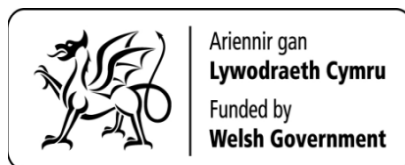




Cost Cutting Consortia: LINC y Gogledd ILL consortium and other stories

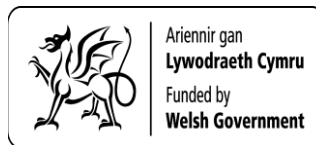
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Introduction

- ▶ Introduction
- ▶ What is a consortium
- ▶ Consortia in Wales
- ▶ LINC y Gogledd – aims, successes, problems encountered, common concerns, how and why it works
- ▶ LINC Partner ILL
- ▶ Cost Savings through LINC
- ▶ Wrap it up
- ▶ Questions



The Consortia Buzz

CyMAL – Museums, Archives and Libraries, Wales

- ▶ Welsh Government umbrella body
- ▶ Libraries Inspire 2012-16 strategy
- ▶ Fifth quality framework for public library standards

Key Priorities

- ▶ Resources for All
- ▶ Space for All
- ▶ Skills for Life
- ▶ Investing in People
- ▶ Attracting the Audience
- ▶ Delivering a Quality Service
- ▶ Sustainable Models of Service Delivery



Increasing Consortia in Wales

Why?

- ▶ CyMAL objective
- ▶ Williams report
- ▶ Cuts costs for libraries in all sectors
- ▶ Sustainable and cost effective
- ▶ Responsible use of resources and taxpayers money
- ▶ Good for libraries
- ▶ Good for users

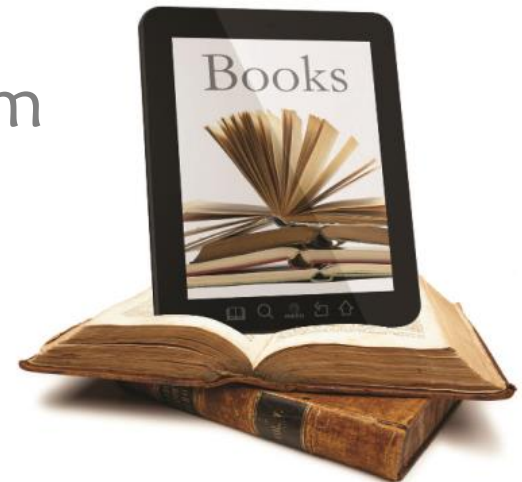


Ariennir gan
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Consortia in Wales

Numerous

- ▶ Regional partnerships – ILL / resource sharing – SWAMP, SEWP and LINC
- ▶ Shared LMS HE and Public (FE)
 - ▶ All-Wales catalogue = cost-savings (capital and revenue)
 - ▶ Easier access for ILL
- ▶ Welsh book purchasing consortium
- ▶ E-zines
- ▶ E-books
- ▶ Consortium approach to training



LINC y Gogledd Consortium

In a nutshell...

- ▶ LINC y Gogledd = Libraries in Cooperation, North Wales
- ▶ Regional ILL consortium
- ▶ 'Assortment' of library sectors
- ▶ Share resources free = ILL free to user



- ▶ Cost-savings benefits
- ▶ Valued by users – almost 90% satisfied / very satisfied

LINC y Gogledd Consortium

Still in a nutshell...

- ▶ 2 strands
 - ▶ Public able to join HE and FE libraries via valid membership and LINC referral form
 - ▶ ILL delivered to user's library of choice:
 - ▶ Free
 - ▶ Quickly – 98% within a week



- ▶ ILL delivered by coordinated regional van networks; created within existing arrangements

LINC y Gogledd Consortium

Still in a nutshell...

- ▶ 1 of 2 primary strands of the North Wales Libraries Partnership (NWLP)
 - ▶ Key ingredients – mutual flexibility, fairness, reciprocity, willingness to work together for common aims
- 
- ▶ Front line staff ownership
 - ▶ Information on welshlibraries.org / Staff Toolkit
 - ▶ [Environmentally responsible](#)

LINC ILL Consortium 2002

How it all began.....

