Staffing and Opening Hours		
What is the problem?	What are the Symptoms?	Potential Solutions?
Getting students to engage with our policies i.e. food and drink	Staff unable to police it consistently. Student tension when found not following policy.	Work with Student Union. Acknowledge that some staff are better than others.
Consistency of service across all opening hours (particularly weekend). Setting expectations that are not achievable (accuracy of information given).	Staff are not trained systematically. 'Quality' of service varies: inaccurate. Work not completed out of hours due to lack of knowledge.	Design out problem by changing working patterns (e.g. Wed-Sun posts). Even small fractional posts work some hours in the day.
Capability of long service staff to meet the needs of the modern student.	What's the expectation of library staff now and how do you equip them Staff can't make the transition to be multi skilled to meet users' expectations.	CPD, in-house training, conference/seminar/change management. Visit other libraries, 'Library on Tour'/ Staff exchange. Erasmus staff mobility.
Student expectations that any member of library staff can help with anything, alongside differing staff perspectives on job responsibilities.	Wide variety of queries from students, conversely, students hesitant to ask for in-depth help. Lack of confidence in the answers staff are giving.	Ongoing staff training - for all staff, develop confidence. Define job responsibilities and promote to students what help can be given. Clear and efficient signposts to who can help with different types of enquiries e.g. other parts of university.
Demand for 1:1 support by students / academic. Balancing student' safe space expectations (duty of care stakeholder management). Costs of service monitoring (24hr)	Resourcing / costs / staff morale. Safe space on academic. No legal bursaries. Costs / Environment.	Academic librarians to have more time and accessible ways to communicate with students. Desk time should be longer at start of the year, appointment based. Other sources / triage of support.

Face to face IT support is provided at the library helpdesk - Library staff must call through to an IT staff member - to come out to assist. IT staff are not managed by the library team - if the IT staff are unavailable, the library staff are left to explain why not and to manage the student expectation of the IT service.	No IT staff available for face to face support. Disgruntled staff (who used to be able to help with IT tasks, but can no longer help under new rules). Poor management of IT service in library space. Angry, upset, frustrated students. Library reputation is diminished (evident through NSS, satisfaction surveys etc.).	Could there be reduced hours of IT support staff core hours e.g. 10-4. Advertised at the library helpdesk of available hours. Communicate through social media, library services. Direct phone lines on desk? (Able to provide).
Demand for opening hours - when demand advantages a particular student group, UG term hours V reduced in vacation when PG still need it, distant learner.	PGs feel not as important as UG - Unfair.	Access control - Only designated when got access / swipe card access. Partial opening hours e.g.. One 24hrs per week. Explore other spaces beyond the library at alternative spaces. Business case for extra funding. Trial to see student demand, especially over summer when PGs are around more than UGs.
Library not open after 6.30 - students want to study.	Low footfall. Other libraries open later.	If other study spaces have very low footfall, can they be closed and the resources that would be spent on under used spaces be used to fund later opening hours? Do some benchmarking with similar institutions as to how they deliver 24/7.

Space and Seating		
What is the problem?	**What are the Symptoms?**	**Potential Solutions?**
Seat bagging	Staff unable to police it consistently. Student tension when found not following policy.	Study break pass - leave on desk and give 45 minutes-can move. Study space attendant - help people find free spaces (even very busy places are rarely at capacity)
Study spaces/ lack of	Not enough seats. Complaints/ comments in NSS.	Re-purpose other spaces. 'Sub' library space in other buildings. Space usage review - software monitoring. Space outside libraries.
PC / Desk hogging	Log on a PC and leave it for unacceptable period of time. Complaints from students. Security issues/ theft/ identity theft/ academic theft. Managing unrealistic expectation that the student can have the space that they want for as long as they want it.	General flyers at busy times. Screensaver warnings. Auto logout after X minutes. Regular tannoys at busy times. Security campaigns. Social media campaigns.

Desk hogging - leaving belongings to reserve a desk	Angry students, unattended desks, lost belongings, negative feedback, staff intensive.	Staff training on how to engage people in problem with empathy. Take a break cards + user education on how to use them. "Be aware of thefts" - so a stronger tome on take a break. Survey/ask students if it's a problem + what their solution is. Timer meters to do a countdown on what people can have as a break (self-policing). Integrate it as part of induction of how to use the library. 1 really strict month of removing belongings to see if culture can be changed. Speaking 1:1 to people if you have had to remove their stuff.
Lack of study space. Need to maximise use of workable space. Students expect to be able to find a space when needed.	Desk hogging, students leave belongings to save spaces, stopping other customers from using the "empty" space. Complaints about lack of space, impact on NSS and other surveys.	Consider other campaigns. Sweeps to identify unoccupied desks. Clear belongings. Dedicated space manager specifically employed to do this at busy times. Actively help students find a desk. 'Occupy' software, temperature activated. Students can see where there is study space. Pop up libraries.
Considerate use of space by students e.g. leaving rubbish, space hogging. How to communicate effectively with students to manage?	Some students feedback. Feedback from staff. Feedback from cleaners - overwhelmed.	Move students stuff to make space. Design of space and review. Respect campaign - Self police space. Engage students union. Pride in space. Have it nice and be clear of expectations.

