

**THE JOHN RYLANDS UNIVERSITY LIBRARY**

**STOCK TAKE SUMMARY REPORT**

**A Review of Progress Against the New Directions 2009-12 Strategic Plan**

**MARCH 2011**

## **Key Result Areas**

- 1. The Library will be vital to the *Manchester 2015 Agenda***
- 2. We will be 'in touch' and 'in tune' with our customers to understand, satisfy and exceed their expectations**
- 3. The Library will provide a supportive working environment for staff, nurturing all talent and encouraging high performance and career progression**
- 4. We will be innovative and customer-led in our management and development of the Library's extensive range of resources and services**
- 5. We will prove our value to the *Manchester 2015 Agenda* by making annual comparisons and publishing trusted and transparent indicators**

<b>KRA 1: The Library will be vital to the <i>Manchester 2015 Agenda</i></b>	
<b>1.1</b>	<b>The Library will play a significant role in enhancing the reputation of the University by strengthening its position as one of the world's leading academic libraries</b>
	<b><i>Performance in 2009-10</i></b>
1.1.1	<p>The Library will improve its qualitative and quantitative comparisons with HEFCE's other four National Research Libraries (Cambridge, LSE, Oxford and SOAS) and the libraries of the University's key national and international competitors [annually in December]</p> <p>A HEFCE review of its National Research Libraries (NRL) funding model during 2009/10 resulted in a significant amount of statistical work being undertaken for analysis by an external consultant on HEFCE's behalf. The results of this work showed the Library to be 3rd of the five NRLs in terms of activity based costings relating to use by external researchers.</p> <p>In 2009, the Library formed an informal benchmarking group with the other four NRLs. Progress was slow due to the peculiarities of the participating institutions. As a result, the Library has commissioned its own report, showing comparisons with 11 Research Library UK (RLUK) libraries, which was delivered in September 2010.</p> <p>In August 2010, the Library received the LSE benchmarking club report which compares a number of qualitative measures across the libraries of Manchester, LSE, UCL, Leeds, Oxford, SOAS, Columbia, Tilburg and the Australian National University. The resulting report falls short of what we require, so we will seek other ways to benchmark with international competitors in future.</p>
1.1.2	<p>We will raise the Library's external profile by (a) increasing the number of contributions made by Library staff to external meetings, conferences and published papers (15%), (b) the external revenue we generate (e.g. from JISC), and (c) the PR coverage of 'good news' stories [April 2010]</p> <p>(a) 237 (39% increase on 2008/9) external meetings, papers and conferences were attended by Library staff in 2009/10.</p> <p>(b) External revenue:</p> <p>HEFCE income (2007/8) £418K, (2008/9) £885K, (2009/10) £1,252K  Other grant income (2007/8) £123K, (2008/9) £128K, (2009/10) £143K.  <i>Other grant income includes monies received to support the Methodist Church Archive and the Christian Brethren Archive, as well as Roberts Research Skills income.</i></p> <p>(c) There has been a significant increase in local and national PR coverage. Key events include:</p> <p>A release on the Gaskell exhibition at The John Rylands Library was picked up in the <i>Guardian</i>, <i>Metro</i>, <i>Manchester Evening News</i> and local radio.</p> <p>UNESCO recognition of the Rylands' Peterloo Account Book featured in the <i>Guardian Weekly</i>, <i>Daily Telegraph</i> and <i>Manchester Evening News</i>.</p> <p>Our presence at Petworth House to digitise a medieval edition of Chaucer's <i>Canterbury Tales</i> received good coverage including BBC South East Today, Spirit FM, <i>Midhurst and Petworth Observer</i>, <i>Chichester Observer</i> and BBC news online. News of the funding for this project featured in the <i>Times Literary Supplement</i>.</p> <p>The <i>Manchester Evening News</i> covered the unveiling of 'Totem' by Poet Laureate Carol Ann Duffy at</p>

	<p>Deansgate and also (separately) ran a feature on the fitting of energy-efficient LED bulbs at this site.</p> <p>We were described as ‘Another angel of the north’ by The <i>Daily Telegraph</i> in an article describing Manchester as the perfect place for a city break. The John Rylands is... ‘a little masterpiece of Victorian Gothic nestling amid a forest of shops and office blocks.’</p> <p>The visit to The John Rylands Library by their Royal Highnesses <b>The Prince of Wales</b> and the <b>Duchess of Cornwall</b> was featured in ITV Granada Reports, <i>Manchester Evening News</i> and BBC News.</p> <p>Specific archive items or collections receiving media attention this year were:</p> <ul style="list-style-type: none"> <li>* the digitisation of the Koran of Kansuh al-Ghuri</li> <li>* a version of a celebrated haiku by the Japanese poet Matsuo Basho, written around 1686 (<i>THES</i>)</li> <li>* Works of Delia Derbyshire (<i>The Independent</i>)</li> <li>* Forme of Cury – this received further attention following last year’s coverage when some of the recipes were followed and the produce used in an exclusive tasting session (BBC News Online, <i>Manchester Evening News</i>, BBC North West Tonight and BBC Radio Manchester’s Beswick at Breakfast).</li> </ul> <p>Within the University, the Library featured in <i>UniLife</i> nine times. There were also four Library-related articles in <i>Student Direct</i>.</p>
<p><b>1.2 The Library will play a vital role in underpinning research in all disciplines</b></p>	
<p>1.2.1 The Library will have added to the Institutional Repository all research outputs submitted as part of the RAE 2008 [July 2009]</p>	<p>This goal was achieved during 2008/9 with over 85,000 metadata records describing University research outputs added to the Institutional Repository, <i>Manchester eScholar</i>. In 2009/10, <i>Manchester eScholar</i> also contributed over 20,000 research outputs to the University’s Research Profiling Exercise (RPE) <a href="http://www.escholar.manchester.ac.uk/jrul/">www.escholar.manchester.ac.uk/jrul/</a></p>
<p>1.2.2 The Institutional Repository will be embedded within an established scholarly publishing workflow for the University, and the Library will work with University colleagues to establish suitable annual targets for submission of content to the Institutional Repository [July 2011]</p>	<p>Since January 2010, usage of <i>Manchester eScholar</i> has increased month on month (as indicated by the number of research outputs deposited each month). During this period a monthly average of 1,100 research outputs have been added by University researchers. Average deposits in Humanities, Life Sciences and Medical and Health Sciences have exceeded expected levels at 170%, 200%, and 220%, respectively. We believe this is a result of individuals entering a backlog of publications (i.e. 2009 publications). Deposit rates in Engineering and Physical Sciences are at around 35% of what is expected. This suggests that <i>Manchester eScholar</i> has been embedded into a significant proportion of the University’s publishing workflows.</p> <p>In June 2010, we completed the deployment of mandatory submission of electronic theses by postgraduate research students registered at the University. We have successfully devolved the management of the submission process to appropriate Faculty and School postgraduate administrative offices, enabling them to tailor submissions to individual student needs. So far, around 500 electronic theses (both examination and corrected final versions) have been deposited in <i>Manchester eScholar</i> by</p>

