



Transforming library services – context and role of request handling

How to not waste a good crisis



What I'll try to cover

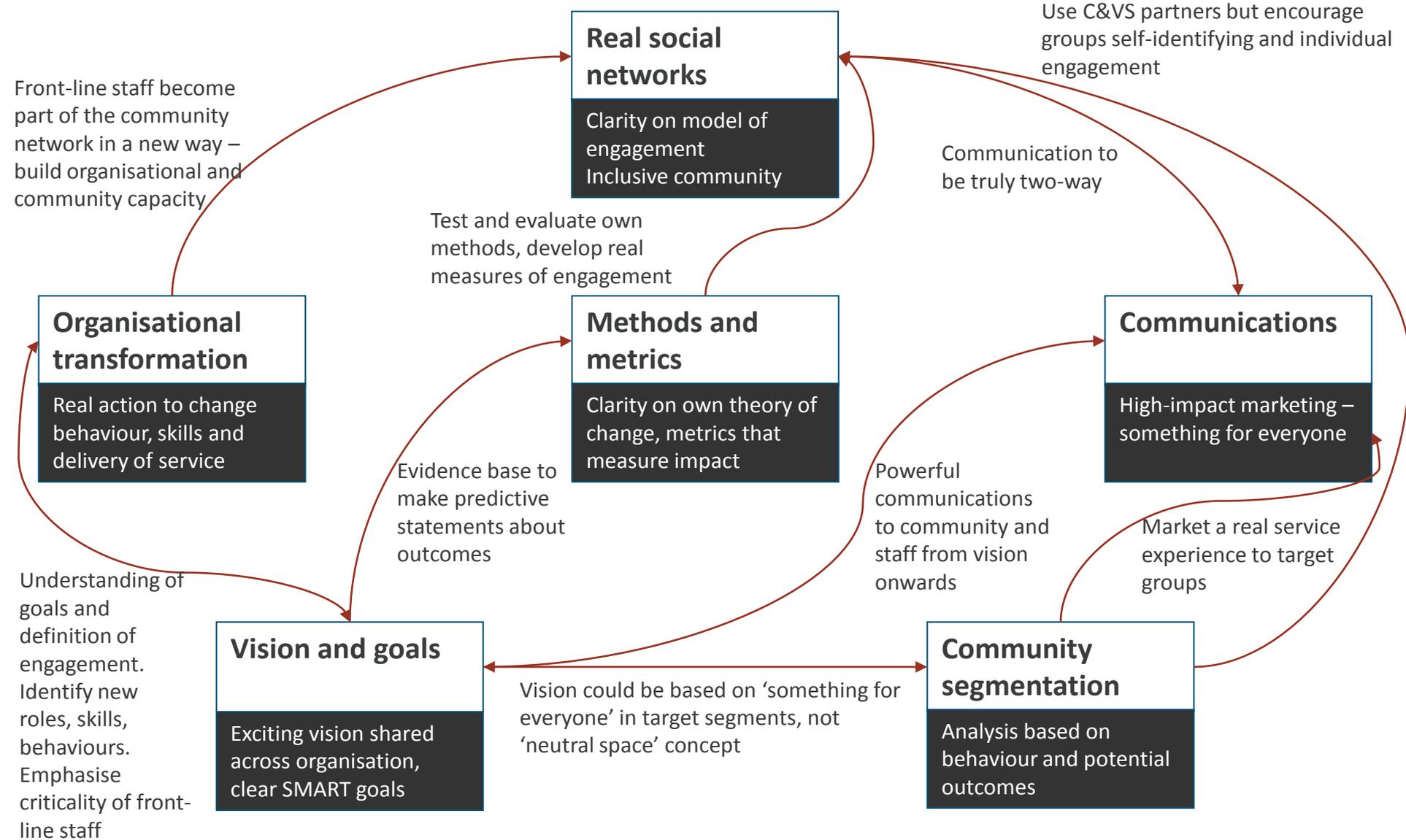
- Introducing me, RedQuadrant, and my clients
- What's going on in this world– crisis
- Joint working / shared services in libraries – implications for inter lending
- The challenges and success of the London Library Change Programme
- How to collaborate – ways to change
- Can we 'save' document delivery services?
- Can public libraries and HEI work together?

In the current challenging situation for UK libraries, with 'transformation' looming on the horizon, what might be the future for interlending?

- My values – I think that libraries are for:
 - Social inclusion
 - Amenity
 - Education
- Libraries should stop trying to be all things to all people all the time (in an undifferentiated way)
- *Form should follow function should follow purpose*
- There will be some form of contract, some kind of commissioning (probably **not** 'payment for results')
- Stakeholders will have to accept radical solutions

Example – community libraries programme evaluation

Notes for a theory of change



Introducing me

www.linkedin.com/in/antlerboy

www.twitter.com/antlerboy

* Why antlerboy? www.snurl.com/anagrams

Introducing RedQuadrant

THE CAMPAIGN AGAINST CONSULTANCY

Changing business models

PRICEWATERHOUSECOOPERS 
CAPITA

eden
mccallum
THE LEADING FIRM OF INDEPENDENT CONSULTANTS

THE *Keen* GROUP
LICENSED PRIVATE HIRE & COURIER SERVICE



New consulting for the public sector

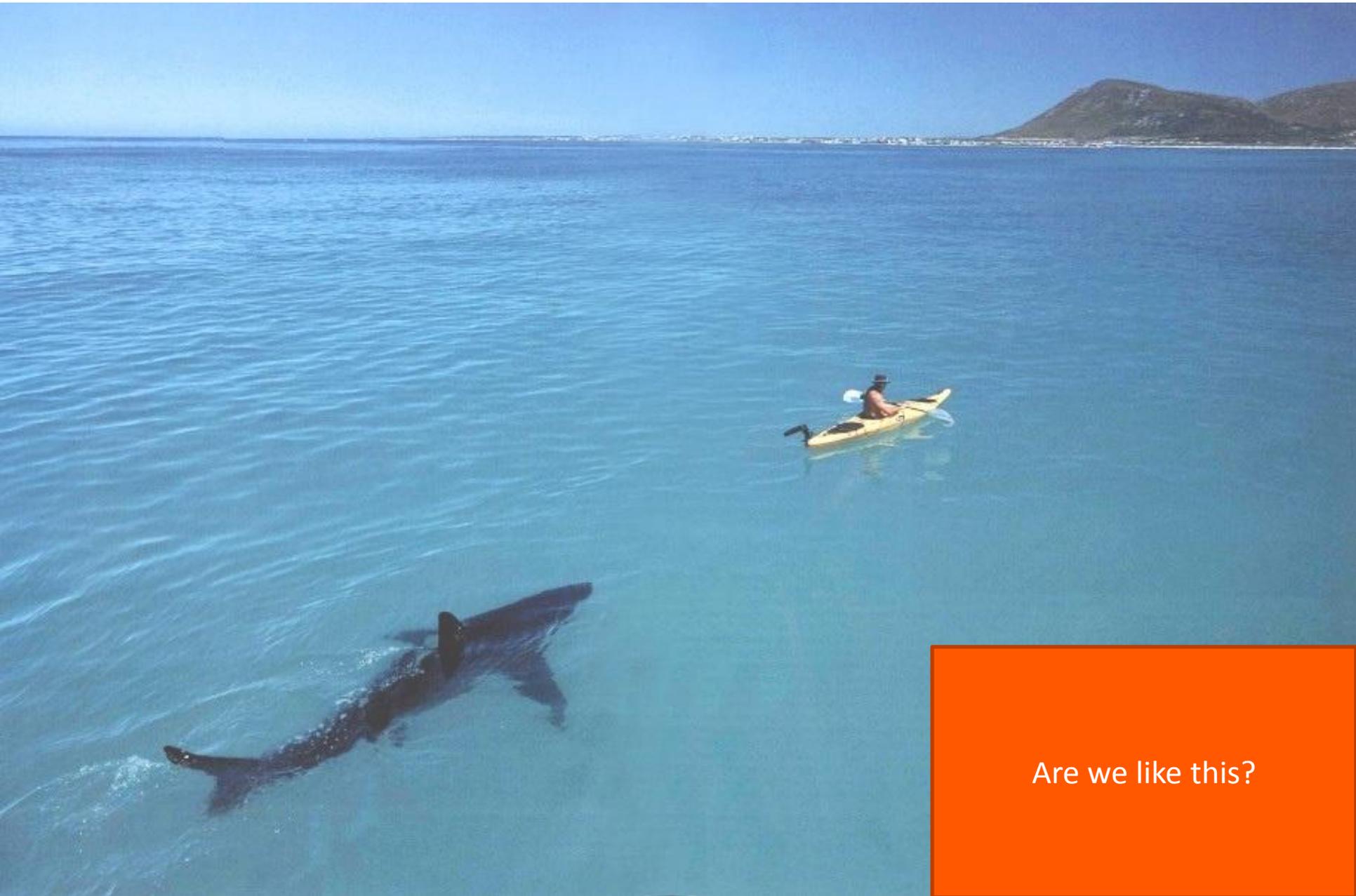
'Things are not clear but we're all very worried!'

Which of the following pictures most accurately reflects the current situation of the UK public sector?
(And academic sector?)



