UCL Library Services
2018-21 Planning

Executive Summary

The planning period 2018-2021 represents a period of consolidation, growth and considerable challenge. The core Library budget was balanced in 2016/17 and agreed projections for 2017 onwards are given below.

The Library uses a number of performance metrics against which to judge the Library's performance, the success of the Library Strategy and so the successful use of library funding.

A principal measure is NSS scores. Here the Library scored 83% and 85% in 2017 against the Library questions (q19-20), some of the highest scores achieved by UCL for the top level NSS questions. This is a considerable achievement against the backdrop of rising student numbers. There is still room for improvement and the scores underline the necessity to deliver the Library Strategy and UCL 2034, which address the issues raised in NSS and other survey comments. Another survey of note in the last 12 months has been the PTES (Postgraduate Taught Experience Survey) (2017). UCL Library Services scored 83% against the Library question, a small drop on the previous score (85%).

The 2015 PRES (Postgraduate Research Experience) Survey completes the analysis of national surveys. Q4 (3a) asked: There is adequate provision of library facilities (including physical and online resources). 2,683 UCL students responded and the satisfaction level was 88%.

In the New to UCL Survey (2016) results, the Library scored a **96% Yes** from new students to the question: *I have successfully been able to use one or more of the libraries within UCL*. This is a very high score which underlines the strength of the Library's offering. In the UCL Student Experience Survey (2017) for 2nd and 3rd year undergraduates, 81% of respondents were happy with UCL provision.

In terms of support for education and learning, the Library offers the ReadingLists@UCL service where digital versions of reading list material for modules available via Portico are provided for students. In 2015/17, the Library achieved its target of 65% of pan-UCL readings available in digital form. The service is incredibly popular with students, who can access copyright-cleared material 24x7 on portable devices outside the Library. Future, even more ambitious, targets will be set.

Work in 2015/16 with the UCL Planning Team has identified a formula for matching learning spaces to student numbers. In partnership with other Divisions in UCL, the Library has added 534 learning spaces to its offering in the last year, bringing the total of centrally-provided learning spaces to 4,194. This is an outstanding achievement.

UCL is a leader in Europe in Open Access and the Library is charged with ensuring UCL's compliance with OA policies (especially RCUK and Welcome) and the HEFCE REF 2021 requirement. UCL has made new funding available to enable the Library to deliver this crucial service. The Library maintains a close review of emerging UK OA policy. The creation of UCL Press in May 2015 has made UCL a beacon for new publishing models in HE. 50 books and 8 journals have been published to date. Downloads number 486,623 (September 2017) from over 218 countries – an outstanding report for the UK.

The Library Strategy, with 6 Key Performance Areas, is designed to develop the future of library services as one of the most innovative in Europe, supporting in particular the Student Experience and Research-based education in UCL 2034. Of 94 Action lines in the 6 Implementation Plans which underpin the Library Strategy, the results (as of September 2017) are:

UCL Library Services

Actions	Number	In progress	To be completed by July 2018	Will not be completed by July 2018	Already completed
Total	**94**	**34**	**3**	**2**	**55**

Challenges remain – maintaining UCL's new learning spaces formula, the TEF, Brexit and the financial challenges that brings, UCL's ability to fund strategic developments, increasing student numbers which are not linked to setting the Library budget, and a long term home for UCL Special Collections.

PLANNING ROUND 18/19-20/21: SUMMARY

	2016-17 ACTUALS	2017-18 BUDGET	2018-19 PROJECTION	2019-20 PROJECTION	2020-21 PROJECTION	Variance 2020-21 Vs 2017-18
Income	**4,553,173**	**3,371,129**	**3,348,830**	**3,348,830**	**0**	**0**
Pay Expenditure	(10,900,099)	(12,173,836)	(10,586,613)	(10,968,949)	0	0
Non Pay Expenditure	(17,371,448)	(14,829,093)	(17,202,009)	(17,459,560)	0	0
Total Expenditure	**(28,271,547)**	**(27,002,929)**	**(27,788,622)**	**(28,428,509)**	**0**	**0**
Net	**(23,718,374)**	**(23,631,800)**	**(24,439,792)**	**(25,079,679)**	**0**	**0**
Sub-Total	-	-	-	-	**0**	**0**
Staff FTE	-	-	-	-	**0**	**0**
Target			24,439,792	25,079,679	0	
Variance to target			-	-	0	

The Library once again came close to budget in 16/17 (subject to audit adjustments). Foreign exchange rates against the dollar have been favourable throughout the year, e-resources inflation lower than anticipated and higher than planned staff vacancies during the year have all contributed towards the virtually balanced budget.

The projections are based on the agreed position with PSF as at July 17 and the Library is still to receive the budget target for 2020/21.

The figures include the successful library SIFs (2) and Capital Funding for foreign currency Brexit fluctuations (£230k), Opening hours (£109k) and Access Control respectively (£112k).

Open Access has been the area of the Library where cost savings have been made. This has been possible because of a sector-wide acknowledgement that Green (repository-based) Open Access is more likely to lead to a transition to Open Access that Hybrid Gold APC (Article Processing Charges) payments. Green OA, alongside born-Gold Open Access in fully Open Access publishing activities, is much cheaper than Hybrid Gold OA offered by commercial publishers.
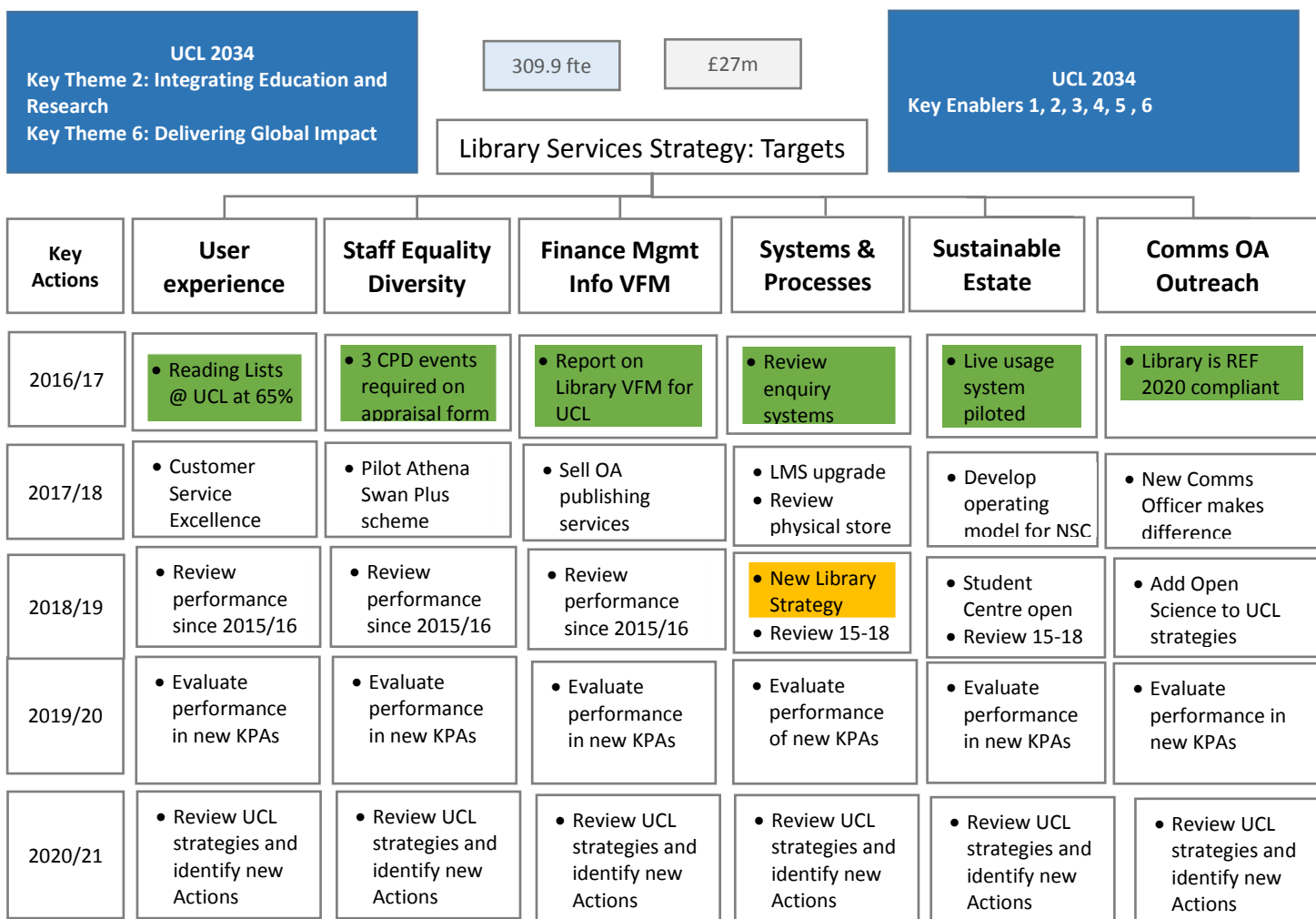
Key actions summary

