Welcome to the autumn issue of Panlibus Magazine.

In the straitened times we currently live in, libraries are constantly looking for ways to reduce costs. Sharing services is one of the ways that can help libraries do more with less. While libraries are increasingly adopting a shared services approach, many other organisations have been at it for some time: The Ministry of Justice, the NHS and the Department for Work and Pensions to name just a few. And why? Because whichever way you look at it, shared services makes good business sense.

In this issue we look at shared services in detail and consider what the path to a successful library shared service will look like (p. 4-5). The groundbreaking tri-borough plan between three London councils (Royal Borough of Kensington and Chelsea, the London Borough of Harrow and Fulham and Westminster City Council) is still in the early stages, but we see how this will pan out from the library perspective (p. 6-7). Another innovative project underway is the unique library shared service with Worcestershire Council and the University of Worcester (p. 24-25).

Capita has recently launched its LMS as a Service, Chorus: a cloud based solution that will manage all of the services that libraries currently benefit from. Andy Latham, Head of Development at Capita, outlines how this will work and the benefits it will bring to libraries.

As well as this, we have articles from Capita’s Additions Partners Nielsen and Lorensbergs, case studies and product updates to keep you up-to-date with the latest from Capita’s library division. In order to improve Panlibus Magazine we are currently undertaking a membership survey. Please fill the survey in online (tinyurl.com/panlibussurvey) and be in with a chance of winning a Kindle.

I hope you enjoy this issue, and as always I encourage you to get in touch with your thoughts on any of the articles. If you have a topic that you would like to write about, I would be extremely pleased to hear from you. Please contact me on the email address below.

Mark Travis
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To help address the issues our customers are facing, Capita’s Library business has taken the extensive experience that the wider Capita Group has in advising on shared services and is sharing this experience with its library customers. A case in point is the guidance in the Capita White Paper released earlier this year, titled “What Every CEO Needs to Know about Shared Services.” In it, the importance of looking at how to actually go about sharing services is tackled head on which is outlined here in the context of the library market. So, if such a high percentage of people feel that shared services is the right way to go, how do you overcome some of the obstacles?

It’s easy to feel despondent about the current economic situation, but given that we are where we are, it’s vitally important that library leaders aren’t swept along with the rest. The public sector faces huge cuts and the people working there are no different. Change always creates uncertainty and can affect morale if improperly managed, so it’s of paramount importance to keep everyone informed of the discussions as far as practical and to include library teams in the key decision making processes. It’s a well known fact that a sense of ownership of the change engendered a much more successful outcome. What can help with this process is for staff to conduct a review of existing systems and take the time to step back and think carefully about how the systems will work in a shared environment. Staff need to relocate? Do we still need to do this in the same way or are there better ways of doing it? Can we do this quicker but achieve the same high standard? Capita has helped many library services in this way by conducting a Business Process Review – acting as a facilitator outside of library teams which are working towards shared services.

Identify partners and agree on the vision

Identifying the right technology

In order to make the significant changes that will enable true shared services, library leaders need to ensure that they have the right technology. Frameworks for tenders such as the Government Procurement Service that Capita is part of, scoring the highest of all suppliers, is a good case in point. These frameworks allow library services to get the best of breed technical solutions but bypass much of the costly procurement process. Integration technologies will form a huge part of the solution too. Depending on the extent to which your library service is planning to share services, there will be a need to integrate, for example, one Council CRM or finance system with two or more library management systems. Equally, tracking the single source of truth for managing identity across a number of universals will require powerful and reliable tools to realise the savings that libraries need to make.

Maintaining service levels

The ideal situation is to both save money and to use this as an opportunity to improve services to your users. This might be by streamlining back office processes, freeing up staff to concentrate on user engagement or freeing up budget to introduce new services such as extending e-resource provision. Also, by moving to shared services, you can take the best practice and use it across the piece. It’s best to work with third parties closely at this stage, and the relationships work best when the third parties can bring a little something extra to the table – for example, it’s best to work with people who have experience of shared services, whether that be integrating specific library workflows or amalgamating entire library services. It’s important to build into the plan a mechanism for releasing budget for service improvements if the strategy is going to be a successful long term one: “Consider finance based on outcomes, so you can pay for technology out of the money you save.” What Every CEO Needs to Know about Shared Services, Capita, 2011.

Agreeing the vision is the next step and the advice in the Capita White Paper is to consider starting at the end:

“Instead of beginning with the where and how, start with what savings you need to achieve, by when and in what areas... That drives a different set of behaviours and more certain outcomes from meetings.” What Every CEO Needs to Know about Shared Services, Capita, 2013.

Managing personnel

The most emotive challenge for any shared service discussion is that of the people working there. Change always creates uncertainty and can affect morale if improperly managed, so it’s of paramount importance to keep everyone informed of the discussions as far as practical and to include library teams in the key decision making processes. It’s a well known fact that a sense of ownership of the change engendered a much more successful outcome. What can help with this process is for staff to conduct a review of existing systems and take the time to step back and think carefully about how the systems will work in a shared environment. Staff need to relocate? Do we still need to do this in the same way or are there better ways of doing it? Can we do this quicker but achieve the same high standard? Capita has helped many library services in this way by conducting a Business Process Review – acting as a facilitator outside of library teams which are working towards shared services.

