



Royal College
of Nursing

Library and Archive Service

One year plan



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Introduction

As the home to Europe's largest nursing-specific collection we look forward to 2021 with excitement. At the conclusion of our five-year plan we have accomplished great things – we have seen our largest ever number of members using our online resources and participating in our training programmes, our archive is accredited, we achieved outstanding 'Customer Service Excellence' award results, and we received numerous awards for our events and exhibitions series. To bring the Library and Archive Service (LAS) into line with wider RCN strategic planning cycles, we are setting out a one-year plan that will see us through to 2022.

Our vision remains to enable members to develop professionally and inspire everyone to explore nursing and its history through our collections, services, exhibitions and events. We will do this by remaining an open and welcoming space – both real and virtual – for members and the public to learn and develop knowledge of nursing and its history. We will continue to develop our collections, building upon our successful digital-first initiative to meet member need, whilst implementing new approaches to ensure diversity within the collection and our practices. We will follow our continuous improvement plans, regularly reviewing our practices to ensure we deliver a value for money service.

Our new strategic plan looks ahead with the same optimism, whilst being realistic about the challenges we face following the unprecedented year that was 2020 and the COVID-19 global pandemic. This plan outlines how we will meet the challenge of supporting a nursing workforce living through extraordinary times and facing challenges far outstripping anything they have seen in their careers to date. The effects of COVID-19 had an immediate impact on our services and encouraged fantastic innovation and development that we are keen to embed and grow.

COVID-19 is a key dynamic across our work – due to COVID-19 we are seeing one of our strongest student cohorts in many years, with a 13% increase in students on nursing courses. As we see high rates of service usage by students, we are looking at ways to expand our capacity and support their library usage. We will also capture the nursing experiences of COVID-19 through collecting projects and a proposed exhibition on this topic.

Our service continues to support RCN priorities, including Safe and Effective Staffing, New Deal, the new Education, Learning and Development strategy, the Independent Sector strategy and Employment Relations. Our support includes providing information and evidence as projects develop; through to collecting and ensuring access to the corporate memory. We acknowledge that we are working in a rapidly changing landscape, so we remain poised to respond to new priorities that may arise for the RCN and our members.

In the next year our vision will be supported by four key themes which direct our development priorities for the Library and Archive Services:

- make our service accessible to all interested in nursing and the history of nursing
- using our services and developing our teaching and learning offer
- develop our collections ensuring accessibility for all
- improve our processes to deliver efficient and value for money services.

Make our service accessible to all interested in nursing and the history of nursing

In the last five years we have drawn in larger audiences than ever and we predict that interest will continue to grow in the next year, as the 2020 Year of the Nurse and Midwife is extended into 2021. We will explore new and innovative ways to engage audiences in the history of nursing through funding partnerships and widen access to existing collections such as through the digital archive. Our service offer will continue to grow to ensure we are meeting the evolving information needs of the nursing profession. All of this will be underpinned by our continuing service improvement and stakeholder consultation.

Objectives	Actions
Tailoring our information offer to best suit user need	<ul style="list-style-type: none"> • Deliver subject guides adding as required by RCN campaigns and clinical development and continue our annual revision programme • Continue to deliver literature search service • Work across the RCN to supply staff with the best evidence for their work • Scope a rapid review service offer • Deliver a programme of information training aimed at improving members' searching and evaluation skills
Grow our events and exhibitions programmes to encourage interaction and spark interest	<ul style="list-style-type: none"> • Conclude the redesign of our online exhibitions to ensure they remain relevant and accessible to all • Scope Museum Accreditation • Continue our award-winning member-led exhibition series with new temporary exhibition topics
Market our service to ensure it remains relevant and high profile	<ul style="list-style-type: none"> • Continue our successful marketing of our events and exhibitions • Review the overall marketing strategy and ensure continual improvement in our targeted marketing • Maintain dashboard ensuring challenging and achievable targets • Complete CILIP bursary funded workstream to continue to enhance our marketing offer