三百六十六景 神奈川沖
波裏

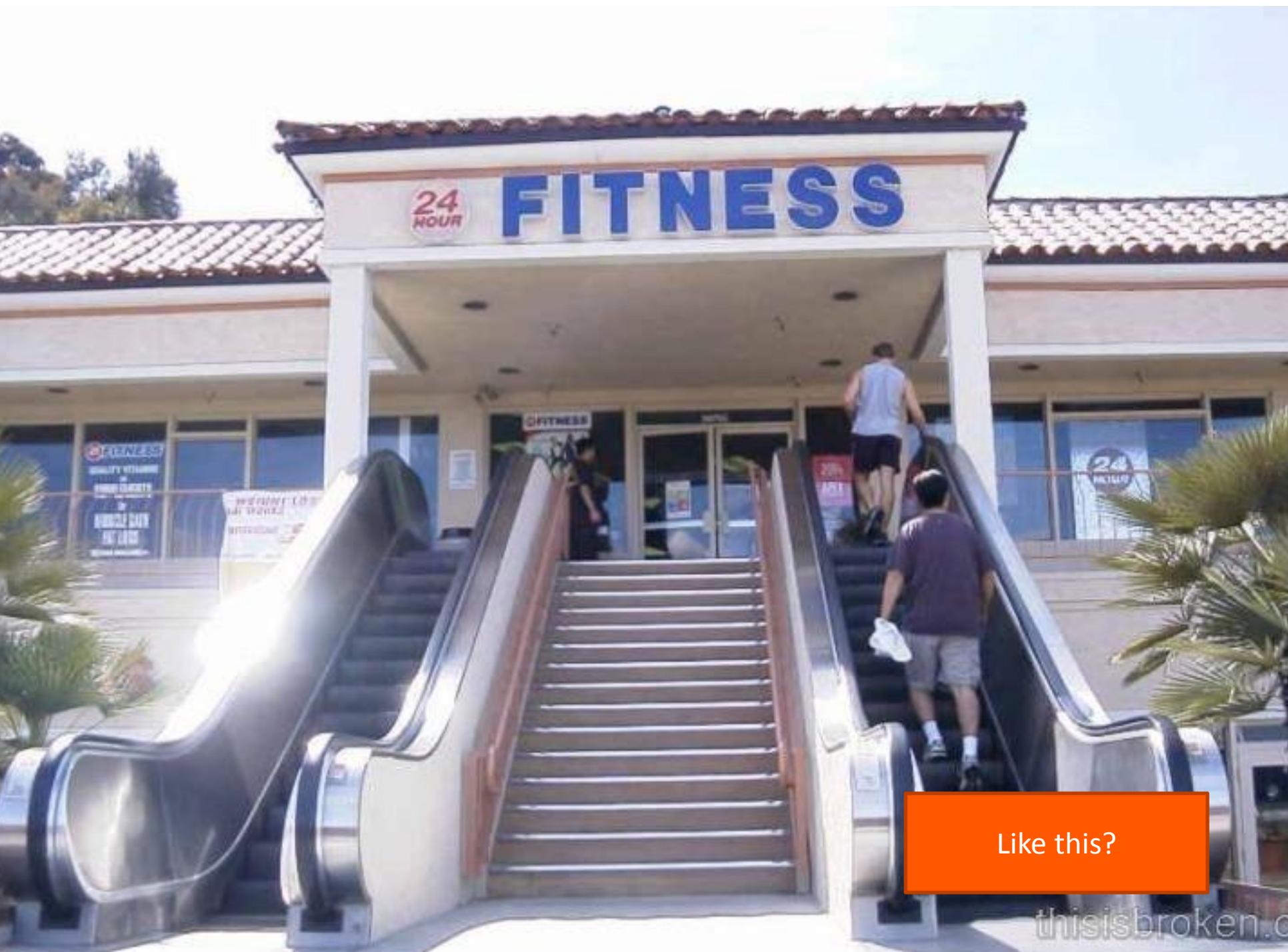
大波瀾



Are we like this?



More like this?



24
HOUR

FITNESS

Like this?

thisisbroken.com

Two genuine headlines



Page last updated at 12:16 GMT, Monday, 17 May 2010 13:16 UK

E-mail this to a friend

Printable version

Emergency Budget: Coalition government sets June date

The coalition government will hold its emergency Budget on 22 June, Chancellor George Osborne has said.



The Budget will be three months after Labour's last one

The Tories pledged before the election to hold a Budget within 50 days of coming to power to show their intention to get to grips with the deficit.

Mr Osborne confirmed the date at a briefing with Lib Dem David Laws, who is the Treasury Chief Secretary.

As part of their coalition deal, the two parties agreed to make £6bn in spending cuts in the current year.

Labour's last Budget was held at the end of March, weeks before the start of the general election. When they came to office in 1997, Labour also held a Budget within three months of being elected.

The new government has made reducing the UK's record peacetime borrowing its number one economic priority but Labour have said spending cuts this year could derail the economic recovery.

Mr Osborne refused to be drawn on the details of next month's

CAMERON'S COALITION



Who's who
Clickable guide to the members of the new cabinet

LATEST NEWS

- ▶ Osborne to spell out planned cuts
- ▶ Cameron defends rule change plan
- ▶ Cameron 'expecting great things'
- ▶ Huhne outlines nuclear power deal
- ▶ Samantha Cameron to quit top job
- ▶ Dept of Education returns
- ▶ VAT 'will rise' under coalition

FEATURES



The Dave and Nick Show
Election clashes? Apparently that is all behind them...



Rise and fall
Long-serving chancellor. Short-lived prime minister

News Front Page

- World
- UK
- England
- Northern Ireland
- Scotland
- Wales
- Business
- Politics**
- Health
- Education
- Science & Environment
- Technology
- Entertainment
- Also in the news

Video and Audio

Have Your Say

Magazine

In Pictures

Country Profiles

Special Reports

Related BBC sites

- Sport
- Weather
- Democracy Live

£6 billion

That's £6,000,000,000

in-year savings

£63 billion (25%) by 2014-15

Some idea of scale:

- 1 million seconds = 11.5 days
- 1 billion seconds = 32 years

(Final Marshall plan (1945) repayment 29 December 2006)

Ex-Treasury secretary Liam Byrne's note to his successor: there's no money left

Byrne left letter on desk for incoming minister David Laws

Paul Owen

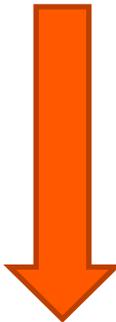
guardian.co.uk, Monday 17 May 2010 15.17 BST

[Article history](#)



Former Treasury chief secretary Liam Byrne, who left a note for his successor, David Laws, saying: 'I'm afraid to tell you there's no money left.' Photograph: PA

The former chief secretary to the Treasury, Liam Byrne, has reignited criticism of Labour's stewardship of the economy with a note for his



“to separate” – a decision point

The sharpest cut

<http://www.thebookseller.com/blogs/19782-the-sharpest-cut.html>

Des Clarke in the Bookseller 2/6/2010

- “The need for collective advocacy to protect the public library service is urgent... some forecast that hundreds of community libraries and mobile services could be closed and perhaps 1,500 librarians axed or replaced by volunteers.”
- “the library profession suffers from very few of its members being part of the strategic decision-making teams at the highest level in local government...”
- To add to the problem, there is little valuable research into the actual needs of users and potential users to support an effective strategy for improvement. Most worryingly, some at the Local Government Association are calling for the statutory nature of the service to be removed and decisions about public libraries left to local politicians.
- “sharing of back-office functions... among the key areas to be exploited.”
- “If we fail to stand up for public libraries, there is a real risk that their numbers could be cut by a third over the next three or four years with a corresponding reduction in library staff.”

Other opinions...

- “I guess I don't really have any use for librarians *per se*. Except in so far as they get me closer to these unfettered access goals.”
- http://scienceblogs.com/drugmonkey/2010/05/one_narrow_little_viewpoint_on.php?utm_source=sbhomepage&utm_medium=link&utm_content=channellink
- DrugMonkey Science Blog May 12, 2010
- **The inherent insularity of library culture?**
- http://scienceblogs.com/confessions/2010/05/the_inherent_insularity_of_lib.php
- Confessions of a Science Librarian May 12, 2010

What are our costs?

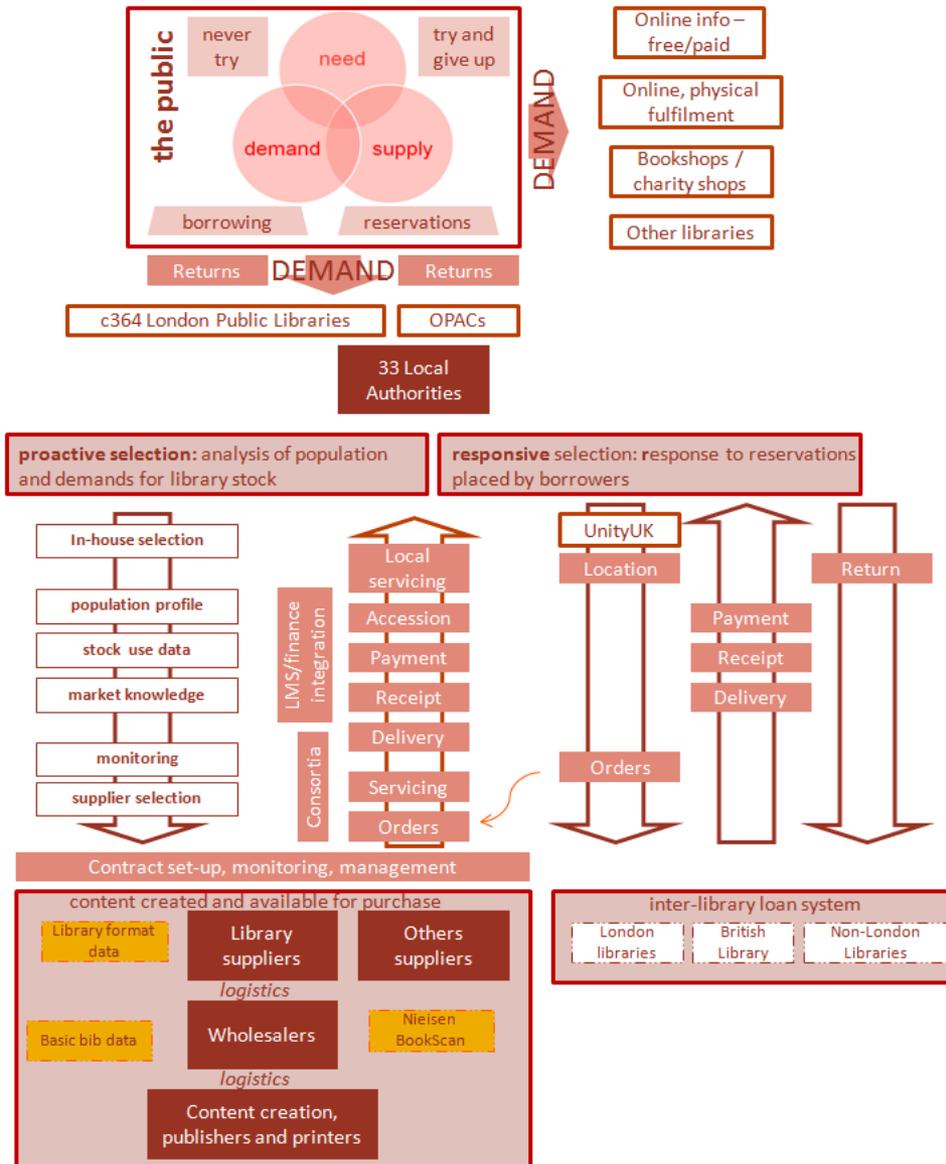
- stock management and supply
 - senior management
 - 'frontline' staff
 - buildings
 - non-physical stock and provision
 - development activity
 - 'back office' staff
-
- Local Authorities are working out **'what's the minimum level of service?'** and **'what does statutory really mean?'**

