

# Learning Resources:

## Summary of changes in service delivery

31 August 2010

### Overview of outcome of Learning Resources Change Proposal

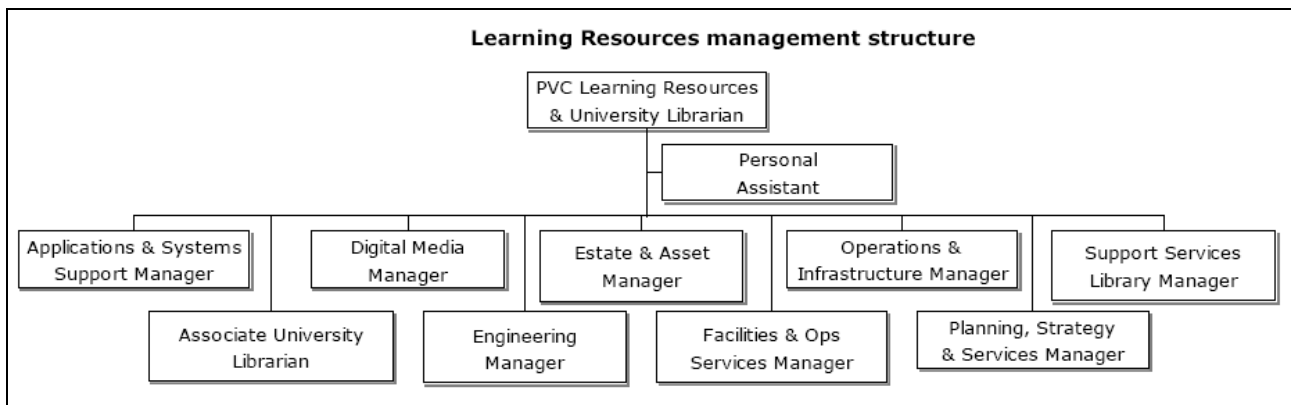
The Learning Resources Change Proposal detailed proposed changes to: Library; Facilities Management; ICT Services (in respect of Administration and Office Support, and positions previously extracted from the ICT Services Change Proposal); and Human Resources and Student Administration IT systems teams (in relation to positions extracted from the previous ICT Services Change Proposal). In addition, in light of the changes proposed in relation to the provision of functional support for the HR/Payroll and SMS systems, it was identified that a role within Financial Services would be impacted by the proposed new structure, and therefore the position of Payroll and Finance Reporting Officer was also within the scope of the change proposal.

The Learning Resources Change Proposal was first released for consultation on 27 April 2010. Subsequently, on 27 May 2010, the Vice-Chancellor announced a change to the consultation process for the change proposal, in light of feedback that had been received by that stage. In particular, the Vice-Chancellor announced an extension of the closing date for submissions, the engagement of an external review panel (made up of two external specialists in library and information systems) to review and report on the proposal, and that any decisions directly affecting the structure of the Macmillan Brown Library would be deferred pending the outcome of the review of the Macmillan Brown Centre and the Macmillan Brown Library that is currently underway. A brief document outlining the "vision" for the Learning Resources portfolio was also released on 27 May 2010. The external review was then conducted, the review panel's report was released on 9 July 2010, and staff had until 23 July 2010 to provide further submissions.

Consultation about the change proposal has now been completed and a decision has been reached in relation to the proposed changes. After carefully considering all submissions received and the review panel's report, a decision has been made to proceed with the restructure as proposed in the change proposal document, but with certain amendments. The main amendments are reflected in the summaries of the changes outlined below. Broadly, changes relate to the addition of resource in some areas, certain amendments to teams and titles within the new structure, the retention of a number of positions within the new structure (instead of disestablishing those positions and establishing new ones), and changes to some individual positions (both existing and new).

The Pro-Vice-Chancellor Learning Resources has been designated as the "University Librarian". This is a change to what was originally proposed, reflects the consideration given to the feedback provided and provides for representation on the Senior Management Team.

At the highest level of the structure, the groups within the Learning Resources portfolio will be those illustrated below. Full structural diagrams are attached at the end of this document, and a summary of the principal changes in each area is outlined below.



Over the next three months, there will be transition period to implement this new structure, and the University will communicate further with affected staff about this over that period.

Please note that, while this summary document and attached organisation charts reflect the decisions which have been made by the decision maker, the Vice-Chancellor, the University is continuing to work through the process of finalising variations to terms and conditions of employment with a number of affected staff members. In addition, as noted in the structural diagram for the Facilities and Operational Services Group, final decisions on three positions are still under consideration.

### Summary of Changes to Library Services

The main changes to the structure of library services (other than the Macmillan Brown Library, which now falls outside the scope of this change process) relate to:

- The creation of two groups responsible for the provision of library services within the Learning Resources portfolio – one responsible primarily for research and information services and the other responsible primarily for support services, including digital developments. These groups, while separate, will operate closely with one another.
- The creation, within the Library Research and Information Services Group, of an Academic Liaison function led by three librarians (to be called Academic Liaison Managers). It is envisioned that these three librarians will together lead and manage the Academic Liaison function and the workload of the team, with their initial focus being on bringing best practice and innovation to the areas of research, information literacy; and blended and e-learning. In addition they will ensure that the Liaison Librarians are developed to support with responsibility for developing and implementing best practice in information services across the University as a whole. Each of these three librarians will have particular areas of individual responsibility, both in relation to the University's faculties and also in relation to aspects of the Academic Liaison function.

