LIBRARY STRATEGY 2012-2017
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Background

In January 2011, the Royal Society of Medicine (RSM) Council approved the remit and composition of a Library Services Review Group (LSRG). It was agreed that the purpose of LSRG should be to review in depth all aspects of Library Services, including the range of services provided, usage, costs, current funding model, income generation, staffing and space issues. In addition, LSRG was tasked with examining the changing trends in medical library usage and provision of library services in general; and considering how RSM Library Services will need to adapt and develop over the next 5-10 years in order to meet the needs of those who use the Library.

The Group’s Report was accepted by Council in January 2012, furthermore Council agreed that the recommendations in the Report should inform the development of a new Library Services Strategy, to follow the current 5-year Strategy approved by Council in July 2007 (Library Services Strategy, 2007-2012). Subsequently a Library Services Action Plan, which was also approved by Council, was devised to elaborate how each of the Report’s objectives could be achieved. These documents provide the context for the present Strategy.

The Royal Society of Medicine Library’s Purpose and Values

Purpose of the RSM Library

The Library supports RSM Members’ learning, teaching, research, publication, innovation and engagement by providing resources, high quality services and professional expertise to enable the effective discovery and use of information, and the development and communication of knowledge.

The Library’s values

In defining its purpose and fulfilling its objectives, the Library aims to be:

- Responsive to its users in the provision of high-quality personalised services
- Committed to the support of learning and the wider Member experience
- Innovative in responding to and shaping the changing information environment
- Trustworthy and respected by its users
- Self-aware and reflective, seeking continually to improve its performance and sustainability
- Committed to the promotion of accessibility, equality and diversity
- Enthusiastic in promoting and sustaining the wider interests of the RSM
- Positive about working in partnership with other service providers and organisations
- Committed to the RSM’s charitable objectives in medical education and public engagement and supportive of the medical research undertaken by its Members

### Strategic Objectives

#### Supporting learning, teaching and the Member experience

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<tr>
<th>No.</th>
<th>Objective</th>
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| SO1 | To improve the quality and range of learning resources, in digital and print form | 1. Increase the availability of electronic content including by migrating systematically from print to electronic provision of journals and high-demand texts  
2. Increase the availability of e-book content, evaluating and consolidating the use of demand-led subscription-based e-book services  
3. Target areas of weakness in provision of text books, responding particularly to demand from Student Members |
| SO2 | To develop new tools for the organisation, discovery and use of learning materials | 1. Introduce a new single-search platform for a wide range of library managed content, replacing the library catalogue.  
2. Develop applications for mobile devices to enable effective access and use of resources |
| SO3 | To improve access to resources and services                                | 1. Review and further enhance library opening hours, focusing on holiday periods, ensuring value for money by utilising minimal staffing levels and self-service operations  
2. Review and develop the provision of “roving” support services to improve access to personal support for Members  
3. Introduce a suite of mobile services to enhance communications, marketing and access to enquiry services  
4. Consider developing 24/7 information/enquiry services to improve accessibility of support for Members |
5. Investigate how information advisory/support systems can be made available and customised in the virtual learning environment

1. Embed effective and sustainable support for information and digital literacy into the RSM academic programme
2. Exploit online training and tutorial systems to enhance provision at 1 Wimpole Street and support for Members at a distance
3. Develop new approaches to the delivery of information literacy

1. Review the structure, roles and skills sets of the library staff to enhance their ability to contribute to the RSM academic programme
2. Engage effectively with Sections to contribute to new methods of delivering library/information services, particularly with regard to information and digital skills and supporting the academic programme

Supporting research and innovation

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<th>Objective</th>
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<td>SO6</td>
<td>To develop high quality collections of information resources for research</td>
<td>1. Pursue opportunities for collaborative collection development (e.g. the prospect of a National Digital Library) 2. Seek to influence and gain benefit from changes to new business models developed for research journal subscriptions 3. Acquire additional digital back-runs of journals in order to improve access</td>
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<td>SO7</td>
<td>To support research activity and ensure effective collection development for current and future research needs</td>
<td>1. Engage more effectively with Research Centres and Institutes, and embed library staff where appropriate in research/academic activity undertaken at the RSM 2. Develop collections to support research, while ensuring value-for-money</td>
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<tr>
<td>SO8</td>
<td>To provide services to enable researchers to discover, access and use</td>
<td>1. Develop new digital tools to support the effective discovery and management of information resources</td>
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To develop and promote special collections and archives

1. Enhance desktop delivery services of material from the Library to users
2. Investigate the creation of an e-prints repository in view of the requirement for researchers to place publications on open access and the need to increase profile and visibility of research outputs
3. Develop a sustainable service for the management of Open Access publication in peer-reviewed journals
4. Enhance dedicated research space in the Library

1. Seek donations and external funding opportunities to acquire, catalogue and conserve new research collections
2. Develop a digitisation strategy to preserve and make accessible existing and new collections
3. Refine cataloguing and preservation priorities to reflect the needs and interests of RSM academic programme and Sections
4. Work with partner groups and organisations to develop awareness and promote the use of special collections and archives

