbourhood Houses, theatre groups, local historical societies, Moreland’s Adult Education Centre and other Council Departments are some of the groups who have linked to the Project.

### **The Fraser Valley Regional Library, Chilliwack, Canada – Family Literacy**

The Fraser Valley Regional Library is one of a number of partners sponsoring a self-sufficient community literacy program aimed at families. The *Families in Motion* program promotes literacy for all family members.

The program, supported by the learning partners, commences with a buffet breakfast for the children and parents. The children then go to their pre-school program while the adults focus on learning skills, computer literacy, and a parenting program, demonstrating that learning is a lifelong venture.

### **Homework Programs at Yarra-Melbourne Regional Library Corp., Vic.**

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<sup>4</sup> <http://www.ideastore.co.uk/story/>

There are a range of Homework Help models, which are relevant to this study. Yarra Melbourne Regional Library Corporation (YMRLC) runs a number of homework programs for young people at its libraries in partnership with other agencies. It is of particular interest given its focus on providing services for emerging communities. For example, Carlton Library has been running a Youthlink Homework Program for four years, aimed at providing homework help for the 12-18 year age group, specifically targeted to disadvantaged young people. The program (among other subjects) covers maths, science, English, Studies of Society and Environment (SOSE). Demand for the service is high from VCE students, including a group of students recently arrived from Horn of Africa countries. The 2004 program was run in partnership with Carlton and Parkville Youth Services.

The Brotherhood of St Laurence is very active. They run (in partnership with the library) a Homework Centre, which is based, in the Fitzroy Library. It provides free academic and personal support to secondary school students, and those who lack space or resources at home. Students can receive assistance in all VCE subjects and work independently or in small groups. The library offers a relaxed and supportive environment, which is well resourced with computers, printers and photocopiers. Good co-ordination and maximising partnerships have been identified as critical success factors in these programs.

### **Belmont City Library and Education and Training Partnership, WA**

An innovative partnership has been developed between the Department of Education and Training and the Belmont City Library in Western Australia, highlighting the importance of lifelong learning particularly for at risk youth. Twenty-two public libraries in association with their local high school will deliver programs in the first term in 2005. Pilot programs (*Finding MY Place*) conducted showed that participants were retained in either education training or employment, with the highest numbers opting to stay in school and complete Year 12.

The Program works on providing positive futures for young people through courses, motivational speakers, mentoring and support. Funded by the WA Department of Education Training the program has been acclaimed as a great success with measurable outcomes demonstrating that early intervention with young people can dramatically change their lives. The Partnership has been in place since 2003 and was based on a mutual commitment to assist disadvantaged youth by helping them find a place in a learning environment (whether school, industry, private provider or TAFE). Many South Australian libraries, including Mount Gambier, have since adopted this model.

## **Emerging models and innovation**

### **Self Processing - RFID Technology**

It is clear that there is a trend towards Radio Frequency Identification (RFID) technology which, given its minimal error rate and ease of use, allows patrons to process their own loans and releases staff from circulation transactions to more value adding activities at the customer interface. Excellent examples of this can be seen in Singapore (100% self-check) Richmond Library, Vancouver (80% self-check) and Brisbane City (80% self check in the pilot branches). Baulkham Hills Shire Library, NSW have been most successful with some 97% of transactions now completed by self-check.



**User Pays Home Delivery Service - Bayside Library Service (Victoria) and Manly Library Service (NSW).**

**RFID Self-check stations at Castle Hill Library, NSW**

Bayside Library offers a user pays home delivery system. Items are requested via the library's website and the home delivery option is selected. Requests are checked daily by staff and a council courier delivers the items for a cost of \$5.50 to the customer. Manly Library received a grant from the State Library of NSW to carry out a survey to determine the feasibility of offering a user pays home delivery service to residents. The project targeted non-users and a home delivery pilot program was implemented. As the service is in its infancy stage and has not been heavily promoted it is not as yet heavily utilised. The survey conducted indicated that there was a viable market for such a service.

