



**University College Dublin**

**Quality Improvement Plan**

UCD Library

Date 16/09/2015

# 1. Introduction

The Quality Review took place February 24-26, 2015 on the UCD Belfield campus.

A new group was formed to develop the Quality Improvement Plan (QIP), comprising the membership of the group that had coordinated the Self-Assessment Report, plus additional members brought in to deal with particular recommendations and the Library response. Several sub-groups were formed from the QIP Committee, which worked during the course of the summer of 2015 to develop, refine and finalise the QIP.

## Membership of Quality Improvement Group:

Marie Burke  
Ursula Byrne  
Peter Clarke  
Christine Cullen  
Angela Fox  
Peter Hickey  
John Howard (chair)  
Michael Ladisch  
Michelle Latimer (secretary)  
Eoin McCarney  
Shirley Moloney  
Anne- Marie Murphy  
Carmel O'Sullivan  
Rosalind Pan  
Diarmuid Stokes  
Mark Tynan

The following methodology was followed: Recommendations were reviewed and organised topically, the assignments to investigate and draft responses assigned to sub-groups. Conveners of sub-groups organised work, including broader consultations with Library staff, and drafted initial responses. The completed set of recommendations was reviewed for content, accuracy and consistency by the Library Executive.

To note some challenges in responding to the Quality Review Report:

- The timeframe for response, coinciding with the summer holiday period, made for logistical challenges in organising and completing work;
- In some cases there was extensive overlap between recommendations, or a single recommendation comprised several distinct and sometimes diverse strands.

Timing of the Quality Review Report and preparation of the QIP has been optimal, insofar as it coincides with the University's and Library's strategic planning cycles. Hence the Quality Review Report provides significant input to strategic planning, and elements of the QIP will become integral to the Library's operational plans over the next years. The majority of issues around which recommendations have been made were also identified within the Library's Self-Assessment Report submission, but the Report provides additional perspective on these and flags some further issues.

Responses to recommendations comprise the body of the QIP. The assumption is that a number of the recommendations will be enabled and funded as part of the James Joyce Transformation Project and these are indicated in the final section on prioritised resource requirements: others have been prioritised as being of priority 1 or 2 and, where possible, estimated costings have been associated with resource requirements, and indications given of where procurement tenderings would be needed. The significant matter of appropriate University investment in knowledge and information resources will require action on the part of University management which the Library can support with analytical data.

During the timeframe during which the QIP was prepared, UCD Archives were integrated administratively with UCD Library. Formerly part of the School of History and Archives, the UCD Archives was included in the School's recent Quality Review process, which also concluded in early 2015. It has been agreed that a QIP for the UCD Archives will be prepared separately from that of UCD Library.

During the summer of 2015 it was also determined that the National Folklore Collection UCD (NFC) would be integrated administratively with UCD Library; hitherto it has been part of the School of Irish, Celtic Studies and Folklore. The NFC was considered only peripherally in the 2012 quality review of the School; the most recent substantive review that included a consideration of the NFC was 2003. Given these circumstances it is not possible to include in the QIP work inevitably required within the NFC.

## 2. The UCD Library Quality Improvement Plan

### Categories

1. Recommendations concerning academic, organisational and other matters that are entirely under the control of the unit
2. Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the unit
3. Recommendations concerning inadequate staffing, and/or facilities which require recurrent or capital funding

### Timescale

- A. Recommendation already implemented
- B. Recommendations to be implemented within one year
- C. Recommendations to be implemented within five years
- D. Recommendations which will not be implemented

### A. PLANNING, ORGANISATION AND MANAGEMENT

Report Para.	RG Recommendation	Category	Action Taken/Action Planned/Reason for Not Implementing	Timescale
2.13	The Review Group notes that while the Library Senior Management Team is large there are good reasons for that. However, the Library Executive should consider reviewing this structure for its effectiveness. It is also noted that Library Executive members and Senior Librarians are often distracted from the strategic and leadership aspects of their roles by operational tasks, and the Review Group recommends that a framework to delegate operational matters should be explored.		<b>Actions Taken &amp; Planned:</b> The role and composition of the Library Senior Management Team has been reviewed periodically since the group was assembled as an outcome of Library restructuring in 2012. Following receipt of the Quality Review Report the group has begun discussion of its Terms of Reference and composition. This examination will continue and alternative models will be explored. As the overall size of the Library staff has diminished during six years of austerity, management members of staff have increasingly taken on operational tasks both as a matter of course and when matters of urgency arise. Strategic planning for the period 2015-2020 will include drafting a staffing plan that will identify needed operational services and positions through 2020.	B, C
2.14	The Review Group recommends that the Library engage in a process of organisational development to determine how the entire organisation can address skills shortages and evolve for the future to continue to achieve its strategic goals. Such an exercise should focus on empowering staff at all levels within the organisation; conduct a review of the organisational culture; challenge staff; encourage risk-taking; and encourage collaboration and cross-team projects.	1, 3	<b>Action Taken:</b> The entire Library organisation was restructured 2012, with the majority of staff experiencing either a change in their role or in their location and needing to learn new skills. Following a review in summer 2013 further adjustments were made. Continuing this process, as staff resign or retire their posts are reviewed and re-designated or re-graded as appropriate.  <b>Action Taken:</b> In early 2014 a group was set up to look at Inter-Unit collaboration at Library Assistant level and the group recommended a model for collaborative working going forward which has already very successfully started. This we believe will encourage collaboration and provide more opportunities for cross-team projects.	A, B and C

