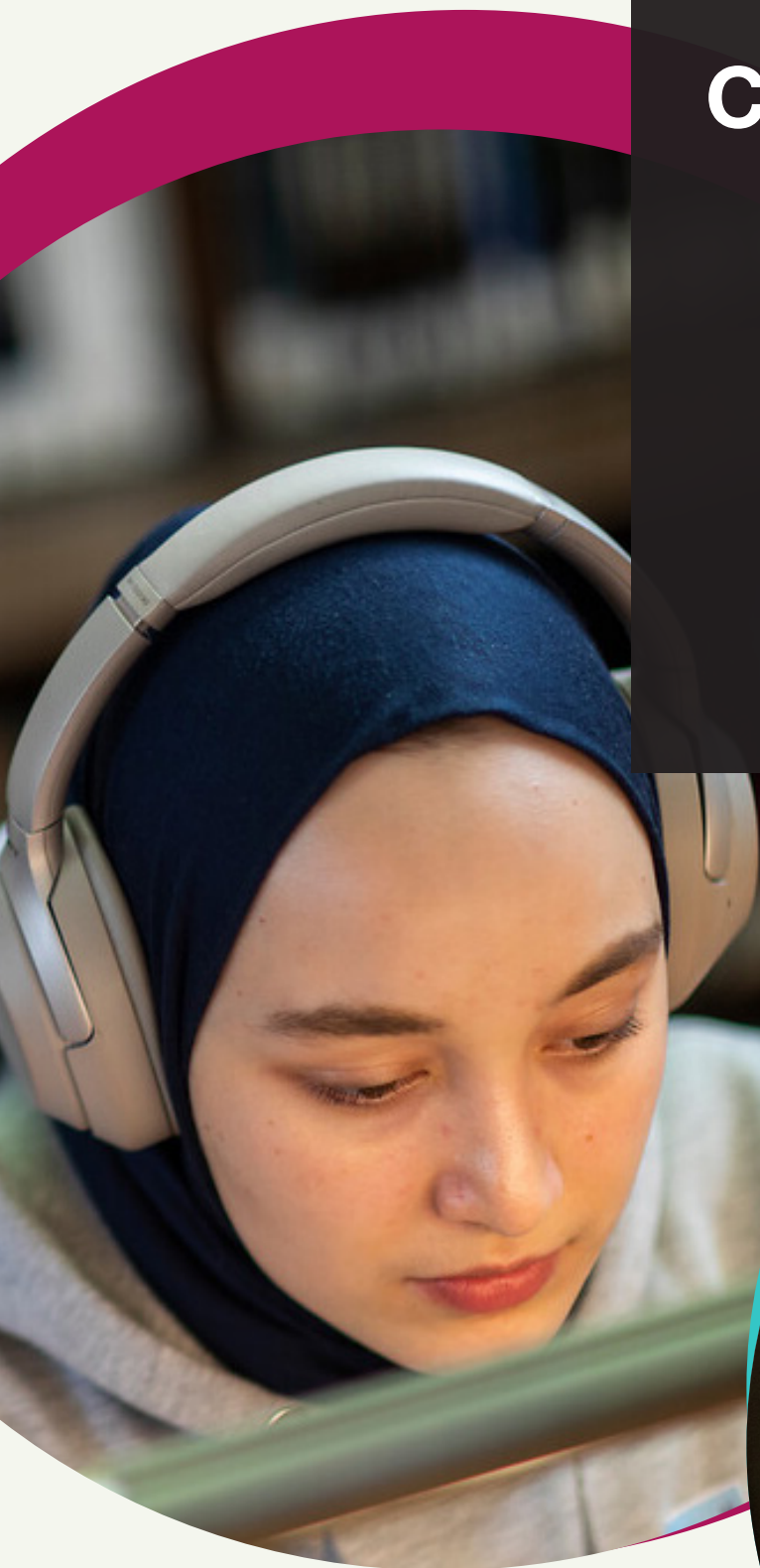




## LCCOS: Library, Culture, Collections and Open Science

Strategy 2024-2027



# LCCOS Strategy 2024-2027

Formed in late 2021, Library, Culture, Collections and Open Science (LCCOS) is at the heart of UCL, combining support for learning, teaching, research and clinical practice with an exciting array of cultural services including [libraries](#), [museums](#), [a theatre](#) and [a public engagement team](#).

