**Library Services Plan 2025-2028**

**Context**

It is timely to create a new plan for the Library to ensure we are supporting Hope’s strategic aims. Since the last development plan was written there have been huge shifts in technology with the growth of Generative AI and machine learning, changes in working and study patterns and modes of delivery following the pandemic. There is also increased financial uncertainty and renewed focus on environmental sustainability, mental health and wellbeing and EDI.

Libraries are rapidly changing. Library spaces need to adapt to different learning styles and expectations of students. There is an increased demand from students for support with their mental health and the Library, working in partnership with other service providers, has a key role to play in that. In terms of content demand for digital provision dominates and we need to ensure we are getting best value from our content spend, scrutinising publisher and supplier deals and consider different models of provision including on demand rather than owned content. Our skills delivery programme needs to diversify in terms of content and delivery to remain relevant and delivered at the point of need. Libraries collect huge amounts of data and our data literacy and handling needs to develop to ensure we are optimising the use of this data in our planning and decision making. In publishing Open Research and Open Data has become established as a requirement by funders and we need to be able to support authorso make their research outputs open.

This new plan has been developed following consultation with all the Library’s communities including students, academic and professional services staff and key internal and external partners. We have also reviewed comparator libraries strategies and sector datasets to ensure we are meeting sector standards of services and outcomes. The plan is intended to send the overall strategic direction for the Library over the next few years and will be supported by more detailed operational plans to enable delivery. It is aligned with the Student Support and Wellbeing Business Plan to ensure a co-ordinated approach.

**Vision**

*The Library will be valued by the Hope Community as a trusted, welcoming and inclusive provider of knowledge, services and spaces in support of teaching, learning and research. It will actively engage and listen to its different communities to design, deliver and adapt its services to enable Hope staff, students and partners* *to succeed.*

**Enabling Principles**

* The Library’s direction and priorities will be closely aligned and shaped by the University strategy.
* The Library will be outward facing and informed by sector developments.
* The Library will work in close collaboration with its partners and different communities to inform its planning and priorities.
* The plan will be kept under continuous review and will be adapted to changing external environment.
* The Hope values will be embedded in the delivery of the Plan.
* The Plan will be sustainable and aligned with Hope’s approach to equality, diversity and inclusion

**University theme One: Ethos and Community – put our values and ethos at the centre of our strategy and value each member of the community.**

**Library Theme One Vision:**

*Library Services will be welcoming and accessible to all our staff and students, delivered in a range of accessible and flexible ways which meets the varied needs of our Hope community. While Digital delivery and automation will become increasingly prominent, our in-person support will continue to be a core element of our service, delivered with pride by our dedicated staff*.

**Library Theme One Goals:**

* We will modernise the space at The Shephard-Worlock Library to maximise use and to cater for all learning styles and needs, including provision of more relaxed study environments and consideration of sensory needs of students
* We will work with partners across the campus to ensure increased and joined up support for students.
* We will engage with students to explore new and creative ways to support students’ wellbeing and mental health.
* We will remodel the Library space at the Creative Campus to maximise use, engagement and accessibility.
* We will redefine our support model for students, incorporating a range of digital and face to face channels to best meet our students needs and preferences.
* We will collect data in a range of ways and make better use of data to enhance our support for students.
* We will streamline and automate Library workflows where possible

**University Theme Two - Education – provide education that transforms lives.**

**Library Theme Two Supporting Vision**:

*The Library through our training programmes, and guidance, will make a measurable contribution to improving students’ retention and outcomes and will provide opportunities for students beyond their studies.*

**Library Theme Two Supporting Goals**

* We will diversify and modernise our skills delivery programme, to ensure an inclusive approach to supporting different learner needs in support of our Information Literacy Framework and the TEF
* We will contribute and align with University resources, guidance and training on acceptable use of AI
* We will seek feedback on our information skills programme to ensure it is inclusive and accessible to all.
* We will redesign our content workflows to ensure students have access to the right materials in the right format to support their learning.
* We will ensure we are regularly evaluating our offer and measuring the impact of our training.
* We will invest in the development of our staff, ensuring they have the skills to deliver.
* We will provide more opportunities for Hope students to engage with Library services and collections in preparation for future careers and postgraduate study, including opportunities as Library Ambassadors and Interns.

**University Theme Three - Research, Scholarship and Knowledge Exchange – engage in research scholarship and knowledge exchange which has impact on societal challenges**.

