

GEOLOGICAL SOCIETY 2020 LIBRARY REVIEW: REPORT TO FELLOWS

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Note to readers: This document is based on the report delivered to Council on 25 November 2020, amended for ease of reading, protection of confidentiality and to remove commercially sensitive information.

1. EXECUTIVE SUMMARY

Background

1. The previous Library Review was undertaken in 2010 and made a series of recommendations covering Library management, collections and services. Most of the actions arising from that review have been subsequently carried out.
2. Much has changed in the intervening years and the external environment is more challenging for the Society. Open access publishing, the decline in membership numbers, the increased difficulty of raising corporate sponsorship and the current uncertainties surrounding the Burlington House lease all present challenges. In the context of these challenges, Council commissioned the present Library Review at the end of 2019.
3. A Library Review Working Group was assembled and approved by Council and comprised eight members drawn from both within and outside the Geological Society. Members were chosen from learned society, university and commercial backgrounds and selected for their experience and expertise in library use, management and development, publishing, the geosciences and finance. The Group worked throughout 2020 examining existing evidence, interviewing expert witnesses and conducting a Fellowship survey.
4. Council was kept informed of progress during the review process and approved the final report and recommendations at its meeting on 25 November 2020. Approval was given in the context of a wide range of considerations including the financial position, Burlington House lease options, the Society's strategic plan and an ongoing review of membership categories and benefits.
5. The detailed findings of the Review are presented in section 3 of this report and cover Library finances, visitors and service users, collections usage, heritage material, modern records, maps, physical Library space, information systems and technology, and Library systems, processes and management. The range of review findings reflect the Library Review Working Group's focus on those activities most closely aligning with the Library's core purpose, incurring greatest cost, receiving the most use or having the greatest impact on the Society, including Burlington House occupancy.
6. The report does not provide a blueprint for action; rather, it presents a wide range of recommendations which will require further work to create a detailed implementation plan.

Key recommendations

7. Detailed recommendations are presented in section 4, the most significant falling into four key areas: Library purpose, priorities and expertise; reduction in Library cost; focus on online services offerings and capability; and process change.
8. *Library purpose, priorities and expertise*
 - a. The purpose of the Library should be redefined to put increased emphasis on the provision of cost effective online access to resources; emphasise the importance of maps, heritage collections and science of exceptional importance; promote online scientific and educational outreach; and develop an effective digital archive of records pertaining to the Society's historical, current and business activities. See page 5 for the detailed definition

- b. As a priority, Library print collections should be allocated to a range of tiers according to priority for retention (including a core tier for retention in all eventualities). If staying in Burlington House, this tiering can be used to enable a reduction in storage and space occupancy; if moving from Burlington House it can be used in planning space requirements. As a rule, non-core tier book and journal titles should be disposed of rather than stored offsite, although the partial conversion of the Publishing House warehouse to 'near-line' Library storage space would maximise access to valued print material not currently available in digital format
 - c. If the Society remains in Burlington House the atmosphere and prestige of the Main Library should be maintained, but the space should be made available for a much wider range of uses including external hire
 - d. Staff expertise should be recognised as central to the functioning of the Library, with development and training being provided as required.
9. *Reduction in Library cost*
- a. While the Library offers impressive collections and services to users the cost is high (in excess of £500,000 in 2019) the proportion of both Fellows using the Library, and of Library content actively consulted, is small. In the context of Society-wide budgetary constraints (which are necessary to ensure continuity of the breadth of Society services and charitable activities) an immediate recommendation is to reduce costs by reducing subscriptions and focusing acquisitions spend on the most-used titles
 - b. Restructuring of staffing at the Society has already resulted in additional savings in Library staff costs.
10. *Focus on online service offerings and capability*
- a. There should be an immediate shift away from the acquisition of print serials in favour of online-only subscriptions and, wherever possible, archives. Print copies of titles held digitally should be disposed of
 - b. Efforts should be made to extend Fellows' free access to the Society's own publications on the Lyell Collection, while modest charges should be introduced for Fellows' use of other publishers' journals accessed via the Library's OpenAthens system. The aim should be to offer Fellows increased access to a seamless package of online resources via the Society, be they Society-published or externally sourced
 - c. Investment should be made in the Society's information systems to remove the technical impediments that Fellows and staff experience in seeking to access online resources, including single sign-on to the Society's website, OpenAthens and the Lyell Collection
 - d. A digital preservation policy should be developed with a view to capturing priority heritage material, maximising revenues from rights sales, increasing the exposure of historical materials for the public good, ensuring the effective capture of Society business records and ensuring compliance with data protection legislation.

11. *Process change*

- a. Library procedures should be reviewed in order to increase efficiency, minimise manual intervention and make data central to decision making. Via induction and e-training Library users should also be encouraged to exercise greater independence in their use of Library and other information resources.

Implementation

12. Although some elements of the recommendations have already been carried out as a matter of urgency (particularly those where action is needed as part of the budget cycle) the main recommendations of the Review will require further work to create a detailed implementation plan. The Head of Library and Information Services post is currently vacant and work will commence on a comprehensive action plan and timeline for implementation once the post has been filled.

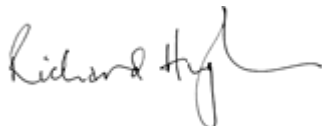
Figure 1 on the following page provides a schematic illustration of Library collection options. Five models are shown, with a potential range of holdings identified for each. The vertical axis shows a range of costs, scope and space requirements; the horizontal axis illustrates a range of holdings from high value heritage materials (mostly in print) to current subscriptions and GSL-published titles (held digitally). The recommendations of this report are based on model 2.



Hazel Rymer, Chair of the Library Review Working Group



Rob Strachan, Council member (Secretary, Publications)



Richard Hughes, Executive Secretary

11 March 2021

SIMPLIFIED SCHEMATIC VIEW OF LIBRARY COLLECTION OPTIONS

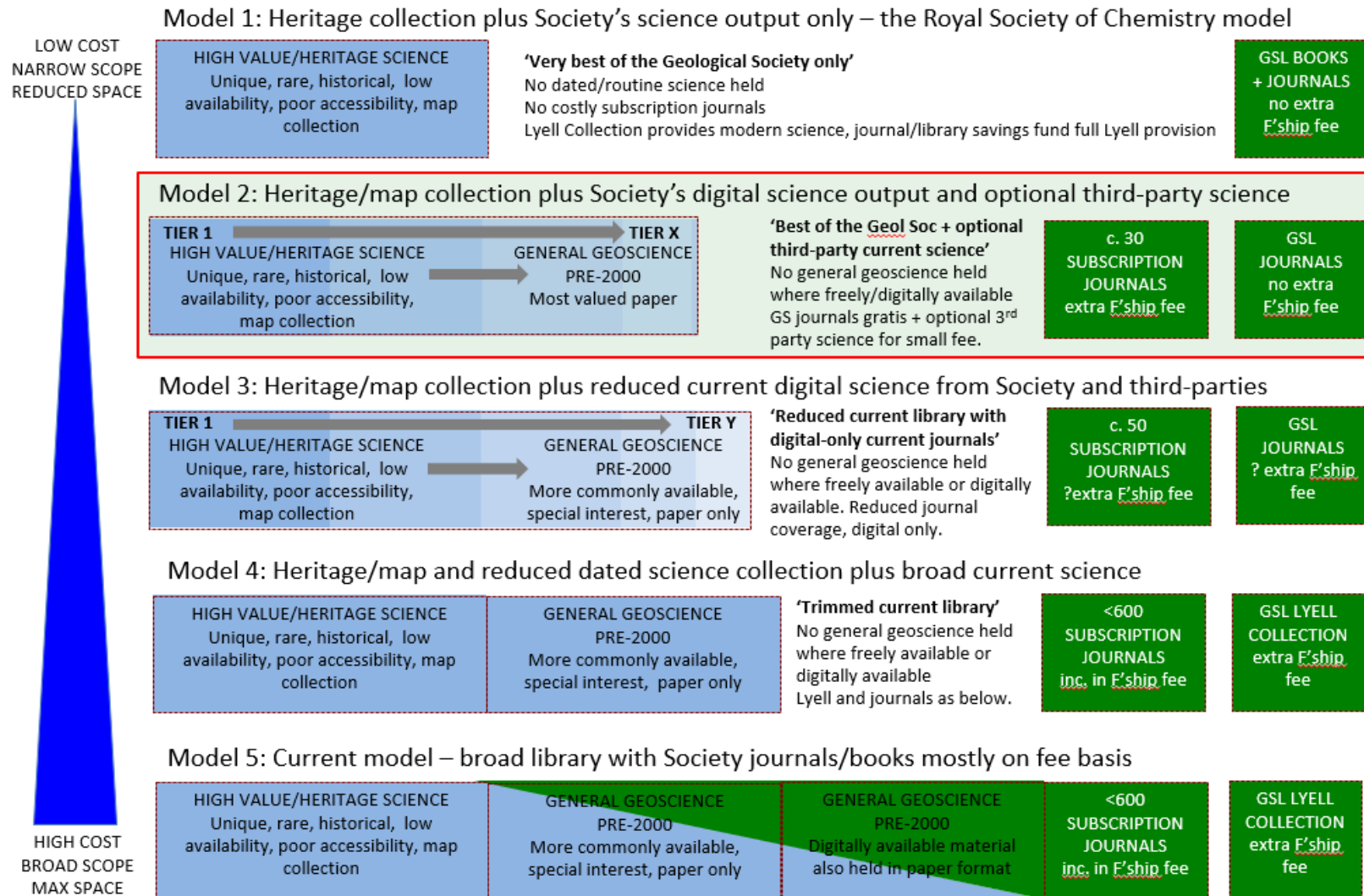


FIGURE 1

2. INTRODUCTION, BACKGROUND AND CONTEXT

The previous Library review was carried out in 2010, initially to consider Library acquisitions and ensure the financial sustainability of Library collections. As the review progressed, however, the scope was widened to include the development and recommendation of policies covering the full range of Library management, collections and services. Subsequent to approval of the report by Council, an action plan was developed and most of the items contained have since been completed.

Since 2010 much in the external environment has changed and increasing pressure is being brought to bear on the Geological Society and its finances:

- Open access is challenging the publishing model which has generated much of the Society's revenue over the last decades
- In common with many learned and professional societies, there are pressures on membership numbers and associated income
- Sponsorship income, typically derived from business and industry, has been harder to secure owing to fluctuations in the economy and the transition away from fossil fuels
- Burlington House lease arrangements have resulted in significant additional costs, and the Society's future in its current location is far from certain.

This combination of factors had led to Council commissioning another review of the Library, its collections and its range of associated services. The rationale for the 2020 Library Review was discussed by Council in September 2019 and each of the Society's standing committees were invited to comment prior to approval of the terms of reference in November 2019. These terms of reference, and membership of the Library Review Working Group, are provided in Annex A.

The purpose of the Library

The purpose of the Library is defined in the 2017-2026 Library strategy document as:

- A research library offering its Fellows both a rich historical and archive collections as well as the most up-to-date information resources in print and electronic formats
- Supporting Fellows with their continuing professional development, research and practice needs
- Providing services to employees of the Society's Corporate Patrons
- Committing to public engagement as part of its role as a charitable organisation

We suggest that the headline purpose of the Geological Society's library and information resource provision be re-defined to reflect the recommendations of this review, as follows:

The Geological Society Library is a major provider of information resources to Fellows, with several key roles:

- ***Delivery of science resources:*** to provide Fellows with cost-effective online access to an array of widely-used current science periodicals, e-books, databases and other resources.
- ***Custodian of map resources, heritage and exceptionally important science:*** to maintain, conserve and provide access to its unique and largely paper-based map collection and its collection of heritage science material of high historical value, rarity and novelty. The acquisition of modern maps, external collections and archive is only by exception.

- **Online scientific and educational outreach:** to maintain and promote online access to scientific archives of historical value and to exhibitions showcasing aspects of the Society's collections. To promote the digitisation and online provision of out-of-copyright content as resources permit.
- **Custodian of the Society's current and historical business records:** to act as a largely digital repository of modern and archival records pertaining to the Society's historical, current and business activities.

In fulfilling these roles, the library will ensure that, at all times, the storage, acquisition and delivery of resources is in line with developing technologies, with a constant presumption in favour of online, widely accessible content. To deliver these roles will require the library to be maintained as a centre of expertise for acquiring and conserving priority resources and enabling users to find and access content of interest.

The context of the review

The review process did not take place in a vacuum. There were a range of relevant issues, both pre-existing and post-commencement, which served to introduce a range of contingencies:

- **COVID-19:** The COVID-19 pandemic became a major issue almost as soon as the review commenced, with the Library Review Working Group unable to visit the Library or meet in person. The furlough of key Library staff and the additional pressure placed on those staff who continued to work significantly complicated the review process.
- **Finances:** Society finances are under increasing pressure from changes to publishing practice, a decline in membership numbers and increased difficulty in attracting corporate sponsorship. The financial future of the Society was already subject to considerable uncertainty at the commencement of the review, but COVID-19 has only served to magnify the situation. Conference and events income is likely to be hit hard, and the current economic downturn may make new members and sponsorship even harder to attract
- **GSL Strategic Options Review:** The Strategic Options Review was completed during the period of the Library review and made a number of recommendations, including the adoption of four strategic themes for the next two to three years:
 - Advance multidisciplinary Earth science to inform global issues
 - Support professional development, careers and education in Earth science
 - Be the inclusive collaborative home for Earth scientists and increase our international orientation
 - Become a dynamic and responsive organisation with a strong digital identity
 Any implementation phase following this Library review will need to address and accommodate these themes.
- **Fellowship categories and benefits review:** In parallel with the Library review, a review of member categories, options and benefits has been taking place and there may be areas where these two reviews overlap and impact one another, particularly in the areas of Fellowship access to Library Services and to the Society's own published content.
- **Burlington House lease:** The current Burlington House lease arrangements are regarded as unsustainable for the Society, but negotiations with the government have not so far provided a breakthrough which would enable the Geological Society to plan for a long-term future in the building. While uncertainties remain, and without any clear idea of alternative accommodation options or timescales, it has proven impossible to make definitive recommendations relating space availability and usage.

Definitions

It became clear during the review process that not everyone shared a common understanding of the terminology in common usage and that the technically correct use of certain terms was occasionally confusing. Essential terms used in this report are defined below to ensure clarity:

- *Library* is very broadly used to mean the Library rooms, collections and services, Map Library, archive collections and all associated storage space.
- *Heritage material or collection*, although not a technical term, has been used by the Library Review Working Group (and in this report) to collectively describe old, unique, rare and historical material. It is a broad term which may, depending on context, cover elements of the archive, tracts, map collection, book or journal collections.
- *Modern records* are taken to mean current or recent papers and records relating to Society business, Fellowship or Chartership. These may include agendas, papers, minutes, membership or Chartership applications, correspondence or legal documents.
- *Map collection* is used to describe the collection of maps held in the Map Library, but it is acknowledged that there are elements of the map collection which may be part of the heritage collections and may also be included in book or journal publications.
- *Fellowship* is taken to mean Fellows and Candidate Fellows. When proportions or percentages of Fellowship are given in relation to 2019 activity, the total number of Fellows is assumed to be 12,000.

Note that all financial figures quoted are inflation adjusted (using CPI) and are expressed in relation to 2019 costs.

Methodology

The Library review terms of reference were agreed by Council at its meeting on 20 November 2019. The review itself commenced in late January 2020 and ran for a period of ten months, culminating in the presentation and approval at the meeting of Council held on 25 November 2020.

A Library Review Working Group, approved by Council, was formed comprising eight members drawn from both within and outside the Geological Society. Members were chosen from learned society, university and commercial backgrounds and selected for their experience and expertise in library use, management and development, publishing, the geosciences and finance.

The Library Review Working Group met seven times during the project, as well as reviewing data and papers between meetings. Individual members of the Working Group also participated in expert witness interviews. The bulk of the day-to-day work and planning was undertaken by a Steering Group comprising Hazel Rymer, Graham Goffey and Neal Marriott. Steering Group meetings were held weekly, as a rule.

Three principal methodologies were employed:

- Examination and analysis of data available from existing sources
- Interviewing of expert witnesses
- An online survey to ascertain Fellows' views and use of the Library.

All three methodologies were negatively impacted to some degree by COVID-19 and the consequent inability to meet in person (formally and informally), and the furloughing of staff.

Examination and analysis of data available from existing sources

Much use was made of existing data, drawn from a variety of sources:

- *Financial data* were drawn largely from management accounts and adjusted for CPI, expressed in 2019 terms. There were some variations in the basis of compilation of management accounts over time so some adjustments had to be made and occasional reference was made to the original source data (invoice records etc). There may be instances where precise figures are unreliable, but the overall picture that emerges is certainly meaningful.
- *Service use data* were provided by the Library and is that which has been used as the basis for the Library's annual report to the Publications and Information Committee. It includes data on the number of visits (note that this is not the same as the number of *visitors*), onsite and remote loans, enquiries, document delivery, Library tours and literature searches.
- *Visitor information* for 2019 was provided by the Library. Detailed prior year information had not been retained so analysis was confined to 2019 only.
- *Serials usage data* were supplied by the Library. The list of 600+ serial titles was compiled for the 2010 Library review but is no longer fully accurate, with it being broadly estimated that ~15% of titles listed may no longer be received. It is noted that some forms of usage are easier to measure and record than others, with onsite print usage being hardest to measure and most likely understated to some degree.
- *OpenAthens data* available from generic back-office reports was very limited in scope. Nevertheless, some high level data proved to be of value.
- *Space occupancy data* were provided by the Director of Finance and Operations and records occupancy of "allocated" space by activity and department. It does not include common areas such as stairways, corridors and toilets.

A summary of existing data and its analysis is provided in Annex B.

Interviewing of expert witnesses

Expert witness interviews were held to seek opinions from a range of people with varying relationships to the Geological Society's Library, or other library and information services. By holding detailed conversations it was possible to tease out key themes, many of which recur. A total of 28 witnesses were interviewed (mainly individually, but sometimes in small groups) between 26 May and 21 September. All interviews were conducted by members of the Steering Group.

Interviewees included Library staff, non-Library staff, Library service users and others from outside the Society.

Interviews typically ran for 60-120 minutes and the records of each meeting were approved by the interviewees themselves. Records of the interviews are confidential but have been retained securely for future reference by authorised staff if necessary.

A summary of expert witness comments and the themes arising is provided in Annex C.

An online survey to ascertain Fellows' views and use of the Library

A Fellowship survey was conducted using Survey Monkey between 24 August and 16 September. Fellows were invited to participate via the Society's email newsletter (twice), direct email via Adestra and via social media. The survey was commissioned by the Library Review Working Group and then planned, executed and analysed by a member of Society staff seconded specifically for this purpose.

The return rate was low, with only 374 responses (~3% of Fellowship), possibly influenced by COVID-19. In addition, the returns were skewed and it was clear that:

- The return rate amongst Library users was much higher than amongst non-users.
- Returns did not match the age demographic of the Society, with an estimated 70% of respondents being over the age of 50, compared to 48% of the Fellowship at large

The headline results, therefore, may not be representative for Fellows as a whole. Further work may make it possible to extract additional meaning from the survey but the small sample size means that effective normalisation of the data is unlikely to be possible.

One additional observation is the seeming mismatch between respondents' claimed use of Library collections and services, and the value they assign to them (figures D4 and D5). For example:

- 38% of respondents assign a high value to the literature search service; while
- Only 6% of Fellows claim to use this service frequently; and
- Only four literature searches were actually undertaken in 2019 (0.03% of Fellows, assuming that each search was undertaken for a unique and separate Fellow).

Some further consideration of these issues should be made during any implementation phase following this review.

A summary of the results of the Fellowship survey is provided in Annex D.

Scope of work

It is important to emphasise that the work undertaken does not constitute a forensic dissection of every aspect of Library activity and this report does not conclude with a blueprint for action. Rather, it provides a broad review of the Library and the services it provides and concludes with a set of wide-ranging recommendations. Not all elements of the Library have been subject to equal scrutiny, with greatest time and effort being devoted to activities most closely reflecting the Library's core purpose, incurring greatest cost, receiving the most use or having the greatest impact on the Society, including Burlington House occupancy. More marginal activities may have received little or no attention during the review process

Following approval of this report by Council a further phase will be required during which matters of implementation are considered. Some further or more detailed analysis may be required in some areas, and careful consideration will be needed as to how the recommendations of this review intersect with those of other reviews undertaken by the Society, such as the Fellowship Categories and Benefits Review and the Strategic Options Review.

3. KEY FINDINGS

Headline findings

The findings of the review are based on analysis of existing data, expert witness interviews and the results of the Fellowship survey. Details are provided below, but there are several headlines in relation to 2019 findings (the most recent full calendar year):

- The real-terms net operating cost of the Library was £543k and has increased by 36% since 2005
- The Library occupies ~47% of Burlington House floor space
- The Library was used by a relatively small and declining proportion of the Society's 12,000 Fellows:
 - ~5% of Fellows used the physical Library
 - ~7% of Fellows access journals remotely via Athens
 - ~2% of Fellows made use of loans
 - ~1% of Fellows made use of document supply.

Allowing for duplication between these groups an estimated 8-10% of Fellowship made use of Library services during 2019.

- Library and service use by those identifying as employees of Corporate Patrons is low – approximately 2.5% of visitors and 5% of loans.
- Of the 604 titles on the serials list 56% had no recorded usage and 32 titles made up 80% of all usage. The overwhelming proportion of usage was online
- There has been a sustained trend of increased use of the OpenAthens remote access authentication system
- There is no digital preservation policy in place for the capture and preservation of heritage and current content (including Society business papers, correspondence and legal documents).

Library finances

1. The net cost of running the Library (ie operating costs plus direct acquisitions costs, less Library income) was £543k in 2019. This cost has risen 36% in real terms since 2005 (figure 2 and B1).

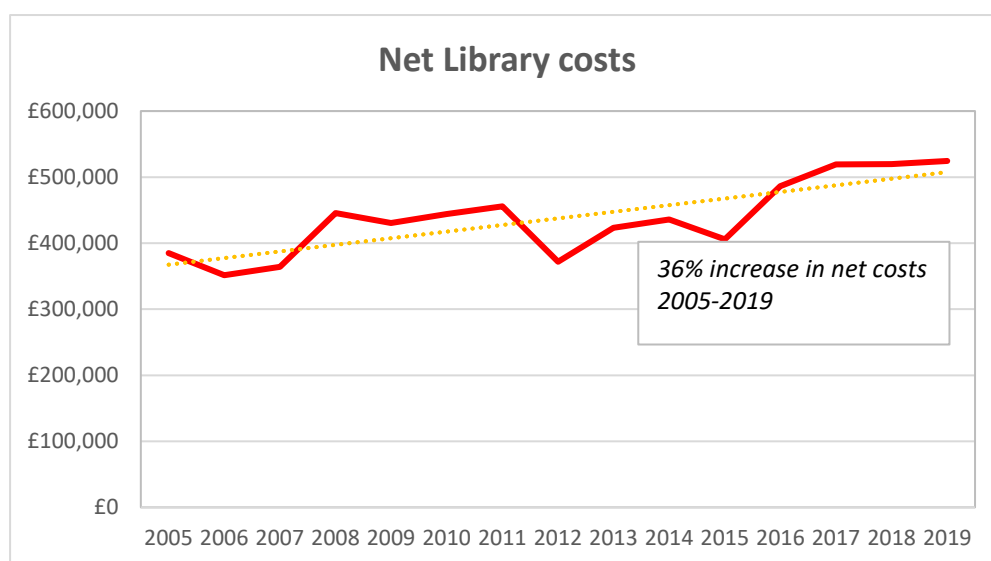


FIGURE 2

2. Over this same period:
 - a. Staff costs have risen by 49% in real terms (figure B2), making up a gradually increasing proportion of total costs (up from ~52% to ~62%, figure B3). However, a significant proportion of this increase will have been due to the Society's remuneration policy which saw staff performance payments consolidated year-on-year, building salary inflation into the system. This practice was discontinued in 2019
 - b. The cost of acquiring collections (journals, books, maps and binding) has risen by 26% in real terms due largely to publishers' above inflation price increases (figure B4). There have also been significant fluctuations over this period due to cost-savings journal cancellations and fluctuations in currency exchange rate (our most significant purchase being from Elsevier, priced in Euros). Collections spend has changed little as a proportion of overall spend (figure B5)
 - c. Other Library costs (which include stock costs of the bookshop in the Library, software and license costs, offsite storage and postage) have fallen significantly from ~£64k to ~£37k (figure B6), though since 2015 expenditure on licenses and software has risen from ~£7k to ~£18k (figure B7).
3. The broad distribution of spend can be seen to be similarly proportioned since 2015 and the 2019 Library spend breaks down as 62% on staff, 31% on collections and 7% on other expenditure (see figure 3 and B8).

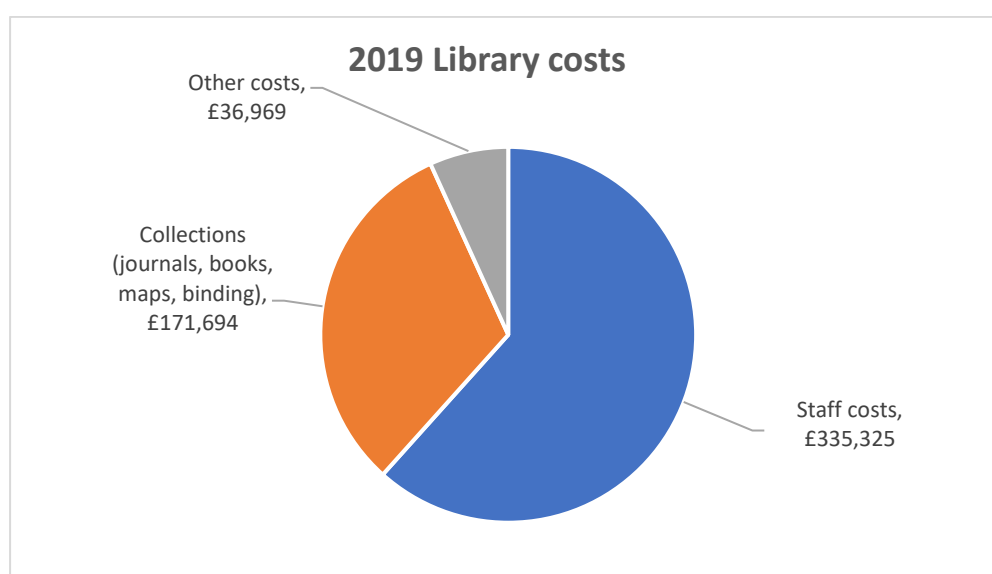


FIGURE 3

4. Of the 2019 collections spend, the overwhelming majority is on the acquisition of journals. The figures do vary over the years, but the percentage of spend on non-serial items (books and maps) is generally in the low single digits (figure B9).
5. Library income fell by ~50% between 2005 to 2019, when it was less than £20k. ~50% of Library income comes from the sale of duplicate or out of scope material or sales from the Burlington House bookshop (figures B10 and B11).
6. No allowance is made in any of the financial figures used in this report for general administration or building overheads, but a proportionate allocation of the ~£450k annual running costs of Burlington House would add ~£210k to the annual cost of running the

Library (though it should also be noted that the Society’s preferential rateable value links to the Library status of the building). See also point 45 in this section.

7. There is a view that the Library represents good value for money for those who use it, but not for the broader Society – though the value to the brand of the heritage elements of the Library and archive should not be under-estimated.

Visitors and service users

8. While the number of free visits to the Library (ie those visiting the Burlington House bookshop or using the Library while attending a conference) has grown by 61% in the period 2013-2019, every other category of visit (Fellow, Corporate Patron and paid) has fallen (figures 4 and B13-18) with an overall 15% decline since 2013 and 25% since 2014.

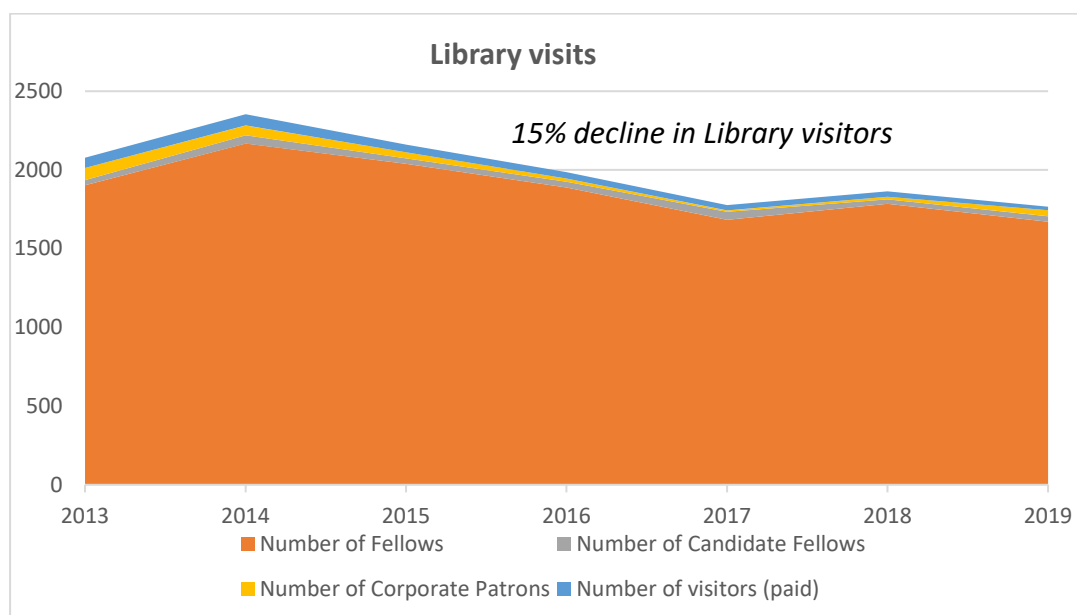


FIGURE 4

9. Specifically, the number of Fellows’ visits in 2019 was 1671, these visits being made by 610 unique Fellows, corresponding to ~5% of the Fellowship total for the year. Unique visitor numbers for 2019 are as given in table 1, and in frequency order in figure B19.

One or more visits in 2019	5.1% of Fellowship
Two or more visits in 2019	2.1% of Fellowship
Five or more visits in 2019	0.5% of Fellowship
Ten or more visits in 2019	0.1% of Fellowship

TABLE 1

10. There were 39 visits by Corporate Patrons in 2019, comprising 17 unique individuals. However, it is understood that many Corporate Patron employees are already Fellows and visit and sign in in that capacity.
11. Returns of the Fellowship survey suggest that ~32% of Fellows using the physical Library space use it simply as a working space (as opposed to using the collections or services) at least “some” of the time, while ~18% use it for these purposes at least 50% of the time.

12. While the number of loans of books, journals and maps is significant and has grown overall by 26% over the period 2013-2019, the total number is now in decline and has fallen by 27% since 2017 (figures B20 and B21). It is also notable that:
 - a. 66% of all loans are books or special journal issues, but there are also significant numbers of loans of maps and serial titles (figure B26)
 - b. 90%+ plus of loans are made onsite (figure B22 and B23), ie to those already included in the Library visitor number figures above. No detailed records are kept of postal loans making up 10% of all loans but it is highly likely that many of those making use of this service will also be included in the Library visitor pool
 - c. Of the 2792 onsite loans made in 2019 11% (298) were to staff (figure B24). Excluding these leaves 2494 loans, 93% (2319) of which were to Fellows (figure B26). These loans were made to a total of 268 unique Fellows, or 2.2% of Fellows (figure B28)
 - d. Corporate Patrons account for 5% of all loans, or 6% once staff are removed (figures B24 and B26). Of these 154 loans 91% are accounted for by just two organisations (figure B27).
13. Document supply numbers (ie document delivery, inter-library loans, image supply etc) are low and declined more or less continuously by 42% in the period 2015-2019 (figure B29). The 320 documents supplied in 2019 were supplied to 102 unique Fellows, <1% of the Fellowship (figure B30).
14. Document retrievals (ie all items physically retrieved from the Society's shelves or from archive storage) have grown very significantly in the period 2013 to 2019 (figure B29). The reason for this 81% increase is not fully understood and has the hallmarks of a change in data collection methodology.
15. Library enquiries declined 22% in the period 2013-2019, while archive enquiries increased 96% over the same period (figure B31). The reasons are not fully understood but may relate to users' increased capabilities and self-reliance, and the implementation of the new online library catalogue, in the case of Library enquiries and increased exposure of the archive via the archive database in the case of archive queries.
16. The number of literature searches undertaken by the Library is now very low indeed, with only four conducted in 2019 (figure B32). The number has been in almost continual decline since 2013 and is thought it relates to users' increased search capabilities and confidence.

Collections usage – current serials

17. The current serials list features 604 titles, though the Serials and Information Librarian's broad estimate is that as many as 15% are no longer received. For the purposes of this analysis all 604 titles are considered. Of these titles:
 - a. Only 23% are paid for, the remainder being received as part of a gift or exchange agreements (figure B33)
 - b. While subscription titles account for 28% of the total, they account for 88% of usage (figure B34)
 - c. The 44% of titles which are society-owned account for 11% of all usage; the 20% which are commercially owned account for 8% of usage (figure B35)
 - d. It is notable that one commercial publisher ("Publisher A") makes up 31% of commercially published titles, but accounts for 86% of usage (figure B36).

18. Usage of titles on the serials list is very heavily skewed (figures 5, B37 and B39):
- In 2019 338 (56%) of the 604 titles received no recorded use at all – including some which the Society pays for
 - In the period 2015-2019 188 titles (31%) had no recorded use at all
 - A small number of titles account for the overwhelming majority of usage.

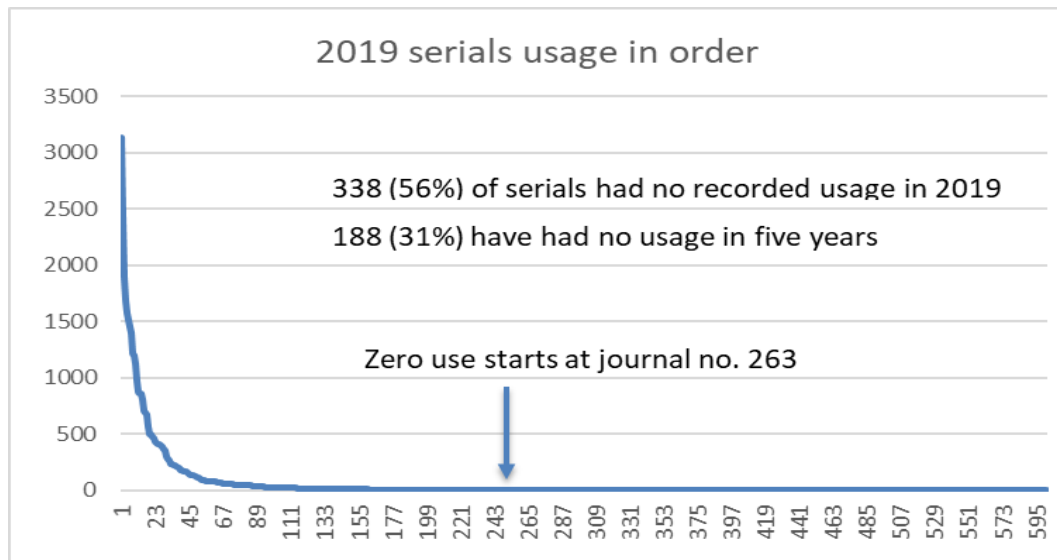


FIGURE 5

19. An exercise to identify the most heavily used titles (in 2019) showed that 32 titles (5% of the full serial list) account for 80% of all usage (figure 6 and B38).

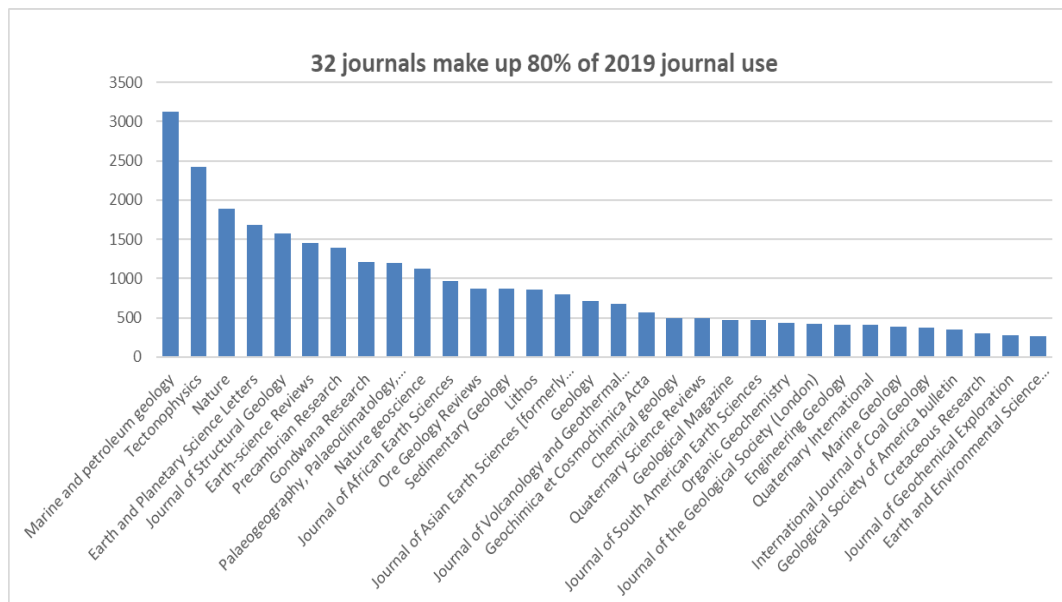


FIGURE 6

20. Implied cost per use (calculated from recorded usage and subscription cost data) of some titles is high. Typical pay-per-view publisher charges are ~£30 and there were around 25 titles where the cost was higher than this figure in 2019 (figure B40).

21. 100+ titles are available online, with the majority of the remaining titles on the current serials list having no online presence at all. Titles which are now published and available online constitute 17% of all titles but make up 92% of all use (figures B41 and B42).
22. There is other usage taking place which is not captured on the serials list, much of this of titles cancelled prior to the serials list being compiled in 2010, or of free or open access material. However, this usage is low in comparison to use of titles on the list (figure B43).
23. There has been a notable increase in the use of the OpenAthens authentication service over the period 2013-2019:
 - a. There has been a 61% increase in OpenAthens registrations (figure B44)
 - b. There has been a 73% increase in the number of OpenAthens logins (figure B45)
 - c. There has been an 80% increase in the number of downloads from journals accessed via OpenAthens (figure B46).
24. Despite being a well-established and widely-used service, the OpenAthens back-office is limited in its provision of data and standard reports and provides little opportunity for meaningful analysis.
25. User location statistics can be retrieved and it is apparent that OpenAthens is disproportionately heavily used by overseas Fellows (figure B47).
26. Unique user numbers can be identified on a monthly basis and according to resources accessed. However, no annual unique user figures can be extracted from the back office so it is necessary to approximate according to the limited data available and it is estimated that there were in the order of 800 unique users of OpenAthens in 2019.
27. There is a widespread view that access to content should be primarily digital and that further investment should be made in the purchase of digital archives as a substitute for stored paper copies. Such a move would also benefit Fellows unable to access Burlington House, including international Fellows – though it is acknowledged that there may be some loss of flexibility of use due to publishers' license terms relating to online material.

Heritage material

28. The Society's heritage collections comprise a very wide range of material including rare, unique and historical items, tracts, deposited scientific papers, artwork and artefacts. Collectively, they form a vital record of the history of the Geological Society and of the development of the geosciences.
29. While there has been some piecemeal digitisation of heritage material in recent years the Society has no digital preservation policy in place for these (or modern) records. The implementation of such a policy would:
 - a. Ensure the future integrity of the Society's collections
 - b. Enable wider and more effective access
 - c. Provide the Society with a more effective shop window on its activities.

