Delivering a first-class user experience
Strategy 2015 - 18
Introduction 4
Mission 5
Vision 6
Values 7
Key Performance Areas (KPAs) 9
User Experience KPA 10
Staff, Equality and Diversity KPA 12
Finance, Management Information and Value for Money KPA 14
Systems and Processes KPA 16
Sustainable Estate KPA 18
Communication, Open Access and Outreach KPA 20
Leadership Team 22
Stakeholder engagement 24
Introduction

The UCL Library Services Strategy is set in the context of UCL 2034, a strategy for UCL for the next 20 years

UCL 2034 underlines and extends UCL’s mission to be London’s Global University: a diverse intellectual community, engaged with the wider world and committed to changing it for the better; recognised for our radical and critical thinking and its widespread influence; with an outstanding ability to integrate our education, research, innovation and enterprise for the long-term benefit of humanity.

The Library Services Strategy is embedded in this ambition and seeks to deliver a first-class user experience across the whole UCL family of libraries. UCL Library Services will deliver innovative services and facilities in six over-arching areas of activity:

- User experience
- Staff, equality and diversity
- Finance, management information and value for money
- Systems and processes
- Sustainable estate
- Communication, Open Access and outreach

Detailed Implementation Plans underpin each of the Key Performance Areas listed above. Throughout the period 2015-18, UCL Library Services will strive to deliver a user experience which is world-class, learning spaces which are cutting edge, digital provision which is the best in the UK, new services grounded in the concept of Open Scholarship, and cutting-edge outreach to communities in London and across the globe, supported by library staff who are skilled in their activities, always putting the user first.

Paul Ayris
Director of UCL Library Services and UCL Copyright Officer
Chief Executive Officer, UCL Press
The Mission of UCL Library Services is to:

- **Provide** an information infrastructure to enable UCL’s research and education to be world-class.
- **Offer** an outstanding student experience in partnership with UCL’s academic departments and other Professional Services departments.
- **Enable** effective learning and discovery, by designing and managing world-class and sustainable spaces in partnership with the UCL community.
- **Develop** library and information professionals who are innovative and can offer leadership to UCL and to the national / international library community.
- **Work** in partnership with the NHS, providing support for research, clinical practice and patient care.
- **Support** UCL’s global outreach, contributing leadership in engaging with new audiences and partnerships in London and beyond.

“Provide an information infrastructure for research-based learning... work in partnership with the NHS.”
In 2015-2018, UCL Library Services will deliver a transformative user experience, that is founded on service excellence, spaces that are innovative and world-leading in range and number, a world-class digital library, and efficient underlying processes that put the user first.

We will measure and communicate our value to UCL and our key partners, and raise UCL's global profile through our outreach activities and our support for Open Scholarship.

Delivery of the Strategy will be characterised by engagement with UCL staff, students, users and external partners, and underpinned by investment in the development of Library Services staff, to continue to equip them with the skills and knowledge necessary to realise our vision. The 2015-18 Strategy builds on our successful partnerships with the NHS and further strengthens partnerships within UCL Professional Services.

The 2015-2018 UCL Library Services Strategy will empower UCL in its mission to engage with and change the world.
UCL Library Services shares the values of UCL Professional Services

These values are:

- Mutual respect
- Excellent service
- Collaboration
- Empowerment
- Innovation

For more information on the values of UCL Professional Services please check: www.ucl.ac.uk/professional-services
UCL Library Services will deliver innovative services & facilities in six over-arching areas of activity.

Detailed Implementation Plans underpin each of the Key Performance Areas listed below.

Key Performance Areas (KPAs)

- User Experience
- Staff, Equality and Diversity
- Finance, Management Information and Value for Money
- Systems and Processes
- Sustainable Estate
- Communication, Open Access and Outreach
USER EXPERIENCE

As a world-class library, we are dedicated to ensuring that each interaction with our services meets the high expectations of our users.

We will continually develop services and collections in an innovative and user-focused way to meet the needs of our community of users, whether they are visiting one of our libraries or accessing our services remotely.

UCL Library Services will harness the potential of new technologies and opportunities to enhance collections and support services, to underpin UCL’s goal to deliver a truly exceptional user experience, and to support research, teaching, outreach and the work of our healthcare partners.

Digital Library

GOAL
- Strengthen the digital library, introducing new, agile models of acquisition and improving support for multiple devices.