It’s low down in the new environment: so use this as the catalyst to change things for the better, under your control. As a recent study by Research Information Network in association with SCONUL stated:

“Library directors from across the sector are keen to use the current financial difficulties as an opportunity to rethink what the library does, and to do things differently. ... They want to develop deeper co-operation with libraries across the sector. Such co-operation is probably the only way to achieve significant cost savings while at the same time sustaining momentum in developing new services to meet the needs of their users.” Research Information Networks, Challenges for academic libraries in difficult economic times, 2010

Are comforted with the idea of public sector shared services. The message, therefore, is clear: we are all comfortable with the concept of sharing services. Public and academic library heads of service are all keen to find practical ways of sharing mutual services in order to save money that goes beyond the existing relationships in library stock purchasing consortia. But how? The really interesting thing is that library staff are subtly different than that of the straight budget cuts for public library service at the moment of course. In that, with the widespread introduction of fixed price contracts fees this academic year, universities are in the fiercest competition for students – and student retention – that they have been in for years. The library service at these institutions is a vital part of the student experience and such an asset is one of the major selling points of the university to prospective students.

Reduced budgets and reduced staff mean that policy and practice have to adapt to suit the new environment: so use this as the catalyst to change things for the better, under your control. As a recent study by Research Information Network in association with SCONUL stated:

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Ultimately, the technology you choose will need to ensure that services integrate so that your users feel a seamless interaction with the institution, whoever, whenever, they are doing it. Moving as much of your service provision online as possible will ensure that, in conjunction with existing on-site services, users benefit from extended service provision, 24/7.

Achieving year-on-year savings

We’ve seen how budgets are being affected over cumulative years, so the plan to share services must incorporate a way to save money every year in order to be successful. Make sure that future plans after the initial phase of the project seek to build on what has already been achieved. For example, allowing cross borrowing and joint membership for students or citizens as part of a merging of back office processes may be the first step and the second step could be to enable electronic payment for library charges to free up yet more staff time. Take care to consider the efficiencies that can also be achieved by within your own council or university too. Many library services can still improve the way in which manual processes can be automated beyond things like EDI, eg automate the online joining process for local authorities or the ILL request process in academic libraries.

It’s clear that there are a number of key success criteria when considering shared services. Make sure that the partnerships you make both with other institutions and third parties are right for your desired outcomes and that management of staff expectations and financial planning are central to the approach you take. This should in turn help you choose the right technology and benefit from the savings you’ve created year after year.
The proposals of three London boroughs to share the management functions of their library and archives services have received the backing of the Minister for Culture, Communications and Creative Industries, Ed Vaizey MP.

Westminster, Hammersmith & Fulham and the Royal Borough of Kensington and Chelsea councils have drawn up proposals to combine back office library services as part of a ground-breaking move to secure the future of public libraries in the capital, saving taxpayers more than £1.5 million a year and ensuring all of their 21 public libraries remain safe from closure.

Commenting on the plans Mr Vaizey said: “When funding is short, it is important that local authorities find innovative ways to provide this vital service.

“Merging services across three boroughs is vastly preferable to library closures and I hope that other local authorities will come up with their own forward-looking plans for keeping libraries open.”

David Ruse, former director of libraries at Westminster City Council, will oversee the move in his new role as Tri-borough Director of Libraries and Archives. On his appointment he said: “My immediate priorities are focused on meeting the senior managers and staff in each borough and finalising the overall structure, so that further appointments to the new senior management team can be made by Christmas.

“The majority of savings will come by reducing the number of managers across the three boroughs, and streamlining procedures and processes. There’s also more to come in due course through smarter contract procurement and also by bringing out market appraisal with a view to looking at alternative delivery models.”

The creation of a single library service will help ensure the resilience and sustainability of the public library offer in each Tri-borough authority while providing a unique opportunity to improve excellent frontline services and meet customer demands. Once fully implemented, the plans will give residents access to a greater number of library buildings and enhanced on-line services, available 24 hours a day.

Customers can also make use of a wider choice of stock, including around one million books, specialist collections, talking books, newspapers, magazines, PC games and hundreds of entertainment and cultural events. In addition, scores of weekly skills and education classes and activities will be delivered by expert staff providing a high quality customer experience. Activities include outreach programmes, volunteering opportunities and events for pre-school children.

The 21 libraries have opening hours tailored to meet the needs of the communities they serve, with six being open over 60 hours a week and five open for seven days a week. The new arrangements will also help boost the drive to improve literacy in the capital through increased access to children’s libraries and specialised services such as regular homework clubs. It comes as many councils across the country are using vital library services, with around 25 libraries expected to be closed in the capital over the next 12 months.

Westminster Council leader, Cllr Colin Barrow, said: “In these tough times, sharing back office functions and management practices with our neighbouring councils is vital to deliver savings to local taxpayers and protect frontline services such as our libraries.

“Throughout this process, we will ensure that each council continues to commission its own services and local priorities will still be driven by local people.”

The tri-borough library service will be delivered in three phases. Phase 1, which was completed in June, saw the creation and approval of a detailed business case.

Phase 2, which will run until March 2012, will see the implementation of a single management structure and the design of a single operational structure being implemented. Cllr Greg Smith, H&F Council Cabinet Member for Residents’ Services, said: “When money is tight, some organisations’ first reaction is to slash services and try to shift the blame. We are thinking innovatively to develop solutions that save money, increase choice and improve services so they are more accessible and convenient for residents. Literacy is a fundamental cornerstone of a modern society and we need to get youngsters off their sofas and into our libraries. This is why we are finding original ways to strengthen and protect as many of our libraries as we can. Residents across the three boroughs will soon have access to more books than anyone could realistically expect to read in a lifetime.”