The team led by the Academic Liaison Managers, while based in Library Centres, would be made up of librarians, to be known as Liaison Librarians, who will all report through to this Academic Liaison function to allow for consistency of information services across the campus. The focus of Liaison Librarians will include working closely with academics to create better teaching and learning environments for students and by supporting academics and postgraduate students more actively. Within this team there will be one specialised Liaison Librarian role, that of Liaison Librarian (Special Collections), who will have particular responsibility for providing support in relation to the University's special collections.

The establishment of this Academic Liaison function involves the transfer of the current Information Librarian roles (now including three further roles that were not initially considered to form part of this pool) from the current branch structure into the new team, although it is envisaged that these roles will continue to be physically based at the campus Library Centres. Although they will still be involved in information desk rosters, their focus

will be on supporting academics particularly in relation to supporting research and promoting research outputs, the selection and use of information resources, for embedding information literacy into the curriculum, and for integrating Library resources and services into LEARN, the Moodle eLearning system.

It is also envisaged that this structure will allow Liaison Librarians to work more closely together to develop and share best practice and new information services, and will enhance consistency in the provision of information services across the University. In addition, bringing Liaison Librarians together to form a single team will provide a much greater degree of flexibility, allow workloads to be distributed more equitably and ensure that an appropriate level of support is available for each discipline.

- The establishment of a structure under which libraries and learning spaces across the campus are managed by two managers, whose focus would be the day-to-day management of the physical library and associated learning spaces and equivalent web-based services, responsible for ensuring high quality levels of service, and ensuring the library, its collections and equipment, and the associated web services are adequately staffed and that all technology and systems are operating.

One alteration to the original proposal is that it has been decided that there should be two manager positions, one responsible for the Central Library and Learning Hub and the other responsible for Branch Libraries and Learning Hubs. This reflects both a desire to make workloads for these roles more comparable by providing for pan library responsibilities, and also reflects the vision for a “wall-less” Library that incorporates informal and social learning spaces, with an increased focus on the Library being a means to access knowledge and information, rather than a physical place. The Central Library and Learning Hub and Branch Libraries and Learning Hubs Manager roles will be supported in the supervision and rostering of staff by Assistant Librarians and the new position of Branch Libraries and Learning Hubs Supervisor.

It is envisaged that this structure will ensure that physical facilities at each library and associated learning spaces are up to standard and meet the needs of staff and students, and will promote consistency, where appropriate, and best practice in service levels across the Library. A central information point at each library would be staffed by Library Assistants (who would answer lending, directional and basic reference inquiries and deal with other first level or ‘front-line’ issues, with expert back-up support provided by Liaison Librarians and IT specialists). It is acknowledged that it may later become necessary to review whether current staffing levels and rostering arrangements will provide an appropriate level of support for the service moving forward. Training for Library Assistants, as required, will be provided.

- The reconfiguration and improved alignment, within the Library Support Services Group, of digital development and collections functions to take advantage of connections between these areas, and to realise synergies to better deliver services (for example, it is recognised that, in relation to electronic resources, technical and usability issues are frequently intertwined). Information resources to support teaching, learning and research can be in print, digital, and multi-media formats, in addition to books, eBooks, journals and eJournals, datasets etc. Library support services have to acquire, make discoverable and manage these information resources regardless of whether these are located physically in the Library, digitally on a local server, or remotely on the Internet. Specialist IT expertise will be retained within the Library, particularly to provide resourcing for the requirement to integrate numerous electronic information resources within Library systems for optimal user interface.

One alteration to the structure originally proposed for the Library Support Services Group is that it has been decided to retain dedicated interloans positions within the Resource Acquisition team (instead of incorporating the interloans function within the role of a Resource Acquisition Librarian). Similarly, a dedicated e-subscriptions coordinator position will be retained within the Resource Acquisition team.

Responsibility for the Bindery from Collection Services will transfer into the Print/Copy Production team of the Digital Media Group.

- The transfer of the administrative and financial support functions currently undertaken by the Corporate Services team from the Library to the Planning, Strategy and Business Services Unit within the Learning Resources portfolio (which is summarised below).

To that end, the library-related functions within the Learning Resources portfolio will now comprise:

1. Library Research and Information Services Group – responsible primarily for the provision of library services to the University community, including managing the physical branches of the Library and learning hubs and the equivalent web-based library services, responding to information enquiries from customers, supporting academics and students, and providing other services (e.g. information literacy training) to Library users. This group will be managed by the Associate University Librarian.

This group will contain an Academic Liaison function and two Library and Learning Hubs teams (and also the Macmillan Brown Library, at least pending the outcome of the review of the Macmillan Brown Centre and Library). The structure for this group is set out at the end of this document.

2. Library Support Services Group – responsible primarily for support services, including digital development, acquisition of resources, resource discovery, cataloguing, interloans and developing and maintaining the University's Institutional Repository. The group will be managed by the Support Services Library Manager.

This group will contain a Resource Discovery Team, a Resource Acquisition Team and three positions coordinating the Library's e-Services. The structure for this group is set out at the end of this document.

