

UCL Library Services

2017-20 Planning

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Date: 08 November 2016

1. Executive Summary

The planning period 2017-2020 represents a period of consolidation, growth and considerable challenge. The core Library budget is projected to be balanced for 2016-18 but shows as a deficit in 19/20. This is because of the removal of the successful 16/17 SIF award in 19/20.

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 88% in 2016 against the Library question (q16) (the sector average for 2016 for q16 was 87%). This is a considerable achievement against the backdrop of rising student numbers. UCL's Overall Satisfaction score is 83%, 3% down on 2014. The sector average for q16 was 87%.

The 2015 Autumn SB/ISB (International & Domestic Students Combined) showed the following levels of satisfaction:

- For the Physical Library, there has been a noticeable improvement when comparing the Autumn results for 2014 and 2015. Challenges remain, which the new Student Centre (with 1,000 learning spaces) will help tackle.
- The Online Library continues to maintain an impressive high satisfaction rate, increasing slightly from 2014 and still above the Russell Group average. The Library investment in e-resources is once again paying dividends.

Another survey of note in the last 12 months has been the PTES (Postgraduate Taught Experience Survey) (2016). UCL Library Services is represented in two questions and scored highly in both with 85% and 87%, in line with the sector averages.

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 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 2015/16, the Library achieved its target of 55% 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. A future target for 2016/17 of 65% coverage has been set.

Work in 2015/16 with the UCL Planning Team has identified a formula for matching learning spaces to student numbers. The comments received in surveys such as NSS and SB/ISB show that UCL scores for the Physical Library do not meet sector averages.

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 Wellcome) and the HEFCE REF 2020 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. 13 books and 3 journals have been published in its first year of operation. Downloads number over 30,000 from over 170 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.

Challenges remain – implementing 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.

SUMMARY FINANCIAL REPORT

	2015-16 ACTUALS	2016-17 BUDGET	2017-18 PROJECTION	2018-19 PROJECTION	2019-20 PROJECTION	Variance 2019-20 Vs 2016-17
Income	3,770,232	3,776,228	3,371,129	3,348,830	3,348,830	(427,398)
Pay	(10,269,717)	(11,849,760)	(12,215,504)	(12,636,295)	(13,148,392)	(1,298,632)
Non pay	(17,633,698)	(15,291,498)	(14,182,093)	(14,558,449)	(15,309,813)	(18,315)
Total Expenditure	(27,903,415)	(27,141,258)	(26,397,597)	(27,194,744)	(28,458,205)	(1,316,947)
Net	(24,133,183)	(23,365,030)	(23,026,468)	(23,845,914)	(25,109,375)	(1,744,345)
Provisional SIF		(457,000)	(557,000)	(557,000)		457,000
Sub-Total	(24,133,183)	(23,822,030)	(23,583,468)	(24,402,914)	(25,109,375)	(1,287,345)
New SIF request			(112,000)			
FTE	247	263	270	270	270	7

Target	-	23,822,030	-23,583,468	-24,402,914	-24,552,815
		<i>On Target</i>	<i>On Target</i>	<i>On Target</i>	<i>Over Target</i>

The actuals for 15/16 was a small deficit; the budgets for 16/17-18/19 are on target, but 19/20 is over budget. This is because of the removal of the successful 16/17 SIF award in 19/20. The latter would mean a cancellation of e-resources; a substantial reduction in the open access budget and the curtailment of opening hours unless the SIF funding is renewed. The Library is therefore requesting that the funds are restored on a permanent basis to maintain the high student satisfaction rate (ref: P.7 Student Barometer Survey); to enable open access to progress and support UCL in REF 2020; and to ensure students have access to the larger UCL Libraries (Main, Science and Cruciform) 24/7 during the busy examination period. (Appendix C).

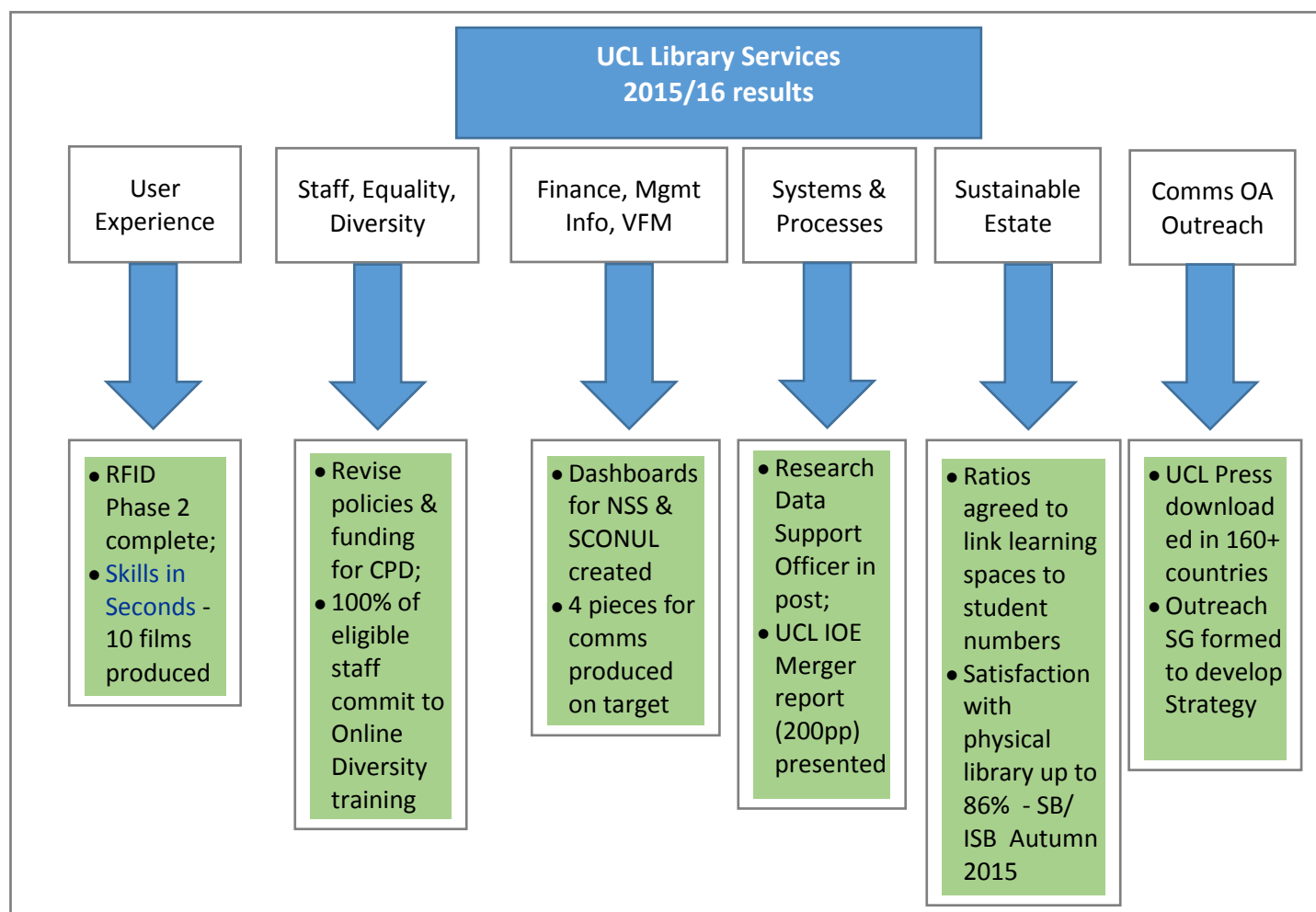
For 17/18, the Library has made a SIF request, £112k, for a new library access control system. (Appendix C).