	postgraduate research students.	
1.2.3	<p>The Library will have developed policies and guidelines to support scholarly communications, including metadata creation, guidance on open access, citation analysis and copyright etc [July 2011]</p>	<p>Policies for the deposit, dissemination and preservation of digital works in <i>Manchester eScholar</i> were produced during 2008/9 and are available at <a href="http://www.manchester.ac.uk/escholar">www.manchester.ac.uk/escholar</a>. Faculty Teams also received training relating to the Institutional Repository to enable them to provide support and advice to academic colleagues.</p> <p>Training courses relating to scholarly communications including citation analysis, journal impact factors and copyright were prepared during 2009/10 and offered as part of the Library's research skills training courses. Information on copyright has been added to the Library website. <a href="http://www.manchester.ac.uk/library/academicsupport/copyright">www.manchester.ac.uk/library/academicsupport/copyright</a></p>
1.2.4	<p>Library staff will work collaboratively with research committees of all Faculties and will seek explicit engagement with the University Research Group [July 2009]</p>	<p>During 2009, a register of committee membership of Library staff across all Faculties was compiled and this has been reviewed and updated to identify any significant communications gaps in 2010. The Library also continues to be represented on the University Research Group since 2008/9.</p>
1.2.5	<p>With the 2008 figures as a baseline, we will achieve a 10% year-on-year increase in the number of researchers &amp; postgraduates annually taking at least one training course in information skills, tailored to individual needs [October 2010]</p>	<p>2009/10 total 4,186 (2008-09 4,064) students and staff attending information courses or having any interaction with Research and Learning Support Staff. The Information Skills team have considered a number of issues affecting the attendance levels, such as the visibility of the research training web pages and technical problems relating to the computers, and these have now been addressed. <a href="http://www.manchester.ac.uk/library/academicsupport/researchers">www.manchester.ac.uk/library/academicsupport/researchers</a></p>
1.2.6	<p>The Library, in collaboration with academic colleagues, will develop at least three proposals for external funding bids annually to promote research in and access to Special Collections [July 2009]</p>	<p>See 4.3.3 for details of the JISC Heritage Digitisation funding bid.</p> <p>The Library was awarded £23k by the National Cataloguing Grants Programme for Archives to catalogue the papers of Mary Hamilton. We were also successful in a £40k bid to the Museums, Libraries and Archives Council for a project on the topic of early European printing. Discussion is underway with academic colleagues on two potential Arts and Humanities Research Council (AHRC) applications.</p>
<b>1.3</b>	<b>The Library will be integral to the transformation of teaching and learning across the University</b>	
1.3.1	<p>We will collaborate with Faculty e-learning teams to ensure that, wherever possible, reading lists can be embedded within all course units in the VLE. [June 2009]</p>	<p>During 2009, the Library worked with Talis, the supplier of the library management system, to implement new reading list software (<i>Aspire</i>) to provide improved interoperability with Blackboard.</p> <p>Improved liaison with departments has ensured an increasing number of reading lists are available for translating into the <i>Aspire</i> software and the University's Teaching &amp; Learning Group agreed proposals to develop specifications for reading lists for each Faculty. Pilot courses have been identified and we will progress the development of draft specifications for reading lists in academic year 2010/11, working closely with academic colleagues. This will assist also in the promotion of <i>Aspire</i> as a service for</p>

	<p>teaching staff. We have identified a number of 'academic champions' across the four faculties who will promote the new reading list service. We have registered for the British Library's <i>Higher Education Scanning Service</i> and have received the first batch of digitized 'core-text' material. These, and material we digitize in-house, will also be linked to the <i>Aspire</i> reading lists.</p>
<p>1.3.2 We will create an e-learning support team to work closely with Faculty e-learning teams and to provide advice to content creators on IPR, copyright and other issues relating to the VLE. [September 2009]</p>	<p>An E-Learning Support Team Manager was appointed in April 2009 and Faculty Team Assistant (E-Learning) in September 2009. The team has been expanded with the addition of a Digitization Assistant and a temporary placement, meaning that digitization activities have significantly increased. Information on copyright has been prepared and will be delivered by an improved and expanded website with a promotional leaflet planned for 2011. <b><a href="http://www.manchester.ac.uk/library/academicsupport/copyright">www.manchester.ac.uk/library/academicsupport/copyright</a></b></p>
<p>1.3.3 We will establish a structured undergraduate programme in research and information skills with agreed assessment criteria and measure annually the number of students involved. [September 2011]</p>	<p>In 2010 3,981 (2009 = 2,634) undergraduate students received training in research and information skills.</p> <p>An Information Skills Framework programme was completed and will be rolled out to Faculty/School library and teaching and learning committees in the academic year 2010/11.</p> <p>A course booking application via the portal was launched during 2009/10. This application enables customers to book places on Library-run training courses and for Library staff to manage and record attendance at training sessions. Work is now underway with IT Services to make data captured by the system available to Campus Solutions for Higher Education Achievement Record (HEAR) accreditation purposes.</p>
<p>1.3.4 The Library will offer a portfolio of services some of which will be delivered face to face (e.g. specialist research enquiries) while some will be delivered electronically through web portal services (e.g. customised Talis reading lists) and some to mobile devices (e.g. recall information) [July 2010]</p>	<p>During 2008/9, the Library offered a number of new initiatives and services, such as the ability to request resources not held by the Library from other libraries through the staff and student portals, e-payment for library fines and charges and a Library account summary portlet has been added to the staff and student portlet. A pilot project, involving 200 students, was undertaken to test the use of SMS texting to let customers know when reserved books are available for collection via SMS text.</p> <p>The SMS text trial ended successfully in 2009/10 and the service is now available to all users following extremely positive feedback from the trial participants. Work has commenced on providing sign up forms in the portal and on the website and to automate the setting up of SMS alerts to specific users in the Talis Library Management System (LMS).</p> <p>The group study room booking portlet was launched in November 2009 alongside the new room booking web application and smart door controllers. This new system enables students to book group study rooms at any time and to gain access through the use of their university card and PIN number.</p> <p>Consideration of using <i>Campus M</i> for the delivery of services to mobile devices stopped when a central decision was made to use Blackboard Mobile as the preferred method of delivery. The Library is now involved in the project to implement this.</p> <p>Work to provide an enquiry management tool for customers and library staff began in 2009/10. The IT</p>

