

RCN Library and Archive Services

Five Year Plan 2016-2020



Foreword

We are entering an exciting period for the Royal College of Nursing (RCN) Library and Archive Service with significant opportunities and challenges. We have created this plan with our Library and Archive Services (LAS) team. Our plan arises from our vision which demonstrates our members' needs and the LAS team's passion and commitment to delivering a world class service to all our users. The library constitutes a substantial contribution to the RCN's professional offer which we are committed to developing, expanding, and improving.

The RCN Library and Archive Service is home to Europe's largest nursing specific collection of books, journals, e-resources and archives. Our vision for the next five years is to grow our collections, maximise access to our services, find new ways to raise awareness of nursing and nursing history and ensure we are the best at what we do.

Vision: The RCN Library and Archive Services **enable** members to **develop** professionally and **inspire** everyone to **explore** nursing and its history through its collections and events.

Our vision is supported in four key themes which direct our development priorities for the Library and Archive Services.

- **Inspire** all to explore nursing and nursing history.
- **Enable** learning and education that nursing and the public can be assured of.
- **Develop** and preserve our collections so they remain the largest and most authoritative nursing collection in Europe.
- **Explore** and adopt ways to provide value for money.

Anna Semmens and Teresa Doherty, RCN Library and Archive Service Joint Managers

December 2015

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Context



The five year plan has been developed for the RCN Library and Archive Service, sited at London HQ with the archive team based in the RCN Edinburgh Office. We deliver digital resources and systems across the UK and we deliver the England Library Service. The RCN Scotland, RCN Wales and RCN Northern Ireland Libraries are managed within their country directorates; this plan has been shared with the country library staff. Due to the significant variance between the countries¹ this plan is intended to cover our offer, which includes the shared systems and digital resources, but not the individual library provision delivered by RCN Scotland, RCN Wales and RCN Northern Ireland.

The RCN LAS has recently experienced a period of significant change. In August 2013 we opened in our new London HQ Library and Heritage Centre, which coincided with the RCN Institute review that changed the structure of the Library and Archive Service. In January 2014 the service was externally reviewed by TFPL resulting in a number of recommendations for necessary developments which have now been implemented.

The LAS forms a key component of the professional activities at the RCN. We will work to fulfil the RCN Charter requirements – most notably concerning nursing education – whilst supporting new initiatives in this sphere including revalidation and nursing research. The LAS continues to operate within the RCN's overall strategic plans and objective, and our five year plan reflects these organisational priorities.

This century has seen a period of rapid development in the wider library and archive sector with considerable change yet to come. With the rise of the internet and search engines our customers expect all of our collections to be available online, with simple interfaces and help available 24/7. Recent Government changes to make all UK research publicly available, accompanied by more reliable online information, means users are more able to find information themselves. The considerable rise in tuition fees have contributed to university libraries investing in their offer to include new and enhanced services and the wider library sector is following suit.

Growing public interest in heritage has resulted in the creation of our events and exhibitions programme and the extension of our family history offer, both of which will continue. Libraries and archive services in the wider sector are increasingly having to extend and expand their offer against an unknown future. Physical library visits are falling, and heritage services are becoming an integral part of any specialist library and archive offer.

We deliver digital resources and systems across the UK and we deliver the England Library Service.

¹ The Country variations include London HQ Library being publically accessible; as well as differences in staffing, outreach commitments, reporting lines, healthcare terminology and published clinical guidance

Social media has become an integral part of our society, significantly changing our means of communication with our users. We have had early success with Twitter and YouTube, however we are planning for an unknown future, five years ago we were looking at social bookmarking sites, five years prior we were working with CD-ROMs. We are increasingly asking for more customer input about how to develop our services including having users select a portion of our collection, and increasing our use of market research and focus groups.

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The UK health sector is experiencing a lengthy period of turbulence, including devolution, changes to governance, growing NHS financial pressures and a number of public inquiries² which have called for greater transparency, openness and accountability from NHS staff at all levels. The public is better informed as a patient group than ever before, and health professionals are attempting to respond to this with more patient input and feedback to improve their services.