The Library has achieved all its key objectives as laid down in its previous Operational Plan. These are highlighted in Green in the 2016/17 Key Actions below.

UCL Library Services

- ReadingLists@UCL, a service which delivers digitised core readings for students. UCL achieved the agreed target for 2016/17 which was for 65% of current taught Portico courses to have an online reading list. At the end of July 2017, coverage stood at 65%, or 3037 reading lists.
- All staff appraisals must identify 3 training opportunities on their Part C
- In terms of Financial Management and Value for Money, the Library has agreed an Enterprise Strategy which seeks to identify project and benefactor funding opportunities for key Library activities
- A Library-wide review of enquiry services has produced a Report with Next steps for implementation
- In partnership with Estates and ISD, a live automated usage system for learning spaces has been piloted
- Compliance reporting for REF OA compliance has been reviewed and UCL is currently achieving monthly scores about 70% and 80% for all Schools and Faculties, apart from UCL SSEES.

There is overwhelming support in the TOPS consultations for the support offered from the Library for research, teaching and learning. There is also good engagement between Library members and the TOPS consultants. The Library will continue to consider all such outcomes as part of its engagement with the TOPS process.

UCL 2034 Key Theme 2: Integrating Education and Research Key Theme 6: Delivering Global Impact		309.9 fte	£27m		UCL 2034 Key Enablers 1, 2, 3, 4, 5 , 6
		Library Services Strategy: Targets			

Key Actions	User experience	Staff Equality Diversity	Finance Mgmt Info VFM	Systems & Processes	Sustainable Estate	Comms OA Outreach
2016/17	• Reading Lists @ UCL at 65%	• 3 CPD events required on appraisal form	• Report on Library VFM for UCL	• Review enquiry systems	• Live usage system piloted	• Library is REF 2020 compliant
2017/18	• Customer Service Excellence	• Pilot Athena Swan Plus scheme	• Sell OA publishing services	• LMS upgrade • Review physical store	• Develop operating model for NSC	• New Comms Officer makes difference
2018/19	• Review performance since 2015/16	• Review performance since 2015/16	• Review performance since 2015/16	• New Library Strategy • Review 15-18	• Student Centre open • Review 15-18	• Add Open Science to UCL strategies
2019/20	• Evaluate performance in new KPAs	• Evaluate performance in new KPAs	• Evaluate performance in new KPAs	• Evaluate performance of new KPAs	• Evaluate performance in new KPAs	• Evaluate performance in new KPAs
2020/21	• Review UCL strategies and identify new Actions	• Review UCL strategies and identify new Actions	• Review UCL strategies and identify new Actions	• Review UCL strategies and identify new Actions	• Review UCL strategies and identify new Actions	• Review UCL strategies and identify new Actions

1. Strategic/Service vision

The long-term direction for the Library as a principal academic support service for UCL is given in the Library Strategy for 2015-18. All six Key Performance Areas are linked to the Key Enablers of UCL 2034. As part of its strategic planning cycle, the Library's Leadership Team has begun the process of setting the new strategy, and initiated a consultative process with Library Services stakeholders. A series of workshops on values has gathered views from colleagues across the service, and benchmarking exercise against the global top 20 academic libraries (based on QS rankings) has been completed to identify best practice in the sector and areas for UCL to innovate and lead the way. The Leadership Team has also reviewed all extant UCL strategies, in order to ensure that the Library's strategic plans align and support UCL's academic mission to benefit the world through our education, research, innovation and enterprise. The new Library Strategy will address UCL 2034's Principal Themes and Key Enablers.

The purpose of the emergent Strategy is to embed a culture of innovation across the whole library service, creating a physical and digital study and research environment which is a leader in Europe. Visits by librarians from the EU and from across the globe reveal that this ambition is already being realised. Libraries are no longer simply physical spaces: through their provision of modern learning and research spaces, libraries lie at the heart of the user experience. They are places where users can (a) study in safety/work in groups 24x7 (b) use cutting-edge digital services and content (c) where researchers engage with Open Access services which disseminate their content and make it available across the globe. UCL is leading a revolution in the role of the Library: libraries are no longer simply cataloguers and curators of content; through digital services and Open Access services they are now creators of content too.

What will look different in 2019? The transformative Library Strategy, linked to UCL 2034, will deliver cutting-edge changes in a number of areas:

Student experience
The new Student Centre will be managed by UCL Library Services and provide 1,000 digitally-enabled learning spaces modelled on the UCL Cruciform Hub. For learning support, this is one of the most important deliverables of UCL 2034.

The Library has now made the extensions to its pattern of 24x7 opening to deliver a pervasive learning environment for many UCL students during the exam revision period. When the New Student Centre opens, it will be available 24x365 and will ensure that students have access to study space at any time. Through 2017-18, Library Services will continue to work with UCL Estates and the Students' Union to capture student input on the final plans for the NSC, fulfilling the vision of a partnership between staff and students. A full operational budget is being updated to be included in the Strategic Investment Proposals, drawing together Library, SRS, Estates and ISD elements to deliver an integrated service which offers the world-class campus experience UCL students expect and deserve.

In the context of growing student numbers, and to cater to the needs of learning and research, Library Services is continuing to develop biomedical learning hubs. At the start of 2017-18, Library Services celebrated the re-opening of the GOSH-ICH Library as a learning hub with 105 spaces, equipped with UCL computers. Opportunities are being explored to create a new biomedical hub within the School of Pharmacy, extending the footprint of the SoP Library and establishing it as a destination for biomedical students and researchers, as well as an option to open space in 123 Gray's Inn Road to support displaced biomedical institutes.

Plans for a learning and research Hub in UCL East will have been agreed and the library offering will draw on the UCL Cruciform Hub and the Student Centre to deliver an outstanding experience. The Learning Hub will be the heart of the Stratford campus, performing exactly the same function as the Main and Science Libraries do in Bloomsbury. Planning for phase 2 of the Stratford development will include facilities for a UCL Special Collections presence, a development not included in phase 1 plans.