	<p>Services helpdesk system, <i>Remedy</i>, was re-designed to meet Library requirements and a portal interface developed to allow customers to raise enquiries in the portal and to monitor progress. This new service was launched in January 2011 and is linked to the IT services <i>Knowledge Base</i>. We are aiming to increase the amount of Library IT and other content in the <i>Knowledge Base</i> which will help with self service support outside core hours.</p> <p>Our Business Library Service has developed <i>Manchester Business Answers</i>, an on-line enquiry service which allows customers to get the most out of the Library's comprehensive range of specialist business, management and finance e-resources and, crucially tap into the expert specialist knowledge of Library staff. <i>Manchester Business Answers</i> was featured as a case study in the September 2009 issue of the journal <i>Business Information Review</i> and was presented at the 2010 Business Librarians Association conference at Liverpool University.</p>
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**1.4 The Library's engagement with each of the University's communities will be in line with priorities of the 2015 Agenda**

1.4.1	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
<p>We will increase the number of students involved in the 6<sup>th</sup> Form Access Scheme by 10%, concentrating particularly on lower socio-economic groups. The number of schools and colleges involved will increase by 10%. Dependent on central funding, a programme for gifted children aged 12-16 will also be established through the University's Widening Participation Programme [July 2010]</p>	<p>- 1,106 reference access cards issued, used 2,841 times</p> <p>- 228 MAP borrowing cards issued, used 3,858 times and 283 books borrowed</p> <p>- 47 presentations made (235% increase) with 1,344 attending (352% increase) from 17 schools/colleges</p> <p>- 12 Deansgate events held with 308 attending</p>	<p>- 1,749 reference access cards were issued (58% increase). They were used 5,575 times (96% increase)</p> <p>- 355 MAP borrowing card issued (55% increase), used 4,411 times (14% increase) and 406 books borrowed (43%)</p> <p>- 61 presentations made (30% increase) with 1,043 attending (28% decrease) from 36 schools/colleges (111% increase)</p> <p>- 16 Deansgate events held (33% increase) with 317 attending (3% increase)</p>	<p>- 2,745 reference access cards were issued (57% increase) They were used 3,370 times (Jan – Jul 2010 only as Main Entrance closed for refurbishment)</p> <p>- 382 MAP borrowing cards issued (8% increase), used 1,545 times (Jan-Jul 2010 only) and 773 books borrowed (90% increase)</p> <p>- 92 presentations made (51% increase) with 2,157 attending (106% increase) from 48 schools/colleges (33% increase)</p> <p>- 51 Deansgate events held (218% increase) with 1,041 attending (228% increase)</p>
<p>1.4.2 We will establish an annual audience development plan to encourage wider involvement in the Library at Deansgate [July 2009]</p>	<p>Following the appointment of a Head of Special Collections at the 3<sup>rd</sup> attempt in August 2009, a Public Engagement Group (PEG) was set up with the key priority of creating an audience development plan for the Library. The PEG will meet 3 times annually - and its main remit is to ensure that a strategic approach is taken to all public programming activities and development, in line with Library and University strategic priorities. A sub-group, the Audience Development Group (ADG), meets more regularly and takes an operational approach to public programme and marketing activities.</p>		

1.4.3	We will establish a strategy for the promotion of the Library with University cultural partners including the Manchester Museum, the Whitworth Art Gallery and Jodrell Bank [December 2009]	This was initially delayed awaiting the appointment of a Head of Special Collections. Cultural partners were approached in April 2010 to check enthusiasm for forming a group, the purpose of which would be to share experience and investigate opportunities to work collaboratively. There was a strong, positive response from the Whitworth Art Gallery, Manchester Museum, Jodrell Bank, Martin Harris Centre and the Contact Theatre. A first meeting was held in June with representatives from the Library, Manchester Museum, Martin Harris Centre and Contact. Attendees agreed that the group would work best if kept informal with a networking slant. An example of recent activity is including Jodrell Bank in Library investigations into implementing the University's <i>Customer Relationship Management</i> system.
1.4.4	We will actively engage with University colleagues and their partners in seeking to meet the information and research needs of the Knowledge Transfer agenda and exploit opportunities to satisfy the market for Continuing Professional Development. We will undertake an assessment of current and future needs with the aim of defining an appropriate level of service [September 2009]	During the summer of 2009 we engaged with University colleagues working on the University's Knowledge Transfer (KT) agenda. This took the form of a series of consultations, which we conducted in tandem with further secondary desk research and benchmarking with the UK HE sector. As a result of this, and after further assessment of the Continuing Professional Development (CPD) and KT programmes already in existence within the MBS, it was concluded that much is already being done to support CPD and KT and that scope for further developments within the Library were currently limited.
<b>1.5</b>	<b>The Library will proactively engage with its key stakeholders to understand their goals and expectations</b>	
1.5.1	We will define our stakeholders and develop a Stakeholder Engagement Plan to improve the communication of key messages. [December 2009]	During 2008/9, we started to identify the Library's stakeholders and began to develop channels for communication. Further work on this area has been delayed but this is now being progressed by the Library's Marketing and Communications Manager.

<b>KRA 2: We will be 'in touch' and 'in tune' with our customers to understand, satisfy and exceed their expectations</b>	
<b>2.1 We will engage our customers in a continuous and productive dialogue about what we do and how we do it</b>	
2.1.1 Annual surveys, regular focus groups, blogs, wikis, social networking sites, exit surveys and continuous horizon-scanning will inform future priorities [Commence January 2009]	<p>During 2008/9, the Library set up Twitter, Flickr, MySpace and Facebook accounts as well as creating a presence in Second Life with a small library on Talis Cybrary Island. A Web 2.0 group was also formed to explore new developments and make recommendations on how we can further engage with our customers.</p> <p>In 2009/10, a third round of annual Exit Surveys took place at all Library sites and an action plan produced. Additionally, comments cards are now available at all sites and <i>Quickvote</i> was installed in the Main Library during February 2010. This was initially used to gain feedback on the refurbished Blue Ground floor and is currently being used to gain feedback on the Library's loan periods. Topics and the schedule for future surveys have been agreed.</p> <p>A number of focus groups were run during 2010 with students and academic colleagues to test new ideas and service-enhancements such as Talis <i>Prism 3</i>, Research Skills and the use of jargon (via Young Person's Forum).</p> <p>Work is in progress with MIMAS to enable us to measure accurately use of eResources from 2010/11</p>
2.1.2 The Library will have active engagement with each Faculty/School Teaching & Learning Committee [September 2009]	<p>In the previous year, we improved communication and engagement with the academic community across all Faculties through the involvement of Faculty Librarians in a range of committees including staff-student, research committees and teaching and learning committees. A register of committee membership of Research and Learning Support staff across the University was also compiled.</p> <p>The most recent committee membership list is now regularly reviewed and updated by the Library's Faculty Team Managers. The Deputy Librarian now attends University Teaching and Learning Group on a quarterly basis, presenting a report on Library developments. She receives all papers of Teaching and Learning Group and Teaching and Learning Management Group.</p>
<b>2.2 The Library's services will be convenient and accessible to all University students, researchers and staff</b>	
2.2.1 We will increase the proportion of self-service issues by 50%, and increase the range of self-service options including delivery to mobile devices [20% by June 2010]	<p>The Strategy target to increase the proportion of self service issues by 50% was met ahead of target in 2008/9. Since then there has been continuous improvement and we now consistently exceed our original target, with self service transactions at the Main Library accounting for almost 90% of the total. A new self service book sorter was purchased in 2008/9, installed and configured in time for the opening of the new Blue Ground floor. The book sorter provides users with a quick self-service book return service and saves staff from having to hand-sort returned books.</p> <p>Following a successful pilot project on the use of SMS texting to let customers know when reserved books are available, the service is now available to all users (see 1.3.4).</p>
2.2.2 We will use all feedback to inform the	We have decided to put the production of a formal Service Enhancement Plan on hold in order to