A major challenge for academic libraries is inflation (section 8, p18) on material resources (4%-6%) which is much higher than general inflation rates. In the past, UCL Library Services gained financial support for extra inflation increases in costs via the bids process, but over the last 4 years has been asked to find efficiency savings whilst covering these costs, as well as absorbing costs following mergers (e.g. IOE). This has put a major stress on Library budgets, especially Open Access. UCL can still meet OA funder and REF 2020 requirements by preferring the Green route for Open Access dissemination, which does not carry the higher level of cost associated with Gold. However, without the re-instated OA funding from the 16/17 SIF even this Green initiative will struggle.

Inflation has arguably been superseded as the number one risk by the uncertainty of Brexit and the falling value of the £ Sterling. The Library is likely to be one of the UCL departments which will be affected greatly, with a c.£3m e-resource exposure to the US dollar and the Euro in 15/16 and the pound already plummeting towards parity against these currencies. No provision has been made for Brexit and the falling pound in the above figures.

The Library will complete its staff restructure in 16/17, as demonstrated in the rise in the salary figures.

UCL Library Services



UCL 2034

Key Theme 2: Integrating Education and Research

Key Theme 6: Delivering Global Impact

263 fte

£24m

UCL 2034

Key Enabler A

Giving our students the best support

Key Enabler D

Delivering excellent systems

Library Services Strategy: Targets

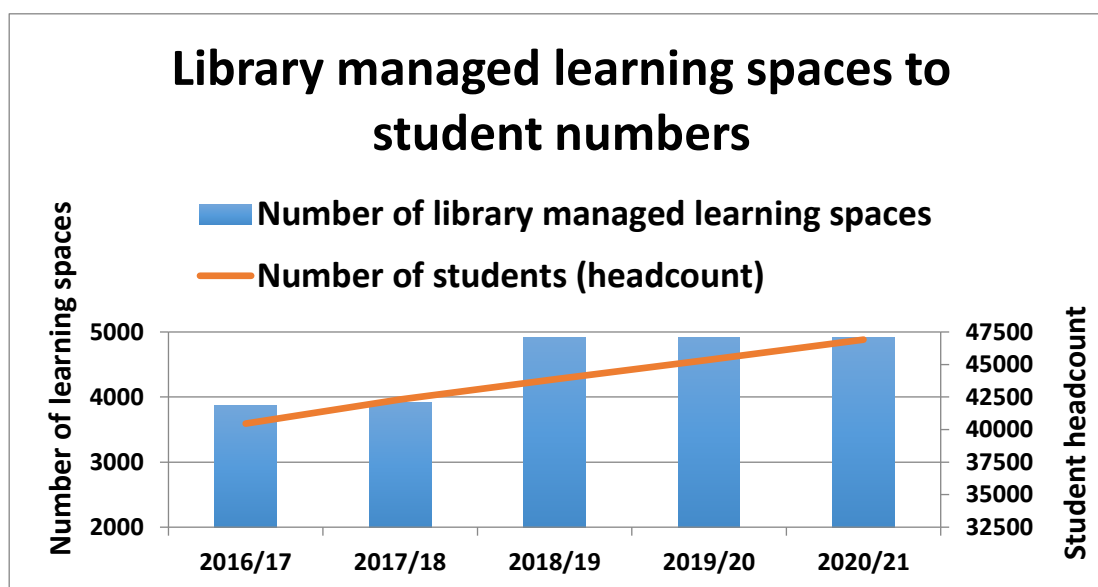
Key Actions	User experience	Staff Equality Diversity	Finance Mgmt Info VFM	Systems & Processes	Sustainable Estate	Comms OA Outreach
2016/17	<ul style="list-style-type: none"> Reading Lists @ UCL at 65% 	<ul style="list-style-type: none"> 3 CPD events required on appraisal form 	<ul style="list-style-type: none"> Report on Library VFM for UCL 	<ul style="list-style-type: none"> Review enquiry systems 	<ul style="list-style-type: none"> Live usage system piloted 	<ul style="list-style-type: none"> Library is REF 2020 compliant
2017/18	<ul style="list-style-type: none"> Customer Service Excellence 	<ul style="list-style-type: none"> Pilot Athena Swan Plus scheme 	<ul style="list-style-type: none"> Sell OA publishing services 	<ul style="list-style-type: none"> LMS upgrade Review physical store 	<ul style="list-style-type: none"> Help UCL meet ISO 14001 target 	<ul style="list-style-type: none"> New Comms Officer makes difference
2018/19	<ul style="list-style-type: none"> Review performance since 2015/16 	<ul style="list-style-type: none"> Review performance since 2015/16 	<ul style="list-style-type: none"> Review performance since 2015/16 	<ul style="list-style-type: none"> New Library Strategy Review 15-18 	<ul style="list-style-type: none"> Student Centre open Review 15-18 	<ul style="list-style-type: none"> Review performance since 2015/16
2019/20	<ul style="list-style-type: none"> Evaluate performance in new KPAs 	<ul style="list-style-type: none"> Evaluate performance in new KPAs 	<ul style="list-style-type: none"> Evaluate performance in new KPAs 	<ul style="list-style-type: none"> Evaluate performance of new KPAs 	<ul style="list-style-type: none"> Evaluate performance in new KPAs 	<ul style="list-style-type: none"> Evaluate performance in new KPAs

2. Strategic/Service vision

The long-term vision for the Library as a principal academic support service for UCL is given in the [Library Strategy](#) for 2015-18. It has six Key Performance Areas, all linked to the Principal Themes and Key Enablers of UCL 2034. The purpose of this Strategy is to refashion the whole library service pan-UCL, creating a physical and digital study and research environment which is a leader in Europe. Visits by European librarians (500 attended the LIBER 2015 Conference in London) reveal that this ambition is already being realised. Libraries are no longer simply physical spaces, open only during set times of the day and year. Libraries, through their provision of modern learning and research spaces, 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/User 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. It will help transform the learning experience of students based on the Bloomsbury campus by providing urgently-needed learning spaces which will bring UCL much closer to Russell Group norms.



The new Student Centre (with 1,000 new learning spaces) will come online in 2018/19.

Students per learning space		
	Students per library space (headcount)	Students per library space (FTE)
2016/17	10.5	8.7
2017/18	10.8	9.0
2018/19	8.9	7.4
2019/20	9.2	7.7
2020/21	9.5	7.9

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 a world-class 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.

The Library will have made the extensions to its pattern of 24x7 opening to deliver a pervasive learning environment for UCL students.

Research Experience: The Library's digital offering will have increased – academic colleagues have identified a Needs List of over £1 million (recurrent). 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.

3. 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 and SB/ISB 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.

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 scores in some parts of UCL are still below what is required. UCL Library Services, however, regularly scores 88% satisfaction in NSS.

The ISBSB also has important results for the Library.

ISBSB (International & Domestic Students Combined)						Russell Group
	%	%	%	%	%	%
Physical Library	2011	2012	2013	2014	2015	2015
Summer	85.1	84.4	82.9	80.3	80	
Autumn	87.2	87.6	84.5	83.5	86	91
On-Line Library						
Summer	93.6	92.8	92.0	94.5	94	
Autumn	92.3	92.7	93.1	93.2	94	93

PTES results are also good.

PTES (Postgraduate Taught Experience Survey) 2016		
Question	UCL %	Sector average %
14.2.a. I have been able to access general IT resources (including physical and online) when I needed to	85	85
14.3.a. I have been able to access subject specific resources (e.g. equipment, facilities, software) necessary for my studies	87	88

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%.

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 55% compliance achieved in 2015/16.

**Readinglists@UCL coverage compared to Portico modules
July 2016**

School	Modules	Lists	Coverage %
BEAMS	1626	999	61%
SLASH	1836	1018	55%
SLMS	1188	561	47%
Overall	4650	2578	55%

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.

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.

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 Director of 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.

Through UCL Special Collections, UCL Library Services is already connecting HE and the general community. 2 BBC documentaries, using UCL Special Collections materials, achieved c. 3 million viewers to watch the programmes.