## **Summary of Changes to Facilities Management Services**

The main changes to the structure of facilities management services relate to:

- The creation of three groups responsible for the provision of facilities management services within the Learning Resources portfolio – one responsible for engineering, maintenance and grounds services, another for cleaning, distribution and security services, and the third responsible for estate and asset management, including property and space management and capital projects. These groups, while separate, will operate closely with one another, as well as with other groups within the Learning Resources portfolio and University-wide. In addition each group manager will be expected to provide strategic advice and support to the PVC Learning Resources.
- The pulling together of specialist trade functions (e.g. Mechanical Services) into a single maintenance team within the Engineering group, in order to add support at an operational level and to co-ordinate the day to day maintenance activities. In addition, dedicated maintenance planner resource will be introduced.
- The merging of mail and warehouse functions to create a distribution services team (within the Facilities and Operational Services group), which will oversee the receipt and distribution of all deliveries to the University.
- The addition of internal resource in the area of security services, by bringing in-house certain security roles currently performed under contract to the University. This will mean that security services at the University will be provided by a combination of both internal and contracted resource. Given the contractual arrangements currently in place, it is expected that, for the most part, this will represent a reallocation of resources, rather than an additional cost to the University. It is considered that this change would allow security

services to be provided in a way that is better tailored to the needs of the University, including enhancing the role of security services in ensuring the welfare of students, staff and visitors to the University.

- The creation of a new group within the Learning Resources portfolio – the Estate and Asset Management Group, which would bring together the property and space management, timetabling and capital projects functions within a single group. That group will be led by the Estate & Asset Manager who will, in addition to leading the group, have primary responsibility for co-ordinating and providing advice in relation to the campus master plan and facilities asset and space management.

This is an area in which it has been decided to provide additional resource, beyond that originally proposed. This reflects the fact that the University considers estate and asset management, and the implementation of the campus master plan, to be an area of considerable importance and complexity. There is an ongoing programme of significant redevelopment across the University and, in addition to being an area in which there will be significant expenditure, it is recognised that the physical environment has an impact on teaching and research.

The University anticipates that the creation of an Estate and Asset Management Group will provide the support and co-ordination required (both within the Learning Resources portfolio and externally) for prioritisation and strategic planning in this area. It is also envisaged that this group will bring together functions within facilities management that, in practice, must operate in an integrated manner.

- The creation of a capital projects team within the Estate and Asset Management Group, and the addition of project management resource in this team. This area is considered to be currently under-resourced, particularly given the scope of current and projected capital projects, and the change will ensure an appropriate level of internal resource and institutional knowledge in this area moving forward.
- The transfer of most administrative and financial support functions, as well as the sustainability function, from Facilities Management to the Planning, Strategy and Services Unit within the Learning Resources portfolio (which is summarised below).

To that end, the facilities management-related functions within the Learning Resources portfolio will now comprise:

1. Engineering Group – responsible for maintenance and building services, grounds and asset management, energy management and the delivery of specified capital and refurbishment projects. The structure for this group is set out at the end of this document.
2. Facilities and Operational Services Group – responsible for field services, property and vehicle services, distribution and security services, each of which would comprise a team within this group. The structure for this group is set out at the end of this document (although, as noted above, final decisions have yet to be made in relation to three proposed positions).
3. Estate and Asset Management Group – responsible for property and space management, timetabling and capital projects functions. The structure for this group is set out at the end of this document.

In addition, it is anticipated that, where they do not currently exist, service level agreements will be put in place for the provision of various services delivered from within these groups to service units, departments and colleges within the University.

## **Summary of Changes to ICT Services and Service Unit Systems Teams**

The main changes in relation to the ICT Services and service unit systems teams included in the Learning Resources change proposal relate to:

- The creation of a new Planning, Strategy and Services Unit that, among other functions (as summarised below), would manage the wide ranging demands for Learning Resources services. This group will include a planning and business analysis function focussing strongly on customer engagement, project managers who will deliver the requisite capabilities and a portfolio management office that will support, monitor and report on Learning Resources project outcomes, and a new Vendor Relations function.
- The provision of the majority of administration support, including finance, human resource and reporting support, across the Learning Resources portfolio on a shared service basis, within the Planning, Strategy and Services Unit.
- The centralisation of service unit IT group functions that are responsible for application, database and systems support, including the addition of dedicated functional analyst resources for HR/Payroll and SMS systems, to the Applications and Systems Support Group within the Learning Resources portfolio. There will, in addition, be an SMS help desk and training role retained within the Student Services and International portfolio.

## **Summary of Planning, Strategy and Services Unit**

The teams within the Planning, Strategy and Services Unit of the Learning Resources portfolio will comprise:

1. A new function responsible for supporting the Learning Resources' management team in their engagements with vendors, including negotiating and overseeing contracts, licences and agreements with vendors and managing the legal and commercial integrity of customer and supplier contracts to maximise efficiency and effectiveness.
2. Sustainability – responsible for identifying, implementing and overseeing sustainability initiatives across the University.
3. Business services team – responsible for providing the majority of business services and broad administration support across the Learning Resources portfolio (including financial and human resources administration). The pool of administrative support is expected to work across the portfolio and provide back-up support for one another. Additional resource has been added to this team, beyond that initially proposed, including in relation to business management and internal communications.
4. Portfolio team – a new function responsible for managing and delivering the requisite outcomes of projects within the portfolio, and monitoring and reporting on those outcomes (and it is noted that the role of this team has been broadened from the ICT focus initially proposed).
5. Planning and Analysis team – a new function which combines planning resources and business analysis resources together within a single team, responsible for coordination of user feedback and continuous quality improvement, planning, business analysis services, and asset planning services across the Learning Resources portfolio.