<p>publication of an annual Service Enhancement Plan (Beginning July 2009]</p>	<p>concentrate on maximising the collection, collation and use of feedback in a more coordinated manner. A group comprised of staff from across the Library has been convened to analyse the comments received from various sources on a regular basis and to work on introducing alternative methods of encouraging feedback. A new externally facing webpage has been designed to clarify the various communication opportunities open to customers, to demonstrate our commitment to using feedback.</p> <p>A summary report has been produced (<i>You Said, We Did</i>) so that all customers can see the feedback we have recently received and how we've responded. This will be published on the Library website on a quarterly basis.</p>
<p>2.2.3 Every Library service will have a Marketing Plan [December 2010]</p>	<p>We started to progress this action during 2009/10, and held initial meetings with our Bibliographical Services and IT Support teams. Promotional campaigns/communication plans have also been agreed along similar lines for <i>Prism 3</i>, <i>Link2Lists</i> and our Document Supply Unit.</p> <p>The Library has also been working to develop styles for Library marketing literature and a Student Welcome Group was created to take forward promotional activities for start of year. Student induction and external marketing (with <i>Visit Manchester</i> and <i>All About Audiences</i>) and print distribution plans were also reviewed in 2009/10.</p>
<p><b>2.3 The Library will provide a choice of accessible, attractive and inspiring places to study taking account of facilities across campus</b></p>	
<p>2.3.1 We will develop a vision of what is needed to provide a world-class 'Learning Commons' [April 2009] and play a key role in its implementation [ongoing to 2011]</p>	<p>From the start of the project, the Library has been peripherally engaged through membership of the various planning groups</p> <p>Involvement from within the Library has expanded so that our experience of service planning &amp; delivery can be input to the project. Work progresses according to plan, via the established governance structure.</p>
<p>2.3.2 Customer satisfaction with the Library's physical environment will increase as we cater for preferred styles of study [Student Survey in 2010]</p>	<p>The Blue Ground Floor (Main Library) project was completed on schedule, and under budget, in December 2009 and a soft reopening took place immediately before Christmas.</p> <p>Feedback on the new Blue Ground floor, especially from students, in terms of design, comfort, service and seating, has been extremely positive. Although there have been some behavioural issues during busy times, on the whole students have really enjoyed making use of the more relaxed study environment that this floor now provides. The <i>Quickvote</i> survey we have carried out indicates that 85% of respondents like or love the new floor and 64% feel that the refurbishment has made a positive difference to the library as a whole.</p> <p>We have also recently installed a further 50 double plug sockets to study seating on Blue Floor 1 to help us cater for the ever increasing use of lap tops and other portable devices. Additional capital funding and Library endowment funds are being used to improve the library environment to include the addition of further plug sockets and refurbishment of toilet facilities, which are a constant source of complaint. At other JRUL sites there have been recent improvements to the relaxation area at the Precinct Library, there are plans to improve disabled access at Kantorowich Library and to experiment with alternative study furniture at the Joule Library.</p>

<p>2.3.3 The Main Library will provide study facilities 24/7 during exam periods and review future options annually [From Jan 2009]</p>	<p>In 2009, the Library ran 24 x 7 trials for a total of 11 weeks during the exam periods, 4 weeks in Semester 1 and 7 in Semester 2. Both trials were extremely well received by students and the use exceeded all expectations. We have now incorporated 24x7 into our core hours for this time of year. A review of operational issues associated with 24 hour opening was carried out between June and August. As a result of consultations with Library staff, students and others, a number of changes were made. A new 'relaxation' area on Blue 4 has been created and this forms one area within a Social Zone. Two other zones have been introduced- Quiet and Silent - ensuring that we provide appropriate peaceful study facilities at all times.</p>
<p>2.3.4 We will extend opening hours at the Deansgate Library and in the libraries of Manchester Business School, and review future options at all sites annually [December 2009]</p>	<p>The extended opening hours at Deansgate and the MBS were achieved during 2008/9. In 2009/10, opening hours across all sites were reviewed in light of usage statistics and feedback from the customers and, as part of this process and following consultation with the department concerned, Library support for the Education Resource Centre was withdrawn in January 2010.</p> <p>During the year, 1.9 million visits were made to the JRUL sites.</p>

<b>KRA 3: The Library will provide a supportive working environment for staff, nurturing all talent and encouraging high performance and career progression</b>	
<b>3.1 We will build an effective performance management culture which encourages excellence at all levels</b>	
3.1.1 The Library will have a new organisational structure to support strategy implementation and the acceptance of new values and culture [April 2009]	The organisational restructuring of the Main Library, Joule and smaller site libraries was completed in June 2009. The organisational restructures at the Manchester Business School and Deansgate libraries were completed in October 2009 and April 2010 respectively and the transfer of the Facilities Management team to Estates is also recently completed.
3.1.2 (a) We will have a structure for internal communications [February 2009] and (b) our staff will have reported that they are better informed and able to work more effectively [June 2009: Staff Survey]	An Internal Communications Plan was presented to Library staff via All-Staff Meetings in September 2009 with encouragement to staff to provide feedback. The plan has been fully implemented.  The introduction of a Team Brief system began in the summer of 2010 and 'Walk the Floor' and 'Open Door' policies for the Leadership Team have been introduced from September 2010 onwards.  The 2010 Staff Survey saw improved scores on those areas concerned with communication, with two thirds of respondents feeling well-informed about what is happening in their area of work.
3.1.3 All staff teams will meet informally with their manager on at least a monthly basis, and more frequently individually, to support the PDR process [June 2009]	The Library took a PDR 'holiday' during 2008. Following discussions with HR, trade unions and Library staff, and a programme of re-training, a new style of PDR scheme was launched in May/June 2009.  219 PDRs were completed in the 2009/10 (77% of eligible staff) although in the calendar year of 2009 100% of eligible staff undertook a PDR. A new cycle ran from July 2010 and was completed in December 2010.  The Team Brief system (see 3.1.2) has been added to the regular meetings that managers hold with their teams.
3.1.4 We will achieve a 10% decrease in sickness absence rates [December 2009] and annual decreases thereafter	This has dropped by a further 1% this year to 6.39% and is now 45% lower than the figure of two years ago.
<b>3.2 We will attract, support and retain talented and committed people</b>	
3.2.1 We will broaden our pool of potential candidates for all posts in keeping with the University's Equality and Diversity Policy. [Commence 2009]	Restructuring, the use of the redeployment register and the economic climate have limited the extent of external recruitment in the past year. During 2008/9, the Library began to engage with the Manchester Museum's <i>In Touch</i> programme and with the <i>Aspire</i> ethical recruitment agency, both of which aimed to increase employment of local residents. The successor to the Manchester Museum <i>In Touch</i> programme has not materialised due to the Department of Work & Pensions cancelling the <i>Right to Bid</i> fund which would have funded the successor project. The Museum is currently working with Imperial War Museum North to look at another application to HLF for such funding.