			<p><b>Actions Planned:</b> We do not accept that it is always possible to reskill existing staff, therefore some skills have to be recruited or bought in for short-term projects and it may be necessary to resource external expertise on occasion. This is particularly the case with the highly specialist skill sets that are now needed to fulfil our changing and broadening service objectives.</p> <p><b>Actions Planned:</b> As part of the Library strategic plan 2015-2020 a five-year staffing plan will be developed, taking account of existing skills/expertise and identifying gaps with regard to strategic and operational objectives for the timeframe of the plan. Additional opportunities for inter-unit cooperation will be sought as well. The administrative relocation of the UCD Archives and National Folklore Collection UCD to UCD Library provide new opportunities to find cooperative, inter-unit activities.</p> <p>Promoting an open and collaborative culture will remain an objective of UCD Library and Library leadership will seek external advice and support from organisational development professionals at UCD as needed.</p>	
2.15	Consideration should be given as to how effectively to prioritise the Library's work plan with a view to eliminating or deferring low priority activities.	1	<p><b>Action Planned:</b> Many tensions exist with regard to the emerging role of a 21<sup>st</sup>-century university research library, some traditional library functions, the constraints imposed by the Employment Control Framework and a steadily decreasing staff FTE count. These tensions have made the need for clear prioritisation of work and of collecting pertinent data to support decision-making very clear over the past several years. Current and prospective needs, some linked to planned major facilities refurbishment and ongoing organisational changes, amplify the need for clear prioritisation.</p> <p>UCD Library will work to identify a new staff role for management of transactional and planning data, investigate/implement support management information systems to support improvements in decision-making, and identify major strategic and operational priorities as part of its Strategic Plan 2015-2020.</p>	B
2.16	Consideration should be given to existing formal communication, consultative and engagement channels within the Library's organisational structure and how these can be further improved to ensure more effective, valued and open communications between and within Library units. This will help to address the sense of silos in the Library.	1	<p><b>Actions Planned:</b> Unit and team leaders will regularly invite colleagues from different units in the Library to attend other unit meetings and to give presentations or to participate in discussions.</p> <p>We will arrange mini Library staff training and exchange days once or twice a semester to complement the Annual Library Staff Training Day.</p> <p>We will run a "work smarter together" event mid-year in the Library, where staff from various units can showcase collaborative projects/actions both inter-team in the Library and with other University academic and support units they have either completed or are still working on: we believe that there is in fact a great deal of inter-team activity going on in the Library and that the sense of working in silos is greater than the reality.</p>	B

2.17	<p>The Review Group recommends that Academic Affairs and the UCD Library should strategically collaborate with a view to further centralising student-facing services in the form of a large Learning Commons within the James Joyce Library precinct in the light of the successful creation of the Library Link space which houses two key University support centres resulting in greater usage of these centres and greater footfall into the James Joyce Library.</p>	1,2,3	<p>UCD Library, working with Academic Affairs, is committed to developing flexibly conceived spaces that can provide a range of study and active learning spaces, alongside centralised student facing support services in highly visible, central, and accessible locations.</p> <p><b>Actions Planned:</b> In the near term UCD Library will accommodate the UCD Writing Centre (October 2015).</p> <p>As part of its strategic planning for 2015-2020 further opportunities for enhancing the impact of services offered by UCD Academic Affairs, and other campus service providers, will be explored, particularly in connection with planning for the James Joyce Library transformation project.</p> <p>The opportunity posed by the James Joyce Library transformation project will also prompt further thinking about facilitating the Library’s engagement with UCD’s learning and research mission, through the design of additional flexible learning spaces and the deployment of spaces supported by expert staff. These outcomes refer to learning, discovery, and creativity. They also refer to encouraging social interaction and facilitating the Library’s role as a multi-disciplinary hub at the centre of the campus. Outcomes also refer to the graduate attributes of cultural understanding and appreciation and a special focus will be placed on giving new prominence and accessibility to the three cultural heritage repositories within the Library’s envelope (Library Special Collections; UCD Archives; National Folklore Collection UCD).</p> <p>While the recommendation refers specifically to the establishment of a “<i>Learning Commons</i>,” planning of space and service provision will focus on achieving desired outcomes rather than a concept that may be understood primarily through existing prototypes that bear this designation.</p>	<p>A</p> <p>C</p> <p>C</p> <p>D</p>
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**B. FUNCTIONS, ACTIVITIES AND PROCESSES: COLLECTIONS AND SERVICES**