The structure for this unit is set out at the end of this document.

## **Vision for the Learning Resources Portfolio**

The University considers that the decisions made in relation to the structure of the Learning Resources portfolio will position it to fulfil the vision for the portfolio.

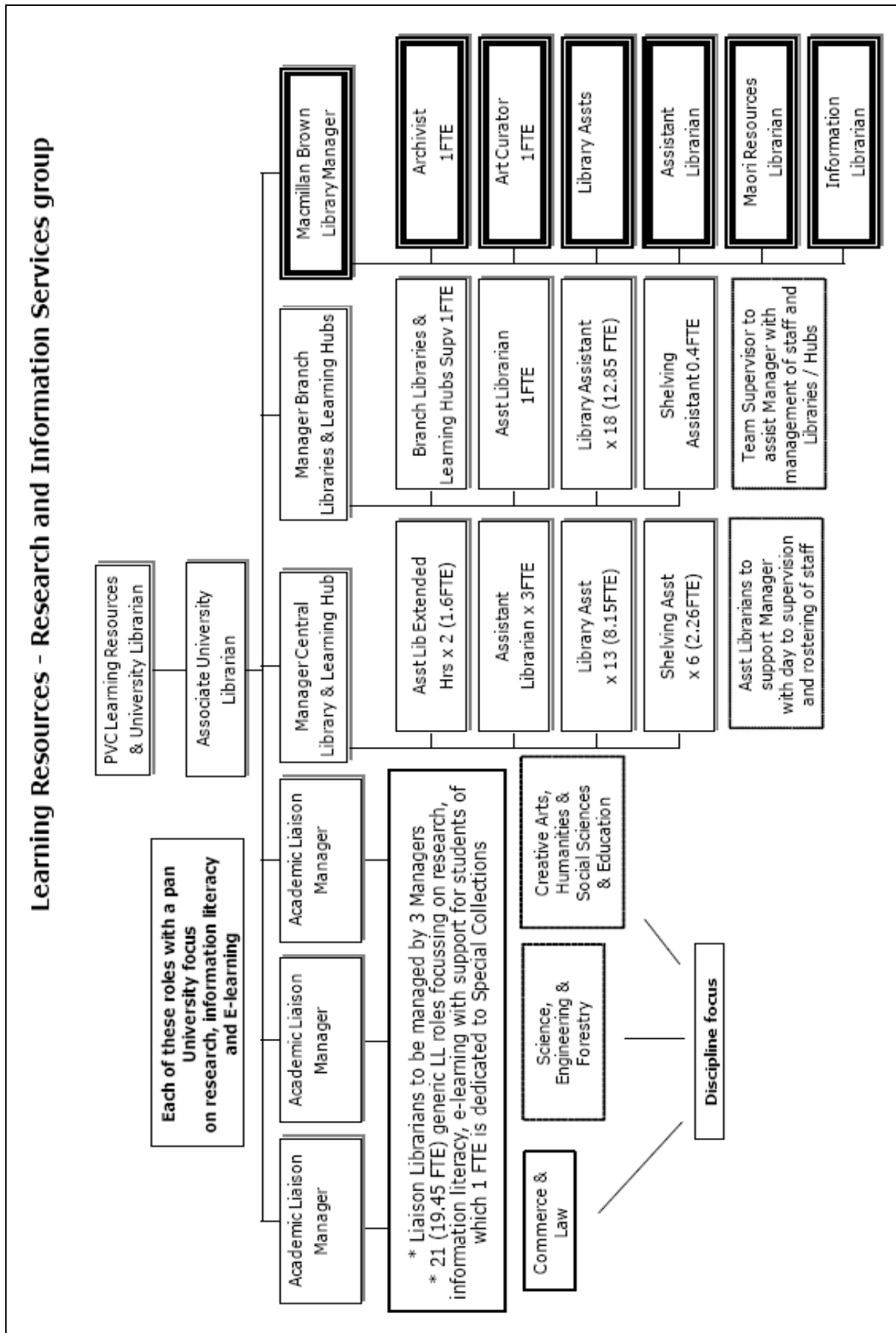
Amongst other things, the University considers that, with the structure described in this document, the Learning Resources portfolio will be well positioned to support all students (both undergraduates and postgraduates) and university staff.