The library proposals are part of wider plans to combine some council services across the three boroughs in a bid to save £35 million a year by 2014/15. Adult, children’s, environmental and corporate services are also expected to share services, with around 500 jobs going in management, back office and support roles. Collectively the three authorities must save £100 million by 2014/15. They have each signed a “Sovereignty Guarantee” to safeguard local autonomy, responsiveness and identity. Each of the councils will retain their own councillors and decision making processes.

Libraries key to local areas, such as housing management, licensing and planning will not be combined.

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Federated Access Management describes a set of policies and rules for access to online resources that a group of organisations have agreed to share. These policies enable the members to establish trust and a shared understanding of language and/or terminology. Improving security, it can also help minimise the burden on library staff in managing user accounts, freeing them to concentrate on the management and promotion of resources. Schools, colleges, universities, public sector and commercial organisations all gain the benefit of the federated approach, a system that enables secure online access to multiple resources.

Organisations themselves provide a federated environment which enables staff to share information using a common set of rules and policies. Where organisations want to share information amongst each other they will federate access and this is where Federated Access Management sits.

Federation members are either ‘Identity Providers’ (IdP) or ‘Service Providers’ (SP). Identity Providers are the organisations (often libraries) with users who wish to access resources. They are responsible for validating the user’s identities and they pass relevant information about the user to Service Providers who then allow access to their resources (assuming the organisation has subscribed to the resource for that user). Service Providers are typically publishers with online resource information. The American Psychological Association is a good example as they provide a range of articles, ebooks and academic papers. Alternatively, a Service Provider could be an internal electronic resource, such as an intranet, wiki or another protected web service.

Implementing federated access results in users only requiring one institutional username for all online resources, therefore decreasing the need for multiple passwords and instances to access electronic resources and implement single sign-on procedures. There are international federations across the world, all managing identity and access management procedures and occasionally collaborating on projects such as eduGAIN – the trustworthy exchange of information relating to identity, authentication and authorisation between federations.

The integration of user-managed access management with institutionally affiliated accounts has become an important topic as more users enter education with an existing online presence. Single sign-on becomes valued by users as it’s their entry to personal resources such as email. This integration also leads to the importance of group management surrounding access to wikis, blogs and other resources.

The presentations, photos and the twitter timeline from the day is now available to view online.

FAM11, the annual event to discuss Federation and Access Management, was held on 9 November 2011 at Hallam Conference Centre in London. Previously run by the Joint Information Systems Committee (JISC), this year’s event was jointly organised by the JISC and Eduserv, a not-for-profit organisation that delivers the Access and Identity Management technology OpenAthens.

FAM11 had a range of plenaries, breakout sessions and case studies throughout the day. Speakers from across the UK, the Dutch federation SURFnet and TERENA (Trans-European Research and Education Networking Association) discussed this year’s key themes including inter-federation working, discovery and usability, resource usage and statistics, the issues surrounding extending access to different user types and upcoming developments in the UK and international federated access arenas.

The presentations, photos and the twitter timeline from the day is now available to view online.

FIND OUT MORE
Web: www.eduserv.org.uk/fam11
Twitter: #FAM11

“I have always imagined that Paradise will be a kind of library…”

Jorge Luis Borges
Why aren’t ebooks more widely available for loan through libraries? Libraries have traditionally helped publishers reach readers and create bestsellers since library members borrow, buy and spread the word about the books they’ve read. Publishers need to reach readers and drive book sales in all formats by every means possible. As ebooks become more widely adopted, one would think that lending ebooks through libraries would be a natural progression from the well established model of lending print books, yet the introduction of digital lending in libraries has not been as seamless as one might expect.

There are a number of reasons for this but before outlining these, I should clarify that I am a firm believer in the value to all parties, by that I mean the publisher, the library and the consumer. The delivery is a means of enabling libraries to remain relevant to their communities. We therefore established a 24/7, unlimited online access, affordable annual subscription service sold based on population served. This enables libraries to become digital easily using their existing infrastructure to serve their entire community without the need to rely on any particular device or complex IT set up, remunerates publishers and authors annually based on the potential number of readers, and gives the public free at point of use access to a range of books online 24/7.

Unsurprisingly, the service is popular. In short, it’s a viable digital lending model which addresses all digital lending concerns.

What are publishers' concerns?

Publishers’ concerns regarding digital lending are based on a few key points: access, control, and payment.

Access

Whilst it is true that online access to the library is easier than visiting the building during certain hours, a point proven by the vast increase in library website visits, the nature of ebook download lending is the same as print book lending in that in an ebook download lending model, the library buys a certain number of copies of the book for loan and if the book is checked out, the member has to wait for the book to be returned in either print or ebook format. So in a sense, having ebooks available for online browsing in the library provides a discovery tool to find out about books you might want to read next.

Meanwhile, having excellent content and services on a library website helps the library become a vital part of the community it serves by enabling them to promote books online for collection later, extend their loan period, get information on the facilities available beyond book borrowing, such as mother and child sessions, book groups, author events and other activities, all of which will drive people into the library. The value of book groups and author events in libraries to publishers cannot be underestimated as this is a key way for publishers and authors to reach their readers direct which will ultimately help drive book sales in all formats.

Control

Publishers are concerned that libraries are not able to apply sufficient control to membership to ensure that ebooks are restricted to those that live, work and study within a library authority. With the digital lending services on offer, publishers need to know that the right controls are in place to ensure that no one can access an online resource or ebook for download if they are not part of that library authority. This is because payment for the books is either based on population served by an authority, or in the event of ebook downloads, if someone can join a library online without any checks as to whether they live, work or study within that authority, and subsequently download free copies, the revenue is lost.

