

A Business Model Guide for a Future Public Library Service

Prepared by

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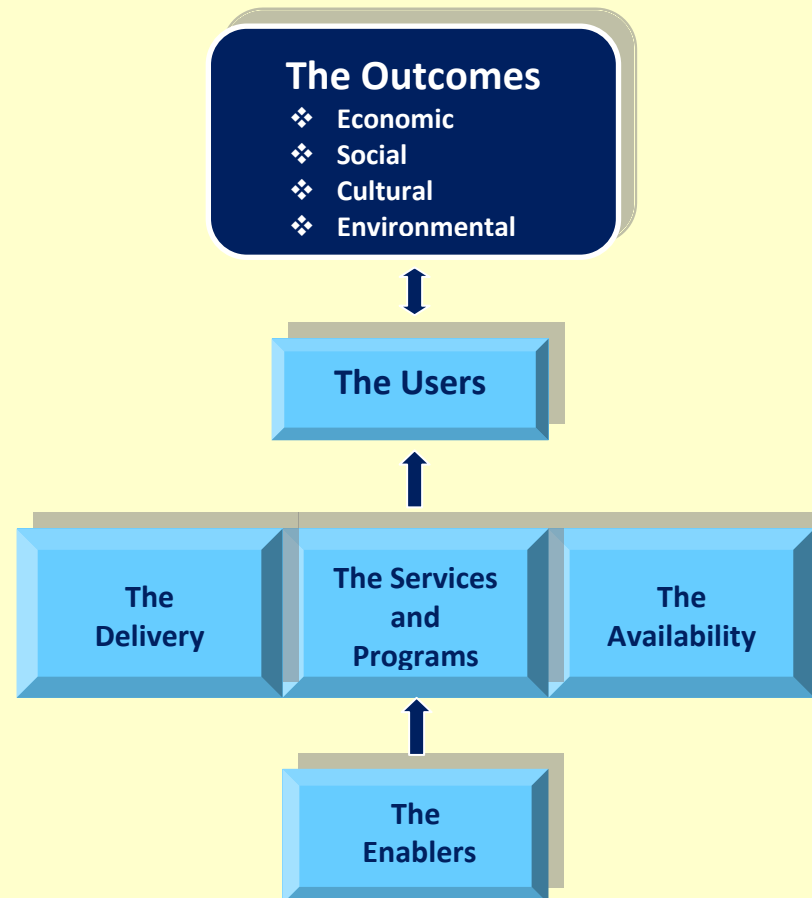
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The "five Ws and one H" were made famous by Rudyard Kipling in his "Just So Stories" (1902) in which a poem accompanying the tale of "The Elephant's Child" opens with:

I keep six honest serving-men (They taught me all I knew)
Their names are What and Why and When and How and Where and Who.



The Outcomes

- ❖ Economic
- ❖ Social
- ❖ Cultural
- ❖ Environmental

Guiding Questions	Economic Outcomes	Social Outcomes	Cultural Outcomes	Environmental Outcomes
<p>1. What will be the <i>relevance</i> and <i>value</i> of the Library Service over the next 5 years in the context of the four stated outcomes?</p> <p>Considerations:</p> <ol style="list-style-type: none"> 1. What contributions will the Library Service make to national, state/territory and community priorities? 2. What contributions will the Library Service make to the parent organisation's strategic/corporate plan's focus, key result areas and expected outcomes? 3. What performance indicators will provide evidence that the Library Service has achieved and/or contributed to the four outcomes? 				

Guiding Questions

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2. What users and community groups do you anticipate will benefit and be impacted most from the library's services and programs during the next 5 years?

1. Virtual – from anywhere; Local residents; Local businesses; Local workforce; People with disabilities; Housebound people; Students (Preschool, Primary school, Secondary school; Vocational and Higher Education); Teenagers; Young adults; Families; Over 50s; Indigenous; Multicultural; Local sporting and recreational clubs; Regional, national and international tourists/visitors; The unemployed; others?

The Users

3. What will be the principal services and programs offered by your Library Service during the next 5 years?

1. Principal Services – continuing with existing and/or new? Information access (i.e. books, magazines, newspapers, journals, CDs etc); RFID; Internet and technology access - high speed internet wireless access – part of the NBN; Café/coffee shop/restaurant; Meeting rooms; Lounging rooms; Entertainment areas; Innovation areas; Gallery and exhibition spaces; Theatre; Mobile service; Home delivery service; others?

