

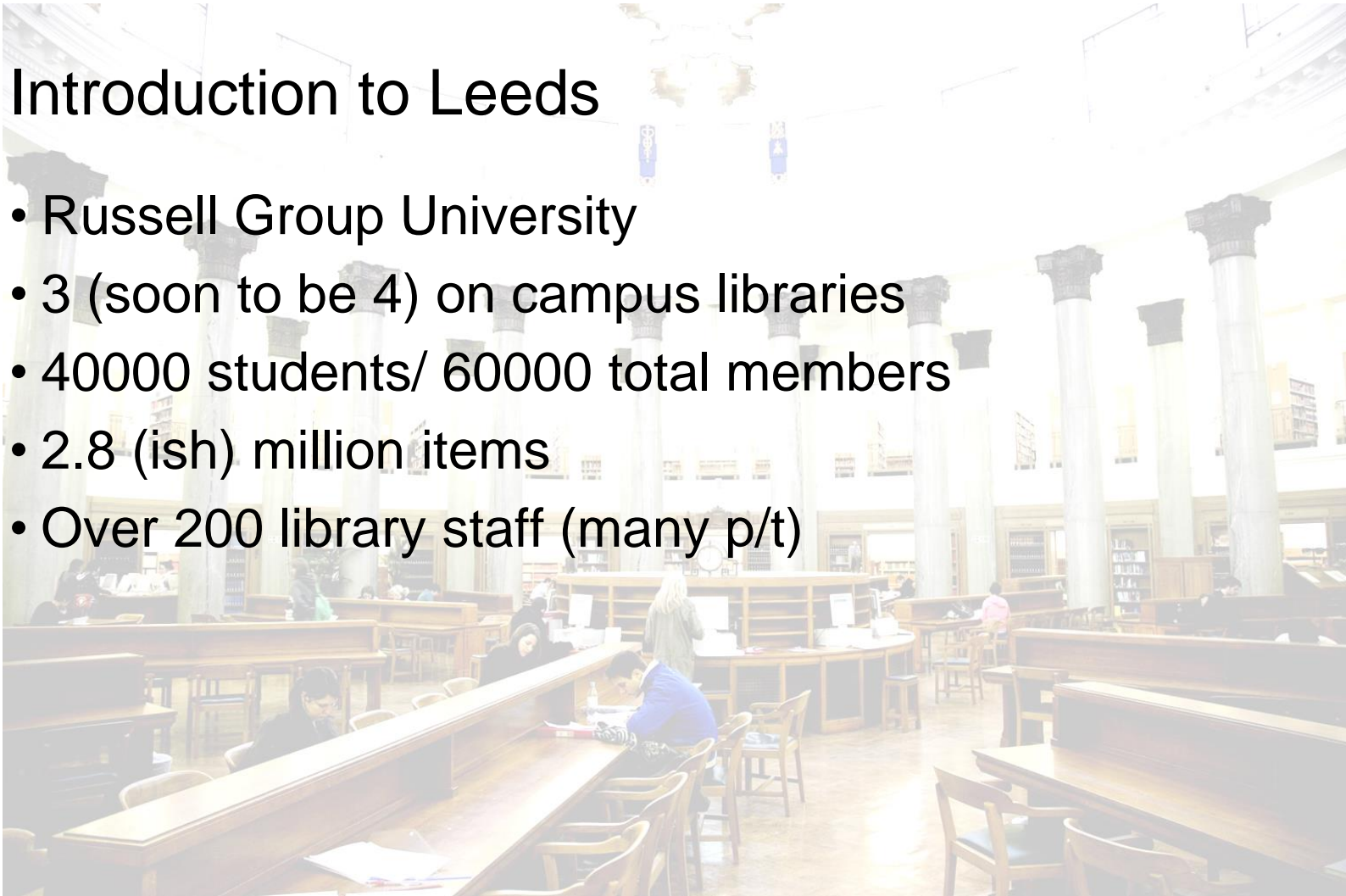
Back to basics: using Lean to redesign our systems – with the customer at the heart