Report Para.	RG Recommendation	Category	Action Taken/Action Planned/Reason for Not Implementing	Timescale
3.14	An urgent need exists to address the shortfall in budget to support research, both in terms of collections and specialist staff. Without increased resources for collections, the protracted conversations about the need for collection development policies should be given low priority.	2	<p>See also §4.15 with regard to the shortfall in the resources budget.</p> <p><b>Action Planned:</b> It has already been noted that UCD Library will develop a staffing plan through 2020 (§2.13) that will address some of these concerns.</p> <p>Strategy for funding the Library collections budget is a matter for the University Management Team. UCD Library has in the past undertaken prioritisation exercises that have identified minimal requirements for book/journal acquisitions, and the recent QA/QI process also included a benchmarking exercise which makes clear that, on a comparative basis with peer universities, new investment in Library collections is needed. UCD Library has and will continue to support decision-making by the UMT by providing pertinent data and assuring that optimal value is achieved through the spend of collections funding.</p>	C
3.15	Exploration of a low-cost storage model is much needed to enable Library redevelopment plans to be progressed. A collaborative option should not be ruled out if this can be achieved at reasonable cost but if low-cost solutions on campus can be achieved they should be adopted.	1, 2	<p>See also §3.22</p> <p><b>Actions Taken &amp; Planned:</b> Continue to work with CONUL on collaborative storage projects which free up space in the UCD libraries and Newstead; continue to work with TCD and NLI in seeking government support for a National Cultural Treasury storage facility.</p> <p><b>Actions Planned:</b> The recent integration of UCD Archives, the National Folklore Collection UCD, and the Irish Dialect Archive into UCD Library intensifies the need for fit-for-purpose storage for the cultural treasures that are held by UCD. Planning for archival storage will consider the needs of all these heritage units across a twenty-year timeframe, and this planning will be undertaken in connection with planning for the general transformation/refurbishment of the James Joyce Library.</p>	A, C  A, B, C
3.16	A major de-selection project is urgent and plans should begin in order to liberate space from Library buildings for more strategic purposes. The Library should aim to find an effective and more efficient way to manage consultation on any disposals to achieve quick results.	1, 2, 3	<p><b>Actions Planned:</b> UCD Library will continue to set weeding targets and identify material that can be de-accessioned easily, discuss this with the Schools where necessary and speed up the transfer or disposal of material as appropriate. The Library has also already made contact with OCLC, the international library services firm, with regard to services available to facilitate collection rationalisation. It is likely that, to progress this substantial effort on a timeline compatible with the James Joyce Library Transformation project, a project team including new staff engaged to work in a dedicated weeding project will be required. A proposal for such a project will be articulated in early 2016.</p>	A, B

3.17	An extension to the use of RFID to the James Joyce Library would facilitate vastly increased use of self-service enabling staff to be released to contribute to more value-added service provision.	3	<p>UCD Library welcomes this recommendation and is in agreement that the extension of RFID in the James Joyce Library would greatly facilitate management of collection while also enhancing self-service and facilitate the provision of value-added services.</p> <p><b>Action Taken:</b> Outline planning based on previous implementation of RFID demonstrates a minimum expenditure of €425,000 would be required. A comprehensive tendered de-selection project (cf. Rec 3.22) and discussion with the supplier would aid in reducing this figure.</p>	C
3.18	If funding can be identified, demand for a further extension to opening hours should be tested through a series of incremental pilot projects.	1, 2	<p>UCD Library is supportive of this proposal. The success of previous pilots suggests that any further extension would be well received.</p> <p><b>Action Planned:</b> A series of incremental pilots has been identified based on usage patterns. The Library will work with key stakeholders including Students Union and Student Affairs to seek funding, implement and monitor these pilot projects.</p>	B, C
3.19	As strategic planning moves forward a review of sites and opportunities for consolidation should be given serious consideration.	1	<p><b>Action Taken:</b> UCD Library has already undertaken extensive research and planning on the requirements for 21<sup>st</sup>-century library spaces and services. This will inform the planning of the James Joyce Library transformation project and review of site libraries.</p> <p><b>Action Planned:</b> UCD Library will give this recommendation serious consideration. It notes that the four site libraries support Schools delivering professional programmes subject to external accreditation processes. The risks and costs of consolidation will need to be matched against the benefits and savings.</p>	C
3.20	The Review Group recommends that the future potential of the Library Special Collection will be best secured through collaborative activity across the UCD heritage collections which, while retaining their distinctive identities and usage, will unify them under a strong leadership which is capable of addressing collaboratively, and for all the collections, urgent issues of conservation, storage, access and visibility and exhibition potential. This project has the potential to transform the relationship of UCD staff, students and alumni and of its wider community, nationally and internationally, with the great stock of treasures held across the campus in a way that proudly and tangibly demonstrates UCD's leading	1,2,3	<p>UCD Library is in agreement with the Quality Report recommendation that the future potential of Library Special Collections depends upon a new level of collaboration among the various UCD heritage collections, many of which share common challenges, as identified in the Report.</p> <p><b>Actions Taken:</b> With support from the School of History, following a process of academic restructuring at UCD in the Winter and Spring of 2015, it has been agreed that the UCD Archives will integrate with UCD Library, administratively (July 2015) and fiscally (1 October 2015). It has been agreed that the National Folklore Collection UCD will be integrated administratively and fiscally in the same manner. In addition, it has been agreed between UCD Library and the School of Irish, Celtic Studies and Folklore, that the Irish Dialect Archive, a heritage collection that no longer benefits from a dedicated curator, will be incorporated within the Library Special Collections during the second half of 2015.</p>	A, B, C