The lack of such a policy hampers the Society in each of these areas.
30. Some headway has been made in generating revenues from digital copies of heritage material but there is no systematic plan in place to accelerate and maximise revenue generation from these sources. It has been suggested that a reasonable aim would be to ensure that the heritage collections are eventually self-funding.
31. The most valuable material is held in the archive vault in Burlington House, and around 65% of heritage material is held offsite.
32. It should be borne in mind that heritage material may contain data of value to modern day geoscience – data which may be unavailable elsewhere.

33. It is not necessarily the case that the Society is the right home for all heritage material held – though to be of continued value it would need to be supported by the relevant expertise. It may be the case that, in extremis, elements of the collection could be sold.

Modern records

34. The Society does not have an overarching policy or system for the preservation of modern records such as emails, correspondence and contracts, or agendas, papers and minutes of Council, Standing Committees and Reporting Committees. These constitute vital records of the Society's business – and, in some instances, documents with legal standing.
35. Two piecemeal policies were developed around the time of the last Library review:
- a. Shortly after the last Library review considerable effort was invested in a rudimentary system for capturing business paperwork. The system does not currently work optimally and further effort is required to improve it
 - b. Similarly, prior to the last Library review huge volumes of stored Fellowship records were scanned so that the paper records could be disposed of. It was agreed that all such future records would be scanned in (essentially) real time, but it is apparent that improvements are required.
36. There is a potential data protection risk involved in keeping paper records only, and in operating without a bespoke records management system and for this reason alone Society systems should be reviewed.

Maps

37. The map collection is unique in three important ways:
- a. It contains in excess of 40,000 print sheets and includes much unique, rare and hard to find material
 - b. It is catalogued and searchable
 - c. It is expertly curated by a specialist map librarian.
38. Very little of the map collection is held digitally, and the digital material that is held is not widely available to Fellows. However, map digitisation is fraught with difficulty including:
- a. Copyright and permissions challenges
 - b. The capacity and logistical requirements associated with digital capture and metadata creation at scale
 - c. The challenge of building a system to host and deliver digital maps to those with access entitlements.
39. While digitisation of the map collection is, in principle, highly desirable, these challenges are likely to prove insurmountable without the assistance of external partners able to operate at the required scale.
40. Over the next 20 years or so many Society-held maps are likely to come out of copyright and will be open to digitisation and commercial exploitation.
41. The Burlington House map room is largely self-contained, though it does have some limited basement storage.
42. Notwithstanding resource limitations, there may be benefits in seeking collaboration with other organisations with map collections.
43. The rate of map borrowing increased slightly to 2019 and maps are more likely to be loaned remotely, ie the loan request is made by someone not on site (figure B22). Maps constitute 19% of all onsite loans (figure B26).

44. Notwithstanding the reservations about the reliability of the Fellowship survey (see Methodology section) it is notable from the survey how highly respondents value the map collection (figures D5 and D12).

Physical Library space

45. The Library occupies ~47% of Burlington House floorspace, excluding common areas such as corridors, stairways and toilets (see figures 7 and B12). It is notable, though, that
- Some of this space serves a dual purpose (for example, the Lower Library is frequently used for events and conferences)
 - The Gertrude Elles room (formerly known as the Fellows' Room) is excluded from this figure, despite being advertised as available to Fellows as a workspace and acting as storage for much Library material.

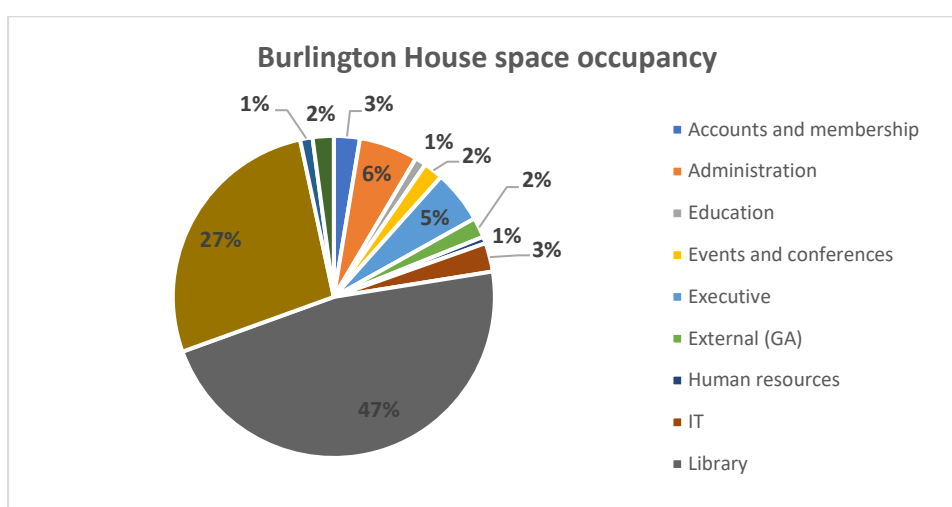


FIGURE 7

46. The Main Library is regarded by many as the most prestigious space in Burlington House. While valued as a work space by many, it is often regarded as too “hushed” and there are strong arguments made for turning this space into a vibrant and active networking space, with other rooms (eg the Lyell Room) being reserved for quiet study.
47. There is a widespread perception that Library space is under-utilised for both Library and other purposes. Despite the presentation, atmosphere and size of the Main Library and adjoining rooms making it ideal for a range of alternative purposes (conferences, events, receptions, hire etc) this space has, to date, been essentially unavailable for these purposes.
48. For the purposes of room hire the Library requires a commercial approach to marketing and booking and requires specialist involvement in this area.
49. Much basement and other space is not accessible to visitors and is used for Library storage. There may well be other uses to which these spaces could be put.

Information systems and technology

50. There is a widespread view that the Society’s information systems and technology, as well as Library systems, are a weakness of the organisation. Examples include:
- The requirement for further development and improvement of the recently implemented CRM system

- b. The requirement for Fellows to remember and use multiple logins for the GSL website, the Lyell Collection and OpenAthens
 - c. Difficulty in using, and interpreting the results from interrogation of the Library's online catalogue
 - d. Two separate online catalogues for the Library and archive collections, making it difficult for users to have confidence that their search results are comprehensive.
51. It is not clear that the Society has the necessary skillset, or the capacity, to plan and make the full range of changes required.

Library systems, processes and management

52. Since the last Library review there have been significant changes and many improvements have been made. However, there is still a strong reliance on manual processes and there are lost opportunities for improved digital processes including, for example:
- a. Visitors to the Library must complete a visitor book entry, giving their name, Fellowship number, status etc. No electronic record is created and the print copy (a potentially useful source of data) is retained only for one full calendar year
 - b. OpenAthens data analysis for the purpose of service improvement is limited and cannot be enhanced without first ensuring full data-protection compliance.
53. There is opportunity for a systematic review of Library processes with a view to making continuous across the board improvements and efficiencies and the insularity of the Library may be acting as a barrier to improvement.
54. Since the last Library review there has been a stronger emphasis on training and staff development and this is to be welcomed. Further training should be offered, especially in relation to (eg) new and emerging aspects of publishers' content distribution and business models, such as content syndication, the Access to Research programme or Figshare.
55. A strong emphasis is placed on Library staff providing high quality personal service to users. While this provides high levels of user satisfaction it is also very time consuming for staff. Some training is already being provided to Library users to help them improve their use of information resources and become more independent, and this should be extended.

Fellows' perceptions and frequently expressed views of the Library

56. Despite the problems presented by the low and skewed returns from the Fellowship survey it is worth noting the significant discrepancy between respondents' stated frequency of use of Library services and the value which they assign to them (figures D4 and D5). See also the Methodology section for comment on this issue.
57. The Library and archives have provided a valued service over many years and should continue to do so in the future – much of what it provides is rare or unique, and unavailable elsewhere. It has one of the widest geoscience holdings of any library and for some Fellows is their sole reason for joining the Society.
58. The Library should be aligned with the purpose and objectives of the Society in order that it can assist in the delivery of those objectives, whilst also recognising that:
- a. Service users are not homogenous and have differing needs and interests
 - b. The Library cannot provide for every demand without spreading itself too thinly.
59. There is a sense that many of the Library's practices could be modernised.
60. Staff expertise is a critical under-pinning of the Library and archives, with the view being expressed that "a Library without expert staff is just a collection".

4. RECOMMENDATIONS

The following section comprises recommendations for action in relation to the Library and archives and the collections and services they provide. Some constitute new or changed direction while others relate to an acceleration of existing activities.

Current subscriptions and serials acquisition

The Library subscribes to 500-600 serials titles (the precise number being unknown), most of which are currently received in print.

1. Other than in exceptional circumstances:
 - a. Serials should be acquired in online form only.
 - b. Print-only titles, or the print elements of online + print titles should be cancelled – even when received on a gift or exchange basis.
 - c. On the rare occasion where the print component of online + print cannot be separated the print copy should be disposed of on receipt.

However, where no direct cost is incurred, a small number of print copies of well-read titles to provide browsing and reading material for visiting Fellows may be retained. In such cases, the print copies should be disposed of after a short period (maximum one year).

2. A small number of valued titles are received in print only, on a gift or exchange basis. Such titles should be identified and replaced with an online-only subscription, subject to a cost-benefit analysis.
3. All GSL book and journal titles should be available in the Library and print copies of GSL books should be held. From 2021 there will be no print copies of Society journals published but print back issues should be retained as a matter of record and held in either the Library or separately, as part of the archive.

Scenarios and options: current subscriptions and serials acquisitions

It is recommended that the number of current subscriptions acquired is significantly reduced.

4. The number of current subscriptions should be reduced to ~30 titles, making up 78% of usage and saving £72k in the Library acquisitions budget. The criteria for selecting subscriptions for retention should be primarily value to Fellows as judged by the level of usage, but some consideration may be given to key themes identified in the Society's revised strategic objectives.
5. In conjunction with the reduction of the Library's current subscriptions, and with close reference to the Fellowship Categories and Benefits review, it is recommended that the following content access options are offered to Fellows:
 - a. All Fellows receive free access to the four GSL owned and (subject to contractual negotiation) co-owned journals and also books older than three years (the "Books Archive") in the Lyell Collection
 - b. Third party journals subscribed to by the Library (point 4, above) are offered for remote access for an additional fee of ~£40
 - c. The Geological Society's Full Book Collection (ie all book published in the previous three years) is offered for ~£80
 - d. Third party titles and the Full Book Collection are offered as one package for ~£100.

Existing print journal and book collections

Existing print book and serials collections make up the bulk of physical collections in the Main and Lower Libraries, and of the Library collections overall. Limiting this physical stock, replacing it where possible by online back-catalogue, is the key to containing Library collections and reducing its expanding footprint in Burlington House.

6. There should be no duplication between print and online serial titles (with the exception of GSL journal titles – see point 3). Currently held print copies of titles accessible in online form should be disposed of.
7. “Just in case” copies of serial titles (ie print duplicates of online material held just in case something appears low resolution or unclear) should not be retained and, in the rare event that the online versions of articles (or their component parts) are substandard, remedy should be sought from the publisher. As a last resort, a replacement article may be sought on a PPV or inter-library loan basis at the Library user’s expense.
8. In the very occasional circumstances where a print copy has some unique value (eg rare first volume, or if there are known valuable annotations) a decision may be made to retain that copy.
9. Subject in each case to a cost benefit analysis, investment should be made in the acquisition of the online back-catalogue of retained serial titles (subject to options under 4a, b, c and d). There is currently no indication of likely cost and this should be urgently and comprehensively investigated. Once acquired, the corresponding print volumes should be disposed of.
10. Although much work has been done on identifying out of scope and duplicate content over the past several years any such remaining content should be identified and disposed of.
11. All print books and journals should be assigned to a number of tiers according to their priority for retention. Included in these tiers should be a “core collection” which should be retained in all eventualities.
12. The criteria for assigning titles to these tiers should be developed by a working group reporting to the Publications and Information Committee after careful review of priorities and should be transparent to Fellows.
13. In the development of this tiering consideration should be given to the holdings of other libraries including the British Library, Natural History Museum and NERC, with high value but harder to find material being assigned to higher priority tiers.

Scenarios and options: existing print book and journal collections

The future treatment of existing print book and journal collections will depend on the location and nature of the Geological Society’s future home, and various options will need to be considered. However, there are essentially two key scenarios:

14. The Society remains in Burlington House, in which case:
 - a. All print books and journals should be held in the Main Library and Lower Library. The basement storage areas (two rooms with rolling stacks) should be cleared as should the Library work room (ie the room accessed from the first gallery level).
 - b. Excess lower-tier book and journal stock (ie non “core collection”) which cannot be accommodated within this reduced space should be prioritised for sale, disbursement or disposal according to the tiers to which titles have been assigned (the lowest priority for retention being disposed of first).
15. The Society moves from Burlington House, in which case:
 - a. Print material should be disposed of by tier (the lowest priority for retention being disposed of first) according to the space available in the Society’s new location.

- b. No print books and journals should be stored offsite apart from any “core collection” titles which cannot be accommodated onsite.
- c. With regard to storing “core collection” titles offsite, serious consideration should be given to the conversion of some portion of the warehouse space in Bath for such storage. (Publishing House print runs and sales of printed stock are in notable decline and the requirement for stock storage space for is lessening).

Heritage material:

Heritage material includes rare, unique and historical items, as well as tracts and deposited scientific papers. While not necessarily heavily used it is regarded as of great value to the Society, its Fellows, historians and the geoscience community at large.

- 16. Heritage material should be given priority for protection and preservation, together with the staff skills and expertise required to manage this material.
- 17. The Society should develop a digital preservation policy to:
 - a. Identify priority heritage (and modern - see section below on modern records) material for digital preservation
 - b. Specify the resources required for a programme of digitisation
 - c. Ensure that appropriate metadata standards are developed and implemented
 - d. Guarantee that digital formats enable future access
- 18. Selected parts of the heritage collection have been digitised in recent years with the results being made available online and the costs recovered through the sale of rights for re-use. This programme should be accelerated, the benefits being:
 - a. Increased publicity for the Geological Society and the history of geoscience
 - b. An increased proportion of our heritage material being held in digital form.
 - c. Increased public benefit by the accelerated free exposure of this material online.
 - d. The potential for modest revenue generation.

Careful consideration should be given to the balance between making digitised material available for the public good vs monetisation of the Society’s assets.

- 19. Any future digitisation programme may best be undertaken in collaboration with an external partner, possibly commercial, in order to ensure that efforts are scalable and undertaken efficiently.
- 20. The Society should do more to promote and expose its heritage material by showcasing it online in particular, but also in Burlington House when appropriate. Online exhibitions should be permanent and contribute to a growing collection of such material available for public access. This is already happening, but increased emphasis should be placed on it as time allows.
- 21. The acceptance and processing of new collections of scientific papers (such as those now held in the McKenzie archive) can be onerous and time consuming. Proposals to take receipt of any new material should be reviewed against a set of agreed quality criteria by the Publications and Information Committee and subject to agreement by Council to ensure that such collections focus on nationally and internationally important and relevant material, and are an appropriate use of the Society’s resources.
- 22. An audit of heritage material should be conducted and unique, rare and valuable items identified and valued. The purpose of such an audit is two-fold:
 - a. The sale of such material may be considered in order to fund other elements of Library and archive activity, fund other Society activities, or support the Society in times of severe financial challenge. Any such sale should be subject to assurance that the receiving individual or organisation will take due care of the item and that,

where possible, digital or photographic copies have been made for retention by the Society.

- b. It should not be automatically assumed that the Geological Society is the natural home for all heritage material. The audit should identify any items which may be better curated elsewhere.

Map collection

The map collection features a wide range of material not readily available elsewhere. Not only are the individual map sheets and series of value, but the curation and cataloguing of the collection as a whole make it unique and it should be maintained as a resource for the geoscience community, and the staff skills and expertise to manage the collection should be protected.

23. The strength of the map collection is its unique and hard to find printed items and any future acquisitions should focus on this area.
24. New maps should not be acquired in either print or digital format unless they provide excellent value for money, complement or enhance the existing collection and would constitute material very difficult to source elsewhere.
25. The digitisation of the map collection in order to make it more widely available is desirable but should be pursued via partnerships which can provide support for scanning, creation of metadata, securing permissions, hosting, access control and promotion. Copyright and permissions issues present a major obstacle to commercial exploitation of our collection but as maps held by the Society come out of copyright there may be opportunities for future monetisation.
26. The Map Room in Burlington House and associated basement storage should be maintained but should constitute the full extent of physical space available for maps within the building.
27. Investment in best practice map storage and curation should be considered in order to maximise use of space and longevity of physical collections.
28. In the event of a move from Burlington House serious consideration must be given to accommodation of the map collection as a priority, or the management and retrieval system required for remotely stored material.
29. The Natural History Museum is known to hold an extensive collection of uncatalogued geological maps. The Society should consider the potential benefits of collaboration with the NHM in managing this collection, offering its considerable inhouse expertise in exchange for access for Fellows. Other collaborations may prove possible (eg The Royal Geographical Society or the British Geological Survey).

Modern records

Modern records include meeting papers and minutes, Fellowship records and documents, legal documents and correspondence recording the key activities of the Society.

30. Comprehensive modern records should be held only in electronic form.
31. A system to create and record business meeting papers and minutes initiated in 2013 should be reinvigorated, with departmental managers being accountable for the creation of electronic documents and sending them for archiving.
32. Similarly, a system to ensure that Fellowship records were retained in electronic form only has not been maintained and it is understood that most of the Fellowship records 2012+ are held in paper format.
33. Responsibility for the day-to-day maintenance of modern records systems should be reviewed, with greater responsibility being assigned to departmental managers.
34. Once digitised, all routine records in print format should be disposed of.

35. No system is in place for the comprehensive management of executive records, correspondence and emails. These are the current day equivalent of now highly valued historical records, and serious consideration should be given to remedying this situation in line with the digital preservation policy to be developed (see point 18).
36. Commercial software capable of ingestion, preservation and presentation of files is available and should be researched and considered for acquisition.

Collection Development Policy

37. The Collection Development Policy should be reworked to reflect:
 - a. the changed approach across all elements of its collection (journals, books and maps), outlined in the above recommendations
 - b. the revised purpose of the Library (see *Introduction, background and context*).
38. All Library acquisitions and disposals should be regularly and systematically checked against the Collection Development Policy

Library services and user training

Library staff prioritise the provision of a personal service to users, including an enquiries service, postal and in-person loans, document supply, literature searches, Library tours, retrieval from shelves or storage and exhibitions and events. The uptake of many of these services is in general decline with the most-used of these services being used by in-person visitors (which constitute a small percentage of Fellows and are, in themselves, in decline).

39. While service provision may be valued by Library users it can be very staff and time intensive and user training should be put in place to encourage their greater self-sufficiency.
40. There is already some training being offered in information and research skills and this should be extended, as well as being offered to new Fellows as part of their “induction”.
41. Such training can be provided online to large numbers of Fellows simultaneously and should be heavily promoted – consideration might even be given to making training compulsory for Library users. Training can also be recorded and be made available as a collection of information and research skills videos.
42. The overall intention should be to reduce user reliance on Library resources (time and money) and metrics should be considered with the aim of measuring the level of user independence.
43. Specific training should be offered on how to access research literature and data from other sources. Such sources might include:
 - a. the Natural History Museum, British Library and NERC libraries.
 - b. The PLS-sponsored Access to Research programme whereby online titles from many major publishers can be access free online from public libraries
 - c. ResearchGate or similar scientific social networking sites
 - d. Content syndication services where read-only copies of articles may be available without charge
 - e. Low-cost, temporary read-only access options now being offered by some publishers
 - f. Other options, such as direct approaches to authors or research groups
 - g. Open access journals and repositories and pre-print servers
 - h. Figshare, Geofacets (see below) or other data sharing services.
44. GeoRef and Geofacets are both currently relatively little used online services provided for onsite use only, without charge to either the Society or users. Greater engagement should be encouraged, with training requested by the service providers (the American Geosciences Institute and Elsevier respectively).

45. There is evidence that many Library users find the online catalogues hard to use, and their search results hard to interpret, the result being that they go directly to staff for advice. Greater training should be provided in the use of online catalogues.

Information systems and technology

Fellows report their interactions with various elements of the Geological Society's information systems to be frustrating and disempowering. Action must be taken to remedy this situation.

46. A Society-wide review of information systems should be undertaken to ensure a unified approach to online services and resources. Such a review should include:
- a. Consideration of staffing implications and the expertise available inhouse vs that required from out of house.
 - b. Options for single sign-on for GSL systems, Library services and the Lyell Collection in order to reduce user frustration. As part of this process alternatives to the OpenAthens authentication system (eg Shibboleth) should be reviewed and considered.
 - c. Exploration of the options for a discovery tool to readily reveal the full extent of Library and heritage collections.
 - d. Serious consideration of the rebranding of all of the Society's online information service offerings, with the Library, its services and the Lyell Collection being integrated into a single and seamless information service offering.
47. In the short term, contractual arrangements with OpenAthens should be reviewed in order to ensure the price we pay is appropriate for the service level we receive.
48. High speed wi-fi service should be implemented in all public access areas of Burlington House, or any alternative future accommodation. The public access PCs in the Main Library are little used by Fellows and should not be a priority for development. The number of PCs could be reduced but at least one should be retained for access to (eg) Georef and Geofacets.

Marketing

The Society's marketing resources are essentially located at the Publishing House, with staff providing advice and assistance to Burlington House-based departments. While this position does encourage collaboration the Society may be some way short of a fully integrated approach.

49. Every effort should be made to integrate promotion and messaging, especially to ensure that the Library, scientific events and the Publishing House benefit from joined-up activities.
50. In branding and messaging the Library should be represented primarily as a digital presence and service backed up by expertise and heritage and map collections, and the emphasis on a primarily physical space should be reduced.

The use of physical Library space

The Geological Society's future in Burlington House is uncertain. Currently the Main Library space and adjoining rooms (Lyell and Gertrude Elles Rooms) are under-utilised, but should a decision be made to move from Burlington House serious consideration will need to be given to whether physical study and meeting space is required, and the priority it is afforded.

Scenario: remain in Burlington House

51. The core use of the Main Library should be for work and research and the "inspirational" feel of the space should be retained. However, a change of ambience should be encouraged, such that the Main Library is a vibrant, active, networking space where discussion and

conversation is welcomed. Quiet study areas should be available in the Lyell and Gertrude Elles Rooms.

52. The Main Library space and adjoining rooms (Lyell and Gertrude Elles) should also be available for pre-booked multi-purpose use, including conferences, fund-raising events, receptions, photography, filming, book launches, weddings and corporate hire. Reasonable adjustments to enable catering at these events will be required.
53. The Main Library need not be open to Fellows every day throughout the year, if it would enable the use of the space for other purposes, and consideration should be given to a combination of “drop-in” days when the Library is open to Fellows without notice, and other days on which Fellows or Corporate Patrons need to book their visit.
54. Full responsibility for the hire of the Main Library should be given to the events and room hire team. A commercial approach should be taken to renting out the Main Library – the most prestigious space in Burlington House.
55. The Lower Library space should continue to be available for internal and external use including conferences, training, receptions etc.

Scenario: move out of Burlington House

56. The provision of work or study space in any new Society accommodation would be entirely dependent on its size, nature and location - the details of which cannot at present be envisaged.
57. The current link between our Library space (and “status”) and rates payable should be considered in the search process.
58. The availability of study and work space is likely to be more restricted in any new accommodation but if space does allow, the “scientific ambience” created by well-stocked library shelves in public spaces should be encouraged.

Library management

59. All Library management procedures should be reviewed and subjected to a business process improvement exercise.
60. The increasing requirement for information science skills training should be recognised to ensure that staff are fully able to support modern, online service provision as it develops.
61. While there have been significant improvements in the collection of data on Library and service use since the 2010 review, further work is required to provide a central source of data to provide a single consistent view of the use of Library collections and services. Manual processes for data collection should be minimised.
62. The current system for the annual reporting of Library collections and service usage to the Publications and Information Committee should be reviewed, with a more comprehensive report ensuring a regular and comprehensive review of usage with a view to value for money and compliance with a revised Collection Development Policy.
63. Consideration should be given as to whether the Publications and Information Committee is the appropriate governance Committee at the Society, or whether some alternative form of oversight would prove more effective in providing more rigorous scrutiny of Library service development.

LIBRARY REVIEW 2020 – TERMS OF REFERENCE

Context

1. In late 2009 Council instigated a fundamental review of the library. That exercise began as a 'Library Acquisitions Review' aimed at ensuring the financial sustainability of library collections. Its scope was widened in 2010 when the review group was invited to 'develop and recommend to Council policy proposals regarding any aspect of the library, its management, collections and services'.
2. The 2009/10 review group made recommendations to Council including the development of a long-term library strategy, the implementation of which should be overseen by the Information Management Committee (later subsumed into the Publications and Information Committee). The review group reaffirmed Council's commitment to the library, recognising it as 'a unique, nationally and internationally important resource'.
3. External factors, including Open Access publishing and pressures upon membership numbers and corporate sponsorship, seem likely to exert financial pressures upon the Society over the coming years. While the library and its services are seen as a major fellowship benefit by many, its running costs are significant both in terms of staff and journal subscriptions and book purchases. Financial pressures raise the question of the sustainability of future investments in the library.
4. The library and its extensive collections occupy a large part of Burlington House. Uncertainty over the Society's future at Burlington House makes contingency planning imperative for the eventuality of re-locating the Society's operations to alternative, smaller, premises.

Terms of reference

5. The review will be carried out by a working group, which is to make an initial report to Council in the autumn of 2020. Further work may be required after then as plans and budgets for future years are developed. A detailed timetable will be developed to allow the Publications and Information Committee to consider a draft report in advance of the final report to Council.
6. The working group is asked to consider and report on the following:
 - Recommendations for future library service provision and for the storage of physical collections, materials, preservation of content, and space constraints, including the potential opportunities that may be provided by a move to an alternative, smaller location in the UK;
 - Recommendations for future library service provision and physical collections for possible implementation should the Society remain at Burlington House;
 - Current and future Library plans to continue to develop and maintain cost effective services to meet member and wider Society needs and objectives, in response to the changing needs of the Fellowship with regard to specialism, type of content, delivery media, on-site/off-site access, *etc.*;
 - Financial sustainability and affordability, in the context of the library budget and the Society's overall budget, recognizing that the library is seen an important membership benefit by many Fellows and the sole benefit by some.

Consideration should also be given to:

- The impact of changing publisher business models and availability of scholarly content;
- Relationships with other libraries, and any role the Society might have as custodian of a nationally and internationally important collection;
- Exchange arrangements (many journals are received in exchange for our own publications);
- The library's acquisitions and retention policies for all library content (books, journals, maps and any other types of material), both in electronic form and hard copy;
- The report and recommendations of the 2010 Library Review, including progress made to date.

Membership

Chair	Hazel Rymer (Professor of Environmental Volcanology at the Open University and former Pro-Vice Chancellor for Learning and Teaching Innovation; former Council member and Secretary, External Affairs)
Others (non-staff)	Dave Quinn (representative of the Publications and Information Committee) Doug McClymont (Chair of the Library User Group) Graham Goffey (representative of the Finance and Planning Committee) Mark Thorley (Science & Technology Facilities Council; formerly NERC's Head of Science Information) Gemma Wood (Manager, Special Projects, at the Royal Society of Chemistry) Wayne Sime (Chief Executive of the Association of Learned and Professional Society Publishers; formerly Director of Library Services, Royal Society of Medicine)
Others (staff)	Neal Marriott (Project Manager and report author; formerly Director of Publishing)

Library Review report

Annex B – existing data

Section 1: Financial data

Section 2: Library visits and service usage

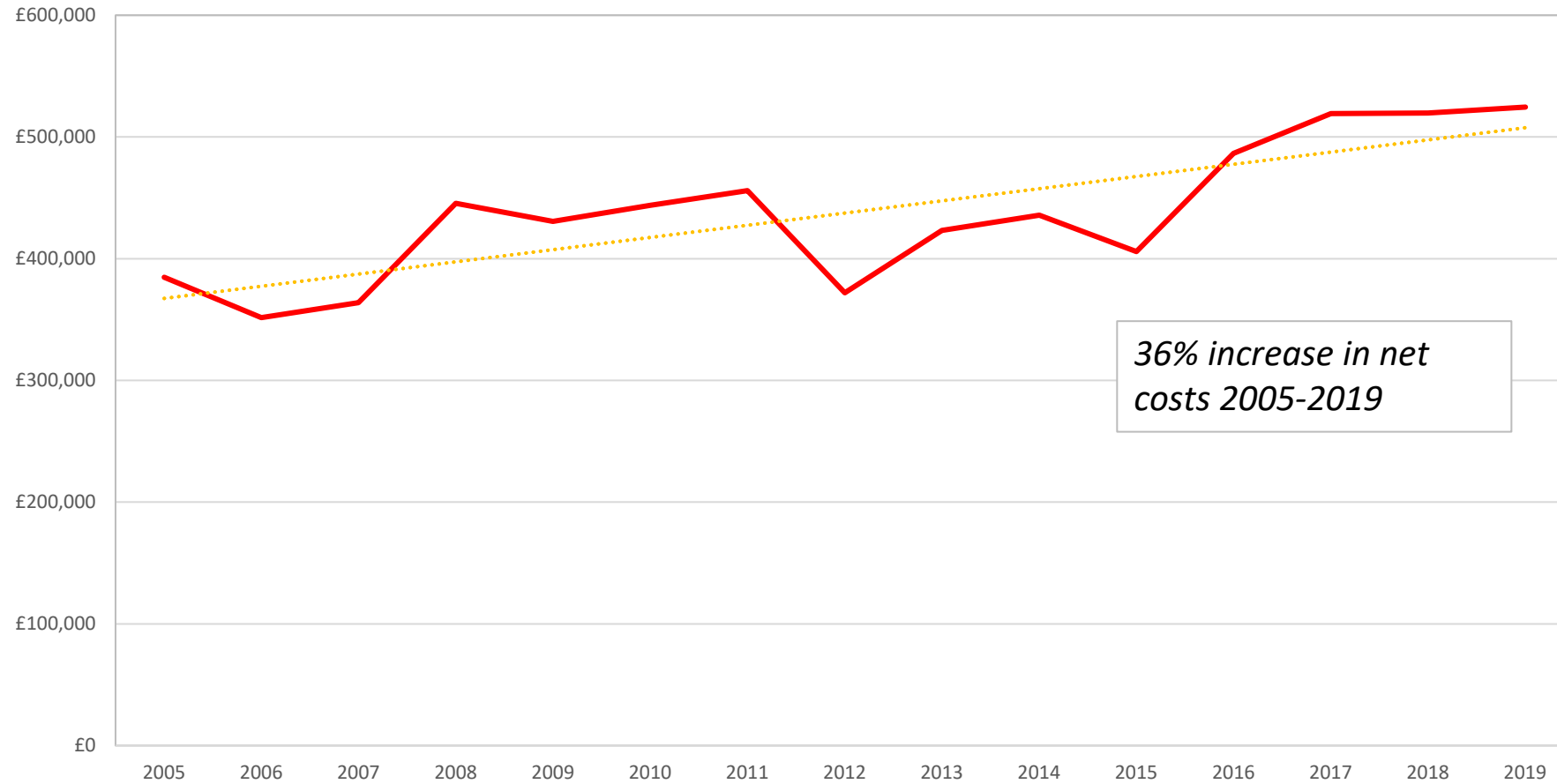
Section 3: Serials collection and usage

Section 4: OpenAthens usage

Section 1: Financial data

- Sources of data
 - Management accounts
 - Invoice records
 - Data has had to be reconstructed in places
- All figures adjusted for inflation
 - CPI used
 - All figures presented are in relation to 2019, unless otherwise stated

Figure B1: Net costs (operating costs + acquisitions – Library income)



