

ISC15D012

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A summary version of this paper, containing the issues and recommendations, can be found in the Executive Summary on the first five pages.

A more detailed rationale follows, including a vision for a library extension, with figures required to feed into wider University space planning activity.

Issue

The paper provides a detailed option appraisal for how the Library needs to respond to the University’s actual and projected growth in student numbers and the Library’s projected growth in physical collections in both the short and long terms. It also considers how issues around the infrastructure of the building might be addressed within the context of the wider Lasdun Wall refurbishment plan. With the library and its external store now full, along with requests for additional study spaces, the Library needs to agree a sustainable way forward for the next 15 years and beyond.

Recommendation

Members are invited to comment on the options and recommendations presented and to advise on what should be the University’s preferred ways forward for the future sustainability of its Library.

Risk implications

Without an agreed integrated Estates and Library strategy for the Library building, it will be increasingly difficult to continue to provide collections, facilities and services suitable for UEA’s strategic, teaching and research objectives and the Library’s provision to support learning may become more fragmented and inconsistent. This may in turn affect the quality of the student experience and the resources available to support academics and researchers.

Equality and Diversity

The options and recommendations, if implemented, will need to take into account the needs of the entire University population, and other library users, and so the equality and diversity considerations will be extensive. Any new or revised services will be covered by Equality Impact Assessments at the appropriate stage.

Timing of Decisions

Decisions will help to inform bids submitted as part of the annual CUBS process.

Executive Summary

The UEA Development Plan 1968 says of the Library:

*'This building was designed to be the heart of the University and as such it is the dominant building of the nucleus, with a unique role in the overall concept'*¹.

Like the Lasdun Wall and the Ziggurats, the Main Library building is listed and experiences similar issues with its infrastructure and fabric.

The current Library building contains study spaces, books and approximately 55% of UEA's physical journal collections. The Library also has an External Store in the Arts building which contains the remaining 45% of its physical journal collections. The Main Library and its External Store in Arts are at capacity².

The original building was designed for far fewer students:

"When completed, Library (1974)... will provide sufficient accommodation for a University of 5000 plus students."

By contrast UEA's current student FTE is 14,045³.

At this point in the history of the University, **UEA Library faces unprecedented pressure on its study space, its building infrastructure and on space for its books:**

The **driver for more study space** is to meet UEA's actual (5%) and aspirational (17%) increases in student numbers, and to meet student expectations for resources, facilities and services in a context of increasing fees.

The **driver for more investment in the building infrastructure** is to address the same kind of issues that are affecting the Teaching Wall.

The **driver for more book space** is to ensure that UEA Library continues to provide research materials appropriate to its aspirations as a research-intensive university. To do this, where relevant to current research and teaching, UEA Library needs to maintain and develop its physical research collections, which will mean continued growth of its book collections in the medium to long term. The wider provision of e-books, which is part of the Library's new 'digital first' Collections Development policy⁴, may well slow the rate of this growth, but not stop it altogether.

This paper aims to flag these concerns at a time when the situation has become serious but **five years before it becomes critical** so that options can be explored, and contingency plans agreed, in line with the university's wider priorities as outlined in its UEA Plan. The option appraisal addresses three key priorities:

- A. **Study space: That as student numbers grow, so the proportion of study space available in the Library should grow.**
- B. **Infrastructure: That the Library building infrastructure, like the teaching wall, has deep rooted maintenance issues that need to be addressed⁵.**
- C. **Space for books. That despite a new 'digital first' policy, it will still be necessary for the University's physical book collections to grow beyond their existing spaces in future years.**

¹ The Main Library is part of the Central Development Area of UEA as per the Estates Development strategy 2008. The key reference points in that strategy that are relevant to the Library include the Listed Status conferred on the Library in 2003, the Lasdun master plan and the Central Library extension Phase 4. (Funding for this extension has not yet been identified).

² Excluding items out on loan and "reshelving shelves", and "reserve shelves" on each floor used to support temporary book moves during periods of collection review/withdrawal. At times when books are returned, such as the summer break, the Library is now over capacity.

³ For further detail, please see, Appendix D.

⁴ UEA Library Collection Development policy <https://portal.uea.ac.uk/library/collections-development-policy>

⁵ This is acknowledged in the emerging Estates strategy: "Over 15 years, the programme must: progressively eliminate unsustainable buildings, encompass the refurbishment of every building which is either economical to maintain or listed".

For avoidance of doubt, this option appraisal is not just considering a library for 2020 but one that is fit for purpose for the next 15 years and beyond.

In recent years, the Library has been reconfigured on an incremental basis, using ISD funds wherever possible, focusing each year on the University's highest priorities in terms of study space provision. ISD's contingency funding has underpinned these activities with sums being allocated towards the end of each academic year, predominantly using money from temporarily unfilled staff vacancies. From 2015/16 onwards, ISD is no longer able to take this approach because in-year savings can no longer be assigned in this way. The implication is that the money for any future incremental reconfiguration or refurbishment will have to be secured centrally or through the Estates enhancement fund or through some kind of fundraising initiative or a mix of all three.

Priority A - Study Space: over the next five years the University needs to provide additional study space to accommodate the projected growth in student numbers.

The most recent figures from Planning show a 17% growth over the next five years, equating to an additional 2,420 FTEs students⁶. Since 2013/14 the Library has provided around 1,481 study spaces. Just to maintain the Library's 2013/14 space per student ratio - 1 space per 9.47 FTEs - the Library would ideally need an additional 256 library spaces over the next five years ($2,420/9.47 = 256$).

Although it is also important to have a variety of other learning spaces across campus, undergraduates and taught postgraduates often associate study space with the Library. The advantages of having study spaces and collections co-located in a central building are:

- Students have ready access to all the physical books, as well as the digital collections, when they work in the Library building.
- The Library building is a "safe space": there is staffing for 24/7, 365 access to the building and its facilities, including IT and lockers for physical storage. This could be more difficult and expensive to replicate in multiple locations elsewhere on campus.
- For many students, the Library seems to remain their 'place of choice' when they study together.

So it is still important that UEA Library continues to increase study spaces as part of the overall campus provision.

Priority B – Infrastructure: over the next five years the University needs to ensure the building infrastructure remains fit for purpose

In terms of its infrastructure, UEA Library faces similar issues to those identified in the Teaching Wall. Without attention, the Library building risks falling behind the rest of the estate as the building fabric deteriorates further:

- Drainage infrastructure subject to failure.
- The main entrance doors are inadequate for the numbers of people trying to get in and out of the building.
- Carpets, except in recently refurbished areas, are in need of replacement (e.g. IT suite and main staircases) or will be in need of replacement within 5 years (the rest of the building).
- Power to desks is unavailable in many areas.
- Non-energy efficient lighting, automatically left on 24/7 even when not needed.
- Poor power design in the extension means limited options to reconfigure space or increase utilisation of existing space.
- Heating and ventilation systems are inconsistent and based on out of date technology (e.g. temperature sensors on the outside walls) leading to 'hot spots' and 'cold spots' and general inefficiency.
- Roof and ceiling leaks in several places.
- Lifts in the Main Library are 'end of life'.

⁶ Email P Courridge to N Lewis 15:10 10/12/15. The projected figure does not include the actual growth of almost 5% (646 FTE) between 2014/15 and 2015/16 which the Library has already had to accommodate. The UEA Plan 2020-2016 has this estimated growth slightly lower at "...1,500 by 2020" but then further growth from 2021-2025 of another "1,500 students" <https://portal.uea.ac.uk/arm/internal-communications/announcements/uea-plan-2016-2020>

Priority C – Space for new books: over the next five years the Library needs to withdraw sufficient items to create enough space for its physical book acquisitions.

Although the Library has secured agreement for a 'digital first' collection development policy (October 2015), for the foreseeable future UEA Library is likely to acquire around 10,000 to 11,000 physical items per annum to support current teaching and research. So in the short term the Library is planning a book and physical journal withdrawals project to free up space for these anticipated 50,000 - 55,000 new books.