	<p>role as a key custodian of the nation's heritage and facilitator of engagement with the materials. Such a shift should provide a focal point for a significant fundraising campaign to support a major capital development programme, focusing on bringing together the heritage collections in a shared facility.</p>		<p><b>Actions Planned:</b> These actions set the stage for reconceiving the place of these nationally and internationally important collections, both with regard to facilities and their role within the University and as a public resource. There is no question but that the new alignment of these units will stimulate development of new, fit-for-purpose facilities that enable engagement with cultural heritage holdings and provide state-of-the-art storage for unique and irreplaceable resources, as well as the funded development activities needed to bring that vision to realisation.</p>	
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3.21	<p>Work already undertaken in the James Joyce Library demonstrates how effectively the Library spaces can be upgraded and repurposed. The Review Group recommends that the Library continues to undertake incremental enhancement to spaces, alongside planning for the large scale redevelopment envisaged by the complete refurbishment of the Newman-Joyce complex. Further incremental work should involve replacing the current security desk at the entrance (which is said to give users a feeling of being policed) with a desk more consistent with the attractive information desk located adjacent to the Learning Hub area.</p>	1,3	<p>Building on the recent refurbishment of James Joyce Library spaces (Library Hub, Library Link, foyer area), UCD Library is committed to continuing to develop flexibly conceived spaces.</p> <p><b>Action Taken:</b> During the Summer of 2015 works have been undertaken to continue to improve student access to expertise that promotes student success and excellence, by providing a new facility for the UCD Writing Centre. In addition, creation of new training and study spaces, secure storage areas for Special Collections, as well as development of a processing space for a new programme of collections weeding, will enable the Library to aggressively begin preparations for refurbishment of the facilities.</p> <p><b>Actions Planned:</b> Additional work will be proposed for summer 2016 to address the issues of the placement and functions of the Library Security and Access Desk. The goal is to meet the recommendation of the Review Group to create a more welcoming environment, but also to potentially enable access to a 24-hour study space and to facilitate entry to the facility for visitors to the Library from other universities and the community. The Library will also explore how to increase visibility of the heritage resources for which it is responsible, through both virtual and physical exhibitions.</p> <p>In the near term the Library will continue to propose improvements that enhance the experience of Library users and staff and that comprise preparatory work for the planned transformation of the James Joyce Library facility.</p>	<p>A</p> <p>B</p> <p>C</p>
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3.22	<p>The Review Group recommends that, acting on the University's own assessment that current facilities are sub-standard, the Newman-Joyce project should be prioritised as a major step towards meeting Objective 8 of the UCD Strategy to 'further develop world class facilities to support our vision'. This project will enhance the development of a Learning Commons to capitalise on the remarkable asset it possesses in terms of the centrally located James Joyce Library and its units; and the co-location of the various University Collections (SAR, p.12, section 2.1.3.2). With the multiple constraints on Library capacity and space (SAR, p.5), the Newman-Joyce project offers the opportunity to the Library to tie in large-scale projects to address the storage, weeding, conservation, preservation, disposal and consultation on its collection (SAR, p. 13, section 2.1.3.4 and p.49 section 6.2.2). In preparation for the Library renovation, the Review Group recommends the establishment of a 'weeding' project to decrease the number of print volumes in the James Joyce Library and in its branch libraries.</p>	3	Regarding storage and weeding of collections see §3.15 and 3.16.	C
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**C. MANAGEMENT OF RESOURCES**

Report Para.	RG Recommendation	Category	Action Taken/Action Planned/Reason for Not Implementing	Timescale
4.15	<p>The University needs to decide on the implications for the Library of its commitment to being a leading international research-intensive university in terms of mechanisms and processes for funding of Library resources, operations and infrastructure. The current level of provision cannot sustain the essential requirements of a research-intensive university (for example, a static resources budget makes it impossible to respond to exchange rate fluctuations and to high inflation in publishing with the consequence that resources continue to be degraded from an unacceptably low base). The requirement which must be met is to develop a stable stream of funding which can harness both teaching and learning, and research budgets to enable the University to deliver on its core objectives to be a leading global university in terms of research impact, recruitment of the best students and internationally renowned faculty delivering high impact research to address major societal challenges (University Strategy 2015-2020). We recommend that the University should consider how it links its Library provision to its research strategy, for example by ensuring representation of the Library on key decision-making bodies in respect of research as already occurs in respect of education and student engagement (The Review Group notes that the Library is represented on the Research Policy Committee, but not on the key Research, Impact and Innovation Group). A key objective should be to ensure that Library funding for content resources to support research, teaching and learning is leading or at least average within the sector (relative to appropriate comparators), rather than lagging, and that a robust mechanism for making such evaluations is part of the budgetary process.</p>	3	<p>See also §3.14 regarding shortfalls in other areas of the Library budget.</p> <p>Resourcing is a responsibility of the University Management Team, as is the improved representation on University committees that is recommended.</p> <p>UCD Library administration welcomes these recommendations and is prepared to facilitate their implementation through provision of appropriate supporting data and continuing its efforts to maximise value of University investment in the Library.</p>	C