- ▶ 2002:
 - ▶ Anglesey, Conwy and Gwynedd public libraries (shared catalogue)
 - ▶ Bangor University library
- ▶ Quickly followed by:
 - ▶ Coleg Llandrillo
 - ▶ Coleg Menai
- ▶ Quickly followed by:
 - ▶ Coleg Meirion Dwyfor



LINC Aims

Share, Widen Access, Simplify, Save

- ▶ Improve service provisions:
 - ▶ Widen access
 - ▶ Increase range of material available
 - ▶ Public – larger academic selection; join academic libraries FOC
 - ▶ Students – work placements, home / distance / part-time learners
- ▶ Decrease ILL costs
- ▶ Simplify procedures; reduce admin
- ▶ Deliver ILL to library of user's choice – quickly
- ▶ Community engagement (HE and FE)
- ▶ Expand across north Wales region



Success = Expansions

Growing the LINC

- ▶ 2007

- ▶ Denbighshire public libraries
- ▶ Flintshire public libraries

- ▶ 2008-09

- ▶ Deeside College
- ▶ Glyndŵr University
- ▶ Wrexham public libraries
- ▶ Yale College, Wrexham

- ▶ 2010-11

- ▶ Coleg Llysfasi
- ▶ Gladstone's Library



- ▶ 2012-13

- ▶ Natural Resources Wales (former Countryside Council for Wales)
- ▶ Tŷ Newydd Writers' Centre

Teething Problems

Surmountable problems

- ▶ Staff faith
- ▶ Labelling
- ▶ Confusion with new procedures
- ▶ Fear of change
- ▶ Mistrust in failing system
- ▶ Staff awareness
- ▶ Staff confusion – which library is in which authority



Unsurmountable problems

- ▶ Geography!
- ▶ Authority policy in South-West Wales

Consortia – Common Concerns

- ▶ Items unavailable for own users **X** Recalls; wider choice
- ▶ Excessive number of requests **X** Highly unlikely
- ▶ Loss of books **X** Partners replace items
- ▶ Loss of revenue **X** Less expenditure

X Snapshot examination of ILL revenue versus ILL cost including hidden costs (admin, staff time, P&P etc.)
services often run at a loss; staff time largest expense

X Free ILL significantly reduces admin/staff time; reduces losses ergo cost of service

X As ILLs increase, cost per item delivered decreases

X 2010 – cost of item delivered 0.68p including staff time; fuel increased, ILL within LINC increased more!

Why Does LINC Work?

Key ingredients

- ▶ Flexibility – policies and approach
- ▶ Reciprocity and willingness to work together
- ▶ Ethos of libraries
- ▶ Can-do attitude
- ▶ Pragmatic, simple procedures
- ▶ Simplicity in arrangements
- ▶ Few administrative overheads
- ▶ Staff faith in system
- ▶ Representatives from each sector on the LINC Group is an effective way to reach solutions / agreement / majority agreement
- ▶ Underwritten by LINC Partnership Agreement



Why Does LINC Work?

Relevant to all sectors and users from all demographics

- ▶ Free joining and borrowing, including academic libraries
 - ▶ Free delivery to any library
 - ▶ More core textbooks
 - ▶ More leisure material
- ▶ Users use LINC for leisure, study, health, work purposes
 - ▶ Helps with development, self-study and updating skills
 - ▶ Specialist libraries good for institutes



How Does LINC Work?

LINC Group

- ▶ LINC Chair (reports to NWLP Executive / CyMAL)
- ▶ LINC reps from each partner (senior and junior managers, ILL and front line staff)
- ▶ Meet twice a year (ad hoc meetings if required)
- ▶ Role:
 - ▶ Web volunteers – maintain online information
 - ▶ Communication channels; disseminate information
 - ▶ Feed into strategies, research and evaluations
 - ▶ Policy development to suit all partners/sectors
 - ▶ Operational and logistical aspects, e.g. integrating new partners, procedures, practicalities

LINC Policies

Flexibility = Wider range of material for users

- ▶ Partners retain their own policies, e.g. restrictions, loan periods, renewals; introduce LINC specific policies (e.g. additional restrictions)
- ▶ Differs from sector to sector
 - ▶ Internal policies restrict joining Natural Resources Wales's library in person
 - ▶ Bangor University 2 week loan period
- ▶ Deliver ILL within a week
- ▶ Partners submit ILL stats monthly
- ▶ Signpost other partner services /events / activities

LINC Procedures

Simples is best!

- ▶ Pragmatic
- ▶ ILL ordered as per own internal procedures (differs)
- ▶ Request sent to internal ILL staff / respective library
- ▶ Taken off shelf
- ▶ Labelled as per LABELLING DOCUMENT!!!
- ▶ Put on van to respective hub / library and delivered to user's library of choice – quickly!



