

INNER TEMPLE LIBRARY STRATEGIC REVIEW

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INNER TEMPLE LIBRARY
REPORT OF STRATEGIC REVIEW GROUP
2012 – 2013

I. Purpose, background and structure

1. The purpose of this review is to provide a tool for planning the strategic development of the Inn's Library in order to maintain and enhance its contribution and usefulness to the Inn, its members and student members, and other members of the Bar, particularly those who are Inner Temple tenants. This involves identifying the objectives of the Library and considering the means of achieving them in a flexible, pro-active and responsive way. In recent years, for a number of reasons the Library has faced proposals which would have led to fundamental changes to it and the way it works. The first, and most radical, was the proposal to amalgamate with the Middle Temple Library. The second was the proposal to partition the Library to create rooms within it which could be used for education and training activities and committee meetings during library hours.
2. Over a longer period, there have been three significant elements in the background. The first is the general financial position of the Inn. The rate at which the cost of books, law reports, periodicals, looseleaves and electronic resources has increased has been greater, and sometimes significantly greater, than the rate of inflation. It has thus been greater than the rate of increase in the Inn's income from rents which has been broadly in line with inflation. In the case of the other component of the Inn's financial position, income from investments, unsurprisingly, such income has declined since the start of the global financial crisis in 2008. Additionally, the Inn has been warned by its Pension Scheme Actuary that it will have to increase substantially the deficit repair contributions it is required to make over the next eight years.

3. The Library has stayed within its overall annual budget allocation since 2008 by deferring binding, rebinding, repairs, and IT training, making cuts to the expenditure on books (for example not purchasing new editions of certain expensive items such as volumes in the British Shipping Laws series), and cancelling some subscriptions to looseleafs and serials. In these ways, it has proved possible to respond to the exigencies of the financial position in the short term without an undue or prolonged detrimental effect to services. But, such a pragmatic and reactive approach is neither viable nor desirable in the long-term. One cannot, for instance, go on deferring binding, repairs and maintenance, and the replacement of obsolete equipment. As the Finance Sub-Committee recognises, and has recognised in setting the Library's budget, unlike some other areas of expenditure, funding a library's collection represents a medium-term financial commitment with little flexibility if longer-term harm is not to be done to the services provided.
4. The second background element is the increased and increasing electronic availability to practitioners of much of what is available in a law library, and the desire of users of legal resources to be able to access such material both in the Library and remotely. Another aspect of this is the increasing use of social media as a way of disseminating legal information and allowing institutions to engage with the wider world. The Library has responded both in the range of on-line services it has made available to its users within the Library, and by services available to remote users. The latter include initiatives such as its widely followed Current Awareness blog (which has 1,878 email subscribers, 851 RSS subscribers and 4,775 Twitter followers) and its AccessToLaw gateway site. Although primarily directed to members, whether in the Library, elsewhere in the Temple and its vicinity, or more remote locations, the web-based services it offers are, as is the blog, significant components of the Inn's engagement with the wider world both in this country and internationally, and of the way others view not only the Library but the Inn itself.

5. The third background element stems from the history and role of the four Inns. Our Library is one of four professional bar libraries in the vicinity of the RCJ. While an argument can be made for a single shared facility, we have proceeded on the basis that there will continue to be four bar libraries which will co-operate closely but which will wish to retain their independence. We have done so in the light of a combination of historical factors, individual Inn sensibilities, financial impediments to a single library containing all the holdings, the disadvantages of a split-site library, and practitioners' desire for a library that is close to their chambers.
6. More recently, one of the consequences of the acute financial pressures on the publicly-funded bar as a result of the deep cuts in public funding is that publicly-funded practitioners and their chambers are less able to afford the legal materials they need, and are likely to become even more dependent on libraries. The economic context has also affected some privately-funded practitioners and sets of chambers who have cancelled certain hard copy titles and IT services.
7. The Library and the provision of library services are and should be seen as a central part of the Inn's educational and professional support for its members, and one of the facilities offered to tenants.¹ Its facilities and services are available to members of the Inn from their time as students and throughout their practising life. As such, together with financial and other support for student members, they are a central part of what justifies the Inn's charitable status. Although some practising members of the Inn have other resources available to them when conducting legal research, principally their personal and chambers' libraries and the Libraries of the other Inns, some do not. The deterioration in the financial position of the publicly-funded bar may mean that in the future a greater proportion of

¹ Having a "world class legal library" was recognised as one of the activities within the Inn's core educational and training purposes in a report dated 17 June 2008 to the Executive Committee on Strategic Investment Priorities.

practitioners will not have such alternatives, and indeed may not even have a base in chambers let alone one in chambers near the Inn. Such practitioners may look to the Inn and its Library for other forms of support for their practices, such as lockers and hotdesks, and remote access to electronic resources. For these reasons, where possible, the Inner Temple Library should aim to be the primary library and IT/information resource for its members, and should seek to extend the availability of services which can be accessed remotely.

8. It has been important for the integrity of this review that the background summarised above was not allowed to dominate. It had to be subsumed into much wider strategic considerations. The financial context and prognosis is, of course, important. But we were encouraged by the Chairman of the Finance Sub-Committee not to allow our strategic assessment of the future development of the library service and the needs of users to be driven primarily by finance. For that reason, after summarising the method used by the review group, we first identify our strategic objectives in a way that is unconstrained by financial considerations. We describe a wide-ranging agenda about trends in the provision of professional library services, and set out and discuss our strategic objectives. Many of the objectives identified seek to continue and build on current practice. Some represent a new emphasis or a new initiative. We then outline four options for achieving those objectives based on different assumptions about the resources that will be available to the Library and strategic decisions taken by the Inn.
9. This is, in the first instance, a report to the Library Committee and, subject to the views of that Committee, to the Executive Committee. Once the strategic objectives have been determined by those bodies, it will be necessary for there to be an operational plan designed to help implement the strategy. The development of an operational plan to work alongside the strategic plan is a vital part of the process. This report seeks to provide the

underpinning for such an operational plan by outlining some of the relevant operational factors. To proceed further with any option or any element in an option will require development of its operational requirements. We consider that the Library Committee or a sub-committee should review both the strategy and the operational factors after three years to assess developments and changes.

10. The following documents prepared during the course of the review are appended to the report: (a) Master Dias's Note on Financial Constraints, and four documents prepared by the Librarian: (b) Observations on the 2013 Survey Results, and notes on (c) the 22 May focus group meeting, (d) Staffing (which includes the services provided by Library staff and their individual responsibilities), (e) Information Technology at the Inner Temple, and (f) a list of cancellations. Additionally, all departments of the Inn are asked to prepare five year expenditure plans, and a table showing the plans for the Library prepared this year for the period to 2018 is appended as item (g). The Inn Libraries Specialisation Scheme for subject areas and jurisdictions is appended as item (h).

II. Method

11. The review group met on 5 occasions between November 2012 and September 2013. In assessing the needs and desires of potential users and trends in library provision, the most significant component of the review was the input from a library survey conducted both online (24 January to 10 February 2013) and within the Library (5 – 6 February 2013). To assist the review's consideration of alternatives to the present arrangements, Margaret Clay, the Librarian, has also had discussions with the Incorporated Council of Law Reporting and the commercial suppliers of web-based resources. We are greatly indebted to the external members of the review group, David Wills, the Squire Law Librarian at the University of Cambridge, and Elaine Wintle, the Information Officer at Blackstone

Chambers. The internal members of the review group are Master Beatson, Master Dias, Master Eder, Desirée Artesi, Simon Baker, Margaret Clay, Turlough Stone, and Karin Tampion.

12. The survey was organised by Masters Malecka and Sally Smith, together with the Librarian. 883 responses were received. This is a very high response rate compared to previous surveys, but it amounts to only about 10% of the total number of potential users. We have also benefited from input from a small representative “focus group” of practitioners and students which met on 22 May 2013, after the analysis of the survey was completed, and input from the Bar Liaison Committee. The overall impression from the survey and focus group is that those who visit and use the Library and its services are very satisfied with what is available and the assistance they get from staff, but a number of matters were identified: see annex (b) page 4 and annex (c). With one (and possibly two) exceptions, these were primarily of a practical and operational nature rather than strategic. The exception is the longstanding challenge of how the Inn’s Library can provide a useful service for its many practising members who are not based within easy reach of the Library building. The possible exception is the suggestion that an area with armchairs and newspapers be provided and that tea and coffee be permitted in the Library.

III. Trends in the provision of Professional Library Services

13. Professional research libraries, like their academic equivalents, face an environment of increasing economic pressures, a changing pattern in the behaviour and expectations of their users, and an increasing pace of technological innovation. The pressures are greatest where, as in the case of the Inner Temple, the body of potential users has different requirements and expectations. Our user-base includes judges, specialist practitioners, those with general practices whose chambers cannot be expected to hold materials they

may need only occasionally, those primarily providing publicly-funded services who have had to cut what is available in chambers, and pupils and students. Pupils and students, for example, will have had recent access through their universities and professional training institutions to a wide range of web-based materials through systems such as “OpenAthens” developed by Eduserv, a not for profit professional IT services group, and Hein Online, a subscription-based legal database subscribed to by many universities and professional training institutions. Their experience has generated expectations of what facilities should be available and is likely to have affected the techniques they use to conduct legal research. More generally, while printed sources are likely to remain a very important part of legal research for many years and (see §20) provide facilities not available electronically, there is an increasing reliance on electronic resources.

14. Apart from the very different requirements and expectations of these groups, their ability to provide them independently of the Inn varies greatly. The pressures on publicly-funded practitioners and the likely effects of these on the way such practitioners operate to which we refer elsewhere in this report (see §§7, 17, and operational factor (B) to §23) are also likely to lead to changes in the expectations of members of the Inn and its tenants as to what services the Library should provide. In particular, if a greater proportion of the profession is based outside the Temple and does not have ready access to the Library building, there is likely to be increased pressure for services which can be accessed remotely. Looking at this from a different perspective, it is reasonable to contemplate that professional publishing, which has already undergone major change, will face further economic pressures that could lead to the demise of established modes of publication. There may also be significant changes in the library information technology market.
15. There are a number of strategies open to research libraries to meet these challenges and to direct resources towards the activities which provide the most value to the institutions in

which they operate and those for whom the services are provided. Adapting the language used in the strategic plans of academic institutions to reflect the particular context of a professional research library within an Inn of Court, these are:-

- Working to eliminate redundant and inefficient library operations which served patterns of user behaviour which are no longer current;
- Achieving efficiencies of scale and maximising impact by aggregating services and, where appropriate, providing services through electronic networks;
- According increased emphasis to collections that are distinctive and not easily available to the wider professional community;
- Seeking systemic change across the professional research library community through innovation and collaboration;
- Seeking to provide integrated support for teaching and learning, and for professional research and publication

IV. Strategic Objectives

16. The trends in the provision of professional library services, the results of the survey and the focus group, combined with information from previous surveys and the deliberations of the review group suggest a number of key strategic areas for the future. There are overlaps between the content of some of these, which we seek to deal with by cross-referencing rather than duplication. These areas and our strategic objectives are addressed under the following headings:-

- (1) Purpose
- (2) Services (including IT and social media services)
- (3) Collection Development and Preservation
- (4) Technical Infrastructure

- (5) Supporting Library Services – Staff
- (6) Library Space
- (7) Collaboration within the Inn
- (8) External Collaboration (primarily with the Libraries of the other Inns, but also with other relevant libraries)
- (9) Engagement and relevance
- (10) Finance

(1) Purpose

17. The Library serves a community consisting of practising and student members of the Inn and practitioners in chambers which are tenants of the Inn. We have stated (see §7) that it and the services it provides should be seen as a central part of the Inn’s educational and professional support for its members, and a central part of what justifies its charitable status. Although the Inn’s primary responsibility is to its members, the relevance of tenants should not be underestimated. The Library and the provision of library services are seen by the Inn as one of the facilities offered to tenants. For example, in a recent comment on the relative attractiveness of chambers in the Inn and in the City, the Sub-Treasurer stated that the Inn offers “a lot of collegiate services – such as a world class library and catering” as well as competitive rents set at market rates which include service charges.² Members of other Inns, in particular those practising in chambers in the Middle Temple and those who want to consult the Commonwealth law collection, are also potential users. The four Inns have agreed a specialisation scheme under which each attempts to cover in depth an area outside English law: see annex (h). We consider that to further its purpose the Library should:-

² Quoted in *The Lawyer*, 12 September 2013. See also the Report to the EC dated 17 June 2008 on Strategic Investment Priorities, referred to in note 1.

- 17.1 Consider, develop and demonstrate ways, through engagement, communication and visibility, of ensuring that the Library is, and is seen to be, a central point of call to meet the research and educational needs of practitioner and student members of the Inner Temple and tenants of the Inn, and to fulfil, and be seen to fulfil, the Library's responsibility to maintain special collections for certain overseas jurisdictions.

(2) Services

18. The very different and changing needs of our users (in particular the needs of remote users) have been noted (see §§7 and 13 -14 above). Bearing those in mind, the overarching objectives are
- 18.1 Match the Library's services to the needs of members and tenants of the Inn, and seek to provide a greater range of web services.
- 18.2 Maintain the Library's in-house directly provided services, such as the enquiry desk, which is the most important service for library users, the document supply service, and training sessions for pupils, and its web-based services, such as the online catalogue, Current Awareness blog, AccessToLaw gateway site (which provides annotated links to selected free UK, Commonwealth and other legal resources), and the legal research FAQs, and explore ways in which these might be extended and developed.
- 18.3 Publicise new initiatives and changes in services to members and tenants of the Inn.
19. The overarching objectives in §18 are necessarily stated in a general and open-ended way. The extent to which they can be met depends on the resources made available to the Library by the Inn. Four possible options for doing so are identified in Part V of this report. But the overarching objectives themselves can be expressed in a more focussed and specific way under the following sub-headings:-

19.1 The printed and electronic collections:

- 19.1.1 Maintain the printed collections at an appropriate level to meet the current and future legal research needs of members and tenants of the Inn
- 19.1.2 Provide a range of electronic services to complement the printed collections and to investigate the introduction of new resources, such as E-books and web-based commentary sources, and where changes from printed to electronic sources could be made
- 19.1.3 Seek, in co-operation with the Libraries of the other Inns and law faculties and university law libraries:- (a) to pursue the existing dialogue with publishers and service providers to try to improve options for extending licence agreements and negotiating special deals, (b) to investigate electronic options for meeting the needs of lawyers and law students that are less expensive or even, like BAILII, cost-free, and (c) to explore opportunities to assist in the enhancement of what BAILII offers to make it more useful to lawyers and law students.