Order of importance?

- Where do people see the value in this picture?
- Students / public / researchers / lecturers
- Returns trolley
- Entry area
- Browsing
- Catalogue
- Requests
- Librarians

Thought from last night's dinner – if the library is a restaurant with customers, front-of house and waiting staff, kitchen porters, sous-chefs and chefs – what role do you play? What role are you given credit for?

The complexities!



Strategic context

- D2D (Discovery to Delivery) lies at the heart of all library operations.
- **Stock** is really important – we are the only provider
- One **core** function of libraries
- We offer what others **don't** have – leisure, entertainment, community, culture, identity...
- Our **depth** of stock is a differentiator –**choice** to customers

- Local authorities are different – pulled in different directions
- Don't lose sight of what library service is – push our **own** agenda in citizen interest
- Improved ILL and shared reserves can offer **agility** in future – smaller services will be a reality
- More in control of own futures
- **But remember – 70% of change fails – even more for 'transformation'?**

Is it possible to work together?

Ducks in a row...

- Political alignment (Enough to spend time in the same room)
- Political agenda
- Shared leadership
- Rules of engagement
- Get funding – project and programme resources
- Efficiency vs merger
- Identity
- Shared vision
- Stakeholder engagement
- Stakeholder engagement
- Stakeholder engagement
- Quick wins
- Size matters
- Silos 'R' us
- Competition rather than collaboration

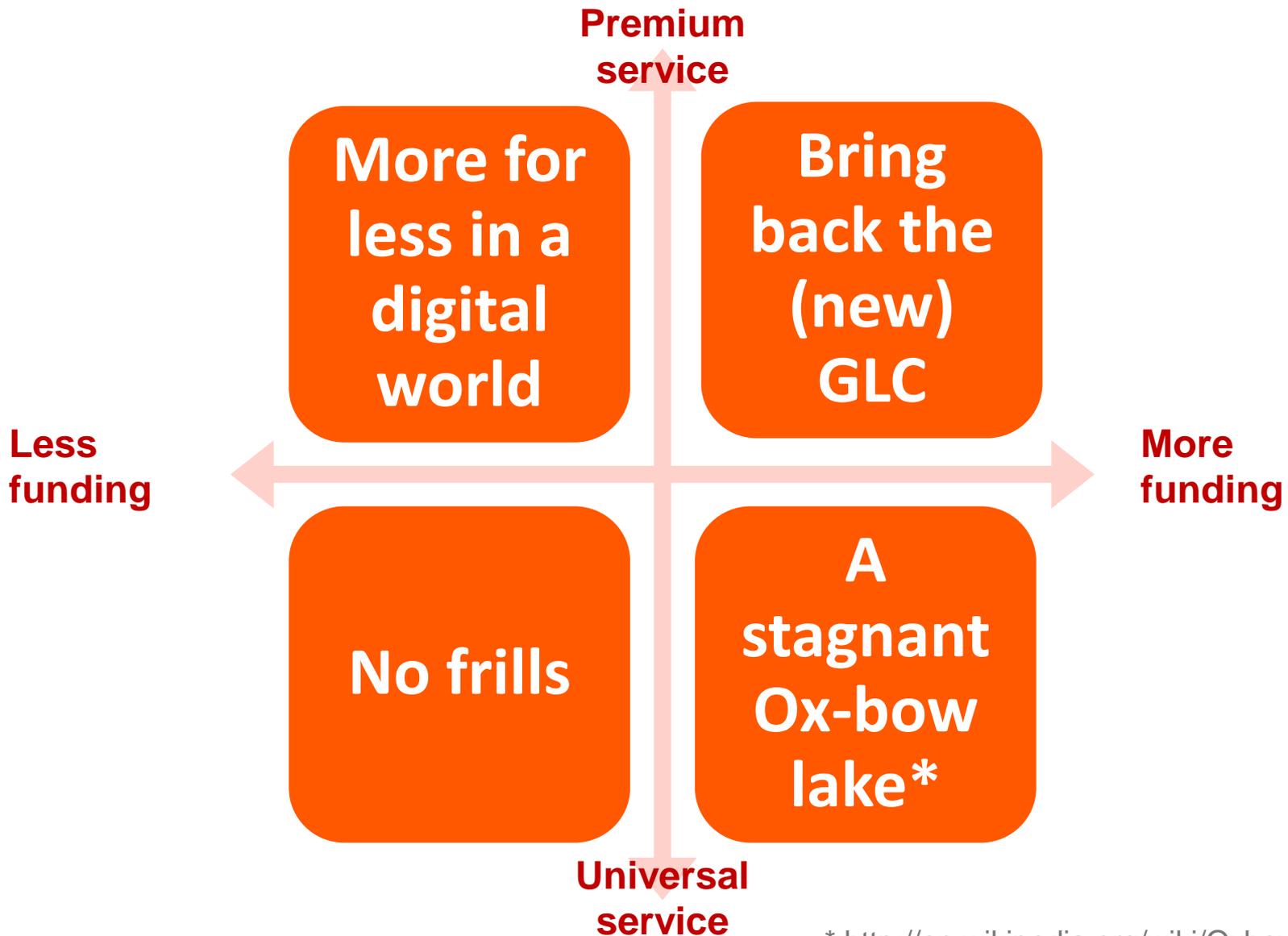


The future of libraries...





Four scenarios



* http://en.wikipedia.org/wiki/Oxbow_lake

Do you recognise these futures?

- What will happen to your library services in eight years' time
 - if you change nothing?
 - if you continue on your present course?
 - if you're successful with shared reserves?
 - if you're unsuccessful?
- What broader agendas are you connected to?

We're not the only ones at it...

'Academic libraries of the future'

- 'visionary project ' to explore future scenarios for academic libraries and information services in the context of a rapidly-changing environment....help higher education .. look at the challenges faced from a fresh focus and formulate strategies to ensure the sector continues to be a leading global force.
- Partners are the British Library, Joint Information Systems Committee (JISC), Research Information Network (RIN), Research Libraries UK (RLUK) and the Society of College, National and University Libraries (SCONUL).

Envisioning Research Library Futures: A Scenario Thinking Project

- <http://www.arl.org/rtl/plan/scenarios/index.shtml>

Bookends scenarios (Australia)

- http://www.sl.nsw.gov.au/services/public_libraries/publications/docs/bookendsscenarios.pdf

Gutenberg 2.0 – Harvard's libraries deal with disruptive change.

- <http://harvardmagazine.com/2010/05/gutenberg-2-0>

Or anything by Stephen Abram

- <http://stephenslighthouse.com/> or @sabram on twitter

Looking for best practice

- Netherlands – national portal, search and book link to eight regional portals – via Aquabrowser. Common standards
- Denmark – national portal, borrow and return from any library, regional infrastructure, 85% same LMS, shared national repository
- France – similar model, but regional repositories not national
- Australia – public and professional services, all on OCLC WorldCat, ILL only in Mets
- Scotland – National Entitlement Card (RFID)
- London – London Libraries Consortium and London Requests
- East of England – SPINE: two radical options for service delivery (shared service or new organisation)
- NW – drew back from some changes but ongoing review
- SW...

What is London doing?

What is London doing?

- Seriously pushing for very radical change, starting with opt-in shared back office functions... and opt-in shared front office
- Individual authority branding and specification, but potentially one library service for London
- Based on looking at workforce and structures (large opportunities), and stock and inter-library loans (smaller but still significant opportunities)
- We were asked to review ILL cost versus value

Where are we now?

- Public libraries in London cost £203 million pa
- Huge variation in cost/outputs – no correlation between cost/quality
- Over half the cost is staffing – but staff productivity varies hugely (London average transactions per fte is 11,400, but range from 7,000 to 17,000 in inner London alone)
- Management layers range between 2 and 9, with an average of 5
- Half the boroughs have not got full EDI
- One third don't adhere to NAG minimum standards
- One third don't do any supplier selection, huge variation in costs
- Huge variation in handling requests and costs, quality
- And as for opening hours, stock quality...

What does good practice look like?