ACTIONS
- Conduct and evaluate trials of Evidence-based and Demand-driven acquisition models.
- Create a repository of information (including training and troubleshooting support) detailing how digital resources perform on a range of (mobile) devices.

Services

GOAL
- Ensure that opening hours and self-service capacity meet user demand across all Library sites, and extend the coverage of the online reading lists service.

ACTIONS
- Complete the roll out of RFID self-service to all Library sites.
- Increase the take-up of ReadingLists@UCL among academic departments.
- Further extend physical opening hours in line with user demand.
**Information Literacy**

**GOAL**
- Align the Library Services information literacy programmes with UCL's strategic commitment to research-based pedagogy, and modernise delivery of key information and skills.

**ACTIONS**
- With UCL CALT and UCL ELE, review the Library Services information literacy programme, service-wide, to ensure support for the ‘Connected Curriculum’ and the UCL Education Strategy.
- Produce induction materials in a range of formats, both for new and returning library users and for A-level students.
- Joint work with ISD: regular liaison on learning technologies, and regular ‘showcase’ events, aimed at jointly promoting Library and ISD services to students and new academic staff.

---

**Partnership with students & other users**

**GOAL**
- Deliver public services with consistent excellence and, increasingly, at the point and time of need; raise the satisfaction of BME users with the Library, so that it equals or exceeds overall user satisfaction.

**ACTIONS**
- Extend cross-training work with ISD, building on Cruciform Hub pilot, so that customer-facing Library Services staff across all sites have basic competencies in answering IT enquiries.
- Extend the regular presence of Library staff into ‘non-desk’ Library spaces (e.g. the Learning Laboratory) and spaces outside the Library (e.g. the Cloisters).
- Draw up a Student Services Charter for UCL Library Services.
- Seek the external Customer Service Excellence (CSE) accreditation.
- Identify concerns specific to black and minority ethnic (BME) users and create an action plan, collaborating with the UCL Equality and Diversity Team.
Staff, Equality & Diversity

**STAFF, EQUALITY AND DIVERSITY**

UCL Library Services staff, key enablers of the strategy, are committed to providing excellent services that are equally accessible by all users of our physical and online resources.

We are committed to developing and equipping staff with the knowledge and skills to deliver optimum, well-informed and considerate services in an environment of opportunity, support and encouragement, fostering progression and achievement of personal goals.

Continuing and meaningful investment in staff will be pivotal in the delivery of all elements of the Library Strategy, underpinning our professional services to the communities of UCL and its partners, and making a significant contribution to the success of the UCL 2034 strategy.

**Staff Training**

**GOAL**
- Equip all staff with relevant skills and knowledge, through a well-managed training programme that reflects good practice and is aligned with the UCL Library Services Strategy.

**ACTIONS**
- The Staff Training Committee will develop a Staff Training Strategy that will help equip staff with the skills to deliver the UCL Library Services Strategy. This will build on the findings of the 2014 survey of training needs.
- Review how Library Services structures will enable staff to know what training and CPD (Continuing Professional Development) opportunities are available, and manage the processes for all staff in the UCL family of libraries to engage with them, in order to deliver the strategy.
- Review the policies for attendance at training events and conferences, feedback mechanisms and allocation of the staff training budget.

**Equality and Diversity**

**GOAL**
- Ensure that staff are knowledgeable about diversity and related issues, and that the Library’s own diversity profile meets UCL’s expectations.

**ACTIONS**
- Establish rolling programme of training on equality and diversity, including issues relating to race, gender, religion and belief, sexual orientation, and disability.
- Review and develop CPD opportunities within Library Services, utilising good practice initiatives.
- Identify and introduce appropriate mechanisms and opportunities to support the CPD of all part-time, evening and weekend staff.
- Library Services’ BME, disability and gender profile is improved at all grades.
Recruitment

GOAL
- Ensure that staff recruitment is expedited efficiently and effectively.

ACTIONS
- Set service standards for recruitment to vacant posts including acting up opportunities and agency cover.

Quality Assurance

GOAL
- Ensure that managers are confident and competent in the key UCL HR policies, and seek appropriate external accreditation for our efforts.

