

Connection and Convergence

2nd International Conference on Joint Use Libraries
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The Hive: Inspiring Communities

Roger Fairman (presenting)
Library Services Development, University of Worcester, UK

Anne Hannaford
Director of Information and Library Services, University of Worcester, UK



What's coming up ?

- Introductions
- Changing political & financial contexts
- Shared Values – different perspectives
- Conclusions



Photo credit: Simon Munn



Remember your Vision



The Worcester Library & History Centre

a shared vision - a single community

Introductions

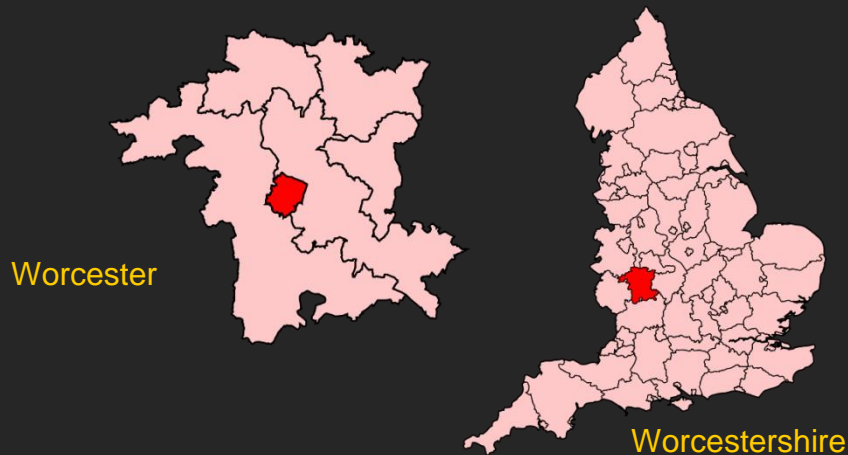
- City of Worcester
- Partners
 - University of Worcester
 - Worcestershire County Council
 - Libraries
 - County Record office
 - County Archaeology Service
 - Worcestershire Hub
- The Project



The City of Worcester



Cathedral City & Historic County Town
of Worcestershire



The City of Worcester



Cathedral City & Historic County Town
of Worcestershire

Population of around 100,000



Photo credit: Bob Embleton



The City of Worcester



Cathedral City & Historic County Town
of Worcestershire

Population of around 100,000

Saw both the first and last battles of the
English Civil Wars



The City of Worcester



Cathedral City & Historic County Town
of Worcestershire

Population of around 100,000

Saw both the first and last battles of the
English Civil Wars

Home to several top flight sports teams



The University of Worcester

1946: Established as an **Emergency Teacher Training College**; subsequently developed as a training college under the aegis of the University of Birmingham.

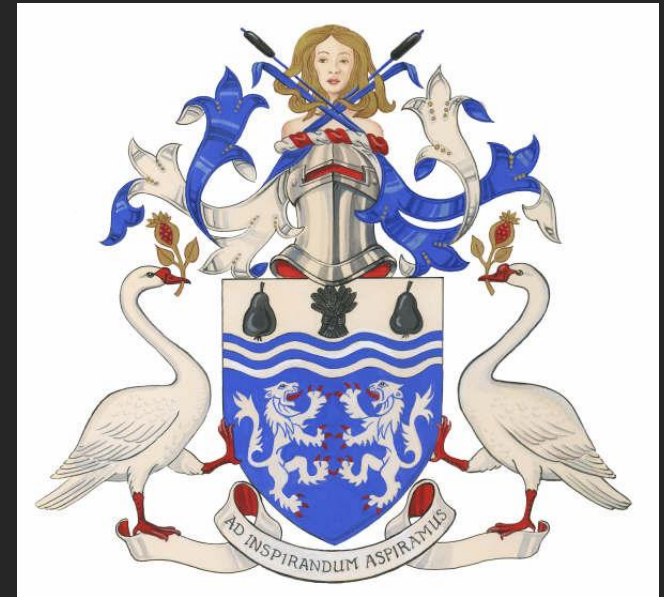
1970s: Adopted the title **Worcester College of Higher Education**, with degrees validated by the CNA.

1995: Herefordshire and Worcestershire College of Nursing and Midwifery was absorbed into Worcester College of Higher Education.