Delivery Mechanisms

Connecting the LINC

- ▶ Developed through existing partner services
 - ▶ Tweaked standing van routes
 - ▶ Coordinated deliveries
 - ▶ Created effective connections
 - ▶ Introduced main hubs, sub-hubs and interchanges
 - ▶ Additional time for remote sites, holiday periods, new partners and other 'un-manageables'
- ▶ Simple arrangements, few administrative overheads
- ▶ Model integrates new partners without disruption
- ▶ Low cost option; sustainable
- ▶ No dependence on grants, present or future
- ▶ Allowed introduction of regional New Quality Standard

LINC in 2014

Where is LINC now?

- ▶ Regional cross-sector ILL Consortium
- ▶ 13 partner organisations
 - ▶ 6 x Public library authorities
 - ▶ 2 x FE (college mergers)
 - ▶ 2 x HE
 - ▶ 2 x Specialist
 - ▶ 1 x Government
 - ▶ Total approx. 90 libraries
- ▶ Successful consortium
- ▶ Saved £250k+ (reality considerably more)



Where do Cost Savings Come From?

Hidden cost-savings

- ▶ Partners with shared catalogues do not record separate stats – staff estimate “thousands”
- ▶ Decreased financial and office admin
- ▶ Packaging (postage(ish))

Measurable cost-savings

- ▶ Reciprocal free ILL = Significant decreases in ILL from other providers
 - ▶ BLDSC
 - ▶ External to north Wales
 - ▶ Postage(ish)



LINC Partner ILL Stats 1

In brief!

- ▶ 2002-03 – 71 items between LINC partners
- ▶ 2003-04 – 375
- ▶ 2006-07 – 615
- ▶ 2007-08 – Flintshire and Denbighshire joined:
 - ▶ 1,162 / 5,043 borrowed within LINC (23%);
BLDSC supplied 40%
- ▶ 2011-12 – Wrexham libraries embedding:
 - ▶ 4,905 / 7,330 borrowed in LINC (60%);
BLDSC 13%
- ▶ 2012-13 – LINC supplied 68% of total ILL;
within Wales 23%; BLDSC 7%; Other 6%