4.16	The Library has developed a plan for data management that aims to collate, measure, evaluate and make decisions based on accurate and timely data. The Review Group recommends the establishment of a central repository of data collected by various library units, which would be beneficial to many staff in the University. In addition, the Library should consider whether it could use the University's InfoHub system for data storage and access, which might facilitate examining library data in connection with other university operations and allow for some of the library data to be easily used by other units in their studies of topics such as learning analytics.	1,3	<p>UCD Library administration welcomes these recommendations and is prepared to facilitate their implementation through the following actions:</p> <p><b>Actions Planned:</b> Finalise a Library Data Management Plan to ensure that the data required to support key business objectives within the Library is identified and data capture streamlined. Responsibility for data capture in each unit will be assigned to a nominated staff member.</p> <p>Liaise with colleagues in Schools and other units to explore what Library data would support their needs.</p> <p>Create a central data repository which would allow for Library Data to be shared both within the Library and with other units. Collaborate with IT Services to ensure the Repository operates on an appropriate infrastructure to support data sharing while also investigating the possibility of using InfoHub for data storing and access.</p>	<p>B</p> <p>C</p> <p>C</p>
4.17	The Library's senior management team, as well as the next level of supervisors, should take deliberate actions to ensure that they are systematically using available data in their decision-making within their areas of responsibility. The Review Group recommends the systematic employment of data-driven decision-making to maximise efficiencies, to determine where additional self-service may be employed; and to target the development of specific facilities and technologies and services.		Please see response to recommendation §2.15	
4.18	The Library should have a running list of its future technology needs, to be considered for purchase when the financial constraints are less severe. The Library has made excellent progress in developing services for research data management, has developed a digital library and digitisation projects, and teaches in technology-equipped classrooms. These are all areas which demand frequently refreshed, high-spec technologies and currently there is inadequate budget for these needs.	1	<p><b>Action Planned:</b> Re-instate a centrally held listing of both shorter term operational technical needs for the coming year, and longer term aspirational technical requirements, introducing a transparent prioritisation process. Identify possibilities for seeking project and grant funding.</p> <p><b>Action Planned:</b> Initiate a forum or other mechanism where presentations and updates on the technologies of the future are made to a wide range of Library staff, enabling longer term strategy to be created on a more informed basis.</p>	B

4.19	The Library needs funding to develop on-going and additional technology services such as development of digital humanities services, data curation and digital preservation. Funding for technologies, staff with specialist skills, and facilities in which to provide consultation services are all needed to develop a robust portfolio of services.	2 and 3	<b>Action Planned:</b> The Library requires additional funding to further develop its specialist service and self-service range, requiring high levels of technical software, equipment, infrastructure and specialist staffing expertise. The Library will clearly articulate those service areas where we wish to develop and the benefits to the University if we are funded to do so, in the context of our forthcoming Library 5 year strategy.	C
4.20	The Library management should support provision of additional staff development opportunities for all staff or a substantial portion of staff. These could include events that do not take significant time away from work, for example a series of lunchtime talks on such topics as treasures in Special Collections or developments in data management. These events would be used to encourage inclusion of all library staff in an understanding of some of the specialised areas of the library and assist in raising morale through community events. In addition, hands-on workshops for staff could be offered to assist in developing skills with various types of software. Given resource constraints, there needs to be a concerted effort to have a staff development programme that both encourages library staff to learn about new things and also serves as a mechanism to improve morale, giving staff the feeling that they are advancing despite the difficult financial climate. Designating a staff member to have responsibility for the function of organising an on-going staff development programme should be considered.	1 and 3	<p>See also §2.14</p> <p>The Library is fully committed to staff training and development and there is already a very extensive range of options available to staff.</p> <p><b>Actions Planned:</b> Library Management will make the case for an additional staff member to have responsibility for the function of organising an on-going staff development programme. Under the rubric of ‘Working Smarter Together’ we will explore the possibility of sharing such a post with other Academic Affairs Units.</p> <p>Management will further explore and ultimately select a range of options that provide supports for staff training and development as well as approaches to improving staff morale, developing a collaborative work culture across units, etc.</p>	A, B, C
4.21	The University should implement an annual performance review system for all staff. The University should also provide training for managers and supervisors to understand how to implement such reviews in a way that ensures a productive and positive experience for all involved.	2	Recommendation §4.21 is beyond the immediate control of UCD Library. We note, however, that the University has established a “Staff Development, Reward and Recognition Working Group” (Summer 2015) whose Terms of Reference include the “development and implementation of a suitable performance development system to underpin the development, reward and recognition of staff, and make recommendations.”	C