The Services and Programs

2. Principal Programs – continuing with existing and/or new? Education and learning focus (i.e. for literacy, how to use technologies, accessing information, undertaking research, homework assistance – onsite and online); Innovation and creativity focus; Recreational and entertainment focus; others?

4. From where will your library's services and programs be delivered during the next 5 years?

1. Virtual – via the web/ on line/mobile and hand held devices; Physical building spaces and places: in community facilities, in shopping centres, at transport hubs, from material lending machines, from mobile facilities and/or from joint use/shared facilities?

The Delivery

Guiding Questions

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5. On what days of the week and times of the day will your library services and programs be available to users during the next 5 years?

1. 24 x 7 online access; Physical locations - both weekend days; all weekdays; day time hours only; early mornings (e.g. 6am); late nights (e.g. till 10:30pm)?



The Availability

6. What enablers will be required to ensure the effective and efficient development, delivery, support and analysis of the library's services and programs during the next 5 years?

1. Knowledge of the influencing factors on the Library Service including national and state/territory priorities and the parent organisation's drivers and priorities; articulating the value adding opportunities that the Library Service can provide
2. Knowledge of known and potential users and their requirements and expectations
3. Required infrastructure e.g. buildings; branches; mobile libraries; other transport; information and communication technology infrastructure; website upgrade; vending machines; cloud computing; other?
4. Required information and communication technologies e.g. hardware/devices; e-resources; applications; shared systems; other?



The Enablers

5. Required program and service resources e.g. hard copy materials; e-resources; new programs and services; other?
6. Required partnerships e.g. for shared facilities; for resources; for program and service development and delivery (at local, regional, state and/or national levels); outsourced arrangements; joint use libraries; with which partners in what sectors? other?
7. Required finances e.g. for operating budgets; for capital expenditure; the sources of both operating and capital funds?
8. Required people for program and service development and delivery; for leadership and management; for support; for business analysis: their characteristics i.e. experience, expertise, knowledge, skills, personal characteristics, education qualifications; contract staff vs. full time; business partners' staff; other? The Library Service's organisation structure?

Possible Performance Indicators for a Future Public Library Service Business Model

Australian public libraries each maintain their own data and statistics which are compiled annually into State and Territory Public Library Reports. These reports are typically prepared by the respective State or Territory Library. There are six States and two Territories in Australia which has a population of 22.7 million. The data and statistics used in these State/Territory reports provide input into the annual National Public Libraries Report prepared by [National and State Libraries Australasia \(NSLA\)](#).

Possible Future Performance Indicators

Economic, Social, Cultural and Environmental Sustainability	Data	
Evidence is available that demonstrates the Library Service's contribution to:		
Economic sustainability	Y/N	
Social sustainability	Y/N	
Cultural sustainability	Y/N	
Environmental sustainability	Y/N	
Innovation and Excellence	Data	
Innovation and Excellence awards are available from the parent organisation to the Library Service	Y/N	
Innovation and Excellence awards are applied for externally	Y/N	
Recent external Innovation and Excellence award applications were successful	Y/N	
Physical Location Services and Facilities	Data	
The number of physical premises	0	
The physical premises are open 7 days per week	Y/N	
The physical premises are open for more than 40 hours per week	Y/N	
The physical premises are open for between 20-40 hours per week	Y/N	
The physical premises are open for less than 20 hours per week	Y/N	
RFID for user self service	Y/N	
Coffee shop/restaurant	Y/N	
Food and/or beverage vending machine(s)	Y/N	
Meeting rooms	Y/N	
Exhibition space	Y/N	
Theatre	Y/N	
Mobile service	Y/N	
Home delivery service	Y/N	

Internet Access for Physical Library Users	Data	
The Library Service is connected to the National Broadband Network (NBN)	Y/N	
There is internet access for users when they visit a library/mobile library	Y/N	
Available at all times during library/mobile library open hours	Y/N	
Available sometimes during library/mobile library open hours	Y/N	
There is high speed wireless internet access in the library/mobile library	Y/N	
The number of on-site internet users in the last year	0	
The number of on-site internet user hours in the last year	0	

Technologies	Data	Data
Total number of technology devices available to library users from a physical location	Total	100%
PCs with internet access	0	0%
PCs - other purposes only	0	0%
Notebooks with internet access	0	0%
Notebooks - other purposes only	0	0%
Kindles	0	0%
iPads	0	0%
Smart phones	0	0%
All other	0	0%
Number of technology devices available to library users per 10,000 head of population	0	