Finally, the Library is on track to implement a new Library Management System and adopt an electronic enquiry management system, all of which will contribute to delivering the vision of Customer Service Excellence for physical and digital services. These system and process improvements will transform the user experience, building on the strengths of the service.

Research Experience
The Library's digital offering will have increased – academic colleagues have identified a Needs List of over £1 million (recurrent). Further investment in e-books is a strategic priority, in order to maintain UCL's competitive advantage as a world-leading library: benchmarking against peers in the SCONUL statistics, UCL's provision is not yet amongst the top in the UK. Following the establishment and appointment of a Head of Library Skills in the new organisational structure (established in 2016), Library Services provide a dozen courses on the UCL Doctoral Skills Development Programme, and will continue to grow its offering in line with the needs of early career researchers. UCL Special Collections (rare books, MSS, archives) will have consolidated facilities, with half being based in Bloomsbury (in collaboration with Senate House Library and others) and half in UCL East, where they will be used for outreach to new communities (particularly the UCL specialist collections on London history).

Open Access
UCL is a world leader in the development of Open Access services. In the fifteenth century, the invention of moveable type printing in the West revolutionised how material could be disseminated. In particular, the Protestant Church seized on the mechanism of printing to propagate its message, sparking a revolution in European thought in the process.

Open Access to publications has the ability to do the same in the 21st century. Open Access is a movement which should be driven by universities, and UCL has taken the initiative to be in the driving seat, unlike many other Russell Group institutions. This has led to difficulties in developing UK OA policy. We do not have 1 UK policy, we have several (Wellcome [COAF], RCUK, HEFCE REF 2020, EC, European Research Council, other funders). Led by the Vice-Provost (Research), UCL is actively contributing to policy development – with HEFCE, via LERU (League of European Research Universities), and with the Research Councils. This is an active space, which makes the formulation of UCL systems and procedures an enormous challenge.

Open Science (Science 2.0), with its emphasis on Open research data, could revolutionise how research is undertaken and how researchers and research are evaluated. Traditional research outputs are the publications – an article, a book – not the underlying data on which the publication is based. For greater transparency in the research process, Open Science says that the default position for research data should be Open, unless there are reasons why it cannot be. This is a new mode of doing research. The Library leads in UCL in advocacy for research data management and in guiding UCL researchers to new research paradigms. UCL, through its EC-funded LEARN project, is defining how research support is rolled out in universities across the globe.

Public Engagement
In line with UCL 2034's Principal Theme 5, Library Services is committed to improving the lives of Londoners in our local communities. One key component of this strategic commitment is the work undertaken by UCL Special Collections to set the scene for the London Memory Archive in UCL East. In October 2017, UCL Special Collections launched a 'pop-up' exhibition in partnership with the London Borough of Newham featuring historic photographs, archival documents, maps and rare publications that tell of East London's rich and fascinating past. As the banners tour all of Newham's 10 public libraries in 2017-18, Special Collections will be running a range of different workshops to deepen engagement and to create opportunities to record local people's oral histories. Many of these activities will take place in Newham Heritage Week.

The oral histories recorded through this project will be the beginning of a new initiative, the London Memory Archive, which will be part of UCL East's Culture Lab. Library Services is taking this opportunity to start developing a collection that reflects the memories and perspectives of a local community that UCL will soon be neighbour to. To support the project, and to help lay the foundations for a longer term relationship with Newham and its library and archive services, Library Services are pleased to announce that we have been successful in a

UCL Culture Beacon Bursary grant and a Heritage Lottery Fund grant. This means that the Library is able to buy the equipment needed to make archival quality recordings, receive specialist oral history training, pay for the printing of the exhibition and promotional material and all workshop resources, as well as support volunteers' involvement throughout. We expect that we will be able to collaborate with Newham in further touring exhibitions that make use of the research and digitisation that takes place for the Main Library exhibition and also gives us a chance to bring a different edge to the narrative told. Newham has an incredible collection of historic photographs, for example, which often bring the content of an item from UCL's collection to life. Working in partnership with our stakeholders and potential visitors in UCL East, Library Services will work in the forthcoming strategy period to build long-standing links with residents and local authorities in East London.

2. External environment and internal service drivers

Academic culture
Several years ago, UCL Library Services underwent a change management programme to prepare library staff for substantial change being part of their everyday lives. UCL 2034 advocates considerable change. It is easier to change things than to change culture, yet UCL has developed out of all recognition in recent years. The Library is equipped to help with the change of culture that UCL 2034 should help deliver.

External requirements/benchmarks
NSS, PRES/PTES and New to UCL results drive change in UCL Library Services, just as in the rest of the HE sector. Benchmarking of this kind is good, because it drives innovation. However, UCL is London's GLOBAL University, and UCL needs to benchmark against a list of GLOBAL benchmarks. No such list/framework currently exists. How, then, will UCL know if it is truly a Global University? This is a weakness in the current planning process.

The new Student Centre will be managed by UCL Library Services and provide 1,000 digitally-enabled learning spaces modelled on the UCL Cruciform Hub. For learning support, this is one of the most important deliverables of UCL 2034. It will help transform the learning experience of students based on the Bloomsbury campus by providing urgently-needed learning spaces which will bring UCL above the Russell Group average provision, following a drive to increase learning space numbers over the past 10 years.
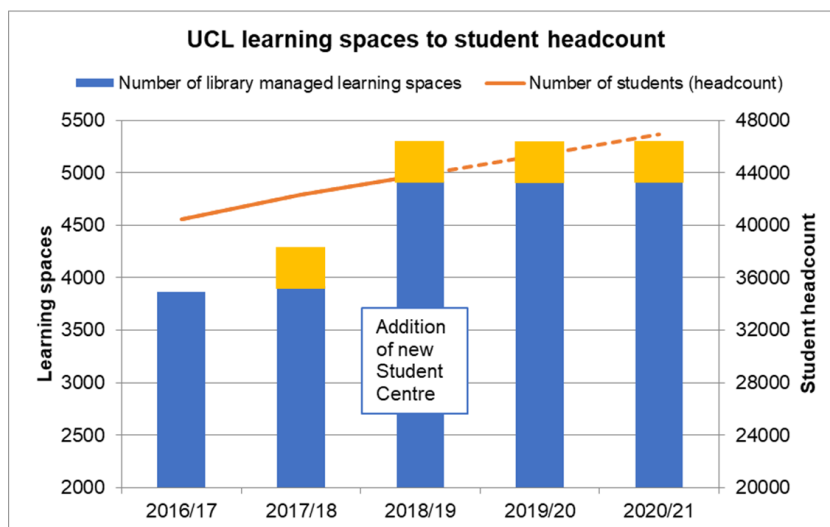
Students per learning space	2016/17	2017/18	2018/19	2019/20	2020/21	Russell Group Average
Headcount (vs 2017 projection)	10.5	9.78 (10.8)	8.4 (8.9)	8.8 (9.2)	9.1 (9.5)	9.6

Academic drivers
The UCL Library Services Strategy is driven in its entirety by academic drivers. UCL 2034 rightly advocates a move to research-based education. The objective of this move is to bring the educational experience in UCL up to the high level achieved in research.