4.22	<p>The Library Executive needs to develop strategies, both communication and operational, to decrease or eliminate the feeling of staff that the library operates in silos. An ethos of cooperation and collaboration is to be encouraged and celebrated. The Review Group notes that the level of consultation in relation to new projects/developments, whilst important, should be fit for purpose and not necessarily committee, or individual Library unit based. Some specific actions could include more joint academic School visits or outreach by teams of librarians, for example a College Liaison and a Research Services Librarian or a College Liaison and a Special Collections Librarian, as appropriate to the discipline. Staff should also be proactive in identifying opportunities to improve communication and engagement with their colleagues on a cross-unit basis.</p>	1	<p>See §2.16</p> <p>Actions planned in relation to decreasing or eliminating the feeling of staff that the Library operates in silos have been outlined in §2.16</p> <p><b>Action Taken:</b> UCD Library has already established a number of inter unit meetings and fora to improve inter unit communication, collaboration and planning with the view to improving external communications, services and support for academic Schools and administrative units.</p>	
4.23	<p>A view was expressed by some staff on the value of their input to contribute to processes, procedures and developments within the Library. Others did not feel particularly well informed. The Library's Senior Management team, in consultation with UCD HR, should seek to explore opportunities to address these.</p>	1	<p>UCD Library considers that considerable progress has been made in this area, and we will take the following additional actions.</p> <p><b>Action Taken:</b> An SLA group has been formed to enable exchange of information and ideas between this key supervisory group.</p> <p><b>Actions Planned:</b> We will consider if there are any other groups where additional meetings need to be put in place, noting the major benefits that followed the recent introduction of a monthly meeting of shelving staff.</p> <p>We will revive and maintain more regular Library staff update meetings, and with a wider range of content than previous Town Hall meetings, engaging a wider range of presenters.</p> <p>We will initiate a change of culture programme at management level such that information about possible projects which may or may not come to fruition is put on the table in an open way to develop a “no surprises” approach to project development, a significant change of approach.</p> <p>We will avail of HR assistance to develop a training and development programme for all grades of SLA and above concerning project management; leadership; management style; valuing and involving staff in development processes, and ensuring regular informal 1-1 conversation and exchange of knowledge.</p>	B, C

**D. USER COMMUNICATIONS AND PERSPECTIVES**

Report Para.	RG Recommendation	Category	Action Taken/Action Planned/Reason for Not Implementing	Timescale
5.16	The Group recommends that the Library Outreach team should further develop its portfolio of communication activities to users, and that consideration be given to strategic appointments in the area of graphic design, web development and programming.	1 & 3	<p>See also §5.19, §5.17</p> <p><b>Actions Taken:</b> We are replacing our low impact public newsletter with a Library blog from September 2015 and implementing use of infographics to convey our impact and value.</p> <p>The Library is recruiting a Library Assistant to a 3 year fixed term post, with a focus on graphic design skills, with an approved start date of 1/9/2015.</p> <p><b>Actions Planned:</b> We will implement a range of new and refreshed communication activities, with a stress on embedding our information into other University platforms and conveying our message across campus locations.</p> <p>As opportunity arises we will make the case for a permanent design and development post focused on digital and multimedia skillsets and requirements for online presentation of cultural heritage collections and for the development of more advanced eLearning materials.</p> <p>The Library will scope up and make the case for a web application developer, which is where the programming requirements primarily lie. The post will have a wide range of roles focused around development of the Library websites.</p>	<p>A</p> <p>A</p> <p>B</p> <p>C</p> <p>C</p>
5.17	The Group recommends the development of a holistic approach to improving communications with academic and administrative staff. Evidence suggests that existing communications is variable across University units and services and that all outward facing Library staff should regard outreach as a core function and responsibility.	1	<p>See also §5.16</p> <p><b>Actions Taken:</b> A group of Collections and Client Service staff have developed an audit of all key messages that require to go to Schools and Colleges over the academic year, and who is responsible for sending them.</p> <p>A more systematic approach to format and content of regular communications with academic staff is already being developed. This will be extended to ensure developments of significance in Outreach, Research Services, Cultural Heritage are included in this programme of academic communication.</p> <p><b>Actions Planned:</b> We will pilot a short communication 3 times a year summarising key developments achieved and planned for the next period of time, to be sent out solely to key leaders in academic and support units, probably in print format.</p>	<p>A</p> <p>B</p> <p>B</p>

			<p>Work is going on to refresh our look and feel and brand, and we will develop this to ensure all strands or families of communication are holistically badged as being a part of UCD Library deliverables.</p> <p>There is already a great deal of communication with support staff on particular issues, but we will review whether we need to develop more general communication with support units in Academic Affairs and beyond.</p>	<p>B</p> <p>C</p>
5.18	<p>To ensure that Library services remain user centred, the Review Group recommends the establishment of appropriate consultative forums to formally engage with Library users including academic, administrative staff and students, on a regular basis. This does not negate existing formal and informal communication structures but ensures that the user voice has a higher profile within both the Library and the University. Such forums would provide an appropriate mechanism for feedback and review of policies on user fines which might seek alignment with university libraries which have reduced or eliminated regimes of fines.</p>	1 & 2	<p>UCD Library welcome these proposals, as the disbandment of previous fora has left a gap felt by both Library and stakeholders.</p> <p><b>Action Taken:</b> UCD Library has already undertaken preliminary planning on formats for a Library User Forum, in anticipation of the Quality review recommendations.</p> <p><b>Actions Planned:</b> The Library will review best practice and then scope a formal Library User forum to include representation from academic, research and administration staff, together with all students, and advocate for its establishment.</p> <p>The Library will investigate and make proposals regarding University level committees at which Library representation will facilitate greater communication and inter unit collaboration.</p> <p>UCD Library will request representation on the University Research, Impact and Innovation Group, as recommended by the Review Group. 4.15, p25.</p> <p>The Library will pilot informal student centered events to create new avenues of connection with students.</p> <p>The Library will conduct a review of current user fines policies.</p>	<p>A</p> <p>B</p> <p>B</p> <p>B</p> <p>C</p> <p>C</p>
5.19	<p>The Review Group recommends improvements in the Library webpages for communicating key Library information, policies and procedures to users. This links to the requirement of a strategic appointment of a Library Web Developer.</p>	1 & 3	<p>See also §5.16 above.</p> <p>It is imperative for the Library website to move to a responsive design within the next year. However, there are many factors to consider before that is actioned, including whether we can re-purpose templates and code being developed at University level, and the need to develop our websites under a uniform umbrella that now includes the UCD Archives and the National Folklore Collection UCD.</p> <p><b>Action Planned:</b> With all of these issues in mind, the strategy for the Library website needs careful consideration and to that end a web group will be formed up to plan the next stages, including all key stakeholders, commencing their work in Autumn semester 2015.</p>	<p>B</p>