Payment

Publishers are concerned that libraries are able to apply sufficient control to membership to ensure that ebooks are restricted to those that live, work and study within a library authority. Although ebooks from that library, this breaks the terms on which digital download lending has been agreed with the library. Furthermore, it deprives those within the authority of being able to access the books based on availability. Robust membership and access controls are therefore necessary for publishers to feel comfortable allowing their content to be made available for digital lending.

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The University of Central Lancashire (UCLan) is one of the largest universities in the UK with over 35,000 students. With student experience at the top of their priorities and the library at the heart of teaching, learning and research at the university, UCLan wanted to ensure that the library service was delivered to the highest standards. System management in libraries can be an expensive and time-consuming operation, and UCLan found themselves with only one member of staff to maintain and develop the whole of the library IT and management systems. This became a bottleneck to the library as the system librarian’s time would be consumed in the day-to-day upkeep of the library system. The knock-on effect was that library systems projects and developments to improve the student experience took longer to deliver than planned.

UCLan identified that separating out the day-to-day running of the library management system from the long-term development projects would allow the library to run much more effectively. UCLan determined that Capita’s Managed Service offering would be able to take care of many of the daily system maintenance tasks, allowing the systems librarian to focus on developments to improve the student experience. Using this service meant that UCLan didn’t need to go through the costly process of hiring and training additional staff to cover the management of the library system.

I am very pleased with Capita’s Assist Managed Service. It has done exactly what we hoped it would do, they have removed the need and worry of day-to-day management of the library system and provided UCLan with the opportunity to concentrate on developing new services for our students.”

Capita is now responsible for monitoring and upgrading UCLan’s library management system, all done remotely from the Capita offices. At least twice a day, Capita checks the system for hardware failures, errors and disk space, amongst other things, and resolves any issues that occur. Capita also undertakes all software upgrades to the library management system and ensures the online library catalogue is fully indexed. This is all done in agreement with the UCLan library team to make sure that library operations are not affected. Capita also introduce changes to the system via a formal change request process with UCLan.

Benefits of Capita’s Assist Managed Service:

- Cost saving
- Peace of mind – knowing that if something goes down it will get fixed
- Concentrate on running your library service rather than your library system
- Improved student experience
- Predictable IT costs
- No more purchase or disposal of hardware
- No need to update/patch the system
- No more need to perform backups
- No need to maintain the local system
- No need to pay for maintenance contracts
- No need to pay for support contracts
- No need to pay for training the local support team
- No need to pay for hardware upgrades
- No need to pay for software upgrades
- No need to pay for support contracts
- No need to pay for training the local support team
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The Systems Librarian has been able to concentrate on developments and has already implemented two brand new services for our students. I am very pleased with Capita’s Assist Managed Service. It has done exactly what we hoped it would do, they have removed the need and worry of day-to-day management of the library system and provided UCLan with the opportunity to concentrate on developing new services for our students.”

Technology trends tend to ebb and flow like waves; thirty years ago a typical system would be a ‘dumb’ terminal connecting to a backend mainframe, which did all of the grunt work. Then the PC revolution happened and sophisticated applications were deployed onto desktop computers. The emerging cloud computing evolution is shifting back towards the terminal/mainframe model - but now with the web behind it. Think of the old mainframe as the new cloud and the dumb terminal as your web browser. Rather than have applications installed on desktops, the applications are installed on the web. This is what Google is, what Amazon is, what Salesforce.com is and now what Prism is.

When the first generation of Capita’s Library Management System launched over 40 years ago we used the technology of the time, the mainframe, to host our Union catalogue of bibliographic data for shared cataloguing. This still exists today as Base - a SaaS application serving millions of bibliographic records which Capita host and manage. As more and more modules were added to the system the user interface was presented on terminals. In line with the PC revolution the system then evolved into Alto as a sophisticated desktop application.

This generation of the Capita Library Management System, Alto, is now following this trend as we move it into a cloud based service, Chorus. Customers will still enjoy all of the benefits and features previously delivered by the mature Alto library management system, with the added benefit that Capita will fully host the system, removing the costs that overhead undertaken by Capita without the need for any local server hardware on your premises. Exciting times are ahead...

The Total Library behind the Total Library which reveals why all books, it contains every book (calculated decide what is true and what is false via inclusion or exclusion from the library shelves. Kruk’s conception is mistaken: to contain the universe, the Universal Library would Right now, perhaps the best we can hope for is the Universal Library’s ghostly electronic shadow, the National Digital Library. Google Books – a privately owned large-scale digital described in his short story, ‘The Library of Babel’. This library’s books contain every possible combination of English ... which, while not infinite, is a lot: Blich goes on to prove that this amount of books could not fit into our universe. This notion formed the basis of Paul Olitz’s theory that the arrangement of documents mirrors the arrangement of ideas in those documents; if a science text contains similar ideas to a philosophy text, there is an associative link between those ideas and a corresponding link between the texts. In Olitz’s Mundaneum— his own attempt at a Universal Library — it was thought that “every book in the universe, and everything of man, would be registered at a distance as it was produced. In this way a moving image of the world will be established, a true mirror of his memory.” The collected tests of the Universal Library make “not a model for but a model of the universe.”

The Logically Complete Library is a Platonic ideal — a mathematical curiosity — whereas the Universal Library could be real. The Library of Alexandria — said to have started with Plato’s pupil Aristotel’s personal collection of books — was the purest expression of the Universal Library in antiquity. The Library of Alexandria was the first library with a truly comprehensive ambition to gather all the world’s knowledge under one roof. To its heroic librarians and scholars, the Great Library was “the centre of a circle bound by the knowable world.”