NSS 2017
Overall, UCL's results were as follows:
- Overall satisfaction is 78%, compared to 84% in last year's NSS and 84% in the sector this year
- In every question UCL scores lower than the sector, particularly in Assessment and Feedback and Academic Support, which were 11% and 8% below the sector respectively
- All the 'section' scores for the sector appear to have dropped by around two percent, whereas UCL's have dropped by between four and ten percent
- Although the response rates fell from 79% to 49% this year, the margin of error remains low at 1.5%

The two questions of immediate relevance to the Library are:
- (19) The library resources (e.g. books, online services and learning spaces) have supported my learning well. **83%** of the responses were positive
- (20) I have been able to access course-specific resources (e.g. equipment, facilities, software, collections) when I needed to. **85%** of the responses were positive

These responses were amongst the highest that UCL received for any of the top level questions, 26 in total. Out of 24 institutions in the Russell Group, UCL came 14th for question 19. 14th is the second highest place that UCL achieved in any of the top level questions. In the HE sector as a whole, UCL came 118th for Q19 out of 149 institutions. The UCL scores for Questions 19 and 20 are good, but the scores in other parts of the sector are higher in the majority of cases. They underline that the Library Strategy and UCL 2034 have still to deliver the full benefits which they promise.

PTES 2017

UCL overall	UCL	2016	RG	Sector	Sector quartile	RG quartile
Learning Resources and Support Services	**82**	**82**	**85**	**85**	4	4
The library resources and services are good enough for my needs (including physical and online)	83	85	86	85	3	4
The library study spaces have been sufficient for my needs**	58					
The library staff have supported me in my learning**	68					
The library is an important part of my experience at UCL**	72					

PTES 2017 results are generally good, but indicate that the Library Strategy and UCL 2034 have more to deliver to increase levels of satisfaction.

New to UCL (2016)
In the New to UCL Survey results, the Library scored a **96% Yes** from new students to the question: *I have successfully been able to use one or more of the libraries within UCL*. This is a very high score which underlines the strength of the Library's offering.

SES 2017
In the UCL Student Experience Survey (2017) for 2nd and 3rd year undergraduates, 81% of respondents were happy with UCL provision:

| 1. The library resources (e.g. books, online services and learning spaces) have supported my learning well….	81%

PRES (2015)

The 2015 PRES (Postgraduate Research Experience) Survey completes the analysis of national surveys. Q4 (3a) asked: There is adequate provision of library facilities (including physical and online resources). 2,683 UCL students responded and the satisfaction level was 88%. This underlines the strength of the Library's research provision.

Innovation is also a successful academic driver in the Library. To address the challenge of providing multiple copies of textbooks for students when student numbers are rising, the Library has invested significant resource in developing the ReadingLists@UCL service which delivers digital core readings to students 24x7 no matter where they are located. Takeup of the service by UCL academics is improving, with 65% compliance achieved in 2016/17.

Overall, there are 4,693 modules in Portico. Of these 3,037 have a Reading List attached with full-text readings. This represents a compliance rate amongst academic Departments of 65%, an outstanding achievement given the scale of UCL.

Usage of the service by students was also very high, with 462,701 visits.

3.1. Visitors to the service, 1st September 2016 – 31st July 2017 (with 2015-16 data for comparison)
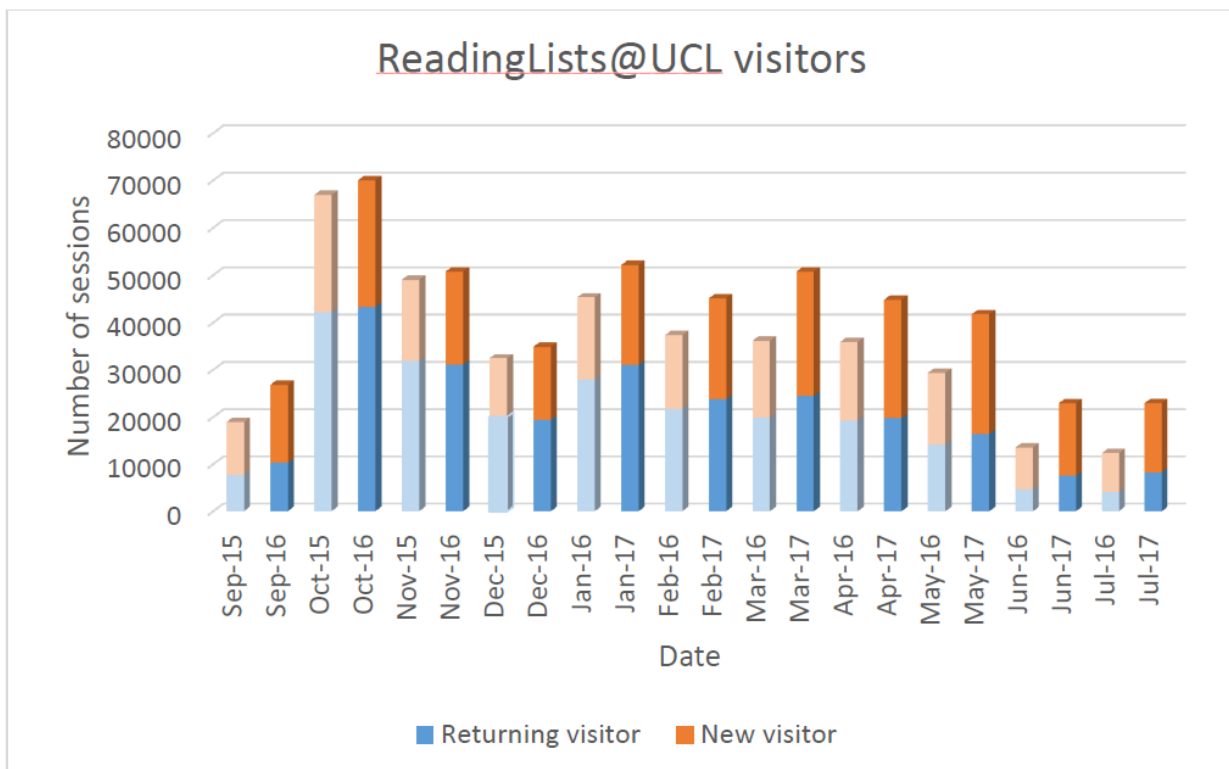
Total visits: 462,701

The Library is embracing the emphasis on research-based education in a number of ways. UCL Special Collections takes stellar items from UCL's rich collections to undergraduate lectures to illustrate points made during the lecture. Newton's *Principia Mathematica* is used like this for 1st year undergraduates. The Library's subject liaison team holds information skills training sessions/develops web resources for Information Skills training. In this digital age, it is important that students understand IPR issues, know how to discover information resources, and understand how to evaluate Internet resources. What can be trusted and what not? These are core skills which

delineate the citizen of the 21st century. And they are taught by UCL Library Services. UCL Press is also initiating a new digital Open Access textbook platform and is sponsoring the creation of 10 UCL-authored Open Access textbooks. It is currently developing an innovative Open Access textbook platform, which has the potential to transform the way textbooks are used and accessed by students.

Research data management is a key offering from research libraries in the 21st century. RDM is a new paradigm in how research is undertaken. Traditionally, it is the publication (article, book) which is the unit of research output. Driven by the EC's Open Science agenda, research data has the potential to have an equal place in research outputs. Reviewers and readers can look not only at the publication, but also at the underlying data. Why is this important? Suppose a university discovered a cure for cancer. This would most likely be done as a collaborative exercise across many research groups. Open Data would be essential and the benefits to Society would be enormous – social, financial and intellectual.

