

UCL



Annual Report 2019

LIBRARY SERVICES



How Library Services is supporting UCL 2034

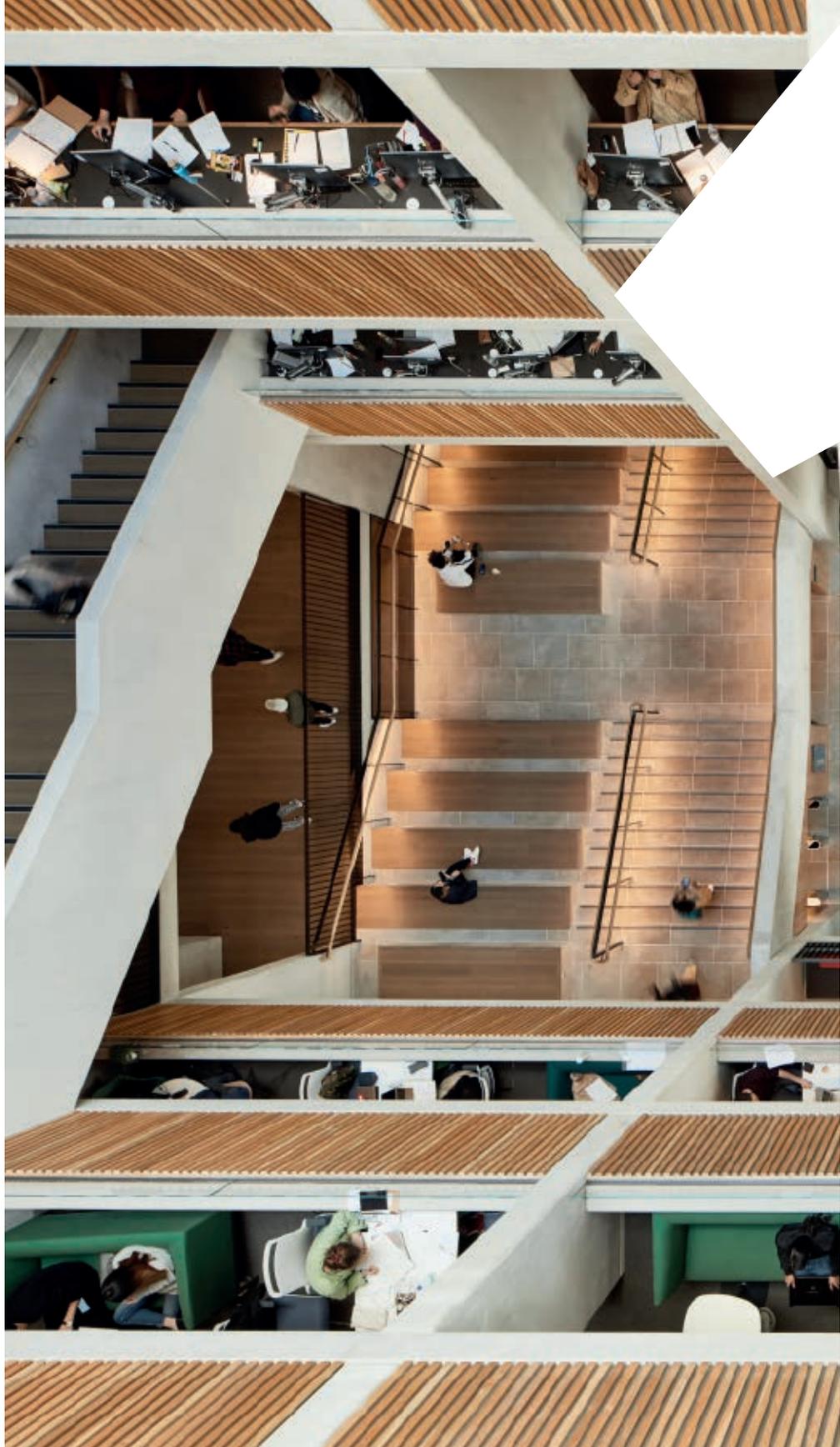
Our Key Performance Areas

1. User Experience
2. Staff, Equality, Diversity & Inclusion
3. Finance and Management Information
4. Systems, Collections & Processes
5. Sustainable Estate
6. Communication, Outreach and Open Science

UCL 2034

UCL 2034 Key Enabler

1. Giving our students the best support
2. Valuing our Staff
3. Financing our Ambitions
4. Delivering excellent systems
5. Maintaining a sustainable estate
6. Communicating and engaging effectively with the world



In a year marked by uncertainty about the future, 2019 saw the adoption of a new Library Strategy by UCL Library Services, looking forward to the next 4 years. UCL Library Services continues to improve the user experience and make research more easily accessible to a wider audience. How is the Library faring in delivering on the 6 Key Performance Areas the Strategy contains?