- 'BBC Horizon - Anatomy of Melancholy' - BBC documentary, with UCL presenters, on Burton's Anatomy of melancholy, using Special Collections' early printed books - broadcast on BBC Two and BBC overseas in autumn 2015 and spring 2016 (Library Special Collections).
- BBC Four documentary on Dada movement, presented by Vic Reeves, for BBC Four Goes Conceptual series, using material from Special Collections' Little Magazines Collection (Library Special Collections).

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 (q16) 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?

SB/ISB

UCL's decision to withdraw from the SB/ISB will have a direct impact on the Library's ability to benchmark its services against other institutions. The SB/ISB results were particularly important in helping the Library to assess the quality of its digital Library.

The Library will be making a contribution to the new UCL survey 'New to UCL', with the addition of 2 questions:

- I have used one or more of the libraries within UCL Library Services
- I have successfully accessed online library resources e.g. e-journals, e-books

The results will complement the library question in the NSS and help shape future Library policy.

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.

4. 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

- 24x7 opening will be consolidated into the main sites of UCL Library Services, offering a pervasive learning platform for UCL students; and opening hours in other sites extended in consultation with the Students Union.
- Through professional assessment, UCL Library Services will achieve the Customer Service Excellence accreditation, building on an earlier Investors in People award and leveraging the expertise of Library Services staff in this area. This work also builds on the strategic investment in self-service RFID technology which has enabled staff time to be devoted to developing services.
- Join up with Faculty and Departmental academic plans, in conjunction with the UCL Planning Team.

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 will see the completion of a restructure of the Library's staffing profile to enable it to deliver UCL 2034.
- 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 2016/17, 2017/18, 2018/19 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 170 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 **Theme A**, Giving our Students the Finest Support, will be delivered by scaling up the ReadingLists@UCL service to cover at least 65% of all modules with a Moodle presence. **Theme 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. **Theme 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. **Theme D**, Delivering Excellent Systems, will be manifested by an upgrade to the Library Management System, which will deliver efficiencies and greater functionality. **Theme E**, Maintaining a Sustainable Estate, will see the Library work with ISD to roll out a real-time study space usage system across all library-managed sites; and Green issues will be built into the design of new learning spaces in the Student Centre, in UCL East and elsewhere. **Theme 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:

Objective	Action	KPI
<i>User Experience</i>		
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
3	Library Strategy aligned with academic plans	Library learns from co-operative working with UCL Planning Team
<i>Staff Equality & Diversity</i>		
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
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
<i>Finance, Management Information & Value for Money</i>		
7	Deliver balanced budgets in planning period (17-19) subject to Brexit	Balanced budgets delivered
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

UCL Library Services

10	Study on VFM which the Library produces	Study produced and Recommendations acted on
<i>Systems and Processes</i>		
11	Upgraded Library Management System delivers improved service and possible savings through improved workflows	Library Management System upgrade is funded
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
<i>Sustainable Estate</i>		
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
<i>Communication, Open Access and Outreach</i>		
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

5. Assessing performance

Quantitative Assessment

The Library currently uses several external League Tables to evaluate its performance. These are the NSS (National Students Survey) and the SB/ISB Barometers. The Library also uses the new PRES and PTES surveys. 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 q16 (the library question) in NSS, and any score which is lower than 80% triggers an investigation. For the Barometer, PRES and PTES surveys, 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.

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 55% by Summer 2016. The Library also produces download statistics to show the level of take-up of the service.

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 compiles 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 the week ending 5 August 2016, there have been 43,000 downloads for the 14 books published; 115,000 page views on the Enhanced Digital Platform; and in terms of conventional sales, sales of 2272 copies, an average of 175 per title (in commercial sales, 400 sales per title would be seen as an outstanding result).

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 2014/15, UCL Library Services spent £303 per FTE student on information, Oxford £403 (excludes Colleges), Cambridge £448 (excludes Colleges); Imperial College £392. For total numbers of annual visits, the UCL figure was 2,302,680; Oxford 2,307,848; Cambridge (not disclosed); Imperial College 1,425,814.

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 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 Library has detailed Implementation Plans for each of the 6 Key Performance Areas of the Library Strategy, with 95 Action lines. High level objectives are set by UCL Library Committee and these are reflected in the Implementation Plans. Detailed KPIs/Measures for UCL 2034 are not yet available on the public website.

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 (Research) 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 and approved Minutes are available to the public afterwards.

UCL Library Services has a Service Level Agreement with all the NHS Trusts to which it offers services, and for which it receives external income. The SLA can be seen at <http://www.ucl.ac.uk/library/nhs/sla>. Progress is monitored by an annual Report which the Library compiles and submits to the London NHS Library Advisor.

The Library also submits self-assessment documents to the NHS LQAF (Library Quality Assurance Framework – see <http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/>). All NHS libraries make such submissions, but a weakness of the NHS England system is that the results are not generally available for benchmarking purposes; nor are the returns rigorously monitored. The standards of LQAF are set within 5 domains: strategic management, finance & service level agreements, human resources and staff management, infrastructure and facilities, library/knowledge services service delivery & development.

6. Enablers and barriers

Enablers

The Library is completing an Organisational Change Programme which is designed to restructure the staffing complement to enable the Library more effectively to deliver the Library Strategy and UCL 2034. Staffing (in the 16/17 projections) accounts for 51% of core spend. The sector norm for staffing spend is 50%-55% of total budget. The restructure has been cost neutral to date. Once completed in December 2016, SMT will look at the overtime and temps costs to try to identify future savings without damaging the Student Experience. 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 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.

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 Professional Services 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 Director 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.

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. It has also had to absorb costs of £165,000 recurrent to make its digital library open to the IOE.
- 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 2020 submission (academics will not have access to relevant materials) and UCL's Barometer scores for its 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. Payments can now be made from UCL's \$ and € accounts which will help manage the risk which this exposure brings. However, when these amounts are translated into sterling these are marked up against the Library budget and so the Library takes the full hit of currency fluctuations, for which no allowance was made in budget setting.

7. Resources and efficiency

UCL IOE

The UCL Institute of Education Library is probably the most important library in Europe devoted to the subject of education as an academic subject. As such, it complements the research importance of a number of other libraries in UCL: UCL's digital library, which is world class; UCL SSEES for Slavonic and East European Studies; Area Studies collections in Nordic languages and Hebrew; UCL Special Collections, particularly its archives and manuscripts; and specialist collections in some of UCL's biomedical libraries. This collection of resources alone makes UCL Library Services one of the great European research libraries. Given the importance of the size of the IOE Library and Archive, UCL Library Services has taken a measured position on merger. A Working Group, which involved 45 members of staff, produced a 200-page report on merger of systems and processes. This was presented to the Director of the IOE. The Report was produced by 6 Working Groups: User Services; Technical – IT / Bibliographic Services; Academic Support; Archives, Special Collections & Records; Strategy, Planning & Research Support; Space Management – Health & Safety. Ways forward were identified in all six areas to align library provision. Phase 2 of the work began in 15/16, looking in more detail at staffing structures and workflows – to identify improvements and efficiencies. One area in which the IOE has already taken the lead is in Outreach to new communities. The IOE has innumerable connections to London Schools and these contacts will form the basis of the Outreach Actions in the relevant Implementation Plan of the Library Strategy.

Improving Efficiency

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

- Once the current restructure of library staff is complete, the Library will look at casual and overtime costs to see if these can be used more efficiently, with possible savings.
- The aim of the current restructure is to create roles which enable the Library to deliver the Library Strategy. It will be cost neutral. There have been a small number of new posts, e.g. in OA compliance and research data management and digital curation, created through re-designating existing vacancies.
- Phase 2 of work with the UCL IOE will look in particular at staffing structures and workflows and seek to identify alignment and efficiencies.
- There are a significant number of small biomedical libraries in UCL. A study will be undertaken to see if 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 Professional Services should identify areas for efficiency via the TOPS programme.

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 above.

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.