The Universal Library contains all there is to know about the universe. It is the research library with all: instead of a few million books, it contains every book (calculated by Google to be approximately 129,964,880 books). Every word, every fact, every piece of information, every bit of data, all any contained within its walls. It contains everything that we know, everything we have imagined, and everything that we know we don’t know.

The Universal Library is a mirror of reality. Margaret Fuller wrote that books are “a medium for viewing all humanity, a core around which all knowledge, all experience, all science, all the practical in our nature could gather.” This notion formed the basis of Paul Olitz’s theory that the arrangement of documents mirrors the arrangement of ideas in those documents; if a science text contains similar ideas to a philosophy text, there is an associative link between those ideas and a corresponding link between the texts. In Olitz’s Mundaneum— his own attempt at a Universal Library — it was thought that “every book in the universe, and everything of man, would be registered at a distance as it was produced. In this way a moving image of the world will be established, a true mirror of his memory.” The collected tests of the Universal Library make “not a model for but a model of the universe.”

The second meaning of the term is the library that contains everything ever published. Matthew Battles calls this the Universal Library. The Logically Complete Library is a Platonic ideal — a mathematical curiosity — whereas the Universal Library could be real. The Library of Alexandria — said to have started with Plato’s pupil Aristotel’s personal collection of books — was the purest expression of the Universal Library in antiquity. The Library of Alexandria was the first library with a truly comprehensive ambition to gather all the world’s knowledge under one roof. To its heroic librarians and scholars, the Great Library was “the centre of a circle bound by the knowable world.”

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Period nine, which covered the second half of the school holidays, saw seven children’s authors in the top ten authors measured by Nielsen LibScan. Daisy Meadows (pen name for the team of writers who produce the Rainbow Magic series) tops the list with over 39,000 lendings, ahead of thriller supremo James Patterson who clocked up over 35,000 lendings. The other children’s authors in the top ten are Jacqueline Wilson (author of Tracey Beaker), Francesca Simon (Horrid Henry), Julia Donaldson (picture books including The Gruffalo), Mick Inkpen (picture books featuring Kipper and Wibbly Pig), Adam Blade (Beast Quest) and Terry Deary (Horrible Histories). The list is completed by adult authors Nora Roberts and M.C. Beaton (author of the Agatha Raisin and Hamish Macbeth series).

Looking at the top adult authors we see four more thriller writers joining James Patterson in the top ten. Lee Child, Michael Connelly, Harlan Coben and David Baldacci all feature. Looking at the top adult titles we see further evidence of the dominance of the thriller, with nine out of the top ten titles measured by Nielsen LibScan being thrillers. We also see a marked contrast in the publication dates of the titles featured, with the oldest of the adult titles published in September 2010 - the two children’s books featured were published in May 2007 (Aliens Love Underpants) and 2004 (The Gruffalo). This shows how children’s authors see their borrowings spread more widely throughout their titles and over their backlist, whereas adult authors see a concentration of borrowing on their latest titles.

Looking at the top adult titles, we see further evidence of the dominance of the thriller, with nine out of the top ten titles measured by Nielsen LibScan chart. There are also only two children’s authors in the retail top ten – Donaldson and Jeff Kinney (author of the Diary of a Wimpy Kid series) - although Richard Parson’s, authors of many study guides, also features.

We do see some similarities between the library and retail charts in the popularity of the thriller - alongside James Patterson, Lee Child, James Patterson, Trollope, Joanna, David Nicholls and George R.R. Martin.

If we compare the Nielsen LibScan data on library lendings with the Nielsen BookScan data on retail book sales over the same period, we can see some marked differences in the buying and borrowing markets. Within the top ten selling authors in period nine, only James Patterson (at number three) and Julia Donaldson (at number two) appear from the top ten Nielsen LibScan chart. There are also only two children’s authors in the retail top ten - Donaldson and Jeff Kinney (author of the Diary of a Wimpy Kid series) - although Richard Parson’s, authors of many study guides, also features.

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Agency Workers Regulations – Ensuring a strong temporary workforce

by Jeremy Clarke

Anyone currently involved in recruiting staff should be aware of the Agency Workers Regulations (AWR) which will come into effect in October 2011. In a nutshell these regulations are designed to ensure equal treatment for agency workers so they are comparable with their permanent colleagues. The regulations relate to pay and other basic working conditions as well as access to shared facilities and information about permanent vacancies which arise within the hiring organisation.

What will this mean for hirers? Potentially an increase in recruitment costs and administrative workload. This is how the AWR may be perceived at first glance, and that is certainly the case for Sue Hill Recruitment, which is how the AWR may be perceived at first glance, and that is certainly the case for Sue Hill Recruitment. However the picture is not so bleak. Our experience at Sue Hill Recruitment is that many of our clients already choose to pay agency workers a rate comparable to their permanent colleagues, and they do not feel that they are being treated unfairly. To borrow from a leading credit card company, the value of a happy and effective team: priceless.

In the UK research has shown that many workers prefer temporary work for the flexibility it can bring to their working life and the variety of work and experience that it opens up to them. This provides a readily available agency workforce able to meet a vast variety of hiring needs at short notice. However workers are less interested in accepting temporary assignments if they do not feel they are being treated fairly. Conversely if hirers did not appreciate the flexibility provided by agency workers many would be less inclined to recruit this way.