Objectives	Actions
<p>LAS will regularly consult members through the User Experience and Space group and feedback reporting</p>	<ul style="list-style-type: none"> • Implement the user experience plan including our annual/ one-off surveys, visitor monitoring and improving usability of online and in the space resources • Plan a way of communicating our feedback publicly • Review collection pages to promote special collections and archives content • Carry out a space review and implement changes based on stakeholder feedback • Test discoverability of collections through union catalogues (Library Hub and Archives Hub) • Ensure our catalogues and tools are continually refined to meet user need
<p>Ensure our customer service is outstanding</p>	<ul style="list-style-type: none"> • Maintain our excellent customer service in the space and online ensuring we meet our service and enquiry standards • Expand and develop our peer observation project and mystery shopping to ensure our service remains exceptional • Maintain Customer Service Excellence accreditation • Scope expanding Customer Service Excellence accreditation to include four country libraries
<p>Creating opportunities for member and public engagement with the Library and Archive Service</p>	<ul style="list-style-type: none"> • Continue our History of Nursing Forum volunteer programmes • Use funding bids to create new ways of promoting and developing our services to new and established audiences • Continue to promote collection suggestions to ensure we are meeting member needs in line with our policy
<p>Expand access to the Archives</p>	<ul style="list-style-type: none"> • Complete submission to Archive Hub and annual accession to National Archives and subsequently update Summon • Continue to work to develop archive tools to ensure they meet member need
<p>Review implementation and take up of new webchat format</p>	<ul style="list-style-type: none"> • Review quality improvement project • Review first year of use and potential improvements

Using our services and developing our teaching and learning offer

As the RCN develops its Education, Learning and Development Strategy, we remain committed to our role as enablers for learning. We have seen the keenness with which members have engaged with our online training offer and will develop new ways to deliver member support that suits their personal approaches to learning. Our links with colleagues in the library, archive and museum sector will reaffirm our reputation as a key place for nursing information and history of nursing, whilst promoting the sector leading work we deliver.

Objectives	Actions
Remain the 'go to' place for nurses and librarians/ archivists/museums working in the field	<ul style="list-style-type: none"> • LAS staff will regularly publish, present at and host conferences in library, archive and museum fields. • LAS staff support and present at relevant nursing and history of nursing conferences • Continue embedding and supporting Zotero, the universal reference management software, for RCN staff and members • Undertake work to include our referencing style guide in Summon • Actively lead in professional sector communities including chairing committees, board membership and participating at joint events • Raise our profile through achieving industry awards
Supporting the RCN trade union staff and members' teaching and learning	<ul style="list-style-type: none"> • With ERD create a library training component for the Reps online training programme that can be delivered remotely • Continue to support Reps teaching and learning programme and attend joint Reps conferences
Grow our links with Royal Colleges and Special Libraries	<ul style="list-style-type: none"> • Continue to support our networks with Royal Colleges and special libraries and archives, including the Consortium of Health Independent Libraries in London, Health Archives and Records Group, and the London Museums of Health and Medicine • Proactively promote our events and exhibitions via the networks, including securing loans for exhibitions • Invite Royal Colleges/special libraries to relevant LAS CPD and join graduate trainee networks
Develop our links with NHS Libraries	<ul style="list-style-type: none"> • Host a nursing librarians' conference • Continue to promote our events and exhibitions to this group • Contribute to new health library groups • Investigate improved current awareness services

Objectives	Actions
<p>Increase links to universities and researchers</p>	<ul style="list-style-type: none"> • Continue to offer LAS work placements (in Archives) with University Partners • Develop a targeted marketing campaign to encourage researchers to use the collections • Investigate engaging a White Rose University Consortium PhD student to undertake a research project using our collections • Continue involvement with M25 and seek committee representation • Continue developing links with university librarians via student recruitment and attending conferences/events
<p>Continue to develop and enhance our information offer</p>	<ul style="list-style-type: none"> • Expand our programme of information literacy events focusing on nursing researchers and publication • Enhance our breadth of training to include referencing, plagiarism and critical appraisal • Continue to offer training via drop ins and one on one teaching • Continue to develop a programme of writing support workshops with the Royal Literary Fund Fellows • Support RCN wide initiatives and campaigns
<p>Support and work with the Education, Learning and Development strategy</p>	<ul style="list-style-type: none"> • Continue contributing to overall strategy including all project task-and-finish groups • Offer a library component to all RCN taught courses including access via the Learning Management System • Create reading lists and resources to support RCN education courses • Explore academic resources to support the ELD strategy that will also reflect the diversity of our membership