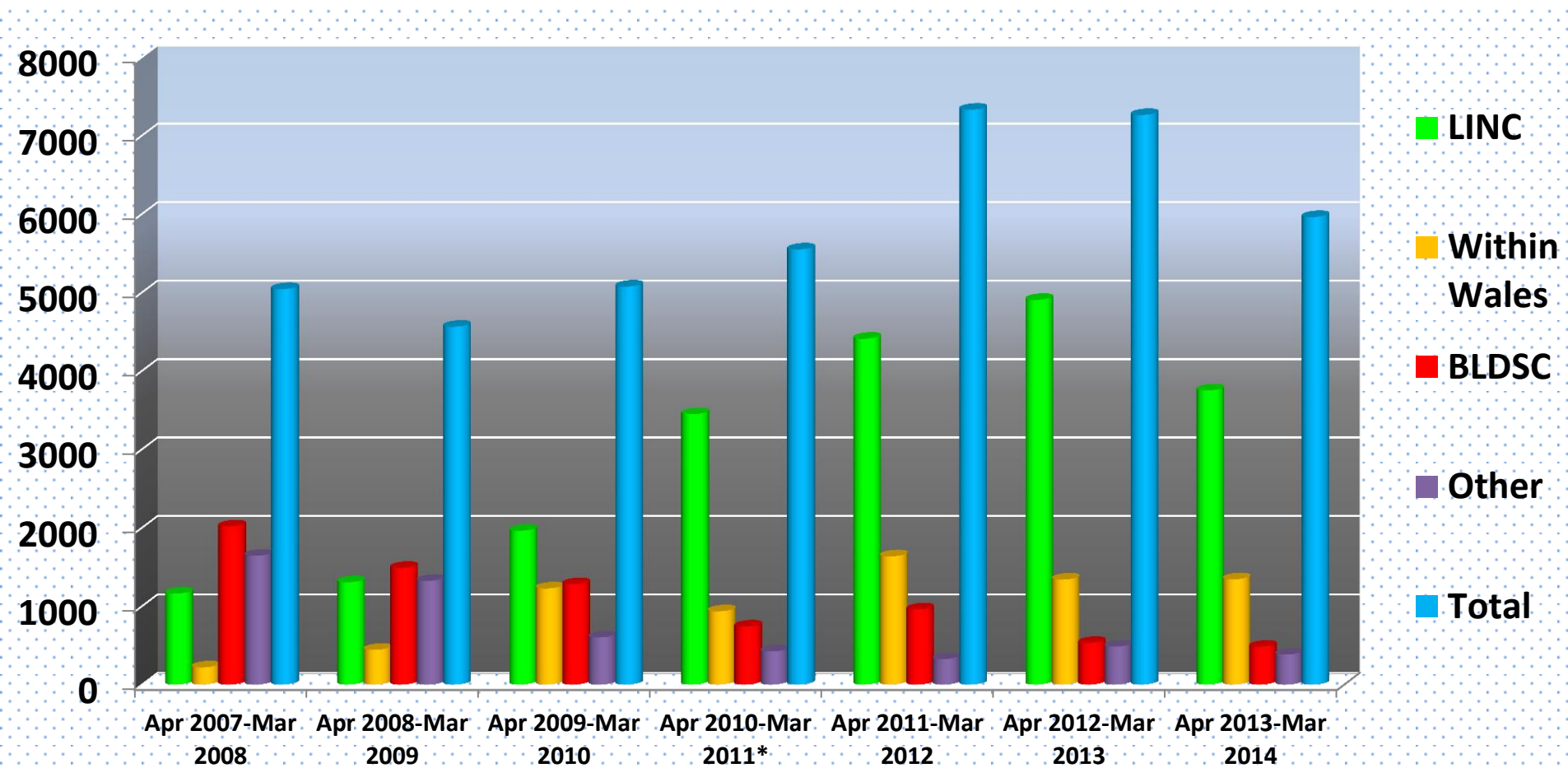
LINC Partner ILL Stats 2

In brief!

- ▶ 2013-14
 - ▶ 2 x FE sourced 100% of ILL within LINC
 - ▶ LINC – 63% of total ILL;
 - ▶ 4 x authorities sourced 60%-75% of total ILL within LINC
 - ▶ HE 93% and 59% sourced in LINC
 - ▶ External to Wales – supplied 6%
 - ▶ BLDSC supplied:
 - ▶ 8% of total LINC partner ILL
 - ▶ LINC public libraries with 65 items = 0.6% of total authority ILL