Overall, the purpose of the portfolio will be to support, and help enhance, teaching, learning and research across the University. The way in which this will occur will differ somewhat between the different functions within the portfolio, but taken as a whole Learning Resources will manage and coordinate the inter-related functions contained within the portfolio. In this regard it is recognised that, as noted in the initial proposal:

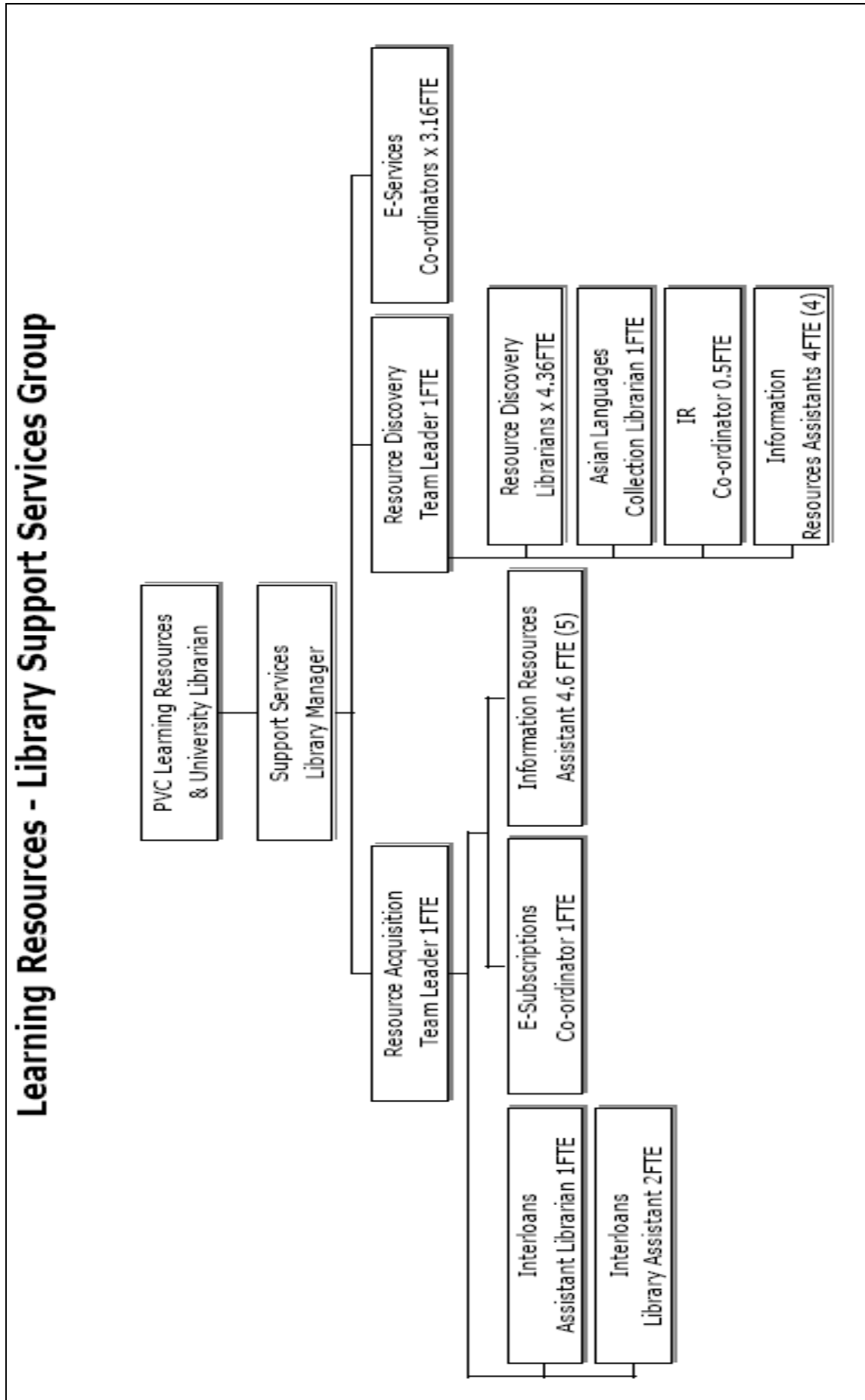
- Library services and resources have a role in supporting teaching, learning and research. This support may be provided through a variety of resources (which may be in any format, but will increasingly be in a digital format), through physical and virtual library spaces, and through LEARN, the University's Moodle virtual learning environment. It is therefore important for library services to work in partnership with the academic community, and also with the University's ICT, Digital Media Group, and Facilities functions because changes impacting on one of these functions will also impact on the others.
- ICT underpins the University's daily activities and, more and more, is critical in supporting and enhancing learning, teaching and research. It is important to recognise that ICT cannot be de-coupled from supporting the academic mission of the University, as often the delivery platform and the resources to support learning, teaching and research are one and the same.
- Facilities Management is also changing to support new methods of learning, teaching and research. New ways of teaching will require liaison between the academic community, facilities management services, the ICT infrastructure, the Digital Media Group and the library services for the supply and delivery of information resource. In addition, the 'hygiene factors' (security, parking, building maintenance etc) of the physical estate impact upon the University community and the ability of staff and students to engage in learning, teaching and research.
- The e-Research agenda will impact upon physical estate, ICT and library services and resources, as will e-Learning. One example of this is that an increase in the use of virtual or blended learning environments would have a flow-on effect requiring different library resources, a different physical environment, and different ICT services and support.
- Over time, issues of environmental sustainability are also becoming increasingly important. Developing an appropriate strategy for environmental sustainability again involves considerations impacting on the physical estate, ICT, and library services and resources.