36% increase in net costs 2005-2019

Figure B2: Staff costs

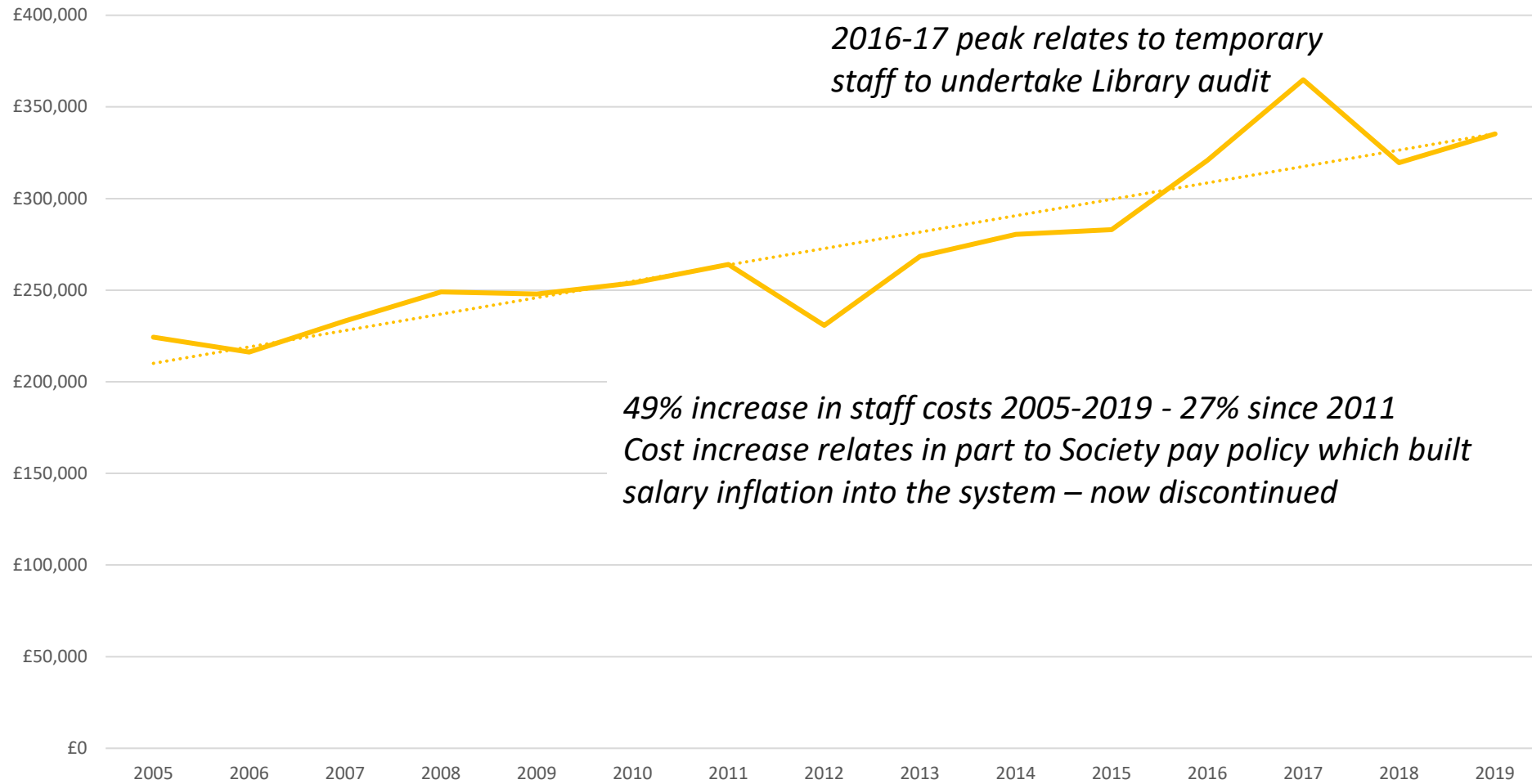


Figure B3: Staff costs as a percentage of total

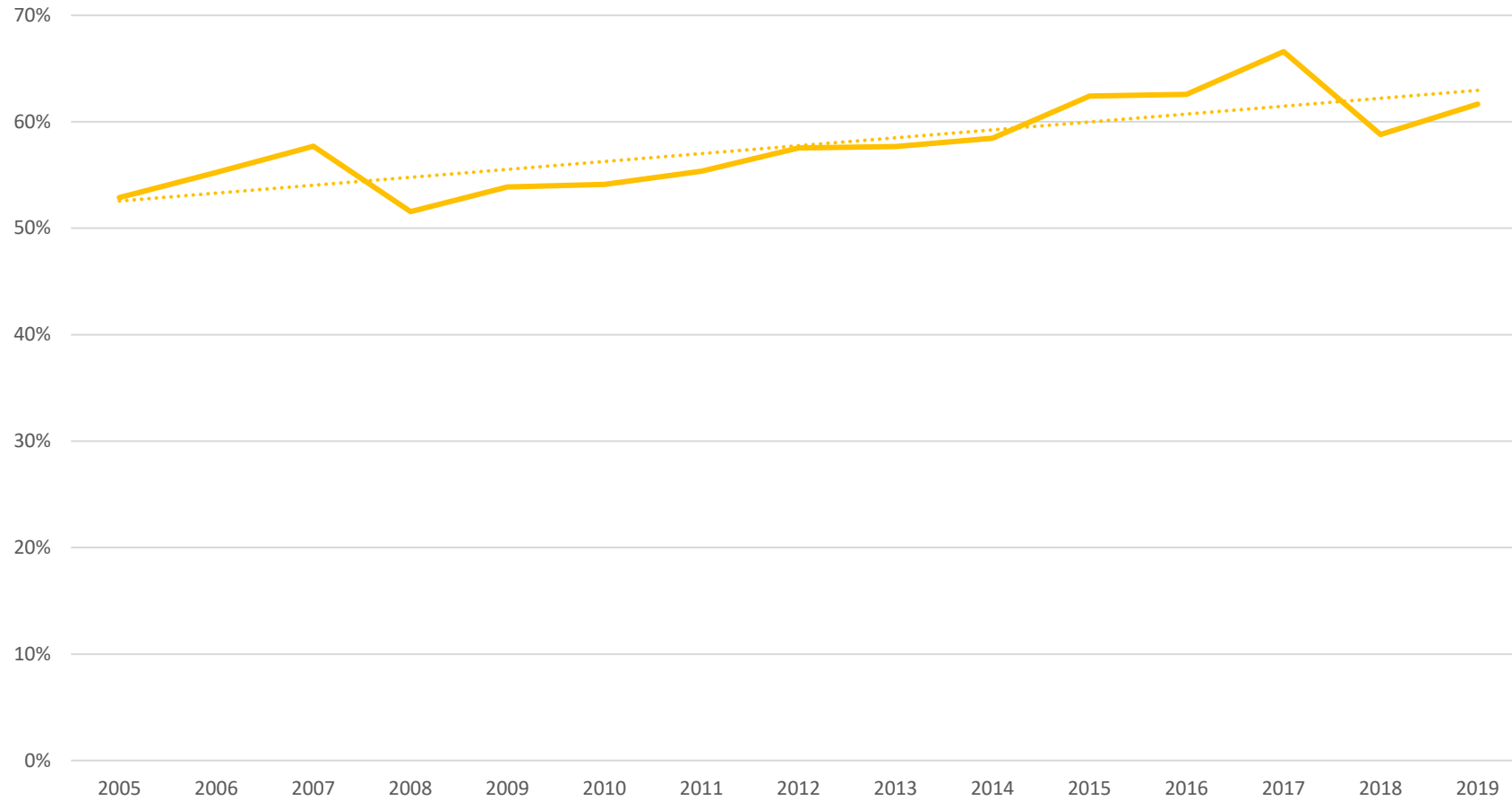


Figure B4: Collections (journals, books, maps, binding) – annual capital cost

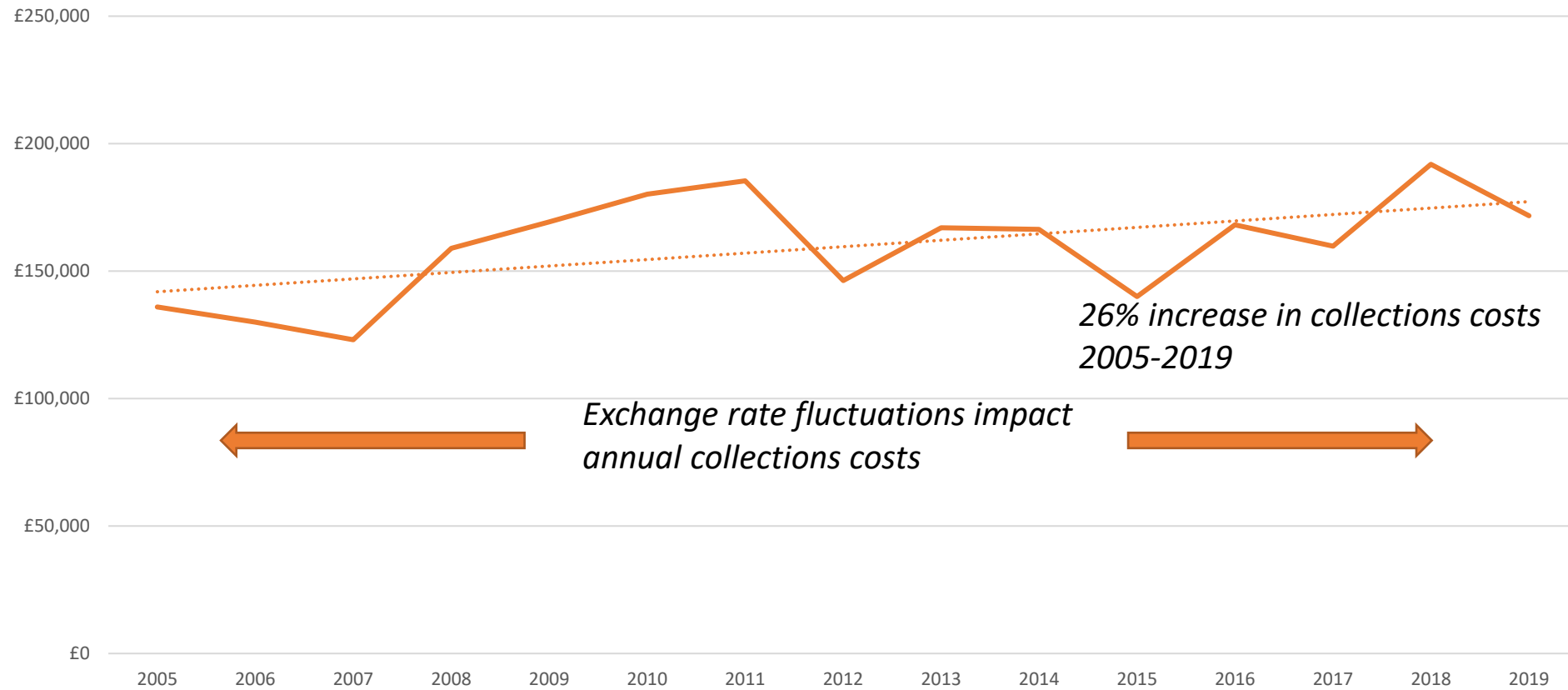


Figure B5: Collection costs as a percentage of total

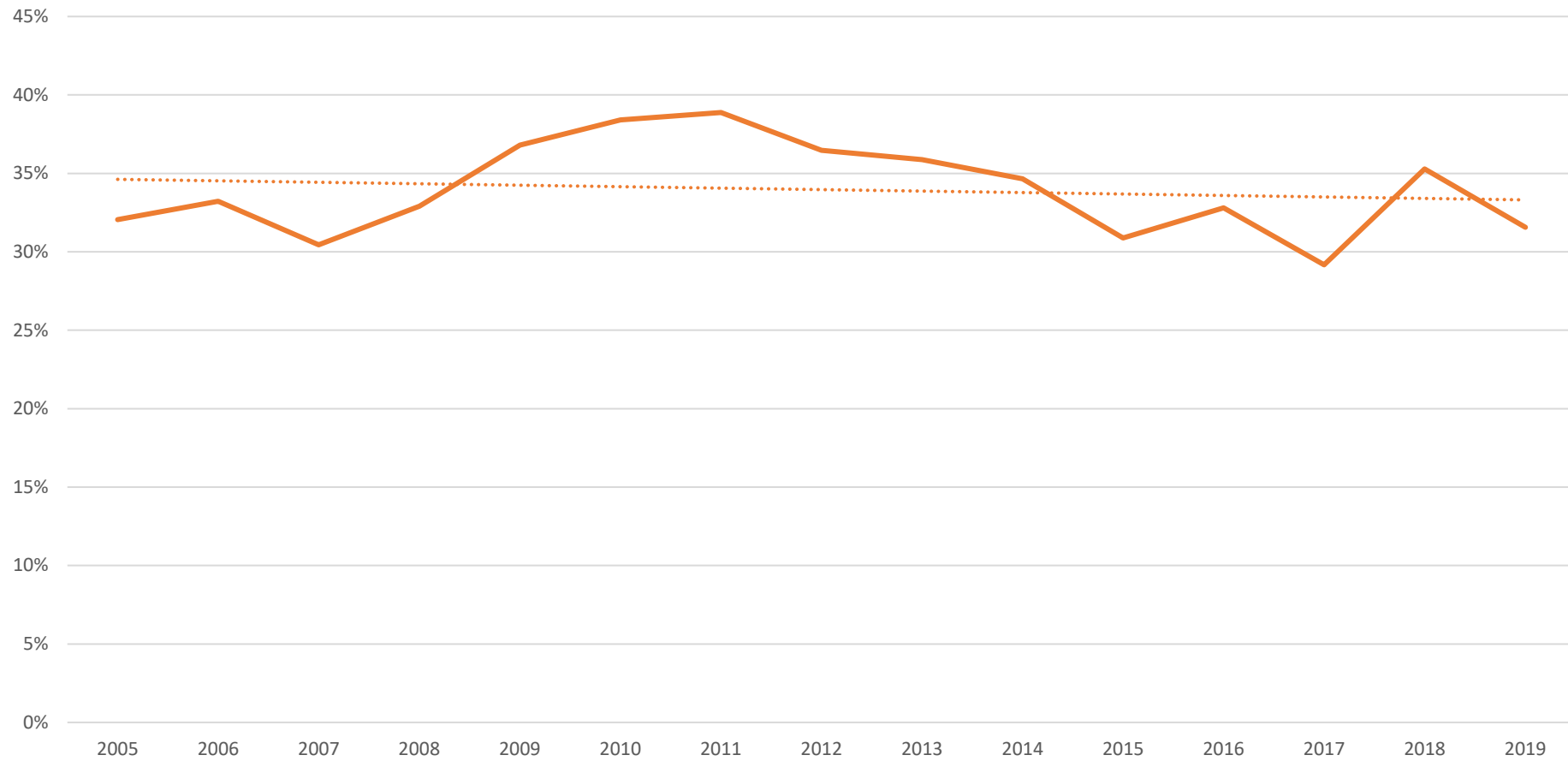


Figure B6: Other Library costs

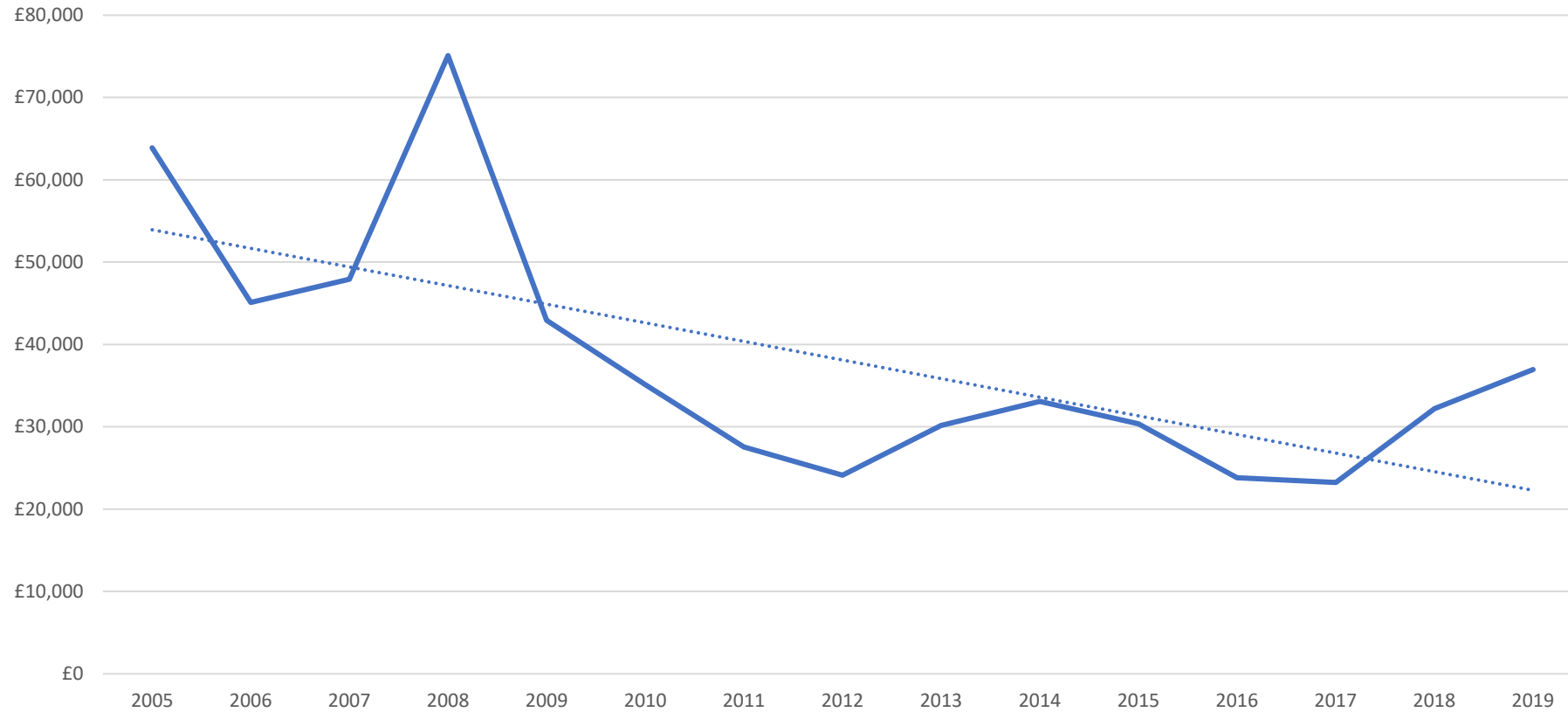


Figure B7: Expenditure on online databases, catalogues, resources

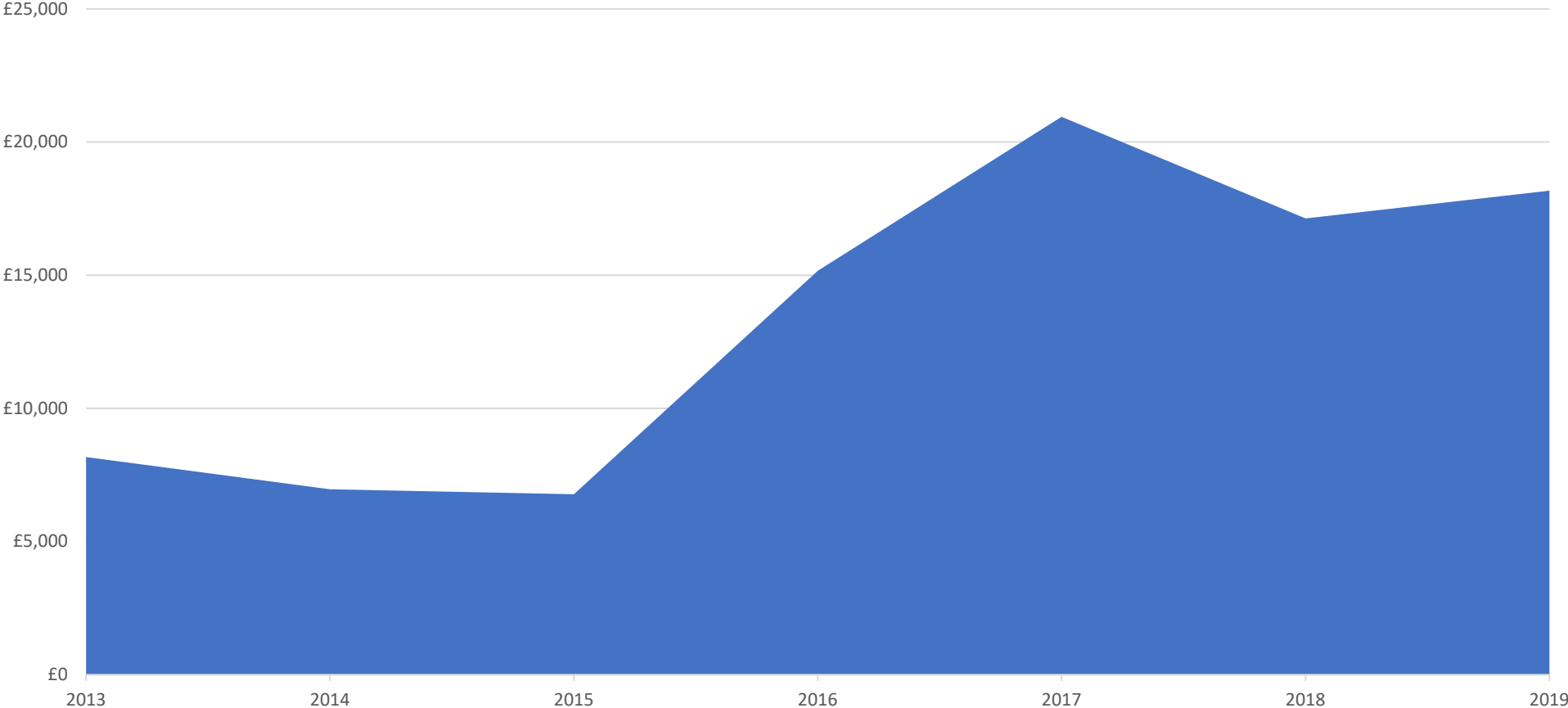


Figure B8: Historical and 2019 Library cost breakdown

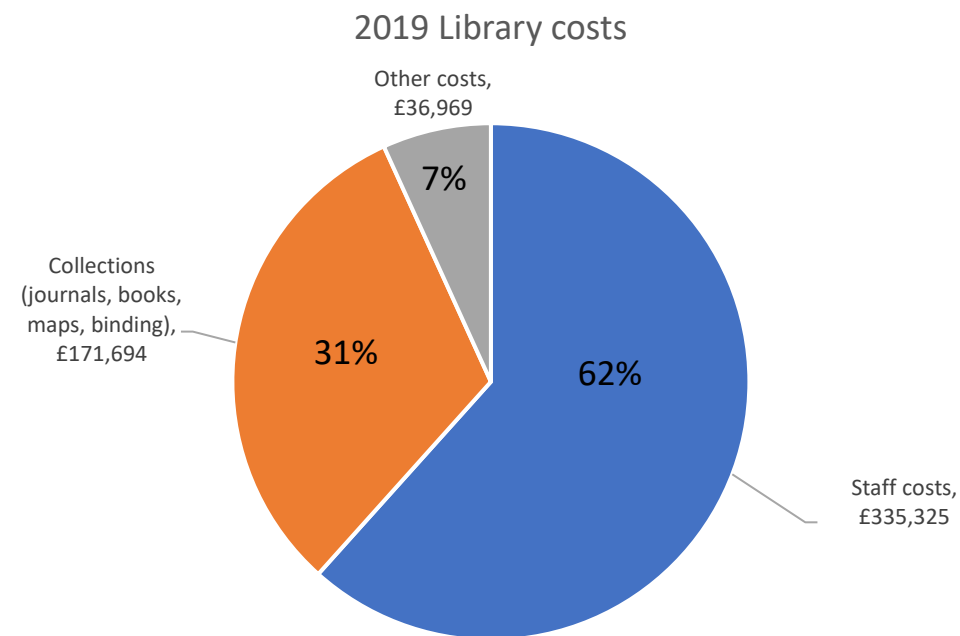
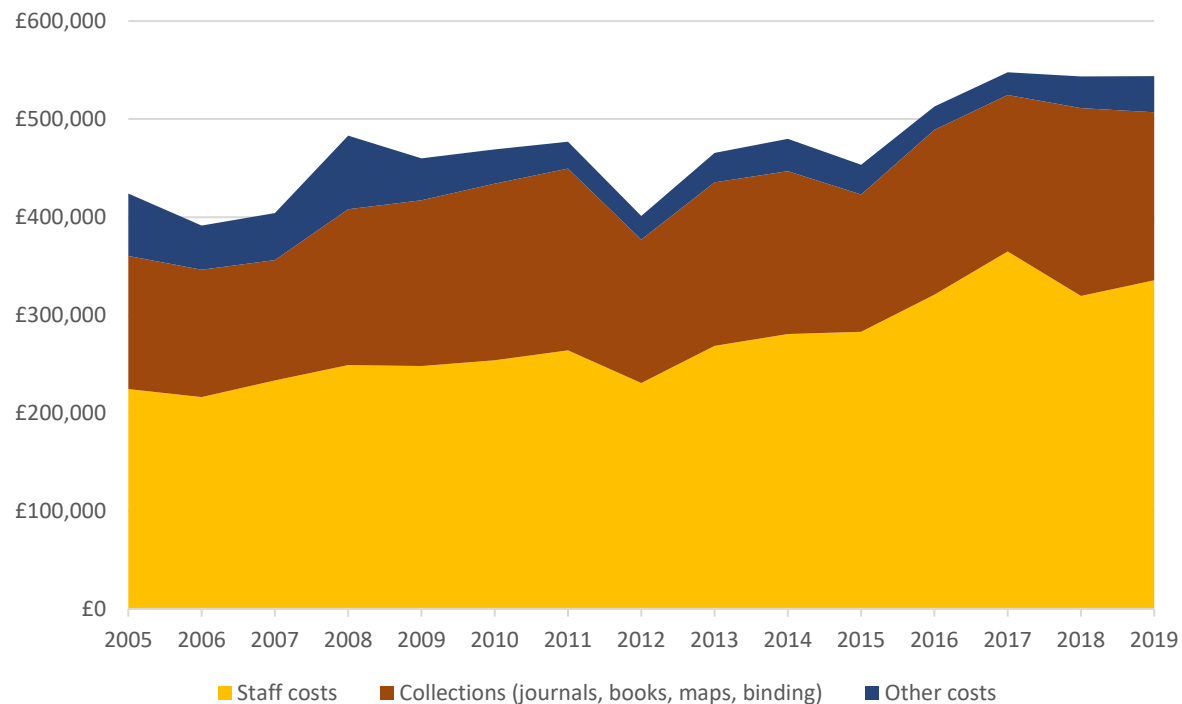


Figure B9: 2019 collection acquisition spend (management accounts):

£171,694

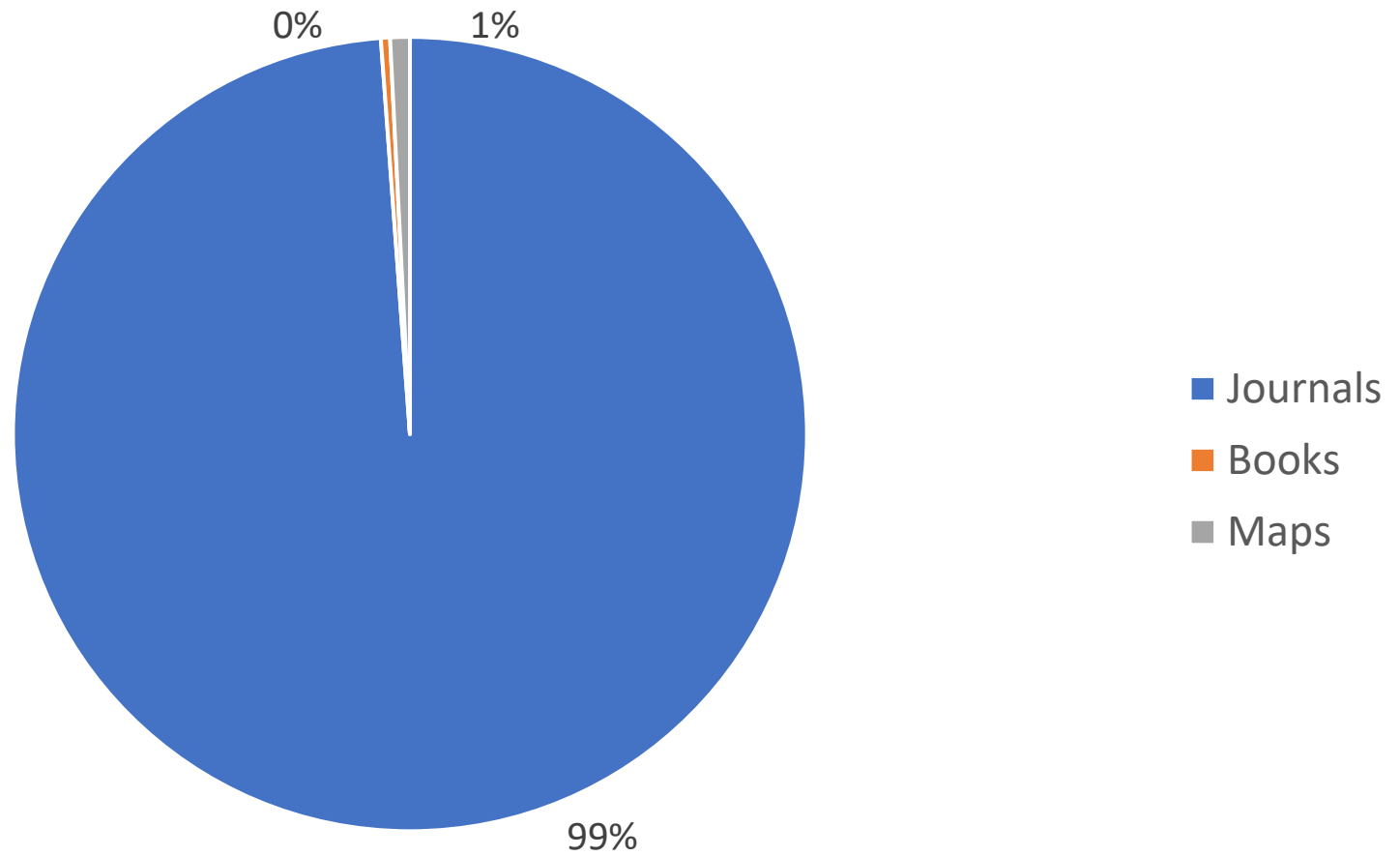


Figure B10: Library income

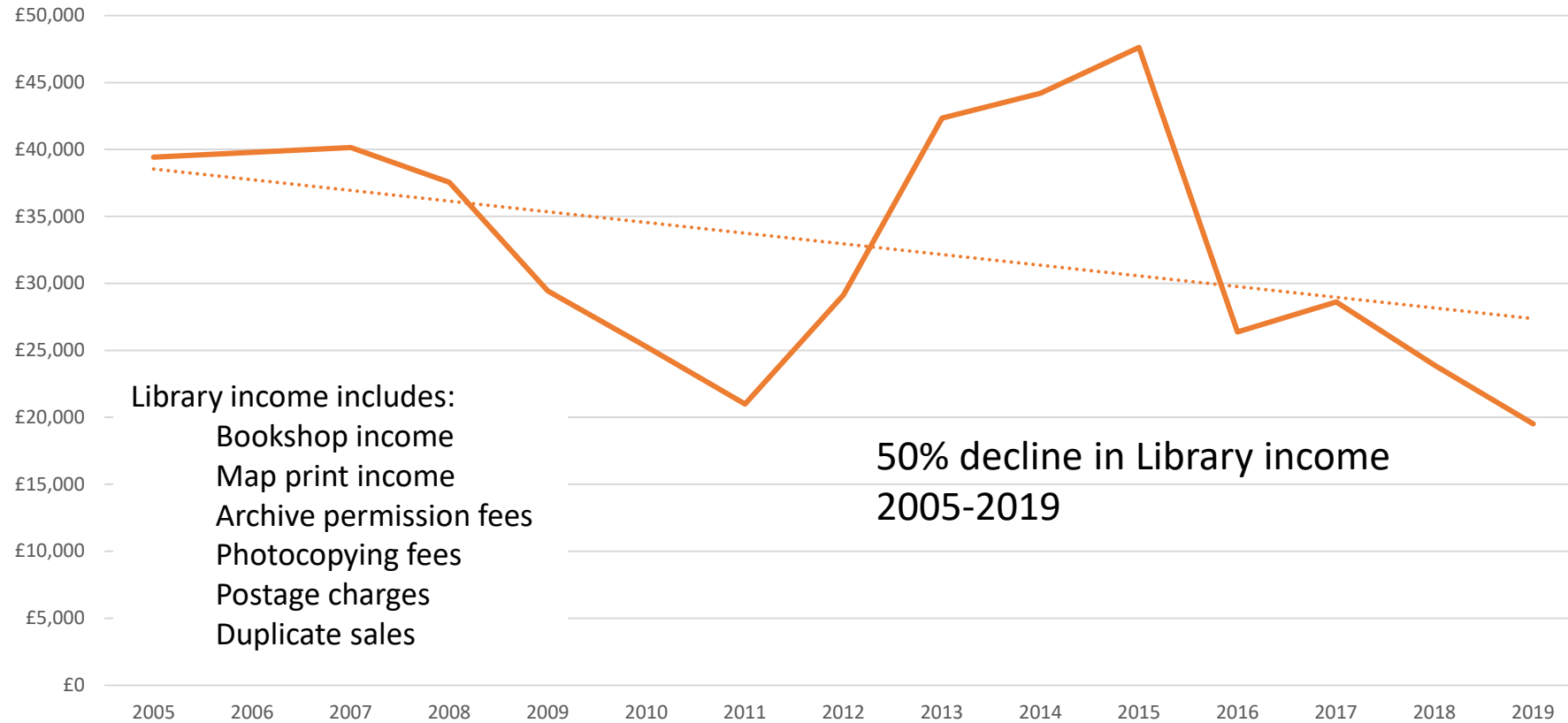


Figure B11: Library book and duplicate sales income

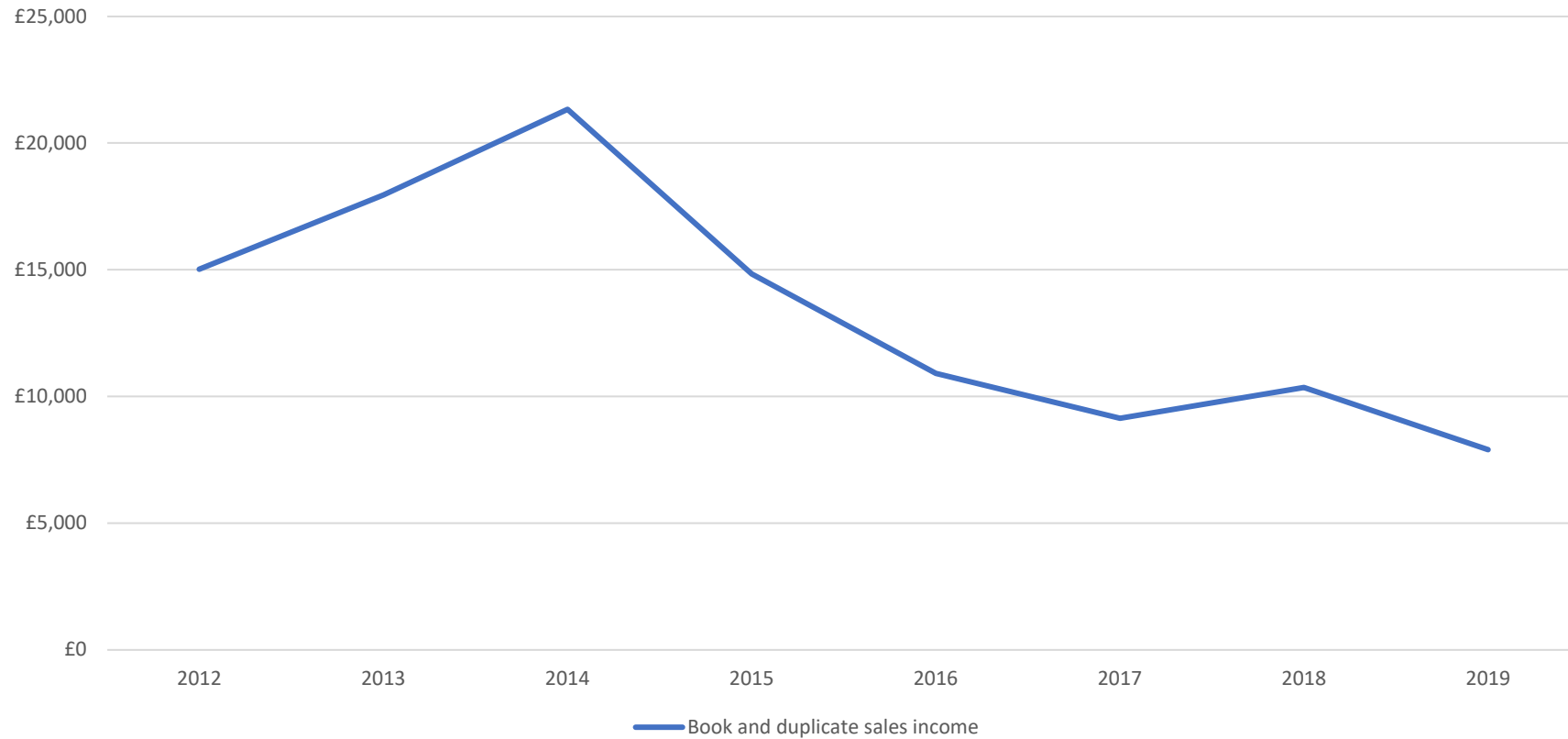
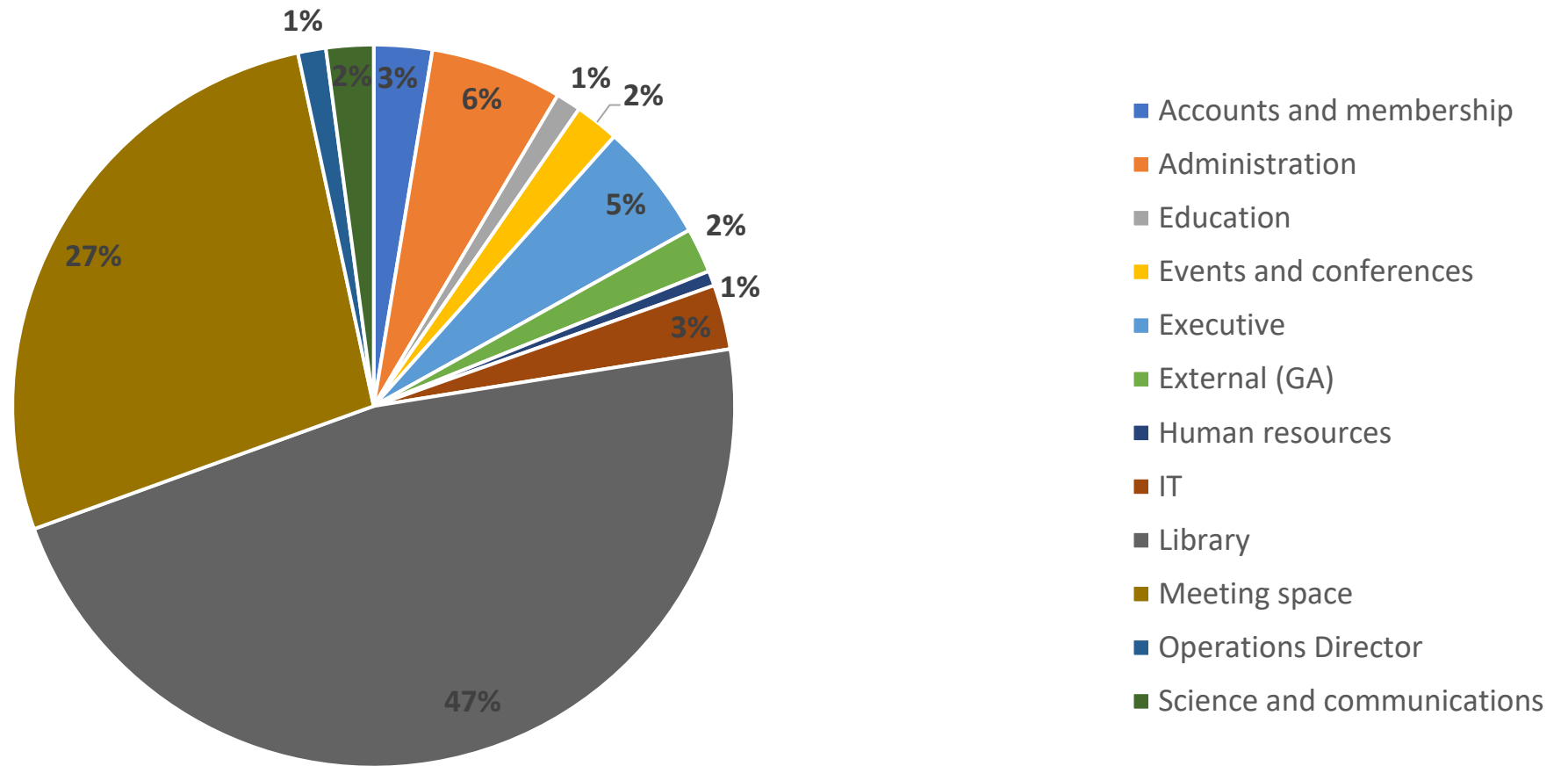


Figure B12: Burlington House space occupancy (13,284sq ft total)



Section 2: Library visits and services

- Visitor numbers sourced from Library records
- Service data taken from annual Library statistics