<p>3.2.2 We will broaden the range of opportunities for the development of all staff beyond formal training to include external horizon-scanning, cross-site-working, shadowing, mentoring etc. These will be summarised in a Staff Training and Development Plan [December 2009] and will lead towards Investors in People accreditation [2010]</p>	<p>We have considered a number of initiatives in relation to staff development, and a work shadowing scheme was launched in June 2010. A cross-library programme of training for Supervisors and Managers has been successfully delivered and a Managers' Development Forum also set up, with regular meetings which bring together managers from across the Library.</p> <p>Investors in People accreditation is not currently being pursued due to pressures elsewhere.</p>
<p><b>3.3 We will develop an energetic and responsive culture in which staff are empowered to take responsibility</b></p>	
<p>3.3.1 Staff will be encouraged to make their own decisions in the context of University policies and management culture and in an environment that allows for recognition of success and failure without blame. This will be assessed through annually improved scores in the library staff survey [From June 2009]</p>	<p>The annual staff survey took place, for the third year running, in June 2010. 61% of staff responded, 185 in total. Staff satisfaction levels increased in most areas.</p>
<p><b>3.4 Outstanding contributions from all staff will be recognised and rewarded</b></p>	
<p>3.4.1 We will work within University guidelines to implement a range of reward and recognition schemes [December 2009]</p>	<p>The Library has continued to make modest use of the Recognition &amp; Reward policy to reward staff for exceptional performance pending agreement on terms and conditions.</p>
<p><b>3.5 Our style will be confident and outward facing, with a shared sense of purpose and clear identity</b></p>	
<p>3.5.1 We will publish a statement of our values, clearly define our positive approach to service delivery and our commitment to professional standards. The effectiveness of this will be demonstrated by annual survey results and continual feedback [From September 2008]</p>	<p>The original deadline for this action was amended to December 2009 to allow time for the Library's new organisational structure to become fully embedded.</p> <p>Following a series of internal workshops, a draft set of 'JRUL Values' has been drafted for consultation.</p>
<p>3.5.2 The Library's name and associated brand will be reviewed to reflect our new style and approach, to reduce</p>	<p>The Library continued to liaise with the University's Communication, Media and Public Relations office in relation to this issue. We now anticipate that this will form part of a University rebranding project together with MBS and Conferences.</p>

<p>ambiguity and to convey the key concept of a Library without walls [End of 2009]</p>	
<p>3.5.3 We will redesign the Library website to ensure that it is more dynamic, interactive and that it clearly reflects the Library's identity [End 2009]</p>	<p>In 2009, initial meetings were held with the University's Communications, Media and Public Relations Office to establish the most effective ways to take the Web Review forward. The web consultancy firm <i>Reading Room</i> were recruited in January 2010 after being recommended from within the University and also by Manchester Art Gallery. <i>Reading Room</i> had previously worked with Nottingham University, the Whitworth Art Gallery and the People's History Museum so were considered to have a good understanding of our needs.</p> <p>Feedback was sought from customer groups including students, staff and external visitors and a four step process including a redesign and complete restructuring of content was completed during 2010. The new website was launched in February 2011.</p>

<b>KRA 4: We will be innovative and customer-led in our management and development of the Library's extensive range of resources and services</b>	
<b>4.1 Access to information content will support the research and teaching priorities of the University</b>	
4.1.1 We will establish a Content Development Policy defining areas of collection strength, future growth and areas where we will rely on alternative supply. Digital resources will be prioritised over print where both are available [March 2010]	<p>This Policy provides a framework for acquisition in all the formats currently represented in the collections. Following internal consultation, a draft Policy was discussed with colleagues in Schools and Faculties between December 2009 and February 2010.</p> <p>After consultation with academic colleagues, the JRUL's Content Development Policy was formally approved in April 2010.  <a href="http://www.manchester.ac.uk/library/aboutus/policies">www.manchester.ac.uk/library/aboutus/policies</a></p>
4.1.2 Library Faculty Teams and Special Collections staff will be given responsibility for content budgets to ensure transparency of spend [March 2009]	Faculty Teams and Special Collections staff were given responsibility for monograph and other non-recurrent content expenditure during 2008/9 and 2009/10. Initial allocations for 2010/11 have now been prepared with proposals for a staged release of the budget similar to that in 2008/9 and 2009/10. As in previous years, above inflation increases in subscriptions continue to give cause for concern and Faculty Team Managers are being tasked to keep financial increases within very tight parameters.
4.1.3 We will set targets for strengthening our Special Collections in support of research with landmark acquisitions, leveraging external funding [December 2009]	This work has been delayed as a result of the delay in appointing the Head of Special Collections in 2009.
4.1.4 We will produce a Digitisation Strategy, based on dialogue between Library staff and Schools, to clarify our priorities for digitisation and external funding [December 2009]	<p>A final Digitisation Strategy was approved internally and communicated to all Library staff. A Strategy implementation plan has been developed and a Digitisation Steering Group established to oversee the implementation work. There is now a member of staff in post as Digitisation Infrastructure Manager and the <i>Turning The Pages</i> software has been procured to showcase digitised collections.</p> <p>In support of the digitisation strategy, a line in the Library budget for digitisation of heritage and taught course materials has been approved.</p>
4.1.5 We will (a) achieve annual improvements in student satisfaction rates for access to recommended student texts [December 2009] and (b) seek to influence better use of a wider range of resources consistent with the University's forthcoming curriculum review	<p>a) The mean score in the NSS for satisfaction with access to Library resources has not changed between 2009 and 2010. We are addressing this by introducing a better system for producing digitized reading materials. The comprehensive Copyright Licensing Agency Licence will enable us to include copies of born-digital material also.</p> <p>(a) The new reading list service which is being rolled out will allow academic staff to include a wider range of resources, e.g. podcasts, websites etc. We are also working closely with academic staff to develop faculty-based specifications for module reading lists. This will ensure that only material available is included on reading lists and that the most easily accessible format is offered to students e.g. e-books.</p>
4.1.6 The Library will collaborate in policy	The Library worked with Graduate Education administrators during 2009 to introduce mandatory