Stock and requests

- Scientific selection and analysis, good use of third parties;
- Good breadth and depth of stock;
- Full EDI and financial integration;
- Consortium contract;
- Below NAG minimum standards and BIC classification;
- Standard cataloguing;
- Buy or reciprocal borrow across several authorities, not ILL;
- Browseable, comment-able catalogue which generates collective intelligence;
- Shared logistics, management, delivery;
- **Beginning to share all of these.**

Workforce

- Few tiers of staff;
- Few management/policy vs customer-facing staff;
- Strong skills in strategic commissioning, publicity, partnership working;
- Sharing in areas like bibliographic services, mobile libraries, home visiting, casual staff;
- Shared training and development;
- Working in depth across consortia;
- Enthused and effective staff following processes that maximise outcomes;
- **Considering shared management, back office, front office.**

Phase 2: efficiencies

	Best practice only	Structural change
Procurement, technology and inter-library loans	£1.4m	£3.6m
Workforce deployment	£1.9m	£13m +
Total	£3.3m	£16.6m +

Time for Transformation

- Libraries have always shared /collaborated
- It works for our customers
- We need to raise the game to new levels given the financial situation
- Many challenges to overcome
- But it's a win-win if we pull it off!
- **The Board is recommending a substantial change in structure of London's libraries**

Strategic directions

LLC

Online resources

Stock use analysis

Resource discovery

What's radical and effective?

Improved logistics

London Requests

Third party selection

Buy, borrow or ILL?
Reciprocal borrowing

Stock management

Stock purchasing

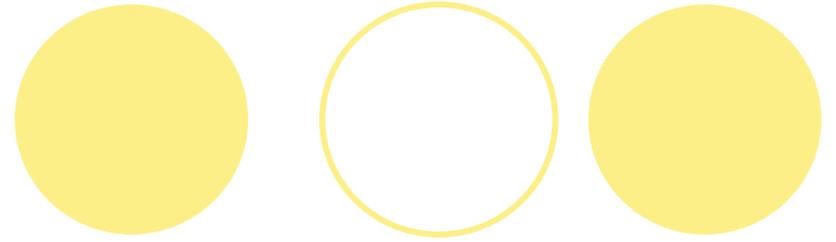
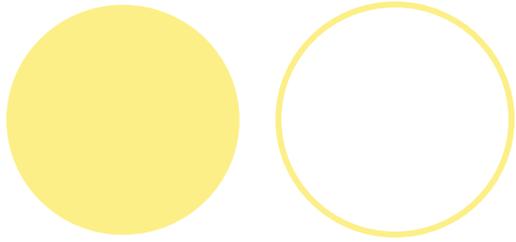
Shared catalogues

Shared reserves

What's just
business as usual?

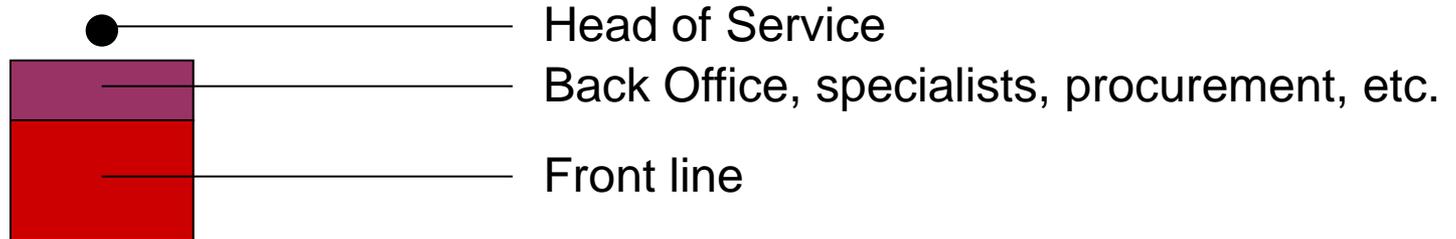
The future

- Savings of nearly £20million over 5 years!
- We must do these changes
- But overall it is too little, delivered too late
- We need to look at regional and sub-regional scale change – the prize will be much larger
- Need to take account of changing marketplace – trusts, private sector, partnerships, and emergence of ‘commissioning’ structures



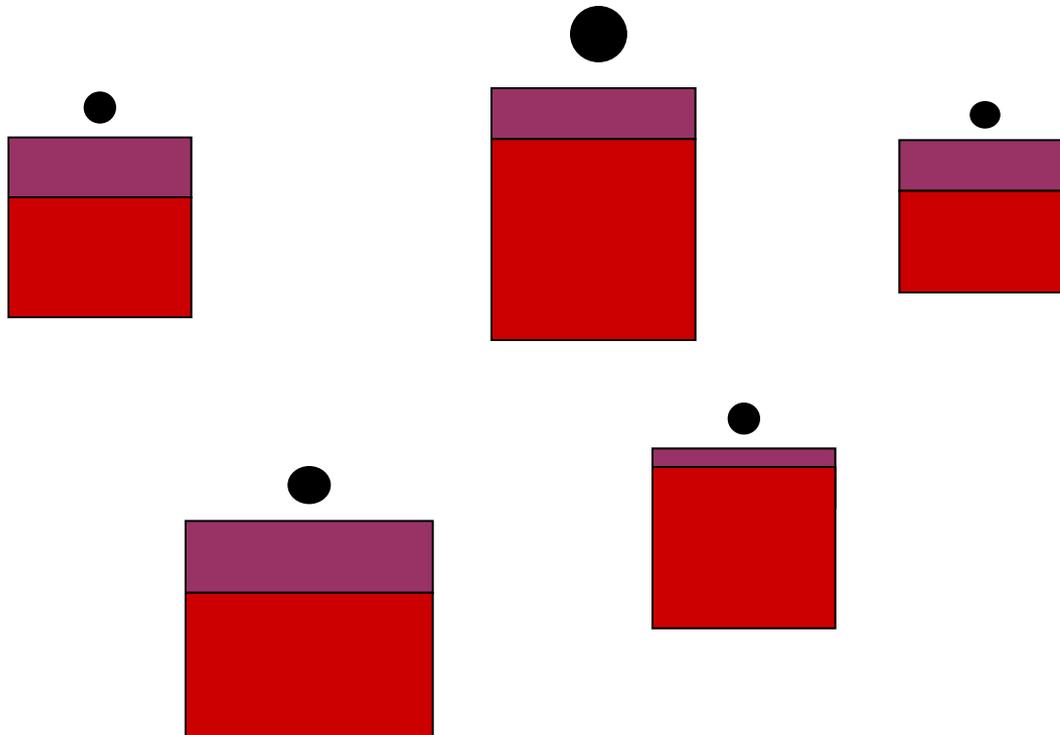
Models for future delivery

**At the moment library services
look very similar throughout
most of London...**



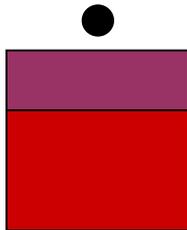
**They all vary a bit in size
and shape**

As the workforce report shows, there are lots of different management structures, but they all have a head, specialist and back office staff and front line staff



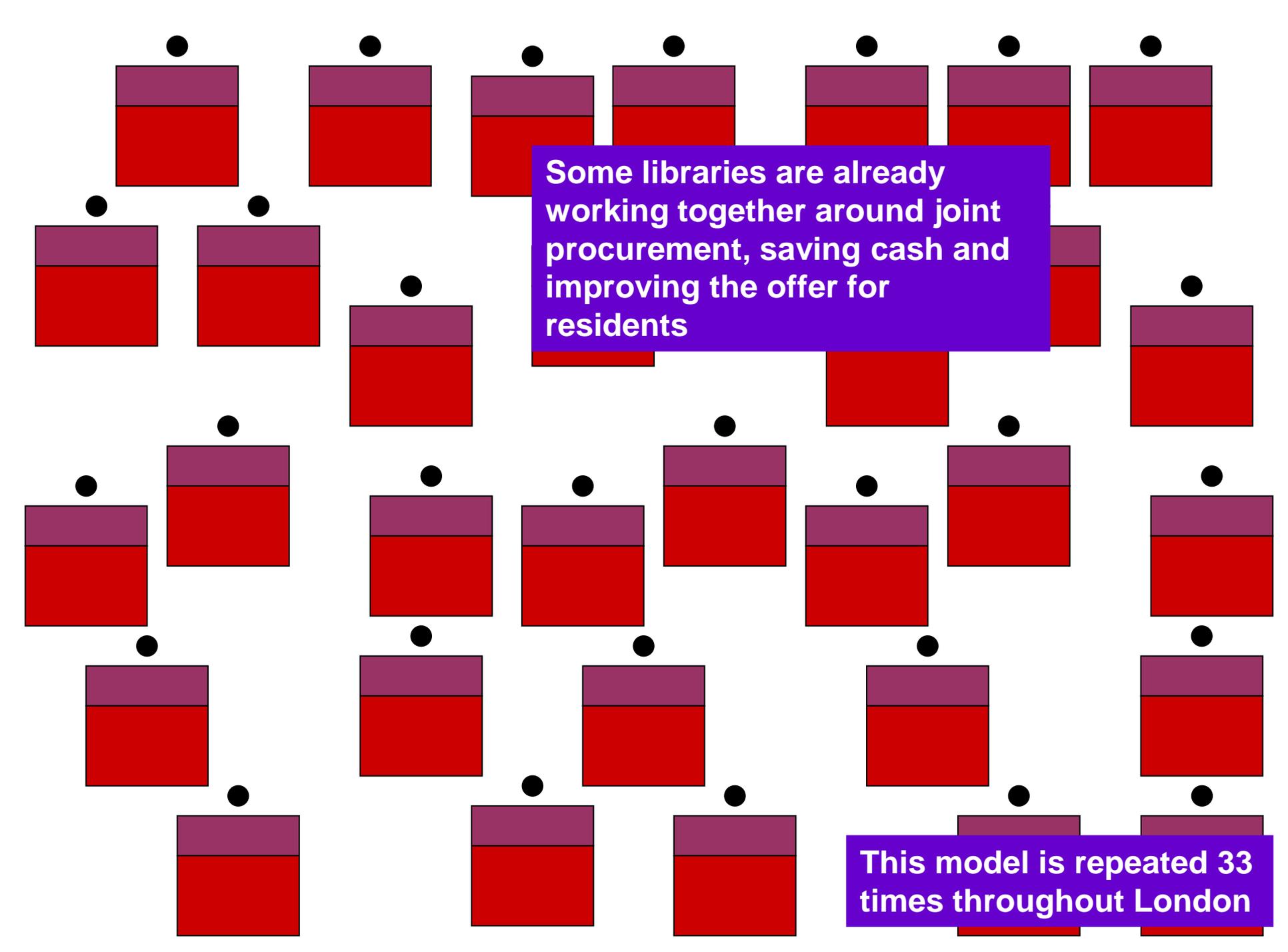
They all vary a bit in size and shape

As the workforce report shows, there are lots of different management structures, but they all have a head, specialist and back office staff and front line staff



For simplicity, let's represent each service like this model.