UCL Library Services has successfully led the EC-funded LEARN project (http://learn-rdm.eu) which produced a number of tools in order to enable research performing organisations to see if they were equipped to embrace Open Science. This built on the successful LERU Roadmap for Research Data (http://www.leru.org/files/publications/AP14_LERU_Roadmap_for_Research_data_final.pdf), the composition of which was also led in 2013 by UCL Library Services. The Pro-Vice-Provost (UCL Library Services) works closely with ISD on research data matters: he chair the Repository Board to procure a preservation platform for UCL research data; and he has helped as sponsor of a review of UCL's research data offering by the Digital Curation Centre, for which the Library is overseeing the implementation of its Recommendations.

Social drivers
The EC-led Open Science agenda envisions Citizen Science as a space where citizens can work with academic researchers in certain research fields. The Pro-Vice-Provost (UCL Library Services) has worked with LERU in a Citizen Science report, led by the University of Zurich, which establishes a framework for such activities in research organisations.

UCL Library Services is already connecting HE and the general community; UCL Special Collections is a principal conduit for such developments. Numbers of attendees at activities show a 37% increase:

Attendees	*2016-17*	*2015-16*
Free	316,549 **(+37%)**	230,070

The total number of events was up from 122 to 143 (**16% increase**).

Brexit
Brexit will impact on UCL Library Services in a number of ways. The Library receives research funding from Horizon 2020 and works with European partners on research projects. Loss of such funding opportunities would remove one of the few external sources of research and development funding for the Library. LERU, (League of European Research Universities) will become even more strategic a player for UCL post-Brexit as this will be UCL's main mechanism for influencing European developments – many of which are pan-European (e.g. the Open Science agenda), not simply EU matters. Brexit is also having negative effects on the Library's ability to make foreign currency payments for the purchase of resources. The financial impacts of Brexit are discussed elsewhere in this submission. Brexit is also causing much concern amongst Library staff, many of whom are EU nationals. UCL's support for their case to be able to remain in the UK is extremely important.

TEF
The shape of the TEF (Teaching Excellence Framework) is still being developed. Whilst the NSS Library question will not form a direct part of the TEF evaluation, it is clear that overall student satisfaction with Library and learning resources will indeed figure. Once this is undertaken at individual subject level, this will involve the Library in a considerable amount of extra work to prepare subject-level assessments, based on the criteria that the TEF will set. The danger is that TEF will then become like the old TQA exercise, where this meant a very great

deal of extra work from the Library's Subject Liaison Team against a grid of criteria that had to be answered for every single TQA review. Will the TEF be as onerous?

Impact on UCL Library Services
UCL Library Services has embraced change as part of its current Library Strategy. Having undergone a change management process, the Library is ready to embrace new developments/priorities and to tackle the challenges of the next five years.

3. Objectives and actions

What are the main objectives for the next 3 years?

Using the Key Performance Areas of the Library Strategy, these are the main objectives in the next 3 years:

User Experience
- Extend cross-training work with ISD, building on 14/15 Cruciform Hub pilot, so that all 'user-facing' staff across all library sites have basic competencies in answering IT and Library enquiries. A combined Library-ISD service desk opened in the Science Library in October 2017. Cross-training of Library and ISD staff is ongoing. Library Assistants in the Science Library are currently being trained to deal with IT enquiries and to use in RemedyForce. This model will be extended to library sites and the New Student Centre, in line with UCL 2034 PT2 and KE1.
- Seek the external Customer Service Excellence (CSE) accreditation
- With UCL Arena and UCL ELE, review the Library Services information literacy programme, service-wide, to ensure support for the 'Connected Curriculum' and the UCL Education Strategy

Additional objectives were incorporated in the current Library Strategy in order to reflect our support for the Global Engagement Strategy:
- Create a 'studying abroad' section of the Library website to help UCL students prepare for engagement with local libraries and support remote engagement with UCL library provision.
- Adapt the information skills training delivered by Library Services so that it is suitable for mixed (international-British) student cohorts.
- Review language used on library web pages to reduce jargon and enable ease of understanding and translation

Finally, the following objectives are derived from the UCL Education Strategy:
- Define and publish a Service Level Agreement for information skills training, including inductions
- Through the Customer Service Excellence programme, increase student participation in the definition and monitoring of Library services

Staff, Equality and Diversity
- 2 Diversity projects have been agreed with UCL HR to act as UCL prototypes – a Professional Services equivalent of a Departmental statement on Diversity (based on work in the Faculty of Engineering); and an Athena Swan equivalent of its gender framework for race.
- 2016/17 has seen the completion of a restructure of the Library's staffing profile to enable it to deliver UCL 2034.
- UCL Library Services' staffing spend (2015-16) was 41.5% of total budget; Oxford's was 48.9%; Cambridge's 48.5%; and the mean across Research Libraries UK was 42.7%. UCL should seek to maintain a staffing spend aligned with the RLUK mean.
- Action on the 2015 Staff Survey to address issues which have been identified.

Finance, Management Information and Value for Money
- Aiming to achieve a balanced budget for 2017/18, 2018/19 and 2019/20 subject to Brexit.

- Increasing the amount of external income for projects so as to deliver on UCL priorities.
- Using Earned Income (mainly fees) to fund ad-hoc capital needs in the Library. Ad-hoc Earned income is too volatile to devote to recurrent budget requirements.
- A study on the VFM which the Library delivers to UCL.

Systems and Processes
- Upgraded Library Management System (LMS) which delivers enhanced functionality and the possibility of savings through co-ordinated workflows.
- Plan for the long-term storage of collections, based on bids which the British Library is making to HM Treasury, along with HEFCE, for a national reserve for lesser-used monographs based at Boston Spa. This is part of the UK's National Monograph Strategy and mirrors the UK Research Reserve for journals – of which UCL is the biggest single user.
- A move from paper to digital Records Management for UCL administrative outputs, led by the UCL Records Office.

Sustainable Estate
- The new Student Centre will open in 2018/19, delivering a world class experience for UCL students with 1,000 digitally-enabled learning spaces and a consolidated offering by Student and Registry Services in the same building.
- A long-term solution for UCL Special Collections, with half in a collaborative facility in Bloomsbury in the Senate House Tower, and half in UCL East, supporting outreach with communities in London.
- New learning Hub at Stanmore and for medical/health science libraries in Bloomsbury.
- A new home for the Ear Institute and Action on Hearing Loss Library and for the Eastman Dental Institute Library.

Communications, Open Access and Outreach
- UCL will be REF 2020 compliant. The HEFCE REF 2020 requirements are still evolving, but UCL is already well placed to undertake the advocacy necessary to store OA versions of all units of assessment.
- The Library will have excellent communications systems and strategies to reach out to students and staff.

How are these aligned with UCL 2034?
For **Theme 2**, through the integration of research and education, the Library has a number of offerings:
- Its world class digital library, where every resource is available to every single staff member and student through their UCL credentials.
- UCL Press has begun publishing a series of innovative textbooks in Open Access, which showcase the strength of the UCL educational offering to the world.

Through its work in **Theme 4**, especially on Open Access,
- UCL is sharing its research insights with the world, to speed discovery of solutions to societal challenges – there are now 2,000,000 downloads a year from UCL Discovery.

For **Theme 6**, Delivering Global Impact
- The Library's work on re-shaping learning spaces (Cruciform Hub, Learning Laboratory in the UCL Science Library) is of international importance, as is testified by the significant number of international library visitors who come to UCL to explore the models on offer.