<p>development to sustain and promote electronic theses and dissertations at the University of Manchester. We will participate in national and international initiatives relating to electronic theses and dissertations. We will have at least 500 doctoral theses available electronically [October 2009]</p>	<p>submission of electronic theses for all postgraduate research students at the University (starting 1 December 2009).</p> <p>This work is complete and electronic submission of doctoral level theses is now fully operational. Postgraduate administrators in each Faculty have been trained and the management of electronic submissions is now devolved to respective offices. Since January 2010, 260 electronic theses have been submitted to <i>Manchester eScholar</i>, of which 210 have been for examination purposes and 50 the final corrected version.</p> <p>Over 1050 University of Manchester theses have been digitised via the British Library's <i>Ethos</i> system (<a href="http://ethos.bl.uk">ethos.bl.uk</a>). The rate of additions has slowed recently due to a change in subscription from 'supplier pays' to 'user pays'. The British Library is currently reviewing its subscription model to ensure that the service is sustainable.</p>
<p><b>4.2 It will be fast and easy for our customers to discover and access the high-quality resources held in Manchester and beyond</b></p>	
<p>4.2.1 We will improve the cross-searchability of our databases [Sept 2010]</p>	<p><i>SearchIt</i>, the Library's single search tool was made available on the staff and student portal in November 2008 with further assessment carried out to automatically tailor the search to the user's requirements based on Faculty/School. An architectural review of our systems portfolio was carried out during 2009 with the requirement for a federated/vertical search solution noted to be a key priority.</p> <p>The report of the Systems review was approved internally in January 2010 and an Action Plan agreed in February 2010. Key recommendations included the in-house development of an e-resources management system and the procurement of a vertical search solution to be implemented and launched by January 2011. A software developer was appointed to undertake the former and a project board set up to manage the latter, with the key requirements identified and meetings with potential suppliers held. A vendor and solution were selected and live implementation took place in February 2011. Customers can now search across the catalogue, subscribed eResources and the institutional repository. Other data sources, including LUNA and Elgar will be added in the next phase.</p>
<p>4.2.2 We will implement an identity management solution to simplify authentication to our electronic resources [September 2012]</p>	<p>Athens was replaced by the UK Access Management Federation's Shibboleth authentication system during 2008/9, enabling customers to access electronic resources using their standard University authentication. Shibboleth implementation is now completed. Publishers which are not Shibboleth-compliant can be accessed through the proxy server system. IT Services have recently upgraded our Shibboleth implementation to the latest version.</p>
<p>4.2.3 The Library's metadata will conform to changing national and international standards to ensure quality and consistency of bibliographical records and to facilitate interoperability with external bibliographical resources (e.g. COPAC, SUNCAT, OCLC WorldCat, ETHOS) [December 2009]</p>	<p>The Library's metadata conforms to all national and international standards required. A new international standard, RDA (Resource, Discovery and Access), was released in the summer of 2010 and we expect to move to compliance with this new standard as soon as feasible. (The date will be determined by changes to Talis, the supplier of our Library management system).</p>

<p>4.2.4 Library catalogues and other services will be accessible through the student portal and VLE and available on social networking sites and key commercial sites (e.g. Amazon and Google) to bring Library services closer to the user irrespective of medium [December 2009]</p>	<p>Over 1.3 million catalogue records have now been exported to OCLC <i>WorldCat</i>. Exposure to Google and other search engines will follow.</p> <p>A portal application was launched in February 2010 allowing customers to request documents online, or copies of documents, held within other libraries.</p> <p>A Talis <i>Prism3</i> (see 4.2.5) search portlet was developed and made available on the test portlet, pending the launch of <i>Prism3</i> when it will be moved to the live portal.</p> <p>Work to integrate Talis <i>Aspire</i> (see 1.3.1) with the VLE was delayed due to the upgrade of the VLE but it is intended that this be available when <i>Aspire</i> goes fully live at the start of the 2010/11 academic year.</p>
<p>4.2.5 We will improve user interactivity with the catalogue by ensuring that the interface is easy to use and by providing alerting services (e.g. RSS feed), tools for personalisation and collaboration. We will also investigate innovative ways of extracting and exploiting data (e.g. text mining). Satisfaction with the catalogue will be measured through analysis of catalogue usage, course unit evaluation and focus groups [December 2009]</p>	<p>During 2009, the Library worked to implement a new interface for the Library catalogue (Prism 3) which would be easy to use and would provide the ability to use a number of web 2.0 technologies such as RSS feeds and personalization features. In September 2010 the catalogue received over 286,000 hits from 113 countries.</p> <p>We have continued to work closely with Talis to deliver the outstanding functionality in <i>Prism 3</i> and we are now live with the new interface following a beta phase from January 2010. The new interface has a simple, Google-like search interface with book jacket display, supplied by the company Syndetics who also supply Amazon. User feedback collected through online feedback forms and through focus groups during the beta phase have been largely positive. We will continue to work with Talis to deliver improved functionality on multivolume works and bibliographic display in the coming months and to continue to influence the Prism 3 development roadmap to provide more user interactivity and personalisation features. It should be noted that the supplier's delivery of the Prism 3 product has been significantly delayed and the development roadmap for the product is disappointing in its response to interface features which customers now expect as standard. This has been fed back to the highest level within Talis.</p> <p>The Library also investigated the application of text mining with NaCTeM and the School of Computer Science during 2008/9 and took part in an unsuccessful NaCTeM bid to JISC for text mining of electronic theses. There have been no further developments in this area.</p>
<p>4.2.6 60% of document supply requests will be submitted online and 40% of documents will be supplied in electronic format [September 2009]</p>	<p>A new service allowing electronic requesting and payment of document supply requests through the portal was launched at the start of the 2009/10 academic year.</p> <p>Electronic requesting is available to all members of the University but uptake varies significantly ranging from 0-69% on our daily figures. A constant push marketing campaign will be applied to online requests, e-payments and secure electronic delivery to try to drive more users to this method of requesting. There is a lower take-up amongst our more traditional user base especially in Humanities where they may be requesting complex and difficult to obtain material.</p> <p><b><a href="http://www.manchester.ac.uk/library/ourservices/servicesweprovide/documentsupply">www.manchester.ac.uk/library/ourservices/servicesweprovide/documentsupply</a></b></p>
<p><b>4.3 Innovative methods of collection management of material in all formats will secure the future of our internationally significant</b></p>	