Bringing together some 450 staff across more than 20 venues, LCCOS delivers fresh approaches and shared ambitions for the cultural life of the university.

We are making our library and museum collections more accessible, more inclusive and continually aligned to the needs of users both here at UCL and across the wider community.

We support the [flourishing of arts and cultural activities](#) at UCL for students, staff, partners and the public.

We deliver academic resources and publications free at the point of use to a worldwide audience of millions, through digitisation, open access services, and UCL Press, the UK's first fully open access university press, increasing UCL's reputation and scholarly impact.

The LCCOS Strategy 2024-2027 will guide us in further building on our successes and in supporting [UCL's vision for 2034](#) as outlined in its Strategic Plan 2022-2027.

The activity of LCCOS in this period will be guided by high-level goals under six broad themes.

Every year, we will work with our staff and customers to co-create an iterative implementation plan, setting out the next steps needed to deliver our strategy and turn our goals into achievements.

Every year, we will review our progress against the six strategy themes, in our Annual Report.

Through building partnerships within our community and applying exciting new technologies to our collections and services, we will create a more open, accessible and impactful knowledge environment within education, research and culture.



**This strategy is designed to allow LCCOS to demonstrate who we want to be, what we want to provide, and the difference we want to make.**

### **We will be...**

- Building an even more inclusive, collaborative team culture.
- Surpassing expectations in the excellence of our customer service.
- Empowering our staff with timely and relevant training and fresh career development tools.
- Engaging and empowering the student community as our partners in the planning and evaluation of our cultural programmes, spaces and services.

### **We will provide...**

- Improved and more sustainable access to one of the world's leading repositories of knowledge, collections and cultural artefacts.
- New tools and interfaces for researchers to unearth greater insights from our collections.
- Enhanced skills training for our students to help diversify their learning.
- Cultural events and creative projects that explore our past, present and future.

### **We will make a difference through...**

- Increasing community engagement via outreach, citizen science and co-produced research.
- Leading the development of a vision for arts and culture at UCL.
- Representation of a more diverse range of voices and perspectives in our services and collections.
- Continuing to show international leadership in Open Science policy and services.

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The LCCOS Strategy for 2024-27 sets an innovative path for the delivery of facilities and services in Library, Culture, Collections and Open Science across UCL. Aligned with UCL's Strategic Plan, LCCOS is committed to supporting and developing its offering to the UCL community. Libraries, Museums, Galleries, Theatre, Collections and Public Engagement are part of the 'UCL experience', informing, enriching, and shaping our time in London.

The UCL Open Science Office, for example, helps to co-ordinate Open Scholarship activity across UCL and Open Science/Research/Scholarship are part of the emerging new UCL research culture. The new UCL Research Institute for Collections is part of LCCOS's partnership with academic departments to develop a joined-up vision for arts and culture in the institution.

LCCOS is about excellence, service provision, partnership and commitment to curating world-class collections; UCL's staff, students, and visitors are the focus of our activity and engagement.

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Dr Paul Ayris, Pro-Vice-Provost

# Themes

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**Supporting  
student  
success**



**Arts and  
culture**



**Accessible  
collections**



**Our staff**



**Open  
science,  
research  
and impact**



**Enabling  
change**







# Supporting student success

UCL students expect and deserve consistently high levels of service from LCCOS, particularly the timely availability of high-quality learning resources, learning spaces and learning support services.