19.2 IT and social media facilities:

- 19.2.1 Maintain and develop the IT facilities available in the Library to meet the current and future legal research needs of members and tenants of the Inn.
- 19.2.2 Maintain and develop the Current Awareness blog and members' awareness of it.
- 19.2.3 Investigate and, where appropriate, integrate further social media platforms, pro-active web-based services, and other emerging technologies into the portfolio of services offered through the Library.

Operational factors relevant to 19.1 and 19.2:

- (A) The evidence from the regular surveys of users and from data based on re-shelving statistics as to the usage of particular books/parts of the collection can assist with the implementation of the objectives in 19.1.1 and 19.1.2. Input from a focus group such as that convened for this review and from the Bar Liaison Committee will also assist. If the objectives in 19.1.3 are to be progressed, close co-operation with the other Inns, and leading law schools and academic law libraries will be required.
- (B) The availability of key staff with expertise and specialist skills is important to the maintenance of services and IT facilities at their current level, and to any proposed enhancements.
- (C) With regard to BAILII, it has been suggested that young members of the bar and pupils could be enlisted to produce short mini-headnote like summaries of the cases posted. Others consider this to be impractical, and if it is pursued, consideration would have to be given to whether reliance on such volunteers is a sustainable way forward in the long term.

19.3 Remote users:

- 19.3.1 Investigate the extent to which (i) the provision of commercial and free web services can be aligned more closely with the information and research needs of remote users both within and outside the four Inns, and (ii) engage in active publicity of those services so as to ensure remote users are aware of them, are seen to be more included in the Library's activities, and actually use the services.
- 19.3.2 Improve and develop the document delivery service and remote users' awareness of this and the Current Awareness blog, AccessToLaw, and other web-based services.
- 19.3.3 In co-operation with the Libraries of the other Inns, as part of the dialogue with publishers and service providers (see §19.1.3(a)) seek to try to improve options for members of the Inn who work outside the Inn (in particular those out of London) so that they can access relevant databases and services remotely. Investigate other options (cf. 18.2 and 19.1.3(b)) for meeting the needs of remote users which are less expensive or even cost-free.

Operational factors relevant to 19.3:

- (A) Pursuing the objective in 19.3.2 will require consideration *inter alia* of whether it is possible to offer a document delivery service at a lower price, and, if it is, how to do it. In recent years the income generated from the service has been in the order of £1,300.
- (B) Making progress with the objectives in 19.3.3 will require close co-operation with the Libraries of the other Inns. Although the **Bar Library in Belfast** subscribes to many electronic databases on behalf of its members providing them with the most up to date legal information straight to their desks whether in the Bar Library, at home or elsewhere and, in recent years the **Advocates Library in Edinburgh** has adapted its services to reflect the growing trend for its users to work at home rather than in the Library their positions are radically different. The Bar Library in Belfast is the base for all barristers in independent practice in Northern Ireland. Membership of the Library is compulsory. Of the approximately 700 barristers in independent practice, 680 are full members of the Bar Library. All full members pay an annual subscription. New entrants have a subsidised rate in years 1-7 and in year 8 pay the full junior counsel fee. The fee is increased when a barrister takes silk. In Scotland all those wishing to practise as advocates have to be members of the Faculty of Advocates and to pay a percentage of their income (5.5%) to fund the Faculty, including the Library. There are currently 470 practising members. The Faculty can also claim law materials received on legal deposit via the National Library of Scotland which entitles the Library to benefit from free copies of all materials published in the UK and Ireland.

19.4 Education and research skills training:

19.4.1 Continue, improve and develop induction sessions and tours of the Library

for students, pupils and new members.

19.4.2 Place greater emphasis on offering legal research and information literacy

skills training and, in conjunction with the Education and Training

Department, develop and deliver a programme which meets the needs of

members, in particular pupils and students.

Operational factors relevant to 19.4:

At present such provision is confined to tours and induction sessions for students, pupils, new members and visitors, presentations for BPTC students, one-to-one or small group legal research training on databases and collections, and, from autumn 2013 seminar sessions for those in pupillage. Extending the provision will depend on the availability of staff, and the potential numbers of trainees. Should the Inn decide that its proposed Education and Training Centre should be located at the top of the Treasury Building, there may be greater scope for developing this aspect of the Library's services.

The Librarian considers that without additional staffing in the Library the emphasis would have to be on training pupils rather than students. As to students, while the BPTC providers are being paid to provide legal research skills training for their students, the fact that they are does not necessarily mean that the Inn has no responsibility to its student members for this.

(3) Collection Development and Preservation

20. Research libraries will continue to build their collections in an environment of fiscal constraint and rapidly evolving patterns of commercial and professional publication. The balance between print publication and electronic publication, whether E-books or web-based, will continue to change. Yet, over the next few years, print publication is likely to remain an important mode of publication and, in some contexts, the predominant mode. Moreover, suppliers of database services can remove content at any time without notice to customers, do not make old editions of practitioners' texts available online as part of their databases, and have no plans to do so. Government websites (Gov.UK and the National Archives sites) no longer have material that was previously available on them. Bearing those factors in mind, the over-arching objectives under this heading are:-

- 20.1 Give further consideration to a review of the Collection Development Policy to ascertain in relation to the printed and electronic collections, whether or not, in the light of the objective of continuing to match the Library's services to the needs of members and tenants of the Inn, each remains relevant and necessary.
- 20.2 Discuss with the Libraries of the other three Inns of Court whether core minimum holdings on the law of England and Wales can be identified, and the existing division of specialisms within the Inn Libraries could be taken further enabling the Libraries to concentrate their holdings to a greater extent than they now do on particular subjects, with scope for possible reduction in collecting responsibilities.
- 20.3 Consider the position of the Library's non-law collections and to seek to identify principles for such collections within a professional legal research library.
- 20.4 Consider whether to digitalise any rare material so that the printed or manuscript copy is not damaged by use.
- 20.5 Consider the implications of moving from printed to electronic materials for the availability of past editions of textbooks and, together with the Libraries of the other

Inns and major university law libraries, to work with publishers of electronic materials to seek to ensure the long term availability of such material.

Operational factors relevant to 20:

- (A) The rate of increase in the pricing of print and electronic sources and the resources available to the Library will be central to the way this objective is pursued.
- (B) The operational factors for §19.1 are also of relevance here.
- (C) The future availability, reliability, and functionality of an electronic source which is presented as capable of replacing a printed text, as well as the price of that resource will need to be assessed in considering §20.5.
- (D) Unless the range of material to be covered by the four Inns is to be narrowed, or there is to be a reallocation of existing responsibilities, the scope for progress on §20.2 is limited. Should the financial position of the Library require this, an (unattractive) alternative might be for our Library to reduce or (outside an irreducible core holding in those subjects) cease its acquisitions outside the areas for which it has primary responsibility.
- (E) The preservation part of this objective has two limbs. The first is the need to protect and preserve by digitalisation any rare material which may be damaged by handling. The second is that, as the electronic systems are at present, there is generally no electronic equivalent of an old edition of a text. Such editions are often needed where the question arises as to the state of the law at a particular date. Old editions are regularly consulted by users and it thus remains important to have printed copies of leading works, and to keep them despite the publication of a new edition.

(4) Technical Infrastructure

21. In the light of the increasing pace of technological innovation, the objectives under this heading are to:-

- 21.1 Ensure that the technical infrastructure in the Library is sufficient to support its future aspirations in the light of developments in mobile technology and modern legal research trends.
- 21.2 Ensure that there is adequate and suitably trained staff support for the Library's technical infrastructure and its electronic services.

Operational factors relevant to 21:

- (A) For details see annex (e). In summary, historically the Library has looked after the Inn's network, and there have been mutual advantages in the consequent synergies. A single person acts as Systems Librarian and Network Administrator. He and the Assistant Network Administrator are based in Library space where they are close to the Server Room, which is in the Gallery and which houses all the Inn's and the Library's servers. The Library also houses a significant part of the Inn's network infrastructure. The Assistant Network Administrator is not on the Library staff complement.

- (B) All the Library's (and the Inn's) web services, with the exception of the Library catalogue and the Treasury online dining module, are hosted remotely (see further, annex (e)). For a number of reasons set out below the policy has been not to host them in-house:- (1) it would be more costly in terms of hardware and maintenance, (2) it would increase network administration, (3) there would be a need for additional network security, (4) from a disaster planning point of view it would not be advisable to host all the Library's (and the Inn's) online services in one location (the Server Room). Organisations which host their web services in-house usually have to employ specialist IT staff for website work alone, alongside other IT staff for network administration..
- (C) A review of the administration of the network and its staffing by the Librarian and Systems Librarian/Network Administrator is likely to recommend changes. Without pre-empting the outcome of that review, the recommendations are likely to include: (1) that the current post holder relinquishes his Systems Librarian duties and becomes the Inn's Network Manager full-time, (2) that the Assistant Network Administrator becomes the Senior Network Administrator, (3) that the Inn should recruit someone who would be primarily responsible for supporting the Library's systems and on-line services, (4) the new Systems Librarian should report to the Librarian and to the Network Manager but the Network Manager should no longer report to the Librarian, and (5) for practical reasons Network staff should continue to be based in or near the Library.
- (D) Such a development would also have implications for the allocation of space in the Treasury Building. Should Project Pegasus go ahead by creating a facility in the roof of that building, account will need to be taken of this factor. It may be also necessary to have a separate review of the technical needs of the Library.
- (E) During the next five years the Library's server and a number of PCs will have to be replaced. More PCs will be added for public access if users' requirements increase.

(5) Supporting Library Services – Staff

22. The objectives under this heading are to:-

- 22.1 Ensure that staffing levels and the organisation of staff responsibilities enable the efficient delivery of Library services in line with the needs and requirements of users, and consider whether any improvements could be made to the present organisation of responsibilities
- 22.2 Foster the innovative and collaborative staff culture.
- 22.3 Ensure that staff work to promote “hands-on” use of primary research materials by users, in particular pupils and students.
- 22.4 Promote staff development and training effectively given budgetary constraints, for example, by increasing the ability for staff to benefit from internal “cross-training” opportunities and focussing funding on training activities which are strategic to future organisational success and which complement the Library's strategic objectives.

Operational factors relevant to 22:

- (A) Operational factor (B) relevant to §§19.1 and 19.2 states that the availability of key staff with expertise and specialist skills is important to the maintenance of services and IT facilities at their current level, and to any proposed enhancements. Consideration will need to be given to this factor in the review of the administration of the network and its staffing by the Librarian and Systems Librarian/Network Administrator referred to in operational factor (C) to §21. This is likely to involve additional expense.
- (B) At present, including the Systems Librarian/Network Administrator (50% of whose time is taken in network duties in other parts of the Inn and 50% of whose salary is charged to the Network budget), there are 8.5 full-time members of staff and 2 temporary evening and Saturday assistants (working 6-8pm Mon-Thurs, 5-7pm Friday, 1-5pm Saturday). The numbers for the other Inns are LI and MT 8, and GI 6. (For information LI figure includes the Archivist; MT figure includes 1 part timer working 27 hours; GI also employs a pool of 7/8 staff for evening/Saturday work). Staff numbers in academic law libraries range from 8 at the Squire Law Library to 30 at the Institute of Advanced Legal Studies and the Bodleian Law Library. Comparisons with the other Inns and with academic law libraries need to take account of who provides the network and IT support vital for a modern professional research library. For example, an academic library with similar staff numbers to Inner, such as the Squire Law Library, uses the services of the Law Faculty's 4 computer officers and its IT Teaching and Development Officer for IT support. At the Inner Temple, however, the Systems Librarian supports the Library's IT services and runs the Inn's network. For that reason only 0.5 FTE of his post is attributed to the Library budget. The Library also produces a number of web services, such as the Current Awareness blog and AccessToLaw, to which all staff contribute. Similar services are not produced by the other Inns or by academic libraries with similar staffing levels.
- (C) See annex (d), page 8 for a summary of the Librarian's assessment of the consequences of reducing staff numbers and the possibility of increasing staff.
- (D) If there is to be a change in responsibilities of the Systems Librarian/Network Administrator, or it is decided to provide new services (such as additional training and the creation of new proactive web-based services) consideration will have to be given to the staffing implications. At that stage, it is likely that a review will be needed to ascertain whether additional staff will be required, or whether a redeployment and reorganisation of the duties of existing staff will suffice. On the position of the Systems Librarian/Network Administrator see annex (d) page 3 and 6 and the discussion in annex (e), which is summarised in the operational factors relevant to §21.
- (E) Some services, such as the Inn's very successful Current Awareness blog, are labour intensive. On the blog see further §25. Note that the blog is not only an important Library service for users, but fulfils an important external role as part of the Inn's engagement with the wider world.
- (F) A review by the Librarian of staffing, job-descriptions and IT administration in the light of changing user needs may be a useful way to assist her in assessing the priorities of the library service in the light of the staffing levels that she currently has at her disposal and advising the Library Committee accordingly.