1997: Adopted the title of **University College Worcester**, on achieving degree-awarding powers from the Privy Council for all its taught courses.

2005: Adopts the title **University of Worcester**, on being awarded full university status by the Privy Council.

2010: HM Privy Council confers Research Degree Awarding Powers on the University. Research is a thriving and developing area at Worcester with many successful MPhil and PhD students studying a wide variety of subjects



The University of Worcester

Student Population around 9,500
(was projected to be 12,000 by 2011/12)



81% - undergraduate
18% - taught postgraduate
1% - postgraduate research

70% - female

67% mature (over 21)
46% mature (over 25)

34% - Institute of Education
25% - Institute of Health and Society
13% - Institute of Humanities and Creative Arts
13% - Worcester Business School
6% - Institute of Science and the Environment
8% - Institute of Sport and Exercise Science
1% - Graduate Research School

2009/10 figures



Worcestershire County Council



Worcester Central Library

Wonderful piece of Civic architecture

Which is unfortunately totally unsuited to the demands of a modern library service

- Provides only 25% of the IFLA recommended floor space for its catchment population (1,000 m² vs 4,000 m²)
- Cramped and unable to display some fascinating special collections.
- Increasingly on the periphery of the changing urban landscape of Worcester



Worcestershire County Record Office

Urgent need for expansion

Record Office (original documents)

Located on the periphery of the city.

20% of original material held at three other locations up to 75 miles away due to lack of space.

History Centre (secondary & surrogate documents)

Focus on local & family history

The new building will combine the two public branches and allow all the collections to be stored in one place for the first time.



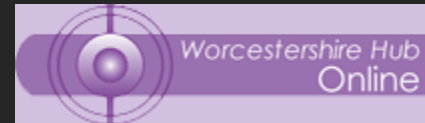
Worcestershire Historic Environment & Archaeology Service

- Currently located on University of Worcester Campus
- Links with University through involvement in degree courses in Archaeology & the Historic Environment.
- Seeking higher public profile
- Opportunity to work more closely with the Record Office and the Customer service centre