Of the 6 Key Performance Areas in the Library Services Strategy, the most successful to date is undoubtedly the one on Sustainable Estate, where the opening of the Student Centre has already revolutionized the way students study in UCL. With 1,104 learning spaces, managed by Library Services, it is a major addition to the suite of library and learning spaces which UCL can offer. Library Services are also the first division in UCL to achieve Customer Service

Excellence accreditation – a very notable achievement and a fantastic confirmation of our wish to put the user at the centre of the library experience. The CSE Accreditation report made particular mention of the contribution made by Library Services staff: *“The staff appeared ‘passionate’ in meeting and exceeding customer expectations and clearly understand what was meant by customer service excellence. All staff appeared keen to deliver an excellent service to ensure Library Services was both ‘leading the way’ and an exemplar for other library services. The assessor was also very impressed by the overall staff commitment such as their attention to detail, the desire to continually improve things*



Dr Paul Ayris

and the professionalism displayed by them.”

This statement is a great confirmation of Library Services commitment to developing the skills of our staff.

Every member of staff, through their professionalism and commitment, plays a really important role in delivering the Library Strategy and in making UCL one of the best universities anywhere in the world in which to study and do research.

Dr Paul Ayris
Pro-Vice-Provost
(UCL Library Services)

USER EXPERIENCE



Providing the best support for our service users

Improving the User Experience is one of the underlying themes of the Library Strategy. The users of Library Services encompass the whole of the UCL community, our NHS partners and external researchers. In recognition of the quality of service delivered, UCL Library Services was awarded Customer Service Excellence accreditation in 2019.



CSE



CUSTOMER SERVICE EXCELLENCE®

Getting started

Effective research and information skills are critical to our students' academic success. We are developing Library Services' Information Skills provision to ensure all UCL students are able to access high quality training when needed.

September 2019 saw the development of Getting Started induction stalls across three libraries. We are developing a core programme of key library skills training accessible to library users across all disciplines.

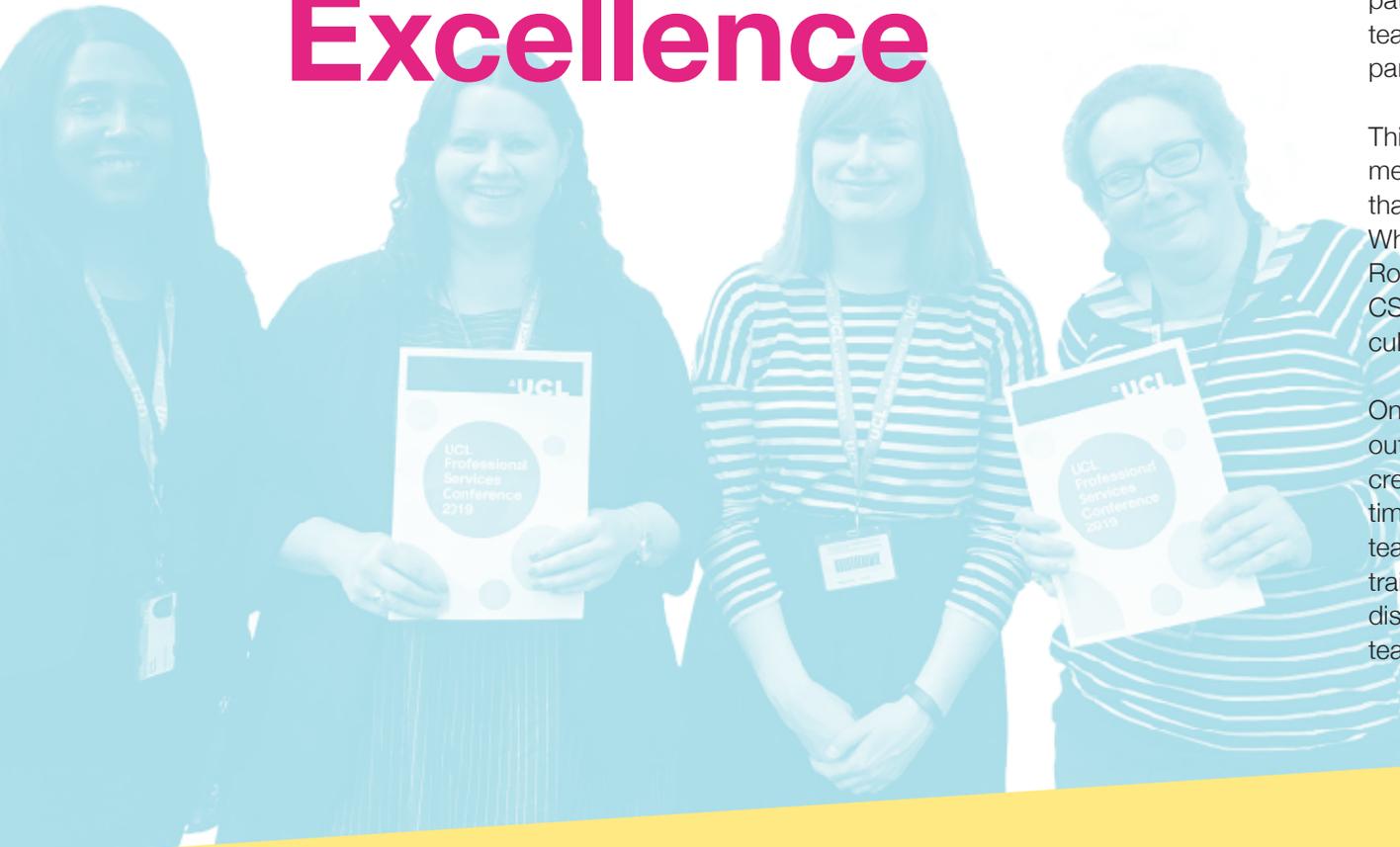


Special Collections

In 2019, we launched the UCL Special Collections Research Fellowship. Dr Adrian Chapman researched UCL's internationally important and unique collection of Little Magazines and alternative press publications to research the radical psychiatrist R.D. Laing.