This model is repeated 33 times throughout London



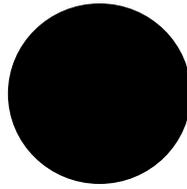
Some libraries are already working together around joint procurement, saving cash and improving the offer for residents

This model is repeated 33 times throughout London

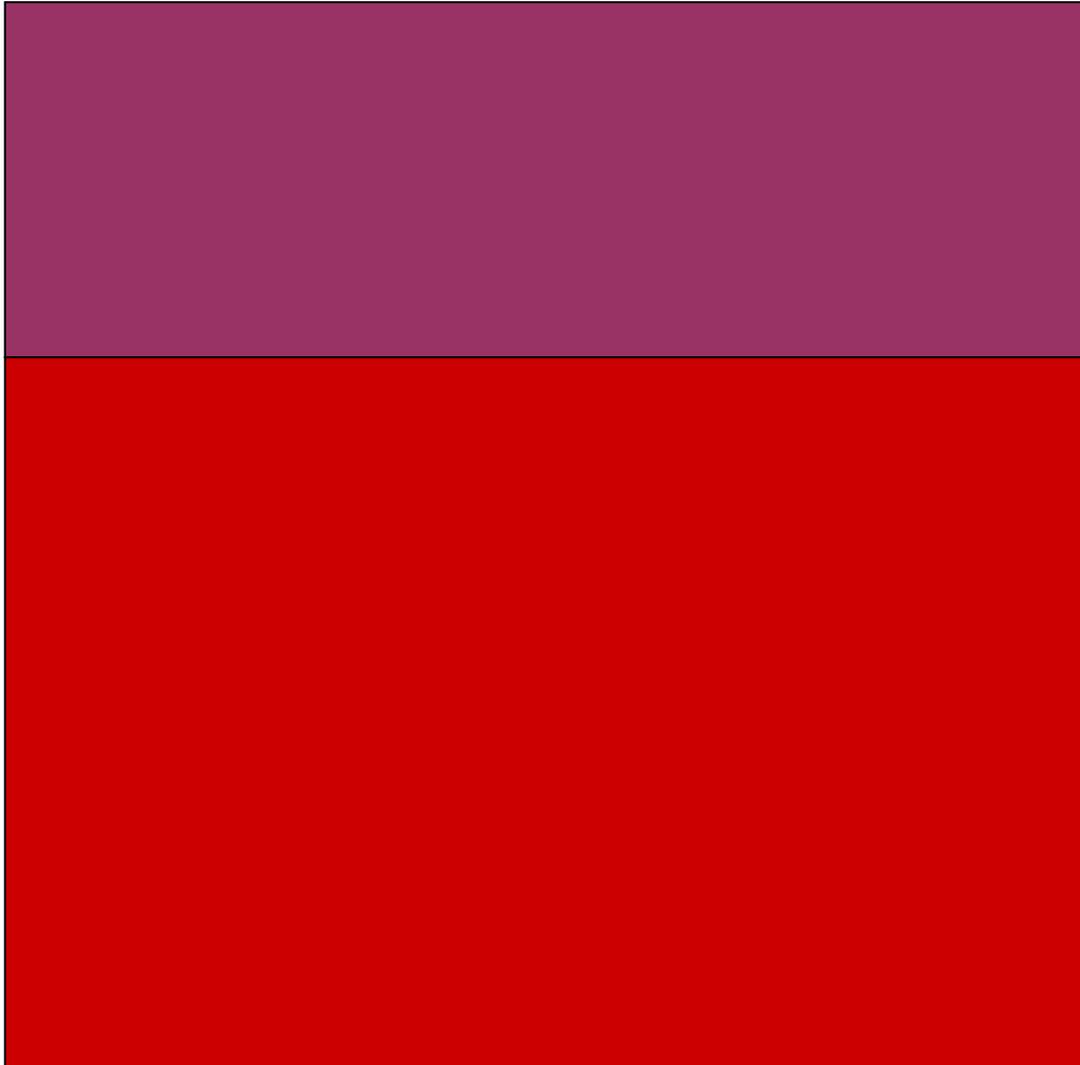
Some libraries are already working together around joint procurement, saving cash and improving the offer for residents

We could keep this structure and just focus on each individual service adopting best practice

Option 1 – No Change



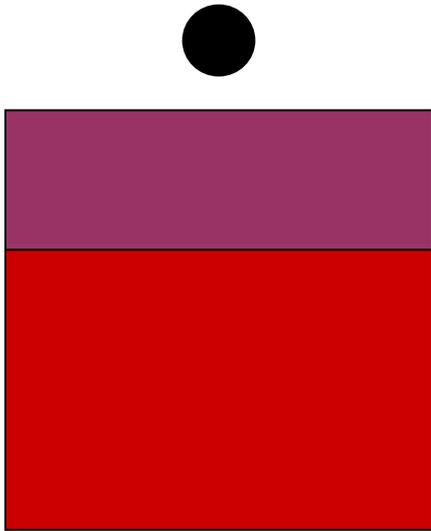
A sub regional approach might be easier to achieve



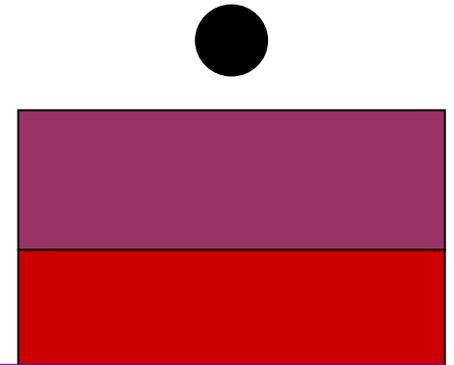
A single library service is much discussed, but is it really desirable given the diversity of London's boroughs?

And even if it is desirable, is it deliverable...?

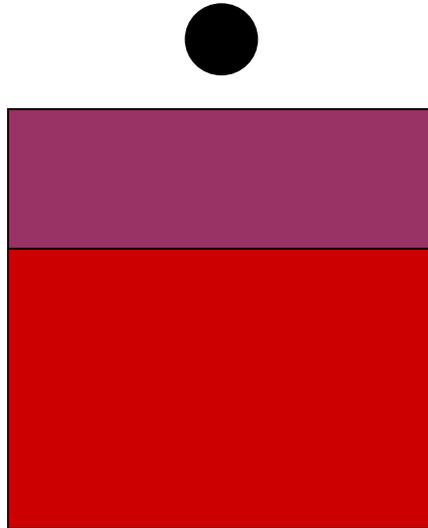
Option 2 – London Library Service



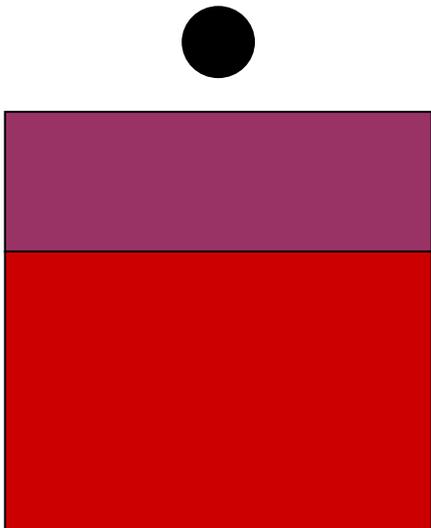
A sub regional approach might be easier to achieve