Nursing has also experienced significant changes with the move to a graduate workforce who have greater understanding of specialist resources and are more technically competent with information services. Our users expect a personalised and swift service, particularly our university graduates who are facing a world with significant loans, and high expectations from their university library experiences, which are often 24/7 services.

Retaining professional nursing staff is a priority for the NHS, who are currently struggling with insufficient nursing numbers and the need to recruit overseas. The rise of the health care assistant (HCAs) role has seen a large number of staff enter the health profession and the recent Shape of Caring Review will inform how the health profession develop this workforce. The RCN also supports nursing outside typical NHS structures, including defence nurses and nursing staff in the independent sector.

All of these different working cultures and challenges need to be recognised by RCN LAS as we continue to support our users in the coming five years.



² Including Willis (2003), Francis (2013), Berwick (2013), Keogh (2013), Bubb (2014)

Inspire all to explore nursing and nursing history

The RCN and RCN Library and Archive Service is committed to working with everyone to promote nursing and its history. We will ensure our collections are promoted fully through RCN member networks and with external agencies to make them available as widely as possible. Through our events and exhibitions activities we aim to inspire our members and the public to explore and discover more about nursing and its rich history.

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Objectives	Actions
Lead members and staff to the best evidence for their practice	<p>Direct users to best evidence in nursing through our subject guides and literature search services.</p> <p>Work with Campaigns and Organisational Development teams to supply staff with best evidence.</p> <p>Information and audience engagement to deliver a programme of joint staff and member training aimed at improve searching and evaluation skills.</p>
Increase awareness of our collections	<p>Work with marketing to target members who do not use us to increase overall usage of collections.</p> <p>Raise our international profile through achieving Designated Status, Archive Accreditation and industry awards.</p> <p>Create a network of expert book traders to ensure our special collections continue growth.</p> <p>Attend tradeshows and group heritage events to highlight our ancestry offer and collections.</p>
Develop Events and Exhibitions programme	<p>Increase online offering and interactive capabilities for exhibitions.</p> <p>Develop staff and member relationships across the regions and countries to increase activities across the UK.</p> <p>Create a programme and procedures for the handling collection to maximise its impact.</p> <p>Update the permanent exhibition in 2018.</p> <p>Undertake activities to celebrate national/international nursing events including:</p> <ul style="list-style-type: none"> • RCN centenary 2016 • registration of nursing anniversary 2019 • Florence Nightingale Bicentenary 2020.

Objectives	Actions
Implement directed and structured marketing strategy	<p>Increase internet and social media profile through new website and expanding our social media offer.</p> <p>Horizon scan and develop our service in line with technology developments.</p> <p>Increase links to other royal colleges and like organisations taking up joint opportunities.</p> <p>Participate in national heritage events – museums at night, explore you archive.</p> <p>External market research review every two/three years.</p> <p>Update our congress stand as a promotional tool for our collections and services.</p>
Equipping staff with the knowledge of the collections and tool to best respond to user enquiries	<p>Undertake annual research including focus groups, quantitative surveys, in to user need to identify areas for service improvement.</p> <p>Annual horizon scan of new technologies, to plan and implement use of these for members and staff.</p> <p>Create an online bank of collection guides using a variety of media.</p> <p>Plan and target staff training to equip them to deal with complex and specialist enquiries.</p> <p>Implement a reliable tracking service in for enquiries utilising RCN CRM where possible.</p>
Ensure our customer service is outstanding	<p>Gain a customer service accreditation by 2017.</p> <p>Carry out annual quality assessment to ensure continual improvement.</p> <p>Create a programme of feedback sessions for members to engage and influence the service.</p>
Review and Update the Library and Archive Spaces	<p>Create new HQ helpdesks in 2016.</p> <p>Increase self-service IT in the Library and Heritage Centre.</p> <p>Events and exhibitions to review display and access to collections throughout the Library and Heritage Centre.</p>
Creating opportunities for member engagement with the collection	<p>With the History of Nursing Society (HoNS) create a volunteering programme.</p> <p>Investigate offering a members 'friends of' programme.</p>
Expand access to the Archives	<p>Improve the interface of the archive catalogue and the user experience.</p> <p>Catalogue all items in the RCN Archive at December 2015.</p> <p>Improve resource discovery and CALM interlinking so all Archive material can be searched easily.</p> <p>Upskill all staff to ensure good CALM competency.</p>