8. 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. The same holds for currency fluctuations in the wake of Brexit. The exchange rate of the £ against the \$ and € is outside the Library's control. The Library's spend on resources is just under £10 million a year – much in \$ and €. A falling £ will damage the ability of the Library to purchase vital resources and thus damage the student experience. The Library will be exposed to foreign currency fluctuations as the UCL payment system does not provide fixed rates. Payment in the foreign currency will apparently aid UCL, but not the Library as the conversion will still be in sterling which cannot be at a fixed rate. The extra costs on the Library budget are outside the Library's control and will damage the student experience.

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 2014/15, UCL spent 1.92% of the institutional budget on the Library. The figure for Imperial College was 1.33%, for Cambridge (not disclosed), for King's College London 1.96%, for Manchester 2.22% and for Oxford 2.50%.

Senate House Library

The future of Senate House Library remains in the balance. The central University feels there is a 38% gap between the cost of the service the Colleges consume and how much they pay for them. A Working Party has been set up to solve the problem. UCL does make use of the Senate House collections, but it makes much more use of the learning spaces. It is clear that there is no appetite in the Colleges to pay more in library subscriptions. There is therefore a real danger that Senate House Library in its present form will disappear. What would UCL do? Researchers in the Arts and Humanities would have to use the British Library. That would certainly be feasible. However, UCL would lose access to the 500 learning spaces in Senate House Library. It would, however, be possible to increase the size of the UCL Senate House Hub through vacated space and this would be a highly desirable development.

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.

Strategic Investment Proposals

In 2016/17, the Library will receive funding for three Strategic Investment proposals for extending opening hours, tackling the challenges of the REF and purchasing Additional e-resources. The total funds are:

	2016-17	2017-18	2018-19	2019-20
(1) Open Access REF 2020	£150K	£250K	£250K	£250k
(2) Extended Opening Hours	£57K	£57K	£57K	£57k
(3) New E-Resources	£250K	£250K	£250K	£250k

On the present UCL planning assumptions, these sums come to an end in 2018/9 and have to be bid for again. All three strategic areas outlined above are key to the success of UCL's support for REF and research (1 and 3) and the student experience (2). Loss of funding would mean inevitable cutbacks in services, potentially damaging the high Library score in NSS (currently 88%). Loss of the research funding would have a devastating effect on UCL's research and impact on the institution's ability to retain its large slice of REF research funding. **These services have become part of the core activity of the Library and application is being made in the budget round for them to be added as permanent additions to the Library budget.**

The current pressures on the UCL budget also pose challenges for the Library in terms of the ability to fund new strategic investments. For example, the Library has a Needs list for new e-resources of over £1 million which have been identified by academic departments. UCL has one of the finest digital libraries of any UK university and this has scored highly (consistently over 90% satisfaction) in SB/ISB surveys. To maintain the quality of this provision, further investment is needed as new e-resources become available. UCL needs to increase the amount of money available for Strategic Investment funding to enable the institution to build on its previous successes. As a result of pressures on the institutional budget, UCL Library Services has refrained this year from submitting a bid for extra funding for further enhanced e-resource provision – which risks academic damage in the run-up to REF as a consequence.

Appendix C – SIF Proposals and Fund requests

STRATEGIC INVESTMENT PROPOSAL ACCESS 17/18 CONTROL TO LIBRARY ENTRANCES

Background
<p>Library Services currently operate a standalone access control system, Sentry, to manage access to its largest and busiest libraries: the UCL Main Library, Science Library, Cruciform Hub, Institute of Archaeology Library and SSEES Library. The number of visits recorded by the turnstiles for these sites (excluding the Cruciform Hub) in 2014-15 was 1.5 million. The Sentry system is obsolete and relies on barcode technology. The interface with other UCL systems is slow, and Sentry relies heavily on expertise of UCL Library Services staff to manually update the system, representing a single point of failure.</p> <p>The user experience suffers from the current arrangement: since other turnstiles at UCL are operated by the Gallagher RFID system, students expect to be able to touch in and out through the turnstiles, rather than present a barcode in the correct orientation. This results in student confusion and queues at Library entrances, particularly at busy periods.</p> <p>There is an interface with the SITS, and student data is updated overnight to allow UCL students access to the Library. The overnight lag in updating records from Portico to Sentry (via the Library Management System) means that newly-registered students have to wait up to one working day before they can access the Libraries with their new ID cards.</p> <p>Furthermore, a key issue with the current barcode-based technology is that barcodes are inherently insecure as these can be easily copied. In some tests, UCL Security staff have used a picture of a card on a phone to enter the Library. The security of our students, as well as our valuable equipment and collections is essential, and access cannot now be effectively controlled using barcodes. Accordingly, adopting the radio-frequency chips in use for access control in other parts of UCL will enhance the security of UCL's Library sites.</p> <p>Following the merger with the IOE, the UCL IOE Library was fitted in August 2016 with Gallagher card readers to replace the previous access control system. UCL Library Services recommends that this is rolled out to the 5 sites which are equipped with turnstiles, in order to deliver a consistent experience with other UCL buildings, and to ensure that access control systems in use at UCL are harmonised.</p> <p>UCL Library Services is working with Information Services to establish an interface between Aleph (the Library Management System) and Gallagher, to avoid the need for dual entry of individual records.</p>
Alignment with UCL 2034 Strategy:
<p>In order to deliver the aspiration set out in Key Enabler (KE)-A: Giving our students the best support, UCL should provide a consistent experience when students are on campus. As set out above, the current access control system is limited to 5 libraries at UCL, through which over a million visits are recorded every year.</p> <p>This project also aligns with (KE)-D: Delivering Excellent Systems & Processes in support of UCL's vision. It reflects an aspiration to work in a more integrated way across UCL Professional Services, to benefit the experience of UCL students. An added benefit of the project which aligns with UCL 2034 Principal Theme 5 (London's Global University) is that staff time currently spent fixing Sentry will be focused on developing the Library Welcome Services Team's unique services and outreach, as they support a number of London schools whose students use UCL's Libraries in the summer.</p> <p>Student Experience is the prime driver for this bid, and the success of this bid will ensure that UCL's systems are fit for purpose in ensuring student safety on-site, providing greater resilience in Library systems and services, and enhancing the experience of UCL which students enjoy in London's Global University.</p>

How success is measured:
<ul style="list-style-type: none"> (1) Improved student satisfaction with access to library on arrival, with no lag to access libraries, measured by student comments in NSS, PTES and PRES. (2) Upgrade to MiFare RFID technology reduces queues at busy times; and provides a system more intuitive to students. (3) Gallagher implemented across all library sites, with Library staff trained to produce ID cards as appropriate (4) Sentry system is de-commissioned and Library Services staff time spent on maintenance is focused on developing partnerships with London schools as part of the Library's outreach work
Analysing the needs of the Library
<ul style="list-style-type: none"> • The IOE Library project provides some benchmark costings for the work required at 5 Library sites. <p>Phase 1: sites with turnstiles (Main, Science, Institute of Archaeology, SSEES Libraries and Cruciform Hub)</p> <ul style="list-style-type: none"> - 5 x Desktop@UCL PC to run Gallagher and Aleph @ £800 = £4,000 - 5 x Card printer @ £5k = £25,000 - 5 x Upgrade of card readers at sites with existing security (5 sites require), including Estates project costs <ul style="list-style-type: none"> o Gallagher interface £3,000 a. Turnstiles £1,000 b. Electrical/data works £1,000 <p>= £25,000 Sub-total: £54,000</p> <p>Phase 2: remaining 10 library sites</p> <ul style="list-style-type: none"> - 10 x Desktop@UCL PC to run Gallagher and Aleph @ £800 = £8,000 - 10 x Card printer @ £5k = £50,000 <p>Sub-total: £58,000</p> <p>Staffing:</p> <ul style="list-style-type: none"> - Staff time to do dual data entry (full on Aleph, partial on Gallagher) assuming no interface between Aleph and Gallagher - Staff time to do basic regular cleaning of printer (Security Systems will cover other maintenance) <p>Total £112,000 (incl. VAT) capital This sum is requested as a SIF bid, to support the Library's extended and 24-hr opening.</p> <p>Note: Cost of cards is recurrent, and Mike Dawe in Security Systems is intending to bid for a budget for these for 17/18.</p>