Pressure on space - can't find a free desk.	Mess on desks.	Bookable spaces (2hrs?). Smaller desks for BYOD. Standing areas round plinth. Weed and put in flexible/multi purpose desks. Work the space.
Not enough space in the library.	Complaints. People on the floor. Books on tables. Space hogging. People not engaging.	Encourage use of other buildings, e.g. other IT drop ins - promote this in library. Use capacity effectively e.g. roving staff to move up and make space for others. Choose furniture carefully. Use whiteboards etc. to ask questions and get quick feedback etc. Liaison with student experience staff in faculties.
Lack of study space.	Seat hogging - potential for theft. Levels of stress in students, impacts collegiate atmosphere, impacts learning. Poor satisfaction - survey results. Pressure on space for collections.	Carry out a thorough stock weed to ensure collection meets needs and more space created for desks. Parking tickets for seat hoggers after set time. Student items are boxed up and moved to one side. Review furniture - use smaller desks. Any options for sharing spaces elsewhere in institution. Consider bidding for funds for compact shelving / rolling stack. Consider identifying pockets of bookable spaces. Space - doesn't always need a whole room or floor. Can put odd desks in small spaces to add study desks.

Study space not part of the library, students want it staffed and with library resources.	Low footfall. They think library is associated with study space (reading room).	UX study or consultation with student body about what kind of space they need at different times? E.g. access to books/printer but don't need subject advisers/librarians? Do some benchmarking with similar institutions as to how space is structured /managed, and what they offer.
Picnic area developed on entrance floor to library. Makes it difficult for CS staff to concentrate / hear enquiries / blocks access for students to IT cluster.	Lots of mess. Unhappy staff. Accessibility issues. Becoming common throughout academic year.	UX with students - zoning of food / picnic areas. Change focus of library entrance / get rid of furniture. More bins, signage. Communications on cleaner environment - marketing. Staff consultation on solution. Talk to university -need more social space outside of library.
One service desk versus multiple information points. Want to replace out of the way desk with one area for service, but senior manager wants info points.	Students can't find the desk. Privacy issues for librarians. Not enough space to store things that we sell - bags, stationary and resources - laptops etc. Senior manager wants a more flexible service - service desk at the barrier.	Monitor and evaluate desk use. Conduct research and focus groups for students to gather feedback on info points - what is useful to them? Get students to mark on a map where they're seen information desks.

Noise		
What is the problem?	What are the Symptoms?	Potential Solutions?
Expectation of noise - Some students want quiet throughout - Complaints from noise generated at query desks - Not being able to divide spaces - Lack of clarity on what is 'Quiet'	Student complaints Study areas without clear designations Noise bleeding from one area to another	Improve signage to set out clear guidelines on use. Create group study areas. Acoustic (noise reducing) stations. Try different furniture. Staff or student intervention (e.g. texting service. Relocate service desks? No book stock near student areas. Designate behaviour rules once you know how space is being used. Sonic alarm triggered by decibel levels!
Too much noise	Disturbing others. Groups working together. Students leaving en masse.	Hanging buffers / group study pods with noise reducing material to absorb sound. Clear signs and roving staff to police. Text service for policing. Arrange so that whole floor of the library is one study zone (i.e.. ground=group, 1st= quiet, 2nd=silent).
Noise		Sound insulating partitions. Sound booths and zoning. Lend out noise reducing headphones. Good signage "Consider Colleagues".

Refurbished 2nd floor library introduced "Individual Quiet Floor" Noise travels up from the café on lower ground floor through the atrium up to the 2nd floor. Still have students working up there as they always have. Difficult to manage.	Noise, staff finish 20:00hrs and free for all. Despite regular patrols little respect at busy times.	New build! Core design it better in the future! Library and security staff patrolling more regularly to monitor the environment Sound buffers installed around the atrium -s sound proof flooring as well? Change set up of furniture to make it a less attractive social space. Give out ear plugs . noise cancelling headphones. Electronic noise level monitors. Shelving as sound barriers. Have more information about where noise is generated and how it travels. UX project - find out what the students what to use that floor for?
Noise	Entrance 'hot spot' - library design encourages social space (especially post lectures) and does not manage noise. Manifests differently depending on staffing model. Conflict between purpose (learning v social) different user groups. Library staff are the police - staff hate this. Student lack of respect - will talk back.	Student policing and paid - peer assistant / support. Effective zoning e.g. silent floor, social floor etc… Furniture to help zone. Effective signage. Tattle - Text service - report to staff - or phone service.
Noise - not just in student zones but in group zones due to design.	Number of complaints increasing. Low staff morale (policing). Hard to deal with enquiries from information desk. Lower student satisfaction (NSS).	Is there any scope to move furniture? Encourage students to be self-policing or anonymous reporting of noise. Joint student union / library campaign. Plasma screens / signage to reinforce usage of areas.