In terms of Key Enablers, the Library Strategy is grounded in all of them and the following are highlights:

Theme A: Giving our Students the Best Support
- The growth in the take-up of the ReadingLists@UCL service;

Theme B: Valuing our staff,
- Through the creation of an explicit Staffing KPA in the Library Strategy;

Theme C: Financing our Ambitions,

- Through the acquisition of project funding to undertake important research and development, for example from Horizon 2020 and the Niarchos Foundation.

Theme D: Delivering excellent systems
- The recent restructure of the whole Library staffing organisation is key to running a library service on 18 sites.

Theme E, Maintaining a Sustainable Estate
Is illustrated through the Library's management of the new Cruciform and UCL Senate House Hubs, and the fact that 10 of UCL's libraries have platinum status in UCL's Green Impact Awards and a further 3 have silver. The Royal Free also won an Excellence Award for holding a series of lectures from guest speakers on the theme of sustainability.

Theme F, Communicating and Engaging effectively with the world
- UCL Press is a beacon for communicating UCL research to a global audience with downloads from 218 countries.

What are the main actions identified to deliver the objectives?
In the period 2017-20, a number of high level actions have been identified in the Library Strategy, which are grounded in UCL 2034. The principal ones are described in detail here.

For **Theme 2:** Integration of research and education, UCL Press will produce a series of UCL textbooks; and it is planned to establish an Open Educational Resources repository to mirror the work of UCL Discovery for research outputs. The importance of this is underlined in a recent Report on Open Education for UCL Digital Education. For **Theme 4:** an accessible, publicly-engaged organisation, UCL's REF 2020 output will be available as OA in UCL Discovery. This will be a showcase for the strength and variety of UCL research activity across the globe. For **Theme 6**, Delivering Global Impact, the Library's work with Professional Services in reconfiguring existing learning spaces and building new learning facilities will be of international significance. The model for the Cruciform Hub and the new Student Centre (open 2018/19) will deliver cutting-edge facilities and services for students with 1,000 digitally-enabled learning spaces. Many universities, from Europe and beyond, are visiting UCL to explore the UCL model for learning provision.

In terms of the Key Enablers, the Library Strategy has identified a substantial number of activities. By way of illustration **Key Enabler A**, Giving our Students the Finest Support, will be delivered by scaling up the joint Library and ISD support in our libraries, in order to support students with their learning in the physical and digital environment. **Key Enabler B**, Valuing our Staff, will be delivered by a refashioned Training Programme for staff and by identifying key areas, such as Research Data Management, where new skills need to be acquired. **Key Enabler C**, Financing our Ambitions, will be delivered through continued monitoring of the Library budget and activities, to identify efficiencies. The Library's successful programme of project funding will also continue. **Key Enabler D**, Delivering Excellent Systems, will be manifested by an upgrade to the Library Management System, which will deliver efficiencies and greater functionality. **Key Enabler E**, Maintaining a Sustainable Estate, will extend our smart spaces beyond the ISD-led real-time study space usage system across all library-managed sites, with self-service lockers being piloted from early 2018. Green issues will be built into the design of new learning spaces in the Student Centre, in UCL East and elsewhere. **Key Enabler F**, Communicating and Engaging Effectively with the World, will be delivered through increased production targets for UCL Press as a vehicle for the dissemination of UCL's research outputs.

An overall view of the Actions the Library will take, linked to its Objectives, the Library Strategy and UCL 2034, is given below. Lines marked in bold are new, those italicised and in grey are completed since the last Strategic Operating Plan:

UCL Library Services

Objective	Action	KPI
User Experience		
1	Consolidating opening hours across all sites (In Budget plan)	NSS results report favourable outcomes
2	Library gains Customer Service Excellence accreditation	CSE gained through inclusive actions from all staff (due 2018)
3	*Library Strategy aligned with academic plans*	*Library learns from co-operative working with UCL Planning Team. Mapping exercise of all UCL strategies complete for Leadership Team review in September 2017.*
4	**Rolling training regime in support of an agreed set of competencies for all Library/ISD public-facing staff in library sites**	**Relevant staff meet competency criteria.**
5	**Increased visibility of Library services that support the objectives of the Connected Curriculum. Relevant information is packaged for departments, which helps them to define modes of engagement with the CC and fulfil their related targets**	**Information suite published on Library Services website for promotion to academic departments**
6	**Training in cultural sensitivity provided for all staff who deliver information skills. An increasing proportion of skills materials made available on-line.**	**On-line component to every course identified as a priority in discussion with faculties.**
7	**Through the Customer Service Excellence programme, increase student participation in the definition and monitoring of Library services**	**Demonstrable student engagement in the evaluation of Library services**
Staff Equality & Diversity		
4	2 target projects agreed	Projects successfully delivered
5	*2016/17 sees completion of Library restructure (In Budget plan)*	*Restructure on target to be delivered by Christmas 2016. Completed*
6	*Action on 2015 Staff Plan to deliver change and celebrate success*	*Staff Training & Development Group, reporting to Library's Leadership Team, delivers on Action Plan. New Staff Survey Action Group established with cross-Library representation*
Finance, Management Information & Value for Money		
7	*Deliver balanced budgets in planning period (17-19) subject to Brexit*	*Balanced budgets delivered. Achieved for FY 2016-17.*
8	*Increase amount of external income to deliver on UCL priorities*	*Open Access and EU funding currently targets for project fundraising*

9	Use ad hoc income to deliver capital improvements to the Student Experience	Directorate budget meeting identifies priorities
10	Study on VFM which the Library produces	Study produced and Recommendations acted on
Systems and Processes		
11	**Upgraded Library Management System delivers improved service and possible savings through improved workflows**	**Library Management System upgrade is completed, following approval of funding in 2017**
12	Collaborative storage for monographs at national level implemented	UCL Library Committee agrees to national collaboration
13	UCL Records Office move to digital storage as norm	AISG (Administrative Information Services Domain Group) prioritizes funding request (deferred to Library Strategy 2019+)
Sustainable Estate		
14	New Student Centre opens in 2018/19, contributing to major improvement in Student Experience	Student Centre opens on time
15	Long-term solution for Special Collections storage agreed	UCL East and Bloomsbury have new facilities for UCL's world-renowned Special Collections
16	New Learning Hub at Stanmore delivers enhanced User Experience	Development at Stanmore is delivered according to plans agreed with the Library
17	New home for the Ear Institute and Action on Hearing Loss Library and for the Eastman Dental Institute Library.	New homes identified and project development adequately funded
Communication, Open Access and Outreach		
18	UCL is REF 2020 compliant for Open Access (In Budget plan)	Level of OA compliance reaches 90%
19	*Library's communications activities systematised*	*New Communications Officer appointed*
20	**A sufficiency of resources is available to non-UCL participants in online learning through and OER repository**	**Resources are released to Library and ELE for service development**

4. Assessing performance

Quantitative Assessment

The Library currently uses several external League Tables to evaluate its performance. These are the NSS (National Students Survey), the PRES and PTES surveys and the New to UCL survey. The Library's Management Information Team compiles dashboards to illustrate this performance and provides a commentary. These are presented to UCL Library Committee and shared with all library staff by the LibNet Blog. The aim is to achieve a score of at least 85% against q19 (the library question) in NSS, and any score which is lower than 80% triggers an investigation. For the PRES and PTES surveys and the New to UCL survey, the Library has a similar goal of at least 85% for satisfaction with similar follow up for scores below 80%. These are minimum scores and the target for achievement in all these surveys is in the low 90% range. Currently, for NSS and PTES surveys, the satisfaction rating is 83%; for PRES in 2015 it was 88%; in New to UCL, it is 96%.