UCL LIBRARY SERVICES - PROPOSAL OPENING LIBRARIES TO MEET STUDENT EXPECTATIONS 17/18 (NOT IN LIBRARY FIGURES)

Background

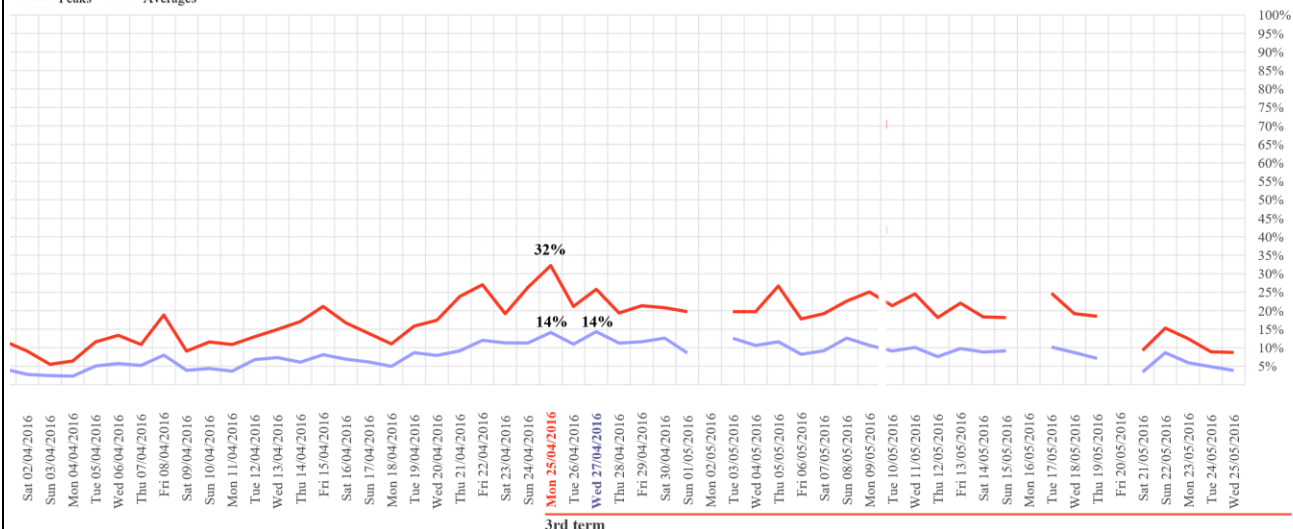
Access to learning spaces at UCL is a challenge, which contributes directly to students' experience of university life and their perception of UCL. This bid seeks to improve evening and weekend provision of study spaces across UCL Library Services, and to also improve cleaning standards during these periods. A supporting statement from UCLU to describe the impact of the bid is appended.

Following the approval of the bid to open 24/7 in the Main Library, Science Library and Cruciform Hub for 10 weeks during the exam revision period, UCL Library Services was able to extend opening hours at the busiest time for students on campus. On average, there were over 100 students in the library at any one time as measured by regular headcounts. The graph below illustrates average and peak occupancy in the UCL Main Library between midnight and 08.00. A 32% occupancy rate represents 160 students using the Library. Usage peaked with over 300 students using the Main and Science Libraries at night, between midnight and 08.00 from 25/04 to 07/05.

Main Library: Average occupancy and peaks (2015-2016)

Night stats (12 - 8 am)

— Peaks — Averages



Feedback received on the extended hours is typified by the following student comments (May 2016):

“24 hours a day are not enough for the amount of we have not done yet.” (Main)

“Not going to lie, thought it was always 24/7.” (Science)

“Please keep it all year round. It is useful for giving us an environment 24/7 (my housemates like to party).” (Science)

The main source of dissatisfaction in comments related to lack of study space and cleanliness of facilities. There have also been requests from groups of students who have exams outside of the main 10-week exam revision period to provide 24/7 opening in the run-up to their exams.

Over the past 4 years, the number of visits to central Libraries (Main, Science, SSEES, Institute of Archaeology) has risen by over 50,000 visits (an increase of over 50%):

2011-12	2012-13	2013-14	2014-15
988,680	1,190,842	1,327,374	1,532,321

UCL Library Services requests an additional budget allocation to address the issues identified by students in terms of equity of access in the run-up to exams, the need for enhanced cleaning and to meet the demand for learning space expressed by students.

Alignment with UCL 2034 Strategy:

This bid aligns with UCL2034 Principal Theme (PT)-2: to be 'A global leader in the integration of research and education, underpinning an inspirational student experience'. An integral part of this for Library Services is providing a range of learning environments to UCL's students that are accessible when they wish to use them. There is a clear pattern in the 24 hour, bi-hourly headcount data, which shows UCL students are choosing to break away from the traditional 9-5 work pattern and are using spaces when they wish, not when the University chooses to open them.

In order to deliver the aspiration set out in Key Enabler (KE)-A: Giving our students the best support, it is essential that UCL offers adequate learning spaces for students when needed. The provision of study space underpins the integration of research and education which is a major focal point in the delivery of student success and their future careers. This bid therefore supports the Student Experience which is fundamental to the future sustainability of UCL, especially with undergraduate fees of £9,000+.

The bid reflects UCL's distributed activity across London, with proposed extended hours for sites in the Bloomsbury campus (including the recently merged UCL IOE Library) and in biomedical sites such as the Royal Free Hospital Medical Library.

The Student Experience is the prime driver for this bid, and the success of this bid will ensure that UCL's estate supports the learning experience of students throughout their time at UCL.

How success is measured:

- (5) NSS scores on Question 16 increase from the current 88%. Without meeting the demand for extended library opening at weekends, it will be difficult to improve scores or demonstrate that UCL is listening to the student voice.
- (6) Headcount and access control data shows significant usage during extended periods.
- (7) Success can be linked 'indirectly' to the number of students attaining a high educational standard with excellent grades and joining the workforce in their chosen professions

Analysing the needs of the Library

1) Enhanced cleaning regime during evenings & weekends: Main and Science Libraries

One operative, 7 hour shifts for 10 week

Two operatives during Easter break, 3.5hrs for 6 days

£12,850 + VAT

Sub Total £15,420

2) Bank Holiday opening 36.5 hours for 1 day (August): Science Library, Cruciform Hub and LASS

Required

1 x Grade 7 manager from Sue Hill Agency = £31 per hour inclusive of VAT

8 x CIS Security Officer = £16 per hour inclusive of VAT

Manager = 36.5 x 1 = 36.5 hours total for period = £ 1,131.50

CIS Security = 36.5 x 8 = 292 hours total for period = £4,672

Sub Total £5,803.50

3) *Extended 24/7 opening for the Cruciform Hub in July plus enhanced security at peak times*

Sat 21:00 – Sun 11:00 & Sun 21:00 – Mon 09:00 = 25 hours per week for 2 weekends in July. 11.00-21.00 Security cover in term-time only.

Manager = $25 \times 2 = 50$ hours total for period = £1,550

CIS Security = $25 \times 2 \times 2 + 10 \times 10 \times 3 = 400$ hours total for period = £12,400

Sub Total £13,950

4) *Extended 24/7 opening during the 10-week exam revision period for SSEES Library,*

Sat 17:00 – Sun 10:00 & Sun 17:00 – Mon 09:00 = 33 hours per week.