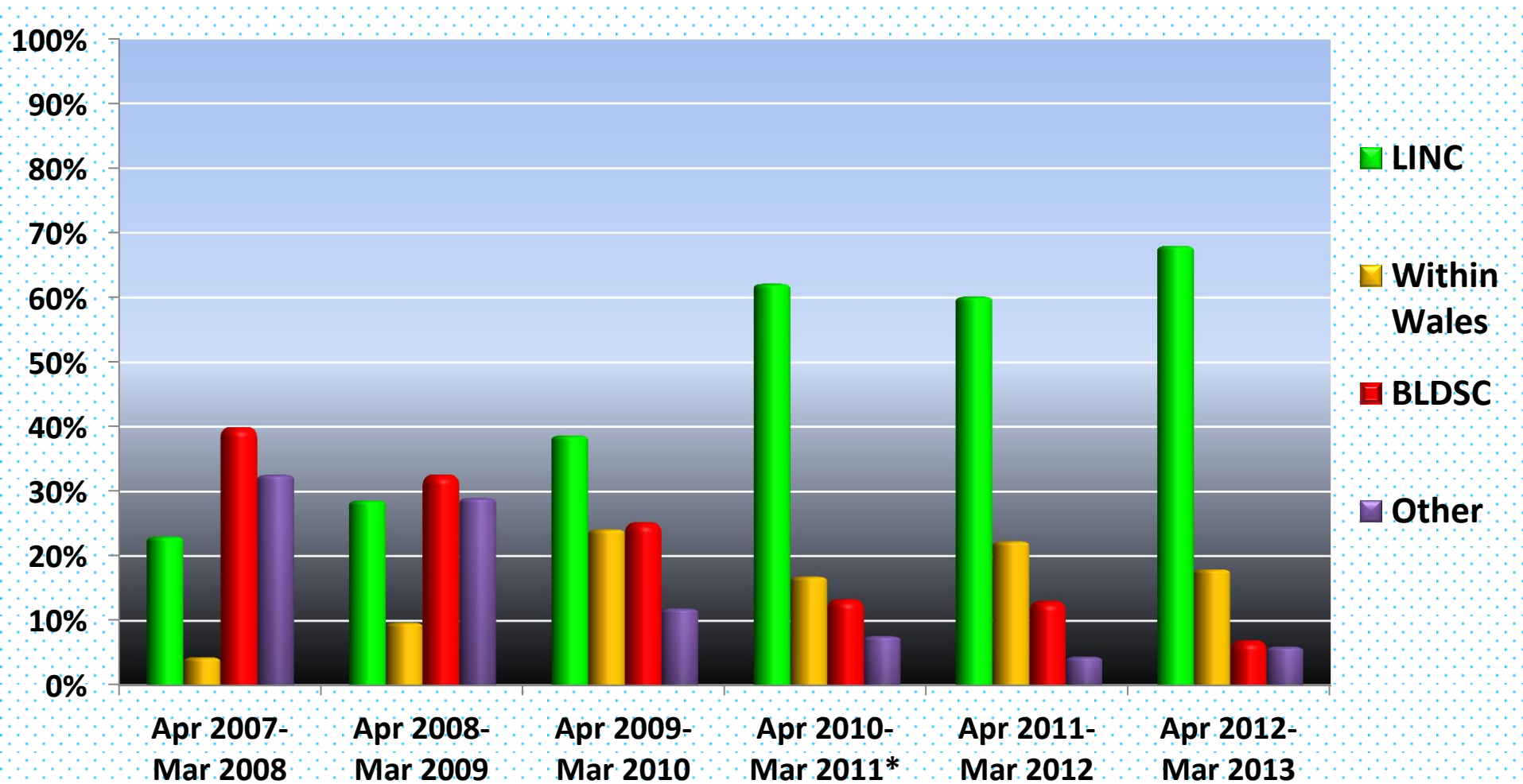
LINC Partner ILL – Measurable

- ▶ Significant increases within LINC and Wales
- ▶ Significant decreases from BLDSC and other providers



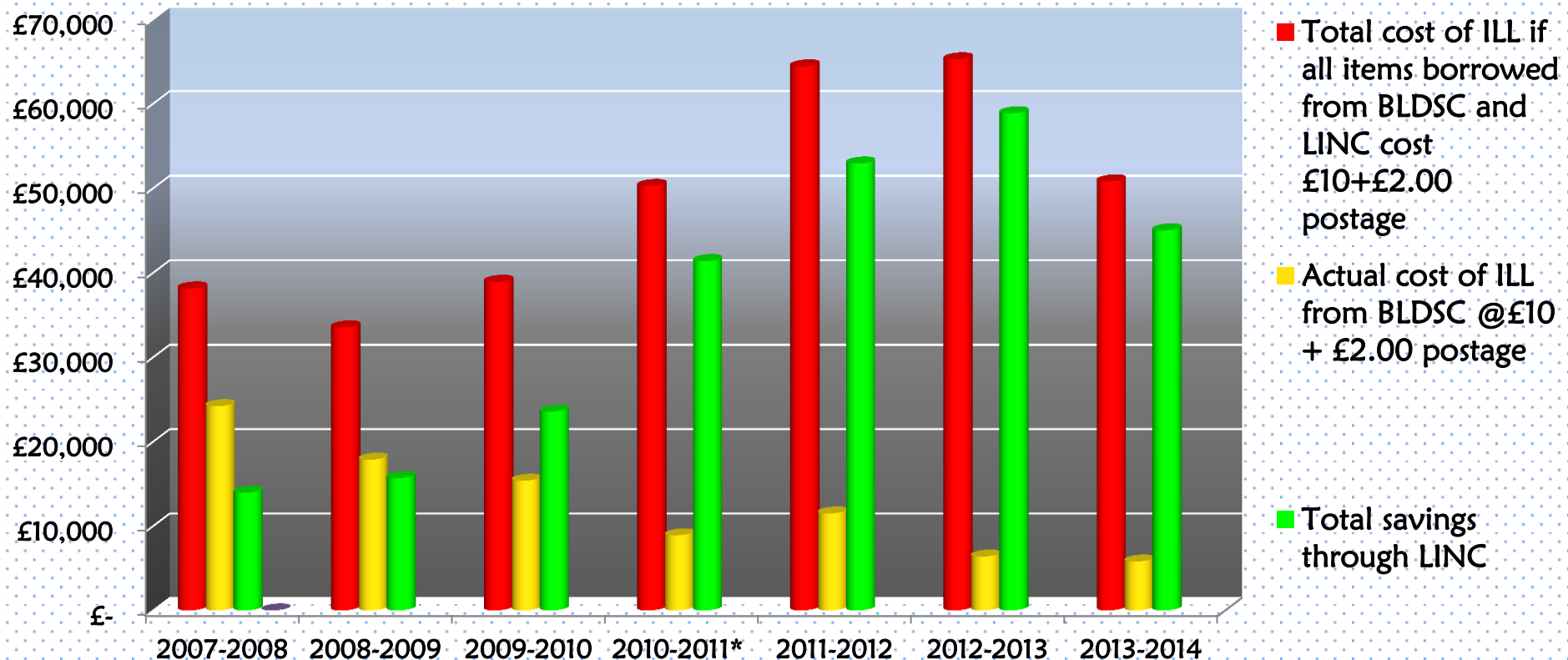
Percentage of ILL Sourced from Providers