ACTIONS
- In conjunction with UCL HR, arrange and maintain a programme of refresher training on the most common HR requirements and policies for staff with management responsibilities.
- Review and pursue appropriate standards of good practice and accreditation for HR management, such as Investors in People (noting that UCL is to be a pilot institution for the Race Equality Charter Mark).
Finance, Management Information & Value for Money

FINANCE, MANAGEMENT INFORMATION AND VALUE FOR MONEY

Finance is one of the key enablers for UCL 2034, with the underlying theme of ‘delivering the best value that we can from the resources available’ essential to institutional success.

Value for Money (‘VFM’ – value in terms of economy, efficiency and effectiveness) has grown in prominence as UCL seeks to deliver a superlative learning and research experience.

With this in mind, UCL Library Services will use management information to develop Key Performance Indicators to demonstrate the department’s value, provide a sustainable financial reporting infrastructure and explore new income sources, with the primary strategic goal of supporting the user experience.

Finance

GOAL
- To provide the foundations for the Library financials to enable the Library Strategy.

ACTIONS
- To establish a supportive and robust financial reporting mechanism for effective decision making.
- To provide advice and support to Library staff in financial matters including budgets and efficient use of resources.
- To support staff in the financial aspects of Library Project Management.

Core Statistics and Strategic Alignment

GOAL
- Create a comprehensive data set to support strategic planning.

ACTIONS
- To develop a data set for the 3 key Surveys, NSS, SB/ISB and SCONUL, which will be used as a framework for the prospective addition of new surveys.
- To consider new relevant data sources emerging as a result of data gaps. The initial work will be the investigation of KPIs relating to user satisfaction.
- To extract KPA-specific metrics from the data set and to collate the most useful measures from Library KPAs.
**Value for money**

**GOAL**
- Show our value: to UCL, to our other partners and funders, and to potential new funders.

**ACTIONS**
- To review the Library data set and to extract VFM-specific information; to link the information specifically to UCL 2034 and the UCL Library Services Strategy.
- To explore avenues for Enterprise and the ability to create profit within the constraints of the not-for-profit sector.
- To encourage project work to raise income for library projects.
- To replicate the data collection process as above, with specific reference to our UCL NHS Library Services.
- To investigate new measures of VFM, e.g., how to link student satisfaction with the Library and student outcomes i.e. grades and (if possible) jobs.
- To devise a management information framework for the UCL Digital Library.
- To demonstrate the value of library services to UCL and its users.

**Communication**

**GOAL**
- Communicate our performance to all our stakeholders; encourage user feedback, and show how we respond.

**ACTIONS**
- To identify the key audiences (within the Library and the wider University) with a view to reporting key data in conjunction with the UCL Library Services Communication Strategy.
- Examining the various communication lines within the Library and providing regular bulletins to engage the UCL community with the Finance Group's work - and to encourage methods of feedback/response.
- To establish specific communication lines with the student population and to encourage a feedback mechanism to demonstrate how the Library has responded to user needs and requests.
- Following the collection, collation and evaluation of data - both qualitative and quantitative - publicly reporting this data to library staff and the wider university community.
Systems & Processes

Systems and processes will ensure that our systems are fit for purpose and that our processes are effective and designed with the user experience in mind.

We will procure a ‘next generation’ Library Management System, enabling the unified management of our print and digital holdings, and conduct a pre-migration review of relevant policies, processes and standards to ensure that they are current and efficient.

Systems and processes in support of access and enquiries management will also be reviewed, and new initiatives will enable us to undertake the long-term curation of ‘born-digital’ Special Collections and records.

We will strengthen our engagement with the research lifecycle by investing in additional central support for research data management and bibliometrics, and we will ensure that our behind-the-scenes work in digitisation, retrospective cataloguing, conservation and outreach is underpinned by a coherent set of priorities that are informed by academic need.
Processes

GOAL
- Review processes and planning activities so that they support the delivery of an exceptional user experience.

ACTIONS
- Undertake pre-migration reviews of policies and standards relevant to the LMS, especially circulation, membership and cataloguing.
- Ensure that Library Services participates in School, Faculty and Trust Strategic Planning.
- Significantly increase the proportion of material that is delivered ‘shelf-ready’, by providing UCL classmarks at the point of order.
- Align plans, policies and strategies for digitisation, retrospective cataloguing, conservation and outreach, linking these to the fundraising agenda and academic usage.

Research Support

GOAL
- Extend support for research data management, beginning at the pre-award stage and continuing throughout the lifecycle; strengthen central support for bibliometrics.