Enable learning and education that nursing and the public can be assured of

The LAS forms an important part in fulfilling the RCN charter commitment to education. We act as enablers for learning and need to ensure our collections are widely accessible, with appropriate support, for users with a variety of backgrounds and abilities. To maximise usage of our collections we need simple access to our resources and staff who are industry recognised leaders.

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Objectives	Actions
Increase support to those using our collections and services	<p>Regularly revise Subject Guide content.</p> <p>Reach more staff and members through information literacy training using a variety of media.</p> <p>Increase self-facilitated learning offer to members including trialling a MOOC.</p> <p>By 2020 all materials will be purchased digitally first where appropriate.</p> <p>Link to online digitised content in other libraries and organisations.</p> <p>Develop suite of materials for learning reps to enable them to promote our service.</p> <p>Reduce steps to access e-book and e-journal and monitor and report on any access issues.</p>
Simplify Searching	<p>Ensure all web interfaces are intuitive.</p> <p>All catalogues are integrated with search engines.</p> <p>Work with IT to develop functionality of our catalogues.</p>



Objectives	Actions
Assure members, nursing and library & archive communities of our knowledge	<p>LAS staff published in peer reviewed journals and industry publications.</p> <p>LAS staff present at relevant sector conferences.</p> <p>Participate, host and speak at nursing conferences.</p> <p>Actively lead in professional sector communities including chairing committees, board membership and participating joint events.</p> <p>Introduce a universal reference management software to the RCN.</p> <p>Pro-actively secure donations of items/collections from nursing authors, practitioners, leaders and researchers.</p> <p>Update our thesaurus annually with RCN experts</p> <p>Improve NHS Library links through regular meetings and reciprocal events.</p>
Increase uptake of services by independent and third sector nurses	<p>Complete market research into group needs by 2017.</p> <p>Create specialist resource sets for these groups.</p>
Maximise RCN staff use of our collection and services	<p>Simplify onsite staff access to resources.</p> <p>Create a staff focus group and feedback cycle.</p> <p>Identify opportunities to work with ERD team and develop activist training.</p>
Increase links to universities and researchers	<p>Build strong links to university nursing community including:</p> <ul style="list-style-type: none"> • liaison librarians • masters and doctoral students • lecturers and professors. <p>Encouraging nursing academics and organisations to deposit papers and notify us of their publications.</p> <p>Create programme to promote our historical collections to Universities and researchers through conferences and events.</p> <p>Offer LAS work placements with university partners.</p> <p>Actively participate in student recruitment and develop LAS offering to act as recruitment incentive.</p>
Work to standardise Library offer between countries	<p>Designate LAS HQ staff to each of the nine regions to act as liaisons and increase regional usage.</p> <p>Work with ERD L&D facilitators to develop and deliver training for RCN representatives.</p> <p>Share best practice across Libraries via regular meetings and discussion.</p> <p>Set up regular staff visits and joint training exercises between the four countries libraries.</p>

Develop and conserve our collections so they remain the largest and most authoritative nursing collection in Europe

The RCN LAS takes pride in its role as Europe’s most authoritative nursing specific collection; developing our collection is crucial for maintaining this position. We need to ensure our collections remain accessible over time, that our users are invested in the collection, that we have clear policies and plans in place to guarantee the collections for future users and use.