Figure B13: Library visits - Fellows and Candidate Fellows

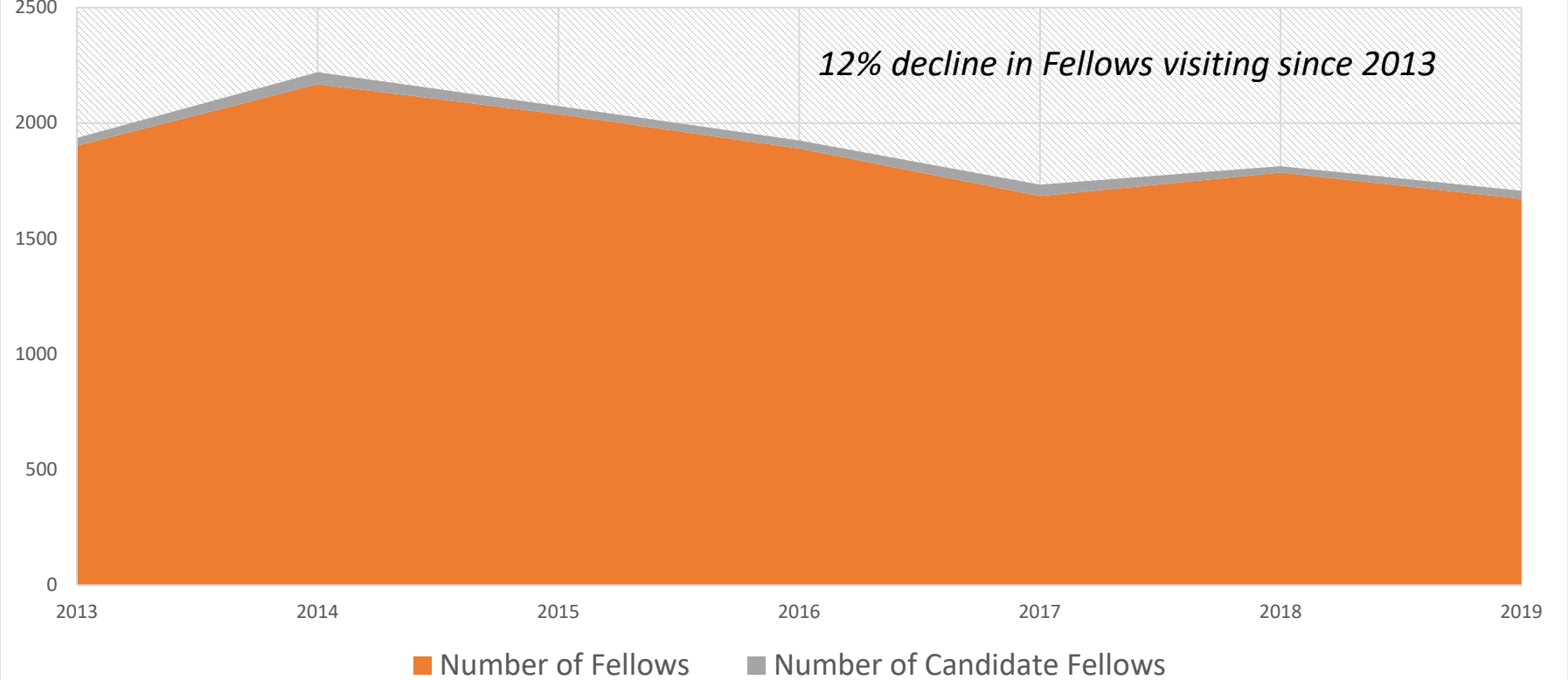


Figure B14: Library visits - Corporate Patrons

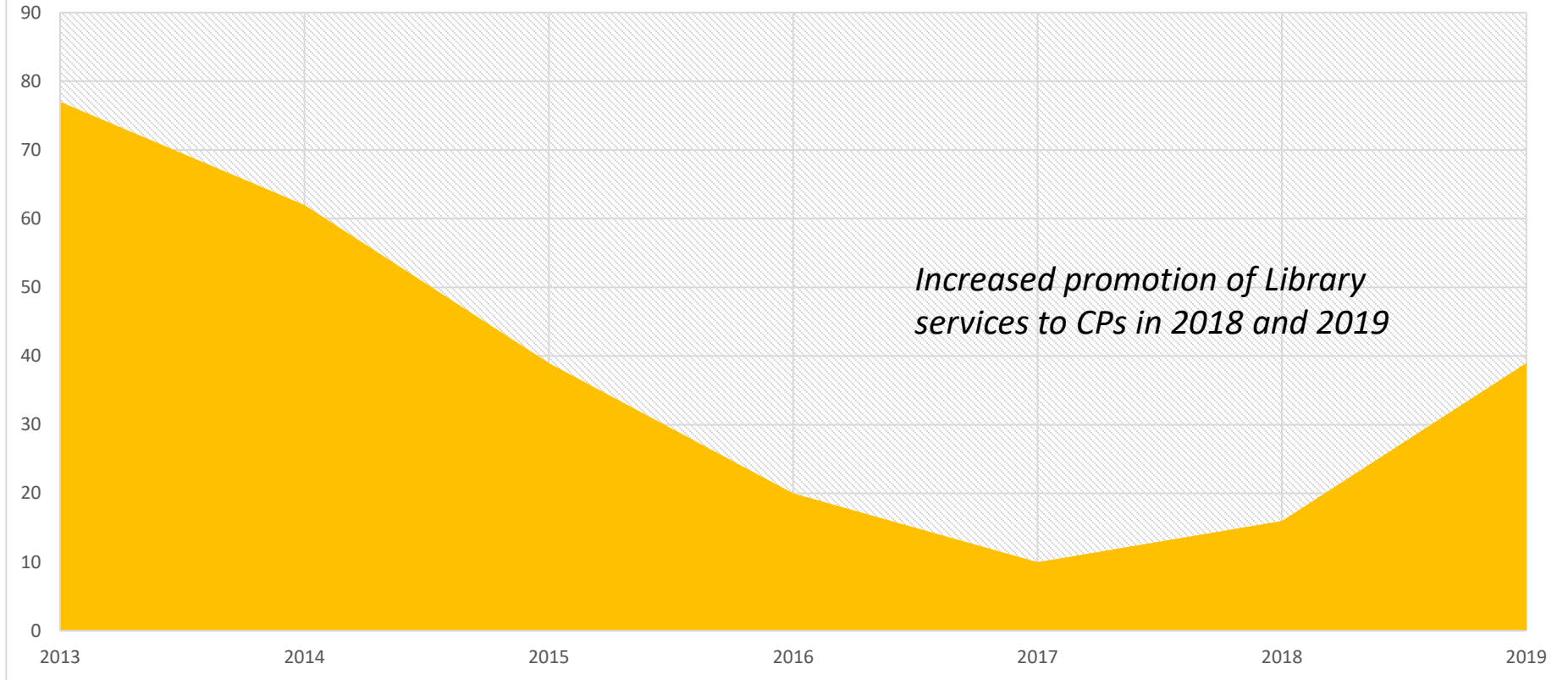


Figure B15: Library visits - paid

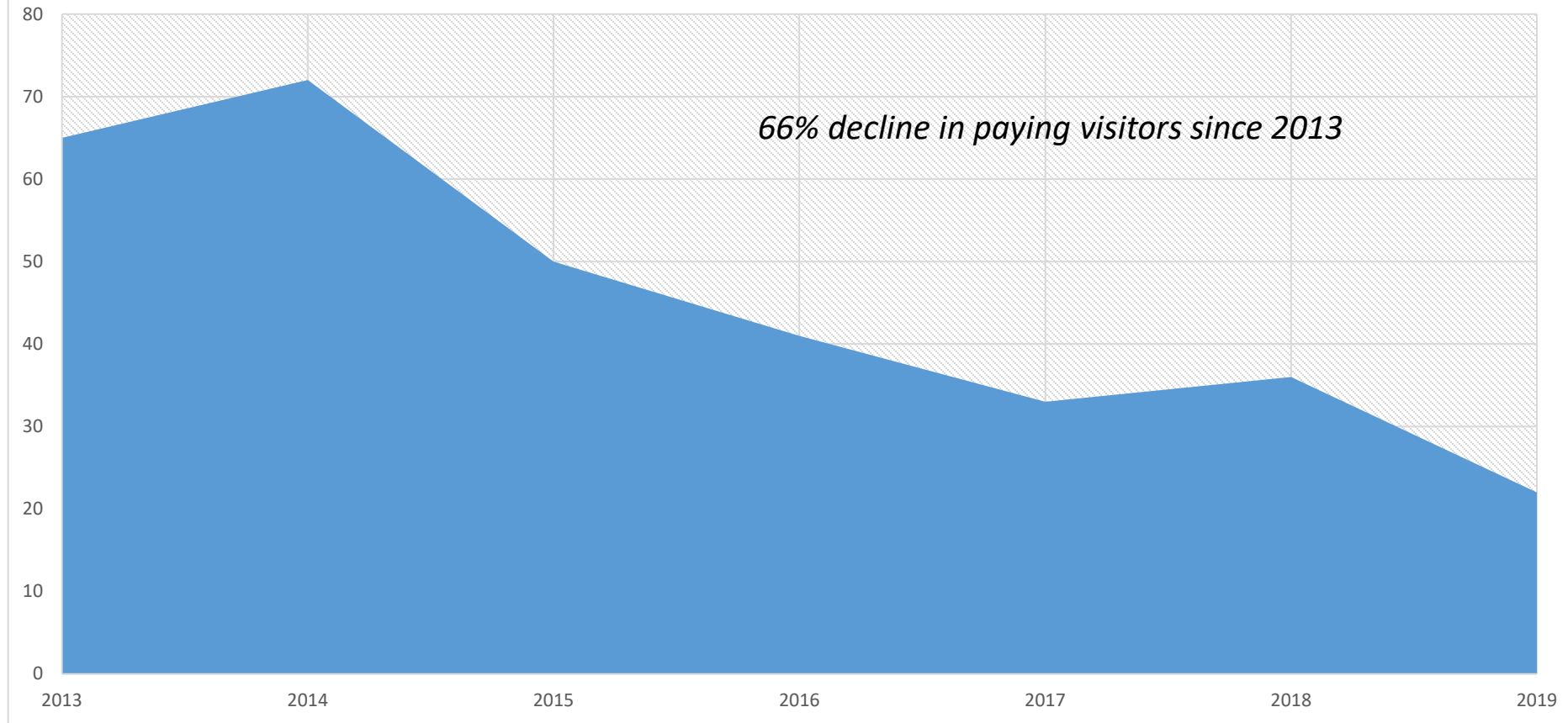


Figure B16: Library visits - free

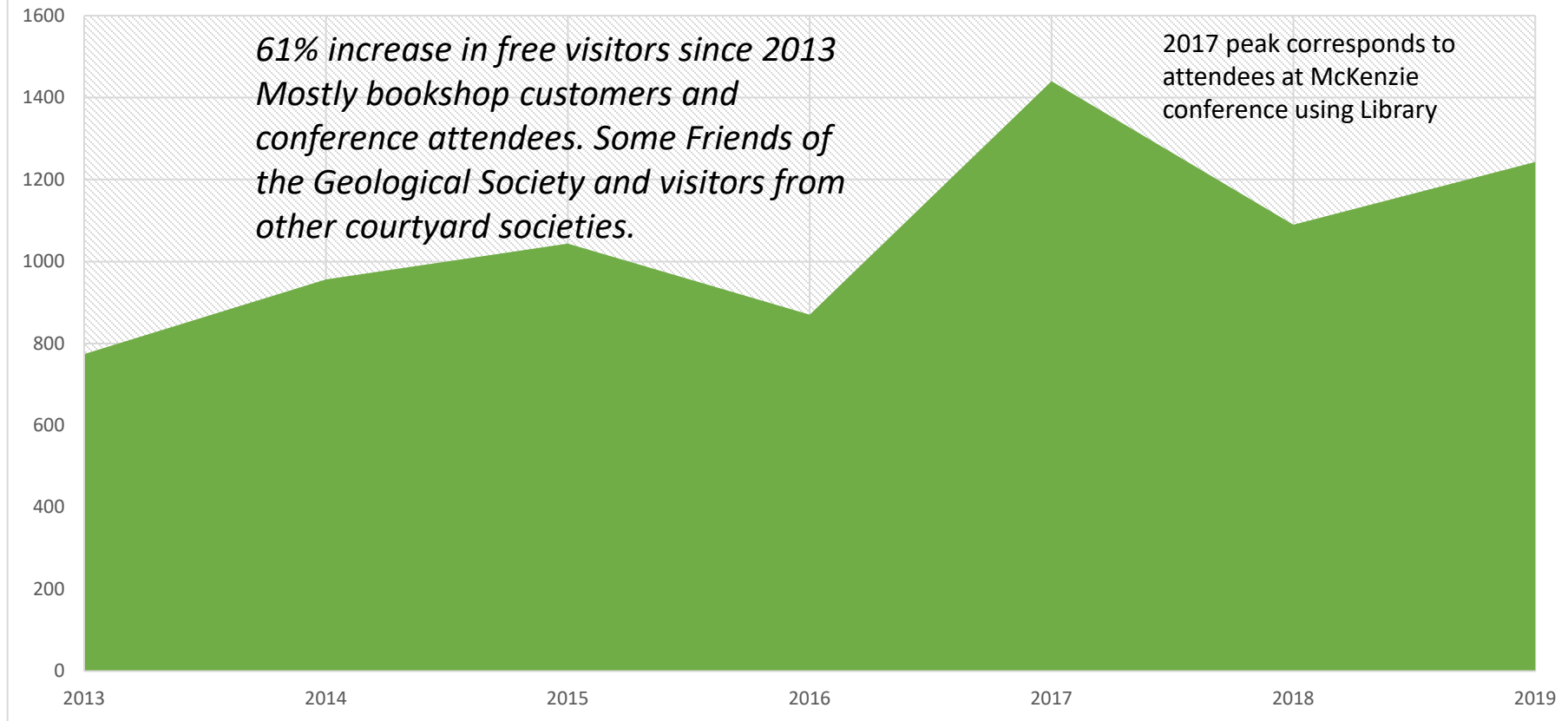


Figure B17: Library visits - total

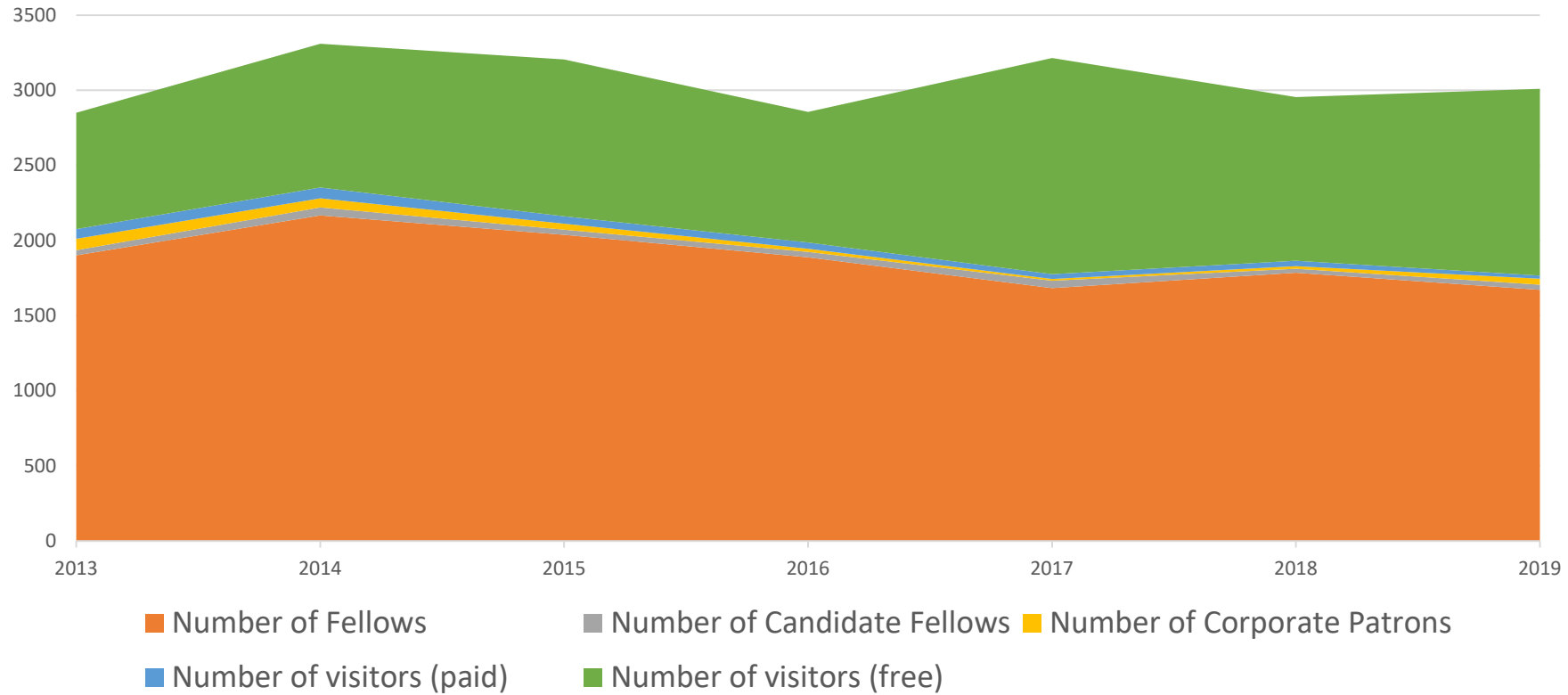


Figure B18: Library visits – excluding free visitors

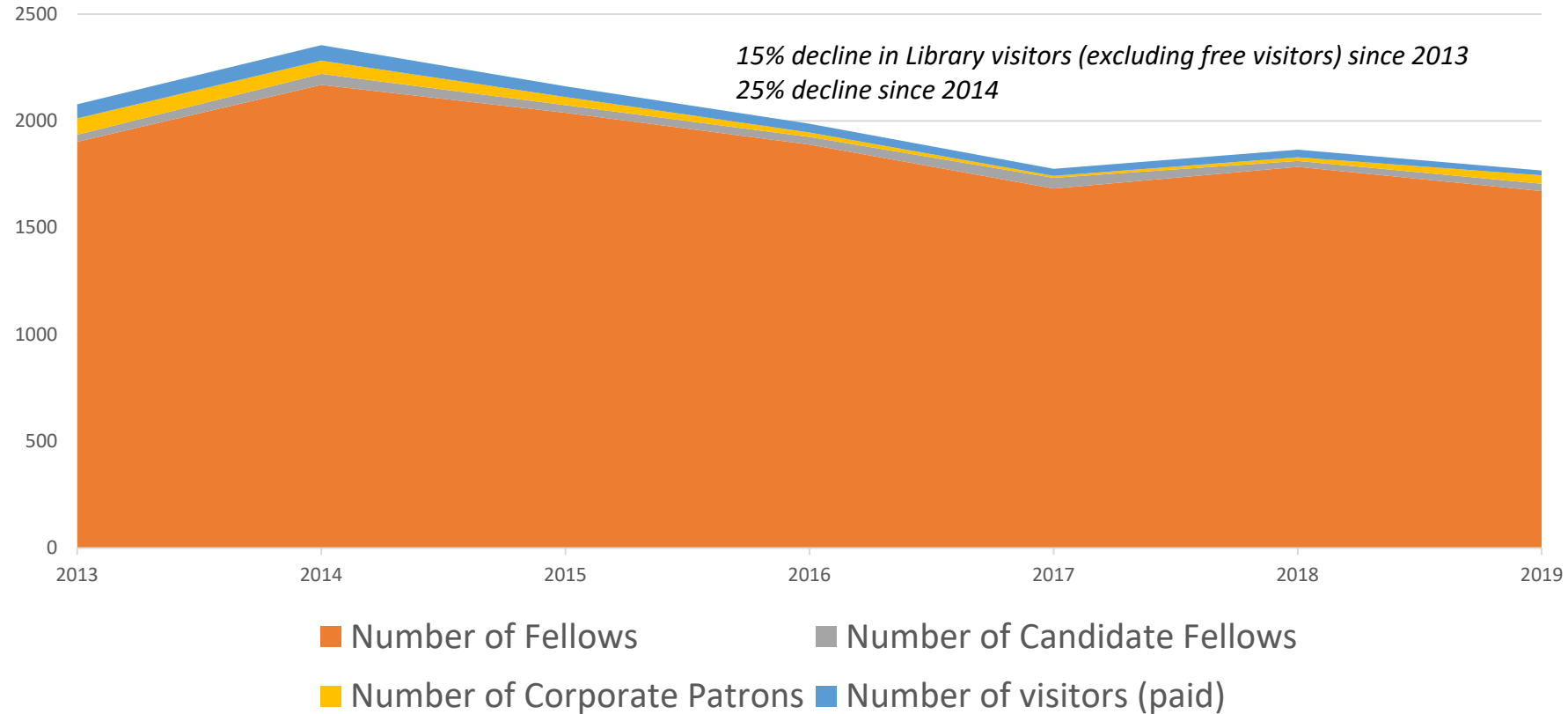


Figure B19: 2019 visit frequency by Fellow, in order

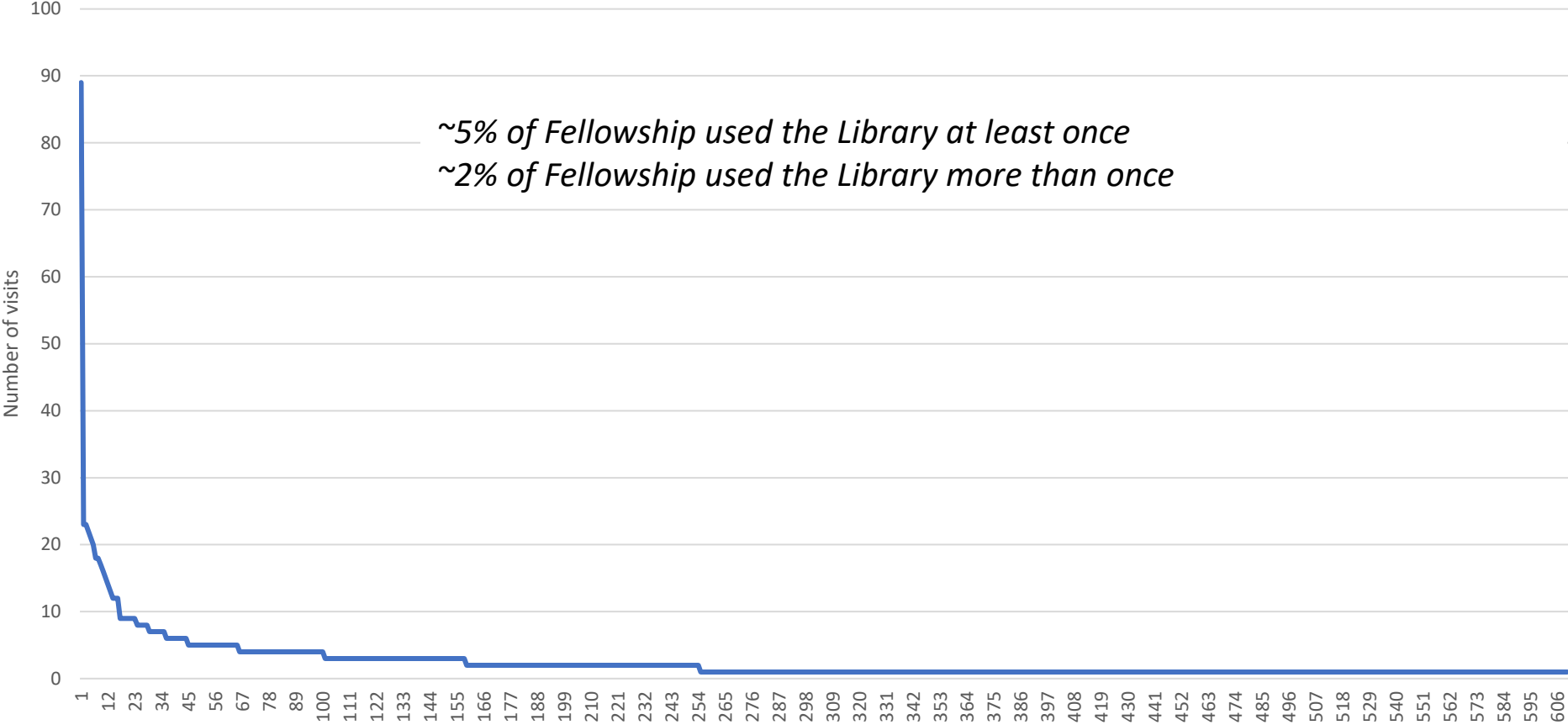


Figure B20: Total loans

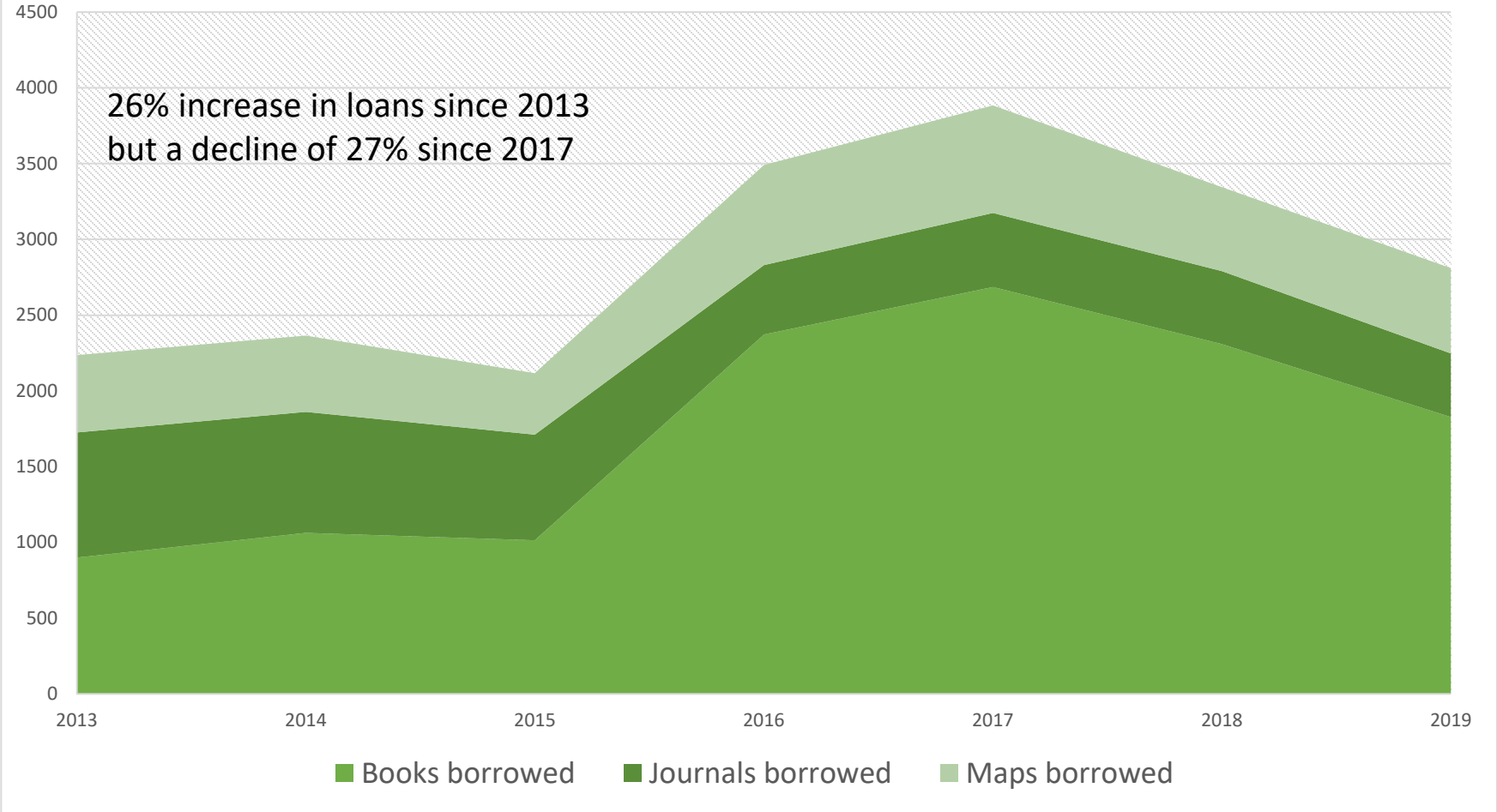


Figure B21: Loans by type – onsite and remote

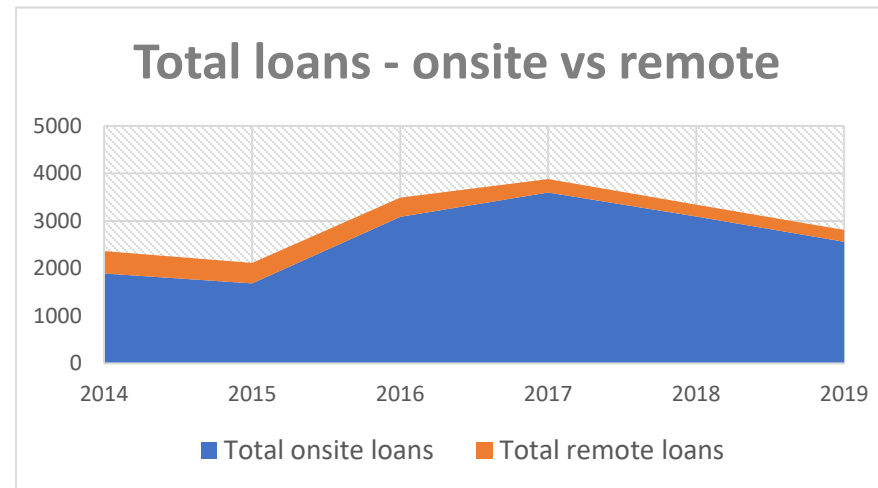
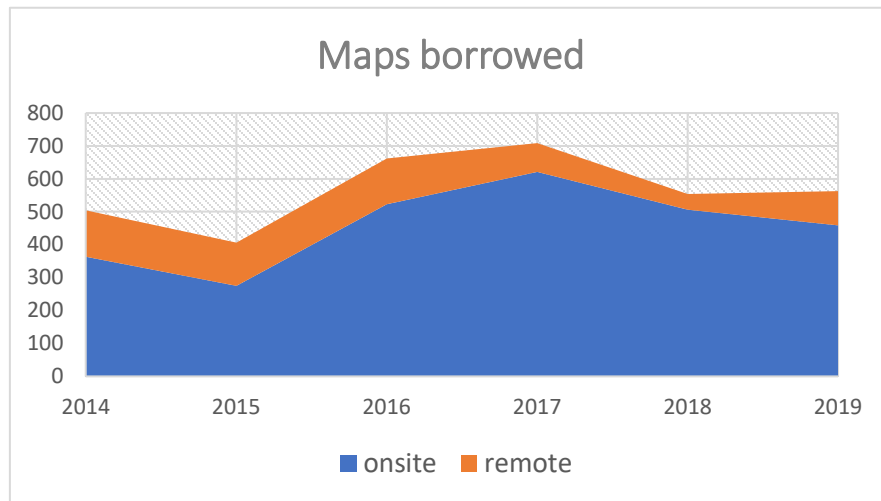
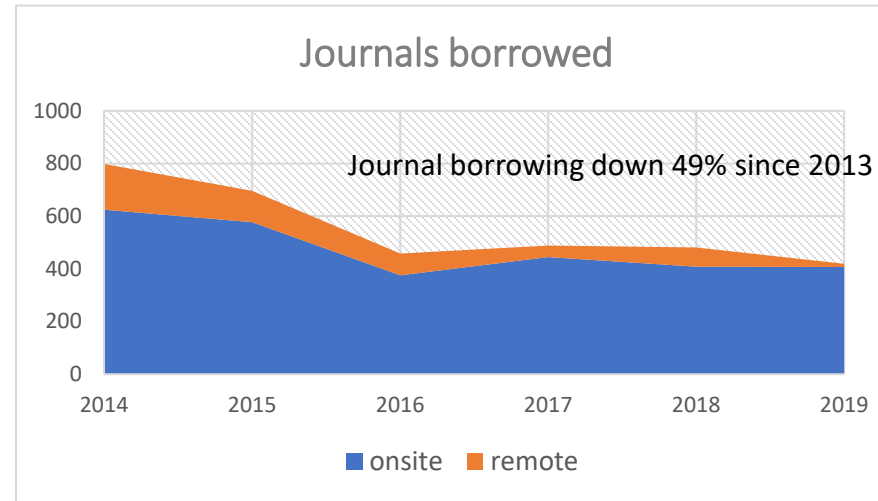
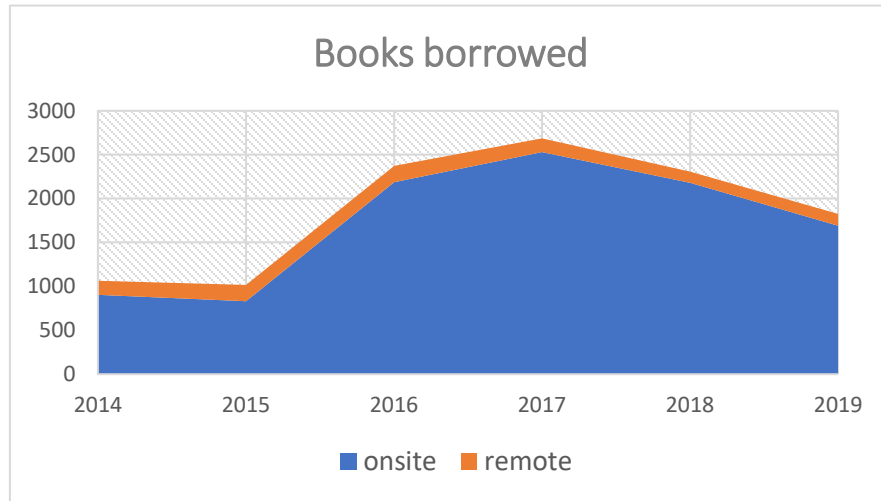


Figure B22: Proportion of onsite vs remote loans

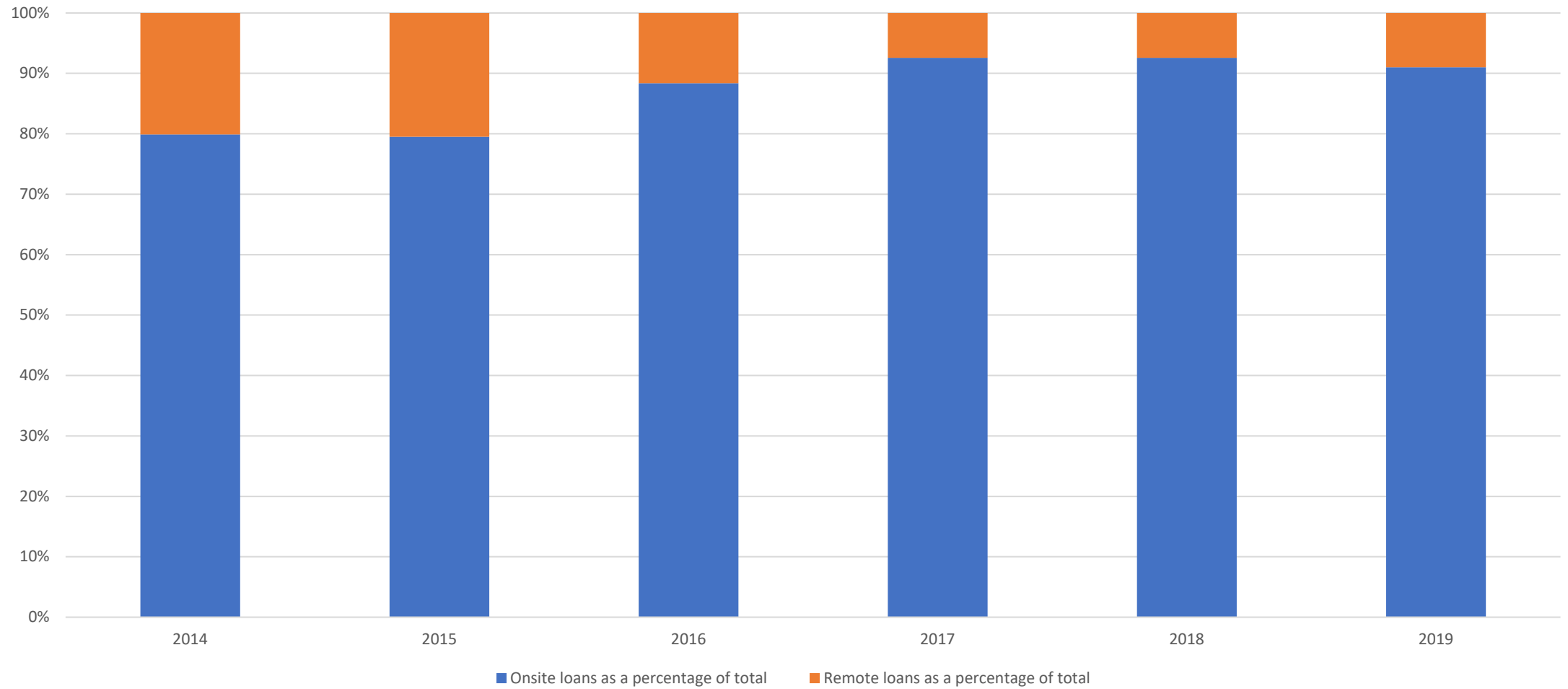
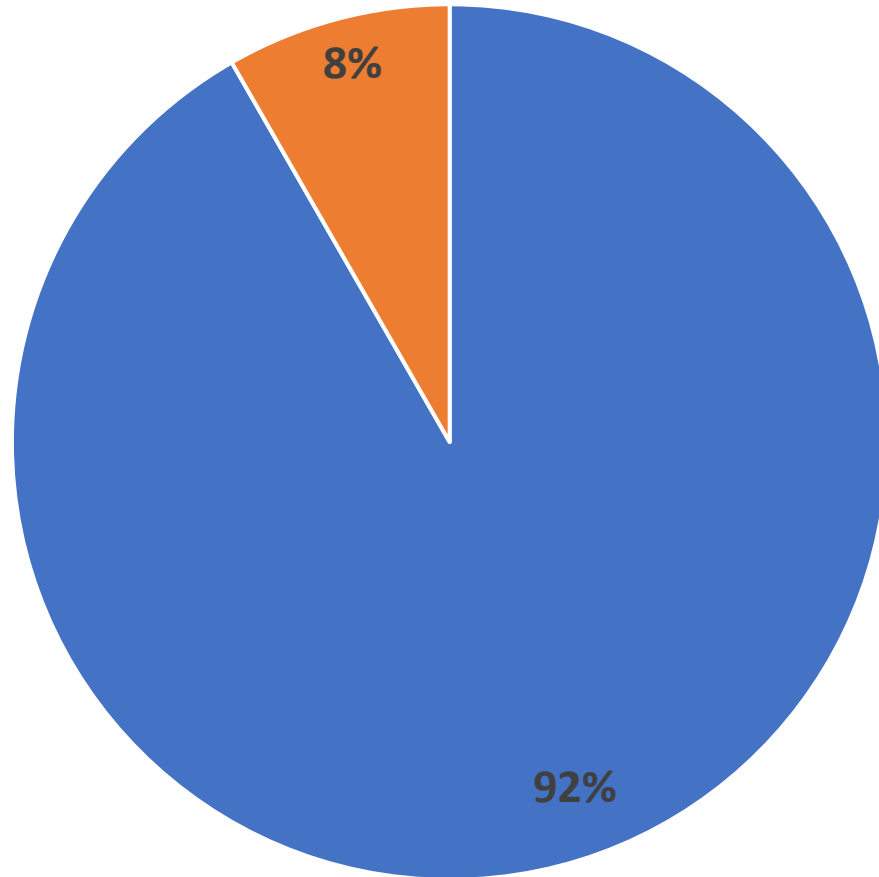


Figure B23: Onsite vs remote loans 2019 (3050 total)



Remote loans = postal loans. No detailed records kept. 137 books, 12 journals and 104 maps.