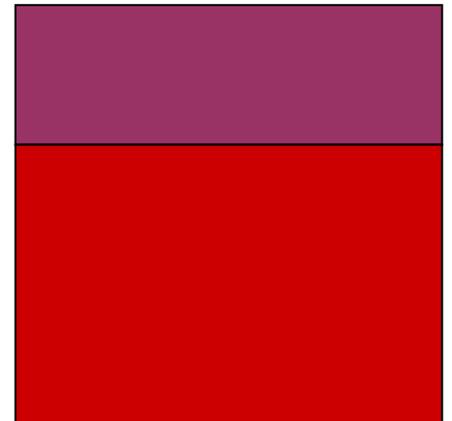
Option 3 – Sub regional model

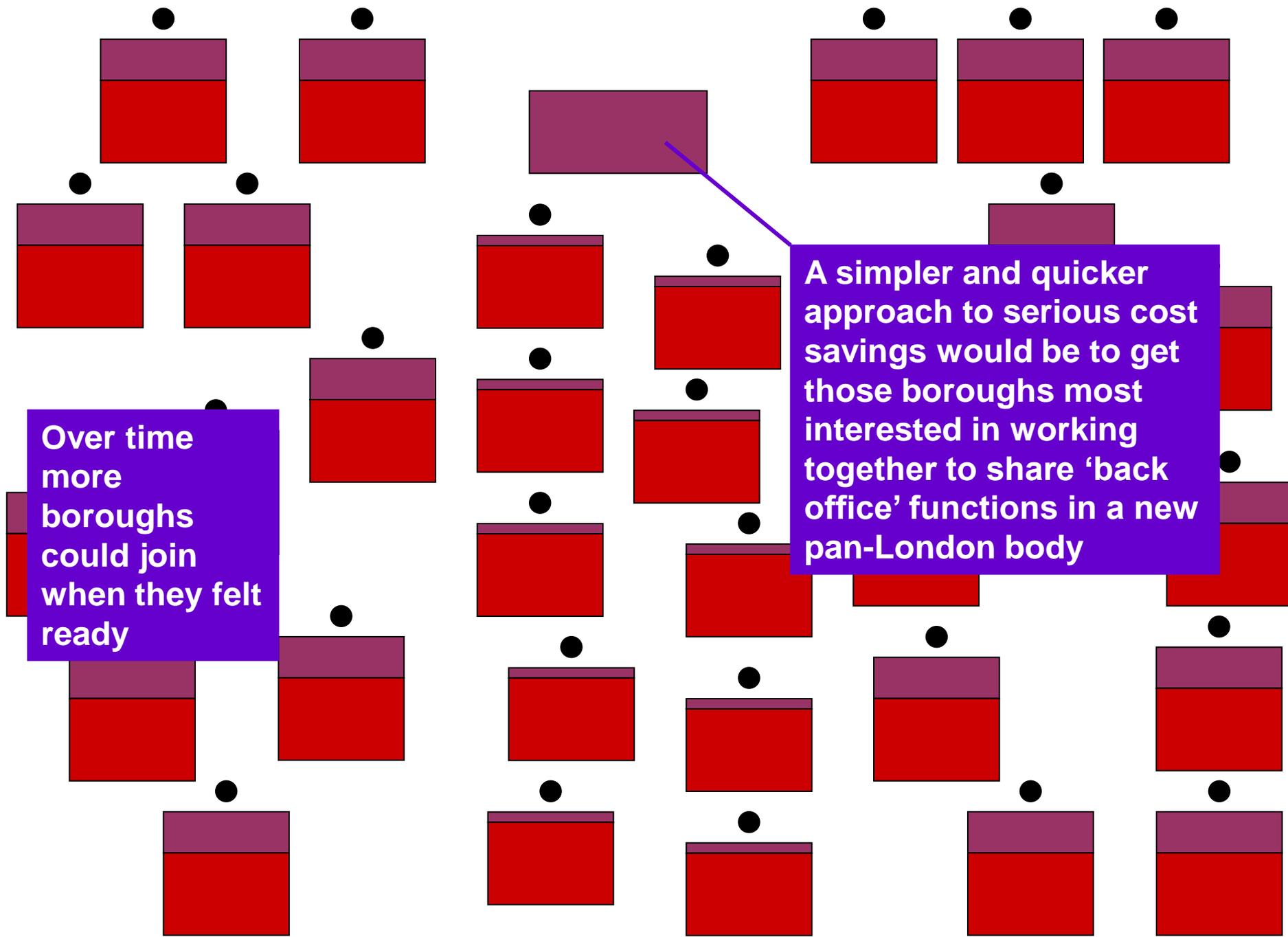


A simpler and quicker approach to serious cost savings would be to get those boroughs most interested in working together to share 'back office' functions in a new pan-London body



But at best it will only move at the speed of the least committed borough



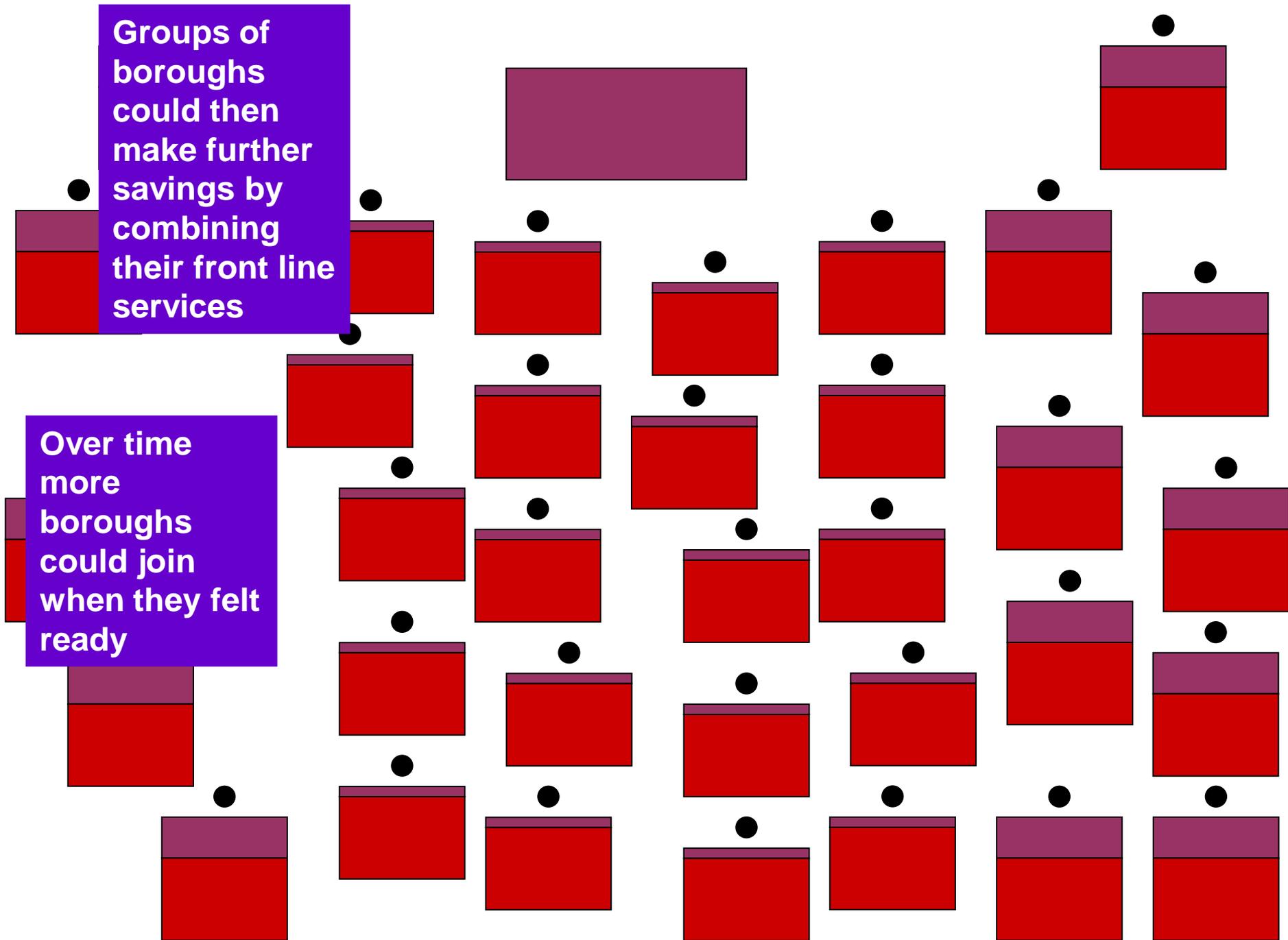


Over time more boroughs could join when they felt ready

A simpler and quicker approach to serious cost savings would be to get those boroughs most interested in working together to share 'back office' functions in a new pan-London body

Groups of boroughs could then make further savings by combining their front line services

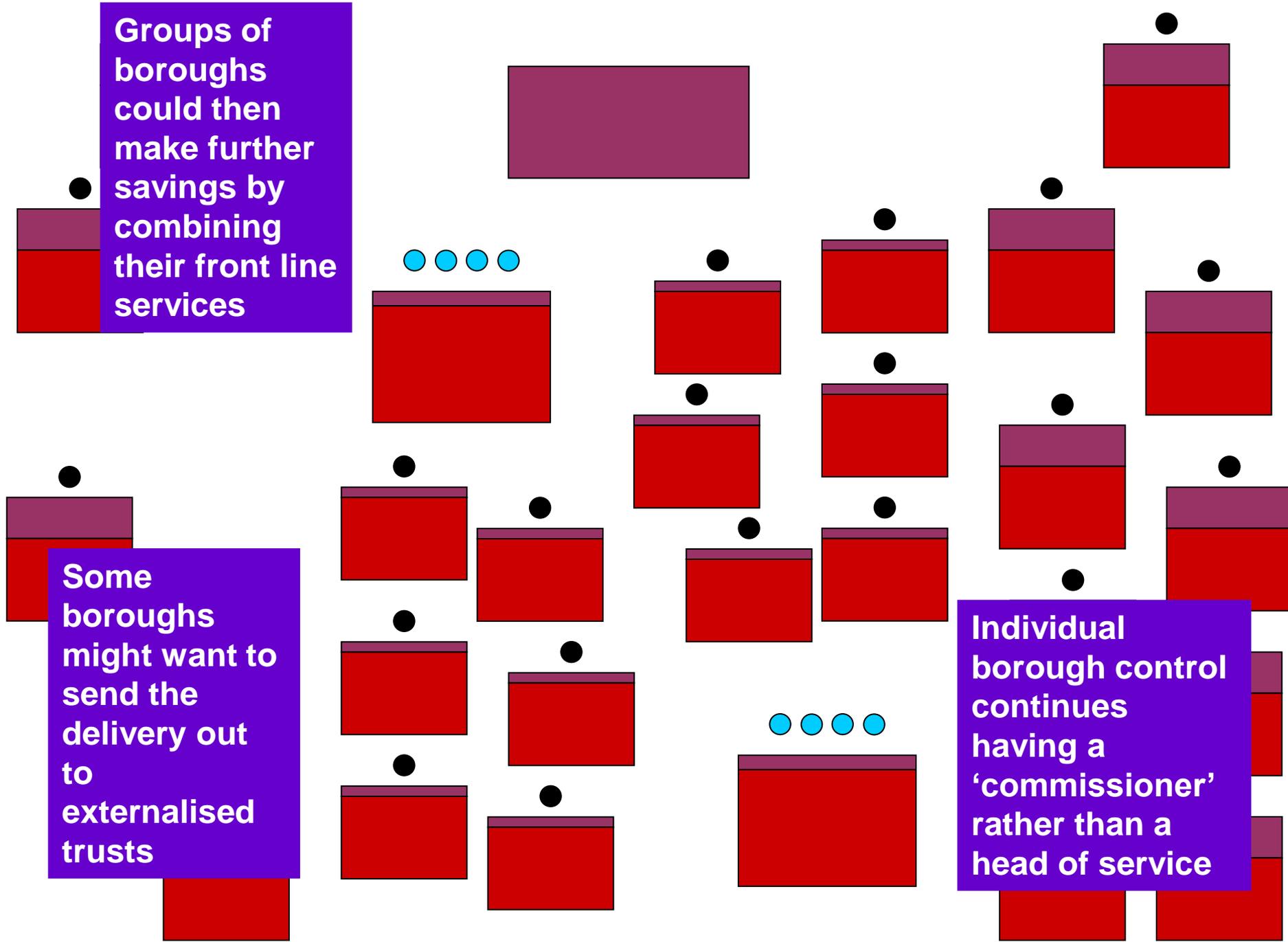
Over time more boroughs could join when they felt ready