Objectives	Actions
Content is searchable online	Develop a digitisation plan and projects including library items out of copyright. All content online, catalogued and can be mobile accessible and user friendly. Adopt new ways of sharing collections online including our oral history collection.
Formats protected in perpetuity	Converting media that risks becoming obsolete/inaccessible eg: video and CD-ROM. Adopt industry preservation standards. Deliver a digital repository in conjunction with IT services. Complete a preservation audit. LAS staff are fully trained in preservation for the collections.
Involving staff and member in developing our collections	Expand patron driven acquisitions (PDA) pilot and develop PDA for journals. Introduce regular focus groups and website forms for member and staff collection suggestions. Review and update our literature search offer.



Objectives	Actions
Clear Collection guidelines, which meet industry standards	Review policy, procedures and plan ensuring senior level sign off for: <ul style="list-style-type: none"> • collection development • cataloguing • circulation • conservation and preservation • digital asset management • access (media, copyright, user guidance, member volunteer projects) • user support and development.
Moving Archive and Library stock to a new location at end of National Library of Scotland contract	Investigate and decide on a new space (2016). Oversee plan to move collections ensuring service continuity (2017). Monitoring of new contract to ensure value for money and good service quality (2018-).



Europe's most authoritative nursing specific collection.



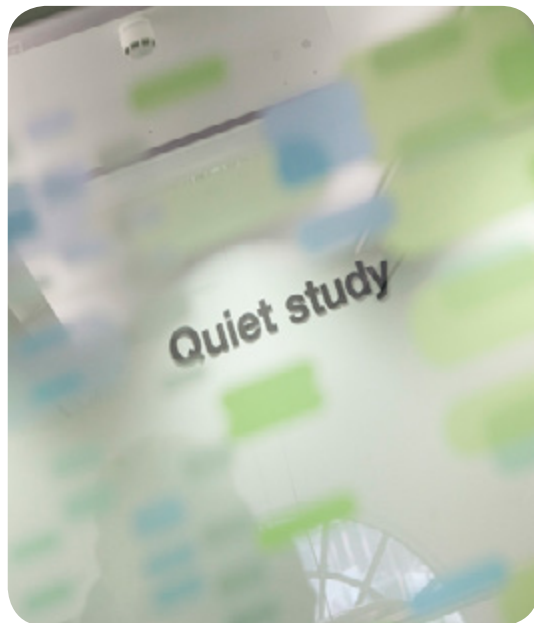
Explore and adopt ways to provide best value for money to members

As the RCN is a membership organisation we must always be able to provide members with a clear offer to benefit them and show our service is always finding ways to get best value for their membership.

... provide members with a clear offer to benefit them...

Objectives	Actions
Re-evaluate our staffing models to ensure our structure are effective and provide the greatest possible value for money	<p>Review Management of Change (2016).</p> <p>Complete implementing the health check recommendations.</p> <p>Explore ways of working to ensure improved LAS co-operation including with other RCN teams.</p>
Ensure staff are sufficiently skilled in value for money areas	<p>Develop staffing training about:</p> <ul style="list-style-type: none"> • successful funding bids • partnership working • business skills/project planning • negotiation.
Ensure we are making savings in costs wherever possible	<p>Review our tenders process and contracts</p> <p>Investigate purchasing stock through a library consortia agreement (2016).</p> <p>Work with business development team within RCN guidelines.</p> <p>Achieve award for environmental sustainability.</p>
Working with partners/funders to ensure the most effective delivery of service	<p>Complete minimum of one funding bid per year.</p> <p>Maximise use of supplier training offers to ensure value for money.</p>
Reporting and analysis	<p>Review all services to ensure robust measuring systems including KPIs and SLAs.</p> <p>Investigate purchasing a citation tool.</p> <p>Utilise resource discovery and google analytics to capture and analyse usage of resources in all formats.</p> <p>Create and distribute annual report for Council and Executive Team.</p>

Objectives	Actions
Efficient work flows	Regularly review in house processes to assess value for money. Annual review of resource usage to ensure all stock is good value. Examine workflows to highlight duplication and bureaucracy and ensure best practice.
Income generation	Implement in partnership a commercial photo library to gain income by licencing use to media and researchers. Introduce individual and institutional Library subscriber model (2016). Introduce charging for extended family history enquiries (2016). Review existing charges and services (2017).



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