This is a challenging withdrawals target that the Library needs to achieve just to '**stand still**' over the next 5 years and **will involve reviewing both teaching and research collections for withdrawals**. Withdrawals on this scale represent a "one off" opportunity, focusing on the few remaining parts of the collections where there are still duplicate copies of books (where one copy will now suffice) and where there are some unique items that are no longer relevant to current teaching or research.

After the withdrawals project is complete, the projected growth in UEA collections to 2050 amounts to around 200,000 physical items over the next 35 years (see Appendix C), even with the withdrawals project and the move to e-books.

This growth would require an additional 7,143 shelves⁷ or 6,429 linear metres of shelving over the next 35 years. This is equivalent to the entire collection currently held on Floor 3 of the Library, taking up approximately 1200 square metres of floor space (or 600 square metres of rolling stack floor space).

This estimate excludes any bulk purchase of book collections to support any "new subject areas", another stated aspiration of the UEA Plan⁸ but not yet a certainty.

So whilst priority C will be met initially through further withdrawals and reconfiguration of stock, **in the longer term there will need to be an alternative solution if the existing research collections are to be maintained and kept up-to-date.**

Short term options (2015-2020):

In the short term, to meet **Priority A – additional study space** - there are three main options:

Option 1 (Recommended): Further reconfiguration of the Library building to create up to 256 additional study spaces over 5 years. This would be achieved through a combination of additional rolling stacks on Floor 02 (enabling 4,000 linear metres of existing collections to be stored at twice their current density); additional study spaces created on Floor 01, in the space that would be freed up by moving stock to rolling stacks; additional toilet provision to address current under-capacity; a social learning café on Floor 01 also serving the Lecture Theatre block to deal with the demands for spaces to eat and drink; and reconfigured group work and staff offices on Floor 1 to maximise the space available for students. This would involve a recurrent cost of £250k per annum for 5 years.

Option 2 (Not recommended): Use of third party off-site external storage. To free up the same amount of space as option 1, the Library would need to identify and store approx. 4,000 linear metres of physical journals⁹ in an off-campus store at the recurrent cost of £30k per annum¹⁰ including retrieval on request. There would also be a one-off capital cost of £35k for indexing and removal of the same. The space freed up in the Main Library building would then be used to create the additional study spaces.

⁷ Calculations based on average of 28 items per shelf; average shelf is 0.9m.

⁸ <https://portal.uea.ac.uk/arm/internal-communications/announcements/uea-plan-2016-2020>

⁹ "Unique physical journals" refers to past volumes of physical journals where no online equivalent is currently available and which are therefore to be kept under the existing Collections Development policy to support UEA research.

¹⁰ Email C Brooks, Box-it, to N. Lewis 23/12/15. This is based on a minimum standard for long-term book and journal storage which requires humidity control in ambient temperatures. The Library does not propose to meet full British Standards 5454:2000 which also lays down requirements for climate control as this would be cost prohibitive.

Option 3 (Not recommended): Physical journal withdrawals combined with interlending. To free up the same amount of space as option 1, the Library would need to **identify and dispose of 4,000 linear metres of past physical journal stock from the Main Library** to free up the same amount of space on Floor 1 and **rely on interlending**¹¹ to obtain the individual papers or journal volumes needed. This is a radical option that would involve a decision to dispose of a significant proportion of UEA's past investment in physical journals and is not in line with the new Collections Development policy which requires the Library to keep unique journals where their online equivalents are not available or affordable. However this option is included to ensure that all scenarios have been assessed.

In the short term, **to meet Priority B – ensuring the building infrastructure is maintained** - the option is to make a bid to the Estates enhancement fund or to secure funding centrally. The precise details of what needs to be done to address the building issues needs to be advised by Estates and CBRE but we have set an indicative cost of 50k per annum for the next 5 years to address the most serious issues.

In the short term, **Priority C – space for collections** - will be met initially through the withdrawals project.

Long term options (2021 and beyond):

There are four options for addressing space and collections growth in the longer term (2021 and beyond) and are provided on the assumption that the short term priorities (above) will have been addressed.

Option 1 (Recommended): The building of a **library extension**, the so-called fourth phase of the library as outlined in the Estates Development strategy of 2008 and in indicative plans since then. This would include more technology-rich study spaces in line with UEA's aspirations for further FTE growth and more rolling stack for the projected growth of the collections and archives. It could also accommodate the External Store Collections in Arts and other disparate collections currently held in the Teaching Wall, thereby freeing up space across the campus. For more details of the potential added value of an extension, see page 20.

Option 2 (Recommended interim option, if library extension is not feasible or affordable): The building of a **separate student study centre** – a Learning Commons. This could potentially be incorporated as part of the Lasdun Wall development, with space in the existing Library building then reconfigured to focus on storing collections.

Option 3 (Not recommended): More extensive use of third party **off-site external storage** for past volumes of physical journals.

Option 4 (Not recommended): Large scale **physical journal disposal from the Main Library combined with an expanded interlending service** to fill the gaps, with space freed up to accommodate books and study space. Again, this is not in line with the recently approved Collections Development policy which requires an online equivalent to be available and affordable in perpetuity before disposing of past volumes.

Overall recommendations

1. The Library recommends that the University plan *for the long term*, **a library extension**, as soon as the funding situation improves, although this may not be for several years whilst the Lasdun Wall takes priority. This option seems the best fit to keep in step with UEA's aspirations for research and teaching as outlined in the UEA Plan and its related strategies and would be in line with approaches taken by several of its peers in the ex-94 Group and the Russell Group.
2. In *the short to medium term*, to ensure sufficient space to accommodate actual and projected growth in student numbers – **the provision of rolling stack on Floor 02, additional study spaces on floor 01, and related toilet facilities** - should be a priority for funding. This is in line with the second objective of the UEA Plan which includes a recognition of "*the need to invest in our student support*

¹¹ Interlending refers to borrowing from other libraries for the payment of a fee per article. The main service in the UK is the British Library's document supply service.

*services as we grow this population to ensure that we maintain a strong supportive campus experience*¹².

3. In *the short term*, to address building maintenance issues, Estates, CBRE and the Library should meet to establish a priority **proactive maintenance plan**, looking at the existing building holistically rather than on a reactive, *ad hoc* basis. This would be in line with point 2 of the emerging new Estates strategy (2015 onwards): *“Over 15 years, the programme must: progressively eliminate unsustainable buildings, encompass the refurbishment of every building which is either economical to maintain or listed.”*¹³

¹² <https://portal.uea.ac.uk/arm/internal-communications/announcements/uea-plan-2016-2020>

¹³ Richard Hipperson. Built Assets Update. UEA Estates briefing, September 2015.

Full business case for investment in the Library to accommodate growth

The Library is a core part of the campus experience bringing together printed materials, PCs, help and support, physical personal storage, social learning space, silent study space, group study rooms – 24/7/365 - in a way other university-wide spaces for students are not able to replicate.

Over the last 10 years, the Library's NSS scores have steadily increased from 81% to 94% at a time when Central Services have been asked to focus on the undergraduate student experience. To achieve this the Library has had to reconfigure its space, collections and services to meet institutional priorities.

The overriding priority has been for increased study space – both quiet individual space and group study space – responding to changing pedagogical approaches and priorities as outlined in the Learning and Teaching Strategy¹⁴. More recently the study space and physical storage needs for taught and research postgraduates have also been prioritised, anticipating the increased strategic importance of their student surveys too.

Since 2005, the area allocated to study space in UEA Library has increased 27% from 1,162 to 1,479 spaces (see Appendix A). The majority of these additional spaces have been created by reconfiguring the existing Library (including a transformational redevelopment of Floor 0 in 2010) and by reducing the size of its collections through selective withdrawal and re-shelving activities.