Taking all the functions within the portfolio as a whole, it is anticipated that the strategy for the portfolio, including the way in which Learning Resources will respond and adapt to changes to the learning, teaching and research environment over time, will be informed by the learning, teaching and research academic strategies of the University. The inter-relationship between the functions within the portfolio is expected to allow the University to more easily prioritise resources and budgets to maximise value in supporting learning, teaching and research.

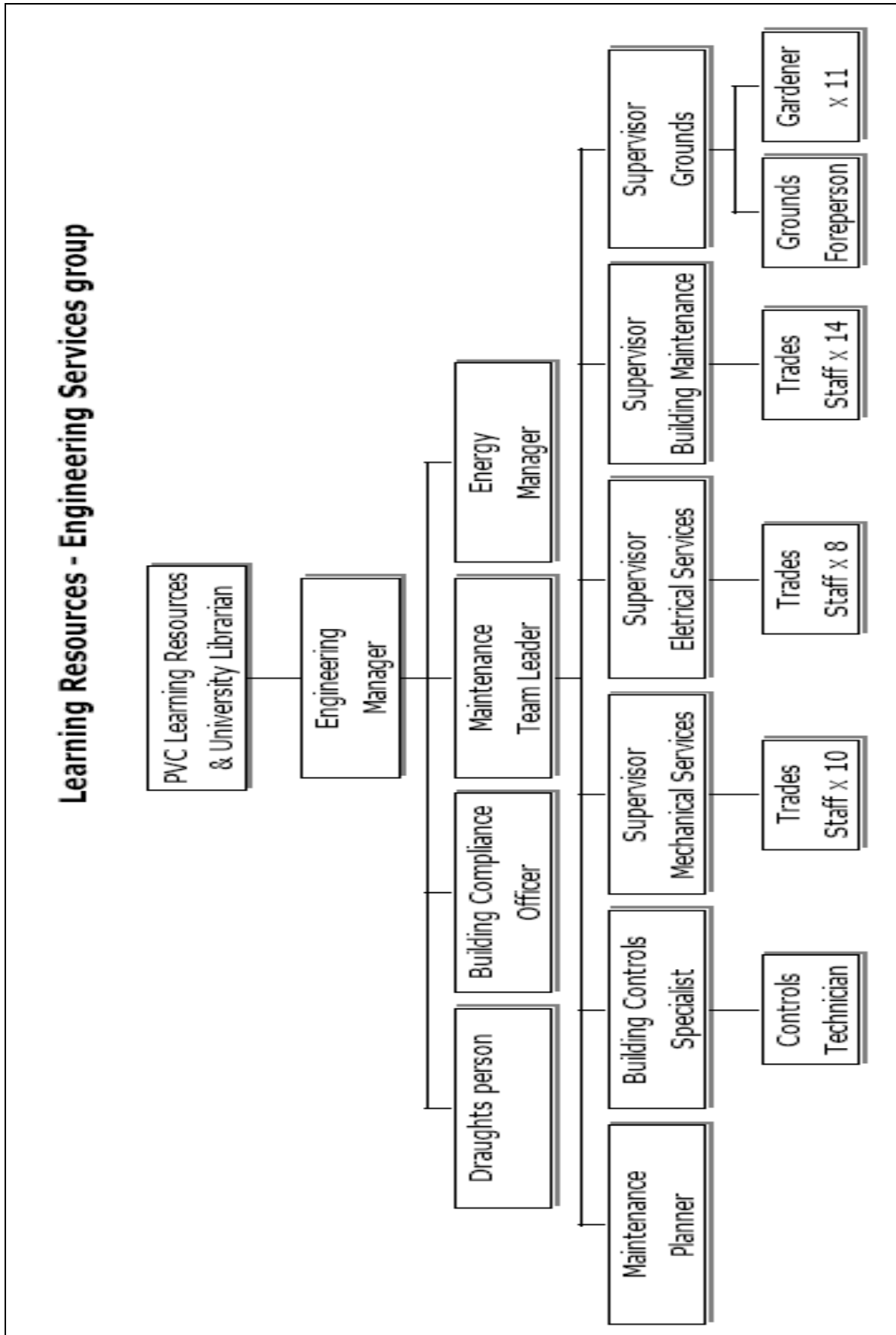
# Library Research and Information Services Group Structure