#### **Fingertip Library - Christchurch Public Library, New Zealand**

Christchurch Public Library set up the Library's equivalent of a call centre. This was called the "The Fingertip Library" – ie your library at your fingertips. People can access services, including having reference questions answered, by phoning, email or faxing. This is the basis for the virtual library delivering services to the customer where they were – at home, at work, or at school. A lot of planning went into this service and the project group identified early on that the right person to run the centre would be crucial. They wanted to make use of the technology available for running call centres which gives good management information and wanted the service from this centre to be top class – managed hand on, on-selling of services, etc. A recent report from the Fingertip Library highlighted the fact that 90% of the reference questions they received were able to be answered predominantly from electronic resources, including the Internet, which raises all sorts of questions about the type of questions being asked, implications for the walk-in service in relation to reference queries.

#### **Library Rail Express, Caboolture Shire Council, Qld**

Caboolture Shire Library initiated the Library Express, which provides a library service stop at the Caboolture Railway Station from 5.30am – 8am once a week. A mobile loans and display counter which can be folded away into a carry bag is used. The counter is purpose built and looks very professional. The counter can be folded up and carried by a shoulder strap and can display about 400 items which are changed weekly. (There are 14000 items in the collection; all paperback and they don't offer magazines as it would interfere with the newsagent on the station.) This has been a roaring success and customers recorded a high satisfaction rate. There have been 80 new members in a few months and staff are doing about 100 issues a stop. They aim for a two-minute transaction and new members are required to fax back registration details. The stop is also used quite heavily as a return point for materials from other libraries. The system is currently off line but there is a wireless card in the laptop to facilitate an online connection in the future.

Caboolture Shire Council have partnered with Qld Rail, who provide power and space and will in the future pay for a cover for the site. The trolley is located before the ticket counter, so commuters have to walk past it.

The next development is to look at a collection for young adults as lots of students use the train. This will include graphic novels. Staff built on and improved the initiative from Gosford Library in NSW who use a mail cart.

This model can be translated into any high pedestrian area and serves as an excellent vehicle for marketing.

#### **Sports Library, Caboolture Shire Council, Qld**

A Sports Equipment Library at Caboolture Shire Library was funded by a grant from the local Rotary Club (\$12,000) The library is at the Burpengary branch of the Shire and provides the loan of a wide range of sporting equipment and items used for health and well being to the community. Library resources are allied with the sports equipment in the loan. The collection has some 600 items ranging from ball sports to well being equipment, such as fitness balls. The library also engages local sports identities in talks and keeps an ongoing watch on what is happening in the community. Leverage is also gained from State, National and International events.

## The Tailored Library

Sydney City Council has recently adopted a model whereby users and non-users were surveyed to identify their needs. It was determined that whilst there were core needs for resources, that there were communities of interest with needs for specifically tailored collections. Branch library collections have now been re-configured to meet these needs and the library will be working closely with community centres. Adelaide City have also adopted a similar model with themed collections in small spaces and new décor in place to support these themes. Adelaide City have also badged facilities as Library and Community Centres.

## Information Gas Station – Finland

A technology-based project of interest is the 'Information Gas Station' (iGS) in Helsinki, Finland. Created with money from a Bill and Melinda Gates Foundation Access to Learning Award, the iGS is a mobile information service point where users can access help from a library staff member. The iGS is onsite but also accessible via mobile phone text messaging, by land line phones, by e-mail, and by fax. While iGS has no books and most of the answers to users' questions are found via the web, staff also use the print resources of the Helsinki Public Library (HPL) whenever necessary. Maija Berndtson, director of HPL, who is forward-thinking when it comes to managing tomorrow's library,' says iGS is a creative example of the concept of a 'hybrid library.'



Information Gas Station,  
Helsinki, Finland

## Getting Youth into the Library

### Youth Space

There are several good examples of libraries set up specifically to meet the needs of youth. A particularly good website that has identified a range of best practice in meeting the needs of young people is [www.yspace.net](http://www.yspace.net) which is the International Youth and Public Space Network. There is a range of ideas for making public space more inclusive of young people.

There are several good examples of youth specific high-tech library facilities being established. Dresden Public Library in Germany needed to serve young technology-hungry clientele and created 'median@age' in an industrial building in a busy shopping district of the city. This library has a bright, inviting, and open 'high-tech' look and is filled with people in their late teens and early 20s using computers and the latest in new media.