By 2027, we will evolve our services to better meet the changing needs of our student population. We will upgrade our learning spaces, extend our skills programmes, and develop innovative

approaches to service delivery to help students achieve their academic potential and thrive at UCL.

By partnering with our students in this work, we can improve our ability to meet their needs, and help them define their own success.



## Goals:

- Update, adapt and increase the number of learning spaces, particularly on the central campus, to suit the evolving needs of our students.
- Equip students with skills for study and citizenship through further development of the LCCOS teaching and skills programmes.
- Harness the student voice by working in partnership to shape collections, services and cultural programmes that reflect student needs and concerns.
- Support UCL's Student Life Strategy by using our collections, spaces and expertise to develop the UCL co-curricular and extra-curricular experience.



# Accessible collections

LCCOS hosts some of the world's most significant collections of library materials and museum objects. Our new strategy aims to bring these valuable resources to a wider audience than ever before, in both physical and digital environments.

We will harness new systems and technologies to help us expose even more information about our collections, to enable more effective teaching, learning and research. We will address

matters of storage, access and preservation to better optimise our facilities for the long-term use and care of significant items.

We will create space for more diverse and inclusive perspectives on our collections and the structural narratives that have shaped them.



## Goals:

- Improve the way we store, document, display and interpret museum objects, and look to establish new exhibition spaces in the UCL Bloomsbury footprint.
- Introduce new technologies to make our library and museum collections more discoverable and usable in a range of online environments outside UCL.
- Improve our local discovery and access systems for a better user experience when engaging with UCL collections.
- Continue to invest in the inclusivity of our physical and digital collections.



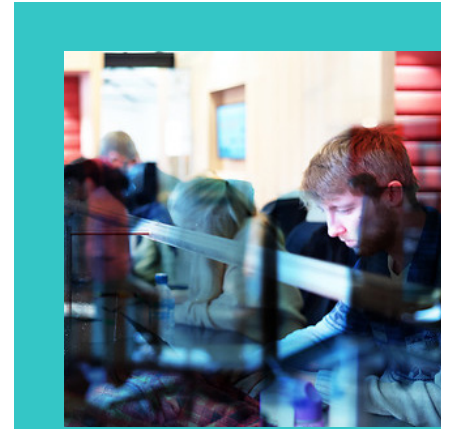
# Open science, research and impact

LCCOS is recognised as an international leader in Open Science, and as a key agent in UCL's research community, providing ever-evolving support and evaluation services. The LCCOS Strategy seeks to support this, by continuing to develop and expand the ways we share knowledge and drive change through research.

With technology-focused approaches, we will enable new insights to be realised from our publications and

research outputs, driving engagement and discourse around UCL research.

With our continued investment in UCL Press, the UK's first fully open access university press, we will mitigate the prohibitive costs associated with commercial academic textbooks and add to an open research catalogue which has already seen over ten million downloads in more than 240 countries and territories worldwide.



## Goals:

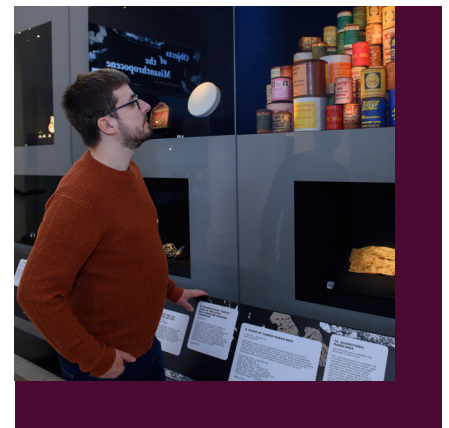
- Establish new services to develop, curate and distribute research video and podcast materials.
- Apply innovative tools and AI techniques to make new discoveries from the body of UCL research publications.
- Build capacity and increase skills in research co-production and public engagement, to enable all UCL faculties to maximise community impact.
- Continue the growth of UCL Press, democratising research and education and contributing to the goals of Open Science.