In the most recent refurbishment in 2014 – focusing on postgraduate rooms and group study rooms - the Library carried out an in-depth review of the collections held in its rolling stacks and filled in any remaining gaps.

In a building that is now at capacity, balancing study space against collections is always going to involve a trade-off of one against the other and decisions pertaining to the Library building are constantly under review to try to meet the University's most pressing concerns at any given moment in time.

As a consequence, in 2015/16 UEA Library is currently having to plan to respond to a number of anticipated demands, affecting both the short and long term, including:

- Lack of space for growth of the Collections and the Archive.
- The need to provide additional study space for actual (5%) and projected (17%) growth in student numbers.
- The need to ensure teaching collections remain relevant and up-to-date in a climate of constrained funding.
- The need to ensure the University's past investment in research collections, relevant to current teaching and research, are not undermined, especially in disciplines where the Library is seen as the equivalent of the scientist's laboratory.
- The need to be responsive to changes in approaches to teaching and learning (including demand for more group working).
- The need to address the relatively high recurrent costs of existing third party off campus external storage (currently 320m of stock is stored externally).
- The need to refurbish the Main Library itself which, like the Teaching Wall, has a deteriorating infrastructure including
 - Inadequate toilet provision in terms of quality and capacity.
 - Inadequate entrance doors for the volume of users.
 - Lack of energy efficient lighting and systems.
 - Inefficient and inconsistent heating and air handling.
 - Sub-optimal protection of stock from fire, e.g. no fire suppression system (except in the Archives).
 - 'End of life' lifts.
 - Deteriorating carpets on stairwells and reading floors.
- A possible need to find alternative accommodation for the External Store collection in the Arts building. In its current state, the Library would not be able to accommodate this collection.
- A possible need to accommodate other disparate library collections from the Lasdun Wall which would enable the collections to be utilised more effectively and free up space for higher priority functions in the Teaching Wall. These include ENV Map Collections, James Platt Centre, and possibly the

¹⁴ UEA Learning & Teaching Strategy 2014-2019 <https://portal.uea.ac.uk/documents/6207125/8480269/uea-learning-teaching-strategy-2014-19.pdf>

Climatic Research Unit Library. Again, in its current state, the Library would not be able to accommodate these.

From this assessment there are three main priorities for short term, i.e. the next five years:

Priority A - Study Space: over the next five years the University needs to provide additional study space to accommodate the projected growth in student numbers.

The most recent figures from Planning show a 17% growth in UEA's FTEs over the next five years, up to 16,465, which is an additional 2,420 FTEs students¹⁵. The original building was designed for far fewer students: "When completed, Library (1974)... will provide sufficient accommodation for a University of 5000 plus students."

So the driver for more study space is to meet UEA's actual and aspirational increases in student numbers, and to meet student expectations for resources, facilities and services in a context of increasing fees.

Footfall and occupancy figures¹⁶ per FTE for the Library remain high and are projected to rise again this year, despite the provision of additional spaces in the student union building and the provision of wireless access in residences.

FOOTFALL	Footfall for whole year
2014-15	1,379,820
2015-16 Projected	1,406,924 (extrapolation based on 19.7% of total)

In 2013/14, the most recent year that benchmarking data is available, UEA Library provided around 1,481 study spaces for its 14,035 FTE students. This equates to a ratio of 1 study space to 9.47 student FTEs, which made UEA below the 1 to 8.60 FTE average in comparison with other top-ranking NSS & THSES institutions¹⁷.

Just to maintain the Library's 2013/14 space per student ratio - 1 space per 9.47 FTEs - the Library would ideally need an additional 256 library spaces over the next five years ($2,420/9.47 = 256$). This projection is merely to maintain this still 'below average' ratio in the Library.

Although is also important to have a variety of other learning spaces across campus, undergraduates and taught postgraduates often associate study space with the Library. In many disciplines, student feedback in the NSS about university provision of study space will still be affected by whether or not they were able to access a space in the Library when they needed it, regardless of other provision across the campus. The advantages of having study spaces and collections co-located in a central building are:

- Students have ready access to all the physical books, as well as the digital collections, when they work in the Library building.
- The Library building is a "safe space": there is staffing for 24/7, 365 access to the building and its facilities, including IT and lockers for physical storage. This could be more difficult and expensive to replicate in multiple locations elsewhere on campus.
- For many students, the Library seems to remain their 'place of choice' when they study together.

¹⁵ Email P Courridge to N Lewis 15:10 10/12/15. The projected figure does not include the actual growth of almost 5% (646 FTE) between 2014/15 and 2015/16 which the Library has already had to accommodate.

¹⁶ For this paper just the footfall figures are provided because they are the most reliable indicator being derived by counting the total number of 'swipes' into the Library each year. The occupancy figures are at best indicative because they require manual measurement and are only recorded on official SCONUL 'occupancy' days at three points in the year.

¹⁷ For full benchmarking detail, see Appendix E.

Priority B – Infrastructure: over the next five years the University needs to ensure the building infrastructure remains fit for purpose

In terms of its infrastructure, UEA Library faces similar issues to those identified in the Teaching Wall. Without attention, the Library building risks falling behind the rest of the estate and becoming unfit for purpose as the building fabric deteriorates further:

- Drainage infrastructure subject to frequent failure.
- Lifts in the Main Library are 'end of life'.
- Carpets, except in recently refurbished areas, are due for replacement (e.g. IT suite and main staircases) or will be in need of replacement within 5 years (the rest of the building).
- The main entrance doors are inadequate for the numbers of people trying to get in and out of the building.
- Power to desks is unavailable in many areas.
- Non-energy efficient lighting, continuing to be left on 24/7 even when not needed.
- Poor power design in the extension means limited options to reconfigure space or increase utilisation of existing space.

Priority C – Space for new books: over the next five years the Library needs to withdraw sufficient items to create enough space for its physical book acquisitions.

Although the Library has secured agreement for a 'digital first' collection development policy (October 2015), for the foreseeable future the Library is still likely to acquire around 10,000 to 11,000 physical items per annum¹⁸ to support current teaching and research. So as well as agreeing the new collections policy, the University's Information Systems and Strategy Committee (ISSC) also agreed the Library's plan for 5 years of focused book and physical journal withdrawals to free up space for these anticipated 50,000 to 55,000 new books over the next 5 years.

This is a challenging withdrawals target the Library needs to achieve to simply '**stand still**' over the next 5 years and will involve **reviewing both teaching and research collections** for withdrawals. Withdrawals on this scale represent a "one off" opportunity, focusing on the few remaining parts of the collections where there are still duplicate copies of books (where one copy will now suffice) and some unique items that are no longer relevant to current teaching or research. After this 5 year project is complete, it will be difficult to replicate this kind of extensive withdrawals project again without removing unique items that are still relevant.

The project will run on the principle that, for the next five years, existing subject and discipline collections will have to remain within their current footprints, thereby operating a "one in, one out" policy for that time period only.

One key aspect of this strategy will be identifying for withdrawal, across all disciplines, low usage duplicate or multiple copies (using data from the last three years).