<b>collections</b>		
4.3.1	<p>We will develop a Collection Management Policy which will provide a framework for the acquisition, cataloguing, subject access, processing, care and storage of the Library's physical and electronic holdings [June 2009]</p>	<p>The policy was completed during 2009/10 and added to the Library's web pages. It will be renewed annually.  <a href="http://www.manchester.ac.uk/library/aboutus/policies">www.manchester.ac.uk/library/aboutus/policies</a></p>
4.3.2	<p>We will complete the National Preservation Office <i>Benchmark in Collection Care</i> exercise, identify priorities for improvement and develop a structure for measuring performance in conservation activities especially in relation to the preservation of fragile and vulnerable material [July 2009]</p>	<p>The Benchmarks in Collection Care survey were carried out for both Deansgate and the Main Library during 2008/9, with action plans compiled to address issues such as policy, buildings, housekeeping, handling, environmental monitoring, conservation, disaster planning, storage and surrogate copies and new media. The second <i>Benchmark in Collection Care</i> exercise took place in December 2009. Comparing the two exercises, there was a 52% improvement at Deansgate and an improvement of over 100% at the Main Library.</p>
4.3.3	<p>We will be a centre for advice and expertise in the North West Region and beyond by implementing a programme of remedial conservation for Library special collections and establishing collaborative research projects and training initiatives focusing on materials within the collections [2012]</p>	<p>During 2008/9, the Library's Collection Care Department gained recognition for providing expert advice in the field of conservation both in the region and further afield. Links were created with institutions such as the British Library and the National Archives and also with research departments within the University. The Head of Collection Care has maintained an active role in The Islamic Manuscripts Association (<a href="http://www.islamicmanuscript.org">www.islamicmanuscript.org</a>) and is also chair of the Institute of Conservation (ICON) Book and Paper group (<a href="http://www.icon.org.uk">www.icon.org.uk</a>)</p> <p>The Library was successful in bidding for JISC funding to examine the demand for a regional Centre for Heritage Digitisation and The Centre for Heritage Imaging and Collection Care was set up to determine this. A feasibility report was considered in August 2010 and further investigations into likely demand and other funding sources suggested.</p>
4.3.4	<p>We will develop a strategy for the curation and long-term preservation of born-digital archive material and other digital assets based on appropriate international standards. [September 2009]</p>	<p>During 2009, a Digital Preservation Group was established and, in 2010, they made a number of recommendations and presented a draft roadmap to implement the Preservation Strategy. A key recommendation was the establishment of a standing Digital Preservation Steering Group which will oversee activities in this area. This Steering Group, chaired by the Head of Collection Management, convened in August 2010 and formulated an implementation plan for the embedding of digital preservation into the Library's procedures.</p>
4.3.5	<p>(a) We will identify those collections (print, manuscript and electronic) which are not described by on-line catalogue records and develop a cataloguing programme with which to seek external funding, prioritising these collections according to their</p>	<p>(a) The list of 'hidden' collections is regularly updated and evaluated to reflect new collections received, and collections that have been catalogued. We are now starting to evaluate external funding opportunities for cataloguing this material. RLUK have recently launched a comprehensive survey of "hidden" resources to establish a National Register of retrospective cataloguing. The information we have already collated will be an important tool for identifying our uncatalogued collections, estimated to be c.500, 000 items.</p>

<p>research and teaching potential [April 2009]. (b) The Guide to Special Collections will be revised and published to ensure collection-level descriptions for the JRUL's special collections are widely disseminated [April 2010]</p>	<p>b) This is currently on hold due to pressures elsewhere.</p>
<p>4.3.6 We will publish standards for the average time taken for newly purchased material to be available to Library customers. These standards will be regularly reviewed and will be appropriate to the type and format of the material acquired [March 2009]</p>	<p>These standards were compiled and published on the Library's website in 2008/9 <a href="http://www.manchester.ac.uk/library/ourservices/howtousestheLibrary/acquiring/">www.manchester.ac.uk/library/ourservices/howtousestheLibrary/acquiring/</a></p> <p>The majority of text-books, if in print and readily available, take 20 days to be supplied to the Library and will then take on <u>average</u> a further 5 days to be receipted, catalogued, processed and delivered to the library site. If a book is urgently required for a course then it is possible for books to be fast-tracked through these procedures (although this will involve paying a premium fee to our suppliers). These standards are regularly reviewed. We try to manage the balance of costs and speed and do source alternative (faster) suppliers when essential.</p>
<p><b>4.4 Our portfolio of services will be customer-led and our service standards will be exemplary</b></p>	
<p>4.4.1 We will achieve successful accreditation to Customer Service Excellence: the Government Standard (formerly Chartermark) [2012]</p>	<p>Progress on specific actions which are in-line with the Standard achievement has been very positive (e.g. feedback systems, service standards and a 'mystery shopper' exercise). Key elements are now in place and the Library is ready to begin work on a more detailed and thorough assessment of our readiness for Customer Service Excellence. A project team representing all Library areas will be formed in 2010/11 to produce an action plan associated with each of the specific standard criteria.</p>
<p>4.4.2 We will publish and promote our service standards and review them annually [December 2009]</p>	<p>Throughout the process of restructuring in 2008/9, staff became more aware of the need to formalise service standards. A large, multi-site service presents a particular challenge in agreeing and achieving a consistent set of standards that can be applied throughout. In 2009/10, managers have formulated service standards and identified additional service standards that need to be formulated by other divisions.</p> <p>Alongside our local efforts we have contributed to the formulation of a common set of service standards across the five UK National Research Libraries.</p>
<p>4.4.3 All staff will receive training to understand better the relevance of customer service to their roles [2010]</p>	<p>All managers took part in a bespoke management training programme from March to June 2009 which included a module on "Managing a Customer Care Environment".</p> <p>Customer Services staff have now received the first stage of an in-house training programme. Stage 1 focussed on the principles of Customer Service and general Customer Service skills. The second stage will follow in November. Once all Customer Services staff have completed this training, an adapted version will be designed and rolled out to all library staff.</p>
<p>4.4.4 Customer satisfaction ratings will show</p>	<p>The Library is measuring customer satisfaction ratings through the annual exit survey, the NSS and</p>