Youth Library, Orchard Road, Singapore

The National Library Board of Singapore has a similar project, 'Library@Orchard', which is a dynamic space designed to attract youth. Set in a high-end shopping mall on Singapore's Orchard Road, the collection features books on travel, fashion, computers, music, and art. A coffee shop that doubles as a programming space is also provided. Programming plays an important part of operations, and is oriented to music (bands) and multimedia (film and visual arts) and events that can be allied in the café, such as demonstrations and talks.

In 1993, the Santa Cruz City-County Library System switched the primary service focus of a small neighborhood library to young people, and it began exploring ways to meet their needs. With the help of a funding grant, the Library established 'A Place of Our Own', a branch library with an electronic homework centre,

The Brighton Library in Christchurch, New Zealand<sup>5</sup> also has a strong focus on young people, and is widely used by young people from around Christchurch, and especially by young men. New Brighton Library has implemented a pilot project that involves hiring a youth worker on the weekends to work with young people accessing the library space.

### Youth and Technology



Library 10 Helsinki, Finland

Library 10 won the first annual Bill Gates *Access to Learning Award* for its outstanding practices in increasing access for all people to computers and the Internet. This award included a \$1 million grant

The library focuses on the needs of young people with cutting edge technology and media as well as opportunities for young people to create in their preferred media with sound and image editing facilities. The staff are young and dress like their younger clients and there is a strong focus on music in the library. Band recitals and theatre are commonplace in the Library. The library is also arranged by themed collections rather than traditional arrangements.

### Teen Library Club - Yarra Melbourne Regional Library Corporation

Engaging (or indeed retaining young people) from the start of high school is an issue for Mount Gambier Library as with most Australian public libraries. Yarra Melbourne Regional Library has been working on this issue for the last four years by involving young people in the selection of materials for the young adult collection through its Teen Library Club (TLC), a book group for 12-16 year olds. This group grew out of the need to retain young people using libraries after they hit their teens and to maintain the habit of library usage and reading. The TLC provides teenagers with a venue to talk enthusiastically about books with others who love reading. Members of the group also act in an advisory capacity for library youth programming and have contributed to the design of the web page.

### Career Link at the Hawthorn Library, City of Boroondara Library Service, Vic

Another relevant model, which involves partnering, can be found in the work done between the Hawthorn Community House and Hawthorn Library who are working together to provide a career information program, 'Career Link', for local residents. A counsellor from the Hawthorn Community House works out of the library providing advice to residents who book in through the library. Attendees also access the career and course

<sup>5</sup> <http://library.christchurch.org.nz/NewBrighton/>

planning resources at the library. Targeted Internet demonstrations and library tours are also offered and speakers have presented on issues such as choosing a career. The program is effectively marketed in the media and supported by booklist and career kits. Certainly, collaboration with the Community House on Career Link has helped to identify other ways in which the two organisations can work together on other projects.

### Children's computer areas

New libraries are increasingly providing separate children's computer areas. There are several excellent examples in South Australia. The Oaklands Library in Vancouver, Canada also a "Kids on Computers" area, which has been focusing on the development of technical literacy and reading skills through online programs



Children's computers, Playford Munno Parro Library, SA

## Planning and Design of New Library Buildings

### People Places- Public Library Buildings for the Future

*People Places: a guide for library buildings in New South Wales*<sup>6</sup> is an example of qualitative research of spacing requirements for public library buildings. It describes a complete methodology for local authorities planning new or extended library facilities and draws upon recent case studies of public library planning in Australia in reformulating guidelines for public library buildings.



Emerging focus on Internal Graphics

This guide is a result of extensive community consultation and collaborative planning containing guidelines for public space needed to meet community needs as well as practical advice on assessing these needs. The needs assessment planning method utilises four tools based firmly on an understanding of community needs- identified needs, normative needs, comparative needs and benchmark based needs.

*People Places* provides guidance on a range of 'key design factors' with prominence given to spacing requirements. Special emphasis is on people and how people perceive and use buildings, how accessible the buildings are for people of varying mobility and the impact of safety and security issues. In addition to these factors, the design and planning of furniture and shelving must consider and respect user needs and characteristics.