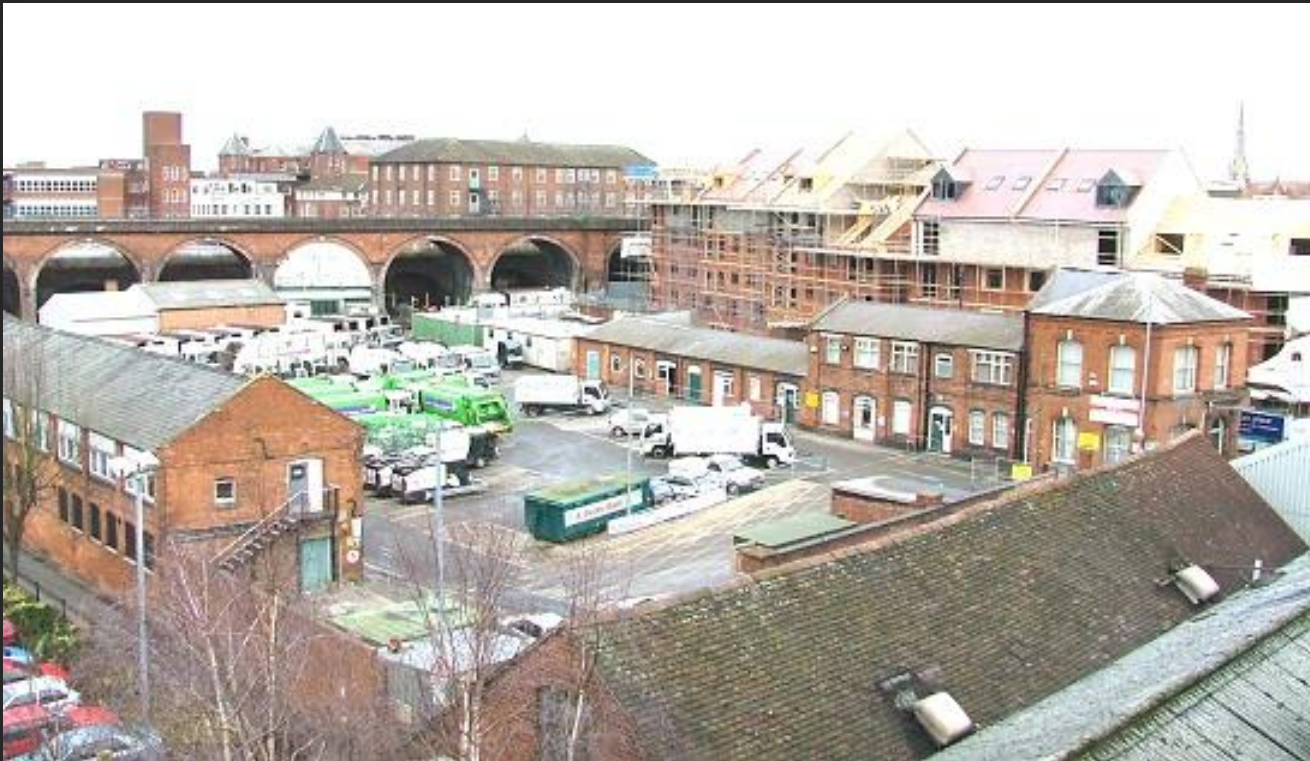
Customer Service Centre

- One stop shop service for information relating to Local Government Services.
- Shared service between Worcestershire County Council, Worcester City Council and Surrounding District Councils.
- Need for larger, custom built accommodation.
- Already some experience of co-location within Libraries.
- Significantly different customer base from the university and public library.



The Project

In Physical Terms: to transform this.....



The Project

Into this.....



The Project



Photo credit: Ken Bishop



The Project: funding

£m 43 (A\$m 65) PFI credits - Dept. Culture, Media and Sport

£m10 (A\$m 15.1) Higher Education Funding Council – England (HEFCE)

£m 7 (A\$m 10.5) Regional Development agency - Advantage West Midlands

Other specific funding is being sought for some elements of the project e.g. to support the Arts Strategy.

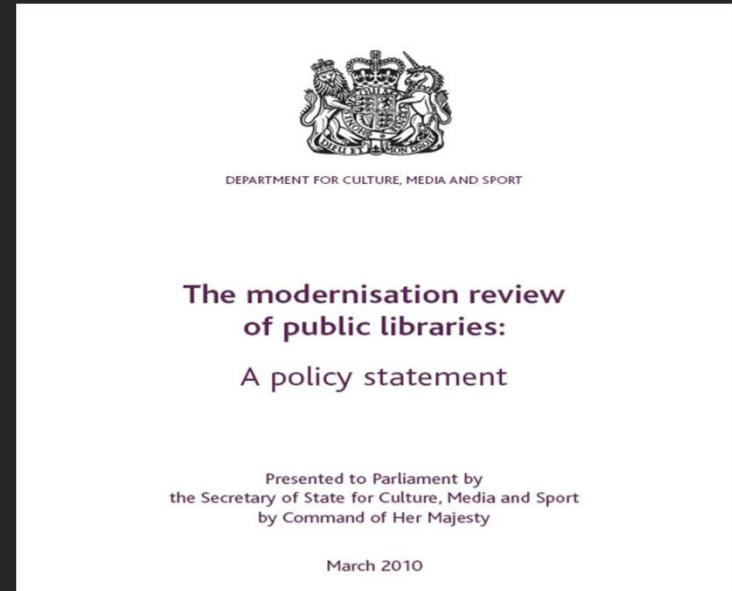


Changing political & financial contexts



Margaret Hodge MP

"Sleepwalking into the era of the iPhone, the eBook and the Xbox without a strategy, runs the risk of turning the library service into a curiosity of history like telex machines or typewriters."



The Modernisation of Public Libraries Review

(March 2010)

"Proposal 27: *The Government expects that from April 2011 all library services will provide free internet access to users as part of their Library Offer to the public. Government will, under section 8(2)(b) of the Public Libraries and Museums Act 1964, make an (affirmative) Order preventing libraries from charging for internet access. DCMS will ensure that there will be no net additional costs to local authorities in line with the Government's new burdens procedures."*

"Proposal 34: *Government expects e-books to be loaned for free. Government will under section 8(2)(b) of the Public Libraries and Museums Act 1964, make an (affirmative) Order preventing libraries from charging for e-books lending of any sort including remotely."*

(my underlining)



May 6th 2010 – General Election



Photo credit: The Office of the Prime Minister



Changing political & financial contexts



Martha Lane Fox – appointed as UK Digital Champion in June 2010 by David Cameron.