a year-on-year improvement [2010]	SSS and also uses other informal feedback methods (see 5.1.1 a and b)
<b>4.5 Our administrative infrastructure will enable staff to provide efficient, effective and innovative services</b>	
4.5.1 We will review the structure, processes and resources of each of our departments to ensure that they have the capabilities to meet their objectives [April 2009]	<p>The organisational restructure was completed by April 2010 except for the separate Facilities Management restructure which had been awaiting a buy-out linked to the Pay and Grading settlement.</p> <p>A significant integration of the financial aspects of the Library's management system, <i>Talis</i>, with the University's <i>Oracle Financials</i> software was achieved in Spring 2010, which brought greater certainty in financial monitoring and planning.</p>
4.5.2 The Library will produce and pursue an in-house environmental policy consistent with that developed by the University [December 2010]	<p>During 2008-09, the Library set up the "Environmental Champions" project with the Manchester Museum and Whitworth Art Gallery aided by an external consultancy Global Action Plan. The project is often cited within the University as a model of good practice. We are now setting up a 'Green Group' to promote sustainability within the Library and to link with the University's work in this area (currently awaiting the drawing up of the terms of reference)</p> <p>The Joule Library has been involved in the Environmental Association for Universities &amp; Colleges (EAUC) Green Impact scheme along with other departments of the University and has successfully passed the first level of the environmental criteria, for which we achieved the Bronze award. The team involved is working towards achieving Silver and Gold awards within the next two years.</p>

<b>KRA 5: We will prove our value to the <i>Manchester 2015 Agenda</i> by making annual comparisons and publishing trusted and transparent indicators</b>			
5.1.1 We will gather and publish data from customers, using externally recognised standards, through methods such as surveys and LibQual, to measure the following [December 2009]			
(a) Student satisfaction rates	Work in progress for 2010/11 reporting.		
National Student Survey: the library resources and services are good enough for my needs	<b>2008</b>	<b>2009</b>	<b>2010</b>
	87%	86%	84% (during redevelopment of Main Library)
(b) The proportion of customers indicating that the Library is crucial in supporting students, researchers and staff of the University	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<p><b>Library &amp; Facilities</b></p> <ul style="list-style-type: none"> <li>• Essential (58% of respondents)</li> <li>• Often useful (25% of respondents)</li> <li>• Sometimes useful (11% of respondents)</li> <li>• Rarely useful (6% of respondents)</li> </ul> <p><b>eResources</b></p> <ul style="list-style-type: none"> <li>• Essential (57% of respondents)</li> <li>• Often useful 26 (26% of respondents)</li> <li>• Sometimes useful 9 (9% of respondents)</li> <li>• Rarely useful 8 (8% of respondents)</li> </ul>	<p><b>Library &amp; Facilities</b></p> <ul style="list-style-type: none"> <li>• Essential (69% of respondents)</li> <li>• Often useful (25% of respondents)</li> <li>• Sometimes useful (5% of respondents)</li> <li>• Rarely useful (1% of respondents)</li> </ul> <p><b>eResources</b></p> <ul style="list-style-type: none"> <li>• Essential (60% of respondents)</li> <li>• Often useful (27% of respondents)</li> <li>• Sometimes useful (10% of respondents)</li> <li>• Rarely useful (3% of respondents)</li> </ul> <p><b>Was the visit successful?</b></p> <ul style="list-style-type: none"> <li>• Yes (94.42%)</li> <li>• No (5.58%)</li> </ul>	<p><b>Library &amp; Facilities</b></p> <ul style="list-style-type: none"> <li>• Essential (46% of respondents)</li> <li>• Often useful (40% of respondents)</li> <li>• Sometimes useful (11% of respondents)</li> <li>• Rarely useful (3% of respondents)</li> </ul> <p><b>eResources</b></p> <ul style="list-style-type: none"> <li>• Essential (43% of respondents)</li> <li>• Often useful (40% of respondents)</li> <li>• Sometimes useful (11% of respondents)</li> <li>• Rarely useful (6% of respondents)</li> </ul> <p><b>Was the visit successful?</b></p> <ul style="list-style-type: none"> <li>• Yes (85%)</li> <li>• No (15%)</li> </ul>
	<b>2008</b>	<b>2009</b>	<b>2010</b>
			<b>Self service satisfaction rates</b>

			<ul style="list-style-type: none"> <li>• Very satisfied (58% of respondents)</li> <li>• Satisfied (28% of respondents)</li> <li>• Sometimes satisfied(10% of respondents)</li> <li>• Unsatisfied (4% of respondents)</li> </ul> <p><b>Opening Hours</b></p> <ul style="list-style-type: none"> <li>• Very satisfied (46% of respondents)</li> <li>• Satisfied (31% of respondents)</li> <li>• Sometimes satisfied(14% of respondents)</li> <li>• Unsatisfied (9% of respondents)</li> </ul> <p><b>Enquiries Service</b></p> <ul style="list-style-type: none"> <li>• Very satisfied (47% of respondents)</li> <li>• Satisfied (29% of respondents)</li> <li>• Sometimes satisfied(15% of respondents)</li> <li>• Unsatisfied (9% of respondents)</li> </ul>
	<b>(N=100 only – pilot exit survey, May 2008)</b>	<b>N=851 – exit survey, May 2009)</b>	<b>(N=396 – exit survey, April 2010)</b>
(c) Targets relating to service quality	Work in progress for 2010/11 reporting.		
(d) The number of Library customers from beyond the University	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	27,243 (JRUL)	76,374 (JRL, Deansgate) 19,302 (JRUL)	85,876 (JRL, Deansgate) 19,156 (JRUL)
(e) The proportion of potential customers from the University of Manchester who use the Library and its resources	<b>2008-09</b>		<b>2009-10</b>
	All staff 33.4% PG Research Students 78.8%		All staff 31.6% PG Research Students 82.8%

	PG Taught Students 87.2% (figures relate to physical library only)	PG Taught Students 89.5% (figures relate to physical library only)
5.1.2	We will publish data to demonstrate how the Library is performing in relation to our competitors [December 2009]	The data for most UK academic libraries is published annually by SCONUL. The Library commissioned LISU (Loughborough University) to produce a ten year trend analysis of these figures in comparison with eleven of the Library's key competitors.
5.1.3	We will collect and analyse case studies of customers' experiences to supplement statistical data [December 2009]	No progress.
5.1.4	We will demonstrate annually, by comparison with libraries offering equivalent services and resources to our own, that our running costs are competitive in terms of staffing and acquisition and that we are economical in our usage of space and natural resources [Commence January 2009]	Although there is more work to be done on establishing a system to record ongoing comparative costs, the LISU report (see 5.1.2) shows that staff expenditure per FTE user was the fifth lowest out of the twelve libraries in 2008-09. Our spatial occupation has been reduced by 3,316 sq metres by the cessation of our lease on Pear Mill and Dixon store. We lack adequate data for measuring our usage of natural resources retrospectively but will be seeking economies on current usage levels of energy and space.
5.1.5	We will publish annual progress reports [December 2009]	This Stock Take Summary Report is the Library's annual progress report. Further reports will follow.