The AWR is a European initiative, not simply a product of Whitehall. Many other European countries will experience significantly greater changes in meeting both the availability and the quality of skilled individuals keeping up with the ever-changing needs of businesses in the UK. For this reason the AWR has been designed as a European-wide solution. The UK’s reputation of being a good employer of agency workers will ensure highly skilled individuals keep coming to the UK and providing a real solution to the ever-changing needs of businesses in the UK.
Capita’s Prism is providing resource discovery and borrower services to the users of nearly sixty library services, both academic and public, with many more preparing to implement it. Prism gives users the power of a single search box and relevance ranked results, with facets to explore and refine their search, as well as borrower account services and transactions all integrated into a single interface. For the library, Prism being a cloud-based solution eliminates the burden and cost of deploying and maintaining software locally and reduces demand on local bandwidth.

Recent Prism developments include a Linked Data API, user-created lists, export to reference manager tools, cover images for non-book material, and a mobile web interface.

The Linked Data API offers catalogue data in a variety of machine-readable formats, enabling integration with other applications, and it allows the bookmarking of any search as an RSS feed, benefiting users and enabling staff to promote any part of the collection.

Users have enthusiastically taken to the ability to save records to lists. They can create temporary lists as anonymous guest users and make them permanent by signing in. Items can be saved to a list from results or from an item detail page; they can be added to an existing list or a new list can be created by specifying a new list name. Saved lists can be accessed from a new ‘My Lists’ link, which includes the number of lists you have.

An important new feature supporting research is the ability to export individual records and lists to reference manager tools. A list can also be exported as a comma separated file for use in spreadsheets and elsewhere.

Prism has the ability to display cover images from various suppliers, but a recent agreement with BDS allows Prism to display their extensive cover images by default, with reviews, contributor notes, table of contents and CD track listings to come in a further development.

Mobile devices are becoming the most common way of accessing the internet. The latest release of Prism makes it available as a mobile ‘web app’, combining the full power of Prism with smartphone convenience and interaction. As a web app it works on all modern smartphone devices and we can deliver new releases at the same time as for larger screens. The design adapts when a small screen device accesses a page, optimising it for mobile use.

This is now being widely and enthusiastically implemented by customers.

With a solid foundation of features and forward-looking technology, Prism continues to progress with a vision that encompasses a wide range of developments to support libraries and their users into the future.

With developments to support community collaboration, people will be able to share their views on library content by adding reviews and comments, as well as with features such as Facebook ‘Like’. Users will be able to assign their own tags to items, serving as bookmarks and enhancing discovery for others. Making lists shareable, such as favourites, or key texts, will enable users to create quotes and recommendations for each other.

We aim to build on the underlying semantic data model by incorporating links to external data sets to enrich the information presented to users in Prism. This could include images and descriptions, geographical information and maps. Users will be able to take different kinds of things in the catalogue as the focus for exploration of library resources and beyond, such as people, organisations, topics, and places, as well as resources.

A key focus in the development of Prism is the interaction with the user, offering guidance in context where appropriate. One planned approach to improve discovery is recommending items that may be of interest to the user. As well as enhancing the user’s experience of the library it can increase circulation. We are aiming to calculate similarity based on the library’s increasing diversity and opportunity to generate recommendations. We also aim to change advanced search so that the user sees the query as they build it, enabling them to learn how to save time by constructing expert queries in the main search box.

The need to enter a search query to get into the catalogue can sometimes be unhelpful. Building on the well-structured linked data model that supports Prism, we aim to provide browse options where the user can simply click to explore, following their interest when they want to see what the library has to offer on a subject or by an author or in a particular format.

Libraries manage and offer more content than is represented in the traditional library catalogue. Repositories of various kinds, many of them digital, are maintained in or around both academic and public libraries, and increasingly large amounts of content are maintained by e-resource providers. These tend to be disclosed through separate systems and this complexity inhibits use. We aim to make Prism the single entry point for all library-provided content, increasing usage and thereby return on investment in expensive resources.

The current fiscal climate is adding encouragement to libraries to share services. Prism will be able to enable users to expand the scope of their search to cover the holdings of neighbouring or associated institutions, as well as supporting wider consortial arrangements with combined holdings and agreed usage rights.

As changes continue in libraries, technology and the way people discover and interact with content and each other, Prism is well positioned to fuel the evolving needs of libraries and their users.

In every walk of life it’s the service providers embracing innovation, accessibility and delivering excellence who satisfy customer demand, expectation and need. Our libraries are no different and it’s those librarians and support staff who live and breathe this ethos who enhance their ‘customer’s learning experience’ and in turn the viability, reputation and the diversification opportunities for their libraries.

“Creating the best possible access to our library service is very important to us,” comments Jennie Hocken, Information Systems Manager working with Libraries at Kent County Council.

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Case study

The University of Lincoln was looking for a more time effective and streamlined way of letting students know about library fines and of collecting any monies owed. They discovered Capita's Keystone solution could provide exactly what they needed to efficiently integrate their existing Library Management System (LMS) with their student virtual learning environment and an e-payment solution.

**Key benefits of Capita’s Keystone solution**
- Runs independently from the core system supplier, so easily integrates any LMS with finance systems, payment solutions and student VLEs.
- Delivers e-payment integration, meaning fines can be paid at any time of day or night.
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- Enhances student experience of library service as information can be updated in real time.
- Enables students to see account details in a single sign-in to the student portal, speeding up the return of overdue books and decreasing fines.
- Improves accuracy so library staff spend less time manually updating fines and chasing small amounts of money.
- We can offer our customers a thorough understanding of each other’s businesses means projects are smoother, communication more focused and sector understanding of our combined solutions improved.
- Enables students to see account details in a single sign-in to the student portal, speeding up the return of overdue books and decreasing fines.
- Offers an exceptional student experience.