“Half of all those who are offline live in social housing...Forty-four per cent live on a household income of less than 10k a year. And yet our work so far shows that if just 3.5 per cent of those people found work by getting online (we know people are 25 per cent more likely to find work if they use the web) it would contribute more than £200m to the economy.”

“The Government has decided not to pursue the £2 million (per annum) spending commitments set out in the Public Library Modernisation Review Policy statement published in March 2010. These were free internet access in all libraries and to promote library membership as an entitlement from birth.”

DCMS News Release 066/10 17th June 2010



Whither Statutory Duty ?

The Public Libraries and Museums Act (1964) places a statutory duty on local authorities to provide a “comprehensive and efficient” library service.

West Sussex County Council plans to cut its library budget by 15 per cent.

LB Brent (North London) – Campaigners preparing to appeal a High Court judgement which allowed the council to close half it’s Libraries.

CILIP has estimated that more than 600 libraries in England could close



Image credit: Phil Bradley



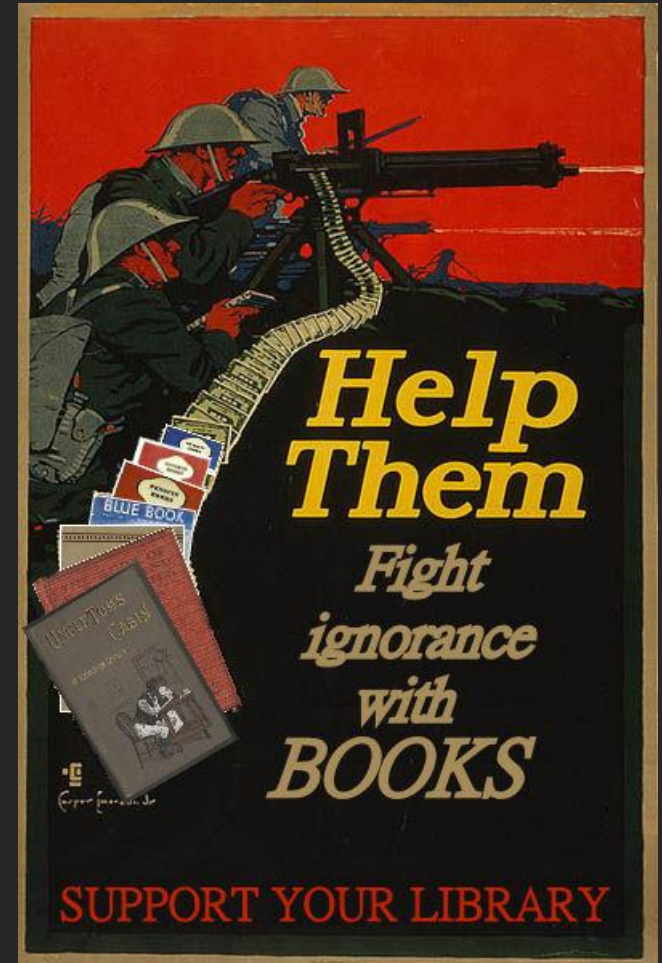
Cause for Optimism ?

Opened national debate on the importance of libraries in both the financial & political arenas.

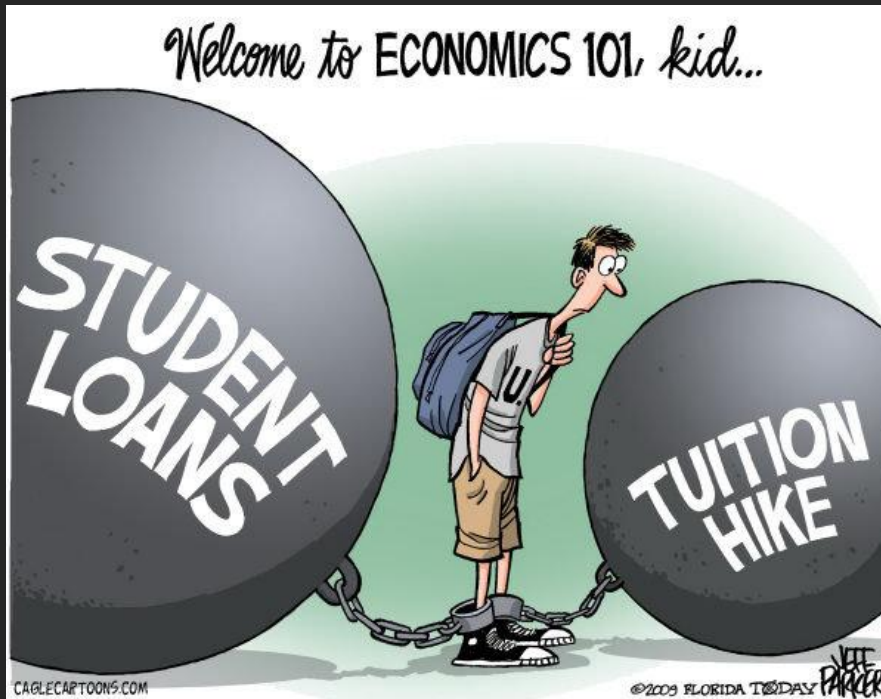
Supported by both ordinary people, library & Information staffs and high profile authors