Partnerships	Data	
The Library Service is a joint use library service with a partner/partners	Y/N	
Partnerships are in place for Program and Service Development and Delivery:		
With other parts of the parent organisation e.g. museum, gallery, theatre, business units	Y/N	
With other public libraries	Y/N	
With not for profit organisations	Y/N	
With industry vendors	Y/N	
With pre schools	Y/N	
With primary schools	Y/N	
With secondary schools	Y/N	
With TAFE	Y/N	
With Universities	Y/N	
With businesses/corporations such as Amazon, Google, Yahoo, Apple and Telstra	Y/N	
With State/Territory and/or National/Federal Government departments and agencies	Y/N	
With Others	Y/N	

Program and Service Utilisation		Data
Number of unique hits to:		0
	Library web site	0
	Data bases provided by/through the library	0
	Library Twitter	0
	Library Facebook	0
	Library RSS Feed	0
	All others	0
The population served (i.e. Local Government Area (LGA) population in Australia)		0
The number of registered library members		0
The number of registered library members as a % of population		0%
The number of e-resource loans		0
The number of e-resource loans per head of population		0
The % of all e-resources acquired in the last year?		0%
The % of all e-resources acquired in the last 3 years?		0%
The number of research requests		0
The % of research requests fulfilled		0%
The number of venue (meeting space/exhibition space) hire bookings		0
The total number of programs conducted for users in the last year		0
The number of people that attended these programs		0
The number of computer use/internet programs conducted for users in the last year		0
The number of people that attended these programs		0
The number of new programs developed and implemented in the last year		0
The number of people that attended these programs		0
The number of visits to physical premises (to library buildings and mobile libraries)		0
The number of visits to physical premises (to library buildings and mobile libraries) per head of population		0
The number of home delivery visits		0
The number of people that received home delivery visits		0
The number of hard copy material loans		0
The number of hard copy material loans per head of population		0
The Library Service participates in interlibrary materials lending		Y/N
	Number of items loaned	0
	Number of items borrowed	0
The % of all hard copy materials acquired in the last year		0%
The % of all hard copy materials acquired in the last 3 years		0%

Financial		Data	Data
Library Service income sources:	Membership/subscription fees	\$ -	
	Loans fees	\$ -	
	Technology device hire fee	\$ -	
	Internet/online access fee	\$ -	
	Venue hire (e.g. meeting room/exhibition space/theatre/other)	\$ -	
	Café/coffee shop/restaurant/food & vending machine sales	\$ -	
	Course/seminar/function fees	\$ -	
	All other fees	\$ -	
	Total	\$ -	
Operating Expenses including all expenditure on all resources but excluding building/infrastructure capital expenditure:		\$ -	100%
	Wages, Salaries and Entitlements	\$ -	0%
	Expenditure on hard copy materials only	\$ -	0%
	Expenditure on electronic resources only	\$ -	0%
	Expenditure on new program development and delivery	\$ -	0%
	All other	\$ -	0%
Sources of Funds for Operating Expenses:			
	Local Government	\$ -	0%
	State/Territory Government	\$ -	0%
	National/Federal Government	\$ -	0%
	Others (e.g. sponsors; donations; grants; benefactors; partners)	\$ -	0%
Capital Expenditure for buildings and infrastructure only		\$ -	100%
Sources of Funds for Capital Expenditure:			
	Local Government	\$ -	0%
	State/Territory Government	\$ -	0%
	National/Federal Government	\$ -	0%
	Others (e.g. sponsors; donations; grants; benefactors; partners)	\$ -	0%
Library Service Personnel		Data	Data
FTEs in the Library Service		Total	100%
	With TAFE qualifications (Library/Information Science specific)	0	0%
	With TAFE qualifications (not Library/Information Science specific however)		
	With business related qualifications	0	0%
	With education/teaching qualifications	0	0%
	With social science/social work qualifications	0	0%
	With web technology qualifications	0	0%
	With University qualifications (Library/Information Science specific)	0	0%
	With University qualifications (not Library/Information Science specific however)		
	With business related qualifications	0	0%
	With education/teaching qualifications	0	0%
	With social science/social work qualifications	0	0%
	With web technology qualifications	0	0%
	With all other qualifications	0	0%