(6) Library Space

23. Library users want to work in an attractive space, on comfortable furniture, supported by a reliable and up-to-date technology infrastructure and with staff nearby. The functionality, comfort and aesthetic qualities of our Library are important factors in its attractiveness to users. Another aspect of space is that needed for older material which is used less frequently. This is now housed in the basement of the Littleton Building. The objectives under this heading are to:-

- 23.1 Ensure the Library remains a comfortable place to work with adequate access to IT and web-based facilities, whether on equipment provided by the Library or belonging to users.
- 23.2 Consider whether it would be practical to make provision to enable publicly-funded barristers who do not have a chambers base to use the Library in a similar way to the use made of the Advocates' Library in Edinburgh and the Bar Library in Belfast, and, if so, what ancillary facilities would be needed near the Library.
- 23.3 Facilitate the use of users' electronic devices in the Library where this can be done without prejudicing the ability of others to work in it.
- 23.4 Ensure that the Library has sufficient space to store material not held on the open shelves such as old editions of leading practitioners' works which remain in demand to research the state of the law at a given time; and assess whether the old editions of all texts need to be retained for this purpose, and, in the light of pressures on space, review the position regularly.

Operational factors relevant to 23:

- (A) Should the Project Pegasus development take place in the Treasury Building, as well as the operational factors relevant to §21, consideration will have to be given to the impact of the development (a) on what is already a crowded entrance room to the Library, and (b) on the practicality of also making the provision contemplated in §23.2.
- (B) An assessment of the practicality of making the provision contemplated in §23.2 would need to consider (a) likely demand, and (b) what would be needed if the proposal is to be viable. On (a), to date, only a minute number of barristers have made the Library their effective base, and then only on a temporary basis, e.g. while building works take place in their chambers. On (b) matters to be considered include lockers, a space in which it will be possible to telephone solicitors and lay clients, and possibly a place near the Treasury Building to which papers could be delivered and in which a clerk could be based.
- (C) Users' views are divided about the desirability of permitting tea and coffee in the Library itself. The request by some for this may reflect the absence of a common room facility near the Library (such as the old barristers' common room) and the unsuitability of the Pegasus Bar for this purpose and its inaccessibility on grounds of cost to many student members of the Inn.

(7) and (8) Collaboration within the Inn, with the other Inns, and with other law libraries

24. In the light of our view (see §7) that the Library and the provision of library services are and should be seen as a resource which is a central part of the Inn's educational and

professional support for its members, collaboration with the Education and Training Department is important. The financial pressures on libraries and the geographical proximity of the Libraries of the four Inns mean that co-operation with their Libraries must also continue to be a central part of our strategy. It is also highly desirable to develop and maintain useful relationships with other relevant libraries, notably those in academic institutions, such as the Institute of Advanced Legal Studies and university law libraries, and with the libraries of the BPTC providers, and chambers libraries.

- 24.1 The report refers at §19.4.2 to the objective of co-operating with the **Education and Training Department** in offering legal research and information literacy skills training to students and pupils.
- 24.2 It refers to the need to co-operate with **the Libraries of the other Inns** in a number of specific areas. See §19.1.3, investigating ways of assisting the providers of less expensive or open-access electronic resources such as BAILII to become more useful for practitioners, §19.3.3, addressing the needs of remote users, §20.5 the implications of moving from printed to electronic materials, in particular for the availability of old editions, §20.2 a further division of responsibility for materials.
- 24.3 §19.1.3 and §20.5 also envisage co-operation with **university law libraries**.

(9) Engagement and relevance

- 25. It is important for the achievement of the service objectives of the Library for it to undertake a number of activities which engage with users and potential users and are directed to ensuring the continuing relevance of its services to the needs of its user-base. A second consideration is that while primarily directed to members and library users, the web-based services offered by the Library (AccessToLaw, the Library website, Facebook page, and Newsletter) can also be, as the Current Awareness blog (which has 1,878 email

subscribers, 851 RSS subscribers and 4,775 Twitter followers) is, important components of the Inn's engagement with the wider world in this country and internationally and the way others, in particular students and members, and potential students and members, view the Inn as well as its Library. The objectives under this heading are to:-

- 25.1 Engage users and potential users by continuing regularly to survey their needs and views, and by deploying a representative focus group on a regular basis.
- 25.2 Engage the wider community of professional and academic law libraries to enable the Inner Temple Library to be aware of developments, opportunities, risks, and dangers, and to continue to participate in relevant professional discussions with representatives of other libraries.
- 25.3 Continue to record the evidence from data based on re-shelving statistics as to the usage of particular books/parts of the collection.
- 25.4 Use the results of surveys, input from focus groups and data from re-shelving statistics to monitor usage of the Library in the light of changing study and information gathering techniques and trends and continue to produce and implement action plans to maintain the relevance of the service provided and to improve it.
- 25.5 Engage members, library users and potential users through media such as the Library's website, Facebook and Google+ pages, Current Awareness blog and the newsletter, and investigate and, where appropriate, use any other social media platforms and emerging technologies for this purpose.
- 25.6 Utilise the potential of the Current Awareness blog, AccessToLaw, and other media used by the Library to engage with the wider world and potential students and members.

Operational factors relevant to 25:

See the objective in §19.2.3 and the operational factors relevant to §§19.1 and 19.2.

(10) Finance

26. The Library does not generate any income of its own except from fees from photocopying and the document delivery service, royalties, and dividends from two small funds, the Student Library Fund and the W Summerfield Bequest Fund. It, like the other three Inns, does not charge members or members of other Inns for use. Excluding sums received from the other three Inns in respect of our Commonwealth collections, in the period between 2008 and 2012 the sum from fees for services and royalties and from the funds respectively ranged from about £15,000 to £20,000 and from £8,000 and £11,000. Given the total projected expenditure for 2013, the Library is totally dependent on allocations from the Inn.
27. It has been suggested that one possibility for the generation of income would be for the Library to introduce a fee from practitioners who wish to use it and its services. We have considered this but do not consider that it is a viable way forward in present circumstances. First, at a time of such severe financial pressure on the publicly-funded bar, the removal of a significant and free service offered to members of the Inn and other practitioners throughout their professional lives would be particularly unfortunate. Secondly, unless the other Inns also introduced charges for the use of their Libraries, for us to do so would simply drive practitioners to other Libraries. Thirdly, there would be questions of principle as to our ability to charge members of other Inns for using the special collections, in particular the Commonwealth collection, to which their Inns make a significant financial contribution. To distinguish such readers from others would be an administrative nightmare for the library staff, and there are other operational difficulties. Fourthly, this would be likely to change the basis on which the Library is charged for its online subscription services as it would be regarded as providing a commercial rather than a quasi-academic service.

28. Hitherto, the Library's financial strategy has been developed within the framework set by the Inn's Five Year Plan process and the overall budgetary considerations reflecting the financial position of the Inn and the other calls on its income. The Library has set objectives and kept within the budget allocated to it by the Inn in the way described in §3. In the future, the strategic plan will guide the way the budget allocated to the Library is used. We observed in §3 that the Finance Sub-Committee has recognised that funding a library's collection represents a medium-term financial commitment with little flexibility. Bearing this in mind, if longer-term harm is not to be done to the services provided, it is desirable for the Library to be given a degree of certainty within the medium-term.
29. Any financial strategy needs to be developed in a way which leads other parts of the Inn to recognise that the Library's services are not only traditional hard copy and electronic services in the physical Library itself, but those facilities offered to remote users and the wider world. It should be recognised in the context of funding, that services available outside the Library and outside the Inn referred to at §25, such as the widely followed Current Awareness blog, the online catalogue, AccessToLaw, the Library's website, Facebook page, and Newsletter, are not only of relevance to the Library and its users and user-base, but are part of the Inn's process of engaging with the wider world.
30. To maintain current acquisition levels, our best estimate is that it will be necessary for the Inn to support the Library on the basis set out in the Five Year Plan. The figures in that have been prepared to take account of the worst case scenario. They project total library expenditure rising from £911,684 in 2013 to £1,202,439 in 2018, with an 8% increase in its acquisitions and database budget bid for 2014 in the current budget round. It should, however, be noted that (excluding the Commonwealth collection to which the other Inns contribute) actual expenditure on books, publications and electronic services between 2009

and 2012 did not rise by 8%. This was achieved by the special deals and discounts negotiated by the Librarian with a number of publishers, the fortuity of the publishing cycles of certain books and looseleaves, buying fewer new books and series, and by the cuts we have referred to at §3.

31. The provision of the additional services, objectives and initiatives identified in the plan is likely to need additional investment by the Inn. Our objectives under this heading are to:-

- 31.1 Convince the Inn that adequate support for what is at present a fine professional research library should be accorded to the Library for the medium term to enable it to plan its future rationally and to enable it to be a central point of call to meet the current and future research and educational needs of practitioner and student members of the Inn by maintaining its printed and electronic resources and other services at an appropriate level, and to be able to provide the external engagement with the wider world that the Current Awareness blog and other web-based services and social media facilitate.

- 31.2 Include the Library as one of the possible beneficiaries of fundraising efforts by the Inn.

We consider that the inclusion of the Library as one of the possible beneficiaries of fundraising efforts by the Inn offers the best prospect of alleviating to some extent its dependence on allocations from the Inn.

Operational factors relevant to 26- 31:

- (A) Over the period since 2008, the library budget has sustained the following cuts: 2009 £20,000; 2010 £3,400; 2011 £9,000, 2012 £5,298; 2013 £10,000. It has made the cuts in the ways described in § 3, and see also annex (f).
- (B) In assessing the extent to which it has been possible not to make more drastic changes to the services it offers, it is important to note that in 2011 50% of the salary of the Systems Librarian/Network Administrator and 60% of the annual costs of the kilostream leased line providing email and internet access to all departments of the Inn were reallocated to the Network IT budget. This has assisted the Library to continue to work within its budget without further cuts to services. See the objective in §19.2.1 (d) and the operational factors relevant to §§19.1 and 19.2. Until these changes were made The Library had effectively been subsidising other departments by paying 100% of these costs for a number of years.
- (C) The expenditure on the printed collections and electronic resources is significantly less than that of Lincoln's Inn, and broadly comparable to (although less than) that of Gray's Inn. Comparisons with Middle Temple are not straightforward because, after dramatic cuts in expenditure five years ago, there have been significant increases, some of which seek to reverse the effects of the cuts.
- (D) As to the question of charges mentioned in §27, none of the other Inns impose charges. Progressing this objective requires an evaluation of the practicality of the Inner Temple alone charging for use of Library services, and whether it would be able to offer those who pay the fee access to online subscription services on better terms than those available for practitioners dealing directly with providers, It would also be necessary to consider whether charging would enable the Library to offer significantly enhanced and affordable services, such as remote access to electronic services, to those who cannot afford such services at present, and the terms on which such services could be offered to users. Such inquiries as have been made by the Librarian for the purposes of this review suggest that it will not be able to offer better terms, although see the summary of the encouraging preliminary exchange with the ICLR and what *Westlaw* might offer in the "rough estimate of the cost of the "enhanced service" option below after §37
- (E) In the light of the centrality of the Library to the Inn's core purposes, we consider there is a strong case for its inclusion in any fundraising activities. The experience of fundraising by other institutions is that potential donors have views as to what they would like to support. It does not follow from the exclusion of the Library from any fundraising that more would be raised for scholarships and bursaries. If the Library is to be included, it will be necessary to produce a case that will attract donors.

V. Possible options for meeting the objectives

- 32. Having identified our strategic objectives for the Library, we turn to four possible ways in which those objectives might be achieved. Each makes a different assumption about the resources that will be available to the Library and the strategic decisions taken by the Inn. Each involves maintaining a core holding of materials on the law of England and Wales.
- 33. The strategic objectives set out in earlier parts of this report would be applied to all four of the options we describe. In particular, the Library would seek as far as possible to match its services to the needs of its users, and would rely on information derived from surveys, focus groups and other products of its engagement with its user-base and understanding of

trends in the behaviour and expectations of its barrister, pupil and student user-base, and technological developments in web-related services. . But its ability to achieve them and the way it will seek to do so will obviously be affected by the resources made available to it.

(1) Enhancing the collection and services

34. The first “ideal” option would be to provide what, in the light of the responses of users and the other information gathered during the review, the Library would ideally like to provide given the space available or likely to be available to it and the fact that it is a research library for legal professionals and BPTC students and pupils. It is important to emphasise that the objective is not to replicate what an ideal academic research law library would have but to focus on the needs of practising barristers. A comparison with what other professional libraries in the United Kingdom, in particular the Bar Library in Belfast and the Advocates Library in Edinburgh, could provide valuable assistance, although the position in London, where each Inn has a Library of its own, differs from that in Scotland and Northern Ireland where there is a single professional bar library.
35. An ideal library service to a diverse and geographically scattered user-base of professionals such as the Inn’s user-base would offer a full range of texts and electronic resources about the law of England and Wales that meets the reasonable/appropriate requirements of all users and enables remote access to electronic resources. It would reflect the increasing specialisation of the bar and the proliferation of more specialist publications and resources. and thus the fact that those whose work only occasionally takes them outside their specialism will be unlikely to have the appropriate resources in chambers. It would also take account of the areas for which one of the other three Inn Libraries have assumed primary responsibility.

36. This option would include some monographs and practitioner texts which we cannot at present justify in the light of our budget. In the light of the financial position of those who practise in publicly-funded (or formerly publicly-funded) areas, an important focus would be to provide in-depth coverage not only for those areas such as crime and family law, for which we have assumed primary responsibility, but also for other areas such as public law and immigration law. This option would also involve considering reinstating some (but not all) of the expensive books which we have not acquired over the last five years, such as new editions of volumes in the British Shipping Laws series, some of which are classic and important works, and some (but not all) of the looseleaf services cancelled in that time. Account would be taken of reader demand.
37. This option could also include enhancing our collections of materials on those jurisdictions and specialisms for which, as between the four Inn Libraries, the Inner Temple has assumed responsibility where a potential acquisition is of relevance to practitioners based in this country.