CIS Security = $33 \times 3 \times 10 = 990$, bank holidays $48 \times 3 \times 2 = 288$; 1278 hours total for period = £20,448

Cleaning costs £10,000

Sub Total £30,448

5) *Extended 24 hour opening during the 10-week exam revision period for IOE Library*

24-hour weekday opening during the 10-week exam revision period for IOE Library,

Mon-Fri 23:30 - 8:30 $\times 5 = 45$ hours per week

CIS Security = $45 \times 3 \times 10 = 1350$, bank holidays $48 \times 3 \times 2 = 288$; 1638 hours total for period = £26,208

Sub Total £26,208

6) *Royal Free Hospital Medical Library opening on Saturday in August*

Manager = $9 \times 1 \times 4 = 36$ hours total for period = £1,116

CIS Security = $9 \times 3 \times 4 = 108$ hours total for period = £1,728

Cleaning costs £700

Sub Total £3,544

7) *Bartlett Library Saturday opening aligned with other Bloomsbury library sites (requires Central House Security to match former Wates House opening)*

CIS Security = $8 \times 16 = 128$ hours total for period = £2,048

Cleaning costs £1,500

Sub Total £3,548

8) *Christmas opening: Main Library*

10 days, 11.00-21.00 = 100 hours.

Manager = 100 hours total for period = £ 3,100

CIS Security = $100 \times 2 = 200$ hours total for period = £3,200

Cleaning costs £1,542

Sub Total £7,842

Total £106,763

The Library requests that this funding be added as a permanent element in the core Library budget.

The following should also be noted:

- The above costings assume a level of support from UCL Security staff based in adjacent buildings in the event of a fire alarm.

- There is a Grade 7 manager present as Library Services Duty Officer throughout the 10-week exam revision period, which was granted from recurrent funding in 2015. This bid is for security operatives to open the libraries for longer hours, with no additional management overhead.

The Ramifications:

- Although the Library is sustaining a reasonable satisfaction rating from the NSS scores, Q16, satisfaction with the physical library remains relatively low in comparison with other research libraries
- UCL's rivals continue to have a competitive advantage as their main Libraries open 24-hours.
- There has been very positive publicity in student media about UCL's extended opening during the main exam revision period. However, for programmes where exams take place at different times of year, there are calls for increased opening in August, and for equity of provision for *all* students
- There is significant demand from UCL students for increased study space availability, and specifically during the "college closure periods" when no alternative study space is available to UCL students.

Appendix 1

Statement of support from UCLU Sabbatical Officer

Having been elected as the Education & Campaigns Officer, I have been elected to represent student needs and work alongside UCL to meet the demands of students. My first priority in my election campaign was focused on improving study spaces as I know this is one of the main factors that impacted on the overall student experience and I have experienced the lack of study spaces first-hand.

Fortunately I was lucky enough to have 24/7 library services during term three in my final year which helped reduce this problem but due to the increase in the intake of students the lack of study spaces is yet to be solved. Even with the 24/7 opening of the Main, Science and Cruciform Libraries, students are finding themselves queuing for and/or tracking down spaces to study for long periods of time that could have been used to revise for their exams. Students who have failed to arrive in the library as early as 10am are obligated to find and study in alternative and less comfortable spaces or are forced to find floor spaces as they are desperate to make the best use of their time. Extending 24/7 opening in SSEES Library will help to reduce this issue, resulting in an enhanced student experience as the students will feel as the university is supporting their educational needs and allowing them to succeed in their studies.

Moreover almost all students are assigned assessments during the Christmas period and find UCL are not supporting their educational needs in providing them places to complete these assessments. Particularly in London, it is exceptionally difficult to find places to study during the Christmas period due to other closures. By having the Main Library opened over the Christmas closure, UCL will demonstrate to students that they are supporting them as partners in the university environment and that students have a say in the life at university and particularly in relation to the educational experience that is provided. I believe that together we can create a better education at UCL. As a consequence, this will further drive student satisfaction as students will see that UCL do care and are keen to support them to succeed in their studies.

Furthermore, significant feedback has indicated the dissatisfaction of student experiences are also due to the lack of cleanliness of learning spaces and ancillary facilities. It is shocking that one of the first comments students have to say after studying at UCL for three years is about the lack of clean facilities. Being one of the top universities across the country students expect clean facilities in the institution. As a previous student I was forced to use toilet facilities outside of the libraries when studying in there due to their unusable unclean nature. The enhanced cleaning regime will help tackle this problem directly and result in improved student satisfaction.



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PROPOSAL OPENING LIBRARIES 24-HOURS THROUGH EXAM REVISION

Amount Requested: £57,000 RECURRENT (PREVIOUS SIF 16-19)

Background

Student feedback received via the UCL Union in July 2015 called for “longer library hours, especially Sunday” and “24 hour library service on weekends”. Wahida Samie, UCLU Student Sabbatical Officer for Education & Campaigns was elected with a mandate to improve opening hours for UCL libraries (with a campaign promoting “24h library service on weekends and extended opening”). The need which has been expressed particularly strongly is to providing uninterrupted access to learning space during the busy exam revision period, and also in the run-up to assignment deadlines. [See [Appendix 1: Letter of Support from the UCLU Education & Campaigns Officer](#)]

The data below has been collected over the last four years in a range of spaces and a clear usage pattern has developed. This curve of usage has some surprising aspects, which illustrate student preferences for the use of learning space (fig 1.).

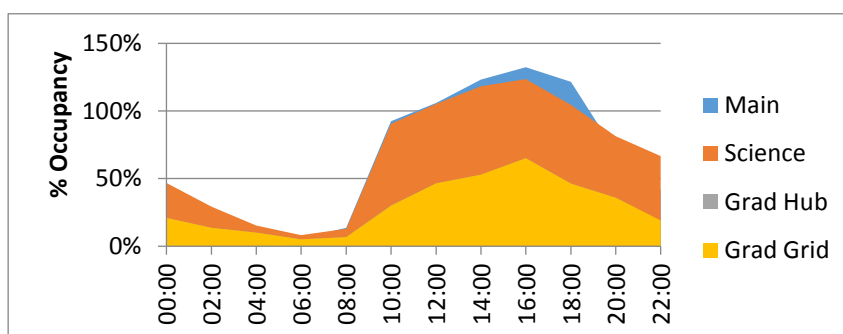


Fig 1. Occupancy for 2014 by time of data recorded

This chart shows usage at 22:00 is level with 10:00. Peak usage is at 16:00, just before many staff members’ traditional working day ends. The evening has higher usage levels than the morning. Learning spaces need be open overnight when students choose to use them. We cannot hope to create an inspirational student experience if we are shut when students want to study.

Experiences at other London Universities confirm this. Martin Carbonell from Kingston University Library and Learning Services, who run 24/7, says that Sunday night is one of the busiest periods of the week for them, as students work toward Monday deadlines. UCL students are likely working at similar times, but in less suitable environments.

Over the past 4 years, the number of visits to central libraries (Main, Science, SSEES, IOA) has risen by over 50,000 visits (an increase of over 50%):

2011-12	2012-13	2013-14	2014-15
988680	1190842	1327374	1532321

This bid was successfully submitted for 16/17 SIF funding in the previous budget round. UCL Library Services requests the additional budget allocation now be made permanent as extended opening hours is a key deliverable from the Library to deliver UCL 2034. Adding the sum to the Library’s baseline will enable the opening of the Main Library, Science Library and Cruciform Hub 24/7 during the exam revision period to meet the demand for learning space expressed by students.

Alignment with UCL 2034 Strategy:

This bid aligns with UCL2034 Principal Theme (PT)-2: to be 'A global leader in the integration of research and education, underpinning an inspirational student experience'. An integral part of this for Library Services is providing a range of learning environments to our students that are accessible when they wish to use them. There is a clear pattern in the 24 hour, bi-hourly headcount data, which shows our students, are choosing to break away from the traditional 9-5 work pattern and are using spaces when they wish, not when the University chooses to open them.

In order to deliver the aspiration set out in Key Enabler (KE)-A: Giving our students the best support, it is essential that UCL offers adequate learning spaces for students when needed. The provision of study space underpins the integration of research and education which is a major focal point in the delivery of student success and their future careers. This bid therefore supports the student experience which is fundamental to the future sustainability of UCL, especially with undergraduate fees of £9,000.