Develop our collections ensuring accessibility for all

The rapid rate of information growth means that our collections require continual review and development so that we provide current and relevant information. We aim to expose the unique collections that we hold to a wider audience by exploiting the technology and services available to us. We remain responsive to new and emerging areas for collecting such as the COVID-19 pandemic whilst implementing new approaches to ensure diversity within the collection. We will work to ensure that these collections remain accessible for future generations to come by following industry standards for preservation in all formats.

Objectives	Actions
<p>Ensure we learn from the COVID-19 pandemic, preserving memory and learning gained</p>	<ul style="list-style-type: none"> • Continue COVID-19 collecting project to ensure we capture the RCN's COVID-19 work during the pandemic • Re-establish services after re-opening including exhibitions and in person events, including wellbeing events and scoping the feasibility of a wellbeing area • Complete an analysis of LAS service changes through COVID-19 and identify any long-term outcomes • Review flexible working changes with LAS team
<p>Increase the discoverability of our collections</p>	<ul style="list-style-type: none"> • Maximise member access to open access resources and support ongoing efforts for publications to be open access first through <i>Plan S</i> • Scope adding MESH subject headings retrospectively to our catalogue and continue to submit subject heading suggestions to MESH • Continue to digitise printed RCN publications and catalogue items to ensure a comprehensive and discoverable collection • Scope, plan and start the next phase of digitising printed RCN membership journals to ensure a comprehensive and discoverable collection • Process and catalogue all new material in line with industry standards to make it discoverable before adding to the collection • Ensure our content is discoverable through search engine optimisation, resource discovery and catalogues