The planning process in *People Places* begins with consultation with communities in the context of major societal trends and results in designs and plans that reflect community needs and desires. The key areas in the collaborative planning process necessary to ensure successful library building and design are summarised in the guide as: needs (identifying community needs), process (setting the criteria), planning (set up working group), and design (key design criteria). Reference is also given to spacing requirements

<sup>6</sup> [www.slnsw.gov.au/plb/policies/build/guide.pdf](http://www.slnsw.gov.au/plb/policies/build/guide.pdf)

for people with a disability and the elderly people. Issues addressed include proper clearances, lift and stair design, furniture and equipment selection and floor space designed to cater for this group of users. The needs of young adults, children and significant cultural groups are also assessed under these guidelines when planning or designing a new library.

Increasingly the libraries of the new millennium are no longer simply repositories for books but serve as a civic gathering place and stimulus for neighbourhood and community revival. Public libraries are being designed as part of larger public spaces making the library space more open to opportunities for sociability. The implications for the design of new libraries are significant and the changes can be represented as follows<sup>7</sup>:

### **Jubilee Library, United Kingdom**

In Brighton, United Kingdom, the design of the new Jubilee Library provides a good example of a library incorporating family-friendly design. The new library has an emphasis on early learning materials with a separate children's area incorporating a children's nursery.

Children's activities such as story telling and free music and rhyme sessions are offered for pre-school children and their parents and carers. The Jubilee Library is carefully planned inside, with the children's area being bright and inviting, so that very different activities such as story-telling and studying can co-exist without conflict. The library offers free Internet access and a range of equipment to support visually or hearing impaired customers.



**Jubilee Library, Brighton, U.K.**

### **Gosport Library, United Kingdom –The Discovery Centre**

The newly redeveloped Gosport Library in the United Kingdom represents a good example of an image-conscious library incorporating public artwork to establish a visual identity. On arrival, library visitors are greeted by an impressive coloured glass entrance by artist Martin Donlon and a 'Geostationary Plasma Screen' by Stephen Pippin.

This site-specific artwork is seen as an integral element of the new library building.

The 'Geostationary Plasma Screen' uses a television as a central element and focus to the work. The bold effect of the plasma screen is re-established with a feeling that the centre of the solar system is now the television as the design allows the screen to move freely and circumnavigate the sphere of the earth. The new library houses four floors of books with access and facilities for disabled visitors. The children's section is particularly successful as are the comfortable seating areas for reading or relaxing. In addition to the

<sup>7</sup> *Better Public Libraries*, London: Commission for the Architecture and the Built Environment (CABE) and Resource (MLA), 2003

library, there is a performance area, The Studio, where dance, music, theatre and literary events are hosted on a regular basis and a coffee shop which services all users of the building. The design has had a major impact on attendance, with the new library exceeding its attendance figures by between three and five times higher than in the old building, with loans increasing about 12%<sup>8</sup>.

### **Botany Library, Auckland**

The Botany Library, located in Botany Town Centre in New Zealand provides an excellent example of a library arranged along retail lines in a series of flexible spaces dedicated to serving the diverse and changing needs of customers. The new library was designed to be a focus for the whole community and houses a number of community-based activities.

The *Peaceful Place* is an acoustically controlled place that ensures quiet space for the customer wanting a more reflective and study-oriented experience. Much attention has also been paid to the *Learning Centre* where there is a selection of multi-purpose computers with Internet access, electronic databases and word processing. The *Focus Rooms* for meetings and study groups are particularly successful, as are the *Leisure Lounge* with its comfortable seating and DVD theatre. In addition, there is the *Retail Zone* which brings together the library's rental collections with the latest DVDs and CDs.

### **Castle Hill Library, NSW**

The Castle Hill Library in NSW was the first library in Australia to install self-check facilities and to employ themed collections integrated with branding and retail merchandising. It was part of a commercial development by Council, which provided for a community centre on the first floor, a 1900sq m library on the 2<sup>nd</sup> floor and 8 levels of residential apartments above. The Council was the developer and it was project managed internally. Loans have increased 87% since the opening of the facility.



**Castle Hill Library, NSW**



The library has an indoor and outdoor café fully integrated with the functions of the library, which is very well patronised.

