

**Library Services
Operational Plan 2019-20**

I. Student experience

Strategic area	Lead	Progress
Ensure that the Library areas refurbished in summer 2019 are fully functional, making adjustments based on student feedback and observed use of the new areas.	Assistant Director (User Support, Academic Liaison); User Support Manager.	Feedback collected at the desks and on the feedback board in the autumn term was analysed and acted upon.
Plan for the proposed Phase 2 of the Library refurbishment project.	All.	Phase 2 did not take place in summer 2020. It was postponed as a result of a review of priorities in Estates. There was a plan to bring the IT Services help point onto the Ground Floor desk and put new RFID gates at the entrance, but this was abandoned because of the COVID-19 pandemic and the closing of the Library. Once the pandemic is over the plan to provide a combined Library and IT Services help desk can be resurrected.

Measure our front-facing services against a national customer services standard by seeking accreditation.	Assistant Director (User Support, Academic Liaison); User Support Manager.	We chose the Centre for Excellence as our Customer Service Excellence assessor and completed the initial assessment stage of the process before the pandemic. We hope to resume gathering evidence in the coming months.
Complete the History, Classics and Archaeology /Library Student Satisfaction Project which has tracked a cohort of undergraduate students through their degree.	Assistant Director (User Support, Academic Liaison); Subject Librarian for History, Classics and Archaeology.	Surveys of the initial cohort of students (now in Year 3) were carried out. The results showed a definite improvement in satisfaction with our services. However, NSS scores have only improved slightly since the project began. We will continue to work with the Department to improve our services and HCA student perceptions of them.
Publish and implement a new Collection Management Policy.	Assistant Director (E-Services, Systems and Collections); Subject Librarian team; Acquisitions and Metadata Manager.	The revised policy was presented at LAG (2019).
Explore options for extended opening hours following last year's 24-hour opening pilot.	Assistant Director (User Support, Academic Liaison); User Support Manager; Assistant Librarian (User Support).	A proposal to open 24/4 was discussed with the Student Union and sent to Keith Harrison who gave the go ahead. Dates were finalised and the recruitment process began but the project was abandoned following the Library's closure in March.

<p>Prepare for the introduction of automatic renewals of loans from 1 August 2020</p>	<p>Assistant Librarian (User Support); Task and Finish Group</p>	<p>The system of automatic renewals of loans was introduced in August 2020.</p>
<p>Prepare for the reopening of the Library following the College closure due to the Covid-19 pandemic</p>	<p>Assistant Director (User Support, Academic Liaison); User Support Manager; Working group</p>	<p>Click-and-collect and click-and-post services were introduced in July. The Library space reopened on Monday 14 September with reduced capacity owing to safety measures introduced because of the pandemic.</p>
<p>Provide ebooks and digital content while we are closed and to support online teaching in the Autumn term</p>	<p>Assistant Director (User Support, Academic Liaison); Assistant Director (E-Services, Systems and Collections); Subject Librarian team; E-Services team.</p>	<p>We took advantage of trials and access to online collections made freely available during the first stage of the pandemic. In September, we secured additional funding to subscribe to ebook packages provided by Kortext, BibliU and Proquest, increasing our ebook holdings to over 200,000 titles overall.</p>

2. Student success

Strategic area	Lead	Progress
<p>Work collaboratively with other professional support services (such as Academic Skills, Access and Engagement) to ensure that students have the skills they need to succeed at Birkbeck.</p>	<p>Subject Librarian team; Assistant Director (User Support, Academic Liaison); Assistant Director (E-Services, Systems and Collections).</p>	<p>The central Study Skills team and BGRS delivered sessions in the new Library training room before its closure.</p>
<p>Carry out a 'Proof of Concept: what's on your reading list?' project to review data from our digitised readings to measure how well our collections reflect Birkbeck's diversity. Share our findings with the academic community.</p>	<p>Assistant Director (E-Services, Systems and Collections); E-Services team; Subject Librarian team.</p>	<p>First draft of this report's finding has been written. Progress delayed on its completion due to competing priorities.</p>

3. Attracting students and celebrating Birkbeck's unique mission

Strategic area	Lead	Progress
<p>Deliver parts of the Foundation Year programme's 'Fundamentals of Study' module and contribute to the development and delivery of 'Breaking Boundaries of Knowledge' module in the second term.</p>	<p>Subject Librarian team.</p>	<p>For Fundamentals of Study, material for five seminars was provided for teaching and scholarship staff to teach, and Subject Librarians delivered the Week 8 lecture. Involvement in Breaking Boundaries focussed on supporting teaching and scholarship staff who were given a large amount of autonomy on how they delivered the module.</p>
<p>Implement a new membership model which enables Birkbeck alumni to re-join the Library more seamlessly.</p>	<p>User Support Manager; Assistant Librarian (User Support).</p>	<p>The online membership for alumni went live and an online guide for alumni was published in October.</p>
<p>Plan events and activities which celebrate the hundredth anniversary of Birkbeck joining the University of London.</p>	<p>Subject Librarian for Science; Assistant Director (User Support, Academic Liaison).</p>	<p>A small working group was set up to plan and deliver activities during 2020 in relation to the 100-year anniversary of Birkbeck joining the University of London. A self-guided Birkbeck History walking tour was published,</p>

		<p>and the Library hosted the visit of the Chancellor of the University of London in March.</p> <p>However, plans for an exhibition of material from the College Archive were shelved due to the pandemic.</p>
Create a working group to look at developing the Library's widening access and student engagement activities.	Subject Librarian team; User Support Manager.	<p>The Library's Access and Engagement group was formed in February 2020 and contacts established with the College's Access and Engagement team.</p> <p>Plans to carry out engagement activities were suspended during the pandemic.</p>

4. Supporting research

Strategic area	Lead	Progress
Expand our support for early career researchers and continue to deliver workshops through the Birkbeck Graduate Research School.	Subject Librarian team: Research Data Support Manager; Senior Assistant Librarian (Repository and Digital Media Management).	BGRS sessions were delivered although some were cancelled due to poor attendance.

<p>Find a long-term solution to the preservation and accessibility issues relating to the College Archive and contribute to the planning for Birkbeck's 2023 bicentenary celebrations.</p>	<p>Director of Library Services; Subject Librarian for Science.</p>	<p>A new archive storage facility was identified and it was agreed that we will move the College Archive, which is currently housed at Ely to this new site. However, the move has been put on hold because of the pandemic.</p> <p>We applied for a scoping grant from the National Archives for up to £3K for a professional archivist to give advice on a way forward for the archive.</p> <p>Unfortunately, our scoping grant application was unsuccessful.</p>
<p>Organise a programme of events to mark International Open Access Week and expand the range of advice we offer about open access and publishing.</p>	<p>Subject Librarian team; Senior Assistant Librarian (Repository and Digital Media Management); Research Data Support Manager.</p>	<p>Several training sessions were delivered during the week beginning 21 October 2019.</p> <p>Plan S monitoring continues; the Open Research Working Group has been briefed and we hope to schedule training sessions for staff later in the year.</p>
<p>Participate in preparations for the REF: raising awareness of the importance of OA amongst the academic community, ensuring the REF</p>	<p>Senior Assistant Librarian (Repository and Digital Media Management); Acquisitions and Metadata Manager.</p>	<p>Despite the postponement of REF, meetings and book purchasing continued as normal. Extensive testing of the BIROn plugin was carried out to ensure the submission process goes as smoothly as possible.</p>

<p>submission system works with BIROn, and organising the purchase and transit of hard copy materials to REF panels.</p>		
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5. Working efficiently and effectively

Strategic area	Lead	Progress
<p>Continue the process of identifying and purchasing a new Library Management System (LMS).</p>	<p>Technology Innovation Manager; All.</p>	<p>We are rewriting the business case for Procurement to include input from IT Services and to explain the value of a reading list system and a Library Management System, which has the capacity to manage our e-books and e-textbook collections.</p>
<p>Review the way we allocate our information resources budget and adopt a more data-driven approach to managing our journals and databases.</p>	<p>Director of Library Services; Subject Librarian team; Assistant Director (E-Services, Systems and Collections); Assistant Director (User Support, Academic Liaison).</p>	<p>We will be conducting a strategic review of our information resources expenditure in 2020-21 looking at all aspects of it including our Senate House Library subscription, transformative agreements and our investments in e-books and e-textbooks.</p>

<p>Improve regular internal communication within the Library team so that staff are kept informed of developments within the Library and the university and can better contribute to the positive development of our services.</p>	<p>All.</p>	<p>Weekly emails have been sent to staff since the closure of the Library in March. Microsoft Teams has been used to keep internal communication going during the closure.</p>
<p>Encourage library staff to network with other library professionals and get involved in national or regional initiatives to increase awareness of best practice in the sector.</p>	<p>All.</p>	<p>Staff development opportunities were included in the Library's internal newsletter throughout the year, including during the pandemic but there have been less opportunities for staff to network with others.</p>