A rough estimate of the annual cost of the elements of the “enhanced service” option

a) Reinstating the paper, electronic and other services cancelled including new editions not replaced . If this option is pursued, the Librarian would favour reinstating some of the Justis specialist databases that have been cancelled (e.g. Police Law Reports, Prison Law Reports, Mental Health Law Reports) and restoring funds to the binding budgets, sundries, maintenance. If some of the cancelled subscriptions and new editions are considered for reinstatement, account would be taken of the following:- some are available on reliable free databases, others are outside the subject areas for which we have primary responsibility, were not frequently consulted, have not been requested since they were cancelled, or are held by the other Inns. (A list of the cancellations is set out at annex (f)).

b) A system which permits members of the Inn to access the electronic resources we obtain from publishers remotely –

The Librarian has had an encouraging discussion with ICLR. It would be prepared to trial remote access to ICLR Online on a 6-10 concurrent user basis to members of the Inner Temple practising outside London. Access would be via the web and not the Inn's network. If the trial was successful and there was a good take-up, they would offer access for this limited number of concurrent users for a figure of [REDACTED]. There would be a reduction in this figure of 10-20% if all four Inns were to participate in a scheme for their members outside London. The cost of such a scheme could either be met by the Inn and users provided with the service free of charge or the Inn could charge users for the service. The downside of this proposal is that it is limited to ICLR series and the Librarian considers that members would prefer to have access to one of the more comprehensive services, such as *Westlaw*.

Sweet & Maxwell, the suppliers of *Westlaw*, the most popular online service, has said that it would be prepared to offer a reduced rate individual membership subscription to sole practitioners working on their own who are members of the Inner Temple and to individual barristers working in sets of chambers without any *Westlaw* subscription who are members of Inner Temple. [REDACTED]. LexisNexis and the ICLR have indicated that they could also offer a discounted annual subscription rate for sole practitioner members or for individuals in non-subscribing chambers who are members of the Inn.

For comparison purposes, if the Inns wished to fund a service to provide all practising members of the Bar, (approx. 15,000), with remote access to *Westlaw*, Sweet & Maxwell has given a ballpark figure of [REDACTED] for this, [REDACTED]. They state that this estimate covers the likely loss to their business.

c) staffing needs (if any) to enable more legal research and information literacy training –

All the current staff posts are heavily loaded so, if services are to be extended e.g. more web services, training for pupils and students, an additional professional post at Assistant Librarian level would be needed. Salary and NI costs for such a post would be approximately **£32,000**. Also if the IT staff changes mentioned in §21 operational requirements were implemented, the salary amount currently in the Library budget for 50% of the Network Administrator's time would have to be increased by between **£5-£13,000** to give a salary of **£33,000-£38,000**, in order to appoint a suitably qualified full time librarian with legal library and systems experience. The staff costs on the Network budget would also increase.

d) having access to further electronic resources which we would like to have but cannot afford on our present budget - the cost of unrestricted access **within the Library** to the full range of online texts available from Sweet & Maxwell would be in the region of [REDACTED]. A more selective range of sources within the subject areas for which we have primary responsibility would reduce the cost. To add a range of commentary sources to our existing 3 year deal with Lexis for hard copy and online services would cost approximately [REDACTED]. Separate specialist online services such as Jordans Law Reports and Hein Online would be available for approx. [REDACTED] per annum respectively.

(2) Maintaining the present level of service, with flexibility to meet new developments.

38. The second option would seek to maintain the present level of service, allowing for limited flexibility to meet new developments. If the Inn's financial position permits, it would also enable the Library to acquire some of the titles which were not acquired in the last five years because of their cost, and to reinstate some of the serials and looseleaves which were cancelled in that period.

A rough estimate of the cost of the "status quo service" or "reinstated service" options

The annual cost of the "status quo" service taken from the 2013 budget is [REDACTED]. For the future if IT staff changes go ahead this would have to be taken into account as mentioned in option (1 c). For the reasons set out under option (1) **£15,000** could be added to this figure to allow for reinstatement of specialist databases and some hard copy titles and the restoration of amounts for maintenance, binding, training and sundries.

(3) A scaled-down operation

39. The third option would be to scale-down operations to a greater extent than has happened as a result of the cuts since 2008. In our view this would be undesirable, and it would no longer be possible to describe the Library as "world class".³ But, if the scale of the provision has to be reduced, there are a number of ways of doing so while retaining and supporting a core holding of materials on the law of England and Wales. All will depend on what budget is allocated to the Library. At one end of the spectrum, its budgetary allocation might be linked to changes in the RPI. Alternatively it might be linked to a determined proportion of the Inn's annual income, or frozen. The size of any reduction would determine whether it would be possible to deploy only some of these ways, and, if

³ See notes 1 and 2 above.

so, how many or whether they would have to be deployed cumulatively. It is difficult to provide more than the barest of outlines. With that caveat, we outline the possibilities.

40. A scaled-down operation might involve a reduction in staff, a reduction in the print and electronic resources, or both. Taking a reduction in the print and electronic resources first, there are a number of possibilities. The first way of proceeding is to concentrate on meeting the needs of the publicly-funded bar. The second is to reduce the number of electronic resources, in particular those where there is an open-source alternative (such as BAILII or legislation.gov.uk) available and not to hold a print copy of any work where the Library provides it in electronic form. A third possibility is to take the existing division of specialisms within the Inn Libraries further so that the Inner Temple's Library concentrates to a greater extent than it does now on particular areas, and reduces or ceases acquisitions outside those areas. This is considered as part of option (4).
41. These possibilities have serious disadvantages. The first would lead to a significant reduction in our holdings in commercial law, chancery and other areas such as planning. The second would involve the cancellation of a substantial number of hard copy law report series and journals which are available on Lexis or Westlaw. The savings from such an exercise may be more limited than might be supposed because the cost of these services are, in many cases, based on having both the print and online services. Additionally, it should be borne in mind that the tendency is for online subscriptions to increase at a higher rate than printed ones. As to reducing the number of electronic resources, the disadvantage is that this would not reflect the preferences and research methods of younger professionals and would be inconsistent with the objective of matching services to the needs and work-methods of users. Also, at present BAILII's search engine is significantly inferior to those of the commercial databases, and it does not, as they do, provide case summaries, or information about whether a case has been approved or disapproved. Not acquiring a print

copy of a text or looseleaf service where the work is available in electronic form leaves the Library vulnerable to the danger of significant price rises or the discontinuance of the service. In the case of texts, it will also mean that (see §20 and operational factor (d) to it), the Library will not have copies of old editions available in the future. For the reasons given at §20 above, the old editions are consulted by users. Reductions in the print and electronic resources would mean that some users would abandon the Inner Temple for one of the other Inn Libraries where more comprehensive print and online resources would allow them to carry out their research more efficiently and effectively in one place.

42. Turning to the contemplation of, over time, scaling down the operation by a reduction in staff, page 8 of annex (d) sets out the Librarian's views as to the likely effects of such reductions. Any further contemplation of this would require more detailed consideration of the effect of a reduction in staff on maintaining the print and electronic resources, web services such as the blog, and the document delivery services, and whether any adverse effects can adequately be addressed by a reorganisation of responsibilities. The adverse effects anticipated by the Librarian are a reduction in flexibility, greater difficulty in staffing the enquiry desk, which is one of the central services on which the majority of Library users depend, and keeping opening hours at their current levels, and professional staff having to be more involved in administrative tasks such as document supply rather than being able to work on web services or user training.

Rough estimate of the savings to be made by different degrees and forms of “scaling down”

- (1) Savings could be made from the print collections by cancelling further works (textbooks, series and looseleaves) in subject areas which are the responsibility of the other Inns. (Core texts would still be taken.) This would give a saving of approximately **£20,000**.
- (2) The range of databases currently available to users could be reduced giving a saving of **£8,000**.
- (3) Cutting one of the Library Assistant posts would give a saving of approx. **£24,000**.

(4) Maintaining only a minimum core collection outside the Inner Temple Library's own specialisms

43. The fourth and most radical option is to follow the logic of the existing division of specialisms within the Inn Libraries so that the Inner Temple's Library reduces or ceases acquisitions outside its own specialisms and maintains only a minimum core collection of works outside those areas.
44. This option would require agreement and co-operation with the three other Inns. An obvious disadvantage is that it depends on the other Inns maintaining their collections at an acceptable level, a matter over which we have no ultimate control. Absent a formal agreement with the other Inns with mutual undertakings to maintain collections at a given level for a specific period, there would be no assurance that the result would be an enduring one and a risk that it would last only for the short or medium term, leaving one or more Inns thereafter with gaps in their respective collections. By way of example, the different policies pursued by Middle Temple in relation to its Library in recent years (see above, operational factors relevant to §31 at (c)), suggest they have pursued a short-term rather than a strategic approach. As in option (3), this option would also make it more likely that a practitioner would have to visit more than one Library to conduct a single piece of research.
45. A variant of this option, given the proximity of our Library and the Middle Temple's Library, would be to pursue a further division of coverage between the two Libraries over and above a minimum core collection. This would involve addressing significant difficulties of principle and overcoming a myriad of practical obstacles. It also has the additional disadvantages of what would, in effect, be a split-site library, in which a person conducting a single piece of research might have to visit both libraries, and where there would be duplication of staff resources. Unless both libraries provided access to electronic

resources, there would be further inconvenience to users consulting materials in the other Library.

46. Moreover, this variant is in truth simply a version of the amalgamation proposal which has previously been considered in detail and rejected as unacceptable and unworkable, a view which we endorse. We have felt obliged to include it as a possibility, but see no useful purpose in reopening a question which has already been decided after full consideration.

Rough estimate of the savings to be made under option (4) and assessment of other consequences

- (1) The savings which could be made on the print collections under option 4 would be £40,000. Cancellations of periodicals, series and looseleaves would be an annual saving but most new additions of books would not. Reductions in the annual acquisitions budget would require further cuts to be made.
- (2) Staff numbers in either Library could be reduced. At present some staff that left Middle Temple have not been replaced. The shortage of staff has led to the Library having to close early on a number of occasions and resulted in complaints from users.
- (3) If both Libraries cut their collections, it would in a short time leave each Inn without a proper professional research library and would lead users to go elsewhere to carry out their research. Staff would be faced with complaints about the cutbacks to collections and databases and would be likely to become disillusioned and to seek alternative employment, as they started to do during the merger discussions in 2009.
- (4) The Inner Temple Library has built up a good reputation for its in-house and web-based services, which is acknowledged by Library users and by fellow library professionals. Changes such as the ones outlined would be likely to destroy this reputation, which is the result of years of hard work by the Library team.
- (5) Downgrading the Library as a research resource would also reflect badly on the Inn and could affect recruitment of new members and renting of chambers to new tenants. It would no longer be possible to argue that the Inn was a place of sound learning offering “a lot of collegiate services - such as a world class library”.

Librarian's Observations on the 2013 Survey Results

- As part of the strategic review of library services currently being conducted by the Library Committee a survey was carried out via the Library's website from 24th January to 10th February 2013. A link to the online questionnaire was included in an email which was sent out to members of the Inner Temple, to chambers in the Inner and Middle Temple, and to chambers in the vicinity of Temple (excluding Lincoln's Inn and Gray's Inn).
- The survey questions aimed to find out how collections and services are being used within the Library and remotely, how the services are rated, what additional services or facilities may be required in future, and what other print and online resources (e.g. chambers' library) are available to users.
- A total of 795 responses were received to the online survey. (A similar survey in 2011 received 231 responses.) In addition a two-day survey of those coming into the Library in person was carried out on 5th and 6th February 2013. On the survey days 194 people visited the Library and 67 of these made second visits. 100 questionnaires were handed out and 88 were returned. 38 Library users had already completed the survey online, and the remaining users said they were too busy to complete the questionnaire.
- The results of the two 2013 surveys are complementary and broadly consistent. The 2013 online survey has a much higher response rate from members based outside the Inns than a similar survey carried out in 2011. The response rate is as follows: other London (32.1%), outside London (28.6%) and overseas (6.3%). Many of these respondents, who do not have regular access to the Library in person, feel that they cannot benefit from its collections and services. Of the 795 respondents, 157 indicate that they never use the Library in person.
- 49.3% of the respondents to the online survey are barristers in private practice and of these 38.1% (149 respondents) have practices that are predominantly publicly funded. 76.1% of respondents to the in-house survey are barristers in private practice and of these 34.3% (23 respondents) have practices that are publicly funded.
- 77.1% of respondents to the online survey are members of the Inner Temple. 18.6% of respondents are located in chambers in the Inner Temple. 51.1% of respondents to the in-house survey are members of the Inner Temple and 41.7% of respondents are in chambers within the Inner Temple.
- 39.5% of respondents to the online survey and 60.2% of respondents to the in-house survey say they regularly need to use additional hard copy resources as well as personal copies or copies provided by chambers, BPTC providers or employers. 25.2% of respondents to the online survey and 35.6% of respondents to the in-house survey say they regularly need to use additional online resources. The figure is higher in the in-house survey for those with publicly funded practices. 65.2% of these respondents say they regularly need to use additional hard copy sources and 52.2% need additional online resources. The main additional hard copy resources needed are law reports, current textbooks, journals and looseleaves. Responses and comments show that the Inner Temple Library or one of the Inn Libraries is where most respondents in London expect to find these additional hard copy and online resources.
- Responses show that more hard copy titles have been cancelled, or are likely to be cancelled, in chambers than was indicated in an earlier survey carried out in 2009. 48.2% of respondents to the in-house survey say that cancellations have been made or are likely to be made. In some cases chambers have moved to equivalent online sources. Other comments mention more

reliance on an Inn Library, and point out that even if books are retained in chambers, they are often missing when required or out-of-date. Sharing of textbooks in chambers is also mentioned. Respondents from chambers doing publicly funded work indicate that a higher level of hard copy cancellations (61.2% online survey; 77.3% in-house survey) has been made or is likely. Some responses say that publicly funded chambers can no longer afford a library.