LB Hillingdon mid-way through a £M4 to rebuild or refurbish all it's Libraries.

LB Southwark £M14 new library opening in November.



Changes in Higher Education



2005 tuition fees = £3,000

From September 2012 tuition fees =
between £6,000 & £9,000

At Worcester students will be paying
£8,100

This has weakened the “Moral Argument” for opening university facilities to a wider community – as the balance of contribution has moved away from the tax-payer and towards the student (and their financial supporters).



Implications for the Hive ?



Photo credit: James Watkins Photography

How to remain faithful to the original vision while acknowledging that times are very different?



Higher student expectations ?

A desire for greater exclusivity?

A perceived dilution of the student experience?



Our Response



Photo credit: James Watkins Photography

Provide an excellent university library service:

- within the Hive
- across the wider campus
- beyond the campus

Be very positive about:

- the values and concept
- the unique opportunities offered by the Hive

Including

- The opportunities to work with children, reading and literacy.
- Potential contacts with business through the “Business Centre”
- The embedding in the curriculum of the resources of the Record Office
- The opportunities for volunteering and paid employment.



So How are we doing ?



We believe the answer is very well !



Shared Values – Different perspectives

In the early days the focus of the project team was on similarities



A commitment to excellent customer service
A commitment to high quality education
A strong focus on information based services



Shared Values – Different perspectives

Now with only eight months to the opening that focus has shifted to differences in both procedure and perspective



But ... We are still talking to each other !

As a result of a strong sense of shared purpose, kindled at the start, then strengthened through trust and a close and open working relationship



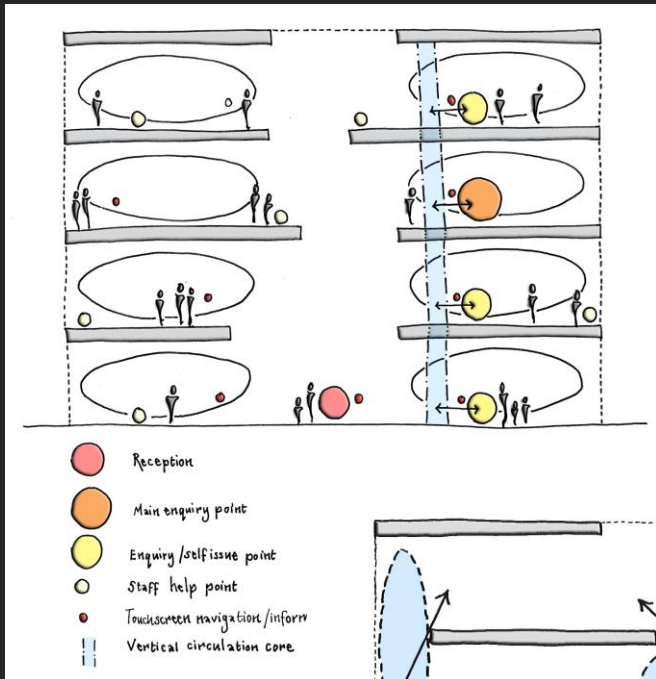
By way of illustration.....

How we developed the Vision and ensured staff buy in.

