Library Services
Strategic Plan
2014/15 – 2018/19
MISSION

To inspire Imperial’s communities of researchers and learners by connecting them to information and expertise.

VISION

We will provide first-class, user-focused services, expertise and spaces. We will enable researchers and learners to navigate the changing information landscape, working in an innovative, proactive and agile way.
Values

Our values underpin our service centric approach to delivering our mission. We will:

- Strive for integrity and transparency, respecting our colleagues and users
- Listen to our users and endeavour to understand their requirements, putting our diverse College communities at the centre of our services
- Aim for innovation using proactive work practices to deliver creative and robust services
- Strive for excellence, seeking to always be professional with our colleagues and users
- Collaborate and form partnerships within the College and with other organisations to bring benefit to our users and enhance our services
- Remain committed to our staff’s growth to optimise their talent and to learn new skills that will underpin our evolving service
- Remain committed to enabling the learning opportunities of our users and staff
Introduction

We take pride in the fact that our delivery of customer-focused services is recognised by our users. That the library remains central to students is evidenced by the continuing rise in the use of the College’s physical library spaces ahead of the overall rise in student numbers and despite the fact that over 90% of the library’s resources are available online. Building on the achievements undertaken as part of our 2010–2014 strategy we will continue to be a valued partner contributing to the College’s research and learning activities and aligning services to our users’ needs. The changing higher education policy environment combined with other new opportunities has resulted in a transformation of service needs. In delivering our new strategy we wish to seize the opportunity to create an environment which fosters exploration and innovation.

Our Strategic Plan is underpinned by an Operational Plan and both will be reviewed annually.

STRATEGIC PRIORITIES

1 We will enhance the impact of College’s research through the development of researcher-focused services

2 We will develop services to support all of Imperial’s communities

3 We will transform our spaces so that they are inspiring for learners and researchers and remain relevant to their evolving needs

4 We will embrace innovative ways of working

5 We will develop our people by creating an enabling culture
STRATEGIC PRIORITY 1

We will enhance the impact of College’s research through the development of researcher-focused services

CONTEXT

- Open Access Publishing and funder policies
- Research Data Management and funder policies
- Opportunity to maximise access to college research outputs
- Opportunity to minimise the administrative burden of compliance for researchers

KEY DELIVERABLES

1.1 We will continue to work in partnership with the research community and other College stakeholders to develop and deliver services to support and enable the transition to Open Access Publishing

1.2 With our College partners, we will develop and deliver a cohesive Research Data Management support service, including contributing to the planning and implementation of the College’s RDM policy

1.3 We will evaluate opportunities to develop our services and build our expertise in order to maximise the visibility and impact of College’s research output

1.4 Through engaging with our researchers we will continue to enhance our understanding of their needs
STRATEGIC PRIORITY 2

We will develop new services to support all of Imperial’s communities

CONTEXT

- Diverse communities of users, from prospective students through to alumni
- College’s Education and Student Strategy
- Evolving relationships with our NHS partners
- Opportunities for public engagement with schools

KEY DELIVERABLES

2.1 We will work with our College partners to deliver and develop services to enrich the College’s distinctive education and student experience

2.2 We will work with our College partners to develop a distinct alumni service as part of their lifelong relationship with College

2.3 In collaboration with our College partners we will develop services and resources which are personalised, relevant and welcoming for our prospective and pre-sessional students

2.4 We will work with our healthcare partners to support their endeavours to translate research into practice and deliver evidence-based patient care

2.5 We will develop services in support of College’s translation activity from research to commercialisation

2.6 We will review our services to members of the public
STRATEGIC PRIORITY 3

We will transform our spaces so they are inspiring for learners and researchers and remain relevant to their evolving needs

CONTEXT

• Increased use of physical library spaces
• Increasing group work activities
• College-wide masterplanning activities
• Increased uptake of mobile technologies

KEY DELIVERABLES

3.1 We will develop the case for the transformation of the Central Library space

3.2 We will review the library research and learning space provision across the campuses to ensure that it remains relevant to evolving teaching, learning and service requirements

3.3 As the Imperial West vision develops, we will determine an appropriate model for library services to support research and teaching in the new facilities

3.4 We will regularly evaluate the user experience of all library spaces
STRATEGIC PRIORITY 4

We will embrace innovative ways of working

CONTEXT

- College Education and Student Strategy
- Recent implementation of next generation library management system (Alma)
- Increasing inter-operability between College systems
- Opportunities to streamline processes and focus on user-centered services
- Make full use of the increasing availability of data to support decision-making

KEY DELIVERABLES

4.1 We will seek to re-engineer our workflows across the Library to improve efficiency, including seeking integration with College systems in order to enhance our processes and services

4.2 We will continue to make decisions based on evidence and we will develop our business intelligence and statistical analysis capabilities to inform our work and to support others

4.3 We will continue to review the impact of any proposed process or service change from our users’ perspectives including consulting or seeking feedback as appropriate
STRATEGIC PRIORITY 5

We will develop our people by creating an enabling culture

CONTEXT

- System and policy changes requiring cross-team and cross-department working
- Increasing emphasis on project-based activity requiring flexibility
- Some new areas of work require the development of new skills (e.g. RDM)
- The opportunity to embed continuous improvement into our day-to-day operations
- The desire to actively encourage a culture that empowers non-hierarchical decision-making

KEY DELIVERABLES

5.1 We will develop new staff induction and staff development policies

5.2 We will undertake a learning-needs analysis to ensure we have the skills to support new areas of work

5.3 We will review our organisational structure to ensure there is an appropriate alignment of skills and resources to achieve our goals and to support College’s strategy

5.4 We will cultivate a staff organisation where all members are encouraged and supported to take ownership of and responsibility for their area of work

5.5 We will ensure that success is celebrated