ACTIONS
- Ensure relevant Library staff are equipped with the skills to advise researchers on research data management issues in future.
- Introduce a central bibliometrics service to UCL Library. Services, to support UCL in monitoring the impact, utility and productivity of UCL’s research.
SUSTAINABLE ESTATE

UCL Library Services is committed to providing high-quality learning space, and we are transforming our estate in the context of the UCL Masterplan.

We are also supporting UCL’s goal to minimize our carbon footprint. Library space must meet the constantly evolving needs of all UCL users, so we will actively engage with students, researchers, NHS staff and members of the public. We will facilitate access to UCL Special Collections’ rich holdings, with showcases of our physical and digital exhibitions.

UCL Library Services will continue to provide innovative and inspiring teaching, learning and social spaces. The aim for Library Services is to make its libraries into UCL hubs which accommodate students and staff from all parts of UCL, places which are enabled for new technologies and have suitable space for specialist staff to deliver information skills training.

The Library should play a central part in UCL’s identity as London’s Global University and be a source of pride for UCL students and staff.

Learning Spaces

GOAL
- Offer learning space provision of consistently high quality, in terms of capacity, facilities and day-to-day management.

ACTIONS
- We will advocate Library Services’ offer of a consistent service layer across all learning spaces as part of the Learning Spaces Project Board, chaired by the VP (Education)
- We will bid for funding to establish a live usage data system, in partnership with ISD. In tandem with this, Library Services will establish a central Learning Spaces webpage.
- We will engage with students and staff on learning space projects, including the Main and Science Library redevelopments, from the earliest stages. We will also encourage feedback on services and facilities in our buildings.
- We will work closely with UCL Estates, especially Satellite Estates, to ensure all libraries have excellent facilities management.

- We will continue to seek opportunities to develop new learning spaces. Library Services will benchmark provision against international competitors.
**Accessibility of Special Collections**

**GOAL**
- Create new opportunities for library users to be inspired by the Library’s Special Collections.

**ACTIONS**
- UCL Library Estates Development Working Group will highlight the re-housing of Special Collections as an institutional priority.
- We will showcase physical and digital exhibitions in all UCL Library Services’ sites. We will establish spaces for researchers and for students to access Special Collections’ rich holdings.

**Partnership and sustainability**

**GOAL**
- Ensure the sustainable management of the whole Library estate, with UCL students and other users empowered to participate in decision-making.

**ACTIONS**
- We will engage with UCL Estates and Finance to maintain the high quality of spaces, via UCL Library Services’ Estates Development Working Group. Library Services will pilot Post-Occupancy Evaluation in new Hubs.
- We will engage with UCL students and other users to enable decisions to be made which reflect both service expectations and an understanding of our environmental impact. Library Services will participate in any schemes to use electric vehicles for transport on the Bloomsbury campus.
- We will collaborate with ISD and UCL Estates to enable the sharing of ideas/best practice via social media, and showcase how ideas are put into practice. We will support UCL towards its ambition of meeting ISO 14001.
COMMUNICATION, OPEN ACCESS AND OUTREACH

UCL Library Services will for the first time draw up a Communication Strategy, which will co-ordinate and extend the considerable levels of communication activity that take place within the Library and between the Library and its many stakeholders.

In particular, we will be capitalising on newly-created opportunities for more effective and open engagement with the UCL student body and on the potential of UCL East to become a vibrant hub for library outreach to new communities.

We will maintain UCL’s track record as a European leader in Open Scholarship by ensuring that UCL meets its Open Access commitments to REF 2020 and establishing the reputation of UCL Press as a publisher of high quality Open Access monographs, text books and journals.

Communication, Open Access & Outreach

Communication

GOAL
- Create and deliver an effective and engaging Communications Strategy for UCL Library Services.

ACTIONS
- Create a formal Strategy for Library-based communications and the audiences to whom these messages are aimed.
- Engage with student bodies, e.g. UCLU and the STARs library group on communication issues.
- Create an open, engaged Library community which communicates the Library’s Mission, Vision and achievements to targeted audiences.
- Create/identify internal Library communications channels.

Outreach

GOAL
- Raise awareness of UCL Library Services and its collections through increased outreach to external audiences.

ACTIONS
- UCL East at Stratford becomes hub for Library’s work in outreach to new communities.
- Create agreed reporting framework and tools for reporting outreach activities to UCL and engagement activities to a wider public.
- Volunteer Network (Library staff/externals) utilised for engagement activities to external audiences.
Open Access

GOAL
- Raise UCL's global profile by further extending support for Open Scholarship.