Customer Service Excellence



Library Services were awarded Customer Service Excellence (CSE) accreditation with full compliance in all criteria in July 2019, becoming the first department in UCL to be recognised in this way.

The achievement is even more outstanding when you consider the size and complexity of the service offered across different shift patterns in over 20 specialist libraries and teams. Most organisations only pass with partial accreditation in some criteria.

This was the result of the work of every member of Library Services, but special thanks must go to Noreen Beecher, Breege Whiten, Gillian MacKenzie and Vicky Robertson, who volunteered to become CSE Champions, in order to change the culture of Library Services.

On top of their busy roles and working outside their normal working hours, they created a series of workshops for both day time teams and evening/weekend frontline teams. They moved away from traditional training to engage staff by creating practical, discussion based workshops. They met 15 teams and offered over 60 hours of training.

It was this that made the difference. Ben Meunier, Director of Operations said *“The feedback and enthusiasm has been excellent, and we have started to see a culture change in how we carry out CSE within Library Services”*.

The training offered by the four CSE champions was central to gaining accreditation, but it has also changed the approach to the development and training of staff. Other Library Services staff now provide training for teams which don't usually work in day time roles as standard. The training has also benefited users.

In June 2019, the CSE champions were shortlisted for a Professional Services Award in the Ways of Working – Team Contribution to Achieving our Mission category.

Peter Dennison, Head of Customer Service said *“Well done to Gillian, Vicky, Breege and Noreen! [...] Providing excellent, customer-focused services is a cornerstone of the Library Services Strategy 2019-22 and its Key Performance Area concerning the User Experience.”*

STAFF, EQUALITY, DIVERSITY AND INCLUSION



Staff, Equality Diversity and Inclusion

Valuing our staff

Our service is delivered by a team of professional and expert staff. We are fortunate to have a diverse and dedicated team. We want to empower staff to confidently engage in our commitments to equality, diversity and inclusion.

As part of a new action plan, we will develop guidance for interview panels to ensure that there is greater consistency in recruitment and to make panels more diverse.

New Data Sets

The Library Services Wellbeing Team and the Equality, Diversity and Inclusion Committee are currently reviewing two new data sets for Wellbeing and Diversity.

These datasets will encourage conversations and lead to improvements in staff wellbeing support and inclusion.



Being the best and contributing to Library Strategy

The UCL Library Services Annual Conference is a chance for staff from across the entire team to come together for one day to celebrate their achievements, learn more about different aspects of the department and meet their colleagues.

As a single team made up of people working in over 20 different locations, on different shift patterns, it is very hard to bring everyone together, even for one day, but it's always worth it.

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“The Annual Library Services staff conference is a fantastic opportunity for colleagues across the various sites to not only network with one another but also provides an opportunity for staff to hear from SMT and other colleagues across UCL on a variety of topics.

There is also a more informal part and the staff party which is a great opportunity for staff to relax and wind down following all the hard work they contribute to the department over the course of the year.”
Jennifer Brown, Departmental Administrator said.



SUSTAINABLE ESTATE

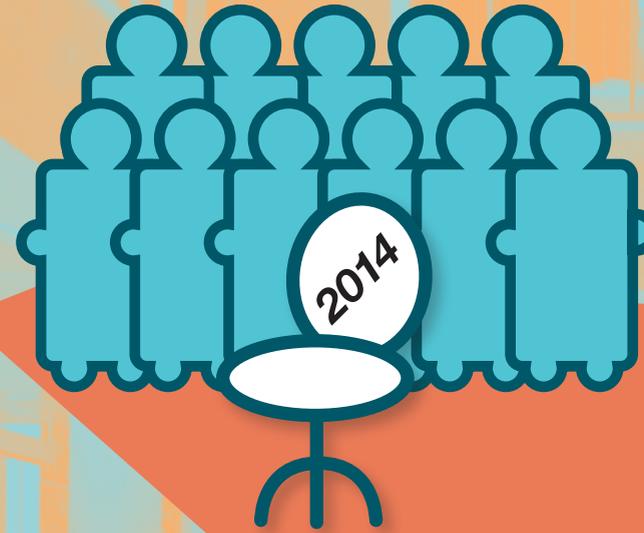




Sustainable Estate

With over 4 million visits to one of our 17 libraries last year, we are one of the busiest library systems in the UK. Space is a challenge at UCL. The old age and large number of our buildings is a reminder of UCL's long history and also of the university's growth.

Previous strategies for the library estate have been primarily focused on increasing the number of spaces, and the results speak for themselves. This has brought our provision above the average for the Russell Group, in terms of numbers of study spaces.



10:1

in 2014
our ratio of
students per
space was over
10 students:
1 space.