- There is less likelihood of online subscriptions being cancelled; however, some respondents indicate that their chambers do not have any online subscriptions or that they do not subscribe to one of the two major services. Others say that the cost of personal and chambers' subscriptions to databases is too high and that they rely on the range of online services provided by the Inn Library. Respondents also complain about publishers who bundle hard copy and online resources together and then charge subscribers a much higher rate for a format they do not wish to use.
- Apart from using the resources of the Inn Libraries, barrister respondents have recourse to their own books, free Internet services, chambers' libraries, chambers' subscriptions to electronic services and employers' resources. Usage of most of these resources is similar in both the 2011 and 2013 surveys, apart from use of chambers' libraries, for which the result in the online survey was 65.8% in 2011 and 51.1% in 2013, and use of personal subscriptions to electronic services, which had similarly dropped from 37.8% to 17.5% (online survey) and from 35.2% to 17.4% (in-house survey).
- The main reasons given in the online survey for **not** using the Library regularly are that it is located too far away (58.3%) or that personal/chambers/employer's/BPTC provider's library is sufficient (34.2%).
- The main reasons given for visiting the Library are to research for a case or opinion, followed by the need to use hard copy resources and to copy specific material. The number of respondents who value the Library as a 'quiet and convenient place to work or study' has increased from 12.2% in a 2002 survey to 51.9% (online survey) and 55.3% (in-house survey) in 2013. Interestingly it is the most important factor for BPTC students answering this question, in both surveys.
- Responses show that the Library's print collections continue to be as well used as they were in 2011, if not more so. The in-house survey responses show an increase in the use of some materials. The most popular categories of material are law reports, textbooks, journals and looseleaves, which are the main categories of material identified as the additional resources not available in chambers. Survey responses from pupils and barristers in the in-house survey show a very high level of use of current textbooks.
- The categories of material (both current and non-current) which are most frequently used for research are English law, EU law, human rights and Commonwealth law. The majority of users consult the current print collections but the availability of non-current material, most of which is not available online, is also much valued. In the online survey use of non-current English law material shows an increase from 41.9% in 2011 to 89.5% in 2013 and in the in-house survey from 88.2% to 95.5%.
- The increasing use of online subscription databases within the Library (and in chambers) is evident. The relative usage of each of the individual services has not changed very much since 2011. Westlaw continues to be the most popular service and in chambers this seems to have taken over from Lawtel as the most popular subscription service.

- The Library's collections and services (online databases, enquiry service, web services, research PCs, free Wi-Fi access, word processing facilities, document supply service, opening hours) continue to be rated highly by the majority of those who use them. One facility in which there has been a marked increase in usage since 2011 is access to Wi-Fi. A number of respondents have made comments on how services could be improved and these, together with any criticisms, will be looked at very carefully by Library staff and by the Strategic Review Group.
- Responses to the question which asked if certain services (subscription databases, free Wi-Fi, PCs for research, librarians' assistance with research, Current Awareness blog, AccessToLaw, Library website) would make it more likely for a respondent to use the Library indicate that for the majority of respondents who have easy access to the Library, librarians' assistance, the subscription databases, free Wi-Fi and PCs for research (in that order) are the most important factors in using the Library. BPTC students rate librarians' assistance and the range of web services available more highly than do other categories of respondent.
- Use of the online catalogue (in-house and remotely) remains high and readership of the Current Awareness blog has increased since the last survey. There are also some very favourable comments on the blog. Responses from pupils and students in the online survey show a higher level of use of web-based services, such as the blog and AccessToLaw, than those from other user groups.
- A very large number of respondents to both surveys are still not aware of the document supply service. Others say that they have not needed to request documents (online survey: 34.6% in 2013; 63.6% in 2011). This charged-for service can be used by barristers who require photocopies by email, fax or post, whatever their location. The minority who use the service do seem to value it. Since the last survey this service has been publicised in the Library's and the Inn's newsletters and on the website but it is apparent that other ways need to be found to increase awareness.
- 50.3% of respondents to the online survey and 16.0% respondents to the in-house survey say that they read the quarterly electronic newsletter, a link to which is emailed to all members and tenants. This should be a good way of publicising Library services. However, we need to find a way to persuade recipients to read the newsletter and to check the website to keep up to date on developments in the Library. Some of the respondents who indicate that they are not aware of our web services, for example, would certainly have been alerted to them by these means.

Remote Access

- There are numerous requests in the online survey for remote access to subscription services, such as Westlaw or Lexis, from respondents located outside the Inns and outside London. Respondents suggest this could be provided free of charge, or pay-as-you-go, or for a small subscription charge. This issue has been raised by respondents to previous surveys. The matter has been discussed with the service providers many times. The position is that the only licence which they will allow is for use of the databases within the Library. They are not willing to agree to a remote access arrangement for what could be thousands of members of the Inn at a lower rate than subscribers currently pay, and the Library could not afford to finance such an arrangement. The major suppliers have said that they prefer to negotiate chambers/individual subscription rates with users directly.

Respondents' Suggested Changes to Current Services / Arrangements

- Do away with the booking system and login access for PCs at Gallery level. *
- Make word processing and email available on the PCs on the Main Floor (in Rooms C, E and F). *
- Consider extending Wi-Fi access to some or all of the other rooms in the Library v. do not turn the Library into an internet café. (*Access is currently set up in Rooms E, F and G and was extended to Room C after Easter.*)
- Have the Wi-Fi password available in the Wi-Fi enabled rooms rather than having to ask at the Enquiry Point. *
- Improve the heating arrangements in the Library. (*The heating problems in the Treasury Building were investigated. As a result, the radiators in the rooms on the main floor of the Library were replaced during the summer.*)
- Change the rule on mobile phones to allow for use on silent for texting. *
- Change 'barrister only use' rule in Room D. (*Some students object to this rule and some barristers are keen to retain it.*)
- Reduce the cost of the document supply service and of in-house copying.
- Provide training sessions on how to carry out legal research and on online resources. (*This is already being done on a one-to-one or small group basis for pupils.*)
- Provide documentation on how to use the primary sources (e.g. law reports) more efficiently. (*We do have Legal Research FAQs on UK and EU case law and legislation, on treaty research, and on Parliamentary Publications available in printed form in the Library and on the website.*)
- Provide a guide on services for out of London members. (*We already have one guide which is for out of London student members and we will look at producing a general guide.*)
- Have a shelf of non-law books available for browsing/borrowing near the Library entrance. (*We now have a small selection of books available for browsing in Room A.*)

* We are always seeking ways of improving facilities and services for our users and these suggested changes were introduced in April 2013.

Additional Facilities / Services

- Extend opening hours in the morning, evening and at weekends.
- Consider allowing an overnight loans services for all members.
- Add a scanning facility to the in-house copiers. (*This is already being investigated.*)
- Create a Library app for iPad, iPhones. (*We are looking at the issue of mobile compatibility and investigating measures we can take to make all our websites responsive.*)
- Extend subscriptions to online databases to include textbooks, looseleaves, court forms, precedents and more journals.
- Wherever there is an online equivalent for a hard copy source, the Library should have both.
- Provide more affordable refreshments/meals for students in the Pegasus Bar.
- Provide tea, coffee, water v. do not allow any liquids in the Library because of the likely damage to books, computers and furnishings.

September 2013

NOTES ON A LIBRARY STRATEGIC REVIEW FOCUS GROUP MEETING

held on Wednesday May 22 at 5pm in the Committee Room at the Inner Temple

Participants

Shereen Akhtar (BPTC student and IT member)

Alice Carver (Pupil at Furnival Chambers – a criminal set)

Lucio Milisci (BPTC student and IT member)

Hugh O'Donoghue (Barrister and IT member. Call date 2004. A member of Carmelite Chambers which does civil and criminal work)

Simon O'Toole (Barrister and IT Bench. Call date 1984. A member of 5 Pump Court. Practice includes a range of common law areas with an emphasis on property related matters and professional negligence. A member of PNBA)

Philip Petchey (Barrister and MT member. Call date 1976. Based in Francis Taylor Building. Practice areas are environment, planning, public law)

Helen Pugh (Barrister and member of IT. Call date 2008. Based at 3 Hare Court which does commercial law, constitutional and administrative law, employment, and professional negligence)

Margaret Clay (Librarian) and Tracey Dennis (Deputy Librarian) attended the meeting.

The focus group questions were circulated to all participants before the meeting. Written responses to the questions were received from two members of Furnival Chambers who were unable to attend the meeting - Lisa Wilson (Barrister and IT member. Call date 2006) and Charlie Elton (Pupil and LI member).

Questions

- 1. In terms of services offered by the Library, what do you find the most useful features offered by the Library at present? What do you consider to be the least useful?**

Most Useful

(There was an assumption by some participants that all chambers were as well equipped as their own in terms of books and databases, which is not borne out by the results of the Library surveys.)

Collections – Current and Old Editions

Helen Pugh – uses Library for current textbooks that are not the standard ones available via her chambers online system (which includes the Common Law Library); also uses the Library for articles from journals and Commonwealth material (print and online).

Shereen Akhtar – students need current textbooks and this is what she comes to the Library to use.

Lisa Wilson – consults books on areas of interest which are not within her everyday practice, in particular quasi criminal, such as condemnation proceedings/ financial/ Companies Act crimes.

Alice Carver – uses the Library for material outside England and Wales.

Simon O'Toole – uses old editions and finds them invaluable e.g. for an appeal in Gibraltar. Also uses the specialist looseleafs as his chambers does not subscribe to them; finds that textbooks go missing in chambers and in that case turns to the Library. He described the Library as a fantastic asset and said that he always found what he needs there.

Philip Petchey – regularly uses the Library for non-standard texts; also historical material e.g. Private Acts and old editions of textbooks.

Hugh O'Donoghue – the depth of the Library holdings is very good and material is accessible.

Databases

Alice Carver – her chambers have specialist databases (e.g. Westlaw Crime) but she uses the Library for the broader range of databases it provides.

Simon O'Toole – finds it useful to access journals on Westlaw and Halsbury's Laws Online in the Library.

Lisa Wilson – access to a large variety of electronic databases is useful.

Library Staff

All the participants commented favourably on the helpfulness, advice and assistance given by Library staff.

Working Space

Lucio Milisci – the Library provides a very peaceful working space, which is useful for exam preparation.

Helen Pugh – keen to keep Room D for barrister use only.

Lisa Wilson – the Library provides a quiet place to work.

Least Useful

Of the services known to participants there were none that they thought were not useful.

Lisa Wilson – not being able to borrow books and the expense of photocopying.

2. Thinking about the nature of your practice, how do you see your use of electronic resources compared to the use of hard copies, developing over the next 10 to 15 years?

All the participants thought that the trend to put more material online would continue and that online resources (databases, e-books) would gradually be used more and hard copy would be more of a last resort. The cost of online resources was commented on and it was felt that the switch from print to online would not result in cost savings.

Charlie Elton thought that “itinerant criminal practitioners” would be especially likely to switch to electronic resources. However, he said that he used hard copies of Archbold and Blackstones as he found hard copy indexes more accessible, which was important when trying to look something up urgently in court or just beforehand.

There was still a question mark over what would happen to old editions that were not available online and whether digitised versions would be produced by the publishers or by an organisation such as Google. The question of whether the main database producers (Lexis and Westlaw) would change their policy and provide access to non-current (as well as current) editions of standard works, such as the White Book, was also raised by the Librarian.

3. If you were to imagine using the Library in 20 years’ time, what would you expect the Library to provide, and how would those services be delivered?

It was expected that the Library would continue to provide access to databases and print material.

Charlie Elton – reliable high speed internet access would be the most important thing, with no restriction on bandwidth usage. Also access to as wide a range as possible of online databases and resources.

Lisa Wilson – more IT equipment in individual/quiet spots and/or greater availability of socket plugs for laptops/iPads. Greater availability of Wi-Fi (spread throughout the entire Library.) She would expect the Library to be a more comfortable place to work that is open for longer so that it could be a direct alternative to chambers. Would like to have tea and coffee facilities provided and a water dispenser. Also a soft furnishing section.

Hugh O’Donoghue – will need extended opening hours in future (24/7) possibly based on the academic library model. There could be swipe card access at times when the Library is not staffed.

Simon O’Toole – the importance of librarians will increase as there is more reliance on online; they will be needed to give advice on the most relevant/appropriate sources; training by librarians will be invaluable.

Philip Petchey – in favour of Library training for older barristers on using databases.

Helen Pugh - could the Library be a centre for a range of e-books which barristers paid to access?

4. How can the Library improve on what it currently offers?

Overnight loans – a number of participants spoke in favour of an overnight loan scheme with books being borrowed half an hour before closing and returned by 9.30 am. Helen Pugh was not in favour as she thought that such a scheme might inconvenience other barristers who needed to use texts during those times. It was suggested that a trial scheme should be set up and monitored.

Provide a scanning facility – it was felt this would be useful, especially for students and pupils. However, they did not want to be charged for this service.

Reduce copying/printing charges – the students and the pupil felt that current charges (10p per page) were too high, even though they are similar to the other Inns' charges and have not been increased for a number of years. Ms Akhtar suggested having more printers. The Librarian said that printing from the databases is decreasing now that emailing references is offered as an option by the main databases, so buying more printers would be hard to justify, unless the situation changed. Another suggestion was to allow chambers to open accounts for photocopying.

Provide larger monitors - as they will be more useful for split screen research.

Additional database - Philip Petchey suggested providing access to OED online, though it was mentioned that this is available free of charge for some individuals via their local public library authority.

Provide a quiet room for taking telephone calls – the Librarian mentioned that there is a quiet room adjacent to the Ladies on the first floor but there is no equivalent facility for men.

Provide a tea/coffee machine as they do at MT - the group was divided on the question of refreshments. Some participants suggested refreshments should be available either in one section of the Library or allowed throughout the Library. Other participants were very much against any refreshments because of likely damage to books and computers. No-one seemed inclined to make use of the Pegasus Bar, probably because of the cost of refreshments.

Provide phone chargers

Provide hand wash dispensers for anti-bacterial cleansing

(See also Lisa Wilson's responses to Question 3. She felt that some of her suggestions could also be considered as responses to Question 4.)