So whilst priority C will be met initially through further withdrawals and reconfiguration of stock, **in the longer term there will need to be an alternative solution if the existing research collections are to be maintained and kept up-to-date.**

Short term options (2015-2020) – building infrastructure and study space

In the short term, **to meet Priority A for additional study space** - there are three main options:

Short term option 1: Further reconfiguration and refurbishment of the Library building. (Recommended)

This option would create up to 256 additional spaces over 5 years and would be achieved through a combination of: additional rolling stacks on Floor 02 (enabling 4,000 linear metres of existing collections to be stored at twice their current density); additional study spaces created on Floor 01, in the collection areas that

¹⁸ This assumes there are no major changes to the range of disciplines at UEA, i.e. no new Schools of study. If there were new Schools, these figures would need to be revised considerably as a new School may need several thousand books as a 'start up' collection.

would then be freed up by moving stock to rolling stacks; additional toilet provision to address current under-capacity; a social learning café on Floor 01 also serving the Lecture Theatre block to deal with the demands for spaces to eat and drink; and reconfigured group work and staff offices on Floor 1 to maximise the space available for students. This would involve a recurrent cost of £250k per annum for 5 years detailed below:

2016/17	Rolling stack Phase 1 – Floor 02	£94k incl. VAT
	Reconfiguration Floor 02 including removal of Larc to facilitate rolling stack Phase 1.	£70k incl. VAT
	Furniture on Floor 01 to increase capacity to accommodate student number growth	£79k incl. VAT
	Reading area for displaced Larc collection	£7k incl. VAT
2017/18	Rolling stack Phase 1 – Floor 02	£50k incl. VAT (estimate)
	Reconfiguration of old Learning/Studio Technology area to facilitate the rolling stack Phase 2	£50k incl. VAT (estimate)
	Furniture on Floor 01 to increase capacity to accommodate student number growth	£40k incl. VAT (estimate)
	New toilets for extension ¹⁹	£80k incl. VAT and architect fees.
2018/19 2019/20	Social learning café (Floor 01 & through to Lecture Theatre) – (based on Feilden & Mawson plans 2012)	£500k
2020/21	Refurbish Toilets (Floor 01 to include additional capacity (based on Feilden & Mawson 2012) Floor 1 reworked open group study area & reconfiguration –staff offices and – (based on Feilden & Mawson plans 2012)	£250k

Advantages:

- The re-utilisation of existing space on Floor 01, currently occupied by book stacks, would free up space for additional study spaces.
- The collections relocated to new rolling stacks on Floor 02 could still be browsed (compared with external store or interlending options).

¹⁹ UEA Library has just 32 toilet cubicles to support its existing seating capacity (1,479), a ratio of 1:46. UEA Library ideally needs an additional 18 toilet cubicles to bring this ratio to 1 toilet per 30. On top of this, an estimated additional 9 toilet cubicles would be needed to support the 256 new study spaces (256/30).

- UEA Main Library has the infrastructure (when the air handling units and humidifiers are functioning correctly) to store materials in appropriate conditions for the long term (compared with an external store).
- High quality rolling stack is a permanent long term investment requiring minimal recurrent maintenance.

Disadvantages:

- Collections are slightly less easy to browse compared with collections on open shelves.
- There would be an initial capital cost.
- There are recurrent maintenance costs (although low compared with off-site storage or interlending options).

Risk:

The above option does not include the absorption of 2,800 linear metres of stock currently held in its External Store in Arts.

Possible mitigation: At present it is assumed that, as part of the Lasdun Wall refurbishment, provision will be made for a similarly sized external store or that third party off-site storage will be funded, at a recurrent annual cost of £21k (plus a capital one-off removal and re-classifying cost of £25k).

Short term option 2: Further use of off-site external storage (Not recommended)

To free up the same amount of space as option 1, the Library would need to identify and store approx. 4,000 linear metres of books and/or journals in an off-campus store at the recurrent cost of £30k per annum²⁰ including retrieval on request. There would also be a one-off capital cost of £35.5k for re-classifying and transport of the same.

Advantages:

- A speedy way to free up space
- Most appropriate for low usage materials, especially print journals / reports rather than books and may be a short term option for the contents of the External Store in Arts if alternative accommodation cannot be identified on campus.
- Most suitable for relatively short runs of material so that annual storage costs remain affordable.

Disadvantages:

- Not suitable for book storage and retrieval because items are stored in archive boxes rather than in sequence on shelves, making manual retrieval more difficult and costly.
- Relatively expensive as a long term investment.
- Unpredictable recurrent 'fetch and retrieval' costs based on demand.
- A minimum 24 hour delay getting material to users.
- Conditions can be sub-optimal for the preservation of print material.
- Climate controlled storage options do exist but can be up to twice as expensive per annum.

Risks:

- Although insured, materials are potentially at risk from fire and flood damage as the external stores are not designed as libraries and so books are being stored alongside other materials.
- Third party storage companies can go out of business and so there is no guarantee of long term access or service.

²⁰ Email C Brooks, Box-it, to N. Lewis 23/12/15. This is based on a minimum standard for long-term book and journal storage which requires humidity control in ambient temperatures. The Library does not propose to meet full British Standards 5454:2000 which also lays down requirements for climate control.

Possible mitigation: Use of financially stable and reputable third party suppliers who have appropriate safeguards in place and who can reach the minimum standards in terms of humidity control.

Short term option 3: Major disposal of physical journals and rely instead on interlending: (Not recommended)

To free up the same amount of space as option 1, this option would identify **4,000 linear metres of past physical journal stock for disposal from the Main Library and rely on interlending**²¹ to obtain the individual papers or journal volumes requested needed. This is a radical option that would involve a decision to dispose of a significant proportion of UEA's past investment in physical journals. This would need to be agreed by ISSC as it would require a further revision to the Library's Collection Development Policy which currently requires the Library to keep past physical journal volumes if no online equivalent is available/affordable.

As physical journals are 'reference only', and so cannot be borrowed or taken out of the Library, there is no accurate way to measure their usage. Having said that, we can estimate at least an additional 1,000 fulfilled requests per annum for articles for this 4,000 linear metres of stock (there are currently 250 requests per annum for 2,800 linear metres of items held in the Library's External Store in Arts, but these are less up to date than the volumes in the main library and so are likely to be attracting fewer requests). The cost for those articles that were available via interlending, excluding additional staffing, would be around £20 per paper, making a recurrent cost of around £20,000 per annum (1000 x 20).

Recurrent costs would also include an additional Grade 4 member of staff to focus on the anticipated increased number of interlending requests at a cost of £25,000 per annum including on costs.

Advantages:

- This option would swiftly free up space for the anticipated growth in book collections.

Disadvantages:

- The main source for interlending, the British Library document supply centre, is scaling back its operations and may only be able to fulfil 2/3 of the Library's annual requests, so the University could be faced with no longer being able to access research materials it owns.
- At best, interlending articles can be delivered within 24 hours, but in many cases there can be delays of up to 10 working days, by which time the fulfilment of the loan may no longer be relevant to the person requesting it.
- A decision to dispose of these physical journals would reduce the value of the original investment in these journals by the University.
- Access to a significant proportion of the University's physical journal collections would be lost for the undergraduate community because they do not generally have access to interlending services. This could have a negative impact on the quality of final year dissertations and projects, especially in Humanities.
- The perception of the Library as a research-level Library, on par with at least some of the libraries in the ex-94 Group and the Russell Group, could be undermined by such a move. Certainly this would reduce the likelihood of being eligible to join the Research Libraries UK group in future.
- In terms of the University's wider engagement activities, it would remove much of the journal content currently available for access by the Library's 'reference only' and external users. These users do not currently have access to the Library's interlending service and only limited access to online resources.

In the short term, **to meet Priority B - ensure the building infrastructure is maintained**, the option is to make a bid to the Estates enhancement fund or to secure funding centrally. The precise details of what needs to be done to address the building issues needs to be advised by Estates and CBRE but we have set an indicative cost of 50k per annum for the next 5 years to address the most serious issues.

In the short term, **Priority C - space for collections** - will be met initially through the withdrawals project.

²¹ Interlending refers to borrowing from other libraries for the payment of a fee per article. The main service in the UK is the British Library's document supply service.

Longer term (2021-2050)

There are four options for addressing space and collections growth in the longer term (2020 and beyond) and are provided on the assumption that action the short term priorities (above) will have been addressed. In the longer term (2021-) the University has further plans for growth in student numbers and the building infrastructure will continue to need attention to ensure it remains fit for purpose.

In addition, once the withdrawals project has been completed, it is likely that the physical collections will continue to grow again.

As previously stated, the Main Library and its Arts Externals Store are both at capacity²².