5.20	Adverse academic staff comments relating to the Library's new resource discovery/search interface OneSearch should be investigated and resolved. It was unclear to the Review Group whether the comments were the result of poor understanding/training or substantive weaknesses in the system.	1	<p><b>Actions Planned:</b> The Library will establish a Resource Discovery Service Group to review and develop library resource discovery tools.</p> <p>The Library will continue to work with Proquest (supplier of OneSearch) to resolve issues and improve user experience. Feedback contained in the Self-Assessment Report and that obtained from other user feedback channels, will be passed on to Proquest to support requests for improvements.</p> <p>All licensed software products have a lifecycle and the field of vendors providing specialised software products for research libraries is small. Continuous monitoring of student/staff reception of information systems will be maintained to inform future decision-making on systems selection; we will also identify opportunities to engage users in future product evaluation processes.</p>	B  B  C
5.21	The Review Group notes that one strategic element of improved communications with academic staff centres on an effective Library message on the strategic necessity of collection development and specifically to weed the Library collections to make space available both in the stacks and in store.	1	<p><b>Action Planned:</b> UCD Library will articulate its vision for UCD's teaching, research and heritage collections in its Strategic Plan 2015-2020, to be completed by the end of calendar year 2015. With the decision this year to move ahead with a redevelopment programme to transform the James Joyce Library facilities, the opportunity arises to develop and communicate this vision with regard to the overall re-conception of space usage in the University's primary library building.</p> <p>This vision will be conveyed through the Library's published planning documents, communications services (web site, newsletters, brochures, etc.) as well as through the wide range of personal service contacts maintained by UCD Library with academic units.</p>	C

### 3. Prioritised Resource Requirements

Items marked \* are assumed to be essential to realisation of the James Joyce Transformation Project.

Others are indicated as either priority 1 or 2.

Priority	No.	Actions outlined above requiring additional resources	Costing estimate
2	2.14	<p><b>Action Planned:</b> we do not accept that it is always possible to reskill existing staff, therefore some skills have to be recruited or bought in for short-term projects and it may be necessary to outsource expertise occasionally. This is particularly the case with the highly specialist skill sets that are now needed to fulfil our changing and broadening service objectives</p> <p>As part of UCD Library's next strategic plan we will audit our existing roles and their accompanying skills sets and review them to evaluate fitness for purpose and to identify skills gaps required for optimal completion of the Library Strategic Plan 2015-2020. We will focus on both baseline library skills as well as the higher level skills and expertise needed by 21<sup>st</sup>-century research libraries.</p> <p>A costing estimate is not possible until additional planning is undertaken. It is clear, however, that new roles are needed for the Library to optimally support the University's mission and objectives.</p>	
*	2.17	<p><b>Action Planned:</b> As part of its strategic planning for 2015-2020 further opportunities for enhancing the impact of services offered by UCD Academic Affairs will be explored, particularly in connection with planning for redevelopment of the James Joyce Library as part of the transformation project.</p> <p>The opportunity posed by the James Joyce Library transformation project will also prompt further thinking about facilitating the Library's engagement with UCD's learning and research mission, through the design of additional flexible learning spaces and the deployment of spaces supported by expert staff. These outcomes refer to learning, discovery, and creativity. They also refer to encouraging social interaction and facilitating the Library's role as a multi-disciplinary hub at the centre of the campus. Outcomes also refer to the graduate attributes of cultural understanding and appreciation and a special focus will be placed on giving new prominence and accessibility to the three cultural heritage repositories within the Library's envelope (Library Special Collections; UCD Archives; National Folklore Collection UCD).</p>	
2	3.15	<p><b>Action Taken &amp; Planned:</b> Continue to work with TCD and the NLI in developing government support for a proposed "National Cultural Treasury" for storage and preservation of library cultural assets.</p>	
*	3.16	<p><b>Action Planned:</b> A short-term Project Manager and a project team are needed to enable a large-scale collections rationalisation project to cull rare and valuable materials from open shelving for transfer to Special Collections, and to liberate space currently used for browsable book shelving for badly needed seating and specialised learning spaces.</p> <p>We will outsource aspects of the needed analytical work for this project to expert companies such as OCLC and SCS to ascertain the strengths and weaknesses of our collections and to assist with the weeding project. Operational implementation will require the team above, comprising a Senior Library Assistant and 3 Library Assistants over a two-year period; the aggregate cost is quoted here.</p>	€315,428