- Onsite loans
- Remote loans

Figure B24: Onsite loans 2019 (2797)

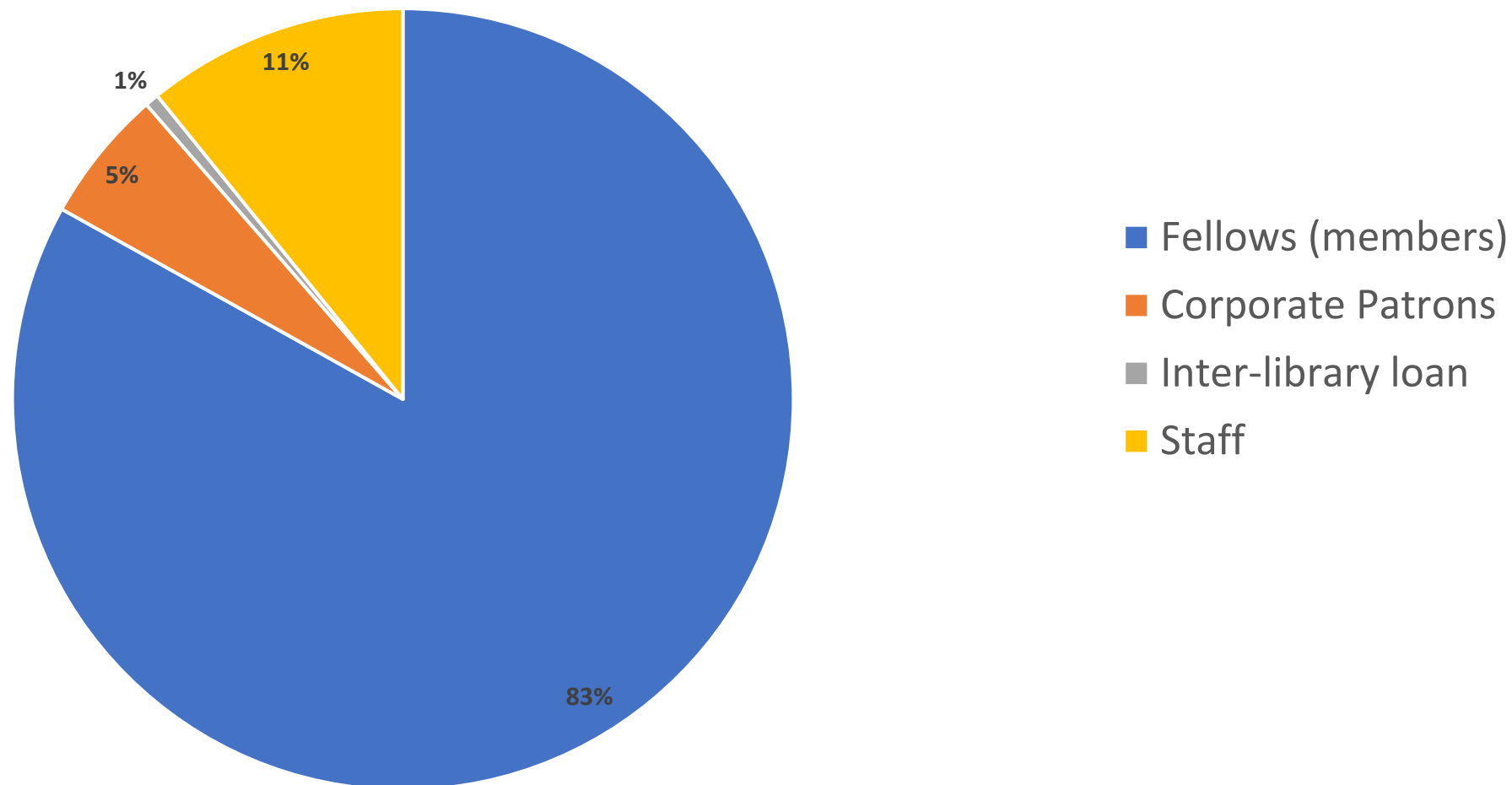


Figure B25: Onsite loans 2019, excluding staff (2494)

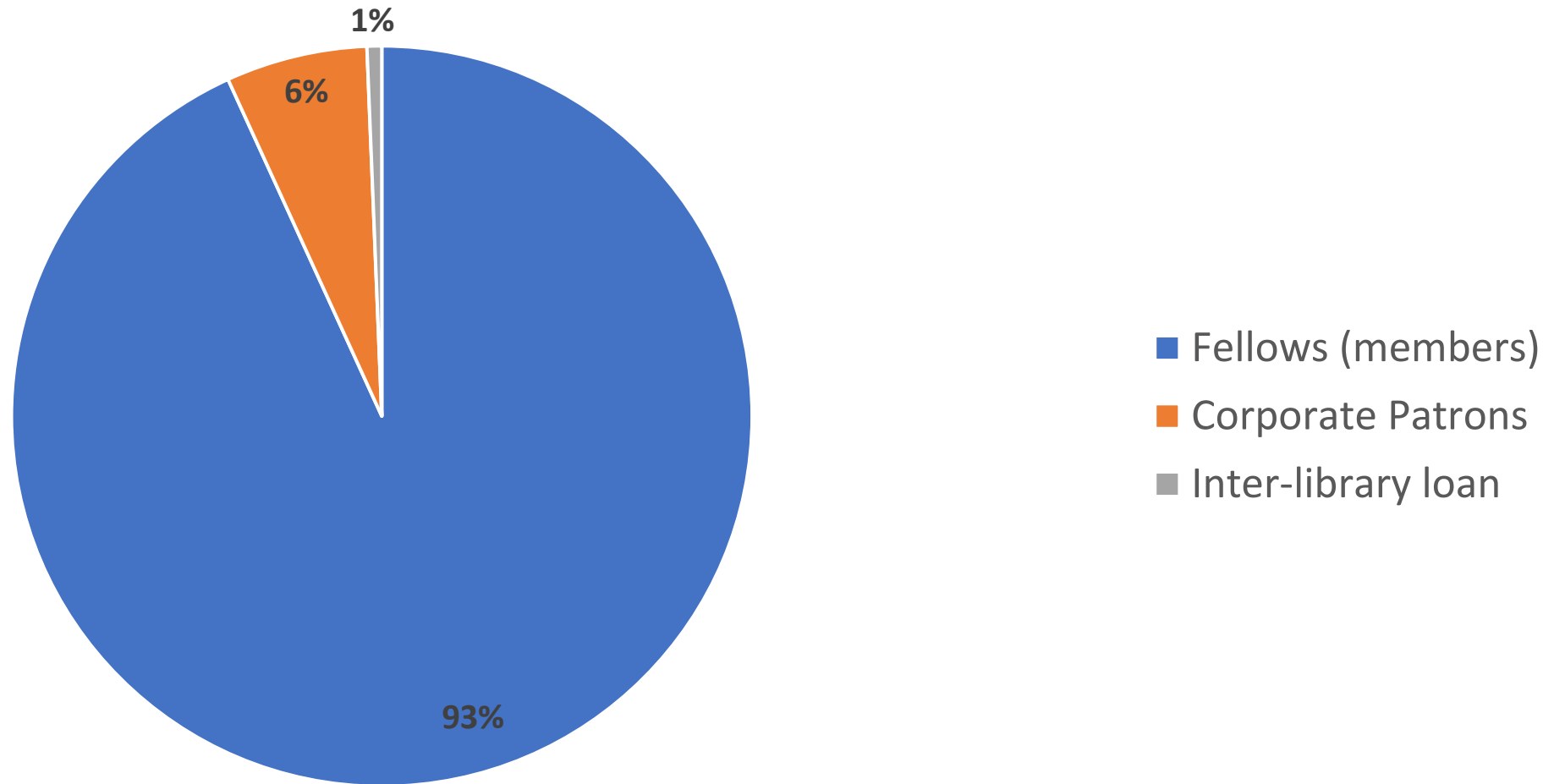


Figure B26: Onsite loan type 2019

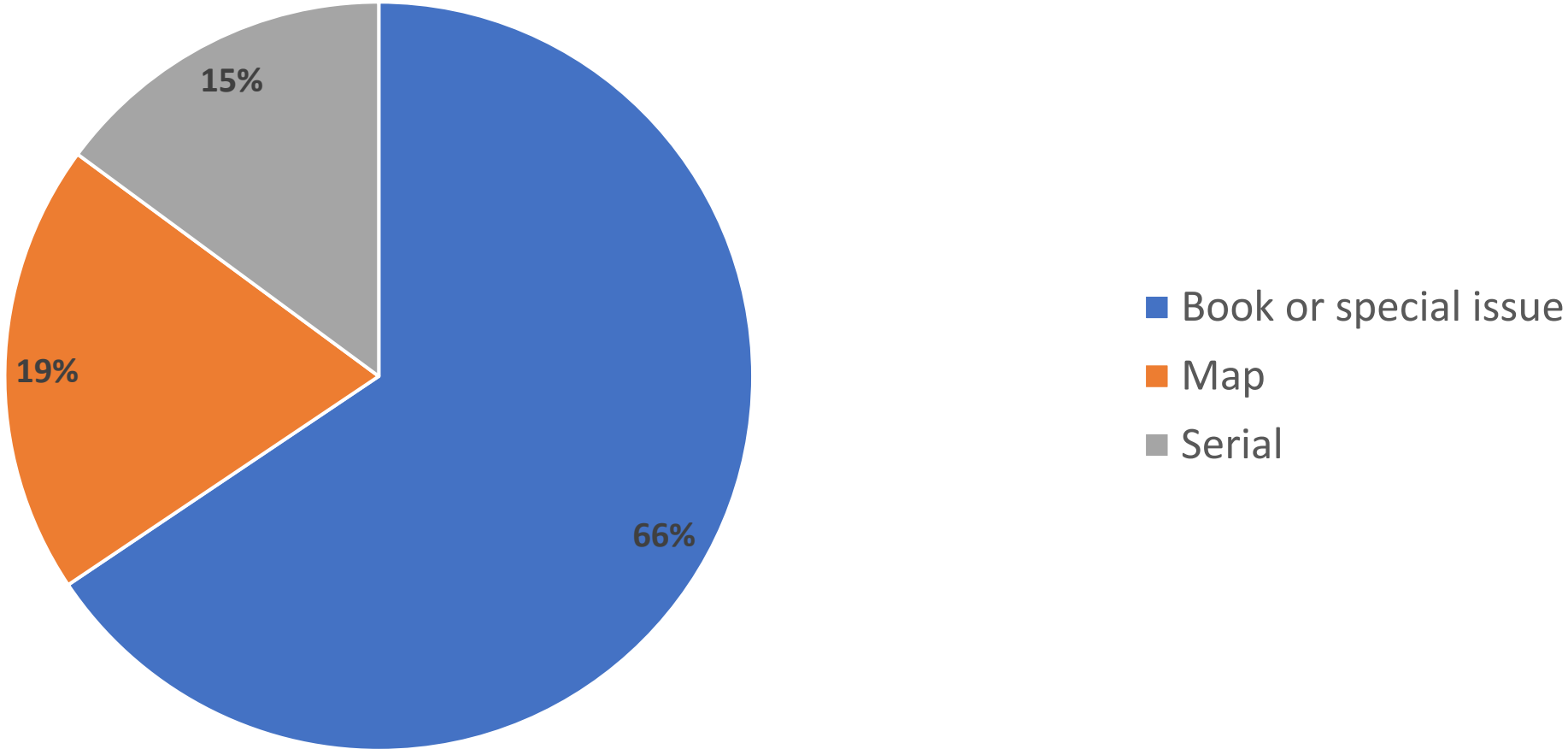


Figure B27: Corporate Patron loans, 2019 (154)

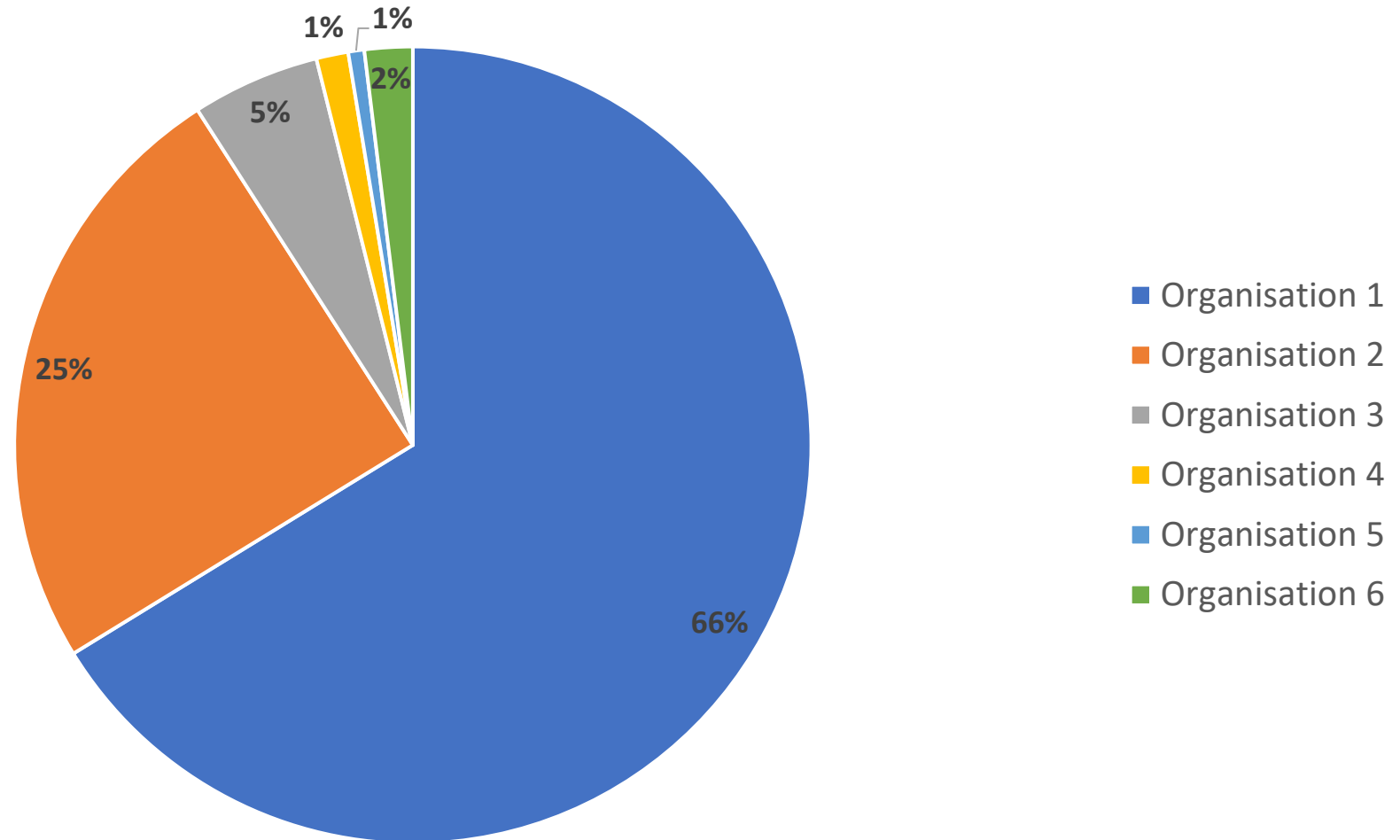


Figure B28: 2019 onsite loans per unique Fellow, in order (268 in total)

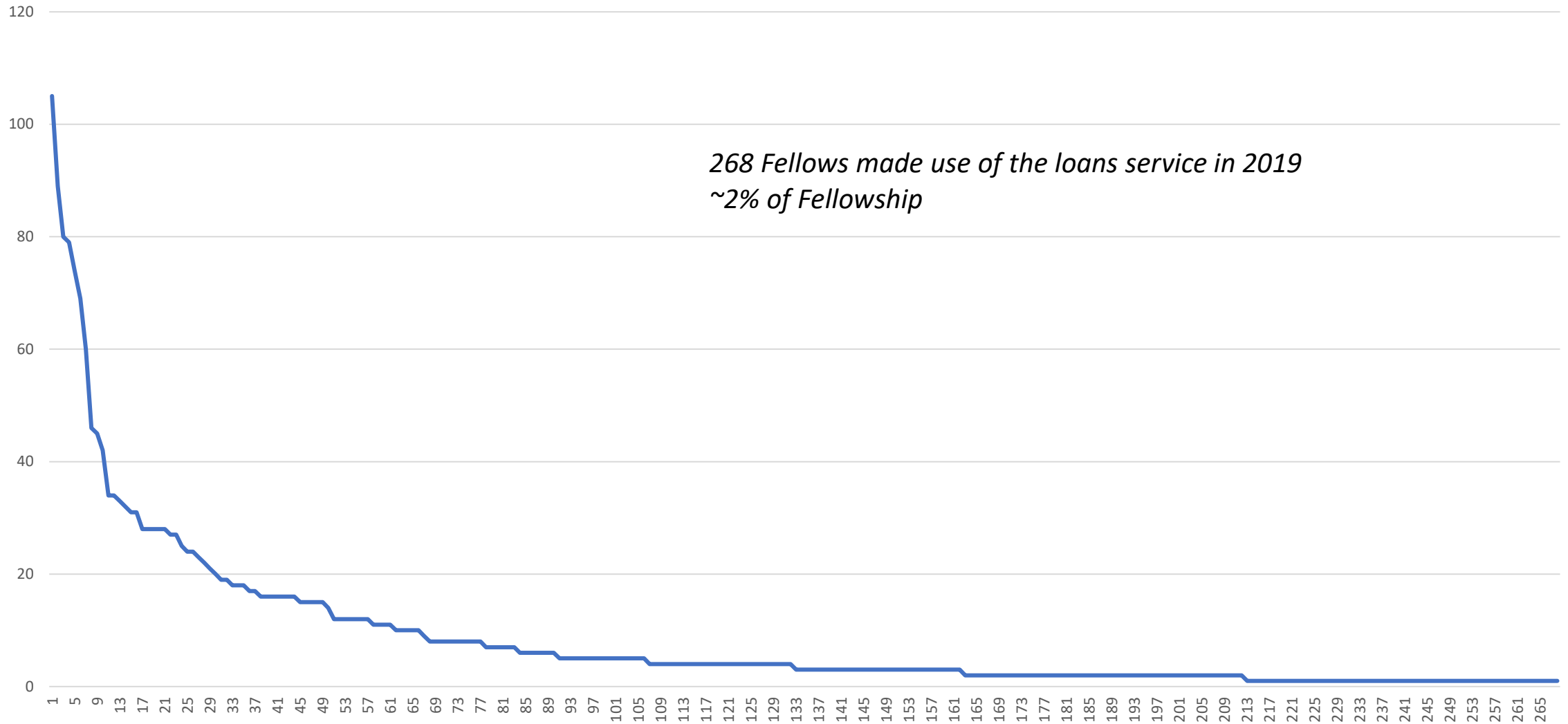


Figure B29: Document supply and retrievals

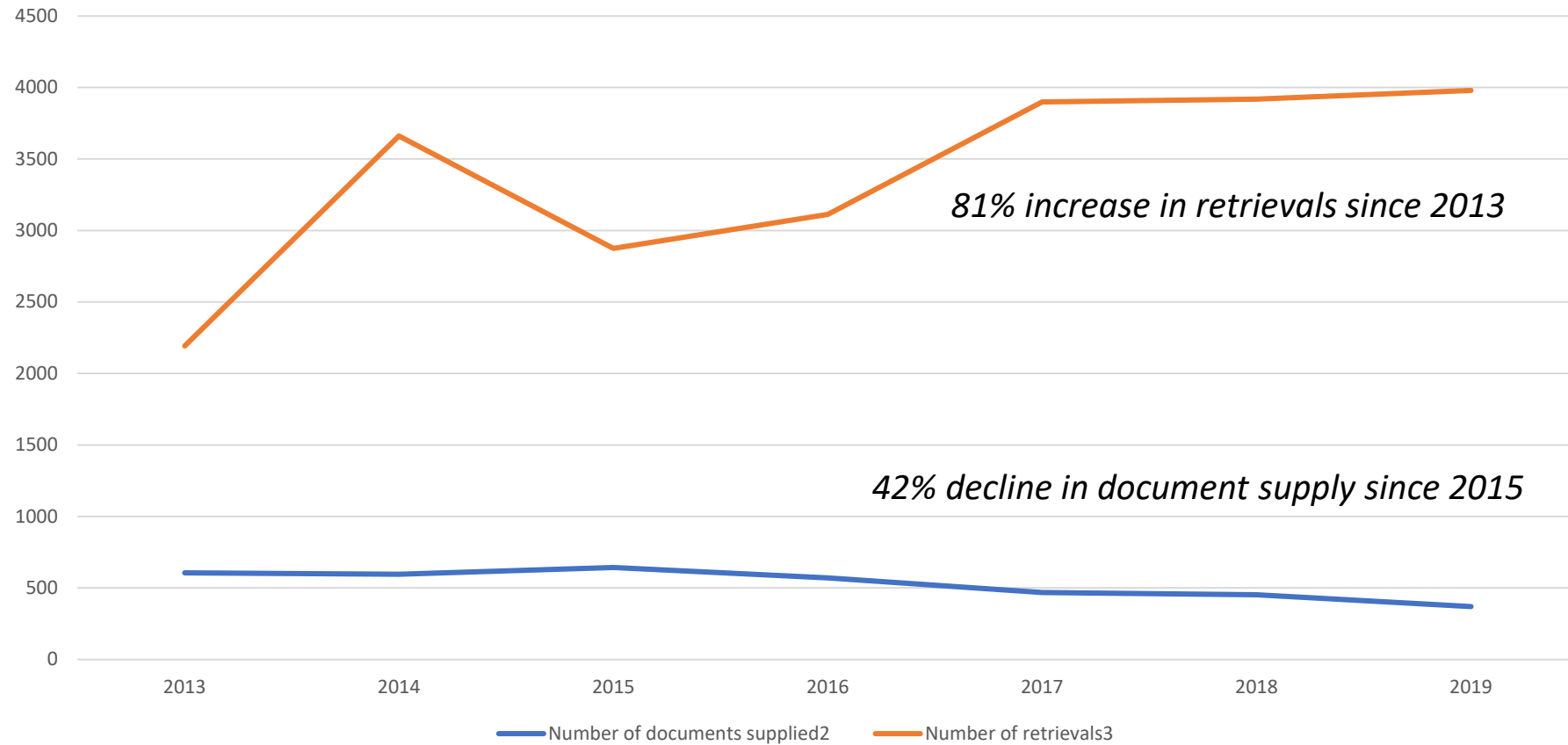


Figure B30: Number of unique individuals supplied with documents in 2019 (154 total)

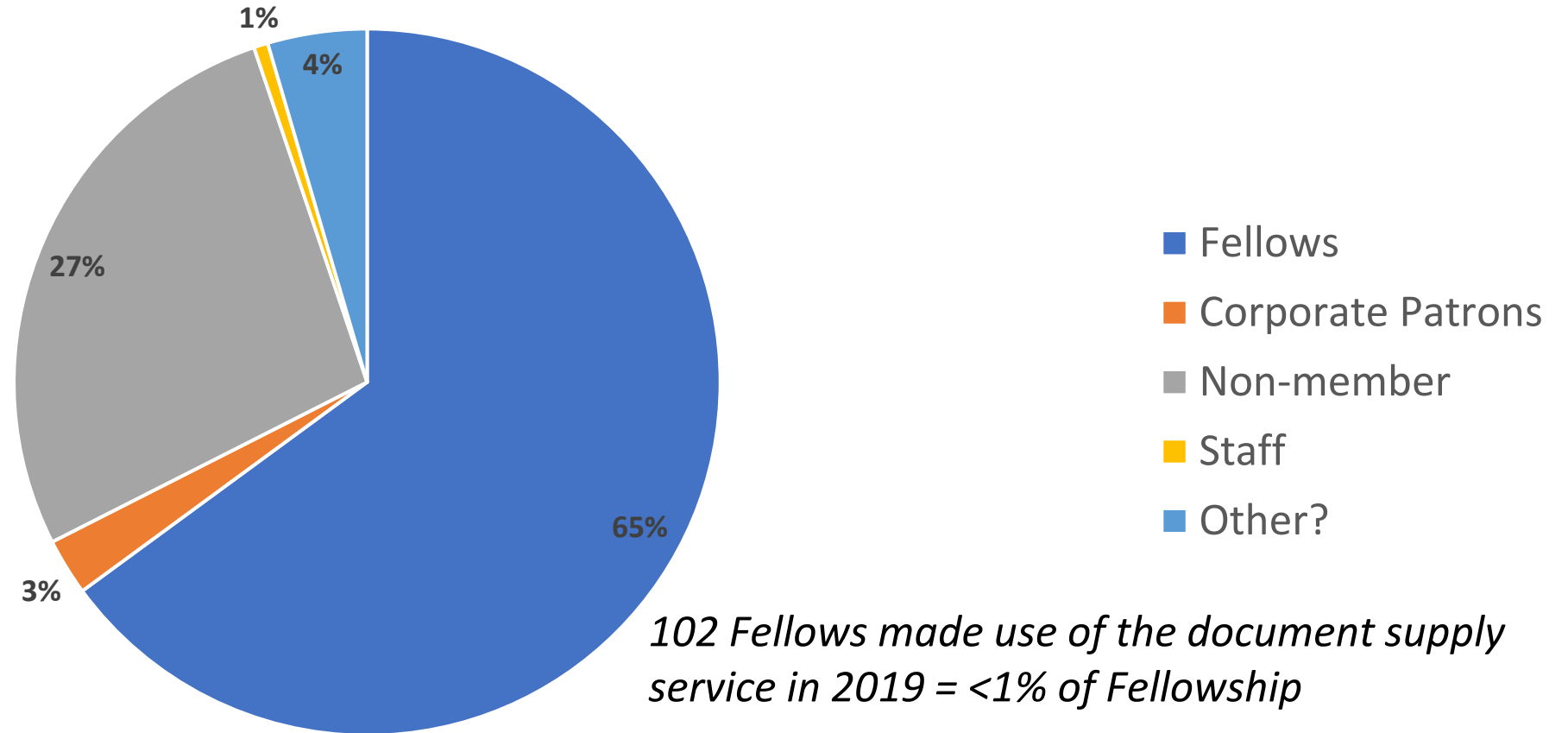


Figure B31: 2019 Library and archive enquiries

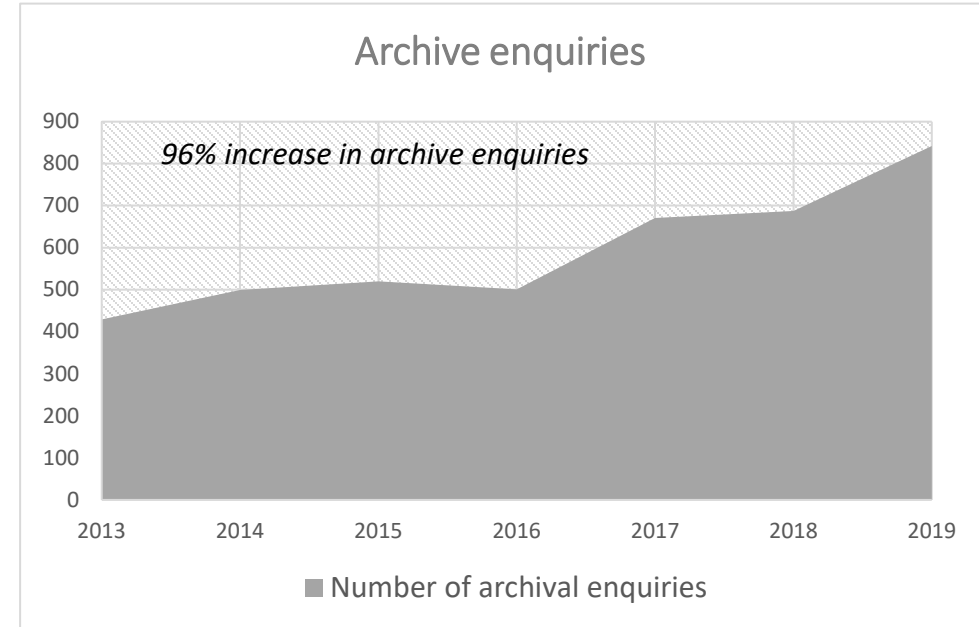
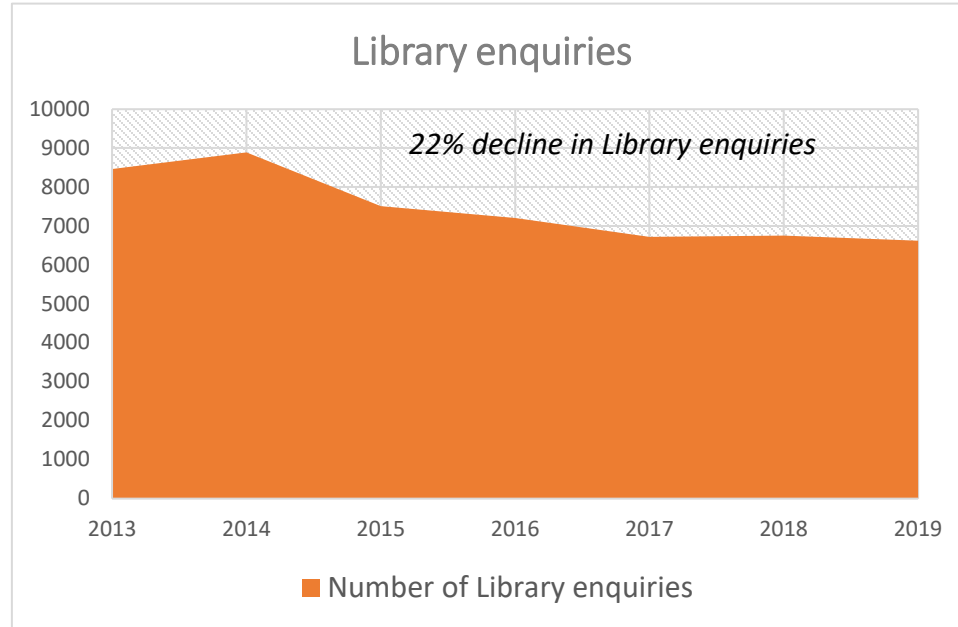
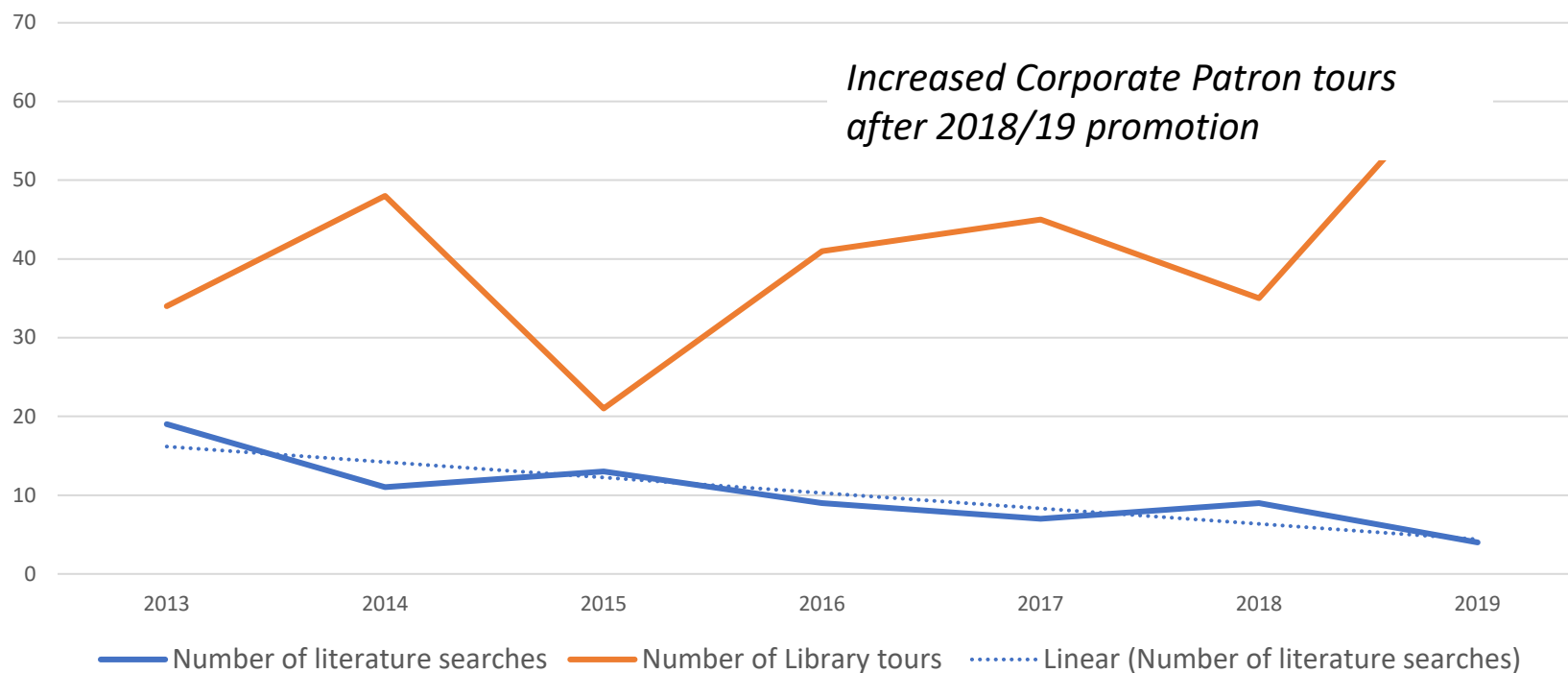


Figure B32: Other services – literature searches and tours



Section 3: Serials collection and usage

- Data on currently received titles has been compiled and maintained by the Serials and Information Librarian since ~2011
- Titles list does not represent up-to-date list of titles received – an estimated 15% of agreements for title receipt no longer operate.
- Some additional data pertaining to titles no longer active
- No one source of definitive data.

Figure B33: 604 current serials titles listed for 2019

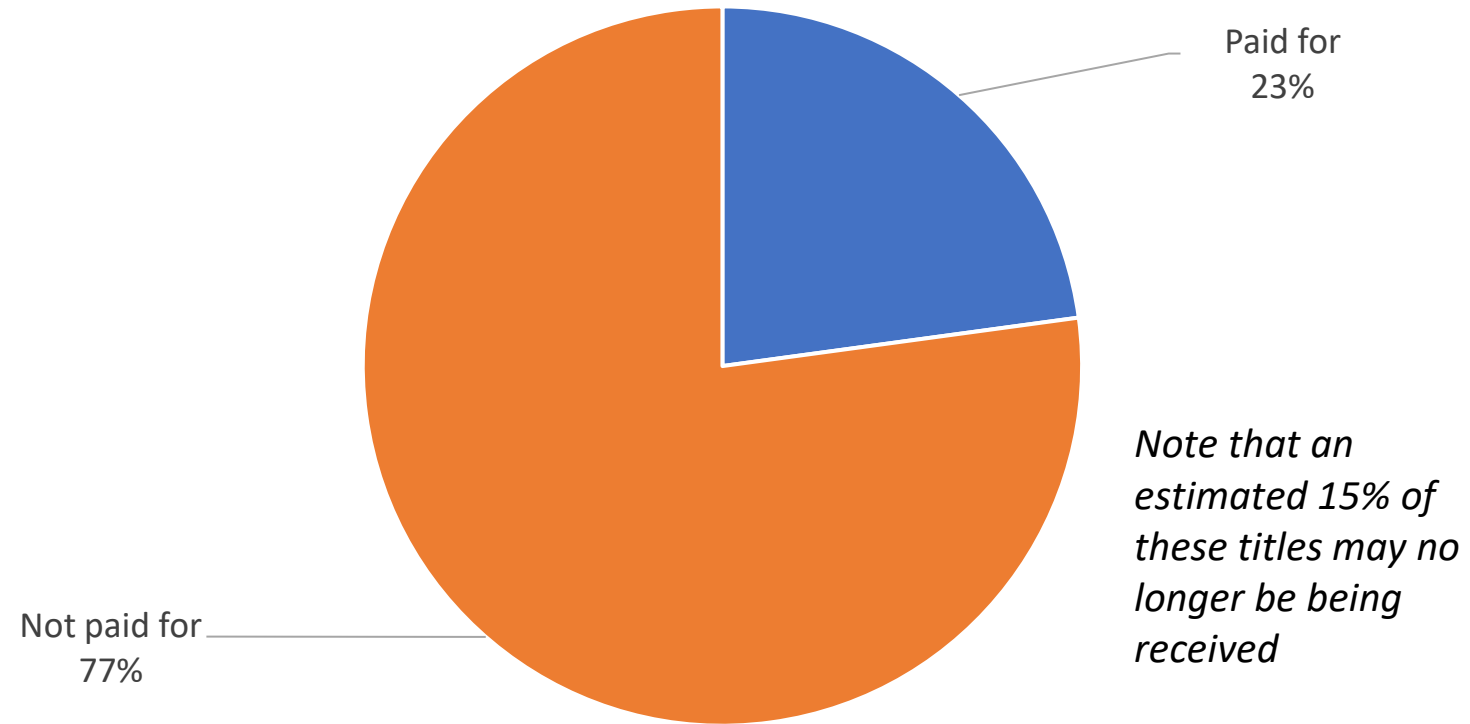


Figure B34: Source and 2019 usage of titles received, by arrangement type

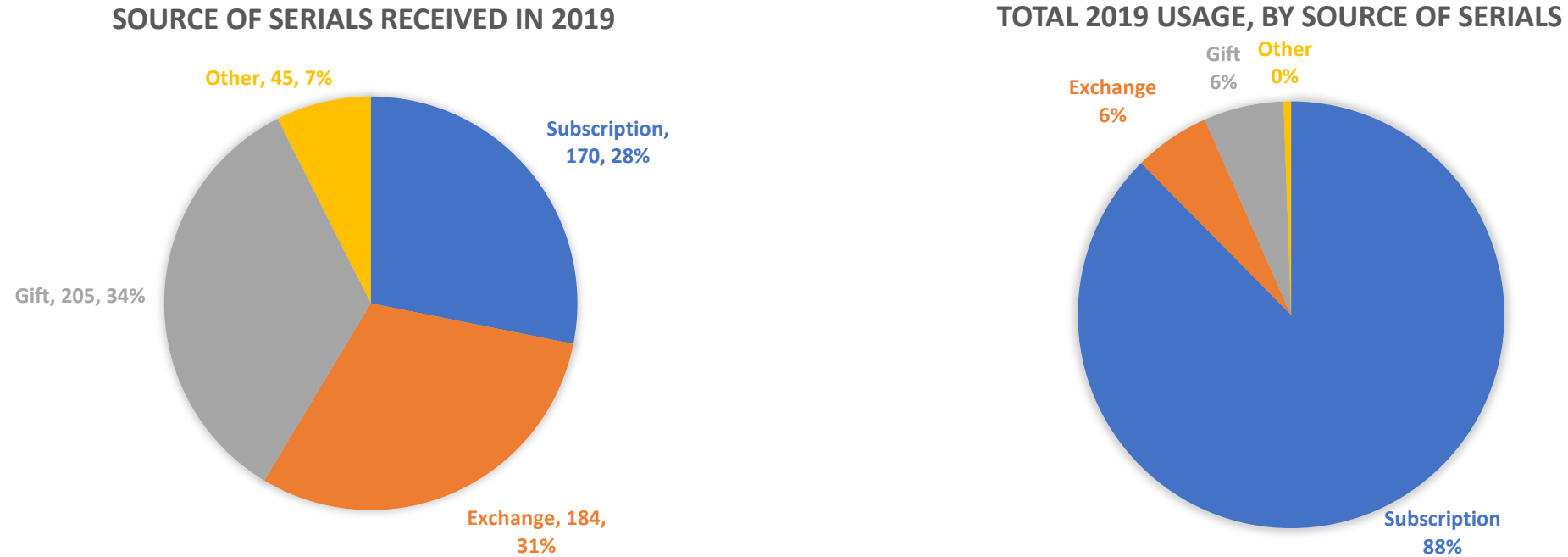
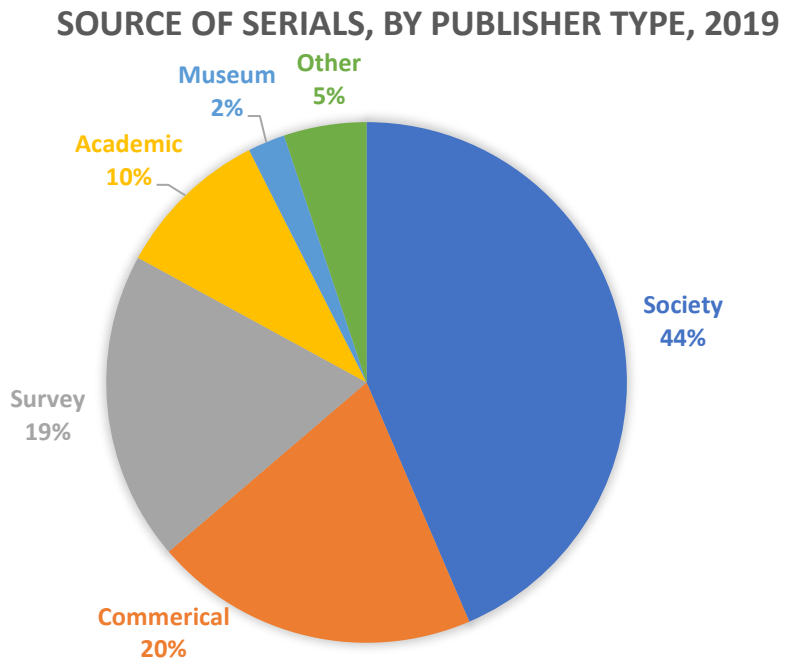
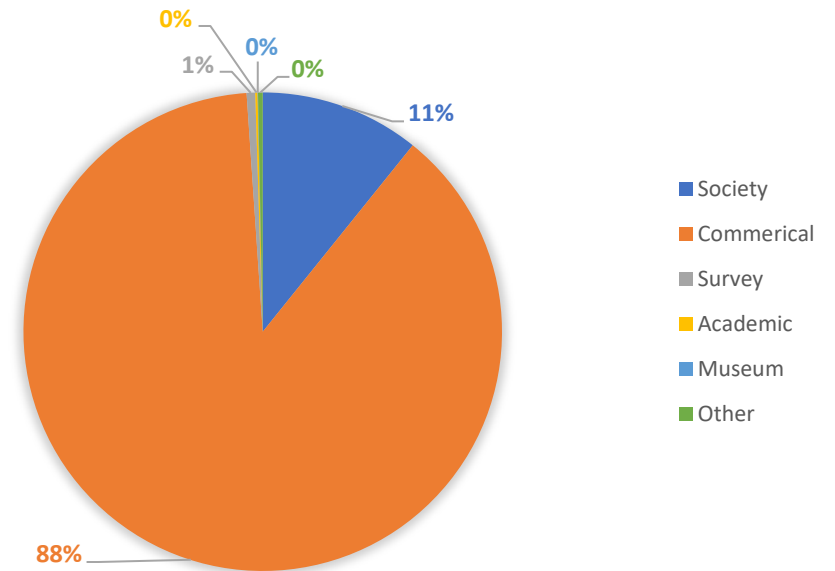


Figure B35: Source and 2019 usage of titles received, by publisher type



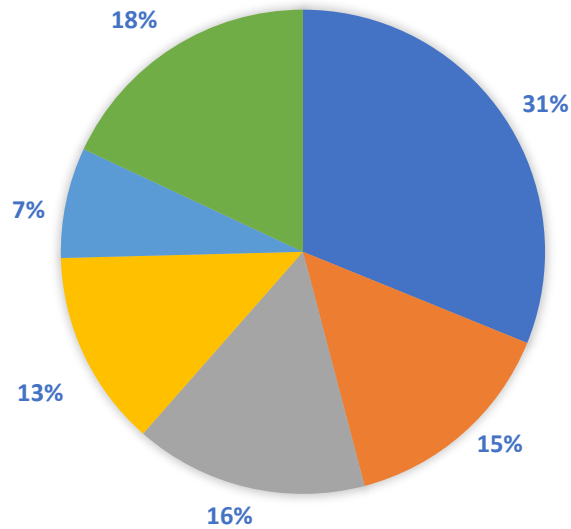
TOTAL 2019 USAGE, BY PUBLISHER TYPE



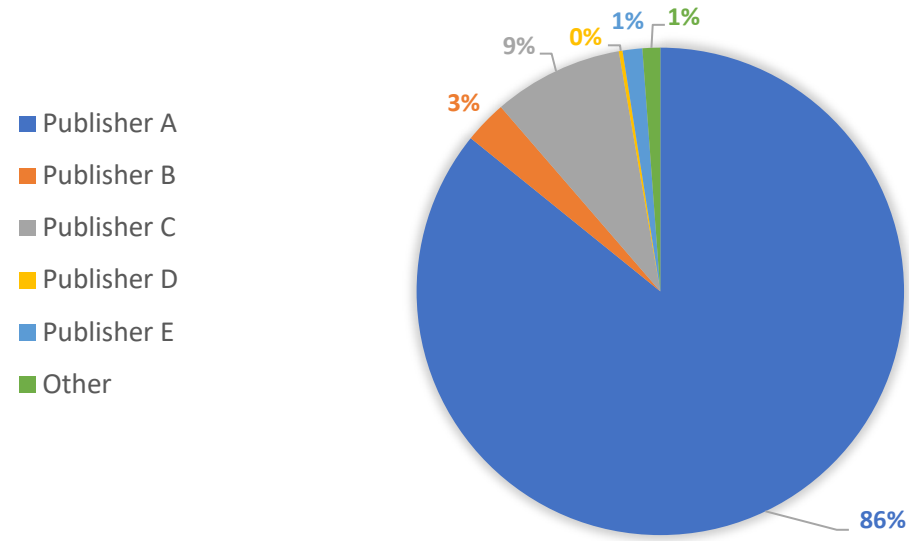
- Society
- Commerical
- Survey
- Academic
- Museum
- Other