Although the Library anticipates an ongoing growth in e-books, the rate of growth is not likely to be sufficient to replace the need for physical books to support both teaching and research for the foreseeable future. The reasons for this are:

- **E-book availability:** The e-book models available for academic libraries to present e-books to their users do not offer the breadth of e-books available via Amazon and other popular e-book platforms. For teaching, publishers are increasingly reluctant to provide textbooks in e-book format because they are concerned about losing sales. For research, many titles are simply unavailable as it is not economic for publishers to convert relatively specialist titles into the e-book format. In terms of newly published e-books, there can be a delay of up to 12 months before books available via Kindle are made available for libraries to purchase for their platforms. This is because it can take this long for library e-book providers to reach license agreements with the publishers.
- **E-book accessibility:** Students often experience technological barriers to accessing e-books, with a variety of different platforms²³, login options and 'digital rights' software getting in the way of a satisfactory reading experience. A recent report into e-books in academic libraries summed up the situation as follows: *"Unlike e-journals, the terms on which many e-books are made available are at odds with the working practices, including variety of access location and device, as well as the natural undergraduate pressures of submission and assessment deadlines. It is hard to justify such patently unsatisfactory arrangements to fee-paying customers."*²⁴
- **E-book usability:** Whilst e-books are extremely useful when the Library is trying to deliver core readings, such as individual chapters, to multiple users, the e-book on-screen experience is often relatively poor in comparison. Students feedback that e-books are less useful when they are needing to read a book 'cover to cover' or flick through different parts of a book to support their assignments. If it is a choice between no book at all and the e-book version, they are pleased to at least have the e-book. However, often their preference for study is the physical book and so it seems sensible for the university to continue to provide this option where appropriate.

Despite these limitations, the Library's new 'digital first' policy ensures that the Library is committed to provide e-books whenever possible and significantly increase the numbers of e-books provided for students. In the initial stages, though, owing to the issues noted above, this is unlikely to lead to more than 1,000 to 1,500 additional e-books purchases on top of the Library's existing e-books purchases of around 2,400 per annum. (For further detail on the Library's pattern of e-book and book expenditure over the last three years, see Appendix B).

So whilst the new 'digital first' approach should soon mean around 1 in 4 of Library purchases being e-books, there will still be thousands of physical book purchases per annum for the immediate future. These will consist of:

- Ongoing physical book acquisitions to support teaching which are necessary as new books are published and additional copies are needed to accommodate the actual and projected increase in student numbers, and...

²² Excluding items out on loan, "reshelving shelves" and "reserve shelves" on each floor, "used to support temporary books moves during periods of collection review for withdrawals.

²³ Burton, Sarah. The "one" e-book platform does not exist. (2015). CILIP Update, July/August 2015.

²⁴ Sero Consulting. "We love the Library but we live on the web." Findings around how academic library users view online resources and services. (2015). <http://info.iii.com/survey-uk-academic-libraries> (Accessed 23/12/15)

- Physical book acquisitions to support research which are necessary to ensure that UEA Library continues to provide research materials appropriate to its aspirations as a research-intensive university and where research-led teaching, including reading around the subject, is regarded as a key part of its offering.

Whilst in the short term physical book acquisitions are likely to remain high, over the longer term (2020 to 2050) it seems reasonable to project a gradual decline in the rate of growth of UEA Library's physical books acquisitions.

Appendix C shows an estimated gradual decline in growth to just 5,625 physical items per annum by 2050, to around 50% of current levels. This can only be on a 'best guess' basis as no-one can readily predict precisely how the book market and its related technologies will develop beyond the next 5 years, let alone 35 years, but it gives us some figures to work with when considering options.

So the minimum projected growth in UEA collections to 2050 is given in Appendix C and amounts to around 200,000 items over the next 35 years.

Taking the above into account, this growth would require an additional 7,143 shelves²⁵ or 6,429 linear metres of shelving over the next 35 years. This is equivalent to the entire collection currently held on Floor 3 of the Library, taking up approximately 1200 square metres of floor space (or 600 square metres of rolling stack floor space). Just to emphasise, this would be the case even taking into account the five year withdrawals project (2015-2020) and the increase in e-book purchasing.

So the headline message is that, from 2021 onwards, after the planned 'one-off' deep withdrawals project is completed, the Library is still likely to grow its physical collections again, albeit at a slower rate than in previous decades.

Long term options:

There are five options for addressing these student numbers, infrastructure and collections growth issues in the longer term:

Long term option 1: The building of a library extension. (Recommended)

The building of a library extension is the so-called fourth phase of the library and is outlined in the Estates Development strategy of 2008 and in indicative plans since then. This would include more technology-rich study spaces in line with UEA's aspirations for further FTE growth and more rolling stack for the projected growth of the collections and archives. It could also accommodate the External Store Collections in Arts and other disparate collections currently held in the Teaching Wall, thereby freeing up space across the campus. For more details of the potential added value of an extension, see page 20.

Advantages:

- An extension would accommodate the University's further aspirations for FTE growth after 2020.
- An extension would resolve the anticipated collections and study space growth issues over the next 35 years.
- An extension would meet many of the concerns about existing Library raised by students (see Appendix F: What students are currently saying about the existing Library provision).
- An extension would add considerable value to a range of University aims, including attracting postgraduate students, enhancing the undergraduate student experience and acting as an iconic, student-focused building for recruitment.
- An extension provides more discipline neutral space which tends to maximise utilisation.
- No additional recurrent staffing anticipated since expanding library services on the existing site would benefit from economies of scale. Recurrent staffing costs would be lower than trying to staff a separate student study centre - Learning Commons - for example.
- 24/7, 365 access would be retained.
- Managed storage and locker provision, currently over-subscribed, could be expanded.

²⁵ Calculations based on average of 28 items per shelf; average shelf is 0.9m.

- Existing building inefficiencies could be addressed as the extension ‘wraps around’ the existing building.
- No recurrent ‘fetch and carry’ costs for journals held in external stores.

Disadvantages:

- Would potentially draw funding away from the Lasdun wall provision.
- Would require significant investment which is not currently available to the University.
- Proposal is not as targeted to specific discipline needs when compared with the Lasdun Wall initiative.
- Planning permission and listed building consents would be required.

Risks of not having an extension:

- Increasingly dated facilities inappropriate in a tuition fees environment.
- Lack of long term planning could lead to the library collections provision becoming inconsistent between disciplines, with purchasing decisions affected by the limited amount of space available rather than pedagogic or research needs.
- Reduction in the student experience owing to overcrowding and insufficient copies of books (as there would not be enough space for multiple copies). This is already happening to some extent in Social Sciences on Floor 3 of the Library which has the most pressing space problems.
- Significant reduction in the quality of University’s offer in terms of resource provision.
- Potential reduction in NSS and PG survey scores in comparison with competitor institutions who have invested, and are investing, in library spaces.
- Opportunity costs in terms of no further space to develop the archives and other cultural facilities such as exhibition space (which were a feature of the original Lasdun building).

Possible mitigation:

- Explore opportunities for alumni fundraising campaign as the library extension would be a more discrete building project than the Lasdun Wall refurbishment.
- Explore opportunities for synergy between the development of the Lasdun Wall and further refurbishment works on the Library.
- Explore phased extension of the Library.
- Identify priority areas of the existing building for refurbishment and improved toilet facilities.

Long term option 2: The building of a separate student study centre. (Recommended interim option, if library extension not feasible or affordable)

This separate student study centre, or Learning Commons. This could potentially be incorporated as part of the Lasdun Wall development, with space in the existing Library building reconfigured to focus on storing collections. Estimated costs are unknown but may be up to £2m.

Advantages:

- Relatively quick way to achieve additional study spaces to meet the University’s plans for further growth beyond 2020.
- Relatively cost effective in comparison with a library extension.
- Potentially provides study space closer to faculties.
- Examples of where this model works elsewhere includes Essex and Exeter.
- Discipline neutral.