For education and learning, the Library produces monthly statistics for the take-up of ReadingLists@UCL by Departments and the results are shared with the Deans of Faculty to encourage adoption of the system. This monitoring has seen take-up rise from 11% to 65% by summer 2017. The Library also produces download statistics to show the level of take-up of the service by students. New targets will be agreed with Library Committee for the current academic year.

For monitoring research support, the Library uses two main routes. Under the UCL Publications Board, the Library notes the take-up of the RPS service by all UCL academics, as this is a principal route for UCL to comply with REF 2020. Statistics on Faculty and Departmental take-up are sent to the Deans with requests for action where problems have been identified. For UCL Press, the UCL Press Marketing Manager draws up weekly statistics on numbers of downloads from UCL Discovery and from the Enhanced Digital Platform. The Press also monitors numbers of visits to the Press website and the number of tweets mentioning UCL Press. Up to September 2017, UCL Press books and journals had been downloaded 486,623 times. The most downloaded book, by Daniel Miller on *How the World changed Social Media*, had been downloaded 139,092 times. Downloads had taken place in 218 countries. Going forward, the Press will develop more automated ways for data gathering and benchmark the results with the statistics from other Open Access publishers.

The Library also makes extensive use of the SCONUL statistics. These are a massive compilation, produced by SCONUL and cover all HE libraries in the UK. They are particularly useful for benchmarking – spend, service provision, space provision, and budget are all areas covered by the statistics. The statistics tool enables comparisons with any group of libraries. In 2015/16, UCL Library Services spent £312 per FTE student on information, Oxford £399 (excludes Colleges), Cambridge £477 (excludes Colleges); Imperial College £356. For total numbers of annual visits, the UCL figure was 3,004,058; Oxford 1,986,101; Cambridge (not disclosed); Imperial College 1,531,988; Edinburgh 2,806,762; Manchester 2,895,423. The UCL figures are impressive, and the Library will seek to increase it's spend on information resources through a targeted SIF bid for more e-books in spring 2018.

Qualitative Assessment

The Library receives Qualitative feedback from a number of sources. Comments contributed to the NSS and all other surveys are particularly valuable. These are collected together and analysed for underlying themes. The areas which most worry students are lack of sufficient learning spaces in UCL's libraries and inadequate numbers of core textbooks. These findings have driven the Library's activity in increasing the number of learning spaces (relegating lesser used items to store), advocating the building of new learning facilities (Student Centre, UCL Senate House Hub) and advocating for ReadingLists@UCL in terms of digital delivery. The study of comments provided in these national surveys will continue in the planning period. The biggest single issue raised by students is the lack of adequate study spaces and in 2015/16 the Library was able to provide 534 additional learning spaces, raising the total of centrally-provided learning spaces to 4,194.

The Library also receives a compendium of comments from students from the Joint Staff/Student Consultative Committee. These comments are likewise analysed and underlying themes identified. Similarly, feedback from Departmental and Faculty Library Committees is received and analysed. The results are discussed and action taken in a number of library fora – SMT, Leadership Team. The Library also runs questionnaires, although it is increasingly difficult to find gaps in the timetable when such surveys can be run without disturbing national surveys. The main themes to emerge as the same as those described in the previous paragraph.

The Library has detailed Implementation Plans for each of the 6 Key Performance Areas of the Library Strategy, with 94 Action lines. High level objectives are set by UCL Library Committee and these are reflected in the Implementation Plans. To date (September 2017), 55 Action lines have been delivered and 34 are projected to be completed by the end of the Strategy period (July 2018).

Service Level Agreements / Committee structures for accountability

The Library does not have Service Level Agreements with academic units in UCL. Instead, it has a powerful tripartite committee structure at UCL, Faculty and Departmental level. UCL Library Committee is chaired by the Vice-Provost (Education & Student Affairs) with representatives from each of the Faculties and student

representatives. The Library is accountable to Library Committee for the performance of the Library, for the Library's achievements in national assessments such as the NSS, and for the UCL community's satisfaction with facilities and services which the Library provided. Progress is monitored in termly meetings of UCL Library Committee via a Report from the Pro-Vice-Provost and approved Minutes are available to the public afterwards.

UCL Library Services has Service Level Agreements with all the NHS Trusts to which it offers services, and for which it receives external income. The core services provided through the SLAs can be seen at http://www.ucl.ac.uk/library/nhs/sla. There are defined processes for monitoring and liaison with each NHS Trust including annual reports and statistical data.

The Joint HE-NHS Libraries also submit self-assessment NHS Library Quality Assurance Framework (LQAF) returns – see http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/. All NHS libraries make such submissions, but a weakness of the Health Education England (HEE) system is that the results are not generally available for benchmarking purposes; nor are the returns rigorously monitored. The LQAF standards have been set within 5 domains: strategic management, finance & service level agreements, human resources and staff management, infrastructure and facilities, library/knowledge services' service delivery & development. A major revision is underway as part of the Knowledge for Healthcare strategic programme, with a new quality process expected to be piloted in 2018.

5. Enablers and barriers

Enablers

The Library has completed an Organisational Change Programme which was designed to restructure the staffing complement to enable the Library more effectively to deliver the Library Strategy and UCL 2034. Staffing (as reported in the 2015/16 SCONUL stats) accounted for 41.5% of total spend. The sector norm for staffing spend is 50%-55% of total budget. The restructure is the first time in its 200-year history that the staffing structure has been overtly mapped to an institutional strategy. The impact of the restructure will be closely monitored in the first year of full operation 2017-18.

Whilst the Library does enjoy some Earned Income, this is windfall money (fines, fees) which can disappear from year to year. Photocopying income has already disappeared from the Library's books. As such, these income streams are too volatile to depend on to balance the core budget.

The Library is investing in an enhanced training and CPD programme to teach key management and new skills to relevant library staff. The success of the Library's efforts to date is illustrated by the Leadership Team (which oversees the Library Strategy) being Highly Commended in the 2016 THELMA (THE Leadership and Management) Awards.

The Library is preparing for Customer Service Excellence (CSE) accreditation. CSE is a Government scheme to recognise excellent customer service in public bodies. A CSE Steering Group oversees the whole process. There will be an initial assessment in January 2018. In summer 2016, 216 staff were trained including 24 CSE champions. Full accreditation will probably take place in 2018/19.

Cultural Change

There is a need for cultural change in the way academic Departments interact with the Library in their planning. This is being addressed via the UCL Planning Team, which studies all the Faculty Plans and presents a digest to academic support Divisions/Vice-Provosts' Offices to inform their own financial and strategic developments.

For Open Access in REF 2020, the Library is already making provision for advocacy, technical platforms and support to engage with academics. This is being supported by funding for Gold OA, (largely where such funding is available from external research funders), Green OA, publications from UCL Press and work with academic

Departments to ensure REF 2020 compliance. HEFCE's OA position is still far from certain, and this is a challenge for UCL.

To embed the Open Science agenda into UCL, the Pro-Vice-Provost (UCL Library Services) has established the UCL Open Science Platform (chaired by the Vice-Provost Research) to oversee UCL's activity in Open Access, Open Data, metrics, reward systems, and Citizen Science. An early success has been the inclusion of Openness as a Core criterion in the revised academic promotions framework, which went live in August 2017.