Figure B36: Source and 2019 usage of titles received, by commercial publisher (122 titles)

SOURCE OF COMMERCIALLY PUBLISHED TITLES, 2019



2019 USAGE, BY COMMERCIAL PUBLISHER



- Publisher A
- Publisher B
- Publisher C
- Publisher D
- Publisher E
- Other

Figure B37: Serials arranged in 2019 all-usage order, highest to lowest

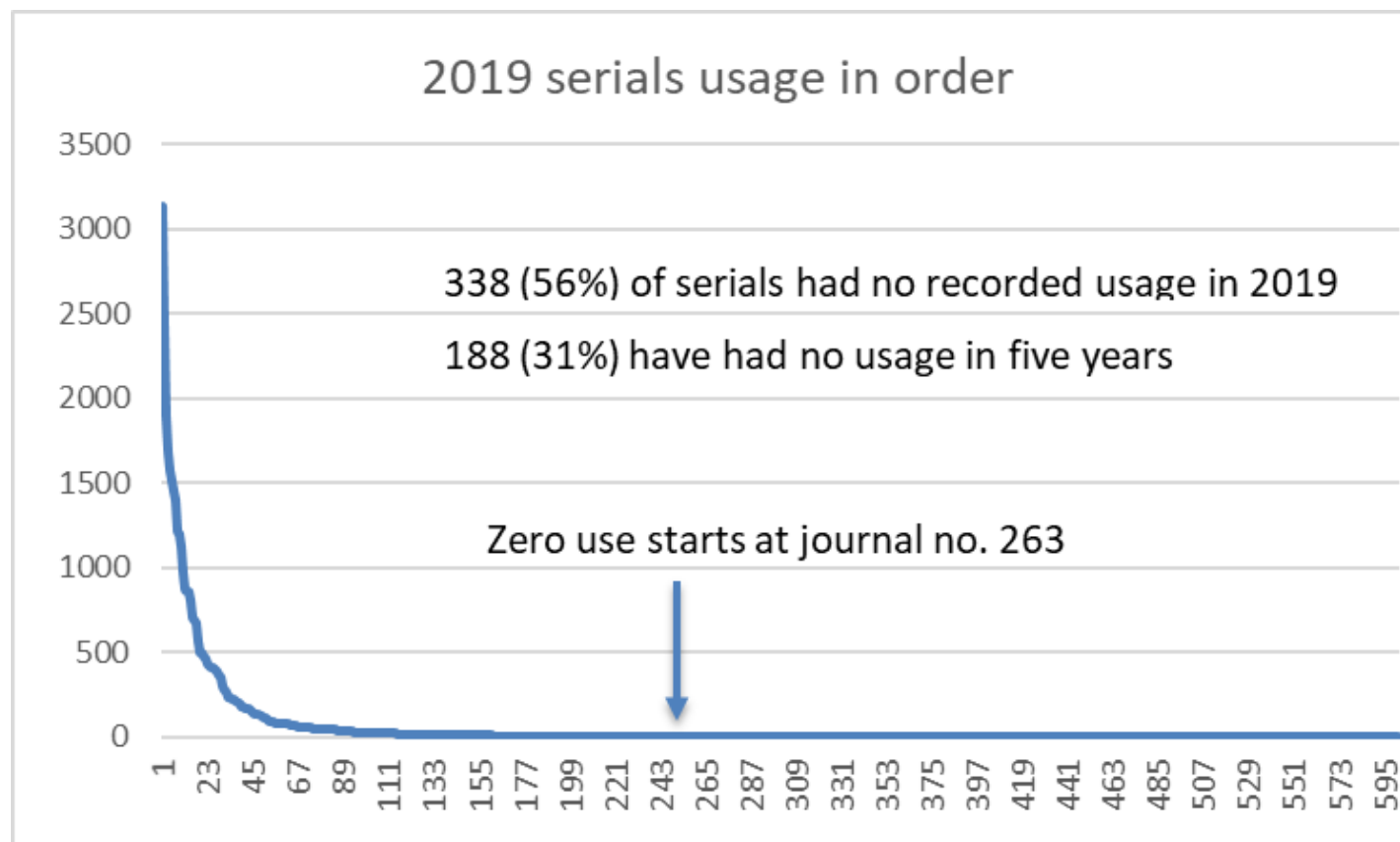


Figure B39: 2019 paid-for titles in use order

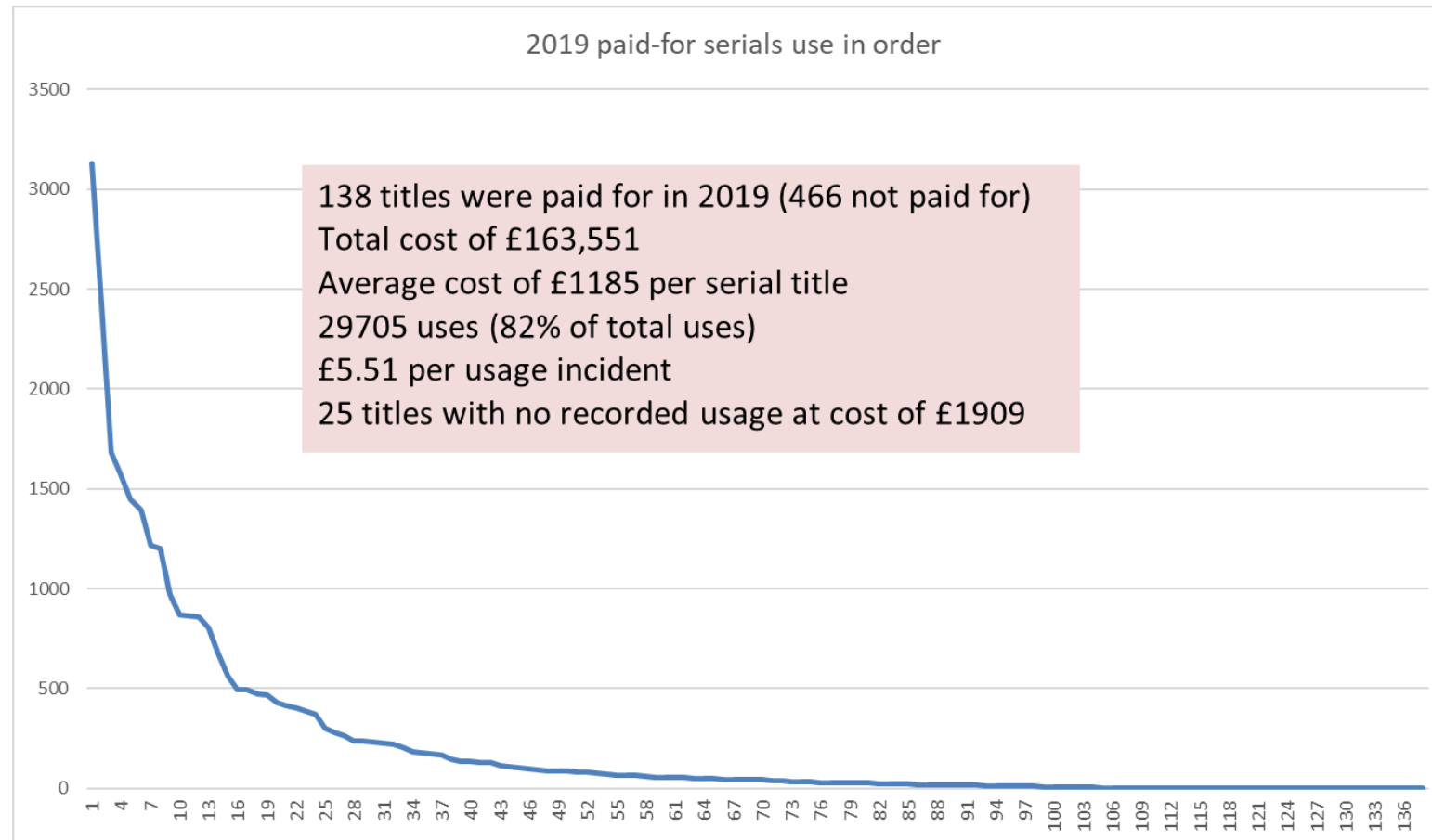


Figure B40: 2019 paid-for titles in cost-per-use order

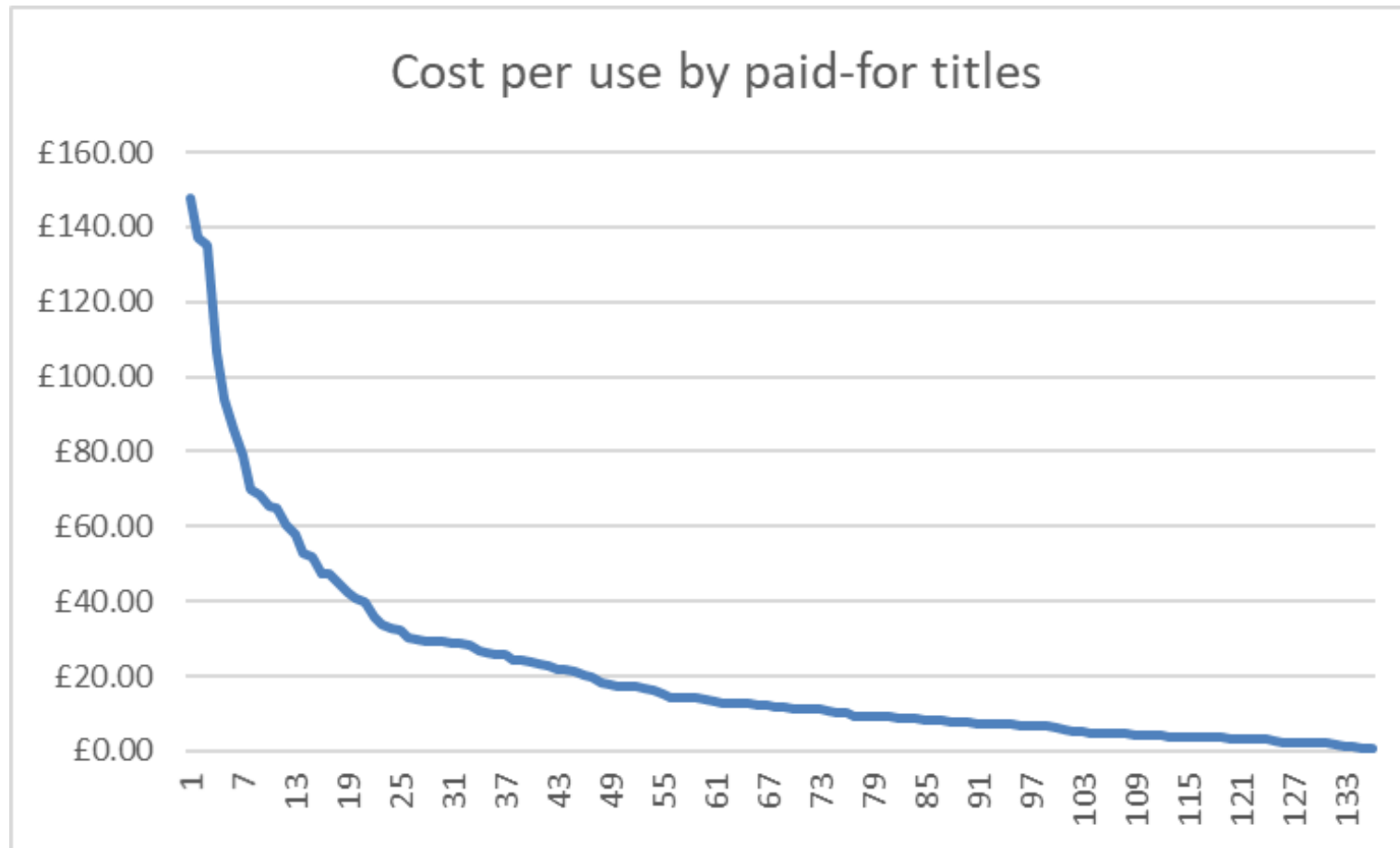


Figure B41: Titles either partially or wholly online



These slides (B46 and B47) show the percentage of serials either partially or wholly available online, and the number of uses those titles receive

Figure B42: 2019 uses per online title vs non-online (using data from current serials list)

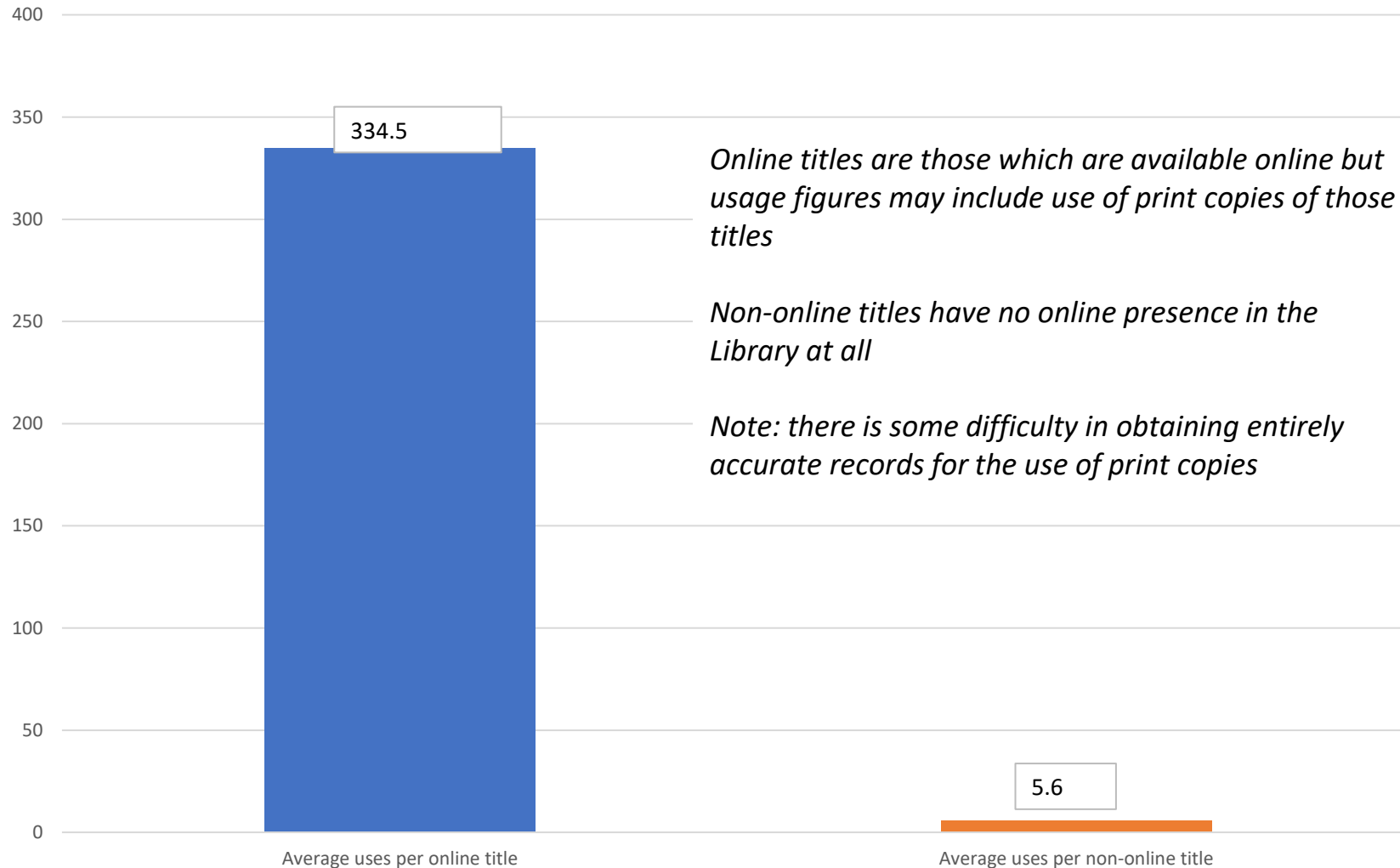
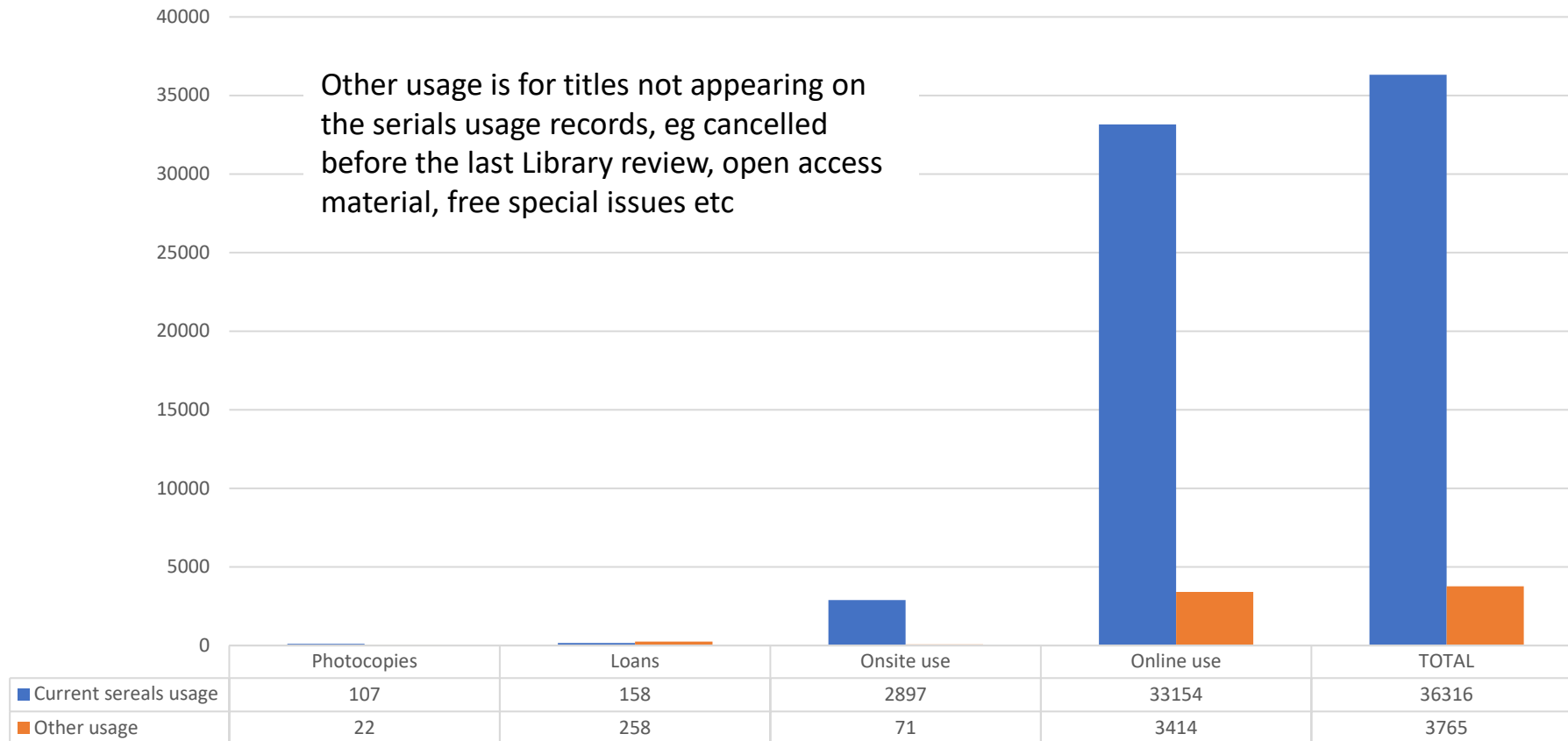


Figure B43: Current titles vs other titles 2019 usage



Section 4: OpenAthens usage

- Relatively limited data available via OpenAthens back office facility
- Reports are very limited
- Some lack of clarity in the data – requires careful interpretation and apparently fickle
- Request for future development of new reports on unique user requested from OpenAthens in GDPR compliant format

Figure B44: Number of registered Athens users

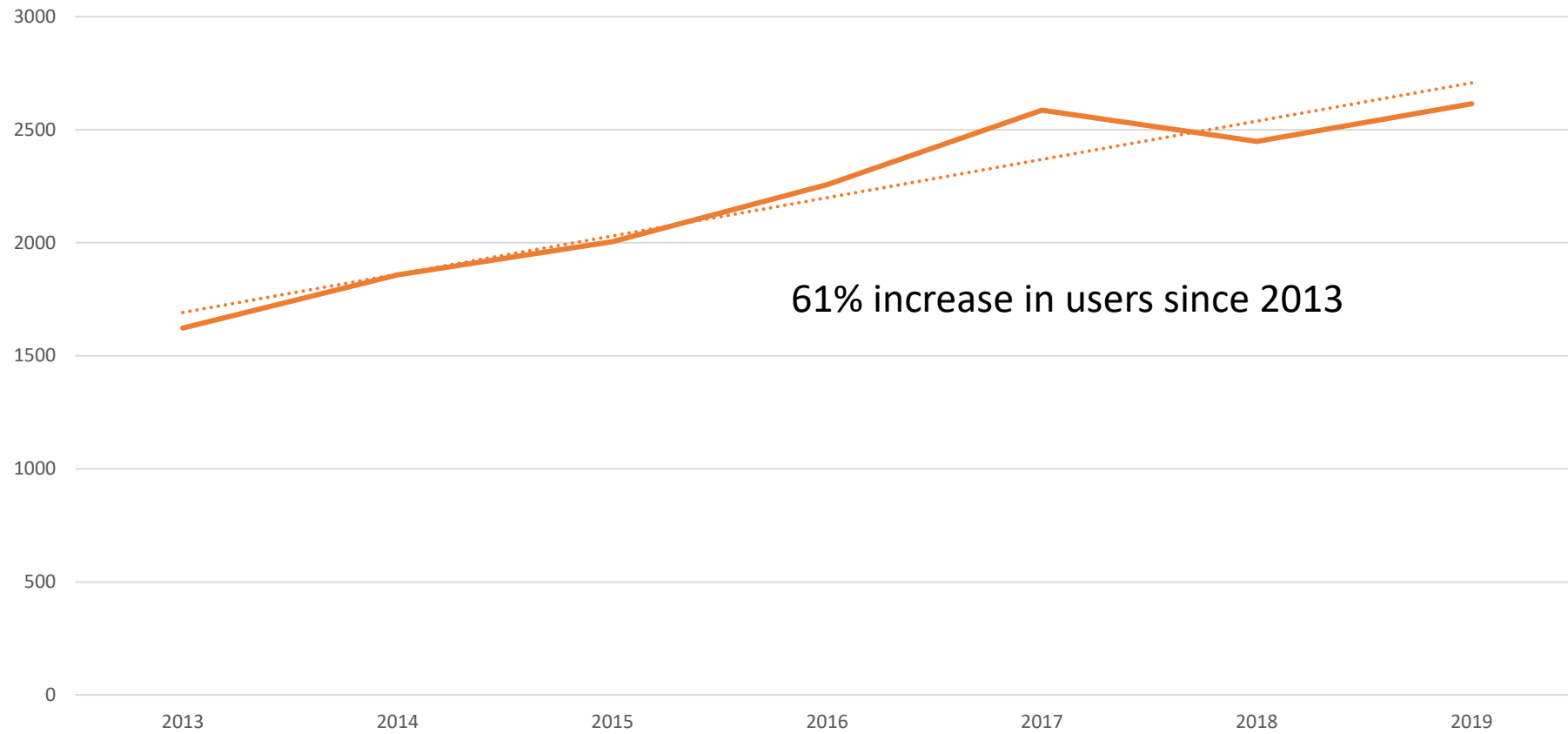
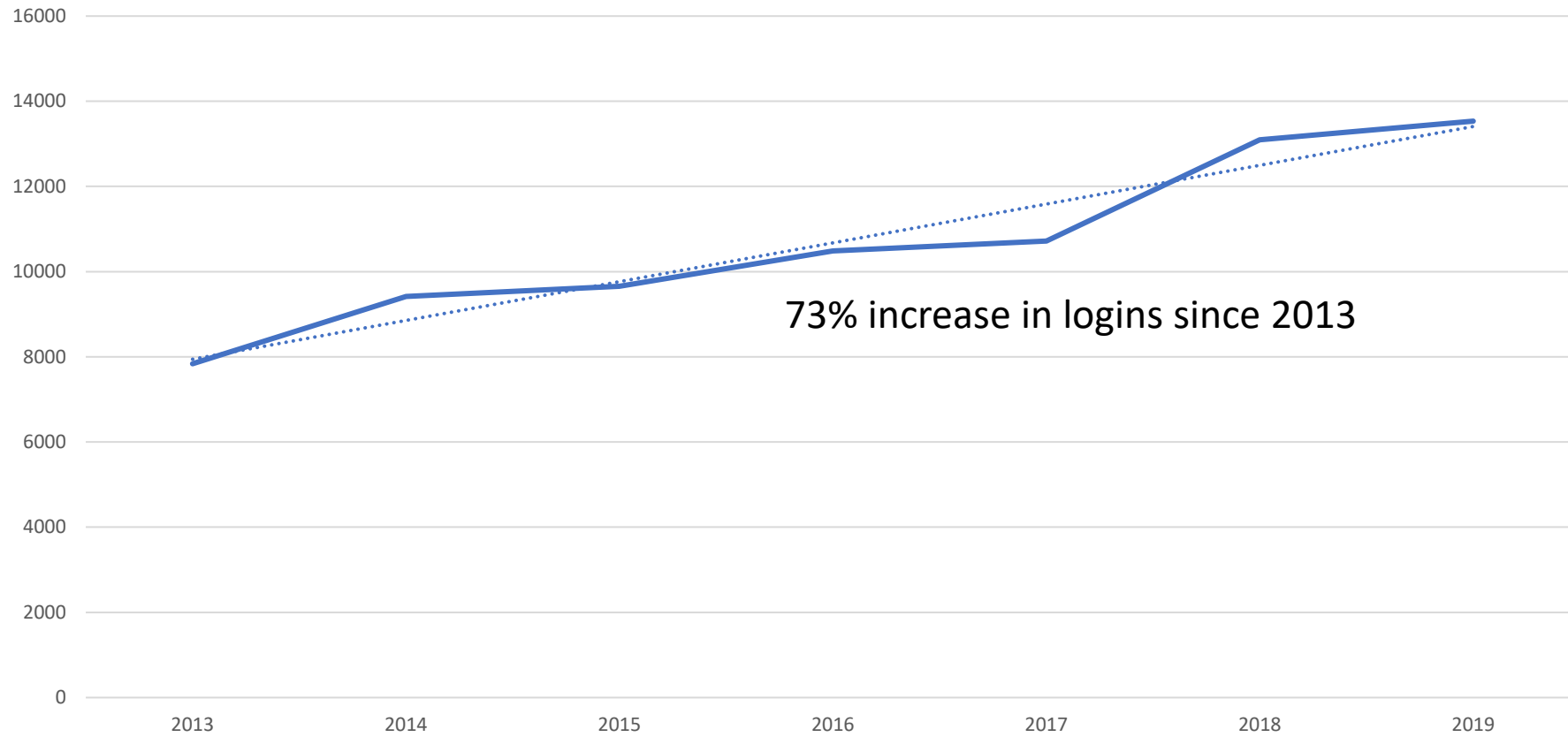


Figure B45: Number of Athens logins



73% increase in logins since 2013

Figure B46: Number of article downloads via Athens

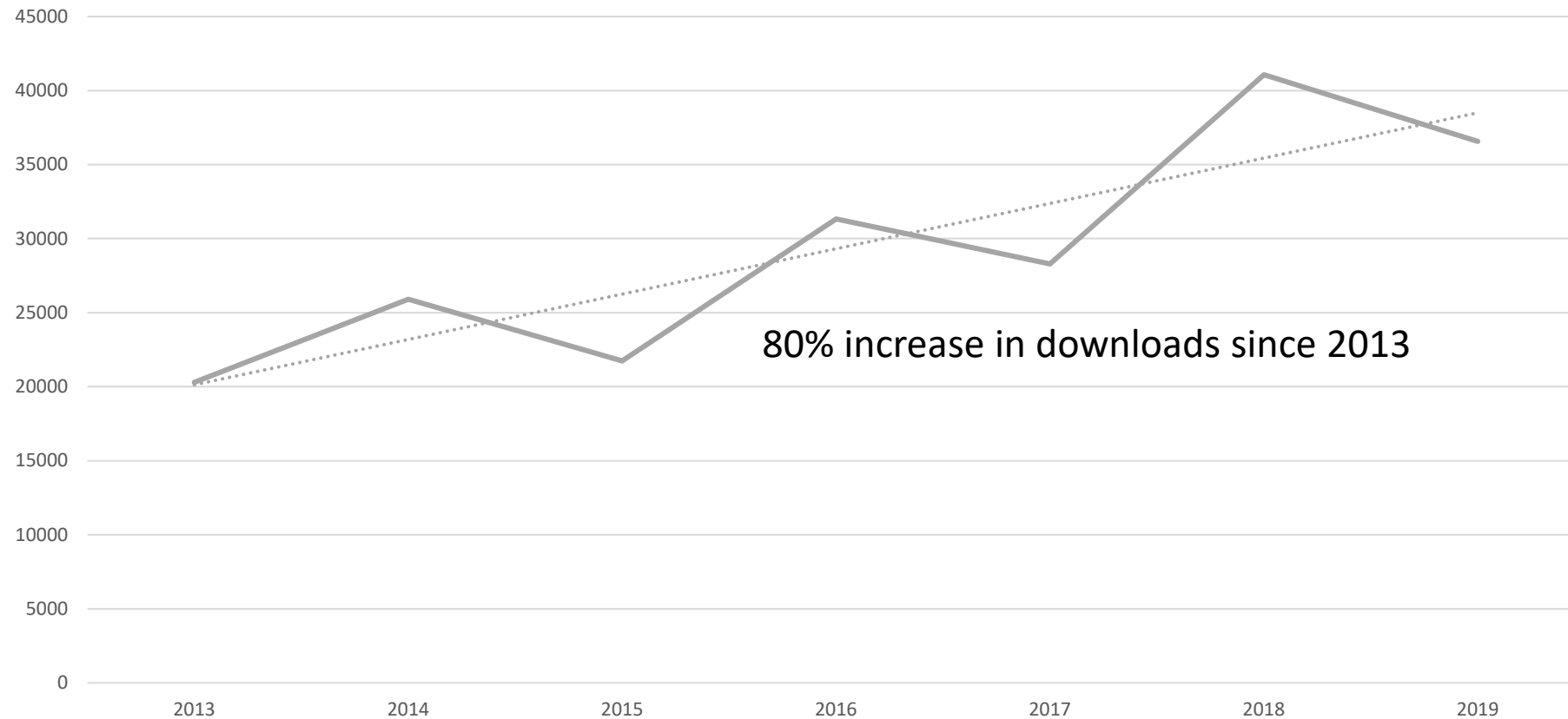
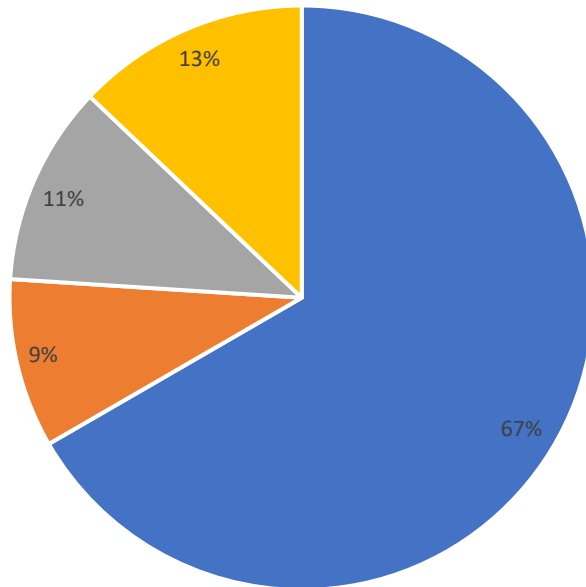
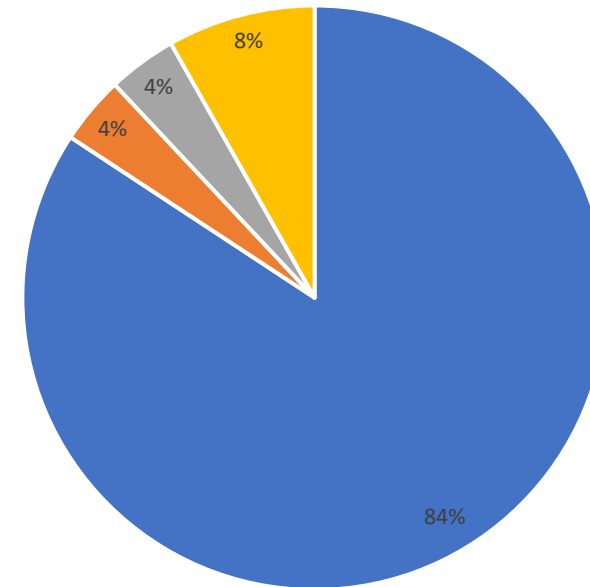


Figure B47: 2019 OpenAthens usage vs Fellowship, by country/region

2019 OpenAthens usage by country/region



2019 Fellowship by country/region



- UK
- Europe
- North America
- RoW

EXPERT WITNESS INTERVIEWS

The extent and purpose of expert witness interviews

Expert witness interviews were held to try to seek opinions from a range of people with varying relationships to the Geological Society's Library, or other library and information services. By holding detailed conversations it was possible to tease out key themes, many of which recur. A total of 28 expert witnesses were interviewed between 26 May and 21 September. Witnesses were drawn from:

- GSL staff
- Council, the Publications and Information Committee and Library Review Working Group
- The Library Review Working Group
- The Library user community
- Academia and learned societies
- Industry
- External libraries

Interviews typically ran for 60-120 minutes and the record of each meeting was approved by the interviewees themselves. In the summary records of interviews below only headline findings are reported.

1. General views on current Library services

- a. The Library is the Society's most significant sacred cow.
- b. There is no doubt that the Library has provided a core and valued service in the past but and it is now out of step with the times and needs to change - processes are ripe for review and improvement.
- c. The 2010 Review was insufficiently radical and the Society must now prepare to be more bold, redefining the purpose of the Library and the scope of its services.
- d. There are no right and wrong answers, per se – just decisions based on a chosen direction of travel for GSL.
- e. GSL must make its own decisions about its priorities and the role its library services play – now and in the future.
- f. The Library should be closely aligned with the Society's overall objective and what it is trying to achieve.
- g. For many Fellows the Library is their sole reason for joining.
- h. Users are not homogenous and it may be necessary to focus on just a subset of users.
- i. Covid may turn out to be the key in driving change in Library use. It has accelerated trends already in progress over many years and the effects are not fully reversible.
- j. Value in GSL's Library is not just in the collection, but in its ease of accessibility.
- k. In some senses the Library is the face of the Society – it is front of house
- l. The Library does not communicate what it does well enough – with some exceptions.

2. Library costs and value

- a. The Library may not represent good value for money for the Society – but it does for the user.
- b. The Library can try to do too much and ends up spread too thinly.
- c. We talk a lot about the cost of running the Library, and not enough about the value it adds to the GSL brand – and Fellowship recruitment and retention.
- d. Some external financial support may be available for specific public-benefit projects.

- e. Be aware that charging for Library use introduces an administrative layer and also a new hierarchy in membership.

3. Library collections and services

- a. Probably one of the widest geoscience holdings of any library. Having such wide and continuous holdings enables and promotes curiosity, creativity and serendipity – keys to new research.
- b. Much of GSL's content can be access elsewhere, but there are significant barriers to access.
- c. Unique/historical material and current science collections constitute the two end points of the Library's collections.
- d. "No unnecessary duplication" – there needs to be good reason to hold routine material available from other sources.
- e. A fundamental point that must be answered by the Review is to what extent we continue to acquire current content.
- f. Current content is important and now mostly used online.
- g. Current science will be accessed by many as a benefit of membership of other societies (eg SEG, AAPG, EAGE).
- h. If the collection was restricted to ~30 current titles 95% of Library users probably wouldn't notice, and the option of ceasing to take journals altogether should be on the cards.
- i. Despite general and anecdotal evidence that academic users do not value GSL journal provision, we know there are many academic email addresses in registered with OpenAthens.
- j. Focus on online resources and don't retain print where online is available. Consider buying electronic backfiles so that space can be liberated by the disposal of print.
- k. Publishers' online journal archives would be a popular addition to Library collections.
- l. Library collections should be primarily digital, acquiring electronic backfiles wherever we have not already. Don't hold anything in print if it is available online.
- m. Digitisation of content vs digitalisation of the full library service – not the same thing.
- n. License terms on e-content much more restrictive than on p-content.
- o. Any slimming down of collections would require the most careful consideration and planning. Also, be mindful that whole collections may have a value in their own right – paring away may diminish that value.
- p. Define minimum collection using transparent criteria.
- q. It may be very difficult to find homes for any material identified for disposal.
- r. Do not store books and journals offsite – it just defers the problem.
- s. Publishers license terms becoming tighter and more restrictive- makes re-use and sharing harder.
- t. Stocking low quality titles is a reputational risk.
- u. People representing all disciplines and activities wish to see historic material preserved – but should it be available as a Fellowship or public benefit?
- v. Archival and historic collections are evidence of our historic roots and credentials.
- w. All material held offsite should be supported by a good catalogue and retrieval system.
- x. Some print subscriptions are not online because they are part of exchange agreements which do not include online – if we wanted online we would have to buy it.
- y. Some Library users prefer paper and paper is what we can legally lend.
- z. Under-rated benefit of GSL library is that users can see and choose to disregard content (eg because it turns out to be poorer quality or less relevant than first

thought) before spending money on PPV or ILL. This more generally is what browsing is for.

- aa. GSL's map library is unique – it lends, has a specialist geological map librarian.
- bb. The maps collection is of real value – need to make more of it.
- cc. In relation to maps the shift to more digital service is logical next step but requires significant investment in IT infrastructure and support.
- dd. The value of maps is not just in the sheets and series themselves – it is in the fact that they are catalogued.
- ee. In the case of enquiries we are often the library of first resort but (in the context of other libraries disposing of their paper collections) we are the library of last resort to preserve the nation's geological map collections.
- ff. As the map library of last resort can we be paid by the government to fulfil that role? Be wary - we may lose our independence, our capacity to advise government and result in obligations to fulfil.
- gg. In the next 20 years many international maps will come out of © and can be digitised and exploited. However, this requires investment and the legal and technical challenges are complex.
- hh. Our historic maps generate revenue from rights sales and paying external visitors. We gain income also from the Picture Library and they are used to generate publicity for the Society from social media, Society-run events and also through loans to exhibitions.

4. Archive and heritage material

- a. The archive is the physical and digital incarnation of the memory of the Society' and its members (both corporate and historical) .
- b. At their purest, an archive is the administrative records of an organisation which have been created as part of its functions and have been retained for their informational (generally historical) worth. Not all records created are retained, the estimate is c.5%.
- c. Because of the circumstances surrounding their creation, archives have evidential value as they are an unbiased record of an activity – hence their importance to researchers.
- d. "Archive" is not the same as "old". It contains documents, photographs, drawings and prints which are generally unpublished. (There is published material in the Society's archive but these are from the discrete personal archive collections of individuals and are generally annotated in some way which makes them unique.
- e. The archive includes additional key materials by significant scientists who made a major contribution the development of thinking.
- f. Need to invest in systems capable of archiving everything including (eg) email records.
- g. Digital services are key – to enable access for everyone, liberate content, generate revenues and open a shop window on the Society. The Society needs a digital preservation policy with associated procedures.
- h. Trend towards financial self-sufficiency of archives (via sale of digitised content).
- i. Older material often features data of significant value today.
- j. Heritage content is the unique offering of the GSL Library – many historical elements cannot be found elsewhere and preservation is essential.
- k. There are questions around who should hold historic material – should it be GSL, or some other institution? If any part of our historical collection moved elsewhere it must continue to be accessible and supported by expert curation and expert staff.