Disadvantages:

- No access to books - disconnects study from physical resources. This would therefore be a Learning Commons rather than an Information Commons.
- Additional overhead for security if it is to replicate the “safe space” of the Main Library.
- No staffed support for students.
- Limited options for locker storage compared with the Library, where locker keys are ‘loaned’ and secured using the library system.
- Reduction of space available for other faculty priorities.

- If not part of the Library building or management, the numbers would not count towards the SCONUL definition of the student/study space ratio, leaving the Library far behind its peer institutions.
- The provision of additional study spaces in Union House and wireless in residences have not, as yet, reduced footfall into the Library building.

Risks:

- Without access to physical learning resources, the study centre may be underutilised.
- Students continue to see the Library as the core focus for this kind of work.
- Without staffing, behaviour can be difficult to manage.
- Danger of reverting to student social space rather than learning space.

Possible mitigation:

- Identification of other HEIs where this provision has worked well.
- Build in recurrent costs for staffing and related facilities such as lockers.

Long term option 3: More extensive use of off-site external storage for past volumes of physical journals. (Not recommended)

Advantages:

- Most appropriate for low usage materials, especially print journals or reports rather than books.
- Most suitable for relatively short runs of material so that annual storage costs remain affordable.

Disadvantages:

- Long term this would mean that a significant proportion of the University's collections was housed off site with the campus Library becoming increasingly focused on the teaching collections.
- Not ideal for storage and retrieval because items are stored in archive boxes rather than in sequence on shelves, making manual retrieval more difficult and costly.
- Costly as a long term investment.
- Unpredictable recurrent 'fetch and retrieval' costs based on unknown demand.
- A minimum 24 hour delay getting material to users.

Risks:

- Although insured, materials are potentially at risk from fire and flood damage as the external stores are not designed as libraries and so are being stored alongside other materials.
- Third party storage companies can go out of business and so there is no guarantee of long term access or service.

Possible mitigation: Use of financially stable and reputable third party suppliers.

Long term option 4: Large scale physical journal disposal from the Main Library combined with an expanded interlending service (Not recommended)

This option is not in line with the recently approved Collections Development policy, informed by a university-wide consultation, which requires the Library to retain print journals where there is no electronic equivalent available and/or affordable in perpetuity. However the option is included to ensure that all options have been fully assessed.

This option would extend physical journal withdrawals even further with almost complete reliance on interlending to obtain the individual papers or journal volumes from past years. Space created would be reallocated to book storage and study space as required.

The cost of interlending would be around £20 per paper, making a recurrent cost of around £30,000 based on an estimated 1,500 fulfilled requests per annum (1500 x 20). Depending on how quickly such an option was implemented, recurrent costs would also need to be scaled up to include two members of Grade 4 staff to

focus on the anticipated increased number of interlending requests at a cost of £50,000 per annum including on costs.

Advantages:

- Over time, this would free up the additional space needed for the anticipated growth in books.

Disadvantages:

- Loss of timely access to a significant proportion of the existing research collections.
- Overreliance on British Library interlending service which is currently affected by funding cuts.
- The Library is unlikely to be able to fulfil all requests via interlending, so the University could be faced with no longer being able to access research materials it owns.
- At best interlending articles can be delivered within 24 hours, but in many cases there can be delays of up to 10 working days, by which time the fulfilment of the request may no longer be relevant to the person requesting it.
- A decision to dispose of the rest of these physical journals would further reduce the value of the original investment the University made in purchasing these journals.
- Access to a significant proportion of the University's physical journal collections would be lost for the undergraduate community because they do not generally have access to interlending services. This could have a negative impact on the quality of final year dissertations and projects, especially in Humanities.
- The perception of the Library as a research-level Library, on par with at least some of the Library's in the ex-94 Group and the Russell Group, could be significantly undermined by such a move. Certainly it would remove the likelihood of joining the Research Libraries UK group in future.
- In terms of the University's wider engagement activities, it would remove much of the journal content currently available for access by the Library's 'reference only' and external users. These users do not currently have access to the Library's interlending service and only limited access to online resources.

Risks:

- Would be dependent on the availability of interlending services in the future.
- Could lead to considerable opposition from library users.

Possible mitigation:

- Withdrawals could be undertaken incrementally over a lengthier time period, freeing up just the space needed for books per annum.
- Advice on how best to communicate such a radical change to the user community would need to be sought since it would be contrary to the outcome of the recent collection development consultation.

**Long term option 5: Do Nothing
(Not recommended)**

Before moving to recommendations, it is also important to consider the impact of choosing no further action or investment in the Library building or infrastructure for the foreseeable future. Under this scenario, the 5 year target for withdrawals would not be met and/or the University would not identify funds for any of the options for additional space.

Advantages:

- Capital and recurrent expenditure on the Library remains contained with limited impact on funds available for the wider Estate priorities.

Disadvantages

- The Library is already at capacity.
- There will be insufficient shelf space for new books.
- Books being stored temporarily on tables and floors will become common place.
- Book buying for teaching and research will have to be reduced.
- The number of multiple copies available for students will have to be reduced.

- Without growth in space the Library would be forced to operate at steady state, discarding older material in order to acquire new stock. This would ultimately impact on research collections as additional space equivalent to an entire floor of the existing library is needed over the next 35 years to accommodate projected growth. This would
 - Reduce the value of past purchases the University has made.
 - Make UEA less attractive for postgraduate researchers in disciplines where the physical library remains key.
 - Adversely affect academic staff recruitment in disciplines where the physical library remains key.
 - Reduce books available for wider reading by undergraduates.
- Further deterioration of building fabric as is happening in the Lasdun Teaching Wall.
- Gradual decline in physical collections.
- Staff resources diverted away from book purchasing to withdrawals (i.e. focus on 'bailing out').

Risks

- Gradual, but persistent, decline in NSS satisfaction.
- Library building falls behind the rest of the estate and risks becoming unfit for purpose as the building fabric deteriorates further:
 - Heating continues to be inefficient.
 - Non-energy efficient lighting, continuing to be left on 24/7 even when not needed.
 - Drainage infrastructure likely to fail.
 - Failure of lifts.
 - Increased overcrowding at the library entrance.
- Reactive, *ad hoc* approaches to withdrawals leading to inadequate collection development.
- Decline in physical book provision.
- Limited capacity to respond to new and emerging services.

How do the above options fit with the Estates Strategy?

The stated priority for the new Estates strategy is to focus on the decision to refurbish the Lasdun Wall for the foreseeable future as point 1 below emphasises:

1. *“First investment must: unlock the phased refitting of the Lasdun Wall, increase capacity for new students and new research, minimise decant costs.*
2. *Over 15 years, the programme must: progressively eliminate unsustainable buildings, encompass the refurbishment of every building which is either economical to maintain or listed.*
3. *Planning must be methodical and include: Briefing for each individual project, clear understanding of the inter-connectedness of the programme, commitment to sustain progress (constancy of purpose) throughout the programme, strong business case and feasibility testing processes, effective internal and external communication.*²⁶

So it is under point 2 of the Estates strategy that this Library option appraisal needs to be considered: *“Over 15 years, the programme must: progressively eliminate unsustainable buildings, encompass the refurbishment of every building which is either economical to maintain or listed.”*

As previously stated, the Library building is also listed and shares precisely the same infrastructure issues as the rest of the original Lasdun buildings and so plans for its refurbishment and reconfiguration need to be included in the overall Estate planning.

As those plans emerge, it is clear that some of the kinds of provision that could be provided in a library extension are also being considered as part of the Lasdun Wall provision for the faculties. This may include group study rooms as well as individual or shared study spaces for postgraduates.