5. Do you think that there are ways in which the Library can deliver its services differently? If so, how?

Some of the responses to previous questions dealt with delivery of services. There were no further comments on this question.

6. Do you consider that the Library should reduce some of the services currently offered? And if so, which services?

Helen Pugh – if there was a need to save money the Inn Libraries could concentrate on their specialist areas and cut back on others to avoid duplication. She and some of the other participants were aware of the overseas specialisation schemes but not the subject specialisation scheme for England and Wales which the four Inn Libraries currently operate.

Simon O'Toole - all the services he uses he cannot do without.

Shereen Akhtar and Helen Pugh – said that they did not use the Gallery PCs (but many other people do use them as the Library's statistics show)

Lisa Wilson – daily newspapers are an unnecessary expense now they are available online. (We do have people who come in regularly to read the newspapers.)

7. In some countries, the Library is used as a base from which practitioners work as opposed to chambers. Would you consider using the Library as a base from which to work?

The junior practitioners said they would not want to have the Library as their main base. They did not wish to work in isolation from their fellow members of chambers because they often needed to ask for advice.

Charlie Elton - as a pupil, the company of/proximity to other members of chambers is very important, as the learning curve is steep. I've found having people of differing levels of seniority to ask questions to be absolutely fundamental to "finding my feet". Plus there are the practical considerations of proximity to papers, the clerks, printing facilities etc.

Lisa Wilson – she would consider using the Library as a base but feels there are aspects which are off-putting, in particular, the closing time, the cold temperature (she has a blood disorder and her fingers lose mobility easily), the limited availability of power sockets for laptops, and the restriction on eating/drinking (She appreciates this is to protect the resources, but thinks a small section could be put aside for this away from the books and IT equipment).

Simon O'Toole - suggested that common law sets of chambers may become semi -virtual in the future.

Philip Petchey – if more people will want to work in the Library in future will there be enough room to accommodate demand?

Hugh O'Donoghue – suggested that in future there may be a need for interns to be employed by the Inn who can carry out research work for barristers in the Library as a charged-for service.

8. In terms of research, how useful do you find access to old editions e.g. practitioners' texts, Halsbury's Laws, Commonwealth material?

Old editions were not much used by the junior barristers but were used regularly by other barristers in the group (Philip Petchey and Simon O'Toole) who both found them very useful.

Charlie Elton commented that he found it very frustrating trying to find older material, e.g. Statutes and Statutory Instruments, online.

9. Do you consider that solicitors or other approved professionals ought to be allowed to use the Library subject to paying a fee?

There was a mixed response to this question with some participants giving an outright “No”. “I’m not sure opening the floodgates is such a great idea.” Mention was made of the situation at the British Library. Now that students are freely admitted there, serious researchers find there is no space available for them. No-one wants that to happen at the Inner Temple.

The students and one pupil thought that a suitably priced annual subscription for individual solicitors or an institutional subscription for a law firm might work. (It was felt that setting a fee too low might lead to the scheme being open to abuse.)The difficulty of defining who is a solicitor was mentioned. One person thought that paralegals should also be allowed access for example.

The Librarian said that as things stood, access to the Library would mean access to the print collections only and not to the databases, as the current licence agreements covered members of the Inns only. If this were to be renegotiated to accommodate solicitors or other non-members then subscription rates would be increased as the Library would be regarded as a commercial subscriber rather than a quasi-academic one.

Hugh O’ Donoghue – suggested creating a scheme for overseas practitioners/academics who could pay a fee to become “Friends of the Inner Temple” which would allow them to use the Library when they were in the UK.

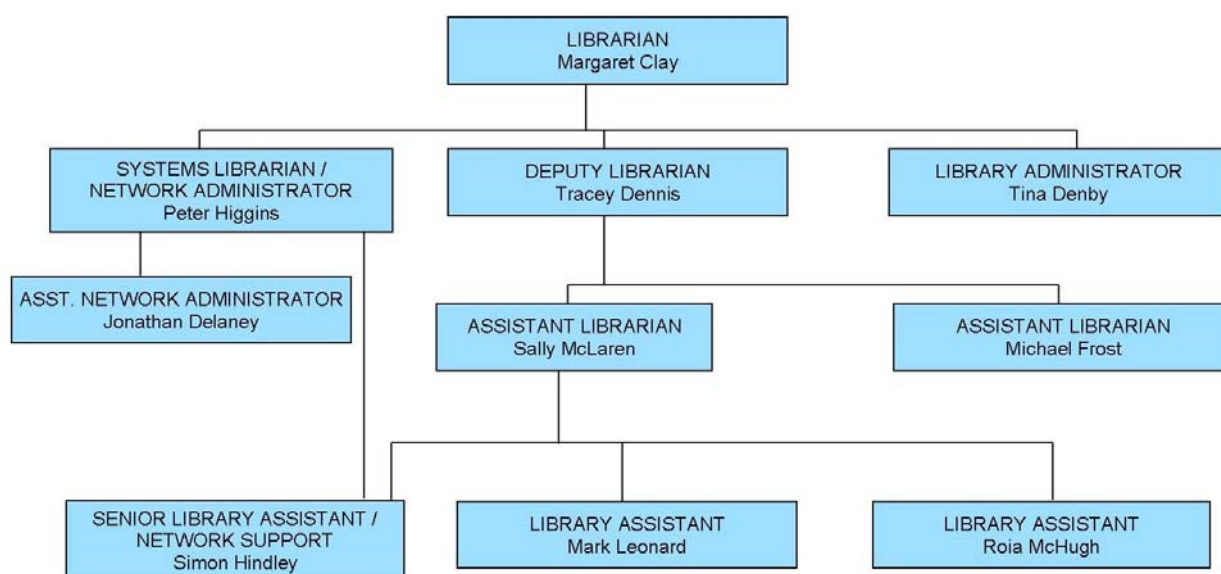
June 2013

Staffing

The Library has 8.5 full-time permanent members of staff who are responsible for the provision of Library services. Five of these have postgraduate qualifications in librarianship and a further two are currently studying for them. Two temporary evening assistants are employed to assist with shelving and looseleaf filing in the evenings during legal terms and on Saturdays. The organisation chart for full-time members of staff is shown below.

Three members of the Library team (Librarian, Systems Librarian, Senior Library Assistant) are also responsible for the administration, financial control, support, maintenance and development of the Inn's IT network. There is also a full-time Assistant Network Administrator in post who works to the Systems Librarian. He is based in the Library but is not on the Library staff complement.

(The IT network will be discussed in a separate appendix.)



Services

Services provided by Library staff include the following:-

- i an enquiry service (from 9am to 8pm Mon-Thurs and 9am to 7pm Fri during legal terms) to answer legal and historical enquiries from members of the four Inns and others in person, by phone, email or post
- ii an up to date web-based catalogue (to provide on-site and remote access to the collections)
- iii guidance on using hard copy material
- iv access to and guidance on searching a range of free and subscription online resources
- v technical support for the hardware and IT infrastructure in the Library
- vi a document supply service for barrister members of the four Inns
- vii a range of web services including the Current Awareness Blog, AccessToLaw gateway site, Library website, Legal Research FAQs, Virtual tour, Electronic Newsletter, Facebook and Google+ pages
- viii a range of guides and lists on services, legal research, the content of the print collections and how to use the databases
- ix tours and induction sessions for students, pupils, new members and visitors; presentations for BPTC students
- x legal research training on the databases and collections (on a one-to-one or small group basis). This will be extended to seminar sessions for pupils in the autumn.

- xi selection, acquisition and processing of new material for the print collections; creating and amending catalogue records
- xii organising binding and conservation work on the collections

Enquiry Desk

The in-house services are centred round the enquiry desk which is staffed by two people from 9am to 6pm and one person from 6pm until 7 or 8pm. Two members of staff work from 10am to 5pm on the one Saturday in four that the Library is open under the rota arrangement agreed with the other Inn Libraries. Hours worked in the evening and on Saturdays are in addition to the normal 35 hour week. In the main the enquiry desk team consists of the two Library Assistants, the Senior Library Assistant, the two Assistant Librarians, and the Deputy Librarian, who work a number of half day sessions each week. The Library Assistants each do 5 half day sessions and other members of staff do 2-4 sessions. The Librarian and Systems Librarian usually only participate in the evening duty rota and not the daytime rota, unless there are staff shortages. Work at the enquiry desk includes dealing with legal, parliamentary and historical research enquiries; assisting readers in the use of printed material, database and web sources; carrying out tours; and dealing with document supply requests. Assistance in accessing the collections, photocopying, and use of hardware and software is provided for users with disabilities as required.

Duties

It should be noted that services have developed considerably in recent years because all members of staff have taken on additional duties. These relate mainly to the network, web services and training.

Duties carried out by individual members of staff **in addition to enquiry desk duties** are as follows:-

Librarian

Overall responsibility for:-

- i management and administration of the Library and its staff
- ii maintenance and development of the collections and of services to meet the needs of members and tenants
- iii planning, coordinating, implementing and developing IT facilities and online resources in the Library to meet present and future research needs
- iv delivery of services cost-effectively
- v preparation of the Library's annual budget and five year plan; monitoring and control of expenditure; negotiating with publishers and suppliers
- vi acting as Secretary to the Library Committee and advising on Library policy and the Library budget
- vii ensuring the training needs of Library staff are met and skills developed
- viii developing the Library's web services; liaising with software suppliers and database hosts; responsible for the content of the Library website; coordinating the staff team working on the AccessToLaw website; researching free legal resources for inclusion on the site; preparing new entries; amending and updating current content of certain sections (*quarterly*)
- ix compiling the electronic Newsletter (*quarterly*)
- x publicising and marketing of the Library and its services
- xi the manuscript collection, manuscript researchers, digitisation project
- xii liaising with other departments of the Inn (especially Education & Training), the other Inn Libraries, BPTC providers, chambers librarians, professional bodies, legal publishers and database suppliers on activities and matters of shared interest
- xiii the disaster recovery plan

(Network responsibilities are listed separately.)

Systems Librarian/Network Administrator

Since 2000 this post-holder has been responsible for the maintenance, support and development of IT throughout the Inner Temple, as well as within the Library. Fifty per cent of his time is currently allocated to Library systems work and fifty per cent to network duties. Duties relating to the Systems Librarian role include:-

- i overall responsibility for the support and maintenance of the Library's Unicorn system (software for web catalogue) on a day-to-day basis; planning future developments; collaborating with software and hardware suppliers on carrying out upgrades
- ii developing IT infrastructure and services in the Library to meet changing research needs
- iii installing, maintaining and adjusting hardware and software in the Library and assisting Library staff and users to resolve IT problems
- iv developing, implementing and configuring access to online services (e.g. subscription databases, eBooks)
- v supporting and troubleshooting web services (e.g. AccessToLaw, Current Awareness Blog, Library website) in conjunction with database hosts; developing web services to take account of mobile compatibility
- vi liaising with IT staff in the other Inns, other legal libraries and professional bodies

(Network responsibilities are listed separately.)

Deputy Librarian

- i overall responsibility for coordination of reader services; supervision of enquiry team and training of staff in print and online legal resources
- ii management responsibility for both Assistant Librarians
- iii organising Library tours and induction sessions for barristers, pupils, students, clerks, new members of the Inn's staff and visitors
- iv carrying out legal research training sessions (on a one-to-one or small group basis) for pupils and other Library users. *(From the autumn this will be extended to seminar sessions for pupils.)*
- v preparation and revision of guides on services and databases and for specific user groups e.g. pupils
- vi liaising with the Inn's Education & Training Dept. on activities for students and pupils, and the Treasury Office on group visits, with BPTC providers (to include presentations on Library services), and with the other Inn Libraries, legal libraries and professional bodies e.g. BIALL
- vii deputising for the Librarian
- viii selecting material from online newspapers, journals and other websites and adding posts to the Current Awareness Blog by the 11am deadline *(1 day a week; backup if the Assistant Librarian is away)*
- ix researching free legal resources for inclusion in the AccessToLaw gateway site; preparing new entries; amending and updating current content of certain sections *(quarterly)*
- x producing content for the legal research FAQs section of the Library website
- xi monitoring output from legal and other publishers to identify potential new title purchases and new editions of titles already held and producing annotated lists for the Books Sub-Committee
- xii jointly responsible with the Assistant Librarian for keeping the hard copy Commonwealth collections up to date and for updating the listings of hard copy and electronic sources
- xiii supervising the Library Assistants' work on preparation, dispatch and return of binding loads; monitoring binding expenditure
- xiv responsibility for reorganising and moving of collections in the Main Library and Littleton Basement; coordinating annual stock check

Assistant Librarian (Enquiries and Cataloguing)

- i online cataloguing and subject indexing of new material; retrospective cataloguing (both to AACR and UK MARC standards)
- ii participating in upgrades to the Unicorn collection management software; advising on the functionality of the catalogue; assisting with the testing of databases
- iii maintenance and revision of hard copy subject guides to current textbooks and reference books and of shelf lists for all the collections
- iv primary responsibility for dealing with written (email or postal) enquiries relating to the manuscript collection, the history of the Inn and the careers of past members; liaising with the Archives Dept; dealing with requests to reproduce the manuscripts; liaising with publishers, authors and photographers
- v acting as deputy on reader services to the Deputy Librarian; assisting with visitors and revision of Library guides
- vi assisting the Deputy Librarian with monitoring use of space and arranging relocation or removal of material
- vii adding subject heading terms to posts on the Current Awareness Blog; checking indexing terms added by colleagues for consistency and accuracy; acting as backup on selecting material and adding posts to the blog
- viii researching free legal resources for inclusion in the AccessToLaw gateway site; preparing new entries; creating and updating current content of certain sections (quarterly)
- ix acting as the Library's in-house editor; checking and correcting articles, displays, notices, mailshots and other correspondence
- x acting as copy editor for the electronic Newsletter; contributing a regular article on new acquisitions (*quarterly*)

Assistant Librarian (Enquiries and Acquisitions)