Beth Parry

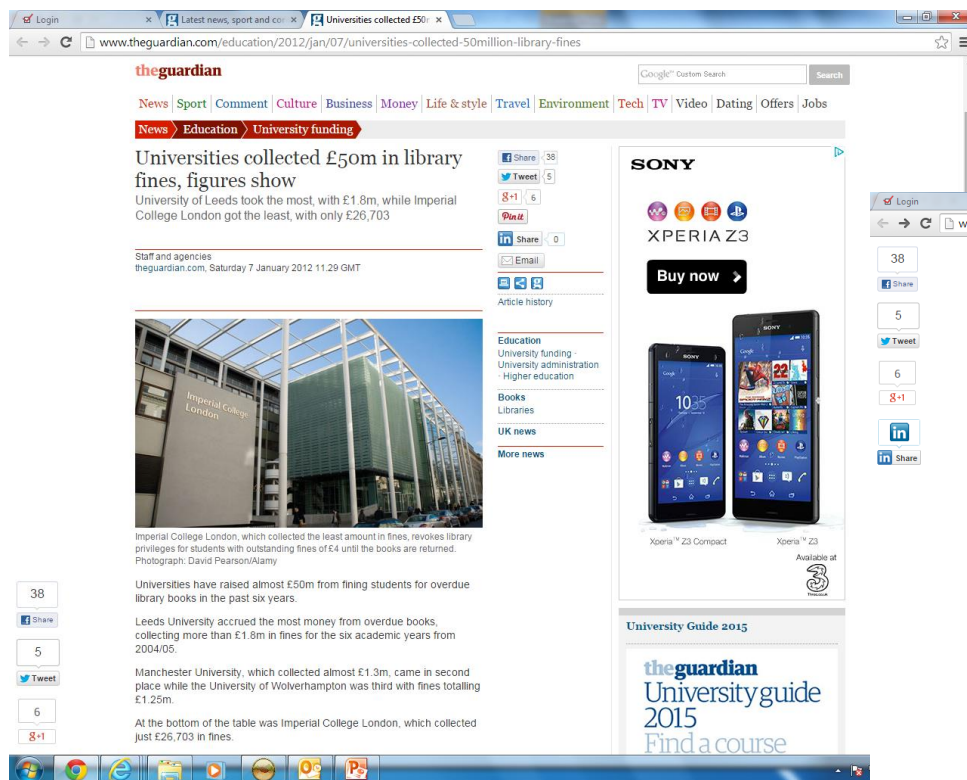


Introduction to Leeds

- Russell Group University
- 3 (soon to be 4) on campus libraries
- 40000 students/ 60000 total members
- 2.8 (ish) million items
- Over 200 library staff (many p/t)



Top of one league



the guardian


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Universities collected £50m in library fines, figures show

University of Leeds took the most, with £1.8m, while Imperial College London got the least, with only £26,703

Staff and agencies
theguardian.com, Saturday 7 January 2012 11:29 GMT



Imperial College London, which collected the least amount in fines, revokes library privileges for students with outstanding fines of £4 until the books are returned.
Photograph: David Pearson/Alamy

Universities have raised almost £50m from fining students for overdue library books in the past six years.

Leeds University accrued the most money from overdue books, collecting more than £1.8m in fines for the six academic years from 2004/05.

Manchester University, which collected almost £1.3m, came in second place while the University of Wolverhampton was third with fines totalling £1.25m.

At the bottom of the table was Imperial College London, which collected just £26,703 in fines.

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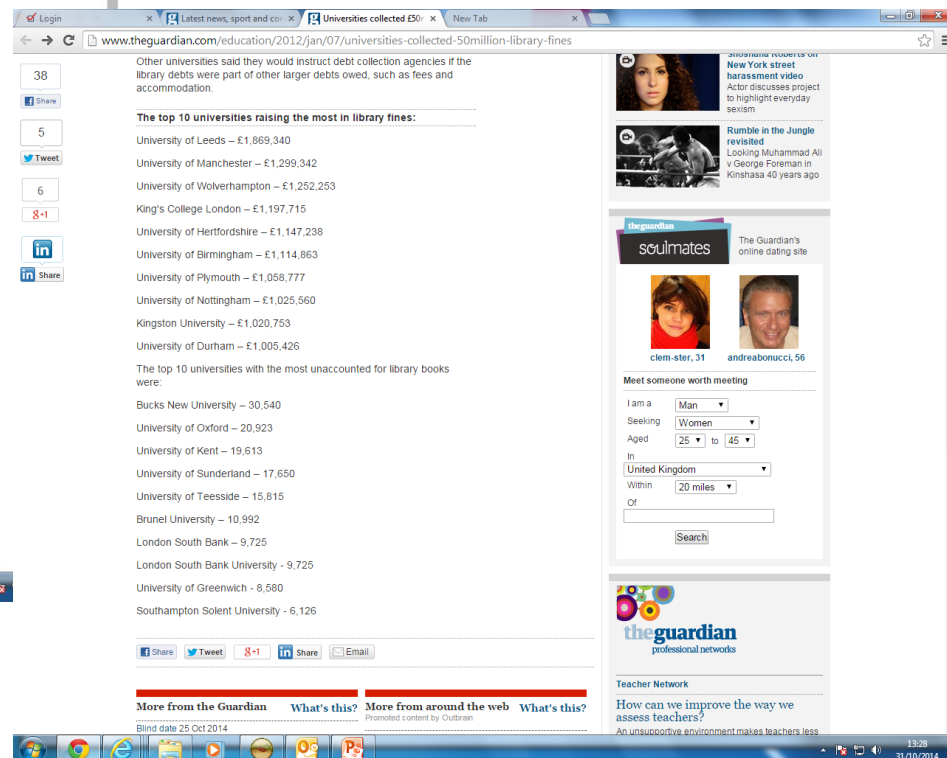
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Other universities said they would instruct debt collection agencies if the library debts were part of other larger debts owed, such as fees and accommodation.