Borrowing		
What is the problem?	What are the Symptoms?	Potential Solutions?
Circulation of high use items e.g. law textbooks - chapter digitation isn't sufficient, problems with off campus access to eBooks. Students accumulating high fines by retaining items - 'I had to have this book and I can't pay the fine'.		Consult with academics - more info re: crucial books, editions etc. Short loan collection / Ref books.
Students say "There aren't enough course books." "Why are there only 6 books for 100 students?" "Why does the library not have the latest edition?"	Students hold on to reserved books - will just suffer the fines. Reading lists don't match the stock. Students hide books in the library.	Higher fines on recalled books + No fines on non-recalled. Improved relationship between subject librarians and academics. Pick up items shelved in wrong location and check in to discover missing and recalled books. Limited books- Shared collection management.
Recall policy over vacation. Users expect they can take book home for whole vacation if they took it out in time.	Different term times for UGs, PGs etc. Assumptions can keep book if took in time for vacation. Do not read emails. Early break up for Christmas, so take books home. Once fine reach limit can't renew non requested items.	No vacation loan periods for anyone bar research degrees who have 1 month. Encouraging students/staff to use e-books where available.
Returning books where there is no fines in place? And don't want to introduce fines.	Difficult to get books back. No easy way for staff/students to get hold of print books already out on loan.	Block borrowing early - 2nd overdue? Invoice sooner. Move to EBooks only. Buy more books (ha ha ha). Promotion of alternative resources. Amnesty campaign based on helping other students. Bribery - link to free KitKat (other confectionary available) or charity donation.

Food and drink		
What is the problem?	**What are the Symptoms?**	**Potential Solutions?**
Food trial - lack of promotion, lack of knowledge of policy amongst staff and students. We have launched a food trial in 2 areas of the ground floor. Snacks and lidded drinks are allowed. It was a last minute decision put in place from staff outside the library department, so we had no time for signage or messaging.	Frustrated staff, confused users, mess - not having enough bins. Inconsistency of space across the ground floor. Differing opinions between all staff and students.	Research what defines a snack - causes long-term disruptions. Add more bins. Have appropriate signage. Regain control of the trial and issue the correct communications about the trial.
We have a no food and drink policy i.e.. Only bottled water is allowed. Users surveyed have said they would like this changed with a specific area dedicated for food. However we do not have the space.	Complaints.	Review space for adequate area for food/drinks. Specify what is allowed.
Junk food	Mess on desks	Good signage "Consider Colleagues". More bins.
Food in the library	Litter, smell, mice, rats, bugs, disturbing other users, stains and spills, increased cleaning required, increased wear and tear on furnishings and carpets, complaints about wrapper noise, staff having to police (time+stress).	Focus campaign on why need to clean up. Move from you 'can't' - this just pushes it underground. Get right bins - liquid disposal, food waste recycling. Provide clean-up kit - no blame culture. Push up for increased cleaning input and proper resource. Accept - rude behaviour. Get the right people involved. Translate costs to meaningful things, cleaning equip, books.

Marketing		
What is the problem?	What are the Symptoms?	Potential Solutions?
How to encourage students into the library?	Rise of e-resources / declining numbers. People have their own PC / laptop. Not aware of services we offer. Staff who feel under utilised. Students who need help.	Pop-up librarians raising awareness. Mix with student reps - attend SU meetings. Flash mobs - 5 minutes in lecture time. Engage with academic staff. Give the above to the library staff so they can use their skills. Ask the staff what remedies they would suggest.
Raising awareness among students of what the library provides and doing this at the right time/ Does tour, induction give sense of 'I know this' - how to encourage to re-engage?	Students not knowing what is available. Feedback citing a lack of things they are already provided with.	Social media - Facebook, Twitter - measuring this with UX. Pop up library across campus. Social media. Comms calendar linked to campaigns. Front line staff identify when a student would benefit from subject support team - refer.
How do we ensure we reach all students, as there are so many channels - sending message out - duplication.		Impossible to avoid duplication. Ask SU to help.