

**UCL Library Services SMT 389**  
**Proposed Terms of Reference for Senior Management Team, Library Strategy Committee,**  
**and SMT Working Groups**

**1. Purpose**

This paper:

- (i) details the membership of the new Senior Management Team.
- (ii) documents the agreed Terms of Reference for both Senior Management Team and Library Strategy Committee.
- (iii) proposes Terms of Reference and membership for five new SMT Working Groups, for discussion and approval.

**2. Background**

**2.1. Revised remit and membership of UCL Library Services SMT**

SMT 384 discussed a proposal to revise the remit and membership of Library Services' senior committees, in the context of the imminent closure of the 2015-18 Strategy cycle. The following recommendations were accepted for implementation in 2018/19:

- Library Services SMT and Leadership Team to be replaced by a single senior group.
- New group to meet monthly, at least 8 times/year as Senior Management Team, and at least 3 times/year as Library Strategy Committee.
- Membership to comprise all Library Services staff on Grade 9 and above from fully-merged sites (14 members). Departmental Administrator to attend.
- Working Groups to carry out detailed business between plenary meetings.

**2.2. Identification of new SMT Working Groups**

SMT 386 agreed Terms of Reference and membership for the revised SMT, and agreed that SMT would be served by five Working Groups, as follows:

- Budget Executive
- HR Working Group
- Library Estates Operations Group
- Staff Training and Development Oversight Group
- Survey Response Working Group

**2.3. Operating principles of new SMT Working Groups**

SMT 386 also agreed that the following principles should apply to the new Working Groups:

***Purpose***

The new Working Groups (WGs) exist to support the effective management of SMT business. Broadly, they have four functions:

- To advise SMT on new developments and future strategy in their respective areas of business.
- To ensure that SMT and UCL policy decisions are implemented effectively and equitably across Library Services.
- To take ownership of matters of operational detail in their respective areas on behalf of SMT.
- To make regular reports to SMT through their chairs.

### **Relationships**

The WGs do not supersede and are not substitutes for established Library Services committees and groups, such as the Equalities, Diversity and Inclusion Committee. SMT WG chairs will be responsible for ensuring appropriate join-up between their Groups and any relevant established committees.

### **Memberships**

- The WGs should primarily consist of SMT members.
- Memberships should be small, to ensure that meetings can be held with reasonable agility – as a guide, up to 6 members including the Chair.
- Essential non-SMT staff should be included in membership; other Library staff, and wider UCL staff, may attend as required.

### **Review**

The Chair of SMT should review the portfolio of SMT WGs annually, as part of the annual review of Library committees and working groups.

## **3. Senior Management Team: Membership**

Sarah Aitchison	Head of UCL Special Collections
Paul Ayris (Chair)	Pro-Vice-Provost (UCL Library Services)
Kate Cheney	Head of Site Library Services
Peter Dennison	Head of Customer Service
Anna Di Iorio	Site Libraries Manager and Senior Librarian, RFHML
Rozz Evans	Head of Collection Strategy
June Hedges	Head of Liaison and Support Services
Karen Jeger	Head of Collection Services
Ben Meunier	Director of Operations
Martin Moyle	Director of Services
Andy Pow	Head of Library Finance
Lara Speicher	Publishing Manager
Margaret Stone	Head of Digital Libraries
Michelle Wake	Site Libraries Manager and Senior Librarian, UCL School of Pharmacy

### **Attending:**

Jennifer Brown, Departmental Administrator.

Other Library Services colleagues may occasionally be invited to attend SMT or Library Strategy Committee as appropriate.

### **Secretary:**

PA to the Pro-Vice-Provost.

## **4. Terms of Reference**

ToRs for the SMT Committees and WGs follow.

## **Senior Management Team**

### **Remit**

Senior Management Team (SMT) is the primary policy-making group in the Library. Its actions and decisions set the framework within which initiatives and projects are progressed throughout UCL Library Services. Within UCL Library Services, it has ultimate responsibility for all the Library's services and infrastructure.