ACTIONS
- REF 2020 Open Access requirements fully met.
- UCL Press becomes embedded in UCL.
- Advocate for resource for the creation of an Open Educational Resources (OER) repository as part of the UCL Education Strategy.
Leadership Team

Each Key Performance Area is accompanied by a detailed implementation plan, which is co-ordinated by a KPA Leader.

The KPA Leaders are members of the UCL Library Services Leadership Team, and are accountable to the Leadership Team for progress in delivering the Strategy.
Andy Pow
Head of Finance, UCL Library Services;
KPA Leader for Finance, Management
Information and Value for Money

Rozz Evans
Head of Collection Strategy

Michelle Wake
Librarian, UCL School of Pharmacy and
Site Libraries Manager

Peter Dennison
Acting Head of Newsam Library and
Archives; UCL Institute of Education

Kate Cheney
Joint Academic Support Manager,
Biomedicine; KPA Leader for Staff,
Equality and Diversity

Karen Jeger
Head of E-Resources and Serials
Engaging with our staff and users to create the strategy

As a partner of the Library’s services and facilities, you have a right to comment on the Strategy and on things you would like to see. If you have comments to make, please visit: www.ucl.ac.uk/library/about/strategy/consultation and your message will be directed to the Director of UCL Library Services as chair of the Library’s Leadership Team.

DEVISING THE STRATEGY
The Library Strategy was created by the Leadership Team in UCL Library Services, which comprises staff members from across all UCL’s libraries. This Team received a strategic evaluation of the Library’s performance in delivering its Strategy 2011-14, highlighting notable successes and areas where targets had not been reached. This evaluation was delivered by Paul Ayris as Director of Library Services. A similar evaluation was undertaken by Martin Moyle and Lis Hannon in the 2014 Library Staff Conference. This presentation outlined exactly how a Strategy is written, what the importance of the Mission and Vision statements are, and what an Implementation Plan looks like. Martin and Lis then illustrated some of the main gains of the Library Strategy 2011-14.

All this work served as the baseline for work on the 2015-18 Strategy. The Provost and President, Professor Michael Arthur, joined the UCL Library Services Leadership Team for half a day to discuss the vision and ambition of the UCL 2034 Strategy. The Leadership Team joined with Professor Arthur in assessing how the Library could best contribute to UCL 2034.

Armed with this briefing, the Leadership Team identified key areas where the Library could make a contribution and deliver on UCL’s key strategic objectives. This work took place between September and November 2014 and resulted in 6 key areas of work being identified:

- User Experience
- Staff, Equality and Diversity
- Finance, Management Information and Value for Money
- Systems and Processes
- Sustainable Estate
- Communication, Open Access and Outreach

THE STRATEGY CONTEXT
The Library Strategy does not exist in isolation. UCL Professional Services, of which UCL Library Services is part, also has a Strategy with 6 Key Performance Areas, which are designed to deliver the UCL 2034 Strategy. The Library also took note of specific strategies from key stakeholders. Central to this were the LIBER Strategy 2013-15. LIBER is the main consortium of European research libraries, with over 400 member libraries. The Planning Team also took into account the RLUK Strategy 2014-17. Research Libraries UK is the principal grouping of research libraries in the UK.

Insights from these companion strategies informed the construction of the UCL Library Services Strategy 2015-18.

FEEDBACK ON THE STRATEGY
Once a draft Library Strategy had been created, it needed to be validated by library staff. The Director of Library Services personally held 7 library-wide Workshops on the Strategy between September and December 2014. The presentation outlining the Strategy can be viewed. Valuable feedback was collected from discussions in each of the 7 Workshops, and the main points can be seen on slides 12-32 in the Workshop presentation. This feedback
helped inform the 6 Implementation Group plans.

OVERSIGHT AND MONITORING
UCL Library Committee considered the Strategy at its meeting in December 2014. This Committee has student representation as well as representation from UCL's Faculties and UCL Professional Services. The Strategy was signed off by Library Committee on 11 December 2014.

Operationally, the new Library Strategy will be overseen and monitored by the Library’s Leadership Team. Each of the 6 Key Performance Areas will be overseen by a Working Group, with membership from across the Library. These Working Groups will oversee the Implementation Plan which delivers the work identified for that particular area of activity.