Barriers

There are a number of barriers in delivering the Library Strategy:

- The setting of the Library budget is not linked to student numbers. Increases in numbers do not automatically generate additional income. This means that existing budgets have to be squeezed to find monies. All students suffer as a result.
- PIQs for new Programmes are not linked to new funding in the Library budget. This means that new courses are not necessarily provided for.
- The biggest strain on the Library budget is the lack of indexing to materials inflation, which rises faster than the headline rate of inflation. The Library has absorbed these high rates of materials inflation in previous years, but can no longer do so.
- Most Russell Group universities meet these costs with extra funding. Without an extra budget allowance, UCL will have to cancel Big Deals – Elsevier and/or another publisher(s). This will act to the detriment of UCL's REF 2021 submission (academics will not have access to relevant materials) and the quality of UCL's digital library will drop.
- The UK's decision to leave the EU and to trigger Brexit has led to a fall in the value of the £ against the $ and the €. The Library has a great deal of exposure to currency fluctuations in the purchase of resources in these currencies. 39% of the Library's total budget is spent on purchasing resources. Fluctuations in the exchange rate are being monitored with UCL Finance and Business Affairs. UCL has recognised this pressure by granting extra monies from the institutional budget to cover Brexit fluctuations. The current extreme uncertainty over Brexit underlines the fact that this additional funding continues to be required.
- As reported in SCONUL stats (2015/16), UCL compares relatively unfavourably with some Russell Group institutions in the % of total institutional budget spent on the Library. The figure for UCL is 1.8%; for Oxford it is 2.3%; for Cambridge 1.1%; for Manchester 2.0%; for Edinburgh 1.5%; for Imperial 1.2%; and for King's College London 2.0%. The mean for all libraries in Research Libraries UK is 1.9%.

6. Resources and efficiency

Improving Efficiency

In the planning period, the Library has a number of areas it will investigate to identify efficiencies:

- Following the restructure of library staff in 2016-17, the Library will look at casual and overtime costs to see if these can be used more efficiently, with possible savings.
- There are a significant number of small biomedical libraries in UCL. Subject to suitable space being allocated, the creation of a Biomedical Hub for Learning and Research might result in better service for users and greater efficiencies in the provision of these services.
- The Cubane study on UCL's professional services should identify areas for efficiency via the TOPS programme. Library Services is engaged with TOPS, and indications from the consultants have been that user satisfaction with Library Services is very high. Based on SCONUL benchmark data, the Library provides comparatively excellent value for money. It is not expected that TOPS will impact significantly on Library Services and in this context, discussions with TOPS consultants have focused on the Library as a user of professional services.

Will distribution of resources change in the planning period?
There are three main areas in the Library budget
- Staffing
- Resources
- OA compliance for Gold OA

Costs for Resources are set to increase, due to hyperinflation on materials and currency fluctuations in exchange rates for the $ and € (outside the Library's control) described in section 7 below.

OA compliance is a critical issue for UCL. The UK does not have one OA policy but several - RCUK (recently reviewed); Wellcome; HEFCE; EC, ERC and other funders. These policies are not identical and cause enormous confusion for academics in trying to meet them. Publishers too have their own policies which may not correlate with other policies. REF 2020 OA arrangements are not yet fixed. HEFCE has postponed its requirement for deposit on acceptance pending further developments by JISC. The rules for REF 2020 OA compliance may still change. The HEFCE requirements for OA compliance are neutral as to colour (Green or Gold). An emerging consensus in the Russell Group favours Green and uses Gold where research funders pay for it. This new practice has enabled UCL Library Services to review its OA spend with the Vice-Provost (Research), to target resources effectively and to meet savings targets.

7. Risks
Headline risks are described in detail here.

Materials Inflation and Currency Fluctuations
The academic publishing market is unique. Academics are paid by the public purse to undertake research. They (usually) sign copyright away to the publisher on condition of being published. Academics also review articles and books for commercial publishers, often with no payment. Universities then have to buy this material back for researchers and students to use. It is a system which defies logic. It is also a system which brings rich rewards to the publisher. This market does not function like a real market because competition does not drive prices down. Journal titles are niche titles – they cannot be substituted one for another. As a result prices rise, not fall; and they rise higher and faster than the headline rate of inflation. Much of this (as much as 40%) can be profit. Why is public research money being used to bolster publisher profits, rather than funding research? This is why UCL supports alternative, Open Access approaches. However, as long as commercial publishing is the norm universities have no option but to pay the prices publishers demand. Materials inflation at rates unfunded by UCL is a threat to the success of UCL Library Services in the planning period. A SIF bid will be submitted in spring 2018 to tackle the hyper-inflation on resource costs, well ahead of the headline rate of inflation. There are also risks due to currency fluctuations in the wake of Brexit; however UCL has recognised this latter threat in a Strategic Investment Funding allocation from 2017, and a budget sum has been set aside to mitigate the exchange rate of the £ against the $ and €, which is outside the Library's control. The Library's spend on resources is just under £10 million a year – much in $ and €.

Volume-driven budgets
For public facing services such as libraries, allocations of resources (money, space) must be linked to student and staff numbers. The two biggest student complaints in NSS are: overcrowded libraries with no free seats and insufficient access to texts. This will always be the case if resource allocations are not linked particularly to student numbers. It is impossible, as this Library budget shows, continually to make cuts and efficiencies and to offer improved services. Progress has been made in linking numbers of learning spaces to UCL's growing student numbers. The same now needs to happen with a budget allocation for resources. In 2015/16, UCL spent 1.8% of the institutional budget on the Library. The figure for Imperial College was 1.2%, for Cambridge 1.1%, for King's College London 2.0%, for Manchester 2.0% and for Oxford 2.3%.

Senate House Library
The future of Senate House Library (SHL) remains in the balance. The central University and the constituent Colleges have recently undertaken a review of service provision and funding for SHL. The resulting modernisation plan will see RFID for self-issue introduced and the open shelf book stock reclassified. Opening hours will be increased. Floor 4 will be reconfigured for enhanced service delivery and floor 7 (currently providing c. 50 reader seats) will become social learning space. The depository at Egham will also be rebuilt, and cuts of over £100,000 a year for the next 3 years are being made in the operating budget. UCL welcomes the introduction of RFID (it was UCL's suggestion) and extended opening hours. The social learning space is welcome too, but too small scale to make any real impact on UCL usage. The modernisation programme, whilst badly needed, still leaves the viability of SHL in doubt in the long term.

UCL Special Collections
UCL Special Collections are currently stored in the National Archives in Kew, with some material in Bloomsbury. There is a real risk that a permanent home for UCL Special Collection cannot be found. There is strong support in the Arts, Humanities and Social Sciences in UCL for a Bloomsbury home. There are now opportunities to make this happen. UCL Library Services is in discussion with Senate House Library and SOAS for a shared service to develop a joint Centre for the Arts, Humanities and the Recorded Word in property owned by the University of London. All parties have shown interest in the idea. Any collections which could be based in Stratford would be used for public engagement, amongst them UCL's important materials on the history of London. UCL has never had a proper home for its priceless collections. The development of a Shared Service for Special Collections in Bloomsbury is crucial. It should be noted that the contract for storage at the TNA is a fixed term contract. There is a real risk that UCL's Special Collections may end up homeless unless steps are taken now to solve this problem.

8. Strategic Investment Proposals

Strategic Investment Proposals
The current pressures on the UCL budget also pose challenges for the Library in terms of the ability to fund new strategic developments. A number of Strategic Investment Bids will be submitted to deliver the Library Strategy and UCL 2034. We understand that these will be considered in spring 2018.