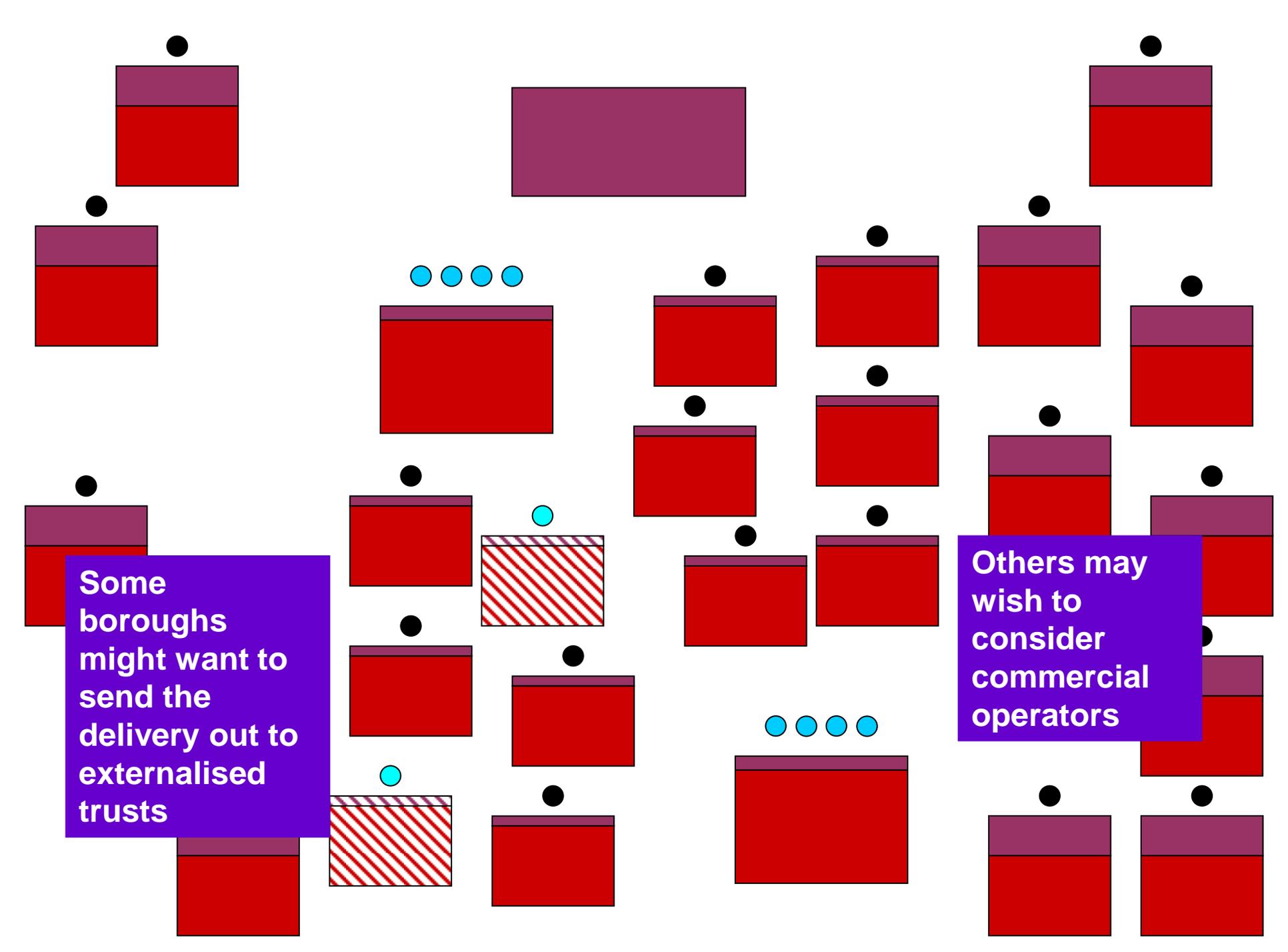


Groups of boroughs could then make further savings by combining their front line services

Some boroughs might want to send the delivery out to externalised trusts

Individual borough control continues having a 'commissioner' rather than a head of service





Some boroughs might want to send the delivery out to externalised trusts

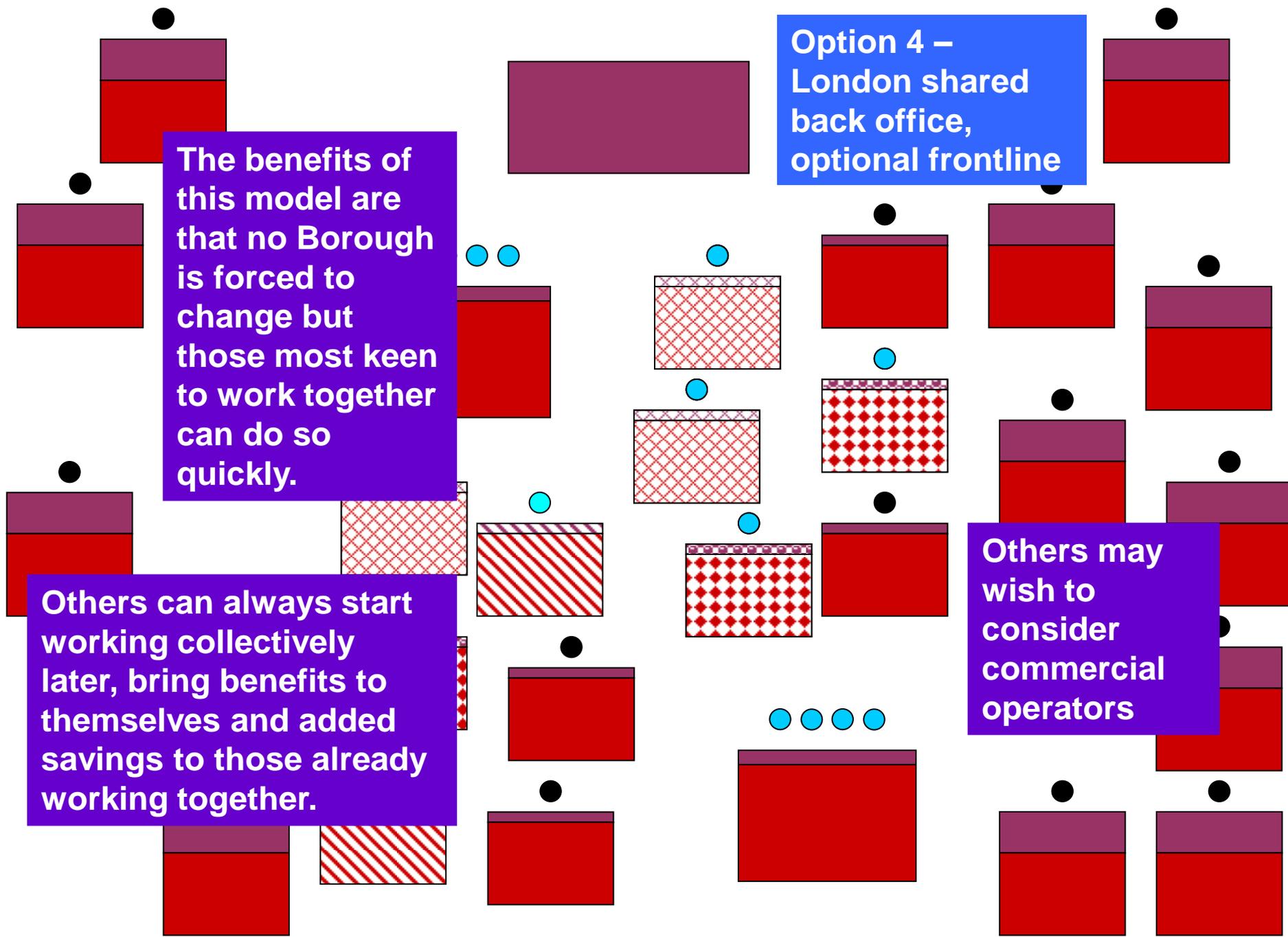
Others may wish to consider commercial operators