**Library Theme Three Supporting Vision***:*

*The Library will be a key partner in developing an open research culture at Liverpool Hope, providing support and guidance on publication, impact and encouraging re-use which will enable Hope’s research to be openly available to all. We will endeavour to ensure a balanced approach to collection development and enable greater use of our collections in scholarship.*

**Library Theme Three Supporting Goals**

* We will support the University in developing an open research culture, including publication of research outputs
* We will develop guidance and training to encourage researchers to manage their research data.
* We will develop a Rights Retention Policy and supporting materials which will enable Hope authors to maximise the reach of their own research.
* We will increase the amount of collections available on Hope Digital Collections to increase impact and reach of our Archives and Special Collections
* We will increase our bids for funding to make our Special Collections more discoverable and accessible.
* We will ensure our Collections Policy supports the University’s drive to decolonisation and more balanced and ethical content provision.

**University Theme Four - Partnership and Voice – proactively contribute to shaping our region and be an outstanding partner and interlocutor locally, nationally and internationally**.

**Library Theme Four Supporting Vision**:

*The Library will be a recognised voice in regional and national library sector networks, having a distinct identity and contribution valued by partners. We will encourage our staff to raise their profile externally and work on collaborative projects in alignment with Hope’s goals. Library services will be a key element and consideration in partnerships with Liverpool city region and partner institutions (Bellmont,* Network of Hope)

**Library Theme Four Supporting Goals**:

* We will continue to be an active member of Library sector groups at all levels including Academic Libraries North and Sconul
* We will ensure we are represented in negotiations and discussions with suppliers and partners including JISC, customer advisory boards etc.
* We will engage with Libraries regionally and actively seek opportunities for shared services and shared collection initiatives.
* We will work closely with our Special Collection partners (e.g. Nugent, Liverpool Diocese and Archdiocese etc) to ensure the discoverability and visibility of the collections we manage are enhanced in line with their strategies.
* We will increase the content available on Hope digital collections to provide global access to Library Special Collections
* We will create a partnership development plan which will review the landscape to identify potential partners and partnership projects, as well as plans to strengthen links with existing partners

**University Theme Five - Sustainable and Future – ensure we are a sustainable and future ready institution.**

**Library Theme Five Supporting Vision**

*The Library will demonstrate and evidence its commitment to sustainability through improved environmentally aware practices, through sustainable use and promotion of technology and to ensuring a sustainable model for the provision of content.*

**Library Theme Five Supporting Goals**

* We will develop a sustainability plan for Library services.
* We will review our workflows and processes and reduce waste on print and manual interventions.
* We will promote ethical and sustainable use of generative AI and other technologies.
* We will create cases for investment in Library services which are sustainable and achievable.
* We will seek opportunities for external funding for projects and training.
* We will review our spend across print and digital collections to ensure best value and which considers the total cost of ownership.
* We will improve our use of data across the Library to help our decision making and evaluation of our service.
* We will ensure our current staffing model is fit for purpose and has succession planning integrated.
* We will develop a Library dashboard demonstrating value for money and sustainable practices.

**Outcomes**

The University’s Executive Board will maintain overall ownership for this plan and associated plans and will formally monitor progress against the aims through a range of qualitative measures (such as stakeholder feedback) and quantitative measures (such as workforce data,) coupled with progress in relation to the outcomes listed below. The Library Steering Committee will review progress of this strategy on behalf of University Council. An annual progress report will be presented at UEB.

**Student Feedback**

* Our NSS outcomes will be in the top quartile in the Cathedral Group of Libraries
* The outcomes in our annual student survey will improve year on year.

**Information Skills provision**

* We will increase the amount of online content to 30% of our offer by 2028
* Attendance at our in person sessions will increase by 10% by 2028

**Use of resources**

* We will increase the average use of our online resources by 10%
* We will reduce cost per usage to below £10 for 90% of our resources.
* We will shift our content spend on digital to 80% by 2028

**Research/Special Collections**

* We will ensure there is an increased volume of Hope research available freely open access by 2028.
* We will increase collections available on Hope Digital Collections by 10 percent year on year

**Staff Skills development**

We will increase engagement of Library staff across all grades with staff development opportunities by 10%

**Partnership**

* We will aim to establish strategic partnerships with 3 new partners by 2028.
* We will identify and work on 3 key collaborative projects across our strategic partners by 2028

**Sustainability**

* We will adopt a digital first approach to library workflows.
* We will ensure sustainability is a key consideration in library purchasing.

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**April 2025**