Library Strategic Plan
2013 - 2018
1. **Introduction**

The Library’s Strategic Plan provides the framework within which the Library will deliver and develop its collections and services over the period 2013-2018. It represents a continuation of the Library’s programme of change and development of recent years and is closely aligned to the University’s strategic plan.

As well as articulating our key principles and values, the Library Strategic Plan is structured around key goals identified to align with the University’s Strategy, Making the Future 2013-18 and aims provide a framework from which our annual operational plans are developed. A set of Performance Indicators against which we propose to measure our output are included at the end of the document.

The Library Strategic Plan is intended to be a living document and will be reviewed and updated regularly. We are therefore keen to receive any comments and feedback you may wish to make on it.

2. **Mission Statement**

Our mission is to provide appropriate, efficient, effective and intuitive Library services in support of the University’s strategic goals, outlined in *Making the Future 2013-18*, particularly those relating to learning, teaching and the student experience, research, enterprise and external engagement and to contribute to delivering an enhanced Library user experience.

3. **Key Principles and Values**

These key principles outline the approach that we will take in delivering our mission and its associated objectives. The key principles of the Library are:

**Getting the basics right**
We aim to ensure that all Library services are efficient, fit for purpose, robust, resilient and customer focussed at the point of delivery and that our users have confidence in our ability to support their requirements.

**Active consultation**
We will consult and seek feedback on all our services and we will ensure that we understand the needs and expectations of Library users and stakeholders and will develop our services to meet these needs.
Continuous improvement
We will seek, through a process of self analysis, benchmarking and external engagement, to improve the services we offer and provide appropriate support for activities in other departments across the institution.

Investing for the future
We will continue investment in, and judicious management of, the research and educational resources, physical resources and staff resources for which we are responsible and ensure that these meet the needs and aspirations of the University. We will enable the continuous development of our staff to support the realisation of the Strategic Plan.

Building and enhancing reputation
We will increase our participation in local, regional and national initiatives and seek to enhance the reputation of the University of Sussex Library. We will actively pursue opportunities for external funding and project involvement.

Supporting diversity
We will strive to ensure that our content and services are accessible for all and will support diversity where doing so will make a positive difference.

Operating sustainably
We will support the sustainability and social responsibility agenda of the University proactively and aim to reduce any negative effects of our operations on the environment. We will ensure that the total lifetime cost of services is understood and clearly articulated.

Partnerships
The Library will work with relevant partners, both internal and external to the University, to develop and deliver shared or mutually beneficial services and initiatives to enable learning and teaching, research, widening participation and community and business engagement.

4. Critical Issues

A number of issues will influence the delivery and development of Library content and services over the coming years. These issues include:

- Ensuring that our services align with the strategic priorities of the University and its Academic Schools
- Transition to a digital campus environment
- Increasing user expectations in relation to access to information and study environment
- Capacity to deliver and support a sustainable technological infrastructure in a constantly evolving IT environment
• Ensuring we have sufficient physical capacity to meet the University’s growth targets

• Providing content and services sufficiently flexible, accessible and robust to meet the needs of a rapidly growing and increasingly diverse and discerning user population

• Ensuring we are able to take advantage of new and emerging business models for the delivery of content

• Achieving a balance between support for learning, teaching, and research, against a challenging financial and political environment

• Rapidly evolving teaching and learning landscape

• Financial cost of delivering the content and services to support the delivery of our strategic goals

• Increasingly shifting landscape in scholarly communication primarily driven by future REF requirements and funder mandates
5. Key Goals

Goal 1: Student Experience

The Library will provide inspiring and technologically enhanced learning environments, services and staff expertise that are scalable and contribute to an outstanding student experience.

Goal 2: Learning and Teaching

The Library will provide and develop a range of services, facilities, content and staff expertise that will enable students and staff to achieve and enrich their learning outcomes.

Goal 3: Research

The Library will provide the services, facilities, content and staff expertise to enable the University to produce world leading research.

Goal 4: Open Scholarship

The Library will champion Open Scholarship and will provide expertise, guidance and support for open publishing and open data.

Goal 5: Content

The Library will collaborate nationally with strategic partners to develop, manage and deliver its content to offer continuing and lasting value to the University and the wider community.

Goal 6: Collaboration

The Library will proactively engage with Schools and units to facilitate the development of innovative and high quality initiatives across the University.

Goal 7: Engagement

The Library will engage proactively with stakeholders and relevant professional bodies to develop and deliver transformational partnerships and services.

Goal 8: Staff

The Library values its staff and will provide welfare and development in a fair and equitable manner that will equip staff with the skills, expertise and confidence to operate in a rapidly changing environment.
### Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI</th>
<th>Purpose</th>
<th>Measure</th>
<th>Target</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>NSS score for Library to show that we are in the upper quartile when compared to other benchmarking institutions</td>
<td>To ensure that we continue to perform effectively and provide the best possible customer service</td>
<td>*Benchmarking Group</td>
<td>To be in upper quartile</td>
</tr>
<tr>
<td>2.</td>
<td>Total Library spend per FTE</td>
<td>To assess University of Sussex expenditure versus other HE. Is budget appropriate?</td>
<td>SCONUL / *Benchmarking Group</td>
<td>To be in upper quartile</td>
</tr>
<tr>
<td>3.</td>
<td>Expenditure on Information Provision per Student FTE</td>
<td>To assess University of Sussex expenditure versus other HE. Is budget appropriate?</td>
<td>SCONUL / Benchmarking Group</td>
<td>To be in upper quartile</td>
</tr>
<tr>
<td>4.</td>
<td>Cost per download of e-content per University FTE.</td>
<td>To ensure that expenditure on online provision provides value for money and that our provision meets customer needs</td>
<td>Year on year within Sussex</td>
<td>No year on year increase in cost per download</td>
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<td>5.</td>
<td>Percentage occupancy of study areas (term time usage only)</td>
<td>To analyse occupancy of different types of study space to ensure that we are making best use of the designated space and are meeting our customer needs</td>
<td>Year on year within Sussex</td>
<td>65% term time</td>
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<td>6.</td>
<td>Percentage usage of print teaching and research collections</td>
<td>To ensure that the Library stock meets the needs of the full user community</td>
<td>Year on year within Sussex</td>
<td>Year on year increase in percentage of usage</td>
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<td>7.</td>
<td>Percentage of resources budget committed to subscriptions</td>
<td>To ensure sustainable year-to-year operations</td>
<td>Year on year within Sussex</td>
<td>Not more than 80%</td>
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<tr>
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<td>8.</td>
<td>Percentage of staff appraised annually</td>
<td>To ensure consistent performance management and feedback for all staff</td>
<td>Against University requirement for 100%</td>
<td>100%</td>
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<td>9.</td>
<td>Percentage of staff who receive staff development</td>
<td>To ensure that all staff who want or need work related development are given fair and equal access</td>
<td>Actual against target</td>
<td>95%</td>
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<tr>
<td>10.</td>
<td>Number of reading lists</td>
<td>To ensure that all relevant courses have reading lists and resources are available to students</td>
<td>Year on year within Sussex</td>
<td>Year on year increase in number of reading lists available</td>
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NB: Consideration is being given to the best method for measuring our provision of enquiry services.

[*Predominantly RLUK sub-set of SCONUL and former 1994 Group institutions*]