The top 10 universities raising the most in library fines:

University of Leeds	– £1,869,340
University of Manchester	– £1,299,342
University of Wolverhampton	– £1,252,253
King's College London	– £1,197,715
University of Hertfordshire	– £1,147,238
University of Birmingham	– £1,114,863
University of Plymouth	– £1,058,777
University of Nottingham	– £1,025,560
Kingston University	– £1,020,753
University of Durham	– £1,005,426

The top 10 universities with the most unaccounted for library books were:

Bucks New University	– 30,540
University of Oxford	– 20,923
University of Kent	– 19,613
University of Sunderland	– 17,650
University of Teesside	– 15,815
Brunel University	– 10,992
London South Bank	– 9,725
London South Bank University	– 9,725
University of Greenwich	– 8,580
Southampton Solent University	– 6,126

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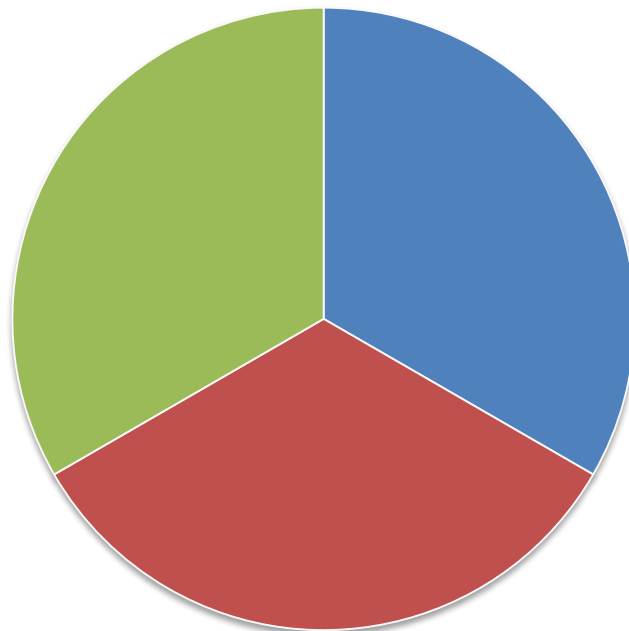
Blind date 25 Oct 2014

- General feeling that we needed to address:
 - Dissatisfaction with fine regime
 - Processes designed at the beginning of time
 - ‘doing more with less’
- ‘Normal’ way of addressing issues
- Lean consultant

Introduction to Lean

- Management/production tool
- Foundations in Toyota
- Focus on value for the customer
- Eliminate waste
 - Except post-it notes and cake 😊

Breakdown of processes



■ for the customer

■ because we need to

■ because we always have

- Choose a team
 - Across levels
 - Across departments
 - Positive and negative
- Define targets

Initial Project goals:

- Improve our scores in the Libqual survey on the following statements:
- The printed library materials I need for my work from 6.88 to 7.4 by November 2013.
- Main texts and readings I need for my course from 6.9 to 7.4 by November 2013.

Additional Project goals:

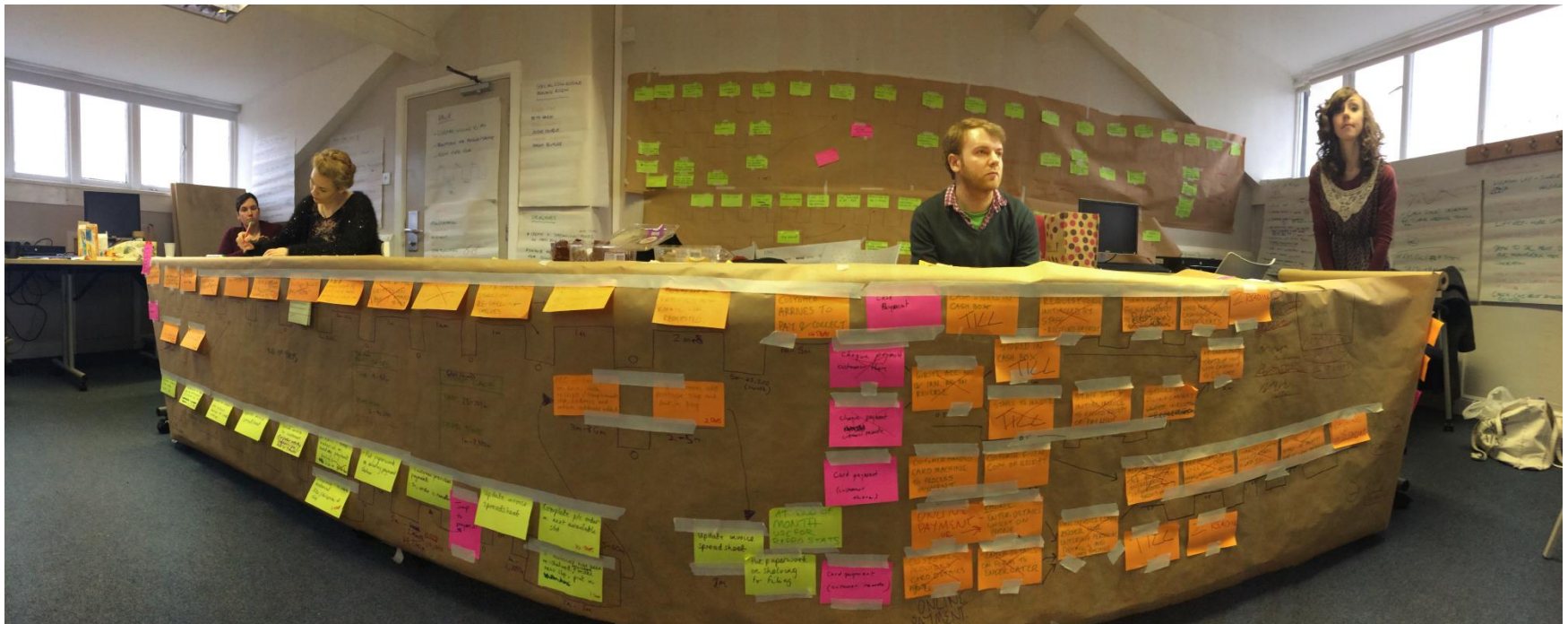
- Recalled items on shelf within 4 hours of return
- Reduce number of transactions for students
- Reduce staff and elapsed time on key delivery processes by 25%

Choose a team

- Across levels
 - Across departments
 - Positive and negative
- Define targets
- Set boundaries – agreed with LT
- Empowered to make change

Day 1

- Investigate what we *actually* do
- Which is quite often not what you (I) thought we did
- Try not to get defensive
- Don't come up with a plan
- Map it all out.....



Then consult...

- Is that what we do?
- Is there a reason?
- How long does it take?
 - (and it is really hard not to get defensive here)
- Talk to customers – what do they really want?

Then blue sky think

- No limits
- No 'but'
- What makes sense?
- Perfect solution

And then...

- Test the plan
- Make it real
- What is (and isn't) movable
 - The loading bay!
- Test it, time it, consult
- And decide. Make a real plan
 - Just do its
 - 1 year action plan – with names against all actions

So what did we change?

- Fines
 - No fines on regular late books
 - Heavier fines on recalled and high demand books
 - (inconveniencing another user)
- Loan periods
 - Doubled standard loan period for ugs
- Faster recalls
 - New p-types/ loan rules

And we changed...

- Wording on notices
- Extra van runs
- Bought a golf trolley
- Priorities (customers before books!)
- And communicated to customers and staff

Initial feedback

- “University considers £10 library fines”
- Positive from SU
- Positive from library reps
- Positive from library staff

We're no longer top of the league – Woo hoo!

- Not even in the top ten
- Fines income has decreased by about 67%
- Complaints about fines – dropped off the scale
- Staff much more positive about a justifiable system
- NSS scores improved (though not quite up to the target!)

The library has since used Lean to...

- Reorganise the loading bays
- Streamline retrieval from stores
- Speed up ordering – availability of new books
- Improve customer focus in Special Collections

Lean – it's brilliant

- Customer focussed
- Common sense
- Speed
- Big changes are possible
- Empowerment

Any questions?