**Option 4 –
London shared
back office,
optional frontline**

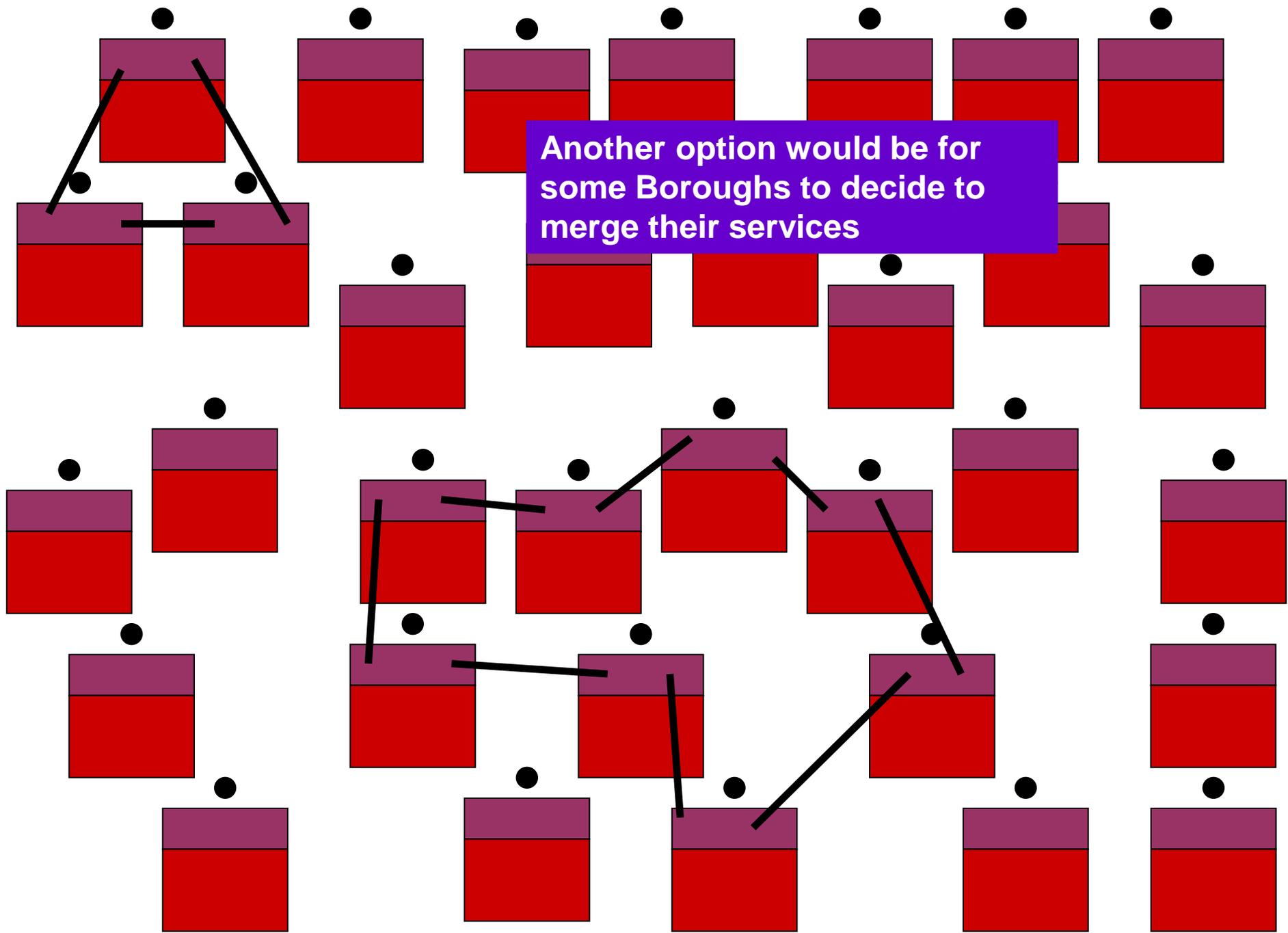
**The benefits of
this model are
that no Borough
is forced to
change but
those most keen
to work together
can do so
quickly.**

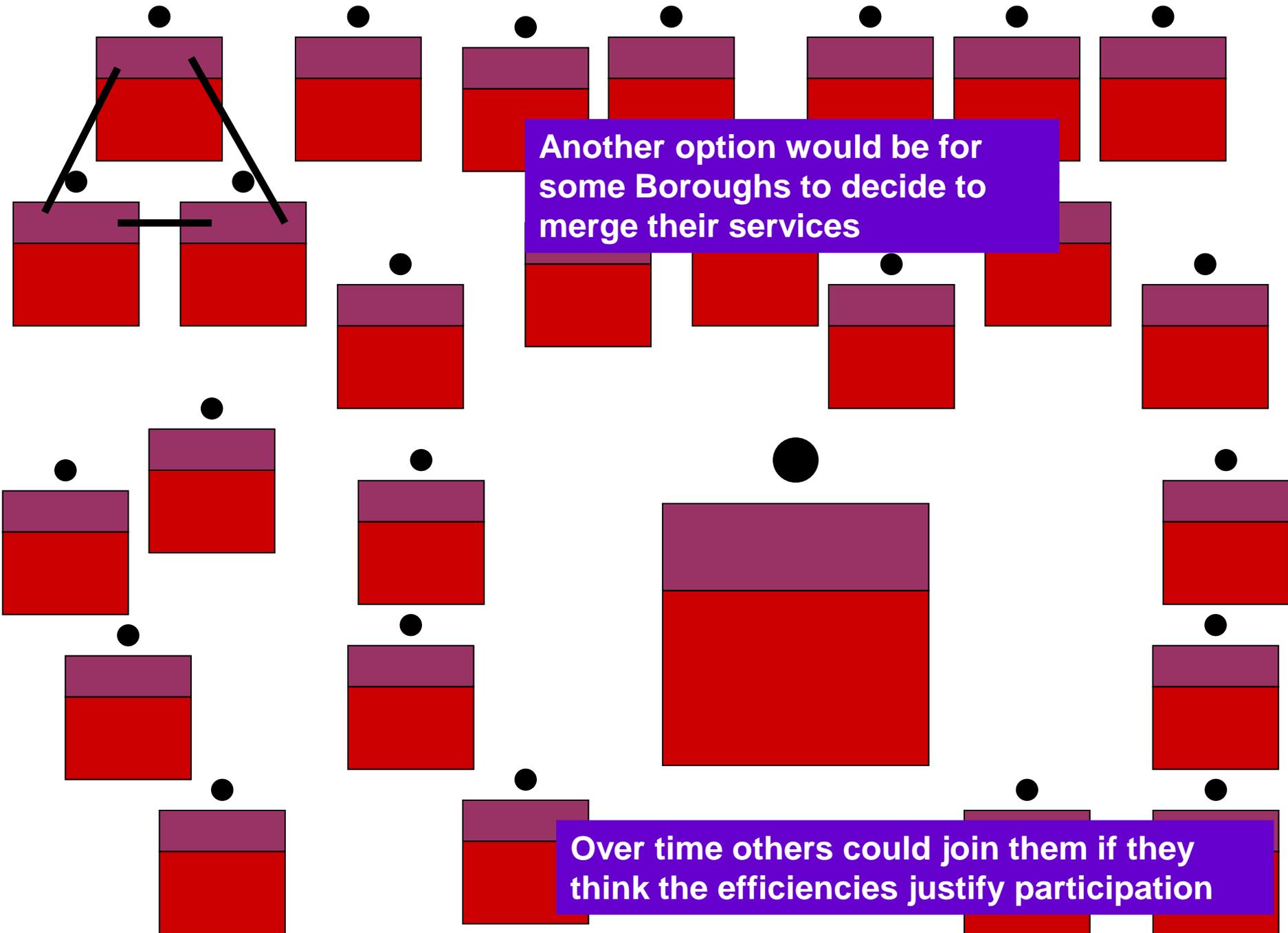
**Others can always start
working collectively
later, bring benefits to
themselves and added
savings to those already
working together.**

**Others may
wish to
consider
commercial
operators**



Another option would be for some Boroughs to decide to merge their services





Another option would be for some Boroughs to decide to merge their services

Over time others could join them if they think the efficiencies justify participation

Another option would be for some Boroughs to decide to merge their services

The benefits of this model are that no Borough is forced to change but those most keen to work together can do so quickly.

Option 5 – London Shared Service

Over time other could join them if they think the efficiencies justify participation

Action in London

- Best practice peer support
- Design plan
- Pilots or 'systems trials'
- Business model or models

September 2010 - Development:

- Detailed business modelling – costs, accountability, funding formula
- Staff and governance structures
- Detailed costs and savings for boroughs

March 2011 - Opt-in to Wave 1 by Members

Key points

- Nobody knows the complexity of what you do or the value add – ***unless you tell them***
- Everyone has to work together and ‘back office’ ‘expensive services’ will be the first to be targeted
- Be prepared to slay some sacred cows
- Do some workshops and thought experiments
- Savings and improvements are possible
- **Don’t expect anyone else to come up with answers!**

The Bridge on the Drina – Ivo Andric, winner, Nobel Prize for Literature 1961



In 1961, he was awarded the Nobel Prize for Literature "for the epic force with which he has traced themes and depicted human destinies drawn from the history of his country". He donated all of the prize money towards the improvement of libraries in Bosnia and Herzegovina.



Thanks for listening!

Ben Taylor
RedQuadrant

079 3131 7230
ben.taylor@redquadrant.com

www.redquadrant.com
www.linkedin.com/in/antlerboy
www.twitter.com/antlerboy