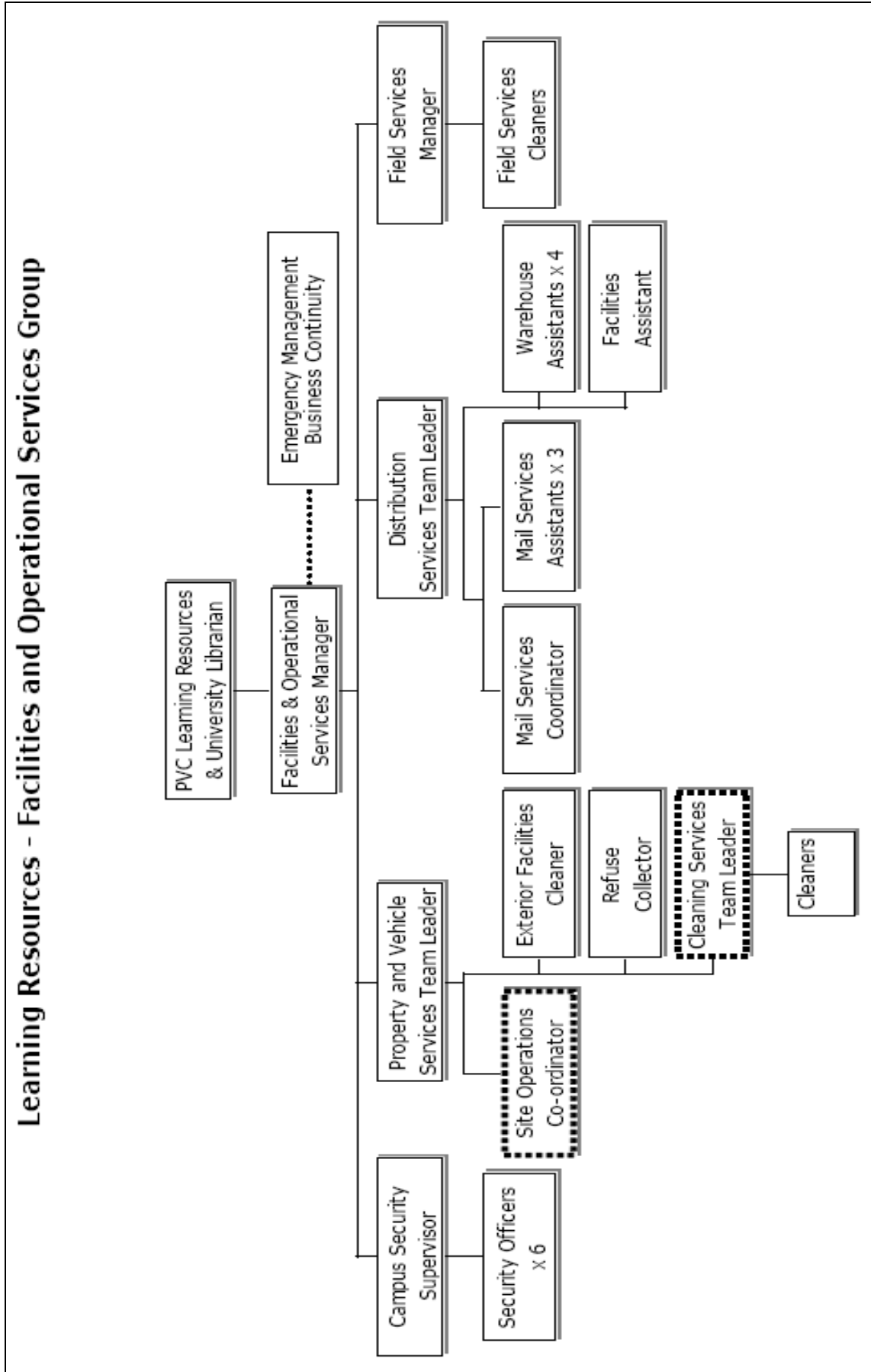
# Library Support Services Group Structure