The University of Lincoln chose Capita’s Keystone solution to simplify the workflows associated with library fine collection and to improve their service to students. Keystone provides a range of modules that enables organisations to integrate any Library Management System (LMS), regardless of the core system supplier, with services including student portals, finance and payment systems.

“Keystone provided exactly what we needed. The fact it integrates with any LMS, not just Capita’s own, meant we could keep our existing Horizon system. We could push library account information into our virtual learning environment, making it easier for students to view their fines. We could also seamlessly integrate with any e-payment provider so students could pay online,” says Tara Howard, ICT project manager, University of Lincoln.

**Key benefits of Keystone at University of Lincoln**
- Enhances student experience of library service as information can be updated in real time.
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- Improves accuracy so library staff spend less time manually updating fines and chasing small amounts of money.
- Facilitates e-payment integration, meaning fines can be paid at any time of day or night.
- We immediately had considerable and encouraging feedback from students, who appreciated being able to see more easily what they owed. We’ve already noticed an improvement in the speed at which books come back on to our shelves – enabling other students to borrow them.
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**Business benefits**
- As soon as the ‘View My Account’ option went live on the virtual learning environment, it had a positive impact on the service the library was able to offer.
- “We immediately had considerable and encouraging feedback from students, who appreciated being able to see more easily what they owed. We’ve already noticed an improvement in the speed at which books come back on to our shelves – enabling other students to borrow them.”

**Introduction**
The University of Lincoln was looking for a more time effective and streamlined way of letting students know about library fines and of collecting any monies owed. They discovered Capita’s Keystone solution could provide exactly what they needed to efficiently integrate their existing Library Management System (LMS) with their student virtual learning environment and an e-payment solution.

*The University of Lincoln is ranked in the top 25% of all UK HE institutions for student experience but the library staff felt there was room for improvement in the way its fine collection was handled.*

“Firstly, it was difficult to draw students’ attention to any fines, as they had to specifically log into the library system to view their account details. We sent out statements every quarter but it was easy to run up significant fines during the three months in between,” says Tara Howard, ICT project manager, University of Lincoln. “Students could pay library fines over the phone, but library staff had to manually adjust the system which took time. The temporary e-payment system we had in place allowed part payments to be processed, and this often resulted in numbers that were often hard to reconcile. There were also regular delays in getting the systems updated, which added to the confusion.”

**The Right Product**
The University chose Capita’s Keystone solution to simplify the workflows associated with library fine collection and to improve their service to students. Keystone provides a range of modules that enables organisations to integrate any Library Management System (LMS), regardless of the core system supplier, with services including student portals, finance and payment systems.

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**Efficient Implementation**
The first stage of the work was to improve the visibility of library accounts, by launching an option to ‘View My Account’ on the frequently accessed student virtual learning environment. This allows students to see any outstanding fines or overdue books via a single sign-in.

“Although we met with various challenges, overall the process was smooth, and Capita installed Keystone very quickly,” comments Tara. Howard, ICT project manager, University of Lincoln.

**Successful Partnership**
The second part of the process was e-payment integration, and the University of Lincoln used existing supplier, WPM Education, to handle this. Although unusual, working with two suppliers on this project proved beneficial.

“We knew WPM Education and Capita had an existing relationship, as they had worked together on similar projects in other universities. This was a huge bonus for us as it meant the channels were open for them to communicate directly with one another,” says Tara.

Lucy Paine, Partner Manager at WPM Education, comments: “Capita have a strong focus on partnering. Through collaboration with Grant White, our Partner Manager, we can offer our customers a thorough understanding of each other’s businesses means projects are smoother, communication more focused and sector understanding of our combined solutions improved.”

**Conclusion**
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**Web:** www.capita-libraries.co.uk/integration

**Email:** libraries-enquiries@capita.co.uk

**Find Out More**
- Web: www.capita-libraries.co.uk/integration
- Email: libraries-enquiries@capita.co.uk
Capita’s library division has announced that it is to support the UK’s first fully integrated university and public library. The Hive project, a library and history centre bringing together Worcestershire County Council and the University of Worcester, has selected Capita’s library management system (LMS) to manage a range of library services. This will benefit over half a million citizens and over 9,000 students who will have access to more varied and numerous resources than ever before, including books and journals as well as local historic collections.

The LMS will allow the project to provide improved library facilities for users, with intuitive services such as a fully integrated catalogue and extensive self service features including payment of charges via kiosks. The single catalogue will allow citizens and students to join the service online, request items online and receive notifications via email and potentially SMS. It will also enable efficiency savings to be realised by automating some of the back office processes such as managing interloan requests or enabling individuals to join the library.

“The Hive is an incredibly ambitious and aspirational project, which will serve the people of Worcestershire for many years to come,” said Paul Williams from the project’s library and collection systems workstream. “Bringing together the university and public library, alongside the record office, archaeology service and hub represented a real challenge and we needed a supplier who recognised and understood that ambition. Capita’s experience in the market and commitment to developing the service alongside us makes them an ideal partner.”

The university and local authority’s aims include:

- A ground-breaking new building, housing key services under one roof, with a single staff structure
- A fully integrated catalogue and book stock
- Combined IT infrastructure
- Shared management and vision for the service

Capita’s solution will help maintain a range of fresh and exciting stock including books, journals and DVDs, assist in extending borrowing methods such as mobile and self service, and enable libraries in the region to extend their reach within the community by making their services more accessible. The project will also benefit from back office efficiencies through the use of a single integrated system. This system incorporates the circulation, acquisition and cataloguing of stock, and provides integrated access to 30 million bibliographic records and circulation tools which ensure reservation requests are met quickly and efficiently.