- c. Any overhaul of our relationships with Corporate Patrons should recognise that there are different motivations for patronage.

9. IT capacity and systems

- a. Need to address shortcoming in the IT system in general (poor website interaction and confusing log-in requirements) and Library systems (online catalogue, discovery system etc).
- b. Poor wifi in Burlington House in general should be addressed, as should public-facing IT in general (website, logins, online catalogue).
- c. Need to move away from talking about library collections and services and towards thinking about information resources.
- d. GSL may not have all the skills required to make these changes in-house and may need to call in external expertise.
- e. Consider whether Athens is the right long-term authentication system for remote access.

10. Staff and skills

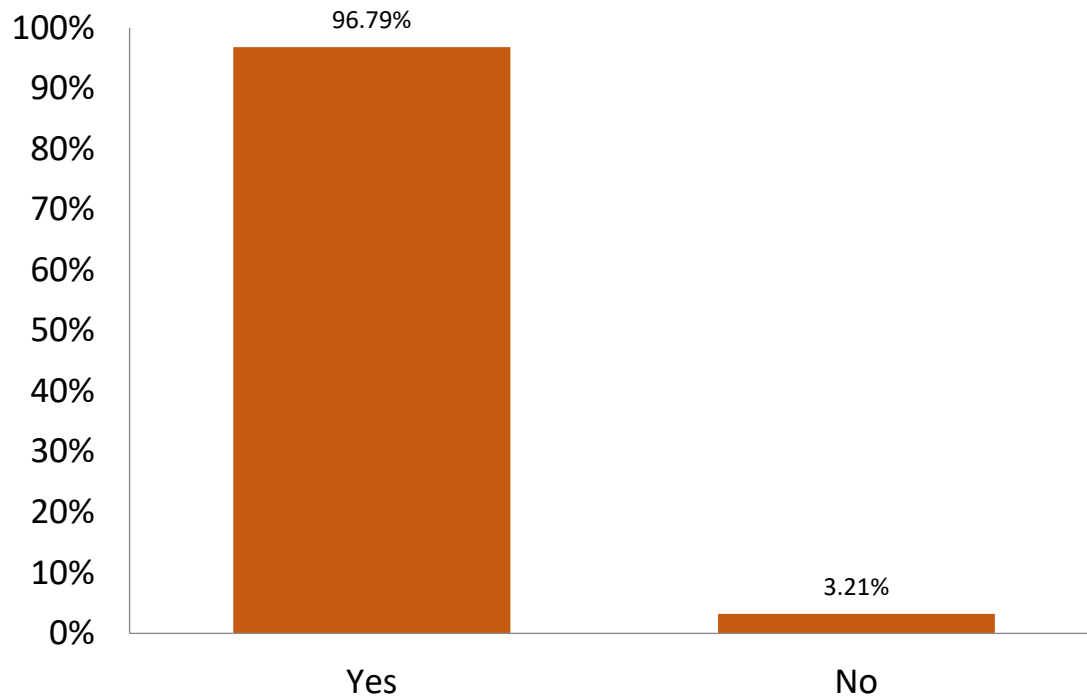
- a. A new skills base is likely to be required for the future with a transition from traditional librarianship to the skills of the information scientist.
- b. Need a transformation in the way in which data is gathered, managed and used.
- c. Current emphasis is very much on personal service to Library users, but there needs to be much more emphasis on training users to be self-sufficient with an emphasis on self-service.
- d. Users can and will adapt to changed working procedures with the right information, education and incentivisation.
- e. Job titles and descriptions should be reviewed to reflect the changes in emphasis required.
- f. A library or archive without expert staff is just a collection.
- g. Develop triage models to reduce load on specialist staff.
- h. Front of house staff do not necessarily need to be the most highly skilled specialists.
- i. Many libraries are redefining what a librarian is – increasingly skills and attributes driven rather than just qualifications.

Library Review report

Annex D – Fellowship survey

Figure D1: Q3+Q4: Details of Respondents: 374 respondents = 3.1% response rate

Were you a Fellow in 2019?



What is your age?

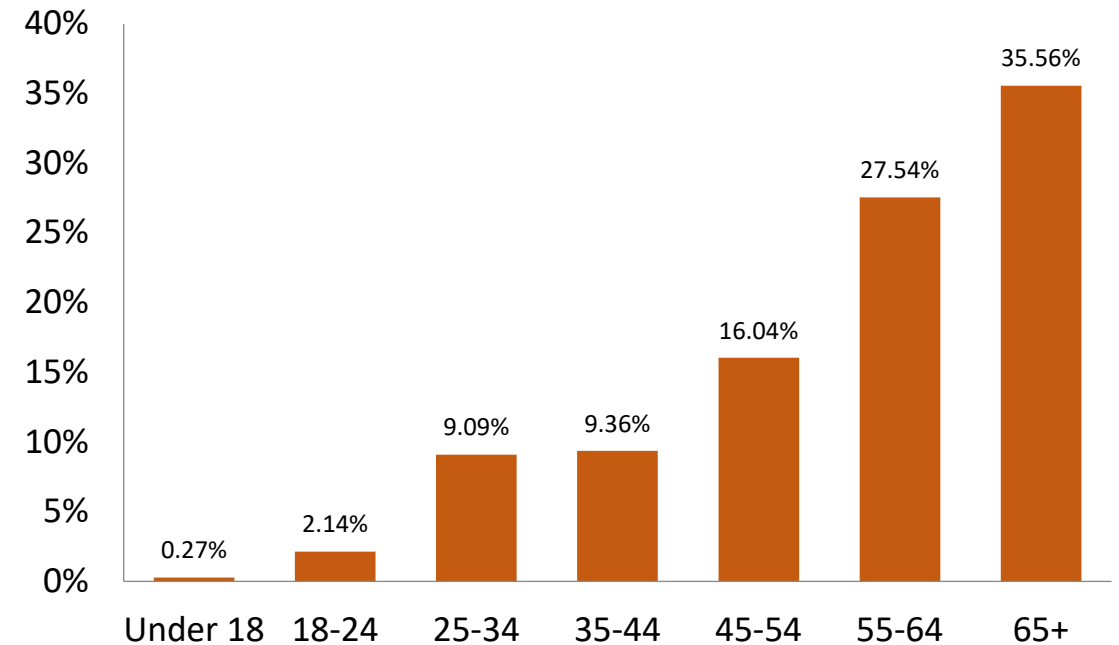


Figure D2: Q5+Q7: Work and location

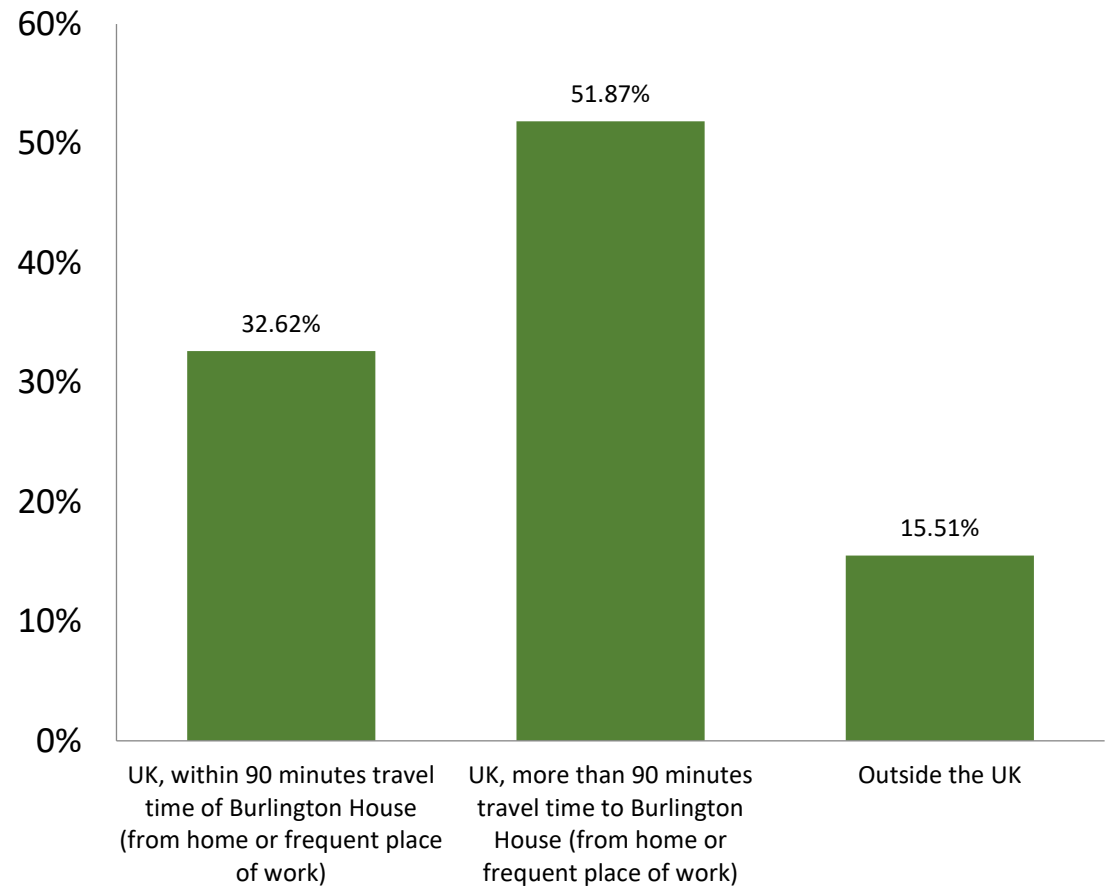
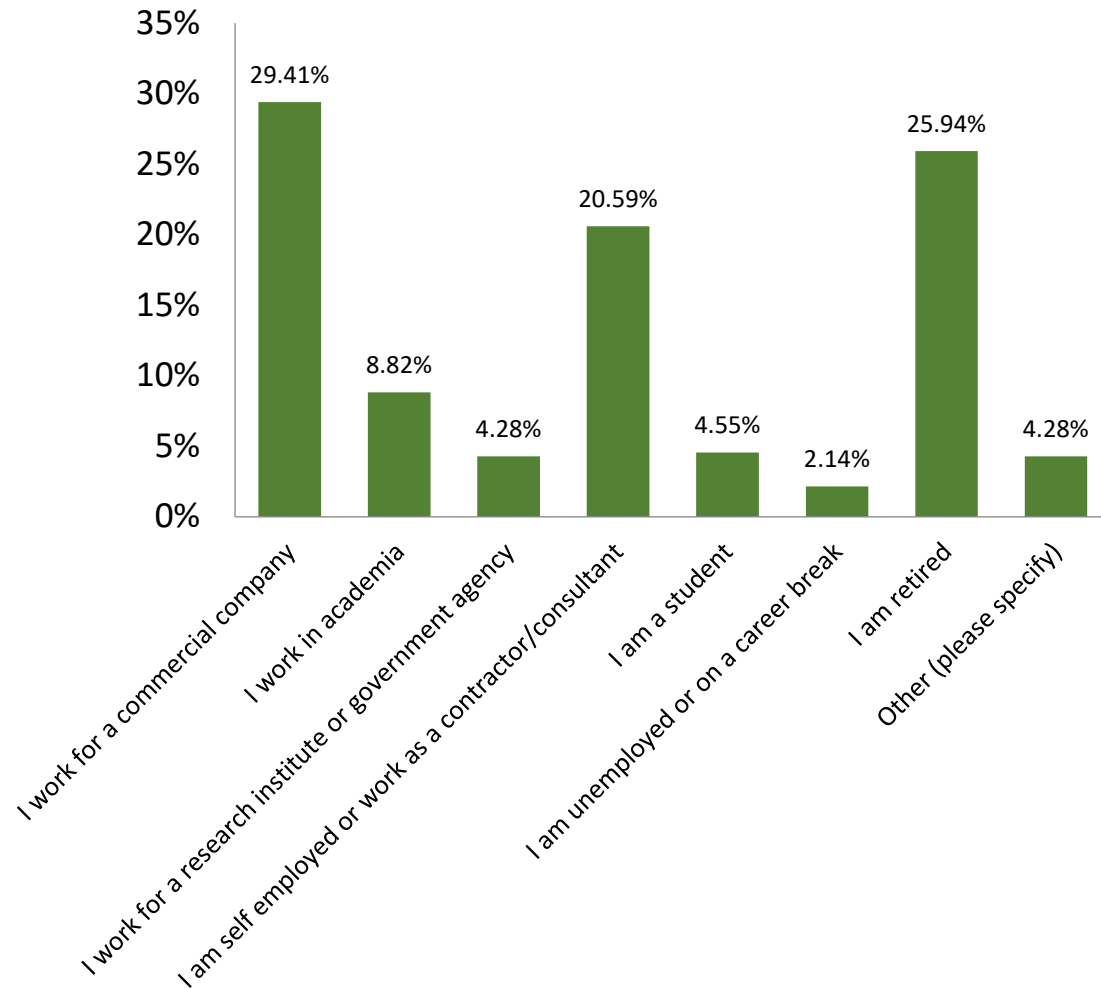


Figure D3: Q6 Principal subject interests of respondents (choose up to three)

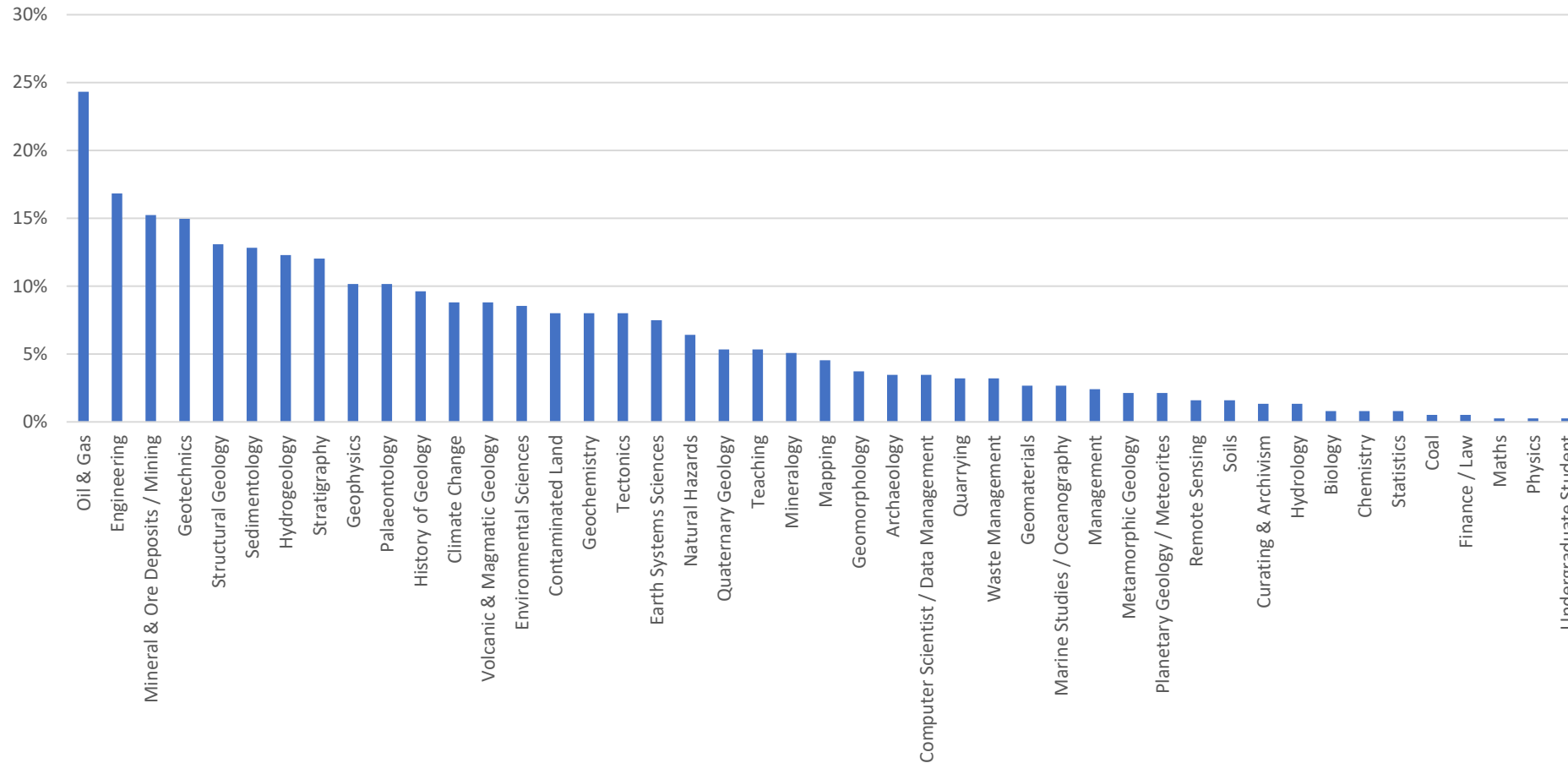


Figure D4: Q8 Frequency of use of Burlington House Library collections and services

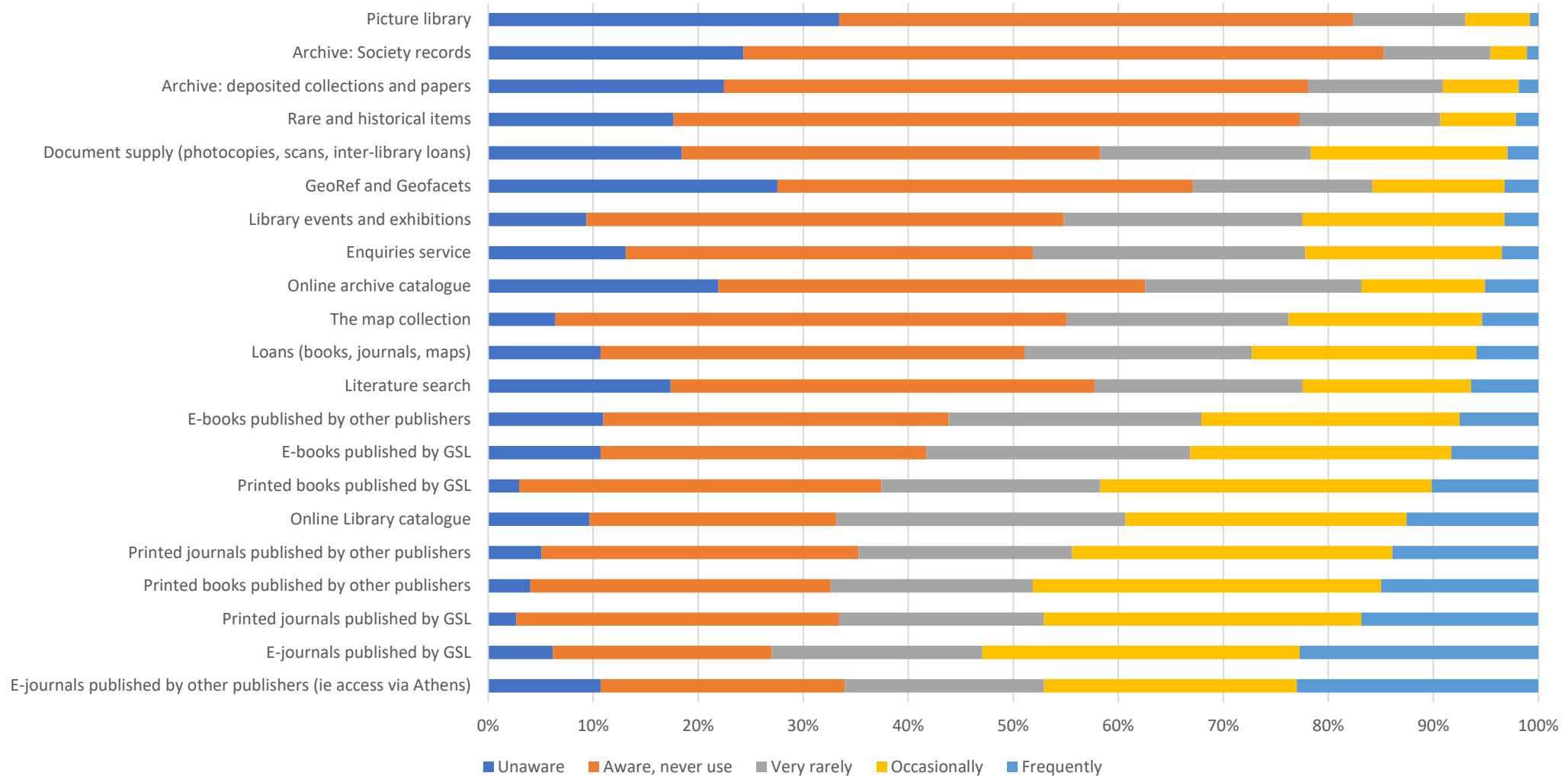


Figure D5: Q9 Perceived Value of Burlington House Library collections and services

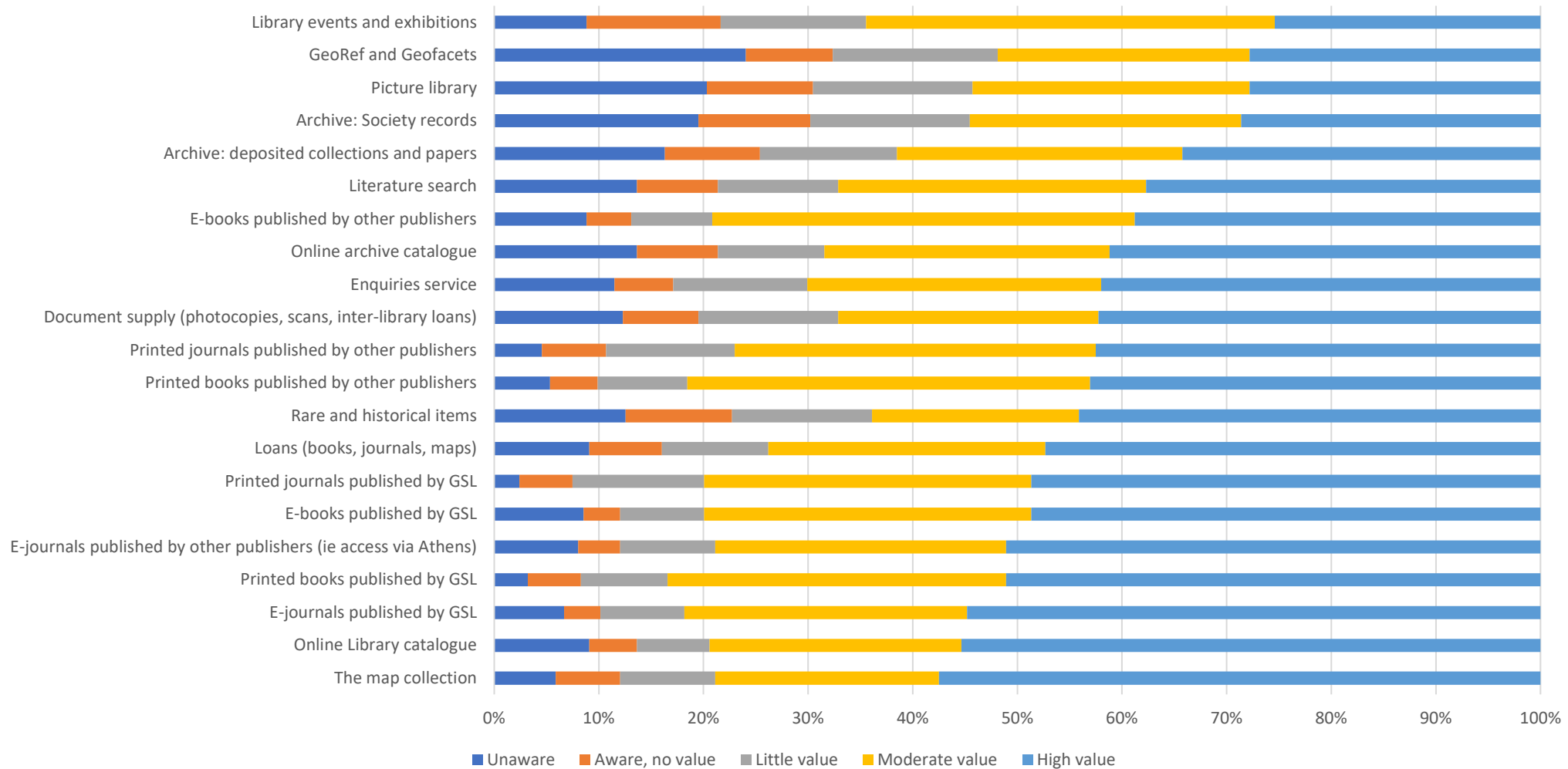


Figure D6: Q8 vs Q9: Perceived value vs frequency of use of Library collections and services (% choosing high value and % choosing frequent use)

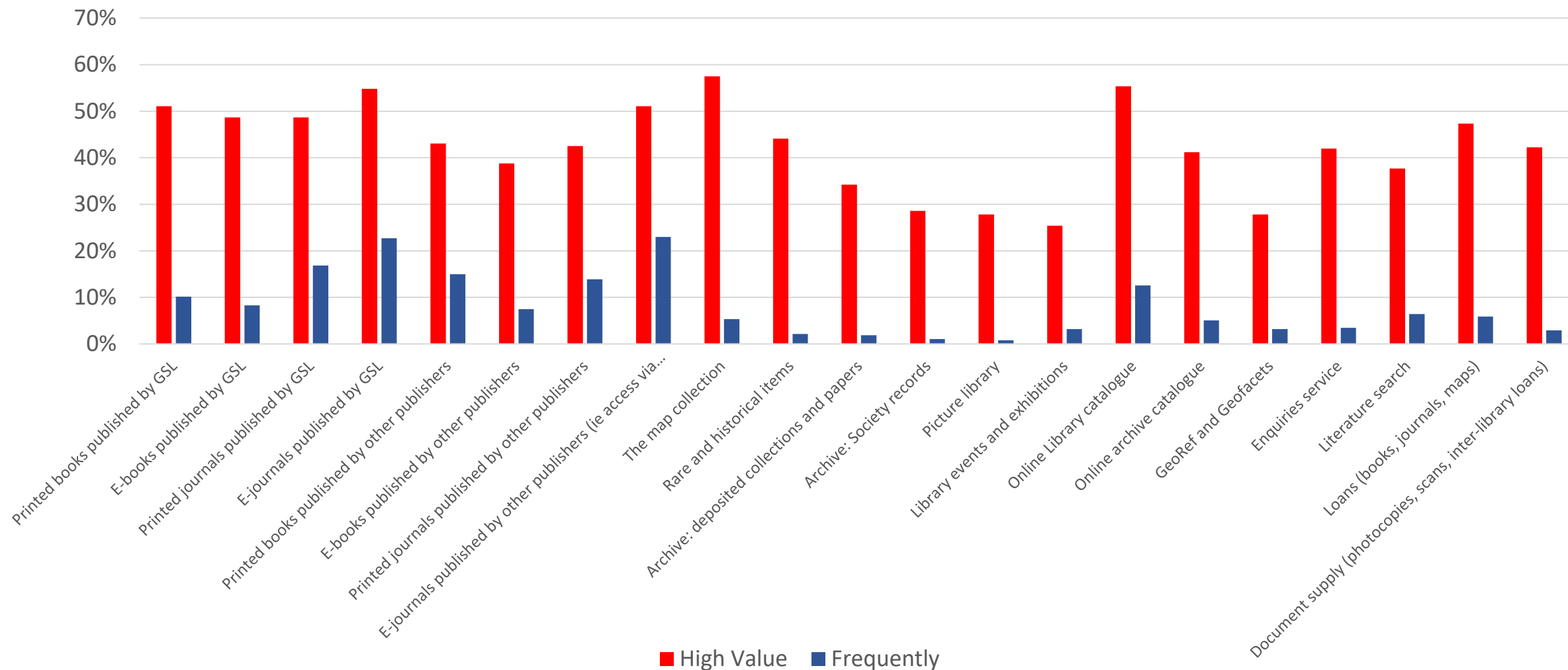
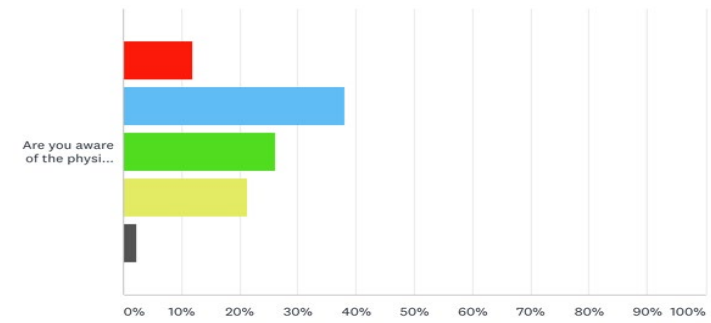
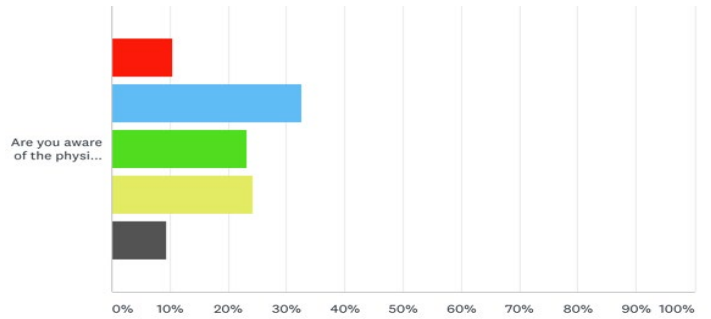


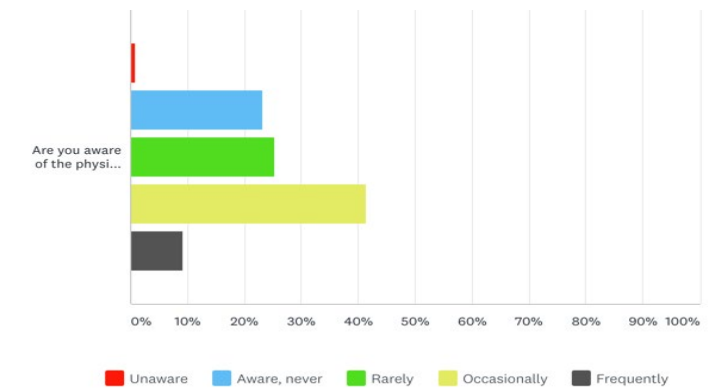
Figure D7: Q10 Are you aware of the physical space in Burlington House and, if so, how often do you use it?



18 – 34
n = 42



35 – 54
n = 95



55 +
n = 237

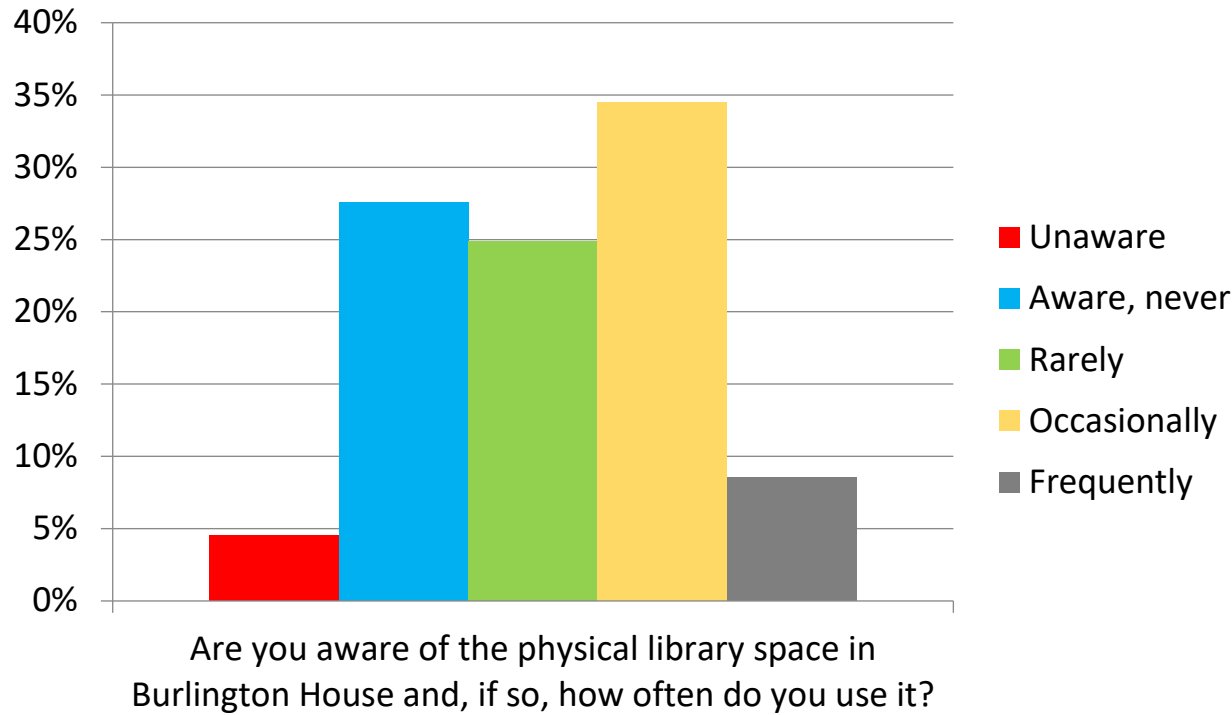
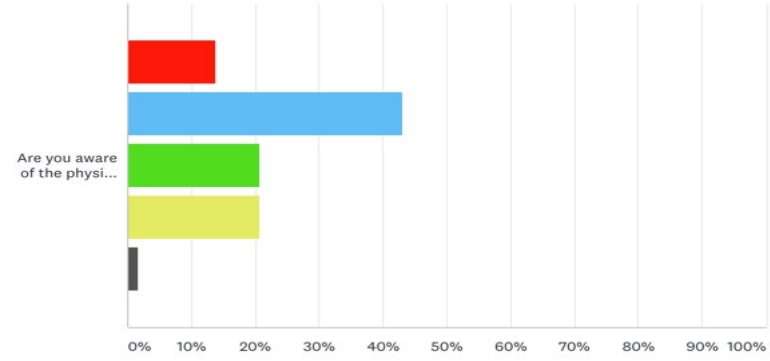
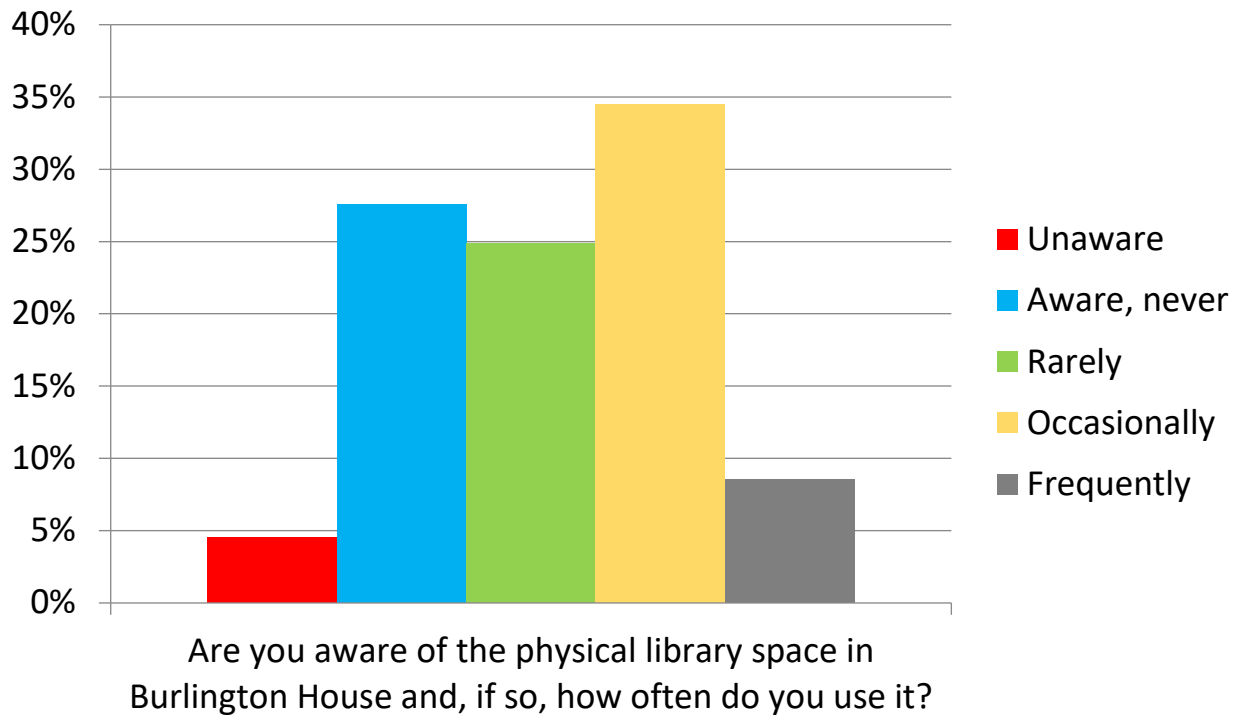
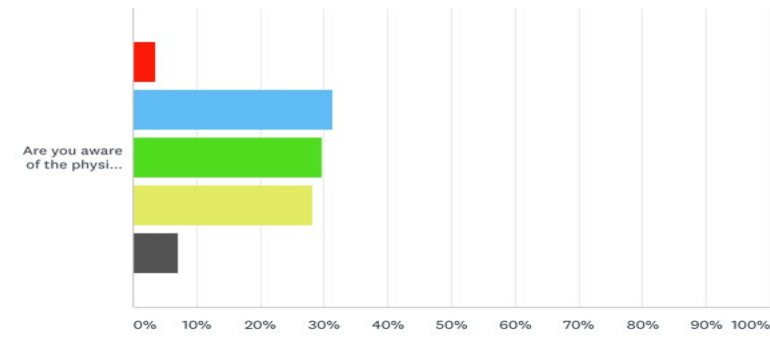


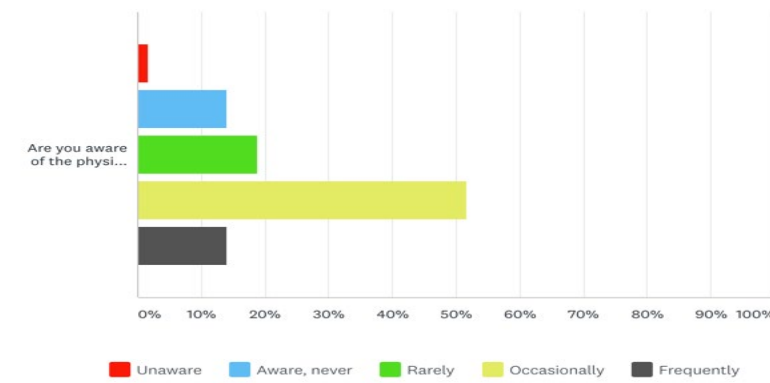
Figure D8: Q10 Are you aware of the physical space in Burlington House and, if so, how often do you use it?