### **Terms of reference**

- To discuss and agree changes to UCL Library Services policy positions, and to oversee the implementation of new policies.
- To discuss and agree the response of UCL Library Services to institutional initiatives and developments, including policy directives received from UCL SMT or the Office of the Vice-Provost (Research).
- To monitor relevant initiatives and developments external to UCL, nationally and internationally, and plan actions to be taken where appropriate.
- To decide major resource allocation issues, ensuring that high-level budgets reflect the agreed priorities of UCL Library Services, and to review income/expenditure against financial targets as needed.
- To have oversight of the Library estate, discussing and agreeing the Library's position on significant issues of space.
- To have overall responsibility for all services provided by the Library, and Library opening hours.
- To seek to ensure the equity, consistency and coherence across UCL Library Services of all Library services, policies and initiatives.
- To provide a forum for information exchange between SMT members about major new developments and ideas.
- To oversee and monitor the Library's performance against internal KPIs, and targets set by UCL and by external regulatory and other bodies.
- To receive reports from Working Groups of SMT, and from other Library Services Committees sponsored by the SMT.
- To meet at least 8 times per year.

**Agreed SMT 386, 11 July 2018**

## **Library Strategy Committee**

### **Remit**

Library Strategy Committee is a companion committee to UCL Library Services SMT. It oversees the preparation, communication, delivery and maintenance of the UCL Library Services Strategy, which sets the Library's overall priorities for the duration of each Strategy period.

### **Terms of reference**

- To ensure that the strategic planning process is informed by and aligned with relevant new developments in UCL and beyond.
- To oversee and support all staff consultation activities in the preparation of the UCL Library Services Strategy.
- To agree Implementation Plans for the UCL Library Services Strategy.
- To monitor the delivery of the UCL Library Services Strategy against measures agreed in the Implementation Plans.
- To periodically review, revise and update the UCL Library Services Strategy, as appropriate.
- To ensure that the goals and successes of the UCL Library Services Strategy are communicated effectively to Library Services colleagues, and to all other relevant internal and external stakeholders.
- To advise the Pro-Vice-Provost on the appropriate Library Services committee structures and other resource needs to support the delivery of agreed strategic goals.
- To meet at least 3 times per year.

**Agreed SMT 386, 11 July 2018**

## **UCL Library Services SMT: Budget Executive Group**

### **Membership**

- Paul Ayris (Chair)
- Kate Cheney
- June Hedges
- Ben Meunier
- Martin Moyle
- Andy Pow

### **Terms of Reference**

The role of the Budget Executive is to:

- Offer strategic advice on the spend from, and performance of, the UCL Library Services budget
- Receive regular financial reports on Library spend, including an annual report outlining the performance and outturn of the Library budget in the previous financial year, which are then presented to full SMT
- Advise on discretionary spend when new monies are available
- Signoff bids to the annual UCL planning round for new resources to fund identified strategic developments
- Have input into the annual Strategic Operating Plan
- Undertake any other activity at the discretion of the Chair, which falls into the general purview of the Working Group
- Meet in person a minimum of once per month.

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24.8.18

## **UCL Library Services SMT: HR Working Group**

### **Membership**

- Martin Moyle (Chair)
- Jennifer Brown
- Kate Cheney
- Karen Jeger
- Ben Meunier
- Andy Pow

Gillian Thompson, HR Business Partner, to attend by invitation.

### **Terms of Reference**

The role of the HR Working Group is to:

- Have strategic oversight of the UCL Library Services staffing structure, roles and recruitment.
- Maintain clear and current understanding of new developments in HR policy, advising SMT and developing local HR policies where required.
- Oversee the effective and equitable implementation of HR policies.
- Ensure the effective administration of recruitment and the maintenance of accurate records of recruitment and vacancies, for regular report to SMT and the Budget Executive Group.
- Monitor HR casework in conjunction with HR Advisory Services.
- Undertake any other activity at the discretion of the Chair or Pro-Vice-Provost, which falls into the general purview of the Working Group.
- Meet in person a minimum of once per month, with weekly virtual meetings to evaluate requests for recruitment.