Supporting public engagement and global health

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<th>Objective</th>
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| SO10 | To support the RSM's relationships with external partners | 1. Develop protocols for the provision of resources and services to external users and groups, including universities, businesses, patient groups and the public
2. Provide support and facilities for events and participating organisations
3. Enhance exhibition space for special collections and archives to improve visibility and accessibility for visitors
4. Increase use of the Library and its collections by non-Member students, contributing particularly to widening participation |
5. Support the development of the information skills programme by making it accessible electronically
6. Review and develop contracted services to the NHS in the context of changes to governance arrangements for health services across the country
7. Contribute to the RSM's public engagement and global health objectives and activities

### Enabling the strategy and supporting the RSM's sustainability

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| E01 | To improve the experience of customers of the Library                     | 1. Develop the capacity and mechanisms to respond rapidly to changing customer needs and expectations  
2. Use techniques such as customer journey mapping to analyse and understand the experience of users of the Library  
3. Review and refine performance standards to match user experiences and expectations  |
| E02 | To improve communications and marketing of services                       | 1. Develop and improve relationships and dialogue with Members and corporate clients  
2. Introduce new feedback and response channels for Library users  
3. Implement an integrated communications and marketing approach to all users of the Library  |
| E03 | To develop Library space for the improved delivery of services            | 1. Improve the RSM Library's mechanical, electrical and data infrastructure to accommodate increasing levels of use  
2. Enhance the capacity of staff at all levels to contribute to service development through decision making and the generation of ideas  |
| E04 | To develop staff skills and roles                                         | 2. Produce a framework of IT skills for staff, with a supporting programme of activities  
3. Develop capacity and skills for the effective management and curation of digital content, including research data  
4. Develop capacity and skills to provide support and services for the information skills  |
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<th>E05</th>
<th>To manage finance and budgets effectively</th>
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<td>5.</td>
<td>Ensure effective succession planning and transition arrangements for key posts</td>
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<td>1.</td>
<td>Endeavour to obtain and manage funding appropriate to the demands placed on the Library by the RSM's plans, particularly in view of restricted budget settlements</td>
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<td>2.</td>
<td>Actively seek external funding to enable additional improvements to be made to library facilities and services</td>
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<td>3.</td>
<td>Review journal subscription commitments, and seek greater flexibility in “big deal” arrangements</td>
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<th>E06</th>
<th>To enhance management performance</th>
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<td>1.</td>
<td>Review and enhance methods and technologies for effective internal communications</td>
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<td>2.</td>
<td>Improve the collection and exploitation of management information for core services and processes, and review KPIs for fitness-for-purpose</td>
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<tr>
<td>3.</td>
<td>Develop and refine metrics on the cost and use of digital resources, particularly e-books to ensure value-for-money on subscriptions and purchases</td>
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<th>E07</th>
<th>To apply technology to the effective management of services</th>
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<td>1.</td>
<td>Review workflows and processes of “back-office” activities</td>
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<td>2.</td>
<td>Investigate the use of uniform resource management systems to integrate and improve the management of print and digital resources</td>
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<td>3.</td>
<td>Investigate shared services and open source approaches to core library management system functions</td>
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<td>4.</td>
<td>Seek to collaborate with regional and national partners in the acquisition and use of electronic resources</td>
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## SWOT Analysis

### Strengths

The Library has a strong profile in the RSM, recognising quality of service and sound and effective management.

It has a well established reputation for excellence in customer services.

There is consistently positive feedback from Members.

Support for information literacy and research skills is effective and well-received by Members.

The Library has an increasing portfolio of e-journals and a growing collection of e-books, with high levels of satisfaction from all membership groups.

Highly-motivated staff have a strong commitment to developing their and others’ knowledge and skills.

The Library has the lowest relative staff costs amongst its comparators.

It has developed effective working relationships with key partners, including the British Library, NHS and leading universities.

### Weaknesses

Lack of experience in developing overseas operations, funding and staff resource capacity to meet planned growth in this area.

### Opportunities

New e-resources, particularly e-books with new licensing/purchase arrangements, are becoming increasingly available.

The accelerating development of open access publishing offers opportunities for new models of scholarly publication in a traditionally high-cost environment.

Research funders are increasingly interested in data management, preservation and re-use of research data.

The UK Research Reserve programme enables coordinated de-duplication of print journals.

Opportunities for collaboration offer benefits for procurement and service development with partners in various groups (eg Research Libraries UK, JISC).

In-house digitisation services offer greater exposure and use of special collections and archives.
### Threats

- Increased expectations from Members for resources and services in an environment of increased fees
- Increased volatility and unpredictability of membership numbers, with implications for medium and long-term resource planning
- The economic recession driving down resource allocation and library funding, including bequest income, impacting on the maintenance and development of collections and services
- Investment in technology has continuing maintenance and replacement costs
- Volatility in costs of print and electronic resources limiting capacity for investment in new resources
- Publishers seeking to protect income and remaining intransigent in defence of “big deal” arrangements for e-content