### **The Parklands Library, Christchurch, New Zealand – adaptive space**

A useful model using innovative methods to adapt space can be found in the new Parklands library: a 500 square metre library building located alongside the retail community. Given the space constraint, and the diverse need in the community a creative way of accommodating the needs of different ages groups was identified. This was to provide flexible and creative use of space to ensure the best use of all of the resources. Books, furniture and computers will be displayed and grouped to meet the needs of different groups of customers at different times of the day and week.

<sup>8</sup> [www.books.guardian.co.uk/news/articles/0,6109,1468476,00.html](http://www.books.guardian.co.uk/news/articles/0,6109,1468476,00.html)

Several times a week the focus is on pre school children. The environment changes by pulling down colourful screens, exchanging adult chairs for beanbags, cushions and little chairs, altering the lighting, and turning round the shelves and pulling out the picture book bins. Story reading, rhyme, music and movement will be part of the experience. After school the space is transformed into study zone with the staff focusing expressly on helping with information retrieval using all available resources. Using colourful wall blinds, headphones, video wall, beanbags and laptop computers the space will be transformed once again. Parklands Library is a dynamic environment designed to meet the diverse needs of the Parklands community.<sup>9</sup>

### **Brisbane Square Library**

The Brisbane Square Library brings together world best practice in innovative and environmentally sustainable design. Service delivery has been designed to accord with the diverse needs of the clientele. Opened in November 2006, the dynamic public space integrates Council Customer services and Library services in a way that *“makes sense to the customer.”*

For example, the ground floor is dedicated to fast turnaround transactions or *“grab it and go”*. Holds that clients have placed online are available on open access for collection and can be checked out by the client from the 6 shelf check units available on the ground floor. All loans are channeled through the self-check units with a deliberate strategy in place of minimizing the size of desks and complemented by an education program for clients in how to use the self check equipment. The proportion of self-check loans has now reached 80% using traditional barcodes.

All payments and enquiries that can be transacted easily are also conducted from the ground floor, such as rates, traffic fines, library overdues and the provision of information relating to Council services, including transport information. Kiosks are also provided for quick Council transactions and a concierge is also provided on the ground floor to facilitate way-finding.

The second floor of the facility incorporates space for more complex Council Customer Service enquiries and provides extensive access to technology including wireless, children’s facilities and a learning lounge. *The Zoo* provides a space aimed at bringing young men into the library with a focus on gaming and access to sport and music plasma screens.

Print on demand newspapers are provided, and state of the art technology has been installed in the meeting rooms throughout the building. A Qantas style business lounge has also been provided to facilitate development applications and liaison with developers and the community.

### **The Bookshop Experience and Creative Spaces – Joondalup, WA**

Joondalup Library is one among several innovative libraries, who have adapted bookshop concepts in the arrangement of collections and library space to provide more interactive, colourful and relevant destinations.

External consultants conducted a review of the City of Joondalup Library Services in 2003. One of their findings was that the majority of library patrons preferred the non-



**Brisbane Square Library, Qld**

fiction and fiction collections in genre order similar to the format used in bookshops. This was supported by feedback from patron consultations, focus groups and daily requests to staff over many years. John Stanley's *"Retail Development Report"*, for Joondalup Libraries, in March 2004 encouraged the future layouts of Woodvale, Whitford, Duncraig and Joondalup Libraries to embrace the future and progressive *"Bookshop"* layout.

The collection has a breakdown of 10 fiction and 33 non-fiction subject categories. Symbols were chosen to represent the collections and stickers printed to categorize each item. The second component of the project involved the physical layout and makeover of each of the libraries, creating specific areas like a *"men's shed"*, reading nooks and living rooms for patrons to linger and enjoy the experience of their library.

New branding, floorplans for patrons, better signage, and bright and comfortable furniture have also been provided. Going from beige to balloons,

1970's brown to oceanic blue, welcoming friendly dragons and fantasy trees, Joondalup's four libraries are now alive with colour, laughter and a sense of fun.



Creative spaces, City of Joondalup Library, WA

### Botany Library, Manukau City, New Zealand

Manukau City's Botany Library has many features that make it a standout innovation. Sited within a busy shopping centre complex, between a large bookselling retailer and a multiplex cinema, the library has made the most of retail design and fitout. The collection is tailored to fit the community, around the theme of food, fun and film.

Leveraging off the value library patronage adds to mall foot traffic, the library has secured very competitive rent arrangements. Library hours mirror the mall's extended opening hours, including most public holidays, which meet the natural expectations of shoppers. Service enhancements, through the smart use of RFID (radio frequency identification) technology and rethinking customer service priorities have resulted in the staff focus moving from traditional back room tasks to a retail model of floor walking and a proactive approach to customer care. Botany has the most customer foot traffic of all the Manukau libraries and is open the longest hours.



Botany Library, Manukau, New Zealand

## 2. Appendix 2: Trends in Procurement

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### Shelf ready procurement and Supplier partnership model

#### Full Shelf-Ready Opportunity

There are significant cost savings to be made by the transition to a full shelf ready model for procurement. Analysis of Best Practice in processing of stock has identified the industry trend to full shelf-ready provision. Full shelf ready means that an item can be procured by the nominated supplier/suppliers and processed to the specification of the library, and delivered directly to the branch library, rather than being processed internally. Records are also downloaded directly into the library catalogue. Shelf Ready costs vary but are calculated from 12% to 15% of the cost of the item. Larger and more efficient suppliers are now providing a full shelf ready service and costs are coming down. It is clear that suppliers that do not offer this service will become increasingly less competitive.

In the UK, PKF Consultants have completed their in-depth national stock procurement and funding review to find the best and most cost-effective way to operate the book supply chain, and to look at budget issues and efficiency in public library services.

Recommendations from the report included:

- Supplier selection
- Standardised processing
- Flat management structure within Library Services - more staff for customer facing roles
- Libraries purchasing books together

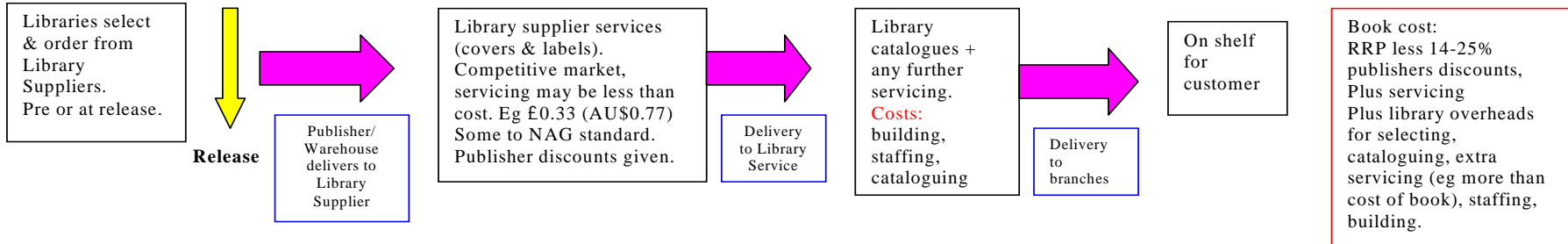
Brisbane City has now been operating with full shelf ready for five years and Yarra Plenty adopted the model in 2005. It is certainly a trend in libraries with bookvotes over \$100,000. The chart on the next page, prepared by A.T. Kearney in its *Procurement Audit of Brisbane City Council*, depicts the ability of Brisbane City Library to secure the item on the shelf in the branch with a guaranteed delivery time of 5 days from the provision of the item from the publisher to the supplier. (This was identified by A.T. Kearney as *world's best practice*.)

Another pre-requisite identified by Brisbane City in its specifications is that popular items need to be on the library shelves before they hit the local booksellers. This is audited with very popular titles (such as the Harry Potter series) and there is a high level of compliance. As noted in the chart following, suppliers select and supply material according to specifications provided direct to the branch. Records are loaded electronically and conformance to specifications is managed at the branch by random checks of supplies. The partnership is lucrative to selected suppliers and they do not take the risk of losing large contracts by failing to deliver on specifications.

