

# Re-imagining library services

## Strategic plan

National & State  
Libraries Australasia



## Project Brief

# Collaborative Collections

Version No.:1.0

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Project Sponsor: Regina Sutton and Lea Giles-Peters

Lead Agency/s     State Library of New South Wales and State Library of  
Queensland

NSLA Approved     YES

Date:                     27 November 2008

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## DOCUMENT ACCEPTANCE and RELEASE NOTICE

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ACCEPTED: \_\_\_\_\_ DATE: \_\_\_/\_\_\_/\_\_\_  
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### STATUS

Version	Date	Author	Reason	Sections
0.1	5 November 2008	Vicki McDonald	Based on discussion with Noelle Nelson	
0.2	13 November	Vicki McDonald	Comment sought from Regina Sutton and Lea Giles-Peter	
1.0	27 November	W. Quihampton	Moved to Version 1.0	

### AMENDMENTS

Section Title	Section Number	Amendment Summary

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## Project Title: Collaborative Collections

### 1. Context

#### 1.1 Drivers (Opportunities, Issues)

Success will mean that:

- Australians have seamless access to content held in Australia's national and state libraries delivered within a determined timeframe regardless of origin
- Resources of NSLA libraries are maximised through collaborative identification and acquisition of relevant resources
- There is more efficient storage and management of retrospective [existing] collections of NSLA libraries
- Collection depth is identified and supported by staff knowledge

#### Opportunities

- Increased understanding of each NSLA library's strengths and unique collections.
- A commitment by NSLA libraries to progress Collaborative Collections
- Branding of collaborative collections so that all NSLA libraries are acknowledged for this initiative

#### Issues

- We select, preserve and manage multiple physical and digital collections with a level of duplication. (from RLS Strategic Plan p12)
- The duplication is not acknowledged, nor managed in a collaborative manner.

#### 1.2 Strategic Fit

NSLA RLS Strategic Plan. [2008] The RLS Strategic Plan identifies 4 strategic outcomes: improved access to our content; increased efficiencies through collaborative collection development; increased amounts of digital content; improved management of digital and physical content.

It can be surmised that efficiencies in collaborative collection development will allow resources to be redirected to other strategic outcomes – a commitment to building collaborative services – those that we can transform collaboratively; increased efficiencies through collaborative collection development which will enable increased digital content and improved access to our content.

NSLA Big Bang. [2007] The Big Bang described the shared challenges in shifting to the digital world. It endorsed principles and identified strategies for implementation 2007-09. The *Reshaping our collections* strategy directly influences the Collaborative Collections project:

*Reshaping our collections – electronic format in preference to print, where available; consortium purchasing of electronic resources; hard-copy serial holdings will be minimized; unique and heritage materials to be the acquisition and cataloguing priority for each NSLA library*

## **2. Deliverables to be produced**

In the context of these key NSLA documents, the context and scope of this project is to identify models for collaborative collection development for both current collections (retrospective) and future acquisitions (prospective). It will address 3 collection formats:

- eResources
- serials
- monographs

It will also consider the optimisation of staff subject expertise to benefit service delivery across all NSLA libraries.

### Outcomes

1. Models for managing collaborative collecting
  - a. Management plan for collaborative collecting arrangements regarding prospective physical collections
  - b. Management plan for collaborative collecting arrangements regarding retrospective physical collections
2. National model for access to databases
3. National model for arrangements with Publishers / suppliers

## **3. Constraints and Assumptions**

### 3.1 Constraints

- Accuracy and availability of records for collection items
- Collections analysis reporting tool: cost of OCLC reports and dependency on Libraries Australian holdings
- Lack of holdings information for all Australian NSLA libraries in Libraries Australia
- Variations of Legal Deposit status between NSLA libraries
- Project dependency on implementation of Project 4 Delivery and Project 10 Connecting and discovering content
- Collection budgets of NSLA libraries, e.g. some state libraries have limited funds to support subject specialization at a national level
- Withdrawal of duplicate resources will impact on the asset statement – most collections are capital assets

### 3.2 Assumptions

- A majority of NSLA libraries will commit to Collaborative Collections and amend their Collection Development Policies based on agreements
- Acknowledgement that libraries will retain “areas of excellence”
- High demand materials, e.g. family history, newspapers, core resources will need to be duplicated across libraries
- That libraries will retain legal deposit roles
- Role of NLA and NLNZ as the national deposit libraries will need to be considered and confirmed
- This project will focus on published materials, and exclude unpublished materials

#### 4. Benefits and/or Cost of not doing

Not proceeding with the Collaborative Collections project will result in continued duplication of collections, duplication of effort in making these collections accessible

##### Benefits

- More cost efficient purchasing power of NSLA libraries
- Better use of government resources
- Increased library brand awareness
- Collections and services more responsive to client needs
- Increased knowledge of collection strengths and staff expertise
- Redirection of resources to unique and heritage materials

##### Cost of not doing

- Costly duplication of resources
- Loss of acquiring unpublished materials as budgets directed to published materials
- Greater disparity in collections provided by NSLA libraries