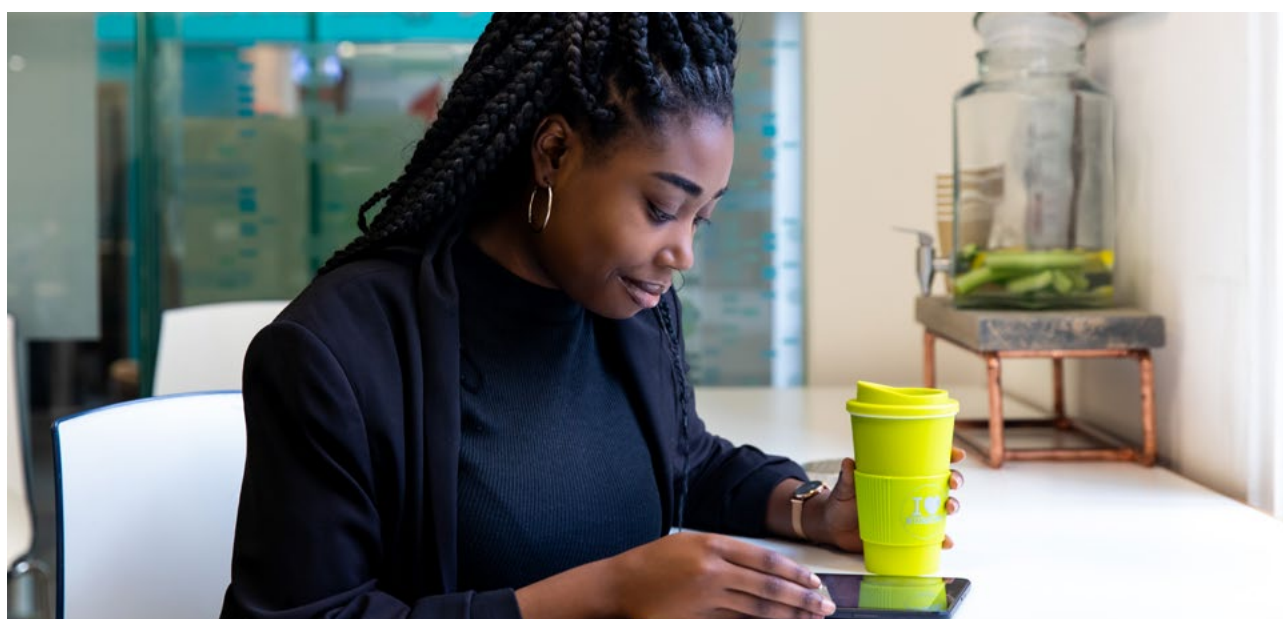
Objectives	Actions
Formats protected in perpetuity	<ul style="list-style-type: none"> • Implement appropriate industry preservation standards, including specific projects: <ul style="list-style-type: none"> • boxing of books • complete NLS journals preservation work. • Scope the options for preservation of and access to digital journals (Portico and LOCKSS) and report to Collection Development Operational Group (CDOG) • Regularly review and update our insurance policies to ensure they are fit for purpose • Deliver digitisation plan for non-RCN historic journals with GALE
Clear collection guidelines which meet industry standards	<ul style="list-style-type: none"> • Review policy, procedures and plans for value for money, ensuring senior level sign off • Review and update LAS documents as required • Scope and develop archive collection plan
Investigate introducing an institutional repository tool	<ul style="list-style-type: none"> • Scope an institutional repository tool for RCN research outputs and RCN staff who regularly publish • Investigate citation tools to ensure improved reporting of RCN publication usage and measuring the reach of RCN publications
Develop our website content to respond to our user needs	<ul style="list-style-type: none"> • Through the LAS website group continue to develop our presence via the modernisation workstream • Continually review processes through the website group to ensure we are following best practice and industry standards
Continue to enhance the diversity in all aspects of our service	<ul style="list-style-type: none"> • Proactively procure donations from across the nursing family • Continue the inclusion café events for member and staff audiences • Scope and plan a project to increase the diversity of LAS collections • Plan BAME photographic resources to allow quick retrieval and identification • Complete subject guide diversity workstream to ensure these resources reflect the make-up of nursing • Continue to identify opportunities to promote diversity among LAS staff

Objectives	Actions
<p>Ensure we are successfully archiving the college's outputs</p>	<ul style="list-style-type: none"> • Continue automated capture of the RCN website, including new website formats • Plan and collect additional RCN web materials which are outside of the automated capture process • Undertake the collecting and processing of other RCN outputs, to include: <ul style="list-style-type: none"> • RCN publications • RCN printed materials and ephemera • relevant digital records from the S drive.
<p>Ensure our archive collections are discoverable and accessible to users</p>	<ul style="list-style-type: none"> • Complete the RCN Agenda Committee cataloguing project • Continue the RCN retention schedules project • Participate in the annual review of RCN overarching Retention Schedule • Scope a new archives catalogue and collections management system • Plan and begin archives location register update • Accession and catalogue any new personal papers, oral histories and re-catalogue badges; and continue with retrospective cataloguing in these areas • Correct and update the oral history catalogue, dependent on a successful funding bid • Prepare for UNESCO application • Assist the college and public with enquiries as required
<p>Support the RCN's Safe and Effective Staffing Project</p>	<ul style="list-style-type: none"> • Continue collecting corporate records in relation to the project • Archives to support and collect interviews for HoNF oral history project • Deliver a second-phase Safe and Effective Staffing collecting project dependent on achieving additional funding • LAS team to support the RCN wide campaign
<p>Enhance and expand the Digital Archive (Preservica) including Universal Access and member sites</p>	<ul style="list-style-type: none"> • Implement all upgrades to the Digital Archive • Continue the Super Users project with a focus on continuing to embed the programme with governance, regions and commence with HQ departments • Maintain collecting and ensure accruals are added to digital archive

Improve our processes to deliver efficient and value for money services

The RCN is a membership organisation funded through subscriptions, and the Library and Archive Service is committed to delivering the best value service possible to our members. The one-year plan provides an ideal opportunity to review the processes that have been implemented over the last five years and ensure that they continue to provide the necessary information to remain accountable to our members. We will streamline our services to maximise efficiencies and exploit the resources available to us.