The libraries covered in this bid provide 275 Desktop@UCL workstations including two of the largest and most heavily-used clusters at UCL. It is also important for UCL researchers and PG students to have access to the new Research Grid, which opens in January 2016 in the Science Library (4th floor) and will provide a pan-UCL facility for the research community at UCL to study and collaborate. The UCL Main Library is a haven for students in the Arts, Humanities and Social Sciences with large open access book collections to support 24ht opening.

The Cruciform Hub, with its varied learning environment (quiet study, group work and computer cluster) is a case study for the "Sustainable estate" Key Enabler (KE-E). By granting this tranche of funding, UCL will demonstrate its commitment for our estate to live up to the world-leading status of our research and education in sustainable built environments. The Student Experience is the prime driver for this bid, and the success of this bid will ensure that the estate supports the learning experience of students throughout their time at UCL.

How success is measured:

- (8) NSS scores on Question 16 increase from 88%. Without meeting the demand for extended library opening at weekends, it will not be possible to improve scores or demonstrate that we are listening to the student voice.
- (9) Headcount and access control data shows significant usage during extended periods.
- (10) Success can be linked 'indirectly' to the number of students attaining a high educational standard with excellent grades and joining the workforce in their chosen professions

Analysing the needs of the Library

Main, Science Library and Cruciform Hub, Sat 21:30 – Sun 10:30 & Sun 21:30 – Mon 08:30 = 24 hours per week.

Required

1 x Grade 7 manager from Sue Hill Agency = £30.74 per hour inclusive of VAT

6 x CIS Security Officer = £15.54 per hour inclusive of VAT

There are no extra Security costs for UCL Estates, if the Library bid is funded

Manager = 24 x 10 = 240 hours total for period = £7,377.60

CIS Security = 24 x 6 x 8 = 1152, bank holidays 48 x 6 x 2 = 576 hours total for period = £26,853.12

Sub Total £34,230.72

Easter opening 24 hours for 6 days

Manager = 24 x 6 = 144 hours total for period = £ 4,426.56

CIS Security = 24 x 6 x 4 = 576, bank holidays 48 x 6 x 2 = 576 hours total for period = £17,902.08

Sub Total £22,328.64

Total £56,559.36

The following should also be noted:

- The above costings assume a level of support from UCL Security staff based in adjacent buildings in the event of a fire alarm.
- The Grade 7 manager could act as a UCL Duty Officer/Manager for the campus at times when there is no other managerial presence.

The Ramifications:

- Although the Library is sustaining a reasonable satisfaction rating from the NSS scores, Q16, the reality is a dropping rate from 90% to 88% and only placed 18th in the table.
- Our rivals will clearly have a competitive advantage as their main libraries open 24-hours.

Appendix 1 to the Strategic Investment Proposal: Opening Libraries 24-hours through exam revision

A Letter from the UCLU Education and Campaigns Officer

London, 9th October 2015

As the Education and Campaigns Officer, it is my duty to represent the student body at UCL and their academic needs. For years there have been huge complaints regarding the early closure of the libraries on the weekends during the busiest and most stressful period of the year – examinations. Students are forced to leave the library at 9pm on both Saturday and Sunday, leaving them with nowhere to go and revise. I remember in my first year when I went to the science library to study, I was making my way when I saw a huge crowd of people waiting outside, I assumed the fire alarm had gone off, but when I asked what was going on, the students said they were all queuing to get in because the library opened at 11am. When the doors opened everyone rushed in to try and grab a spot, it was actual chaos and it happens every week!

I feel it is really unfair to not provide this service to students, given that our main competitors in London ALL provide 24/7 library opening (Imperial, KCL, Queen Mary's) during the exam period and some even provide the 24/7 library service throughout the whole academic year (Imperial, KCL).

Given the decline in overall satisfaction in the National Student Survey (NSS) this year from 86% to 83%, placing us 22nd out of the 24 Russell Group Universities, should be an indicator of how unsatisfied our students are. The Engineering Faculty has an overall satisfaction of 73%, which is one of the lowest at UCL. Having spoken to over 100 of these students in this faculty they have all mentioned their dissatisfaction with the library opening hours as they have many deadlines throughout the year and design projects which have deadlines during the exam period. To add many of the survey comments referred to the lack of library study spaces and opening hours. The Vice-Provost of Education – Anthony Smith is aware of this bid and is 'strongly recommending that it is accepted and brought forward into the current academic year', which I completely support and know that the students at UCL would be extremely happy if that was to happen.

Given that student fees alone contributes to around 300 million of UCL funding I see that the use of £44 000 for extended library opening hours which the student body has urged for, is a must. This will hopefully lead to an increase in the NSS scores which is given to 3rd year students at the end of term two when examinations are near. This will also lead to an increase in satisfaction from students which I can monitor through direct surveys and feedback if this was to be achieved for the current academic year.



Wahida Samie

Education & Campaigns Officer

Chair of UCLU Board of Trustees

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UCL LIBRARY SERVICES – OPEN ACCESS AND REF 2020 COMPLIANCE (PREVIOUS SIF 16-19)

Academic Champion:	Vice-Provost (Research)	Bid:	Preparing UCL for REF 2020
Funding source:	UCL	Cost:	2015-16: £150,000 2016-17: £250,000 (additional £100,000) 2017-18: £250,000 [steady state]
Name:	Preparing and supporting UCL for REF 2020		
Sponsor:	Paul Ayris Director of Library Services	Lead Staff member:	Catherine Sharp, Bibliographic Services

Description:

HEFCE's Open Access policy for the next REF requires that articles and conference proceedings be deposited in a repository within 3 months of acceptance. This applies to papers accepted after 1 April 2016 (deposit on acceptance **now postponed for 12 months in favour of retaining deposit on publication**). HEFCE expects every effort to be taken to secure compliance with their Open Access mandate as soon as possible. The RCUK OA policy is also under review once more, with a decision not expected until 2016. The UK OA policy position is highly volatile.

HEIs are strongly urged to implement the HEFCE policy at the earliest opportunity, and credit will be given in Unit of Assessment Environment Statements for steps taken to comply. UCL is therefore committed to a careful but thorough implementation of the policy.

Although the HEFCE policy applies particularly to articles and proceedings papers, HEIs are encouraged to take steps to enable Open Access to all outputs. UCL expects, therefore, that a copy of every UCL research output should be deposited in UCL Discovery or an appropriate subject repository.

This bid was successfully submitted for 16/17 SIF funding in the previous budget round. UCL Library Services requests the additional budget allocation of £250,000 recurrent now be made permanent as supporting UCL for REF 2020 is a key deliverable from the Library to deliver the Student Experience in the Library Strategy and UCL's strategic requirement in UCL 2034 to maximise UCL's financial position through external research funding. The request for this funding to be made permanent is supported by the Vice-Provost (Research).

(a) REF 2020

In view of the potential implications for income coming to UCL under the QR funding stream, Deans of Faculty are responsible for ensuring compliance with the HEFCE policy. To support Deans, UCL Publications Board has developed a compliance monitoring and reporting infrastructure. The intention of Publications Board is that as much as is practicable of the detailed work of compliance should be undertaken on behalf of Faculties by UCL Library Services.

Compliance monitoring is compromised by the fact that publication details are not systematically exposed to HEIs when a paper is accepted by a publisher, for the existence of an 'in press' paper may only be known to its authors and publisher; JISC however is undertaking tool development to help ameliorate this problem. Deposit of the author manuscript in UCL Discovery at point of acceptance, nonetheless, is a pivotal part of the HEFCE mandate for REF 2020.

A related challenge is that, while HEFCE focuses on the acceptance date for Open Access, details that HEFCE requires for final submission to REF, such as publication date, pagination, DOI and embargo dates, are only assigned at publication.