#### 5. Key Stakeholders Requirements

Stakeholder	Requirements - Impact	Requirements (Input)
NSLA Executive members	Proof of concept for RLS Program	Sponsorship and support per agency and across projects
NSLA partner libraries	Expectation of collaborative involvement	To participate in the development of the project Sponsorship and support for the project Commitment to implementation
Library staff – all partner libraries	Review of individual Collection Development Policies Changes to work practices Development of professional skills and knowledge Subject expertise is applied for the benefit of all libraries and clients	Provision of resources Participation in project development Sponsorship and support Commitment to implementation Identification of subject expertise of staff
Public / clients	Seamless access to content held in NSLA libraries Delivery within a determined timeframe	
Other cultural institutions, particularly university libraries		May provide models / examples

		Potential for collaborative agreements
Commonwealth and State Governments	Support of policy initiatives, e.g. new collecting priorities, collaborative arrangements  Acknowledgement of potential negative impact on value of the collection as an asset	

## 6. Estimated Costs

### 6.1 External Labour/Consultancy (For cost use a range)

Funding Responsibility^	Role	Days	Rate*	Total Cost

^NSLA, Lead Agency or Non-lead agencies

\* Use N/A if not applicable

### 6.2 External Non-Labour Costs

Funding Responsibility^	Item	Costs
NSLA	Collections analysis reporting tool - OCLC	\$ estimate to be provided
NSLA	Legal costs for the development of the Collaborative Collections Agreement	

^NSLA, Lead Agency or Non-lead agencies

### 6.3 Internal Labour Costs (i.e. absorbed cost) (For cost use a range)

Funding Responsibility^	Role	Days	Rate*	Total Cost
Lead agencies - SLQ	Environment scan to identify best practice	5		
Lead agencies - SLNSW	Audit of current practices – questionnaire to NSLA libraries	2		

Lead agencies – SLNSW and SLQ	Identification of possible models	10 [2 x 5 days]		
NSLA libraries	Respond to audit	1 day x each library		

^NSLA, Lead Agency or Non-lead agencies

\* Use N/A if not applicable

#### 6.4 Internal Non-Labour Costs (i.e. absorbed cost)

Funding Responsibility^	Item	Costs

^NSLA, Lead Agency or Non-lead agencies

**Total Project Costs** \$

#### 6.5 Ongoing costs

Funding Responsibility^	Item	Costs

^NSLA, Lead Agency or Non-lead agencies

**Total Ongoing Costs** \$

### 7. Estimated Schedule

Activity	Duration
Clarification of Project Brief with Project Group and Co-Sponsors	October – December 2008 3 months
Environmental scan to identify best practice, national and international initiatives, e.g. CAUL, Consortium of University Research Libraries (CURL), UK Research Reserve, and Cooperative Collection Management Trust [CCMT].	December 2008 – January 2009 2 months

Audit of current practice in NSLA libraries	November – December 2008 2 months
Identification of possible models for the future	February – March 2009 2 months
Recommended approach and priority areas Confirmation of project prioritisation, e.g. by format, retrospective / prospective	April 2009 1 month
Pilot implementation planning, including pilot projects, cost benefit analysis	May - October 2009 6 months
Implementation – formal agreements developed and signed, agreement of roles and responsibilities	November 2009 - June 2010 7 months

**Total Duration** **October 2008 – June 2010**  
**21 months**

## 8. Major Risks and Controls / Treatment Plans

<b>Major Risks</b>	<b>Controls / Treatment Plans</b>
Partner library may not commit to full project	As per Memorandum of Agreement, notice of withdrawal applies
Competing priorities with partner libraries	Sponsorship and support from CEO to maintain commitment to project
Resistance to change within partner libraries	Each partner library to manager staff capability within its own jurisdiction
A majority of libraries commit to Collaborative Collections Agreement	Co-sponsors to seek support from majority of partner libraries
Reaching agreement on the Collaborative Collections Agreement, eg Group of 8 libraries has been a protracted process	Sponsorship
Inadequate holdings information of partner libraries impedes ability to analyse collection holdings	Project could be implemented in phases based on format. Links to Project 10 – connecting and discovering content. Will require commitment from CEO to ensure holdings information available through Libraries Australia

Partner libraries do not have the resources to undertake key aspects of the project, e.g. de-duplication of collections	Project could be implemented in phases based on format.
De-duplication will result in withdrawals which will impact on the asset value	CEOs need to ensure Treasury staff are aware of the project impact and benefits
Legislative requirements for authorisation of withdrawals may impact on timelines	Legislative requirements to be identified in the Audit and factored into project planning and implementation
Critical dependency on implementation of Project 4 Delivery and Project 10 Changing capability and culture	Ensure Project Managers maintain communication on project implementation and identify dependencies and impacts

## 9. Related Projects

Impacts, Interdependencies, Possible Duplication

- Project 2 Open borders
- Project 4 Delivery
- Project 6 Changing capability and culture
- Project 8 Flexible cataloguing
- Project 10 Connecting and discovering content

## 10. Estimated Investigation Costs (If required)

External Labour and Non-labour Costs:

Internal Labour and Non-labour Costs:

## 11. Estimated Duration of Investigation (If required)

Weeks/Days: