



Library Services Strategic Plan (2021/22 – 2025/26)

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Introduction

The last Library Strategic Plan covered the period 2012/13 to 2016/17. The absence of an updated and approved library plan since then has been noted in various university meetings throughout 2020/21 - when discussing options for the future of the Bannerman building for example. The time is now right therefore for a new 5-year Plan to be formulated given that: 1) a permanent Head of Library Services is in place 2) the dust has settled after the move of Library Services (including Records and Archives) from Information Services to the new Student & Academic Services directorate in July 2020 and 3) Library Services' formal representation in University committees has been improved. Finally, this Plan represents an ideal opportunity to build on the successful delivery of new Library services during the COVID pandemic period.

Scope and assumptions

This Plan assumes no further changes in Library Services structure and governance during the period in question and at least a flat operational budget with the ability to bid for additional funds (especially capital funding) during the annual planning process.

The Plan does not seek to incorporate new activities from other sections of the University into the Library Services' portfolio but does anticipate the need to co-deliver a new "one stop shop" student support service both virtually and in Bannerman with Student Services colleagues during the life of the plan.

Brunel 2030

way forwards for the next 5 years if the necessary stage-gate funding is approved:

1. Conduct a 12-month survey and planning exercise for the whole of Bannerman during 2021/22 FY. This would incorporate flexible teaching space elements into the Bannerman Annex along with a one-stop shop student service area on the ground floor and a re-

2. In the meantime, we will enhance our Customer Service provision to offer a consistent

2. With regard to supporting to Open Access, there are a number of initiatives already underway as itemised below to meet external funder compliance obligations and international initiatives such as Plan S³. Further adjustments may be necessary as and when the details of the next UK Research Excellence Framework are announced:
 - a. In order to help Brunel meet its new funder obligations under Plan S and the new UKRI Open Access Policy⁴, Library Services is signing up to appropriate so-called "Read and Publish" deals with the major journal publishers as they become available. These are i

also be able to harness our new interactive 3D floorplans from 2021/22 to better guide students to find items quicker thanks to map integration with our library catalogue.

Eresource collections

The default Library Services procurement policy will remain "e-first over print" - which has been vindicated by our experiences during the recent COVID pandemic.

1. In order to develop this further, we will make a £100k funding bid for a pilot e-textbook programme to be conducted during 2022/23. This would implement and test a chosen e-textbook platform and procurement model on a selected course in each of the 3 Colleges. Working with Digital Education and other colleagues, we would then undertake a systematic evaluation of the academics and students on the pilot courses alongside analysis of usage data and analytics from the selected platform to produce a report of findings and recommendations on future funding models.

Significant infrastructure improvements are also required for our e-Library in addition to the launch of our new app mentioned previously:

2. Investment in a new Library Management System will substantially streamline back-office processes relating to eresource management, improve speed of availability of new eresources for our users as well as reduce complexity in our search interfaces.
3. In addition, another IS Digital Portfolio Project to upgrade our identity and authentication management infrastructure during the life of this Plan should finally enable us to unlock the necessary granular usage data by e.g. student level, discipline and course to make informed collection management decisions as well as feed into any wider University project on learner

- b. In the interim period, the RASC team will be able to take advantage of their new central Bannerman location to expand their opening times and mediated-access services as well as continue their outreach work as specified below.

2. Supporting "the move to e"

- a. RASC can assist the University to speed up its move to capturing and managing born-digital records/assets through the piloting of new software in specific departments (e.g. those deemed high risk from a compliance perspective) whilst systematically reviewing existing paper assets to ascertain what may be disposed of securely or sent for digitisation. All of these initiatives will reduce the footprint needed for physical storage in any future new building development mentioned above.
- b. In addition, RASC will continue the cataloguing of existing special collection assets in appropriate to maximise discovery whilst also embarking on selected digitisation projects, ideally partnering with appropriate external publishers/content providers to share the cost and benefits. Inclusion of appropriate RASC collection metadata in Library discovery systems will also be explored to maximise visibility to internal researchers.
- c. RASC will undertake _____, especially those that require interactions with external customers, harnessing relevant Library Services infrastructure.
- d. RASC will develop its own formal collection development policy to support our efforts to attract new, appropriate deposits and ensure we have living collections in line with Brunel's teaching and research priorities that we can then use as a basis for developing supportive learning resources and hands-on activities. This policy will be underpinned by the creation of a special ring-fenced acquisitions fund for special collections and archives.

3. Ensuring staff engagement for compliance

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we would like to work with the Risk & Audit Committee to include records management in the future audit cycle in order to convey the importance of records management from a compliance and practical information management perspective, especially in a cloud-

Library Services Performance Management

1. Presuming that the National Student Survey (NSS) continues to include a dedicated Library-related question, the key performance indicator (KPI) for the success of this Plan will be for Brunel Library to achieve an overall % satisfaction score of $\geq 90\%$ within the next 5 years and meet or exceed the benchmarking group average score within 2 years.
2. Working with Information Services, we would like to start a new biennial, online joint Library & IT Customer Survey to inform our service planning, obtaining both a consistent, standardised measure of our performances across a range of activities over time as well as constructive prioritisation on our ideas for future enhancements. It will also fill in the gaps in our understanding from the current NSS Survey scores and comments of our different customer groups' needs. It is also likely to be a prerequisite for achieving the CSE accreditation mentioned previously – something which will also require us to set transparent performance measures across our operations (e.g. reshelving times, target delivery times for orders etc).
3. As part of Student and Academic Services, we will deliver an annual report to the Student Experience and Welfare Committee with an account of progress against the objectives laid out in this Plan. This will ensure there is formal accountability to Senate.
4. We will use our membership of SCONUL⁶ to conduct benchmarking of key metrics relating to expenditure, efship of SCONUL