8:1

Now, in spite
of growth
in student
numbers,
the ratio is
below 8:1

5300
Seats across
the campus

The UCL Student Centre



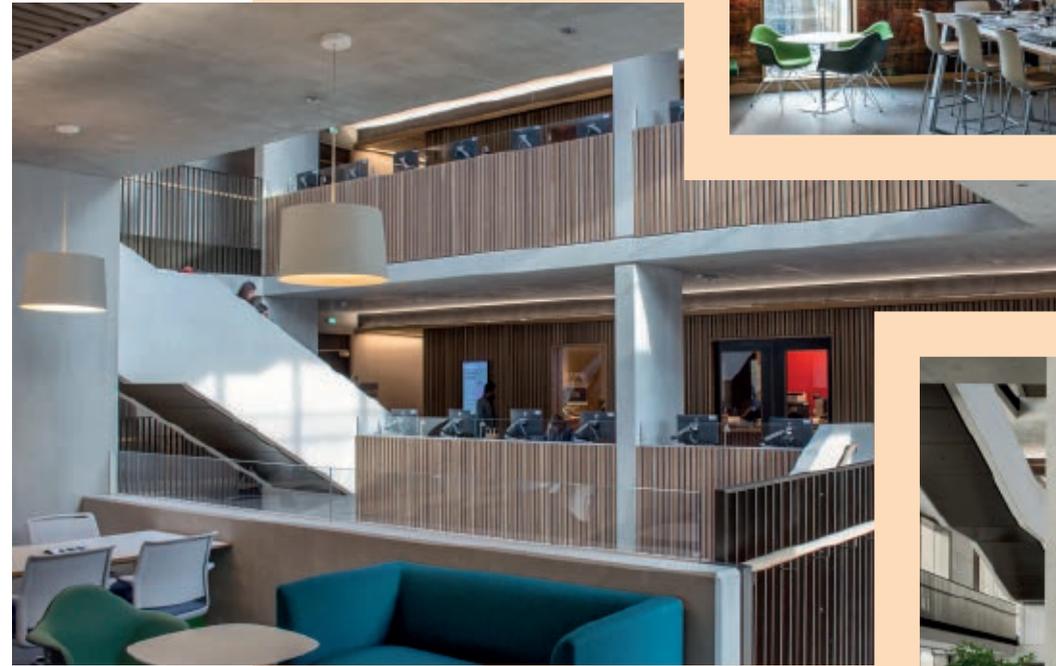
UCL opened the Student Centre in February 2019, a state-of-the-art building managed by Library Services and providing 1,000 new learning spaces exclusively for UCL students. The Student Centre delivers on UCL's strategic commitments to invest in high-quality learning resources for students on campus and to provide high-quality student services

that support health and wellbeing and enable students to focus on their studies. Library Services contributed to the design and development of the project, and worked with the Vice-Provost (Education & Student Affairs), Estates and the Students' Union to engage with students and ensure that the building provides an outstanding environment to learn

and engage with the resources and support which are available at UCL. Students involved in the consultation emphasised the importance of sustainability, and the Student Centre has achieved a BREEAM 'Outstanding' rating which reflects exceptional environmental, social and economic sustainability performance. In 2017-18, pilot projects

and surveys were conducted at five library sites and one Students' Union space to trial furniture and equipment planned for the new building.

The findings from this survey fed into the selection of the furniture in the building, which is proving very popular with users of the building.



Key services and facilities



Café
on Level 3



Smart Lockers
available on all levels



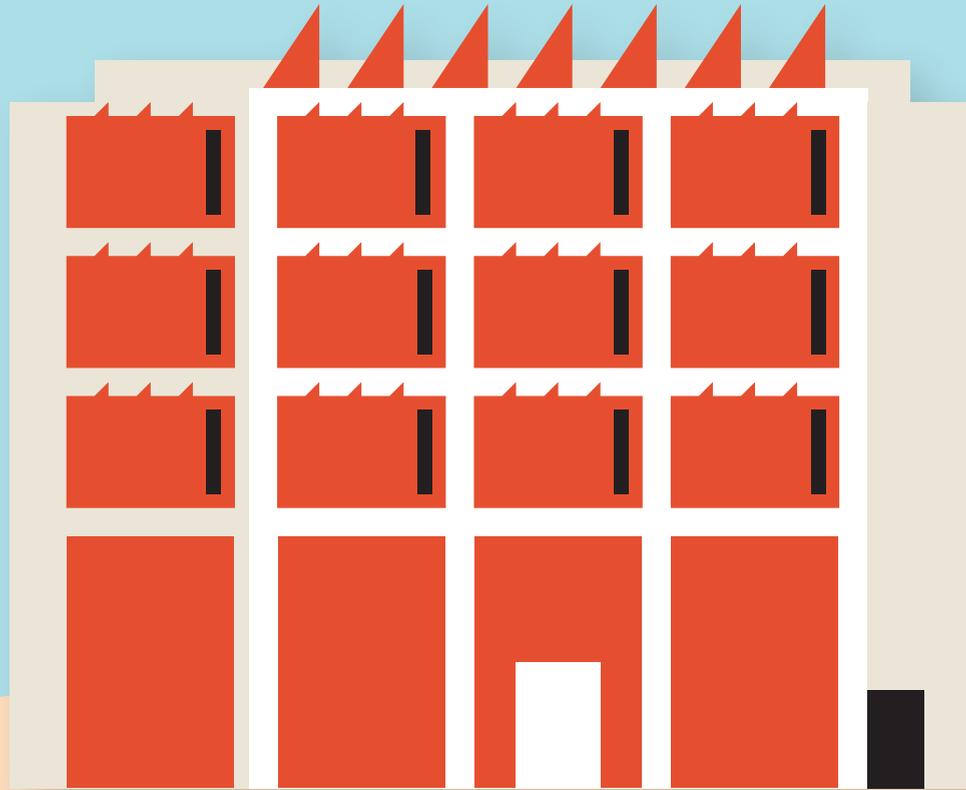
ISD Service Desk
located on Level 1

Student Enquiry Centre on Level 1 offers advice to current students on student records enquiries, fees, funding and much more.

Open
all year round



Quiet Contemplation Rooms and Ablution Facilities
on Level B2



The Disability, Mental Health and Wellbeing team is also based on Level 1, to the right of the main Student Enquiry Centre.



Print@UCL devices on each floor for printing, scanning and copying.



1,000 learning spaces for individual study and group working/project working.

Plenty of **cycle parking** at the rear of the building



300 all-in-one **Desktop@UCL** workstations



156 Laptop Loans



Showers on Level B2

Key sustainability features of the Student Centre

Green

Biodiversity enhancements include planting in the Japanese Garden and a green roof which will also have a positive influence on the microclimate

Heat Pump

A ground source heat pump system linked to deep boreholes provides 'free' summer cooling and also supports heating during the winter

35%

Projected 35% reduction in building carbon emissions compared to Building Regulations requirements

Durable

Highly durable materials will help to minimise resource use associated with maintenance and repairs

Breathe

Windows automatically open to naturally ventilate the building in the spring and autumn

400m²

Approximately 400m² of photovoltaics (electric solar panels) on the roof provide clean, renewable energy

Healthy

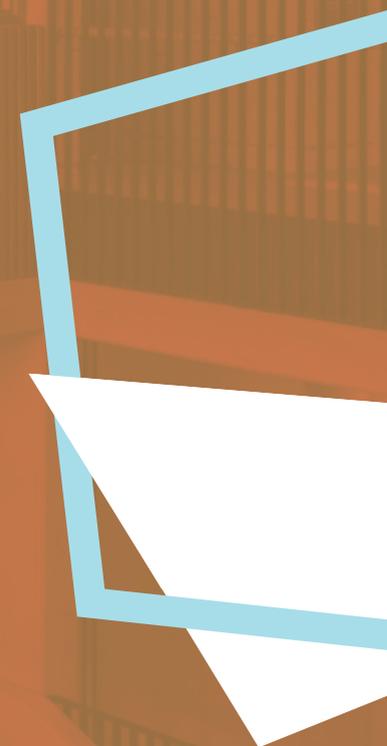
Healthy and productive study spaces, optimising daylight, indoor air quality and providing a comfortable internal climate

Passive first

'Passive first' approach to design based on highly efficient building fabric which helps to regulate temperature and minimize energy use

50%

Efficient sanitary fittings reduce water consumption by more than 50% compared to equivalent buildings

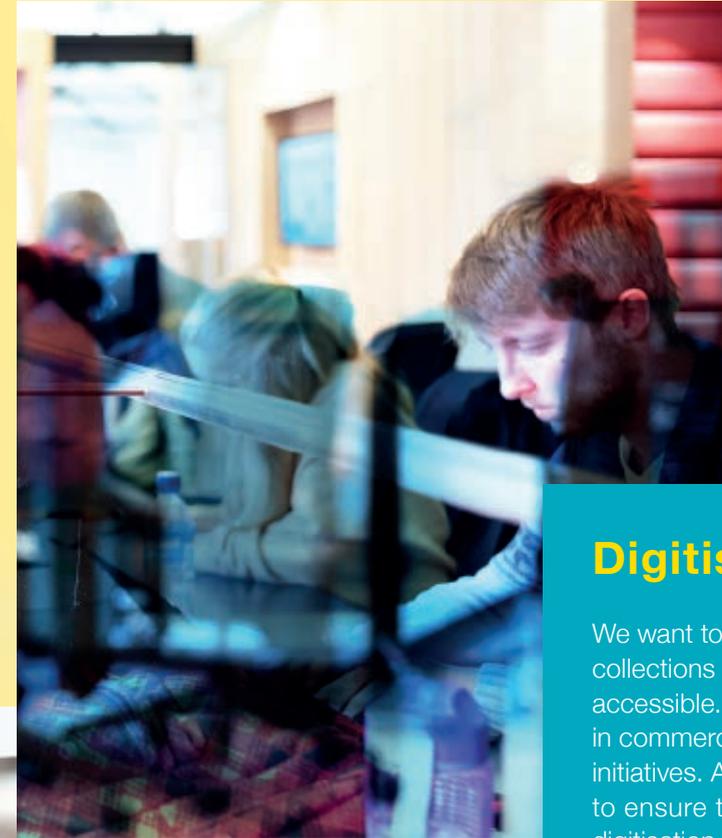


SYSTEMS, COLLECTIONS, AND PROCESSES



Excellent systems and processes

Library Services' collections are major resources for the cutting edge research and the academic excellence which are such a central part of UCL. The systems and processes that support these resources, also drive other Key Performance Areas in the Library Strategy to improve user experience, to give value for money and to support communication, outreach and Open Science.



Digitisation

We want to make our rare and unique collections and treasures made widely accessible. To support this we will invest in commercial digitisation and licensing initiatives. A new post has been created to ensure that opportunities for the digitisation of our holdings are maximised.

This includes collaboration with commercial and not-for-profit publishers, so that UCL holdings are made digitally available and Library Services generates additional income. We are also going to catalogue our entire off-site store, which is a unique undertaking compared to other research intensive universities.

Reading well with Library Services

Library Services support Wellbeing for students and staff at UCL in many ways.

Sam Temblett, a wellbeing Champion based in the School of Pharmacy worked with Teaching and Learning Services to create a wellbeing reading list. The reading list has a number of books, films, TV programmes, websites and events on a variety of educational and psychological topics relating to many aspects of mental health and general



wellbeing. It includes items specifically purchased by Library Services as well as pointing to freely available online content. Some of the titles have been chosen as they appear on the Reading Agency's 'Books on Prescription' lists. Several libraries across UCL also have Wellbeing Corners.

Sharon James and **Jon Siah**, Wellbeing Champions at the Language and Speech Science Library (LaSS), have created one in the reading room which features a noticeboard covered in

information such as how to manage stress and exams and the contact details of the UCL Student Psychological and Counselling Services and Student Support and Wellbeing. They have also displayed helpful leaflets, a laminate with advice on how to cope with panic attacks, copies of a local walking map, and coloured pencils and home-made colouring books. LaSS also bought books on Sam's list.

Maryam Ali at the Institute of Orthopaedics Library, in addition to setting up a

Wellbeing Corner, also regularly represents Library Services as Wellbeing events for students and library users based in Stanmore.

Laurie McNamee (until very recently a Wellbeing Champion) organised and then got funding from Library Finance to provide prizes for the winners of the library wellbeing Steps Challenge, and **Miranda Ostler** and **Esther Gladwell** have been involved in initiatives at the Science and Main Libraries.



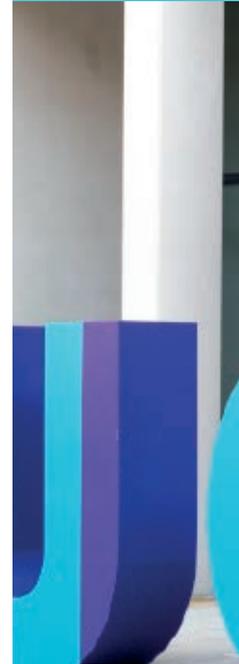
COMMUNICATION, OUTREACH AND OPEN SCIENCE



Communicating, sharing and engaging

Communication is fundamental to 21st century society. The linked goals of Library Services around Communication, Outreach and Open Science underline our wish to be transparent in our dealings and to reach out to all communities

who use our services. Open Science represents a revolution in the way research and education are progressed, recorded, disseminated, stored, shared, evaluated and rewarded. UCL is seen as a European leader in Open Science and this is why the Pro-Vice-Provost (Library Services) chairs the INFO community of LERU, the League of European Research Universities.



Megajournal

2019 saw the launch of UCL Open: Environment, a disruptive new megajournal platform which, if adopted by other European universities, could fundamentally change the model of scholarly publishing. The megajournal showcases critical new thinking on real world problems with the aim of benefitting humanity. The entire publishing process is accessible, transparent and accountable. Articles are judged on their merit and scientific validity through a radical open peer review process.



East London:

Place, Memory, Life

Place, Memory, Life project reached new audiences and made our collection relevant to new groups of people.

It was a collaborative project between UCL Special Collections and Newham Libraries, Archives and Local Studies Library which led to the first acquisitions of a new digital archive (The London Memory Archive), which will be a key part of UCL East.



East London:

To create this archive Vicky Price and Helen Biggs from UCL Special Collections engaged with 103 people during 30.5 hours' worth of workshops and oral history recordings with the help of 4 volunteers, whom they trained and supervised

They ran a family fun afternoon in Stratford Library during which

families played and created games that used items from the exhibition. The highlight was a 'History Open Mic' night, which offered local people a chance to share their own areas of historical interest and research. They delivered a local history talk at Chadacre Court (a retirement home in Newham) followed by a celebration event during which staff, participants and members of the public were invited to view both exhibitions and celebrate the project's achievements. All of the participants of these



events were new audience members for UCL Special Collections. The project helped develop and nurture the relationship between UCL Library Services and Newham Libraries, Archives and Local Studies Library. All of the interviews are transcribed (in full or abridged, so as to protect the interviewee's anonymity according to their wishes). These are available online with the recordings for use in research. The intention is that they will also be used as part of UCL East's forthcoming MA Public History degree.