- i management responsibility for the Senior Library Assistant and the two Library Assistants
- ii administration of the document supply service
- iii maintaining records of loans to Benchers and loans of non-law books to members
- iv placing orders, standing orders and subscription renewals for books, new editions, periodicals and works of continuation; maintaining a record of standing order and subscription titles with each supplier; checking that items are delivered in a timely way on publication; hastening overdue items; liaising with suppliers on queries
- v monitoring expenditure on books, publications, and Commonwealth publications on a monthly basis for the Librarian
- vi jointly responsible with the Deputy Librarian for keeping the hard copy Commonwealth collections up to date
- vii taking the lead in the production of the Current Awareness Blog, to include selecting material from online newspapers, journals, chambers' blogs and other websites and adding posts by the 11am deadline (*4 days a week*); adding posts on lectures, events and classified ads (*weekly*); monitoring feedback and publicising the blog; maintenance and troubleshooting
- viii researching free legal resources for inclusion in the AccessToLaw gateway site; preparing new entries; amending and updating current content of certain sections (*quarterly*)
- ix responsible for publicising the Library on social media sites to include creating, updating and adding content to the Library's Facebook and Google+ pages, plus Flickr and Twitter
- x maintaining and updating the virtual tour on the Library website
- xi researching, compiling and publicising a guide to sources of transcripts

Senior Library Assistant/Network Support

- i checking and recording all books, publications and binding invoices; collating invoices to pass to the Librarian; liaising with suppliers on queries
- ii input of financial data to the acquisitions module of the Library software system (Unicorn); running and checking reports
- iii liaising with the Assistant Librarian on monitoring expenditure on the acquisitions codes on a monthly basis for the Librarian
- iv creating new check-in records on the serials module of Unicorn at the year end (approx. 500 control records)
- v checking expected dates of receipt of monographs and serials and setting up online claims where necessary
- vi supervising the Library Assistants in checking-in continuation titles online and providing backup on this task in their absence
- vii acting as backup for the Library Assistants on the filing of looseleaf publications and shelving of books
- viii researching free legal resources for inclusion in the AccessToLaw gateway site; preparing new entries; amending and updating current content of certain sections (*quarterly*)
- ix assisting the Systems Librarian with support and maintenance of the Library's Unicorn system as required
- x assisting the Deputy Librarian with legal research seminars for pupils (*as from the autumn*)

(Network duties are listed separately.)

Library Assistants

The two Library Assistants have identical job descriptions. They both work a half day session on the enquiry desk each day.

- i opening and distributing mail (when on morning desk duty)
- ii photocopying and scanning for the document supply service and general copying for reader services
- iii checking-in of continuation titles online or manually
- iv processing of new continuation material and monographs
- v adding subject heading terms to posts on the Current Awareness Blog (*1 day a week each*)
- vi updating the Electronic Resources List (of content from subscription databases) and guides to individual collections (e.g. EU, Human Rights, Scots Law)
- vii preparation and despatch of binding loads; checking and shelving returned binding
- viii looseleaf filing and ordering missing pages
- ix shelving of books (at 12 and 4.30pm); tidying of shelves; checking for missing items
- x creation of library displays
- xi performing administration duties in the absence of the Library Administrator e.g. preparation of daily cash float and the weekly banking

Library Administrator

This post-holder does not work on the Library's enquiry desk during the day or in the evening.

- i carrying out word processing work (e.g. on Committee papers, Library correspondence, shelf lists) for Librarian and 7 members of Library staff
- ii producing desktop published guides, leaflets, notices and maps
- iii formatting the electronic Newsletter; preparing mailing lists and emailing the Newsletter to members and tenants (*quarterly*)

- iv updating and formatting content on the Library website; acting as backup to the Assistant Librarian on updating Facebook and Google+ pages
- v maintaining and updating records for all the Library and Network invoices on an Access accounts database; comparing figures from the Collector's Dept. on a monthly basis; producing up-to-date figures for budget planning
- vi receiving telephone calls to the Library, responding to admin calls and rerouting legal and IT enquiries (as appropriate)
- vii liaising with staff in other departments on administrative and financial matters relating to the Library and Network; liaising with suppliers of goods and services to the Library (e.g. cleaning, comfort cooling, furniture)
- viii ordering and maintaining office supplies and other goods e.g. stationery, electrical and computer supplies, merchandise items
- ix maintaining a contacts database and a Library inventory database
- x creating and updating statistical worksheets on library services and users
- xi controlling the financial administration of the document supply service e.g. banking payments, producing overdue letters
- xii responsible for Library office finances including petty cash and funds for photocopying machines
- xiii keeping accounts and statistics on the Library photocopiers and the sale of cashcards; organising maintenance for the Library and office copiers
- xiv keeping a record of holiday and sick leave
- xv carrying out early morning duties before Library opening time

Network Responsibilities

Systems Librarian/Network Administrator

- i maintaining and developing the Inn's IT network to meet business needs
- ii managing, configuring and monitoring the systems in place that ensure the security and data integrity of the network; including anti-virus software, web filtering solutions, VPN networks, and hardware firewalls (which ensure secure email connections, access to the Library catalogue, and services such as online dining)
- iii planning and implementing upgrades (in conjunction with consultants) in a cost-effective way and ensuring minimal disruption for network users
- iv technical administration and support of the Inn's network and network users on a day-to-day basis
- v development of the leased line provision for the Inn's network, to ensure that all departments are provided with a fast, secure and resilient connection for all internet-dependent services
- vi preparing and monitoring the Network budget (in collaboration with the Librarian)
- vii ordering network hardware and software for all departments and organising its installation and maintenance
- viii administering daily backups for the network, checking they have completed successfully and ensuring the secure storage of them on-site and off-site
- ix ensuring all network software is up to date and applying any necessary updates or patches to maintain software security and stability
- x management responsibility for the Assistant Network Administrator and for the Senior Library Assistant (on network tasks), and for ensuring that their training needs are met
- xi liaising with all departments of the Inn and with third party software suppliers and support staff on projects and upgrades involving specialist software
- xii liaising with counterparts in the other Inns and in other legal libraries

Librarian

- i overall responsibility for the general management and development of the Inn's network through regular meetings with the Network Administrators to ensure a high standard of security and stability for all users of the Inn's network
- ii management responsibility for the Network Administrators (Systems Librarian/Network Administrator, Assistant Administrator, Senior Library Assistant)
- iii preparation, monitoring and control of the Network budget (in collaboration with the Network Administrator)
- iv approving the ordering of and maintenance for Library and network hardware and software; authorisation of invoices
- v overseeing the network projects that are researched and implemented by the Network Administrators

Senior Library Assistant

- i supporting the Systems Librarian/Network Administrator and Assistant Network Administrator as required to administer backups and user accounts; check server event logs; monitor relevant websites for updates; monitor security systems such as anti-virus; assist with troubleshooting in all departments; assist with network upgrades
- ii monitor and assist with the administration of web filtering software and produce reports on web usage

Awards

In 2012 the Library team was awarded the Wallace Breem Memorial Award by the British and Irish Association of Law Librarians in recognition of its "considerable contribution to the legal information profession via three sources in particular". These were Transcripts of Judicial Proceedings in England and Wales: a Guide to Sources, the daily Current Awareness Blog and the AccessToLaw legal gateway site. The nomination for the award was considered by an award panel which endorsed the statement that "the quality of the work that [the team] do, under considerable budgetary constraints, deserves an accolade".

In 2007 the Inner Temple Library was presented with a Halsbury's Award for Best Legal Information Service (Non-Commercial Sector). The Halsbury's Awards, sponsored by LexisNexis and the British and Irish Association of Law Librarians, "celebrate and reward the dedicated work and outstanding service conducted by legal information services teams." The Library was nominated because it was felt that the team had worked hard over a number of years to improve services to barristers, pupils and students, based in London and throughout the UK. New initiatives mentioned included the Current Awareness Blog, the electronic newsletter, legal research FAQs and the virtual tour. The AccessToLaw gateway site was also acknowledged to be a very useful research tool. The Library's active involvement in the Bar Librarians Group, which encourages dialogue between the Inn Libraries, chambers' libraries and legal publishers, was also mentioned.

Reducing Staff Numbers

If the staff complement in the Library were to be reduced the likely effects would be:-

- i a cutback in opening hours, earlier closing in the evening (6pm) or reduced hours at short notice. (Alternatively if less well paid unqualified staff were employed this would result in a greatly-reduced level of enquiry service.)

- ii delays in fulfilling document supply requests
- iii delays in ordering, checking-in, cataloguing, binding and looseleaf updating resulting in the collections not being up-to-date
- iv web services would be cut back, updated less frequently, or stopped. (The Current Awareness blog for example, is very labour intensive and there are time constraints on adding posts for the daily email alert.) Reductions in web services could lead to more London centric criticisms from out of London members.
- v less flexibility to carry out tours, inductions sessions, one-to-one training at short notice
- vi 'outreach' developments would stall e.g. legal research training sessions for pupils, presentations to BPTC students
- vii Systems Librarian/Network Administrator would have to spend more time on Library duties (e.g. enquiry desk) and less on network management. The ability of the Senior Library Assistant to support the Network Administrators would also be affected
- viii senior staff would have to spend more time on administrative tasks, such as photocopying and looseleafing, which would reduce job satisfaction and could increase staff turnover

Increasing Staff Numbers

This would allow for some redistribution of duties and would also enable the following to be considered or carried out:-

(The additional staff would need to be qualified librarians, possibly with law degrees.)

- i training users on a one-to-one basis on the use of research resources (electronic and hard copy)
- ii extending the number of training sessions run on specific topics for groups of users (e.g. pupils) and making them available online
- iii carrying out basic legal research for users not able to access the Library in person
- iv developing current web services (e.g. Current Awareness Blog and AccessToLaw) and creating new proactive services
- v being more responsive to new ways of delivering web services e.g. to take account of mobile technology
- vi more concentrated marketing of the Library and its services
- vii updating guides, websites, lists more regularly
- viii having time to test and assess new resources (e.g. databases, e-resources, software) in-house and via supplier sessions and training courses

July 2013

Information Technology at the Inner Temple

The Inn's Network

The Inner Temple Library has always been a key part of the Inner Temple network; it is from the initial Library network for catalogues and databases that the Inner Temple network was first started and has since grown to become the Inn-wide network in place today.

In 1999 the Inner Temple consisted of a number of separate networks, covering six departments, all running different hardware and software. Five separately managed servers were situated in different locations in the Treasury Building and King's Bench Walk – in the Library, Treasury Office, Collector's and Surveyor's departments. The total number of staff PCs at this time was 40. The membership database (MAGIC), the event booking database (CABS), and the Library catalogue (Unicorn) were all being used at this time.

In a major project carried out in 2000 to improve the information technology in the Inn, it was agreed to join the separate networks together. As the Library's network was the most developed, the most stable, and had been planned with future expansion in mind, it was decided that the other networks would be joined to it.

As part of this project, a decision was taken to create a dedicated Server Room to provide a safer and more secure environment for the Library's servers and three of the Inn's main servers. The Learned Societies room in the Library Gallery was earmarked for this purpose and work on converting the room was carried out during the summer shutdown period. This Server Room within the Library has continued to be the key area for the Inn's information technology up to the present day.

The post of Systems Librarian was created when the Library began its automation programme in 1991, which is when the current Librarian was also appointed. The integral part that the Library played in providing the infrastructure for the development of the network, and the involvement of consultants from the IT company recommended by the Library, led to the Librarian and Systems Librarian taking overall responsibility for the project. The Systems Librarian also assisted the consultants with the technical implementation of the network. The Librarian and Systems Librarian have continued to be responsible for the management, support and development of the Inn's network and for the preparation and control of a Network budget. The additional responsibilities were reflected in their job descriptions. The Systems Librarian also had Network Administrator added to his job title.

The successful completion of the network project resulted in a single network, with five new file servers running Windows NT, as well as the existing Library catalogue server running on a UNIX server. As the hardware and software making up the new unified network had come from separately managed networks within the Inn, much of the PC hardware was incompatible and had to be replaced, and software had to become standardised to ensure stability and compatibility. New PCs running Windows 98 and Office 97 were deployed, providing networked services across the six departments. This also meant that the existing databases, such as MAGIC, CABS and the Library catalogue could now be made available across the network to all departments.

The infrastructure upgrade meant that internal and external email was now available across the Inner Temple network as opposed to in one department. Reliable backups of the data could be taken to ensure disaster recovery. Anti-virus software was introduced to protect the network. Up to this point there had been limited internet access in a number of departments, including the Library. Faster internet access across a leased line was installed and this was protected by web filtering software. Access was at first limited to Library staff, Library users and heads of departments, but was soon extended to all the Inn's staff. Leased line rental costs were allocated to the Library budget.

After the 2000 upgrade the Systems Librarian/Network Administrator had some assistance with network support from the Records Officer in the Treasury Office and the Senior Library Assistant. However, as the size and complexity of the network continued to increase, it was apparent that a full time network support post was needed, and in 2003 the post of Assistant Network Administrator was created to provide dedicated technical support and to assist in the planning and development of the network. The holder of this post is based in the Library but is on the Network staff complement

During 2003, to ensure that the Inn's information technology stayed current and compatible with developing technology, the Inner Temple network went through another major upgrade. This upgrade was to move the Inn's servers from Windows NT to Windows 2000 and the workstations to Windows 2000 and Office 2000.

In 2006 another planned hardware and software upgrade was implemented and this time the Inn's servers were upgraded to Windows Server 2003 and the workstations to Windows XP and Office 2003.

In the summer of 2012, the Inner Temple underwent another planned major network upgrade – replacing software and hardware across the Inn. The main aim of this project was to upgrade the workstations to Microsoft Windows 7 and Office Professional 2010 and the servers to Microsoft Server 2008 with the latest associated server applications for email, backups and department-specific databases.