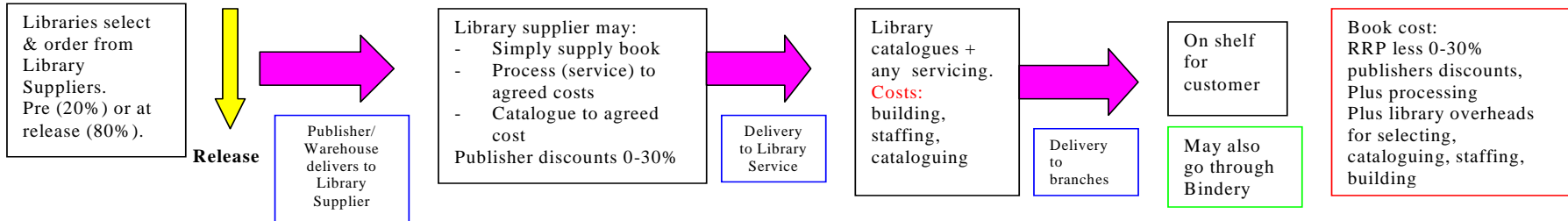
Figure Library Book Supply Chain

# Library Book Supply Chain

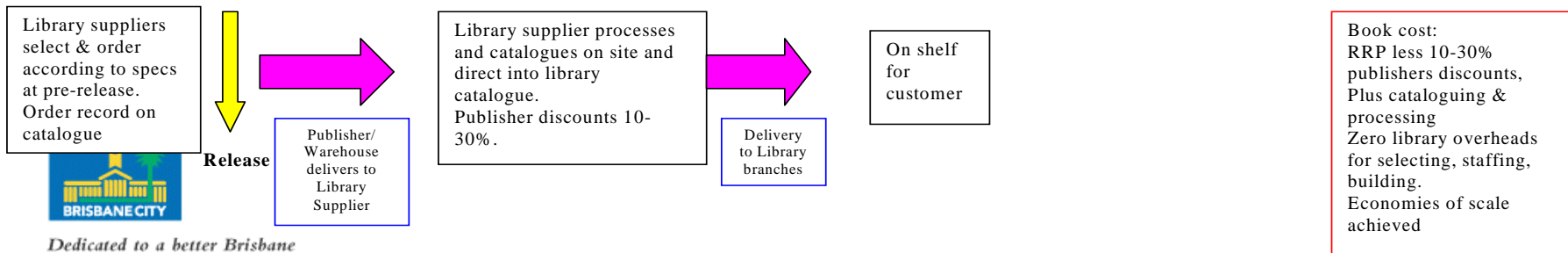
## UK typical model



## Australian typical model



## Brisbane model



Dedicated to a better Brisbane

The major impact of this change for Brisbane was in labour saving on selection, ordering and processing. Labour was redirected to areas of high need across the service as it was opening 2 new libraries.<sup>10</sup> An additional benefit was the saving in processing space. The Technical Services and Administration area (which was a function built facility) could be reduced from 4,000 sq m of space to some 300 sq m of administration space for a library network of some 33 libraries.<sup>11</sup> A staff of over 16 persons was reduced to 1.5 contract management staff.

## **Content Management**

The movement in the industry is now towards full shelf ready and the development of profiles for stock selection as well as supplier-assisted selection. There is an opportunity in Woollahra Library to move from the existing traditional model of Technical Services to a content management model

Key elements of content management will be:

- 90% profile ordering through supplier partnerships
- Branch staff assist in developing profiles
- Material shipped direct to the branch through pre-allocation and full shelf ready
- Streamline acquisitions and receiving processes
- Limited number of suppliers under strict specifications
- Effective use of statistical information to identify content use and trends
- Whole of life asset management of collections

## **Collections Selection, Acquisition and Processing**

### **Selection and Ordering**

The experience of other large libraries validates the cost efficiency of limiting the number of suppliers, particularly through a formal tender process. Increased numbers of vendors adds to the level of variation in the process. The formal tender process provides the opportunity to negotiate delivery on tight specifications and also opens up the opportunity for joint tendering with other libraries to attain cost efficiencies around common specifications. Significant opportunity exists for some consortia purchasing in partnership with other libraries. These partners do not necessarily need to be neighbours; it is about maximizing the buy for the dollar expended by willing partners purchasing together.

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<sup>10</sup> Yarra Plenty chose to redirect the labour saving of \$300,000 into the service to offset the cost of RFID which could then further drive labour savings

<sup>11</sup> Recent reports from the UK further validate this procurement model:

[http://www.mla.gov.uk/website/programmes/framework/framework\\_programmes/stock\\_procurement](http://www.mla.gov.uk/website/programmes/framework/framework_programmes/stock_procurement)



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