Jon Peart, Associate Director at Capita’s library division, said: “This is a very exciting project and proves that shared services and consortia arrangements don’t need to be restricted to single sector relationships. I am very pleased that we are able to provide the system at the heart of this project and look forward to working closely with The Hive to realise the benefits at the earliest possible opportunity.”

The solution is currently being implemented and will go live in the summer of 2012 together with the opening of the project’s shared main building.

Capita selected to support Worcestershire’s unique library shared service

The Hive project

Photos by James Watkins.

Panlibus Magazine | Autumn 2011 | www.capita.co.uk/libraries

The Hive project

- The £60 million Library and History Centre is a joint project between the County Council and the University of Worcester, underpinned by financial investment from regional development agency Advantage West Midlands, and the Higher Education Funding Council for England (HEFCE) with the support of Worcester City Council.

- It will be built on The Butts site through a Private Finance Initiative (PFI) which brings together the public sector with private sector developers, Galliford Try. The Department of Culture, Media and Sport provided the County Council with £40.9 million of PFI credits, the County Council has added £6.6 million, the University and HEFCE have contributed over £10 million, AWM £7 million and the City Council £300,000.

- The combined facility is believed to be the first of its kind in Europe. It will draw together the County Council’s library services for the city centre as well as the extensive library facilities currently provided by the University at its City Campus. The combined facility will house a fully-integrated public and university library, the Worcestershire Record Office, Worcestershire Historic Environment and Archaeology Service and the Worcestershire Hub Customer Service Centre. All facilities will be available for members of the public and students.

- The Centre will play an important role in the regeneration of the city centre, and together with the University’s new City Campus, situated next door, will create hundreds of new jobs.
Events and Webinars

What EDI can do for your Library
29 November, Birmingham
Understand the EDI Gateway processes and the savings that can be achieved. There will also be a customer case study exploring the benefits they have realised through EDI and a presentation from book suppliers, including Dawson Books, who will share their experiences of EDI.
Register at: www.capita-libraries.co.uk/events

Workflow - Automating your online inter-library loan requests
6 December, 11am
Enhance your services to students and save time for staff by removing the need to rekey your online ILL requests into Alto. Sign up to this free webinar to learn how Workflow automates this process and improves the speed of student services.

Taking payments in libraries
7 December, 10.30am
Capita has been providing a managed payment service for over 10 years, has over 220 customers and in 2010 processed 20 million credit/debit card payments valued at over £1.6 billion. In this webinar we will explore the payment solutions for libraries to enable you to take payments face-to-face, over the phone and on the web.

Designing your Prism interface
20 January, 11am
Learn about how to make an impact with the look and feel of Prism with this free webinar. We outline the different ways you can achieve this yourself and discuss examples of interfaces created using the Capita design service.

Introducing the Prism mobile interface
28 January, 11am
Keep up-to-date with the latest developments with Prism by signing up for this free webinar focused on the new mobile device interface, which enables Prism to be accessed and viewed seamlessly on mobile handsets.

Maximising your EDI acquisitions process
30 January, 11am
Now more than ever it is imperative that libraries are able to automate as many back-office processes as possible without removing the control and integrity of your stock. Learn more about how, by implementing the full EDI suite, your library services can benefit from faster and more accurate procurement in this free webinar.

Improving your self-service with Bridge Pro
3 February, 11am
This free webinar illustrates how you can get more from your self-service machines by providing even better services to your users. Learn about the latest features in Bridge Pro including enhanced payment options, age restricted item management, dynamic stock relocation and offline capabilities.

Making the most of what you’ve got – the benefits of Process Review
3 February, 11am
Take the time to stand back and review your working practices – are there ways of doing the same things quicker, easier? This free webinar outlines what is involved in conducting a process review in order to get the most out of your workflows including stock management, ILLs, reporting, managing orders and much, much more...

Achieving efficiencies through integration with council services
24 January, 11am
Sign up for this free webinar that illustrates how increasingly vital it is for your LMS to integrate with back office systems such as finance systems, contact centres, leisure centres etc and frontline services such as your Council website and electronic payment options.

Streamlining the management of your library finances
7 February, 11am
Sign up to this free webinar to learn more about how to effectively manage all the financial transactions within the library, from taking payments from users within the library, to online electronic payment methods, to integrating your acquisitions process with your institutional finance system.

Register for any of these webinars at: www.capita-libraries.co.uk/webinars

As an introduction to 3M Sorter Systems

Built to Exceed Expectations

3M™ Sorter Systems
Reliable, Quiet & Simple to Operate

• Unique Sweep Technology • RFID and/or bar code self-service return • 3-15 bins • Modular to allow for expansion
• Integrates with 3M™ Command Centre so all Self-service is monitored from one place! • Compatible with your existing tags

Staff time is being saved because both accuracy and efficiency has improved. Reliability has been excellent to date and the inevitable little glitches have been quickly corrected by 3M’s engineers. Student reaction to the book sorter can be summed up by ‘the return machine is brilliant!’

Flexible, quiet, reliable and affordable – the new generation of 3M Sorter Systems are a smart and simple solution that can bring new levels of productivity to the academic library!

The unique 3M Tag Data Manager allows the system to work with your current tags. 3M Sorter Systems are designed and manufactured by 3M so you can have peace of mind that items are being returned and sorted safely, allowing staff to spend more time on what is important - helping library users.

Leeds, Sheffield Hallam, Kent and Chester Universities are just some of the libraries already benefitting from their 3M Sorter System installations.

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