A short animation was created to help draw attention to the new

collection of oral histories online.

Paul Ayris, Pro-Vice-Provost (UCL Library Services) said *"Library Services, on its many sites, wishes to work as one actor in this important endeavour – to demonstrate the value of universities to a society which is not always convinced of the value that they add. UCL East provides a fantastic opportunity for us to engage with local communities"*.



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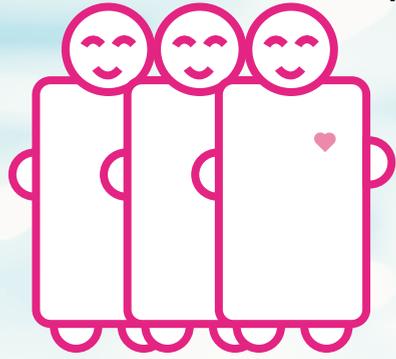
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THE AWARDS 2018



Times Higher Education Leadership and Management Awards 2018:
“Outstanding Library Team” – Highly Commended



We have set ourselves the target of achieving Green Impact accreditation as a department, so that we continue to make a positive difference on the environment by reducing our carbon footprint.
19 awards received in Green Impact Awards 2019

Awards

Three Library Services colleagues were nominated in the **Students' Union UCL Student Choice Awards 2019**. **Tabitha Tuckett** was nominated for 'Brilliant Research-Based Education', **Nazlin Bhimani** was nominated for 'Inspiring Teaching Delivery' and **Peter Field** was nominated in the 'Amazing Support' category.

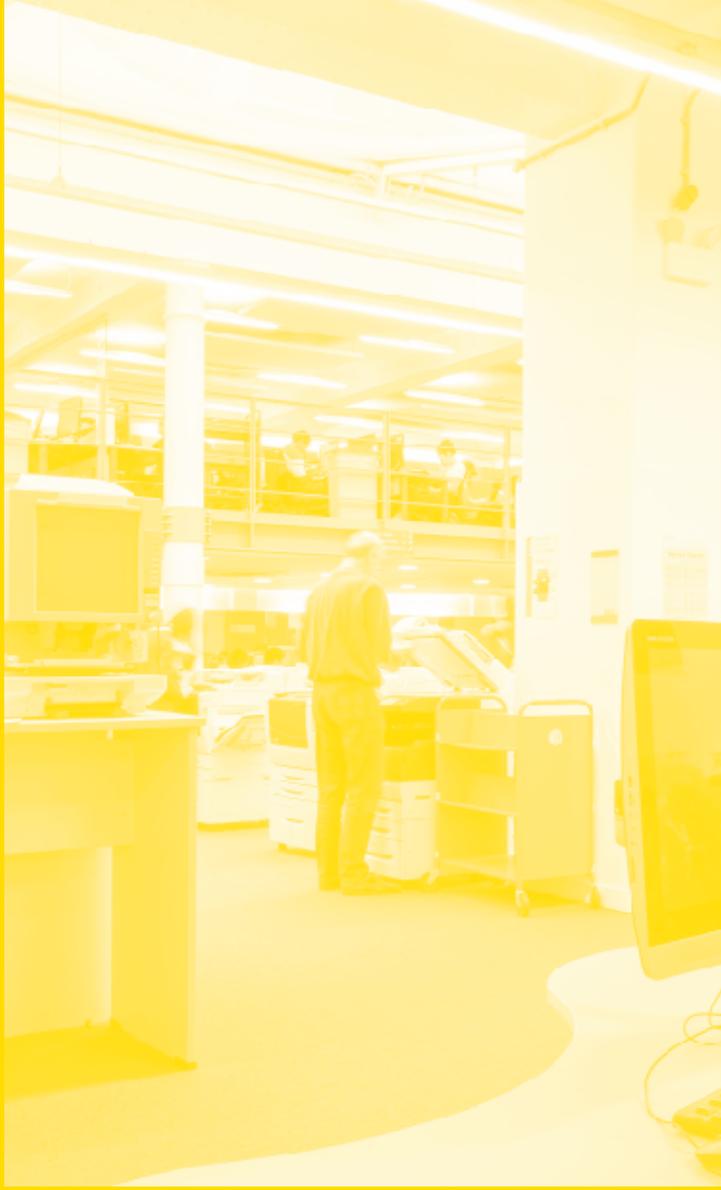


Vicky Price was nominated for a **Personal Excellence award** at this year's Professional Services Conference. Customer Service Excellence

Breege Whiten, Gillian MacKenzie, Noreen Beecher and **Vicky Robertson** were shortlisted in the UCL Professional Services Awards 2019 in the category **'Ways of Working – Team Contribution to Achieving our Mission'**.



FINANCE AND MANAGEMENT INFORMATION



The Key Enabler

Finance as a key enabler underpins many initiatives across Library Services. Several success stories have been realised with valuable investments in UCL Press, Special Collections, the library estate, staff and e-resources.



UCL Press

UCL Press, the UK's first fully open access university press, is now four years old, and in 2018-19 it published its 100th book and exceeded 2 million downloads since launching in 2015.

This year the Press launched a new open access megajournal, UCL Open: Environment, which operates an open peer review model and offers immediate publication on a pre-print server for environment-related research.