Depending on the extent of these, and how these are managed, this may lead to changes in the patterns of provision elsewhere on campus, including in the Library. If this proves to be the case, the Library would further reconfigure the space to meet other University needs and priorities as they emerge. Therefore any plans for a library extension would prioritise flexibility, i.e. the ability to change use with minimal future costs.

²⁶ Richard Hipperson. Built Assets Update. UEA Estates briefing, September 2015.

Decentralised spaces in faculty may be able to replicate some of the types of provision the Library provides but there are factors to be aware of:

- 1) Without supervision of shared study spaces, students may move in their belongings and permanently reserve spaces, leading to shortages.
- 2) Students will need access to secure physical storage.
- 3) Students will need to be able to place bookings for group room for seminar and presentation preparation.
- 4) To maximise utilisation, secure 24/7, 365 access may be appropriate.
- 5) Utilisation may be patchy if spaces are not discipline neutral.
- 6) Those working across disciplines may find discipline-specific space inadvertently excludes them.
- 7) Unsupervised spaces can lead to students disturbing one another, with learning spaces inadvertently reverting to social spaces.

Finally, whilst the emerging Lasdun wall plans may affect patterns of study space needed in any future library extension, they are not going to offer a solution to the growth of the Library collections.

What are the comparative costs of the options “at a glance”?

The anticipated funding for further investment in the Library would have to be found from ISD or University central funding and, in the case of a library extension, potentially from fundraising.

Options	Expected Cost to University	Notes
<i>Proactive maintenance programme for building infrastructure</i>	<i>£50k per annum for 5 years</i>	<i>Costs will be dependent on the programme drawn up between Estates, CBRE and the Library, and may well need to continue beyond five years.</i>
<i>Rolling stack (02) incl. decommissioning of Larc and old Learning Technologist/AV rooms Toilets for extension (1, 2 & 3) Social learning café (01) Refurbished toilets (01) Open plan group study (1) Reconfigured staff offices – user focused (1)</i>	<i>£250k for 5 years Total: £1.25 million</i>	<i>Currently unfunded. Costs would include refurbishment of parts of Floor 02 and study furniture. Additional staffing costs: None.</i>
<i>Library phase 4 extension²⁷</i>	<i>£20m to £28m</i>	<i>Depending on specification. Additional staffing costs: minimal, if any, owing to economies of scale and location.</i>
<i>Learning Commons (undergraduate)</i>	<i>Up to £2m as part of teaching wall.</i>	<i>Costs depend on scope of refit. Additional staffing costs: security or concierge likely. Plus up to £30k per annum ongoing reactive repairs to Library.</i>
<i>External store (third party)</i>	<i>£30k per annum based on 4000 linear metres (short term option) to £60k per annum for entire print collection (long term)</i>	<i>Additional staffing costs: absorbed. Also there would be costs for reconfiguring the space freed up and for up to</i>

²⁷ For the extension, infrastructure costs would be based on a 10 year expected life for Mechanical and Electrical installations and 5-10 years for IT installations and 50 years for the building structure itself. Refurbishment/renewal costs will need to be part of the planning for any extension, a key factor that was not planned for as part of the Library's 2006 extension, 2010 floor 0 refurbishment and all subsequent minor refurbishment projects.

	<i>option) + £35k capital for move and indexing</i>	<i>£30k per annum ongoing reactive repairs to Library.</i>
<i>Journal disposal, partially replaced by Interlending</i>	<i>£45k per annum (short term) to £80k per annum (long term)</i>	<i>Costs for interlending transactions, plus additional staffing, are dependent on scope. Also there would be costs for reconfiguring the space freed up and for up to £30k per annum ongoing reactive repairs to Library.</i>
<i>Do nothing, status quo</i>	<i>Up to £30k per annum</i>	<i>Reactive, emergency repairs to estate. Additional staffing costs: none</i>

Option appraisal recommendations

1. The Library recommends that the University plan *for the long term*, a **library extension**, as soon as the funding situation improves, although this may not be for several years whilst the Lasdun Wall takes priority. This option seems the best fit to keep in step with UEA's aspirations for research and teaching as outlined in the UEA Plan and its related strategies and would be in line with approaches taken by several of its peers in the ex-94 Group and the Russell Group.
2. In *the short term to medium term*, to ensure sufficient space to accommodate actual and projected growth in student numbers – **the provision of rolling stack on Floor 02, additional study spaces on floor 01, and related toilet facilities** - should be a priority. This is in line with the second objective of the UEA Plan which includes a recognition of "*the need to invest in our student support services as we grow this population to ensure that we maintain a strong supportive campus experience*".
3. In *the short term*, to address building maintenance issues, Estates, CBRE and the Library should meet to establish a priority **proactive maintenance plan**, looking at the existing building holistically rather than on a reactive, *ad hoc* basis. This would be in line with point 2 of the new outline Estates strategy: "*Over 15 years, the programme must: progressively eliminate unsustainable buildings, encompass the refurbishment of every building which is either economical to maintain or listed*".
4. In *the medium term*, if the extension cannot be progressed by the 2020s, it is recommended that a separate Learning Commons study centre is considered as part of the Lasdun Wall refurbishment.
5. The option of using third party external stores may be an expedient option for between 1 and 3 years whilst other works are taking place, but is unlikely to be cost effective in the long term. However, unless other space can be found on campus, the current stock in the Arts External Store may have to be dealt with in this way at a recurrent cost of £21,000 per annum plus a one-off capital removal and indexing cost of £24,700.
6. The more extensive print journal disposal option, combined with interlending, is not recommended owing to its potential impact on timeliness of access to research materials and because of its ongoing recurrent staffing and administration costs. It would also be contrary to the recently agreed collections development policy.
7. The "do nothing" option is also not recommended. If the University does not plan for additional study spaces or collection growth, more instances of overcrowding are inevitable which will adversely affect the student experience.

The future vision

The Library is a core part of the campus learning and research experience and the drivers for increased study and collections space are clear in order to help the University meet the demands of its students, researchers and staff. Actual and aspirational growth in student numbers will inevitably have implications for short, medium and long-term space and resource planning.

Looking to the Library's long term future, a lack of immediate funding need not limit the vision. An extended and refurbished Library should be designed not just to replicate current services but to add considerably more value in the long term: to become a cultural asset and inspiring space - like the Bob Champion Research & Education Building and the Enterprise Centre, rather than just a storage and study facility.

The vision for a future extension and refurbishment would include...

- An inspiring learning and research space for a campus-based university...
- ...with facilities and resources relevant to all disciplines, not limited to Social Sciences and Humanities.
- Presentation of physical and online resources than encourages students to progress from learning to research.
- Redevelopment of Silent Study Room on Floor 01 to become social learning café (encompassing some space from existing Lecture Theatre block) to include floor 01 toilet refurbishments to enhance capacity.
- Provision of flexible spaces and furniture to respond to future needs and changes in provision and disciplines (including the flexibility to reuse space as needs change).
- Refurbished and reconfigured computer suites on Floor 0 and 1 of the Library extension to maximise usage but also laid out more appropriately to support new ways of online and collaborative learning.
- Provision of study spaces relevant to both traditional and online methods of learning and teaching.
- Extended wi-fi and integrated technology to support online learning.
- Additional silent study space to meet ongoing expansion in student numbers and ongoing dissatisfaction with the existing ratio of study space per FTE in the Library.
- Refurbished and enlarged open plan group study space to meet ongoing expansion in student numbers and demand for working in groups.
- Additional group study rooms ('discipline neutral'), if not fully accommodated in Lasdun Wall plans.
- Rolling stack on ground floor (02) of extension to accommodate physical stock.
- Reconfigured, or even relocated, Library main entrance to avoid overcrowding as footfall increases.
- A doubling of the size of the existing archives to progress British Archive for Contemporary Writing and aspirations to grow archives in other areas of priority including "contemporary science and scientific writing, especially the environment, climate control and conservation" and "modernist art, design and architecture"²⁸.
- Flexible exhibition space to showcase archives, special collections and research outputs of the university.
- Relocated Learning and Resources room to support academic and administrative staff training & development.
- Significantly enhanced wayfinding and more intuitive signage, effective wherever each user starts their journey in the building.
- Improved accessibility and facilities for students with additional needs including reconfigured toilet facilities.
- Reconfiguration of staff office space Floor 1 to provide more student-focused service in an open plan setting.
- Digital-rich environment with appropriate range of technology to support the full range of learning approaches at UEA.
- Power extended to all study desks.
- Replacement lighting, heating and ventilation systems to significantly lower carbon footprint of this 24/7/365 building whilst making the study environment more pleasant and consistent for our users.
- Replacement of carpets with more robust design, e.g. compare those on the entrance floor and the PG study rooms with those on the other floors. Such carpet replacement work is expensive as it involves large scale stock moves so highly durable carpet choices need to be made with the long term in mind.

