

Budgeting in Special Libraries

The Constantly Evolving Service

Most special libraries nowadays have undergone major upheavals and restructuring. Growth curves and five-year plans have long since disappeared. This is an age of substantial organisational change, especially in the corporate sector. A decade of intensive merger and acquisition activity has required many libraries to realign and to revise their objectives. Extensive changes in the user groups and the divisions into which the libraries report have meant that most assumptions for service provision have had to be challenged and reworked, sometimes repeatedly.

The need for Financial Expertise

Although the revision of services should be based on in-depth understanding of the new information needs, all too often it is financial considerations which have the loudest voice. Special librarians are asked to perform amazing feats of budgetary cuts and are penalised if any deficiencies in the service show up as a result. The ability to plan, to re-evaluate and to take firm control of the finances becomes equally as important as the quality of information. Yet, while good researchers and conscientious service providers abound in special libraries, people with sound financial analysis skills are rare. The basics may have been learnt but not the expertise to apply the financial tools with the inventiveness and assiduity demanded.

Special library managers are now required to be accountants. They must spend inordinate amounts of time justifying their services. Traditionally the response is to marshal powerful supporters who value the service. This is a vital part of the process but the response to recessionary pressures is to overemphasise the raw financial figures.

Jacqueline Cropley

Contribution to value and impact on decisions are hard to prove in pure monetary terms, save in exceptional cases. The current trend is to look at simple cost and revenue equations. These figures can be so alarming at moments of corporate difficulty that more refined arguments are ignored. To deal with this the librarian must become an expert in analysing and presenting the figures.

It may seem unreasonable to place so much financial pressure on the special library. Most services are relatively modest. Years of constraint have resulted in admirably lean and efficient departments without any hint of waste or conspicuous consumption. Murmurs of discontent in other sectors may ring hollow in the special librarian's ear. It is not a question of making do with the same amount of money as in the previous year. There is little possibility of a modest increase which is a reduction in real terms because it is less than the rate of inflation. Juggling the finances does not even mean selecting a few areas where cuts are damaging but less harmful than other options. All this gives cause for concern but the reality is much worse. Special libraries are subject to a constant succession of absolute cuts. Year-on-year expenditure reductions of 50 per cent or more are not uncommon, and there is little account taken of savings achieved in the preceding period.

Efficient Tracking Methods

To make matters worse, once the librarian has heroically met this requirement and still found resources to sustain the vital services, his or her ability to progress is severely hampered by the need to continue to defend and justify the department even after the budget has been set. Quarterly

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