The library estate

Library Services has started a programme to refurbish staff offices across our libraries, to maintain a high quality environment for all library staff.

Special Collections

The UCL Special Collections Purchasing Fund was set up to enhance the research potential of flagship collections by identifying and addressing gaps in key subject strengths areas.

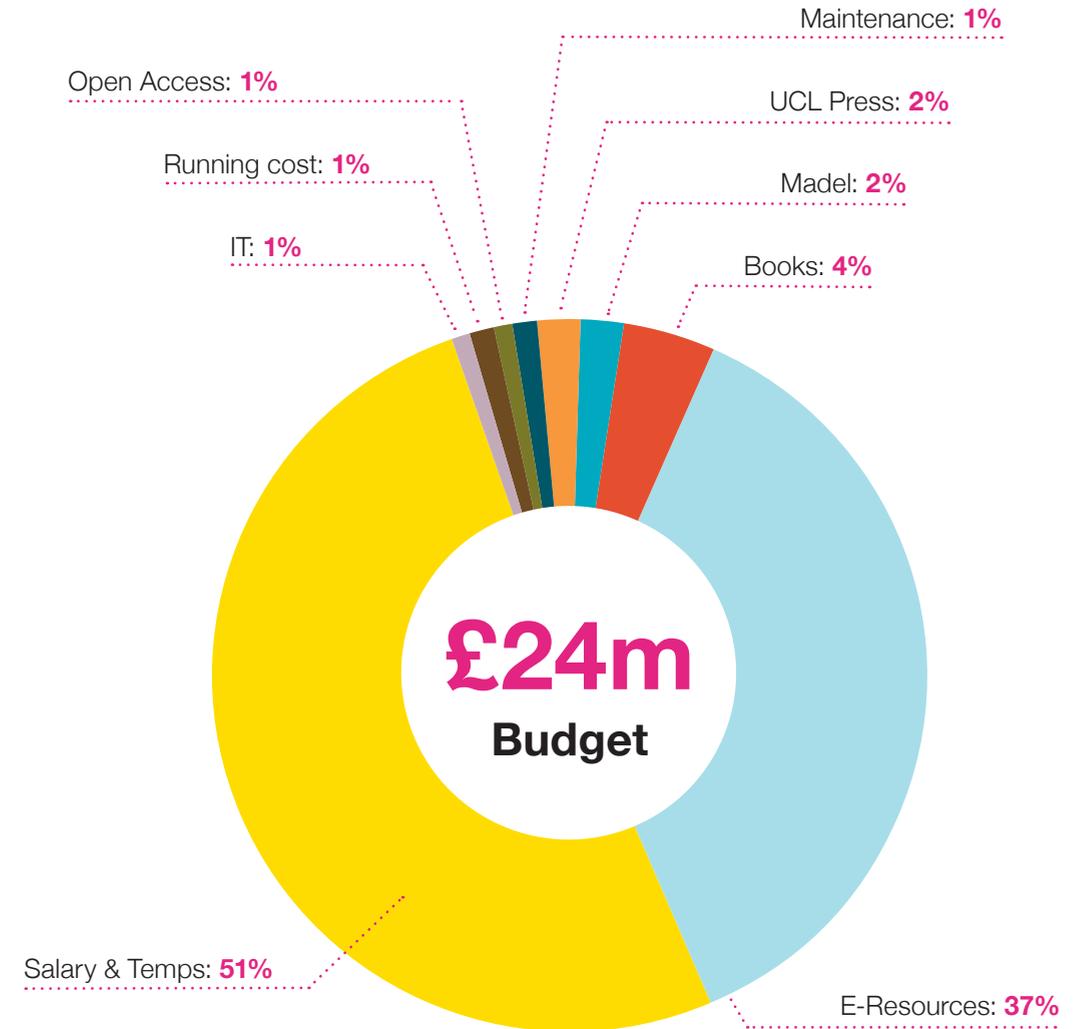
Working with antiquarian booksellers and academic staff at UCL, three rare books were purchased:
An appendix to Euclid's Elements by John Lodge Cowley (1758)
The 1928 Nonesuch Press edition of La Divina Commedia Vekhentlikhe Literarische Beylage tsum "Arbeyter-Fraynd" (1904-05)
The new volumes have been used in research, teaching and outreach.

Staff

Library Services are committed to staff development and CPD. We have a dedicated training budget which has both enabled staff to attend a number of training events and conferences throughout the year and has enabled external trainers to deliver training identified through the appraisal process and to support the Library strategy.

Financing our ambitions

The next few years are going to be tricky. Our ambitious plans, outlined in the Library Services Strategy will need to be supported by careful management of financial resources. We need to ensure value for money for our world-class resources and state-of-the-art learning spaces by improving the ways that we record and analyse information related to our services and expanding new revenue streams.



● Library Services manages a budget of £24m. ● UCL still remains the predominant source of funding at c.80% of the total income for Library Services. ● The remaining funds come from research grants (Open Access), projects and NHS income. ● We managed to meet our budget targets in a challenging year with efficiency savings and the continued uncertainties of inflation and exchange rate fluctuations linked to Brexit.

UCL Library Services Annual Report 2019

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