- ▶ Significant increases within LINC and Wales
- ▶ Significant decreases from BLDSC and other providers



Cost Savings Through LINC

- ▶ Cost of ILL if LINC did not exist
- ▶ Savings from BLDSC alone
- ▶ Cost per LINC ILL delivered @ 0.68p incl. staff time



LINC Partner ILL – Not Recorded

Difficult / extremely time consuming to ascertain

- ▶ ILL staff members estimate “thousands”
- ▶ Actual savings likely to be double +

Falling ILL

Reasons for ILL declines

- ▶ Cat Cymru – major technological issues ✓
- ▶ Lack of staff time ✓
- ▶ Ebooks from non-library providers?
- ▶ Self issue machines – reduced interaction ✓
- ▶ Library closures / opening hour reductions ✓
- ▶ Lack of marketing / signposting ✓
- ▶ Not enough active promotion ✓
- ▶ Social and economic climate? People have less free time?
- ▶ Staff confidence in understanding of ILL ✓
- ▶ Loss of stores?



Increasing ILL

Reasons for ILL increases

- ▶ Active promotion increased ILL by 20% and 25% in two partners whose ILL had been decreasing for 3 years

How to Increase ILL

What does active promotion look like?

- ▶ Increased signposting on self-issues and catalogue
- ▶ Implementing prompts on library catalogues – “We can get the books you want. Contact
- ▶ Bookmarks in books by popular authors and hot subjects / topics etc. to signpost ILL (5 on 1 A4)
- ▶ Internal e-flyers and social media



How to Increase ILL

What does active promotion look like?

- ▶ Entering into ILL consortia
- ▶ Ask staff to tell 10 customers a day, every day, about ILL / hold one morning a week every week to promote ILL; offer incentives for staff who obtain the most ILL requests



- ▶ Ensure staff are confident to upsell / approach customers – reminder email, perhaps training

To wrap it up...

LINC consortium selling points

- ▶ Flexible (policies, procedures, terms)
- ▶ Pragmatic and simple arrangements,
- ▶ Decreased admin few administrative overheads
- ▶ Book ordered as per own internal procedures
- ▶ Taken off shelf, labelled and placed on van
- ▶ Created using existing services, little added cost, sustainable, no dependence on grants
- ▶ Robust framework, new partners easily integrated

To wrap it up...

LINC consortium selling points

- ▶ ILL delivery speed – 60% same to next day, 84% same to 3 days, 98% within 1 week
- ▶ Widely used by library users in all sectors
- ▶ Added service to students – fee increases!
- ▶ ‘Green’ service – no couriers, packaging re-used repeatedly, less paperwork
- ▶ Cost savings for libraries / partners – circa £250k+ excluding hidden costs

Advice and Lessons Learned

- ▶ Pilot is a good place to start – minimum of 2 years
- ▶ LINC is one of several successful models
- ▶ Working group comprising of all sectors is a good way to get started so policies, procedures, operational aspects can be discussed – BE FLEXIBLE!!!!
- ▶ Do not have high expectations
- ▶ Collaborative effort
- ▶ Give things time to embed – don't rush
- ▶ Avoid major changes to delivery mechanisms once systems have been put in place – significant staff confusion
- ▶ Think longer-term



Thank you!
Questions?

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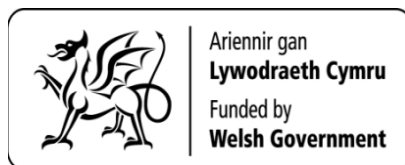


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