Objectives	Actions
Utilise RCN expertise and cross team working	<ul style="list-style-type: none"> • With the Business Unit and wider Nursing team provide feedback and guidance to improve our ways of working • Work with the wider RCN to continue improving our sustainability • Contribute to RCN cross working groups including Education Learning and Development Strategy Board, Employment Relations Board, Nursing Programme Board, Transformation Board
Deliver an effective and relevant LAS CPD programme at low cost	<ul style="list-style-type: none"> • Maximise use of supplier training offers to ensure value for money • Utilise the team's expertise and take opportunities to encourage learning about our own collections and services • Ensure a regular schedule of CPD sessions/staff induction/post briefings to maximise staff knowledge of the collections and tool to best respond to user enquiries • Support the team to continue to grow and develop through personal professional development via both informal and formal programmes



Objectives	Actions
<p>Review and update our resources and services through regular review processes</p>	<ul style="list-style-type: none"> • Report our KPIs and SLAs: <ul style="list-style-type: none"> • to members through our service standards • to Council through the Council dashboards. • Create and distribute annual report for members, staff, Council and Executive Team • Report LAS quarterly service statistics to ensure we continually examine member needs and service fit • Report LAS quarterly feedback to ensure we are meeting members’ needs; report service changes and improvements as part of our quality assurance process • Report LAS quarterly conservation/preservation data • Pilot new preservation processes to ensure best practice in archive and object display • Horizon scan and purchase print and eBooks to ensure collection currency in line with LAS collection management policy • Review all potential new resources using the review matrix to ensure full consultation before subscription/purchase
<p>Review workflows for efficiency and value for money</p>	<ul style="list-style-type: none"> • Regularly review in house processes to assess value for money • Annual review of resource usage to ensure all stock is value for money • Through CDOG, discuss and agree operational procedures, and additions to collections and resources • Continue to identify efficient ways of working to reduce unnecessary manual tasks, duplication and bureaucracy • Continue improvement of journals processes: National Library of Scotland storage move, binding • Run annual upgrades to our internal systems: SirsiDynix
<p>Maintain and identify additional funding streams</p>	<ul style="list-style-type: none"> • Continue to offer paid services (e.g.: family history, paid tours, Mary Evans Picture Library, document supply)
<p>Review library resource discovery product</p>	<ul style="list-style-type: none"> • Deliver a paper on resource discovery ensuring our product meets the RCN procurement guidance, is value for money and meets LAS service needs
<p>Refine project management tools</p>	<ul style="list-style-type: none"> • Ensure robust project planning: <ul style="list-style-type: none"> • check process • refine process • improve where possible.

Objectives	Actions
Consider new RFID machine and LAS free library model	<ul style="list-style-type: none"> • Scope RFID replacement project • Agree and implement a 'fine-free' library
Investigate our SpringShare products to get best possible usage	<ul style="list-style-type: none"> • Investigate and develop our existing use of SpringShare including: <ul style="list-style-type: none"> • rostering • better integration with RCN systems • reading lists for each RCN education programme, exhibitions, events and to support Congress.
Continue to work closely with across the RCN countries and regions	<ul style="list-style-type: none"> • Complete and report on RCN LAS regional outreach+ pilot • Continue regional contacts project • Share best practice across RCN country libraries via regular meetings and discussion • Set up regular staff visits and joint training exercises between the RCN country libraries • Continue to work closely to host regional and country events and ensure exhibitions are available across the UK





The RCN represents nurses and nursing,
promotes excellence in practice and
shapes health policies

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