²⁸ UEA Archives policy <https://portal.uea.ac.uk/documents/6207125/6476838/archives-policy.pdf/1e92233e-3e72-42ef-99bf-97bf8825de5b>

- Refurbished lifts which are 'end of life' in the Main Library building.
- Potential incorporation of other departmental Libraries (such as ENV map library, CRU and James Platt) thereby freeing up space elsewhere on campus.

Whatever the future holds, Library staff will continue to develop their roles as facilitators, not just curators, connecting people to knowledge and people to people. A building to complement that vision would ensure that the physical Library remains matched to the University's strategic requirements as outlined in the UEA Plan 2016-2020 and beyond. This would enable the Library to continue to provide the information and library resources, facilities and tools to fully support excellent UEA research and teaching now and in the foreseeable future.

The outcome needed is an agreed integrated Estates and Library strategy for the building which will need ongoing attention for the duration of the UEA Plan and beyond.

Appendix A UEA Library – total available study spaces as returned annually to SCONUL (Society of College, National and University Libraries)

YEAR	Total study places
2014 - 2015	1479
2013 - 2014	1481
2012 - 2013	1436
2011 - 2012	1329
2010 - 2011	1329
2009 - 2010	1349
2008 - 2009	1200
2007 - 2008	1204
2006 - 2007	1197
2005 - 2006	1162
2004 - 2005	1085

Appendix B: Individual book purchasing statistics 2012-2015

	Physical books purchased	Individual e-books purchased from aggregators	Total books purchased	% of books which are e-books	Total physical + e-book spend	E-book spend from aggregators (excluding database packages)	Physical book spend	Average amount UEA Library spent on printed book	Average price UEA Library spent on an e-book
2014/2015	12,847	2,376	15,223	16%	743,462	286,720	456,742	£36	£121
2013/2014	12,495	2,092	14,587	15%	709,503	208,863	500,640	£40	£100
2012/2013	15,422	1,584	17,026	11%	570,703	171,695	399,008	£26	£108

The figures relate to *individual* e-book titles purchased from our 3 major multi-publisher supplier platforms, excluding e-book purchased in packages. It does not cover e-books or book / reference content purchased from specific publishers such as Wiley, Elsevier and Taylor and Francis.

The average price spent on an individual e-book is an estimated, extrapolated figure.

Appendix C: UEA Library projected physical collections acquisitions and withdrawals to 2050: Net growth of at least 200,000 items.

Academic year	September 'start of each year' figure	Estimated physical book acquisitions (target)	Estimated withdrawals (target) per annum
2015/16	744,113	11,250	10,000
2016/17	745,363	11,000	10,000
2017/18	746,363	10,750	10,000
2018/19	747,113	10,500	10,000
2019/20	747,613	10,250	10,000
2020/21	747,863	10,000	1,000
2021/22	756,863	9,750	1,000
2022/23	765,613	9,500	1,000
2023/24	774,113	9,250	1,000
2024/25	782,363	9,000	1,000
2025/26	790,363	8,750	1,000
2026/27	798,113	8,500	1,000
2027/28	805,613	8,250	1,000
2028/29	812,863	8,000	1,000
2029/30	819,863	7,750	1,000
2030/31	826,613	7,500	1,000
2031/32	833,113	7,500	1,000
2032/33	839,613	7,500	800
2033/34	846,313	7,500	800
2034/35	853,013	7,500	800
2035/36	859,713	7,000	800
2036/37	865,913	7,000	800
2037/38	872,113	7,000	800
2038/39	878,313	7,000	800
2039/40	884,513	7,000	800
2040/41	890,713	6,750	800
2041/42	896,663	6,750	800
2042/43	902,613	6,750	800
2043/44	908,563	6,750	800
2044/45	914,513	6,750	800
2045/46	920,463	5,625	800
2046/47	925,288	5,625	800
2047/48	930,113	5,625	800
2048/49	934,938	5,625	800
2049/50	939,763	5,625	800
2050/51	944,588		
200,475		276,875	76,400

Appendix D: UEA Actual and projected FTEs (Source: Planning December 10th 2015²⁹)

	FTEs (to nearest 1 FTE)	% increase	Difference from previous year
2014/15	13399	2014/15 to 2015/16 5% (646 FTE)	
2015/16	14045	17%	
2016/17	14972		927
2017/18	16125		1,153
2018/19	16382		257
2019/20	16450		68
2020/21	16465		15
Total additional FTE			2420 (or 3,066 if 2015/16 is included)

²⁹ P Courridge to N. Lewis 10/12/15 Email.

Appendix E: Ratio of students to study spaces – benchmarking against UEA’s peer group of other top ranking NSS and THSES (Times Higher) high-scoring HEIs (2013/14 data)

Top ranking NSS & THSES HEIs				
	2013-14	FTE student/study space	NSS rank	THSES rank
	University of Oxford	5.25	1	3
	University of Hertfordshire	6.58	11	11
	University of Leeds	6.97	4	56
	University of Surrey	7.46	4	19
	Goldsmiths University of London	7.63	69	11
	University of Keele	7.87	23	6
	Imperial College London	7.88	4	6
	University of Manchester	7.97	7	19
	Newcastle University	8.15	7	11
	University of Exeter	8.37	32	11
	Average	8.60		
	The University of Sheffield	8.99	11	3
	University of Leicester	9.15	11	11
	University of Sussex	9.32	11	11
	University of East Anglia	9.47	4	3
	University of Southampton	9.47	7	38
	De Montfort University	9.74	42	11
	University of Bath	10.63	62	1
	Loughborough University	10.63	7	30
	Northumbria University	11.88	11	6

Appendix F: What UEA students are saying about the existing Library provision

Comments from the Student Experience survey 2015, published November 2015:

"Extend the library. It is always too busy"

"Grey and depressing. Inside of library as well. It would make such a difference if it was at least painted in a lighter, less boring colour than concrete!"

"More open access computers - library fills up quickly and if there are lessons in IT and Arts computer rooms then there is nowhere to go to get a computer. Very frustrating."

"Finally the library has around 100 computers for 20,000 students, so it is very difficult to complete work during the time i have free between classes."

"The library is increasingly full during working hours, particularly in the computer areas. Please expand them!"

"A bigger library capacity would be good"

"Expand the library (both in terms of space and stock)"

"More seating and power plugs in the library".

"More space for private study in the library"

"Modernize the accommodations and library"

"Better facilities at library, so I feel at ease knowing I can actually find somewhere to sit (not always in a silent study room)"

"The library is where I spend like most of my life and it is so ugly."

"The library is not big enough and often it's cold in all of floors except floor 0, where the stuff works".

"Have more study areas. I cannot find, or am not aware of any study spaces other than the library and one room in Thomas Payne. The library is nearly always full and there are only three computers in the Thomas Payne study room."

"The library is ALWAYS busy. Need more facilities for silent study where the silence is enforced."

"More bicycle parking, more space in a library/other study space? Currently having to just find a random room in a random building and hope I am not breaking any rules in doing so!"