<p>To help to overcome these challenges, Deans are asked to nominate staff to co-ordinate Open Access in Faculties, who will be responsible for collating details of accepted publications from academic staff within the Faculty, and passing such details in a <u>weekly</u> list to the Open Access team in UCL Library Services.</p> <p>UCL Library Services will then work with the academic author of each output, and their publisher when necessary, to ensure that a copy is deposited via RPS in UCL Discovery within 3 months of acceptance, so that the output complies with the HEFCE REF 2020 policy once fully implemented. This is the first stage of the workflow. The second stage of the workflow will concentrate on upgrading the metadata for each output, using metadata from the publisher which contains details such as pagination, and also deposit the published version of the text (copyright permissions allowing) into UCL Discovery. Library Services staff will therefore ensure that the 'at acceptance' and 'at publication' records in RPS are merged and that the final record is of satisfactory quality.</p> <p>Regular reports on Faculty compliance, which are being designed by ISD in conjunction with UCL Library Services and the UCL Research Evaluation team, are made available to Deans and other stakeholders.</p> <p>Each Faculty should decide how many nominees are required to support its staff at a local level, which might be Department, Institute or Faculty.</p> <p>The total publication output of UCL (not including the newly-merged UCL Institute of Education) is 15,000 outputs a year.</p> <p>(b) UCL Press</p> <p>To reduce the amount of money UCL has to pay to commercial publishers for OA, UCL Press has been established as a route by which UCL researchers can publish Gold OA journals and monographs, free at the point of delivery. The Press already publishes a number of journals and hosts student journals; this number will increase in the next year. A monograph publishing list is also under construction, and the first OA monographs appeared in Spring 2015. 13 books were published in the first year of operation. The Business Plan for the Press has been reviewed and approved by the UCL Press Board. This plan can deliver an increase in the number of journals and monographs, but in order to achieve the potential growth a modest increase in staffing would be needed to support the venture. The current staff of 5 can be compared with Liverpool University Press which has 13 full-time staff and Policy Press at Bristol University with 21 full-time staff. Growth would be driven by demand, but UCL Press is a much more cost effective route than following the Finch model of APC payments.</p>
<p>Alignment with UCL 2034 Strategy:</p>
<p>The bid is aligned with the UCL 2034 Strategy as follows: Principal Theme (PT) PT-1: Academic leadership; PT-2: Global leader in the integration of research and education; PT-4 Accessible, publicly-engaged organisation; PT-6: Delivering global impact; Key Enables (KE) KE-F: Communicating effectively)</p>
<p>How success is measured:</p>
<p>Success will be measured by:</p> <ol style="list-style-type: none"> (1) The % of UCL research outputs which are available as OA outputs – Green and Gold (2) Levels of compliance by UCL research with the HEFCE requirements for REF 2020 (3) Increase in the number of books and journals published/hosted by UCL Press. Baseline for 2014-15 is 10 books (publishing did not start until Spring 2015), 5 hosted journals and 3 published journals <p>UCL is a European leader in OA developments. Through published papers and Conference presentations, the OA Team will monitor the feedback on UCL's OA activity in the social media – particularly Twitter – to assess via qualitative feedback how successful UCL's approach to OA is judged by competitor universities. Assessing performance in this way is a feature of Science 2.0 (Open Science) and altmetric approaches to research assessment.</p>
<p>The additional cost for the next 3 years:</p>
<p>£250,000 recurrent as a permanent part of the Library's baseline budget once the current period of SIF funding ends. All costs are for staff posts.</p>
<p>Space implications: None</p>
<p>Any other dependencies: None</p>

UCL LIBRARY SERVICES – E resources (Previous SIF 16-19)

Amount Requested:

- For new e-resources: £250,000 (Inclusive of VAT) Recurrent

<p>Description: Embedding Digital Delivery Across UCL</p>
<p>New e-resources</p> <p>UCL Library Services has been maintaining a needs and gap list of electronic journals, backfiles, one-off purchases, datasets and e-books for a number of years. It is made up of two main lists, one for recurrent titles and one for one-off purchases, and it is regularly updated with new needs from academic departments, supported by relevant library staff. The focus of this bid is on new e-journals, databases and e-books, and the costs are recurrent. It represents priorities chosen from the current needs list, which currently stands at over £1 million. Following generous investment, which has helped to create a world class digital library, UCL needs to fund the ongoing investment required to maintain this excellence. Our global competitors are investing heavily in digital resources. There is an obvious need to remain competitive in terms of provision to support research, research-based learning and the Connected Curriculum.</p> <p>This bid was successfully submitted for 16/17 SIF funding in the previous budget round and £250,000 was awarded on a recurrent basis. UCL Library Services requests the additional budget allocation now be made permanent, as supporting the Student Experience and Research-based teaching and learning are key deliverables from the Library to support UCL 2034.</p> <p>Priority areas for investment include the following:</p> <ul style="list-style-type: none"> • New electronic journal titles • New disciplinary databases <p>Benchmarking Science and Engineering resources show that there are clear gaps in UCL's provision. <i>CRC Handbook of Physics & Chemistry</i> comprises crucial basic data for departments across UCL. Hard copy is difficult to use. Purchase would obviate need for hard copy in multiple sites. The same applies to the <i>Encyclopedia of Sociology</i>, currently held in print at one site, but in demand by sociologists scattered across UCL.</p> <ul style="list-style-type: none"> • Biomedical e-books and ejournals <p>Benchmarking in biomedicine demonstrates that major gaps in both research and teaching areas remain that have not yet been fully funded. The continuing emergence of high quality research e-journals in this subject area continue also to place a demand on funds. <i>Clinical Key</i> (available at the University of Manchester, King's College London, Hull, York Medical School, Oxford University, Cambridge University, Lund University, Johns Hopkins University, and Yale University) provides access to one of the largest collections of e-textbooks and ejournals in biomedicine, including core texts for 2,000 medical students, with proven high levels of usage during all trials. The recurrent cost of this package alone is over 100K a year.</p> <ul style="list-style-type: none"> • Expanding the global range of UCL's resources <p>To support area studies and UCL's increasingly global teaching and research profile there is a strong case to provide access to key resources published outside the UK, US and Europe. The <i>China Online Journals</i> package for the Arts and Humanities, Education and Medicine is needed to support a specific Masters programme, but is also of enormous potential use to the Chinese community at UCL.</p> <ul style="list-style-type: none"> • Improving access to worldwide business data

Alignment with UCL 2034 Strategy:
<p>This bid aligns with UCL2034 Principal Theme (PT)-2: Global leader in the integration of research and education; PT-3: Addressing global challenges; Key Enabler (KE)-A: Giving our students the best support.</p> <p>The move to electronic access as the preferred mode of delivery is embedded in the current Library Strategy for 2015-18, and will form a building block of the new Strategy in support of UCL 2034. This is the culmination of activity first undertaken in the Library Strategy 2005-10. All academic Departments in UCL see that digital delivery for e-journals and datasets, and increasingly for e-books, is the default mode of delivery to staff and students because of the benefits it delivers, providing seamless access off campus. All UCL students and academic staff will benefit from the bid.</p> <p>The move to digital delivery in these areas is also underpinned by UCL's new Education Strategy. The Library Strategy expects that all courses in UCL have a Moodle presence. The presence of a digital reading list, with links to appropriate readings/sources in digital format, is being progressed as an entry level requirement for academic Departments via the ReadingLists@UCL service, which was launched in 2012, and has proved very popular with students, helping to alleviate the pressure on multiple copies of text books.</p>
How success is measured:
<p>Success will be measured in 2 ways:</p> <p>(11)The Library's liaison teams liaise with Library representatives and committees (library, teaching and learning, research) in <u>D</u>epartments which act as a focus for the development of UCL's digital library offering, particularly where there are gaps;</p> <p>(12)Scores in national evaluations of the Library's resources and services – NSS, PTES and PRES. The Library now has baselines scores (spelled out in its Operational Plan) against which to measure success.</p>
The additional cost for the next 3 years:
<p>The bid for new e-resources is, ideally, for £250,000 annually to be added as a permanent part of the Library's core budget, when the current phase of SIF allocation expires.</p>
Space implications:
None
Any other dependencies:
None