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24 August 2018

## **UCL Library Services SMT: Library Estates Operations Board**

### **Membership**

- Ben Meunier (Chair)
- Kate Cheney
- Peter Dennison
- June Hedges
- Andy Pow
- Jay Woodhouse
- Geoff Prudence
- Lesley May

Other Estates senior staff may be invited to attend, as appropriate.

### **Terms of Reference**

The role of the Library Estates Operations Board is to:

- Approve the 3-year maintenance/building work programme for Library Services
- Receive reports from the Director of Facilities and Infrastructure on projects, initiatives and incident trends, related to hard and soft services, buildings maintenance and infrastructure
- Develop more effective systems and processes for providing two-way communication between Library Services and UCL Estates on the effectiveness of the services and performance of contractors, drawing upon significant issues identified by building users
- Support adoption of good practice in Estates Sustainability, working to develop operational best practice and implement behaviour change initiatives, as advised by the Library Sustainability Committee
- Consider statutory issues including Health and Safety, Planning, etc.
- Sign off bids to the Central Estate Strategy Board and other funding authorities for estates projects to enable strategic developments
- Commission Library Minor Works, with the aim of:
  - a) Prioritising maintenance works (£50k+)
  - b) Overseeing office moves
  - c) Improving value for money
  - d) Improving effectiveness of process
- Undertake any other activity at the discretion of the Chair, which falls into the general purview of the Board
- Meet at least quarterly, or more regularly as determined by the Chair

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13.9.18

## **UCL Library Services SMT: Staff Training and Development Oversight Group**

### **Membership**

- Kate Cheney (Chair)
- Samantha-Jane Baker
- Peter Dennison
- Rozz Evans
- Martin Moyle
- Michelle Wake

Gillian Thompson, HR Business Partner, to attend by invitation.

### **Terms of Reference**

The role of the Staff Training and Development Oversight Group is to:

- Have strategic oversight of UCL Library Services' initiatives in training and continuing professional development.
- Ensure that there is alignment between the work of the Staff Training and Development Officer, the business of the Staff Training Forum and related groups, individual library team initiatives, and relevant commitments made within the Library Services Strategy.
- Maintain clear and current understanding of new developments and opportunities in staff training within UCL and related organisations, advising SMT and planning implementation where required.
- Ensure that effective processes are in place for the promotion of staff training, and for measuring the impact and value for money of staff training.
- Provide, through the Chair, a report to each meeting of Library Strategy Committee.
- Undertake any other activity at the discretion of the Chair or Pro-Vice-Provost, which falls into the general purview of the Working Group.
- Meet in person a minimum of once every two months.

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29 August 2018 (updated KC 31 August 2018)

## **UCL Library Services SMT: Survey Response Working Group**

### **Membership**

- June Hedges (Chair)
- Kate Cheney
- Peter Dennison
- Head of Subject Liaison (Academic Engagement) (vacant)
- Ben Meunier
- Andy Pow
- Margaret Stone

### **Terms of Reference**

The role of the Survey Response Working Group is to:

- Advise SMT on UCL's strategies for acquiring student feedback, including the UCL portfolio of regular surveys.
- Oversee the collation and analysis of Library performance in designated UCL surveys, currently:
  - NSS
  - PTES
  - PRES
  - New to UCL
  - Student Experience Survey
  - SSCC summaries
- Report summatively to SMT on individual UCL surveys and advise SMT of appropriate responses from UCL Library Services.
- Oversee the creation and delivery of Library action plans in response to specific UCL surveys.
- Prepare longitudinal, cross-survey reports on Library performance in designated UCL surveys, for SMT, Library Committee and other stakeholders.
- Undertake any other activity at the discretion of the Chair or Pro-Vice-Provost, which falls into the general purview of the Working Group.
- Meet once per month, or more frequently at the discretion of the Chair.

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29 August 2018 (updated JH 29 August 2018)