# Arts and culture

Arts and culture are foundational components of LCCOS, with our lively theatre, museum and library programmes. As we implement our strategy, we will bring together collections, academic insight and professional expertise, pooling creative activity into a co-ordinated and complementary programme.

We will continue to commission thought-provoking cross-disciplinary creative projects. We will seek new ways to disrupt and challenge conventional wisdom about how collections and archives can be used to inspire artistic expression and free the imagination.



## Goals:

- Embed the Research Institute for Collections within the life of UCL, helping collection specialists and academics to collaborate and increase their impact.
- Contribute a vibrant range of exhibitions, cultural programming and publishing activity to the UCL Bicentenary celebrations in 2026.
- Continue to seek opportunities in Bloomsbury to which UCL's remotely-stored special collections can return, to enable better use of UCL's treasures in research, education and outreach.
- Work with academic colleagues across UCL to develop a pan-UCL vision for the value of the Arts and culture to the 'UCL experience'.



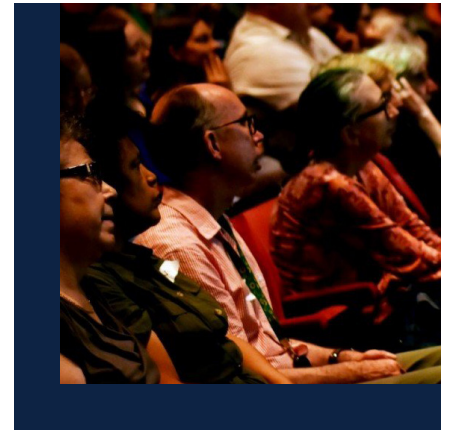
## Our staff

LCCOS could not succeed without our greatest assets – the dedication, skills and expertise of our staff. The LCCOS Strategy will ensure that we continue to invest in the careers and wellbeing of our colleagues.

We will implement a range of processes to ensure that staff across LCCOS feel valued and respected, and we will

empower our staff to build satisfying and challenging careers, with well-defined pathways of progression for our different job families.

We will seek to strengthen the bonds between the diverse teams within LCCOS through collaborative initiatives, removing barriers and inspiring creative solutions.



## Goals:

- Co-produce and deliver an EDI Action Plan with LCCOS staff, to drive inclusivity, fairness and diversity.
- Document and promote career pathways, extend management training and seek new opportunities for role development.
- Support the transition to hybrid working by identifying and sharing best practice, optimising staff spaces and strengthening LCCOS culture.
- Review processes and resources to create conditions that will enable more cross-team innovation across all parts of LCCOS.



## Enabling change

Our success depends on our ability to respond effectively to the sweeping changes that are transforming our sector, our economy and our environment.

Through a comprehensive sustainability plan, we will work with our suppliers, publishers and stakeholders to measure and mitigate our environmental impact across our physical and digital locations and activities.

We will leverage our unique and distinctive collections, our commercial licensing opportunities and our fundraising activities to develop our potential to generate income.

We will raise the bar even higher for our Customer Service Excellence (CSE) accreditation, achieving the award's highest marks in more categories across all LCCOS teams.

To enable change, we must also prepare to meet challenges we cannot predict. The strength of LCCOS lies in its community, its shared skills and expertise. Further collaboration will help us build a more resilient and agile department that can respond to any challenge we may face and deliver even greater benefits to UCL.



## Goals:

- Deliver a sustainability plan to help reduce our environmental impact across all our locations and activities.
- Explore and maximise our potential in fundraising and income generation, founded on our rare and unique collections.
- Extend UCL Library's Customer Service Excellence (CSE) accreditation across the whole of LCCOS.
- Build on successful consolidation activity to date, shaping LCCOS into an innovative community that is more than the sum of its parts.

[ucl.ac.uk/lccos](https://ucl.ac.uk/lccos)

You can find out more about LCCOS on our website. If you are interested in learning more about our journey, you can also read the [LCCOS Annual Report 2022-23](#).