How we are ensuring that both university and public users of library services will receive enhanced services and not lose out through competition with each other



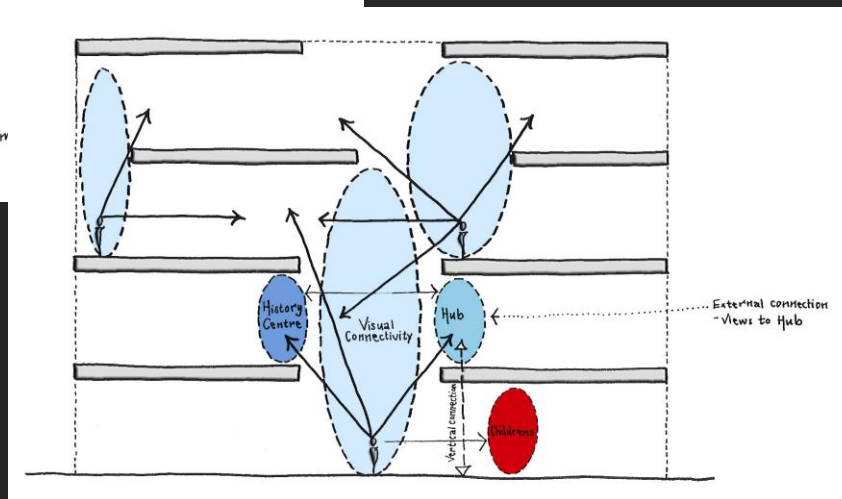
The Vision



“There are ten key principles that should underpin how we will turn our vision into reality through excellent design.”

WLHC Detailed Design statement 2007

- Inspiration
- Connection
- Aspiration
- Learning
- Integration
- Inclusivity
- Enduring Values
- Well-being
- Sustainability
- Visibility



Embedding the Vision

Staffing and Volunteering Workstream –

“... by the time of opening, there will be a sense of being one integrated staff body with shared values and commitment to the vision of the Hive and a clear customer focus”

Values workshops objectives –

1. *“To provide an opportunity for front line staff to contribute to the development of service standards for the new Worcester Library and History Centre.*
2. *To help staff appreciate the importance of shared values in service delivery.*
3. *To give staff the opportunity to learn, informally, something about other services that will be in the new building.*
4. *To allow staff from different workplaces to meet in a relaxed environment and get to know each other.*



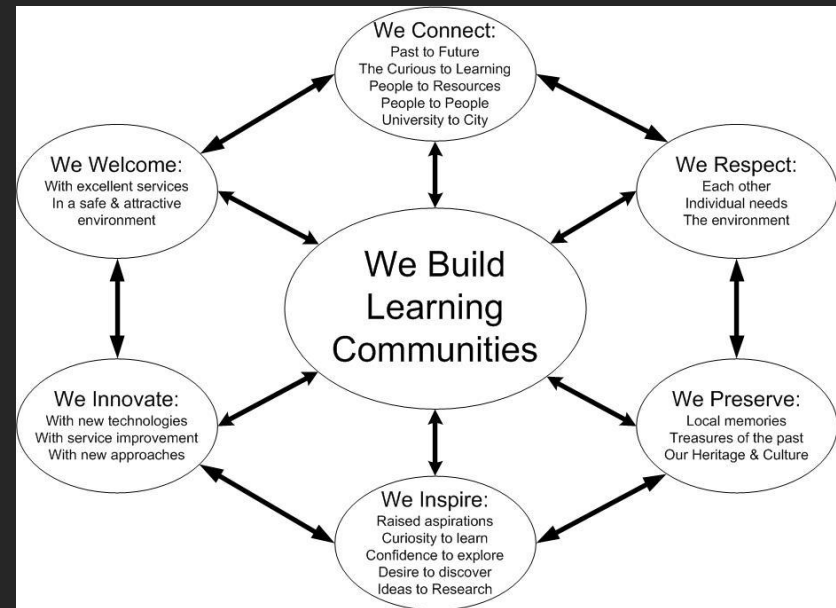
Core Values



Core Values

This statement of core values is now regularly used by both the University and the County Council and staff can see their own contributions being used and valued.

In addition to the core values themselves, the interactions between staff at the workshops had other benefits. One of these was staff beginning to address some of the differences between the ways services were delivered within the supportive context provided by the values framework.



Can I / Should I answer that question?