*	3.17	<p><b>Action Taken:</b> Outline planning based on previous implementation of RFID demonstrates a minimum expenditure of €425,000 would be required. A Comprehensive de-selection project (cf. Rec 3.22) and discussion with the supplier would aid in reducing this figure.</p> <p>UCD Library will submit a proposal to support this undertaking in the 2016 budget planning cycle. Note that the project would require a tendering process.</p>	€425,000
1	3.2	<p><b>Action Planned:</b> further engage staff from the major UCD heritage collections in planning activities relating to common operational and strategic interests.</p>	
1  2	3.21	<p><b>Action Planned:</b> Additional work will be proposed for summer 2016 to address the issues of the placement and functions of the Library Security and Access Desk. The goal is to meet the recommendation of the Review Group to create a more welcoming environment, but also to potentially enable access to a 24-hour study space and to facilitate entry to the facility of visitors to the Library from other universities and the community.</p> <p>A significant gain in seating on level 1 of the James Joyce Library could be achieved by relocation of Library staff from that area to an undeveloped area of level 2. This could be an important adjunct to the action described immediately above and could also improve workspaces for staff. Costs estimated include facilities work and logistics for which estimates were obtained in 2015 from UCD Buildings.</p> <p>Note that both projects identified here would require a tendering process.</p> <p>In the near term the Library will continue to identify opportunities for improvements that address significant problems for Library users and staff and that comprise preparatory work for the planned “transformation” of the James Joyce Library facility.</p>	<p>€250,000 (estimate)</p> <p>€418,000 (estimated UCD Buildings)</p>
*	3.22	<p><b>Action Planned:</b> UCD Library will seize the opportunities presented by the Joyce transformation evaluate the business case for low-cost fit-for-purpose storage on the Belfield campus and will explore opportunities to collaborate and share the cost of such a facility with like-minded institutions.</p>	
1	4.15	<p>UCD Library can support administrative decision-making with regard to levels of funding needed to meet the Quality Review Report’s recommendations on resource funding. While costings cannot be provided without further data gathering, including consultation with UCD schools around resource needs and priorities, it may be somewhat indicative to note that the allocation for library acquisitions has declined from 2008 to the present by 33 percent in quantitative terms, unadjusted for inflation and fluctuations in interest rates. The Library acquisitions budget in 2008 was €3,266k.</p>	
2	4.16	<p><b>Action Planned:</b> Create a central data repository which would allow for Library Data to be shared both within the Library and with other units. Collaborate with IT Services to ensure the Repository operates on an appropriate infrastructure to support data sharing while also investigating the possibility of using InfoHub for data storing and access. This activity will require dedicated permanent staffing at 1.0 FTE.</p>	€42,514 p.a. (recurrent)
2	4.19	<p><b>Action Planned:</b> The Library requires additional funding to further develop its specialist service and self-service range, requiring high levels of technical software, equipment, infrastructure and specialist staffing expertise. The Library will clearly articulate specific needs as part of its staffing plan through 2020 and in annual budget proposals. This is an area where there is potential for significant growth.</p>	

2	4.20	<p><b>Action Planned:</b> Library Management will make the case for an additional staff member to have responsibility for the function of organising an on-going staff development programme. Under the rubric of 'Working Smarter Together' we will explore the possibility of sharing such a post with other Academic Affairs Units</p> <p>'Giving staff the feeling they are advancing' - there are limited or no opportunities for promotion, progression and/or regrading currently but we will make full use of any schemes that UCD is currently investigating and developing. (Note: the Librarian is serving as a member of the Staff Development, Reward and Recognition Working Group)</p>	€42,514 p.a. (recurrent)
2	5.16	<p><b>Action Planned:</b> Library services delivered via the network have grown in number, scope and complexity. Many of these services are delivered through web sites that must either be configured or developed locally to meet user needs and expectations; increasingly these involve specialized knowledge of web technologies and the ability to integrate with other local systems. Some systems require integration with, or exposure of, Applications Programming Interfaces to enable service delivery. There is increasing demand for support of academic staff who publish interactive web sites that draw on primary source materials. And the administrative integration of heritage collections calls for coherence with regard to web access and discovery of these repositories and their holdings.</p> <p>These needs would be served by establishing a post of web applications developer, to replace the current ad hoc arrangements that are both insufficient and that require expensive external consultants.</p>	€55,087 p.a. (recurrent)
2	5.19	<p>It is imperative for the Library website to move to a responsive design within the next year. However, there are many factors to consider before that is actioned, including whether we can re-purpose templates and code being developed at University level, and the need to develop websites under a uniform umbrella that now includes UCD Archives and the National Folklore Collection UCD.</p> <p><b>Action Planned:</b> With all of these issues in mind, the strategy for the Library website needs careful consideration and to that end a permanent web group will be formed up to plan the next stages, including all key stakeholders, commencing their work in October 2015. If the action proposed in 5.16 is not supportable, then a proportion of the work above would be outsourced; based on prior experience, costs would be in the range quoted here.</p>	€44,000