The Inner Temple network has increased significantly in size and complexity since its first inception and the Network Administrators are now supporting a much larger number of users, running many more software applications, over a far wider range of hardware. The Inn's network currently has 85 users, 12 servers, over 100 PCs and 56 printers.

There is now a large number of department-specific software applications and databases in place that have to be maintained and supported (working in conjunction with third party suppliers), as well as the Windows operating system and Office products:

Security Products:

- McAfee VirusScan Enterprise – All Departments
- Symantec Web Filter – All Departments
- VPN Remote access – Selected users

Databases:

- Unicorn Web-based Catalogue – Library staff and all users (internal and external) of the Library's web catalogues
- CABS database- Catering

- Dimensions Accounts database - Collectors & Catering
- MAGIC database – All Departments
- QFM database – Estates

Additional Applications:

- Wi-Fi – Library
- Wireless network for Public Access PCs - Library
- Microsoft Expression Web - Library
- Adobe Acrobat – Selected users
- Adobe Photoshop – Selected users
- AutoCAD – Estates
- Avaya Phone Manager - All Departments
- BMS Estates monitoring – Estates
- CCTV software – Porters
- FTP Software – Selected users
- Monika temperature monitoring - Catering
- Online dining provided through MAGIC – All members and students
- SecurIT ID card software – Treasury

The physical scale of the network has also increased. In 2006, network users were based in one of four buildings. Now, after several temporary moves, network users are spread over seven locations. This has meant that the network infrastructure has also been continually developed and extended to include high speed fibre connections between locations to ensure secure, reliable and well-supported services for all network users.

The increase in network demands has led to the Systems Librarian\Network Administrator having to spend more time on the support and development of the Inn's network and less on Library duties. Some of the duties previously undertaken by the Systems Librarian are being carried out by other members of Library staff. As the time spent on division of duties between the two roles is now closer to 50\50, as from 2011 50% of the salary and NI costs for this post have been allocated to the Network budget rather than the Library budget to reflect the amount of work the post-holder does for all departments of the Inn.

The range of skills, knowledge and expertise of the Network Administrators has increased and developed with each network upgrade. The Network Administrators plan for and implement all of the changes needed to develop the network, to keep it secure, and to meet users' needs. More work is also managed in-house that would previously have required the use of an external consultant.

Current projects include:

- the upgrading of the internet leased line to provide much faster speeds and greater resiliency
- implementation of new DMZ (Demilitarized Zone) technology to allow limited access to network resources by tenants and members of the Inn

The Inner Temple Library

The Inner Temple Library is very much a backbone for the Inn's network, being the main starting point for the growth of the Inner Temple network and housing as it does some of the key network elements such as the servers and internet connections.

In 1991 the current Librarian was appointed and one of the main requirements of the role was to automate the Library. The Librarians at Inner and Middle cooperated on selecting and implementing a system which could be used to automate the card catalogues and library housekeeping systems in both Inns. The Unicorn system, which was selected, is still in use in all four Inn Libraries today. A small PC network and Unix server were installed in the Library. Cataloguing and indexing standards and formats were agreed by the four Inn Libraries and online cataloguing data was exchanged between Inner and Middle by means of a kilostream link. This reduced the time needed for creating online records and allowed Library users to search both catalogues from each Library.

Additional members of staff were needed to work on automation, and a Systems Librarian and a contract cataloguer were appointed. At this point, apart from the staff PCs, there were 3 networked PCs and a printer available for Library users. One commercial database, Lexis, was available to members of subscribing chambers via a dedicated terminal in the Library. This gave access to the full text of reported and unreported cases.

By 1993 Library users had online access to the catalogues of all 4 Inn Libraries from one location for the first time, after a successful project to convert online catalogue records from Lincoln's Inn and Gray's Inn Libraries and to load them onto the networks at Inner and Middle. The importance of electronic indexing and abstracting services was also recognised early on and three databases produced by Sweet and Maxwell, Daily Law Reports Index, Legal Journals Index and BADGER (a database of legal and parliamentary information), were also added to the Library network. Therefore long before web-based access barristers could dial in to the Library's server and access the catalogues and indexes from chambers or home.

Apart from Lexis, databases on CD provided the only access to full text law reports and legislation during this period, which is why they continued to be popular in the Inn Libraries and in chambers throughout the 1990s. In 1999 a small CD Rom network was set up in the Library Gallery and this allowed access to the Electronic Law Reports, Weekly Law Reports, Justis Statutes, Celex, Criminal Appeal Reports and the Times. Archbold and Kemp & Kemp were also taken on CD, but users tended to prefer to consult their hard copy equivalents.

Access to the internet and email was becoming ever more important for the legal profession, and the Library reflected this by moving from its single user internet access set up in 1995 to leased line networked internet access for Library users, Library staff and staff in all departments of the Inn by 2000. The Inner Temple Library was the first Inn Library to make the internet available to its users and to introduce web-based subscription services, such as Lawtel, which could be searched free of charge. The Library's own website www.innertemplelibrary.org.uk was launched in 1997, and a web-based version of the Library catalogue was launched in 2000.

Also in 2000 the Library, along with the rest of the Inn, went through a major upgrade in terms of hardware and software. The project to create a single network was planned, coordinated and implemented by the Librarian and Systems Librarian with assistance from outside consultants.

After the upgrade Library staff could now access Library catalogues, databases, internet and email across the network. Library users were able to access the Library catalogues, databases, CDs and various internet services from PCs within the Library.

With each subsequent network upgrade, the Library technology has also been improved and the PCs in the Library are now running Windows 7 with Office 2010.

Demand for internet-based services has led to an increase in the number of PCs and the Library currently has 12 staff PCs and 22 public access PCs in the main rooms (A, C, E, F and G) and in the Library Gallery providing access to all the Library catalogues and databases, subscription services and internet services. All but 6 of these PCs also provide access to Office products such as Word, Excel and Powerpoint. The remaining 6 (in Room A) are for quick stand-up database searching.

2 of the public access PCs have been specially adapted, both in their hardware and software, to accommodate users with visual impairments who wish to use the Library's online services.

To ensure the structure and aesthetics of the Library were maintained, for many years the Library has had an internal wireless network for some of the PCs, which has meant that any unnecessary cabling has been avoided.

In the last few years the Library has been able to extend this technology with wireless access points to provide a free Wi-Fi service across virtually the entire Library for Library users with laptops/tablets. Wi-Fi access is advertised as being available in Rooms C, E, F and G. At the moment we do not include Room D, partly because there are no power points in appropriate locations, and partly because frequent users of the room have asked for the central tables to be kept free for research with books.

Photocopying and printing facilities have also been provided for Library users from an early point, and wherever possible have been improved and developed to ensure that the service is as reliable and up to date as is possible. Some users have requested that a scanning facility should also be made available. The first stage in implementing this request, the addition of the photocopiers to the network, is being planned at the moment.

In recent years an ever increasing number of web-based full text legal subscription services has appeared, and the Library has made both major services, such as Westlaw and Lexis Library, and more specialised ones, such as the Electronic Immigration Network and Criminal Law Week, available to its users. Currently 14 subscription services are available in the Library and many of them now offer an email option so that users can email research results to their personal or chambers email addresses.

As the move from print to electronic resources for legal research continues, the Library will aim to add more core textbooks and looseleaves to its subscriptions for the major databases (Lexis Library and Westlaw). In response to users' comments, the monitors which are linked to the Library's own PCs in the main rooms will be replaced with larger monitors to enable simultaneous viewing of multiple online sources. Extra power points can be installed to make it easier for users to plug in their own equipment wherever they choose to work in the Library. The Library's Wi-Fi could be adjusted to allow access to subscription databases on users' own equipment while they are working in the Library.

The Library has experimented with web technology since 1997 when the Library website was first created. It has also created and developed services such as the AccessToLaw legal gateway site, (launched in 2000), which provides annotated links to 1400 free sources of legal and parliamentary information, and the Current Awareness blog (launched in 2007), which provides up to date information on legal news, new case law and changes in legislation. The blog is also available by email, RSS feed and Twitter. The content of these sites is created by Library staff. They also manage and administer the sites which are hosted remotely. These services have been created to make members, especially those based outside London, more aware of the free legal resources that are available on the internet. Other Library web services include the electronic newsletter, a Facebook page, a virtual tour and legal research FAQs.

The Future

Information technology and its applications are becoming ever more important to the Library and to the Inn. The set-up in the Library and in all departments of the Inn has become much more complex in terms of the hardware and software in use, and technical support for network users and development of the network has become more time-consuming and difficult.

There are more PCs in the Library than in any other single department. Library users have always been provided with a good level of IT support and, as they come to depend more on electronic resources, it will be crucial for this to continue. Technical support is needed for the Library's hardware, software, internet and email services, and advice and assistance is needed for Library users having problems with their own equipment on our network.

Since they were installed, the Library network and the Inn's network have been managed and developed by The Librarian and Systems Librarian/Network Administrator. The dual responsibilities of the Systems Librarian, who is also the Inn's main Network Administrator, show how the work of this post-holder has underpinned the development of the network and of the Library's IT services from 1999 onwards. Since the full time network support post was created in 2003, the Library has benefited from having an Assistant Network Administrator also based in the Library and able to assist with both Library and network IT problems.

The administration of the network and its staffing is to be reviewed by the Librarian and the Systems Librarian/Network Administrator. This is likely to result in the following recommendations: that the Network Administrator takes over all responsibility for managing the network (and relinquishes his System Librarian duties) to become the Network Manager; that the Assistant Network Administrator becomes Senior Network Administrator; and that a third full-time person is recruited. This person would be on the Library staff complement and would be responsible primarily for the support of the Library's systems and online services. Network staff would continue to be based in or near to the Library to be close to the Server Room and other network infrastructure. More office space would be required, but if the Pegasus Project goes ahead some space may become available in close proximity to the Library within the Treasury Building. It should be pointed out that having someone in post with full time responsibility for Library systems again is likely to increase staff costs in the Library budget. The salary of the Network Manager would be allocated to the Network budget.

July 2013

List of Cancellations plus New Editions not taken

Cancellations

British Tax Review - £600
 Command Papers - £3294 (now buy selectively)
 Dymond's capital taxes looseleaf - £1000
 Encyclopedia of European Community law - £3017
 House of Commons and Lords Bills - £2284
 ICLR Law Reports - second set cancelled - £800
 Lloyds Maritime & Commercial Law Quarterly - £1100
 Melville - Forms and agreements on intellectual property looseleaf - £1000
 New directions in the law of the sea looseleaf - £580
 Official Journal - £1000
 Parker - Law and conduct of elections looseleaf - £435
 Potter & Monroe on tax planning looseleaf - £800
 Sergeant & Sims on stamp taxes looseleaf - £1200
 Statutory Instruments - loose copies £6700
 Sweet & Maxwell encyclopedia of employment law looseleaf - £1200

New Editions

Arnould's law of marine insurance and average; 18th ed. - £375
 Brice on the maritime law of salvage; 5th ed. - £375
 Burnett-Hall on environmental law; 3rd ed. - £250
 Burrows - English private law; 3rd ed. - £295
 Eggers - Good faith and insurance contracts; 3rd ed. - £360
 Houseman's law of life insurance; 14th ed. - £195
 Keane - Equity and the law of trusts in the Republic of Ireland; 2nd ed. - £140
 Kennedy & Rose - Law of salvage; 8th ed. - £295
 Kramer - EC environmental law; 7th ed. - £37.95
 McMahon & Binchy - Irish law of torts; 4th ed - £188
 Meeson & Kimbell - Admiralty jurisdiction and judgments; 4th ed. - £360
 Riley - Business interruption insurance; 9th ed. - £215
 Schofield - Laytime and demurrage; 6th ed. - £425
 Simma - The charter of the UN: a commentary; 3rd ed. - £375
 Summerskill on laytime; 5th ed. - £240
 Tiberg & Brand - Law of demurrage; 5th ed. - £255
 Wylie - Land law; 4th ed. - £188
 Wylie and Woods - Irish conveyancing law; 4th ed. - £188
 Zimmerman - The statute of the International court of justice: a commentary; 2nd ed. - £295

INN LIBRARIES SPECIALISATION SCHEME

The following is a guide to the jurisdictions outside England and Wales and the subjects within English law that each Inn specialises in. Note that, particularly in the case of English materials, the topics will be covered to some extent at all the Libraries and that the list is not necessarily exhaustive.

GRAY'S INN	INNER TEMPLE	LINCOLN'S INN	MIDDLE TEMPLE
Air and Space Law	Armed Forces	Agriculture	Accountancy
Conflict of Laws	<i>Commonwealth</i>	Animal Law	Agency
Constitutional & Administrative	Coroners	<i>Channel Islands</i>	Arbitration
Construction Law	Criminal Law	Charities	Banking
Consumer Law	Criminology	<i>Commonwealth</i>	Carriage of Goods
Data Protection	Customs and Excise	Company Law	Commercial Law
Education	Defamation	Conveyancing	Competition Law
Energy Law	Family Law	Equity and Trusts	Ecclesiastical Law
Entertainment & Media Law	Food and Drugs	Insolvency	Employment
Environmental Law	Forensic Science and Medicine	<i>Isle of Man</i>	Equal Opportunities
<i>Foreign Law (Not at other Inns)</i>	Intellectual Property	Landlord and Tenant	<i>EU and Member States</i>
Highways	Licensing	<i>Parliamentary Materials</i>	Finance and Financial Services
Housing Law	Medical Law	Partnership Law	Health and Safety
Human Rights	Mental Health	Pensions	Insurance Law
Immigration & Nationality	Personal Injury	Real Property	International Trade
Information Technology	Police	Taxation	<i>Irish Republic</i>
<i>International Law</i>	Prison Law	Wills and Probate	Maritime and Shipping Law
Local Government	Product Liability		Transport
<i>Northern Ireland</i>	Professional Negligence		<i>United States</i>
Planning Law	Road Traffic		
Rates & Council Tax	<i>Scotland</i>		
Social Security & Welfare Law	Sentencing		
Sports Law			
Telecommunications			