University library staff :

'I shouldn't be expected to spend my time finding the answer to 14 across'

'We shouldn't give people the answer – we should show them how to find the answer'

Public library staff :

'I wont be able to answer the type of questions students ask'

'We should try to give everyone who asks the information they want'

Both:

Will we be expected to deal with people who want to complain about their rubbish bins not being emptied?



Can I / Should I answer that question?

Series of workshops with their starting point taken from the core values

Specifically:

- **We Welcome** – with excellent services
- **We Innovate** – with new approaches
- **We Respect** – each other[‘s specialisms]



Can I / Should I answer that question?

I've got a problem this document in Word

How do I make some copies of this document?

Is there an Archaeology club my son can join?

Can someone help me fill in this benefit form?

How do I get access to the University network using my laptop?

My great grandmother was sentenced to death at Worcester Assizes, can I find her trial records?

I can't take these books out because I've got fines. What do I do?

My neighbour is filling in an old moat. Is it illegal?



Can I / Should I answer that question?

The outcomes included:

- the dispelling of some “urban myths” around different sets of customers and the enquiries they generate,
- a greater appreciation of the skill sets exhibited by different staff and the degree to which they either overlapped or complimented each other,
- an agreement that a “knowledge base” could be a useful tool that would aid in answering many enquiries, without detracting from the value placed on the specialisms of professional staff

(this is now being developed using a template originating from the Customer Service Centre).



Potential for disagreement



- Relative priority given to 'front of house' vs. 'back of house' activities.
- Some aspects of how the Dewey system is applied and interpreted
- Charges for DVDs etc.
- The degree of filtering applied to the Internet
- The layout and allocation of office space
- The need for an explicit behaviour management policy.
- Access to key university texts



Access to Key University Texts

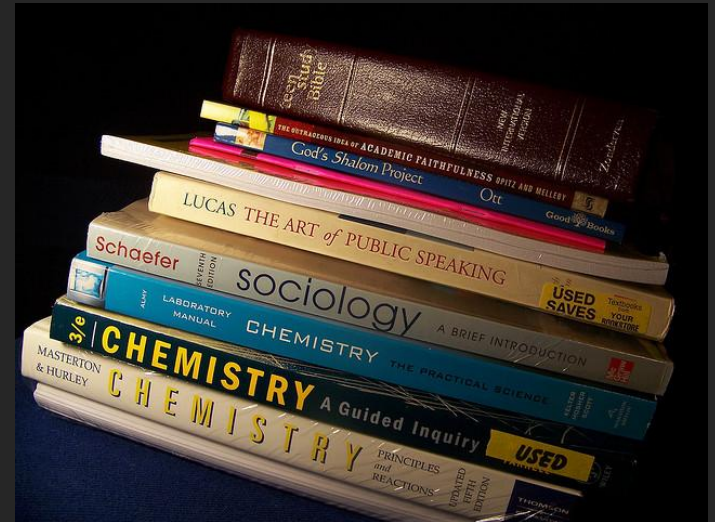
The Hive Circulation Parameters

	University access	Public access
University Course Collection Essential texts as defined on module reading lists (6000 – 8000 volumes)	3 items 24 hour loan	Reference only
Two week loan Collection University High Demand Items as defined by circulation statistics. (approximately 30,000 volumes) This will be interfiled with the main collection, identified with a blue band.	12 items Two week loan	1 item Two week loan
Main Loan Collection Remainder of university stock (80,000 – 90,000 volumes plus public library stock)	12 items Three week loan	12 items Three week loan



Access to Key University Texts

- Retains principle that all users should have access to all books.
- Explicitly acknowledges the priority access that students have to key material.
- Maintains equality of access to fiction
- Is not unduly complex.
- University dropped it's distinction between Staff & Students.



Access to Key University Texts

Similar discussions around the children's stock:

- The aspiration to have children, trainee teachers & practicing teachers using a shared resource
- The particular requirements of trainee teachers on teaching practice
- Issues arising from the recent rise in academy schools, where as a result of government policy schools can gain financial independence from the local authority.



Photo Credit: Lainie Liberti



One Off or Transferable Model ?



Photo Credit: Joey Rozier



Learning Outcomes

1. Partnership is not easy, but extremely worthwhile
2. The vision has to come from the strategic direction already established
3. That while the building provides a glorious physical focus, it is the shared service development and delivery that will define long term success.

Photo Credit: Joey Rozier