Outside of the UK
n = 58

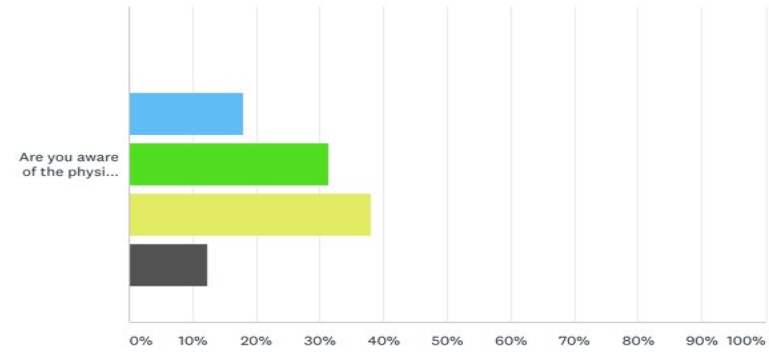
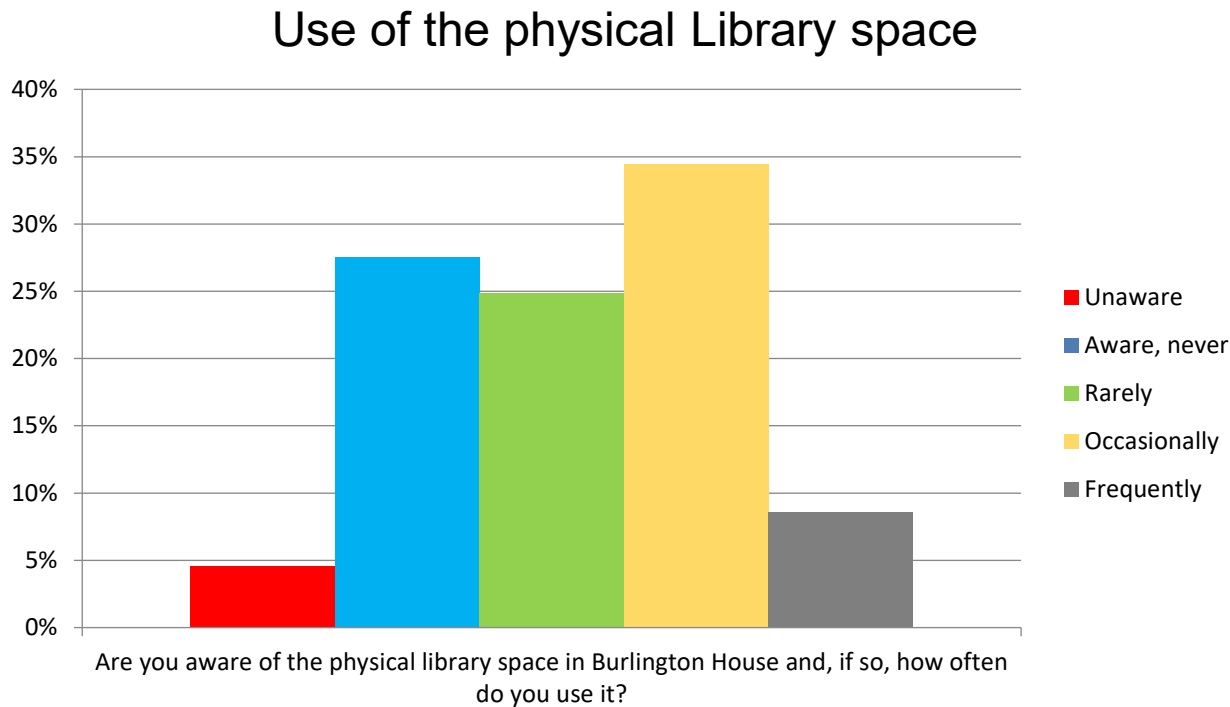


UK, over 90 minutes
n = 195

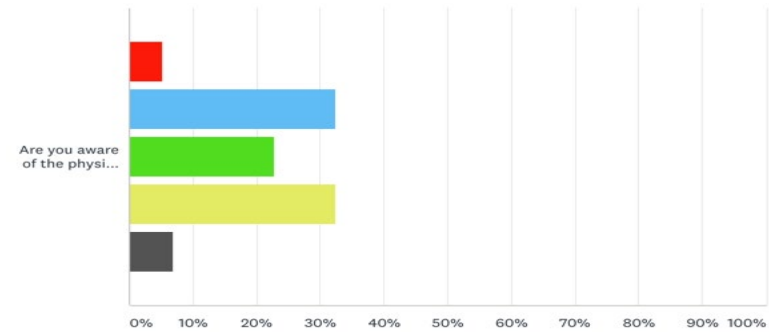


UK, within 90 minutes
n = 122

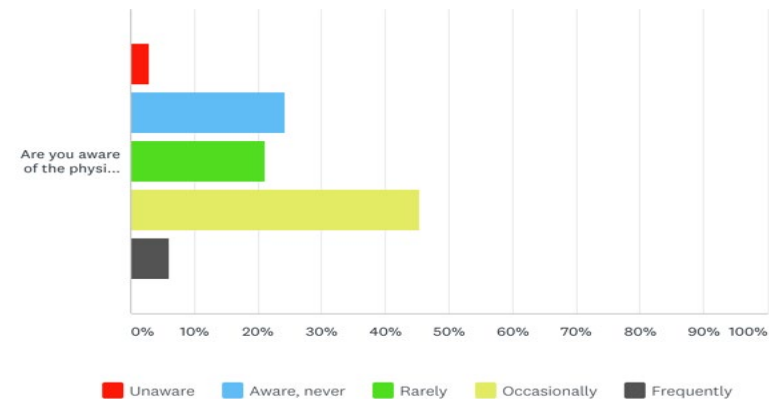
Figure D9: Q10 Are you aware of the physical space in Burlington House and, if so, how often do you use it?



Retired,
Unemployed,
Career Break
N = 105



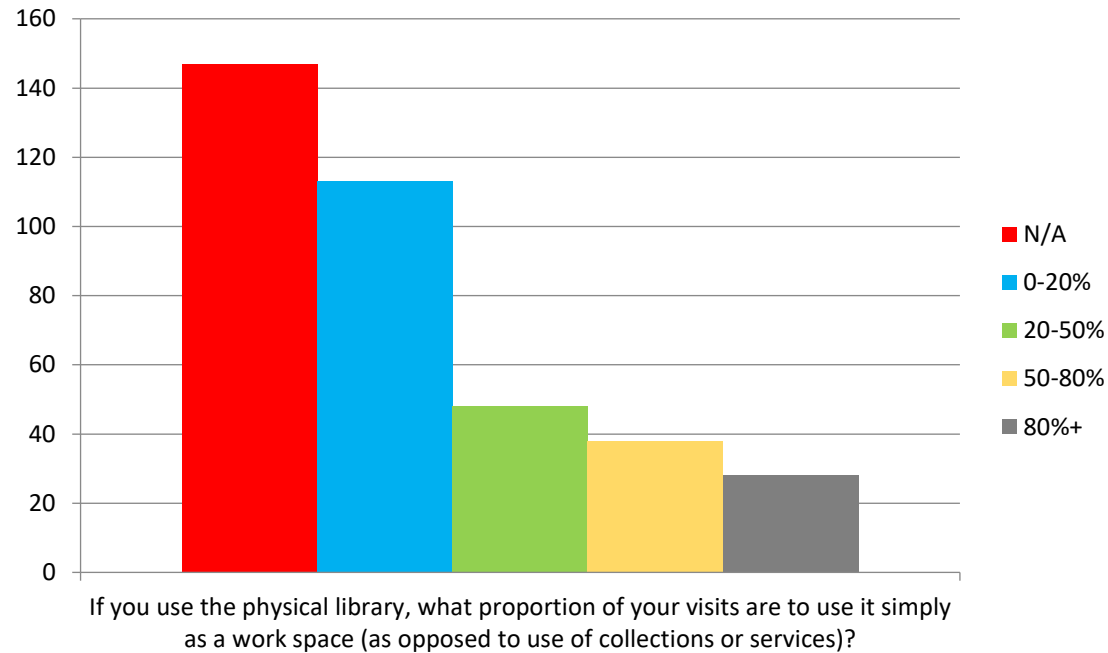
Commercial
Company,
Self
Employed,
Contractor
n = 188



Academics
n = 33

Figure D10: Q11+12: Physical Library space and IT usage

Q11 Use of the Physical Library Space



Q12 For any IT purposes in the Library, do you usually use your own IT equipment, or the Library PCs?

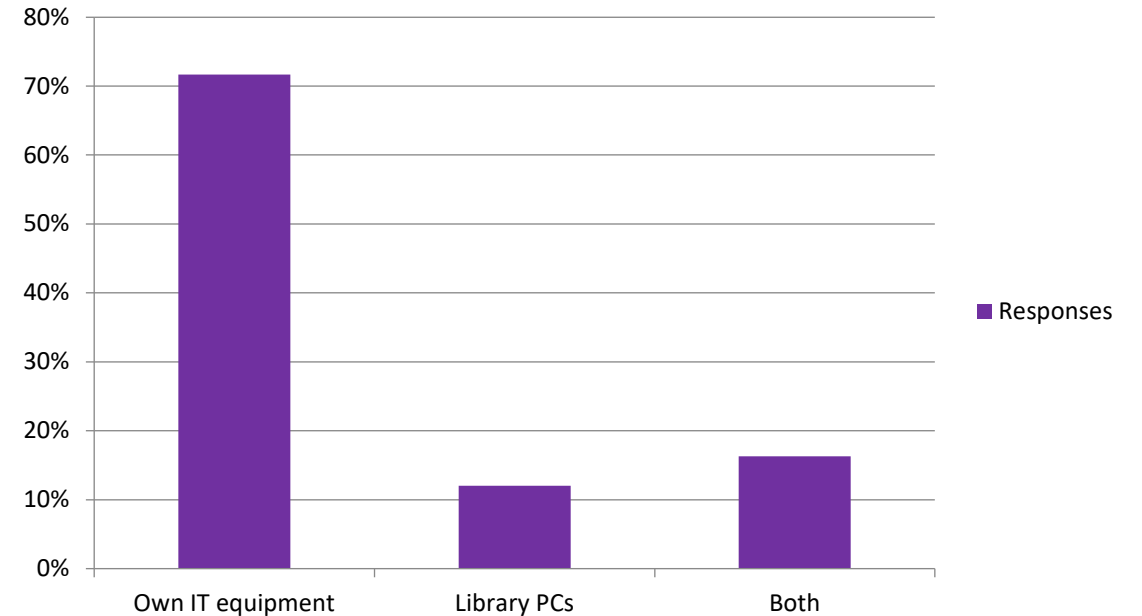
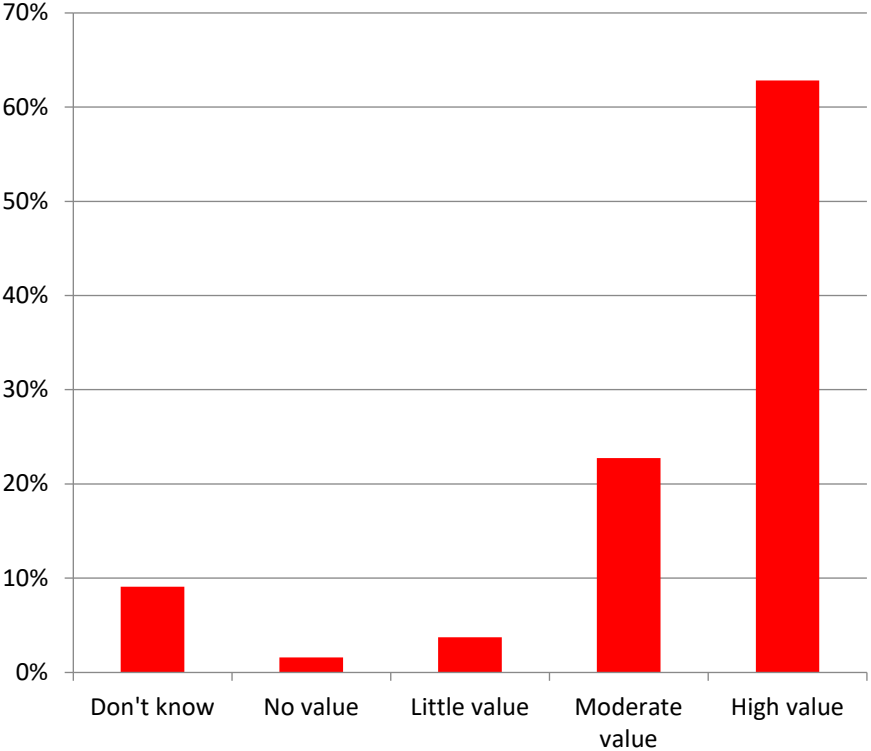
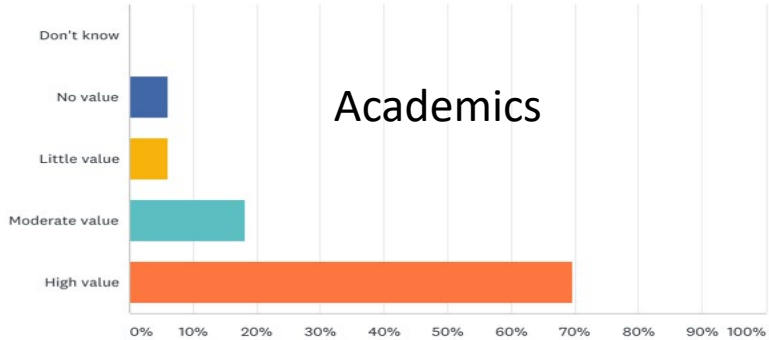


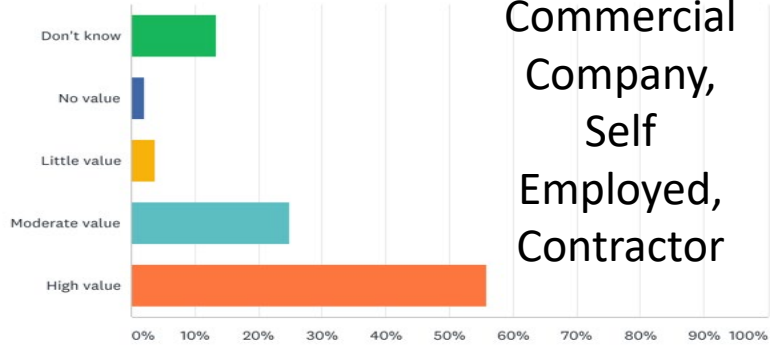
Figure D11: Q13 Of what value will the Library service in its current form be to enabling GSL to fulfil its function in the future?



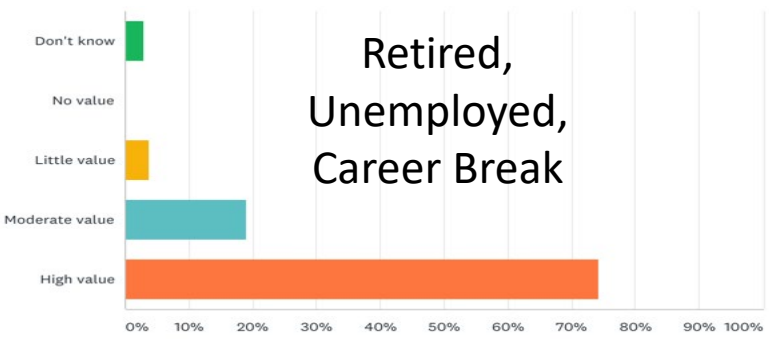
■ Responses



Academics



Commercial Company, Self Employed, Contractor



Retired, Unemployed, Career Break

Figure D12: Q14 What value should be placed on the following collections when planning for future Library service provision?

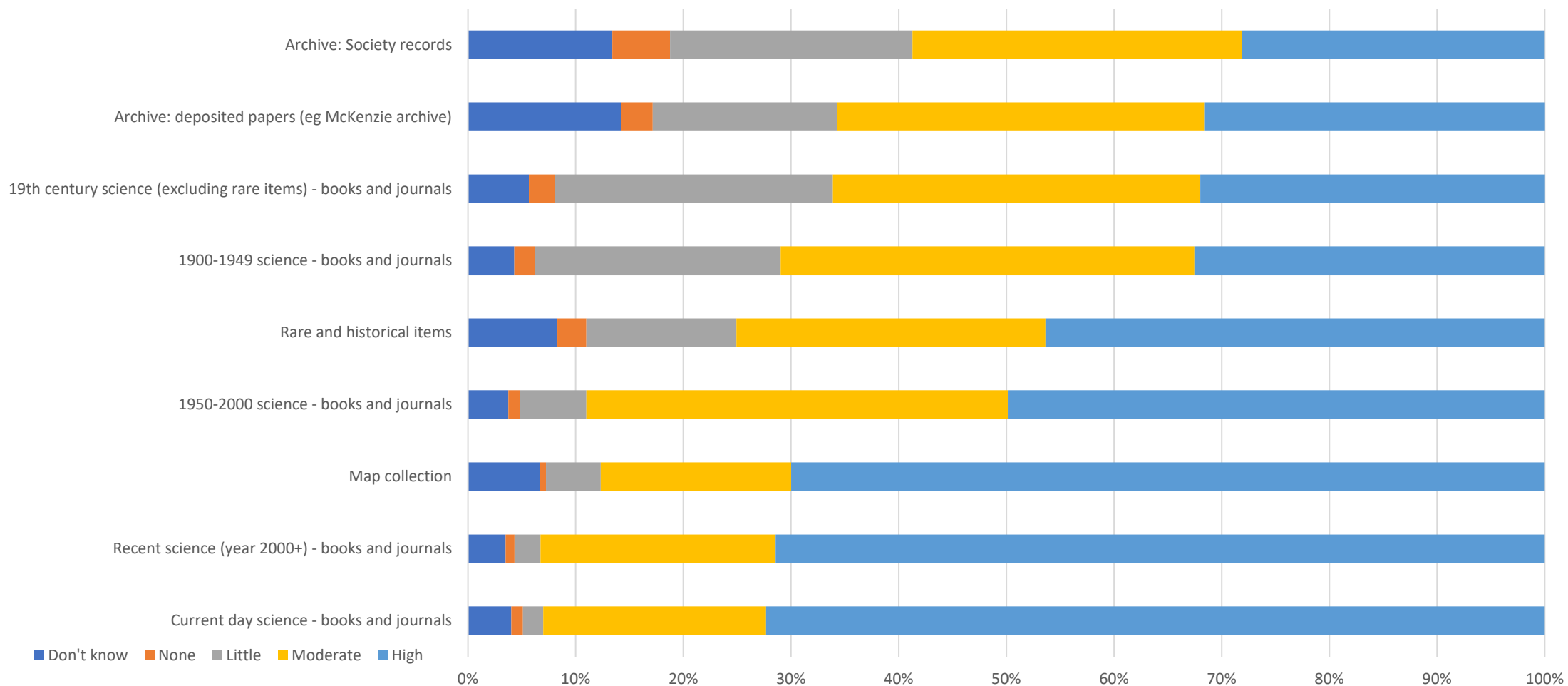


Figure D13: Q15 What value should be placed on the following services when planning for future Library service provision?

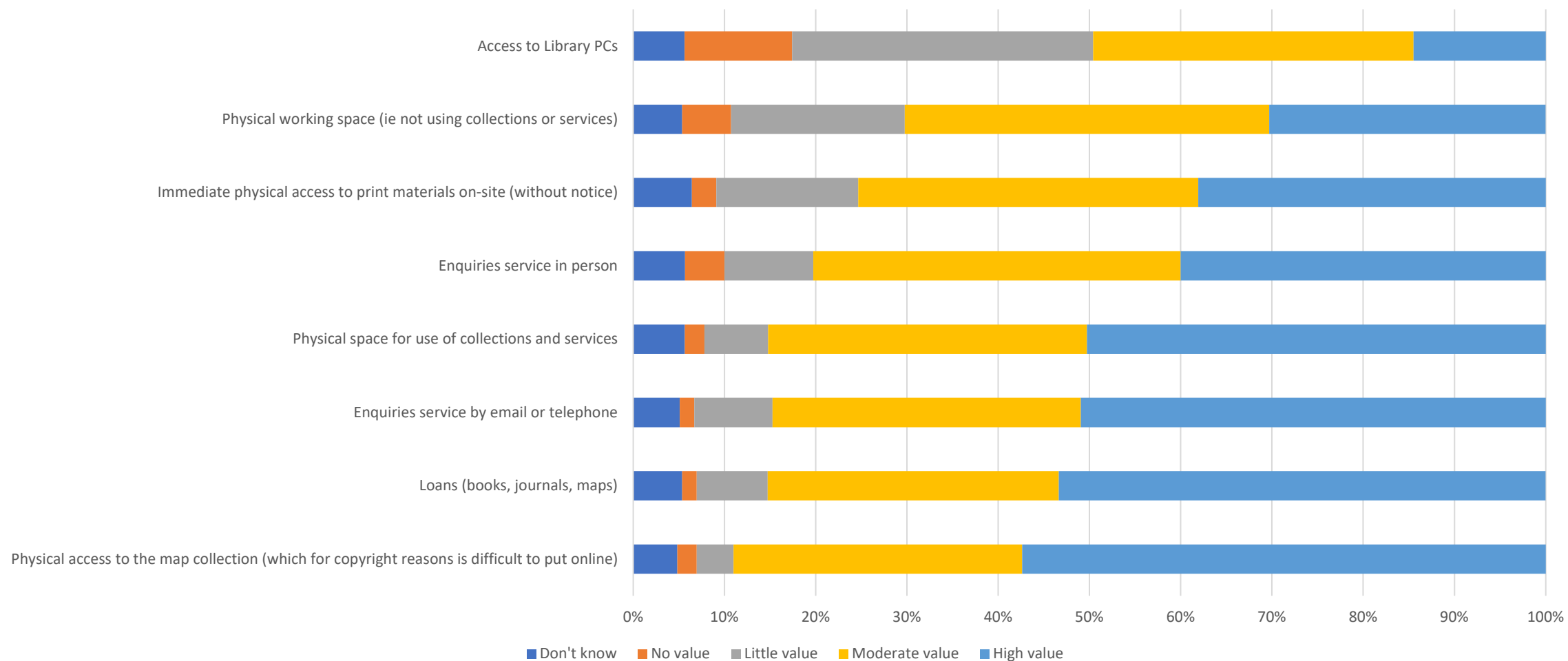


Figure D14: Q16 If the Society were to amend its access model for its information provision, how would you consider the following models?

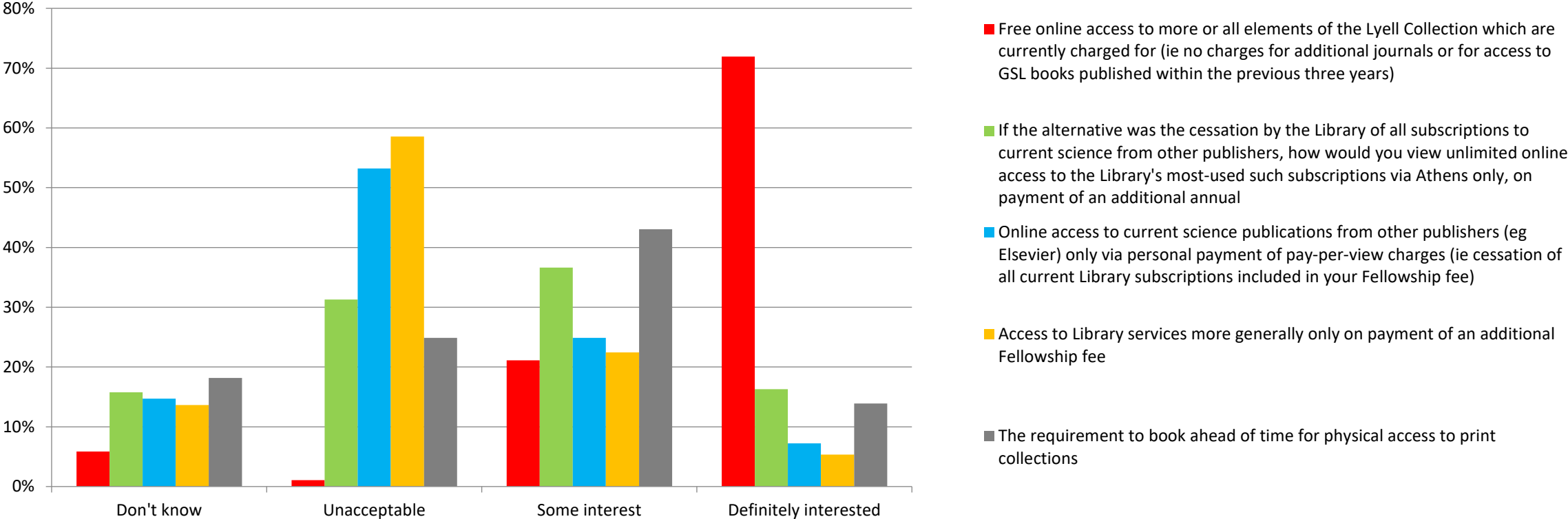


Figure D15: Q17+Q18: Words clouds

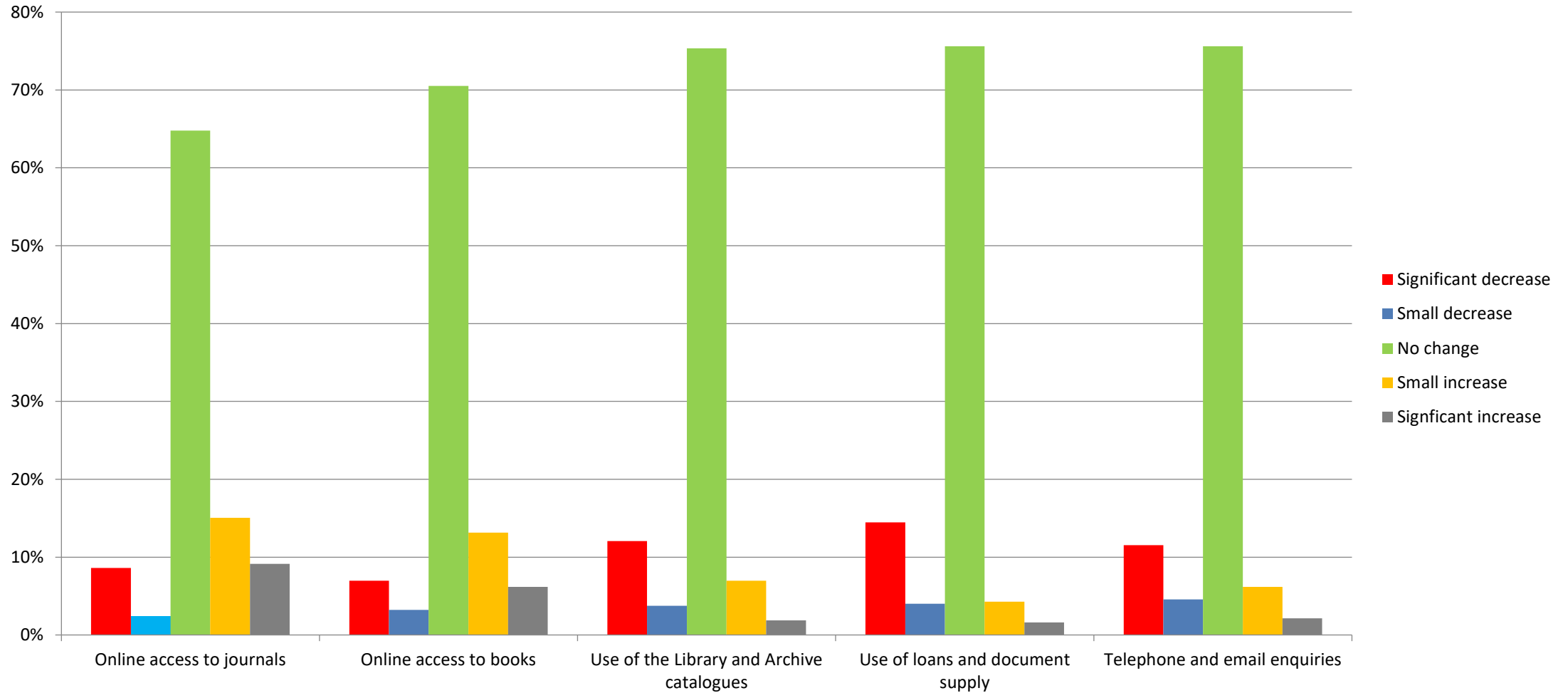
Word cloud - now



Word cloud - future



Figure D16: Q19 How has COVID-19 affected your use of Library collections and services



2020 LIBRARY REVIEW

Annex E - Presentation to Council
25 November 2020

EXPLANATION OF SLIDES

- **SLIDE 1: DRIVERS FOR CHANGE**

Slide 1 summarises five key drivers for change.

- **SLIDE 2: SIMPLIFIED SCHEMATIC VIEW OF LIBRARY COLLECTION OPTIONS**

Slide 2 provides a schematic illustration of Library collection options. Five models are shown, with a potential range of holdings identified for each. The vertical axis shows a range of costs, scope and space requirements; the horizontal axis illustrates a range of holdings from high value heritage materials (mostly in print) to current subscriptions and GSL-published titles (held digitally). The recommendations of this report are based on model 2.

- **SLIDE 3: SIMPLIFIED SCHEMATIC VIEW OF LIBRARY LOCATION OPTIONS**

Slides 3 provides a schematic illustration of Library location options and the potential impact on collections and services, dependent on the outcome of the Society's current lease negotiations. The horizontal axis shows a range of larger and smaller metropolitan to non-metropolitan, with Burlington House positioned on the left. The vertical axis sets out the range of collections and services offered and location options for off-site material.

- **SLIDE 4: PRIORITIES FOR ACTION**

Slide 4 sets out four priority areas for action and sets, and the key contingencies which will need to be taken into account in the implementation phase of the project.

Drivers for change



COST

£543k in 2019 – 36% real terms increase since 2005
62% staff, 31% collections, 7% other



VISITORS and COLLECTION USAGE

Physical Library used by 5% of Fellows, and falling; 8-10% use any service at all
Frequent user levels far lower than this
Of c600 serials titles: 50% not used in 2019, 5% account for 80% of usage



DIGITAL DELIVERY OPPORTUNITIES

Delivery of information resources directly to user desktops
Enhanced value to international Fellows
Closer alignment to new strategic objectives



RECORDS MANAGEMENT AND DIGITISATION

Required systems for records management not in place
High value archive material requires systematic digital capture and preservation



SYSTEMS AND PROCESSES

Information systems and technology frustrate users and staff alike
Library management and data systems dated, sub-optimal and time intensive

SIMPLIFIED SCHEMATIC VIEW OF LIBRARY COLLECTION OPTIONS

LOW COST
NARROW SCOPE
REDUCED SPACE

Model 1: Heritage collection plus Society's science output only – the Royal Society of Chemistry model

<p>HIGH VALUE/HERITAGE SCIENCE Unique, rare, historical, low availability, poor accessibility, map collection</p>	<p>'Very best of the Geological Society only' No dated/routine science held No costly subscription journals Lyell Collection provides modern science, journal/library savings fund full Lyell provision</p>	<p>GSL BOOKS + JOURNALS no extra F'ship fee</p>
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Model 2: Heritage/map collection plus Society's digital science output and optional third-party science

<p>TIER 1 → TIER X HIGH VALUE/HERITAGE SCIENCE Unique, rare, historical, low availability, poor accessibility, map collection → GENERAL GEOSCIENCE PRE-2000 Most valued paper</p>	<p>'Best of the Geol Soc + optional third-party current science' No general geoscience held where freely/digitally available GS journals gratis + optional 3rd party science for small fee.</p>	<p>c. 30 SUBSCRIPTION JOURNALS extra F'ship fee</p>	<p>GSL JOURNALS no extra F'ship fee</p>
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Model 3: Heritage/map collection plus reduced current digital science from Society and third-parties

<p>TIER 1 → TIER Y HIGH VALUE/HERITAGE SCIENCE Unique, rare, historical, low availability, poor accessibility, map collection → GENERAL GEOSCIENCE PRE-2000 More commonly available, special interest, paper only</p>	<p>'Reduced current library with digital-only current journals' No general geoscience held where freely available or digitally available. Reduced journal coverage, digital only.</p>	<p>c. 50 SUBSCRIPTION JOURNALS ?extra F'ship fee</p>	<p>GSL JOURNALS ? extra F'ship fee</p>
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Model 4: Heritage/map and reduced dated science collection plus broad current science

<p>HIGH VALUE/HERITAGE SCIENCE Unique, rare, historical, low availability, poor accessibility, map collection</p>	<p>GENERAL GEOSCIENCE PRE-2000 More commonly available, special interest, paper only</p>	<p>'Trimmed current library' No general geoscience held where freely available or digitally available Lyell and journals as below.</p>	<p><600 SUBSCRIPTION JOURNALS inc. in F'ship fee</p>	<p>GSL LYELL COLLECTION extra F'ship fee</p>
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Model 5: Current model – broad library with Society journals/books mostly on fee basis

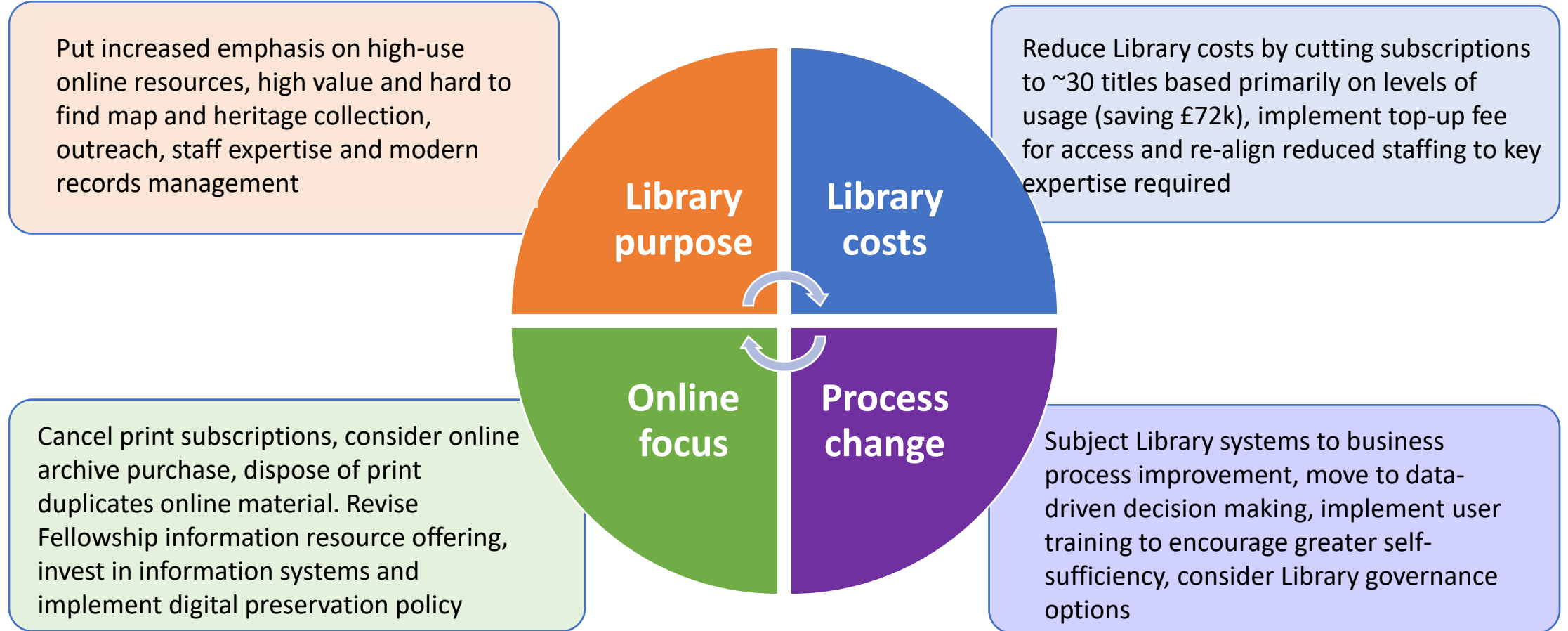
<p>HIGH VALUE/HERITAGE SCIENCE Unique, rare, historical, low availability, poor accessibility, map collection</p>	<p>GENERAL GEOSCIENCE PRE-2000 More commonly available, special interest, paper only</p>	<p>GENERAL GEOSCIENCE PRE-2000 Digitally available material also held in paper format</p>	<p><600 SUBSCRIPTION JOURNALS inc. in F'ship fee</p>	<p>GSL LYELL COLLECTION extra F'ship fee</p>
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HIGH COST
BROAD SCOPE
MAX SPACE

SIMPLIFIED SCHEMATIC VIEW OF LIBRARY LOCATION OPTIONS

	MAXIMUM SPACE AND ACCESSIBILITY	DEPENDENT ON FINAL GEOLOGICAL SOCIETY LOCATION			REDUCED SPACE AND ACCESSIBILITY
LOCATION ASSUMPTION	Burlington House	Metropolitan location with office, study and collection space	Non-metropolitan location with office and some collection space	Non-metropolitan location with office space only	
SPACE ASSUMPTION	As currently configured but with reduced storage space	Reduced library space: on-site service and Fellows visits but reduced work space	Much reduced library space: remote service delivery with visitors by appointment (eg maps)	Very limited library space: remote service delivery only	
ON-SITE COLLECTION					
Journals	ONSITE	REDUCED	MUCH REDUCED	NONE	
Books	ONSITE	REDUCED (GSL ONLY?)	NONE	NONE	
Heritage collection	ONSITE	ONSITE	REDUCED	MUCH REDUCED	
Map collection	ONSITE	REDUCED	REDUCED	NONE (OFFSITE)	
SERVICES (ABBREVIATED SERVICE LISTING SHOWN HERE)					
Enquiries and assistance	ONSITE AND REMOTE	ONSITE AND REMOTE	BY APPOINTMNT AND REMOTE	REMOTE ONLY	
Loans and retrievals from store	ONSITE AND REMOTE	ONSITE AND REMOTE	REMOTE ONLY	LIMITED, REMOTE	
New acquisitions	DIGITAL+PRINT BOOKS	DIGITAL+PRINT BOOKS	DIGITAL ONLY?	DIGITAL ONLY	
Events and exhibitions	PHYSICAL AND ONLINE	MAINLY ONLINE	ONLINE ONLY	ONLINE ONLY	
Bookshop	PHYSICAL + ONLINE	PHYSICAL + ONLINE	ONLINE ONLY	ONLINE ONLY	
Administrative functions	ONSITE	ONSITE REDUCED	ONSITE REDUCED	ONSITE MUCH REDUCED	
Conservation and digitisation	ONSITE	REDUCED, ONSITE	REDUCED ONSITE	MUCH REDUCED	
Catalogues	ONLINE	ONLINE	ONLINE	ONLINE	
OFF-SITE STORED MATERIAL (OFFSITE EG DEEPSTORE, NEAR LINE EG BATH) - SUBJECT TO TIER DEFINITIONS					
Low tier - Journals available online	ONSITE	DISPOSE	DISPOSE	DISPOSE	
Mid tier – e.g. lesser-used non online journals	ONSITE	BATH WAREHOUSE + DISPOSE	DISPOSE	DISPOSE	
High tier – e.g. some closed journals and books considered valuable to retain	ONSITE	ONSITE + BATH WAREHOUSE	BATH WAREHOUSE	BATH WAREHOUSE + DISPOSE	
Core tier	ONSITE	ONSITE	ONSITE + BATH WAREHOUSE	BATH WAREHOUSE + OFFSITE	
Heritage collection	ONSITE + OFFSITE	ONSITE + OFFSITE + BATH WAREHOUSE	ONSITE + OFFSITE + BATH WAREHOUSE	OFFSITE + BATH WAREHOUSE	
Map collection	ONSITE	ONSITE	ONSITE + BATH WAREHOUSE	OFFSITE + BATH WAREHOUSE	
	RANGE OF OPTIONS COMPATIBLE WITH PROPOSED MODEL				PROPOSED MODEL COMPROMISED

Priorities for action



Key contingencies noted:

Fellowship Categories and Benefits review

Strategic Options review

Review of Society accommodation

2020 staffing levels reductions