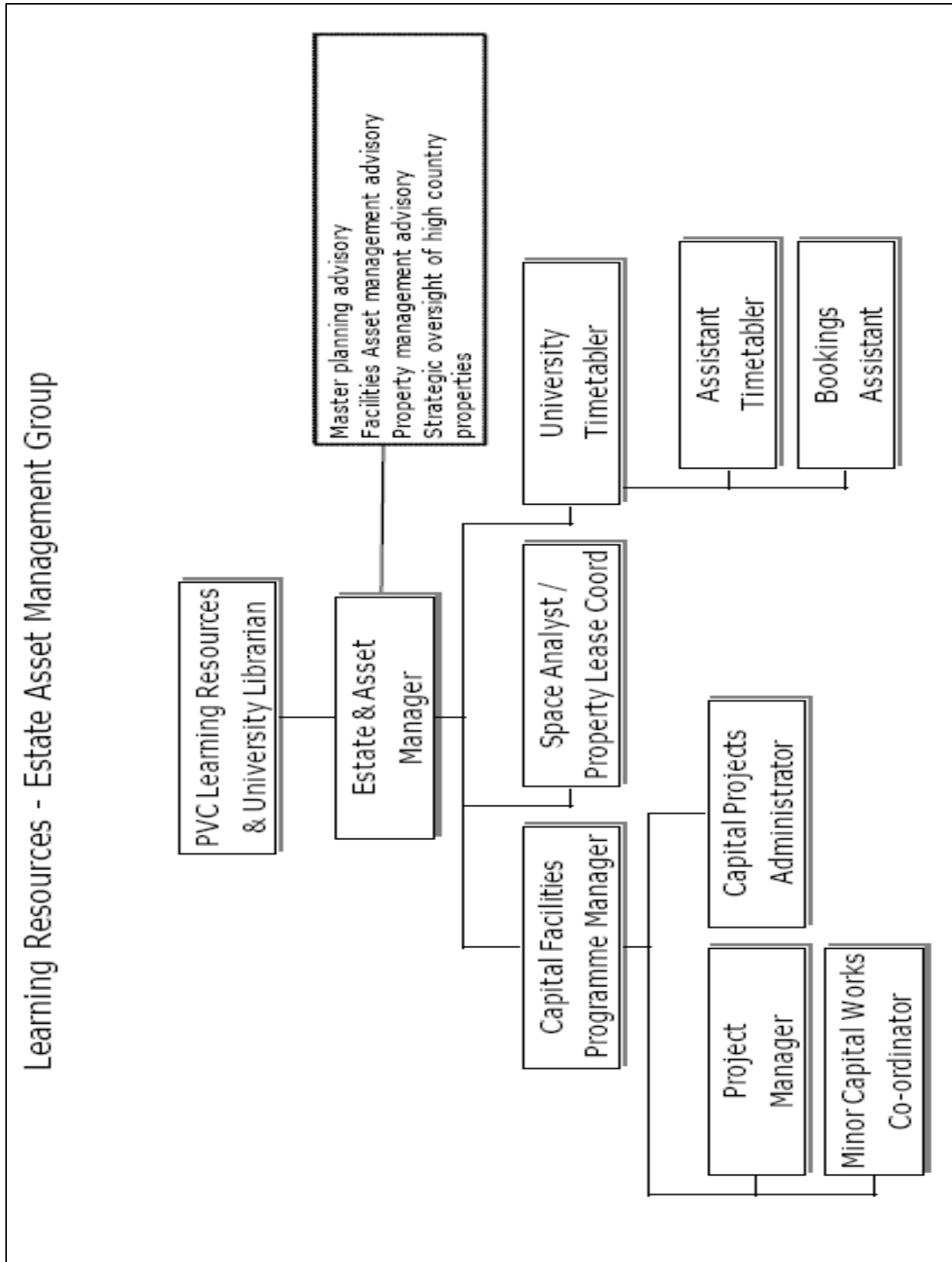
# Engineering Group Structure



# Facilities and Operational Services Group Structure

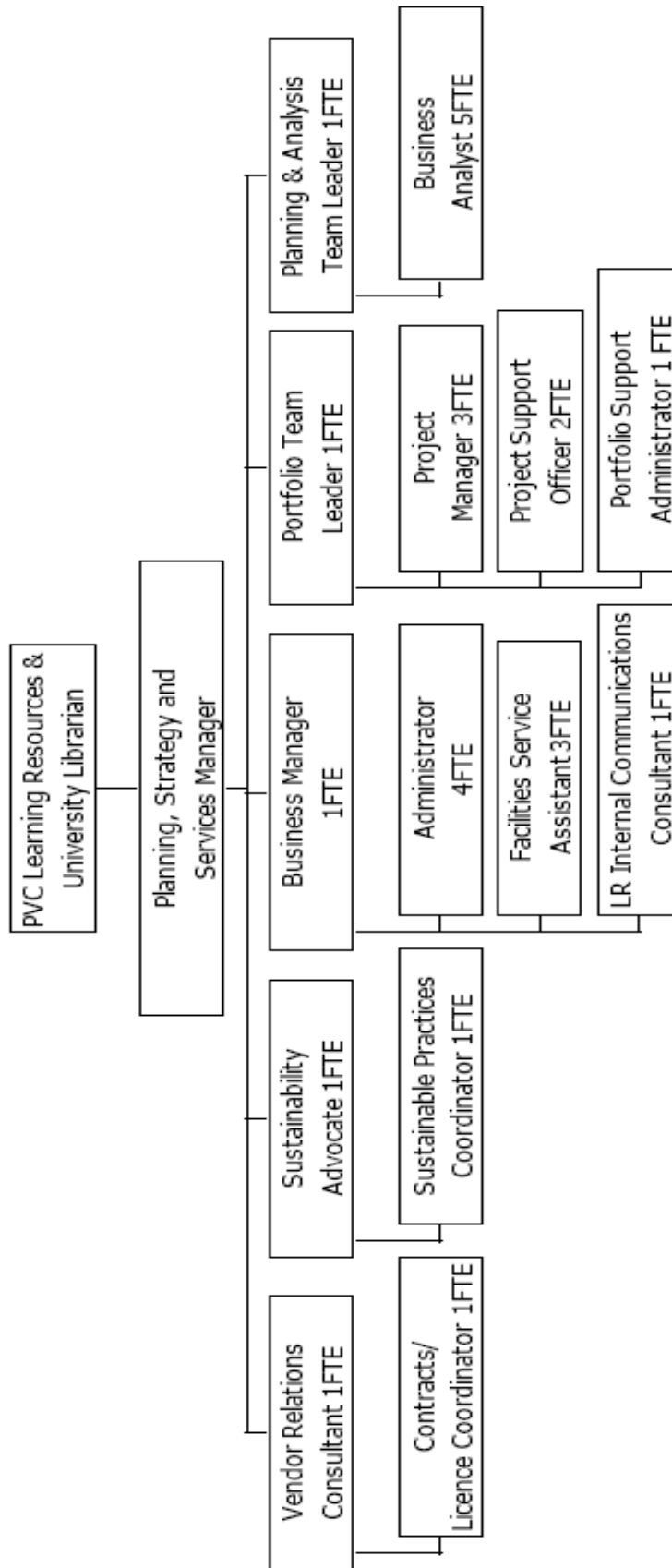


## Estate and Asset Management Group Structure



# Planning, Strategy and Services Unit

## Learning Resources - Planning, Strategy and Services Group



# Applications and Systems Support

