

**M25 Consortium Development Plan 2002/03 to 2005/06  
Annual Report on progress of 2002/03**

In June 2002 the Consortium approved a new 5-year Development Plan<sup>1</sup> (which covered 2002/03 to 2005/06). This Development Plan was based on a positive review of past activity and outlined a number of key strategic drivers for change that provide the context and challenges for the future development and direction of the Consortium. The Development Plan 2002/03 to 2005/06 is subject to annual review and revision. This Annual Report is designed to give members a formal report on progress against the aims and objectives outlined in that plan and should be read in conjunction with it. It should be noted that members were given an interim report and update on progress in January 2003<sup>2</sup> and more detailed information can be accessed via minutes of the Steering Group on the M25 Consortium web site<sup>3</sup>.

The **Mission** of the Consortium is to:

- Act as a co-operative, and inclusive, organisation which recognises the diversity of missions amongst its constituent members, and seeks to build on them to further their common objectives and to co-operate with other bodies having similar objectives.
- Co-operate in the effective enhancement of library and information services, in order to improve availability of, and access to, information and learning resources for the combined constituencies of publicly-funded higher education and related institutions located in and around the region defined by the M25.

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<sup>1</sup> <http://www.m25lib.ac.uk/m25sec/docs/m25dp2002to6.pdf>

<sup>2</sup> <http://www.m25lib.ac.uk/m25sec/docs/Interim%20report%20Jan%202003.pdf>

<sup>3</sup> <http://www.m25lib.ac.uk/m25sec/business/minutes.htm>

- Develop, manage, market and publicize resource discovery, sharing and co-ordination and access to services so as to enable a greater use of libraries and other information resources across the region to the benefit of learners, researchers, academics and members of the public
- Provide a collaborative forum for innovation, partnership and mutual support, and through collaborative staff development to facilitate the exchange of experience, the transmission of expertise and improved professional development
- Monitor developments in Higher Education and related sectors in the region, assess the implications for member Libraries and represent the views of its members to policy making bodies

The Consortium works to 3 main **aims** in support of its mission:

- To provide high quality, cost effective services and mutual support for member libraries and to enable services to learners and researchers to be improved.
- To act as a voice for higher education and related institutions' libraries in the region and play a positive role in influencing regional, national and professional agendas (including those particularly relevant to learners and researchers) and delivering practical solutions.
- To work with other organisations to create an environment whereby the richness and diversity of library, museum and archive provision within our region can be accepted as a single distributed collection for London as a World city, and for the surrounding area, for the benefit of learning and research, economic development, culture and social inclusion.

The Consortium works to deliver on its aims through 4 key **goals**:

- Resource discovery, sharing and co-ordination - The Consortium has long recognised the complexity and diversity of London's library resources. Effective resource discovery tools have been, and being, developed and delivered as a major element of the Consortium's service portfolio and its commitment to member library users and the needs of the wider community.

- Access - The Consortium is committed to optimising access by staff and students of its member institutions to the scholarly resources that are fundamental to the advancement of learning, teaching and research.
- Mutual support – Through common ownership of the Consortium development plan, members work with each other in appropriate ways to promote continuous improvement of services to users, to disseminate good practice and to provide opportunities for participation by staff at all levels.
- Collaboration and partnership – The Consortium works actively to promote common interests within professional and regional arenas in support of learning, teaching and research. It pursues and develops cross-sectoral, cross-domain and other alliances and relationships to the benefit of member library users and the wider community.

These are underpinned by

- Advocacy, communication and marketing arrangements - The Consortium plays a pro-active influencing and advocacy role on behalf of its member libraries and their staff, ensuring a common voice and representation for all Higher Education libraries within the M25 region
- Governance, organisational and administrative arrangements - The Consortium has accepted the need to place its governance, organisational and administrative arrangements on a firmer footing. The Consortium also recognised in 2002 the need to review its membership in the light of the developing regional agenda

During 2002/03 the Consortium has addressed a number of key areas of work and continued to make excellent progress against its objectives. This report is in six sections, reflecting the key areas of activity of the Consortium in 2002/3

Suzanne Enright  
Secretary, M25 Consortium  
May 2003

**1. CONSORTIUM GOAL ONE : Resource discovery, sharing and co-ordination**

AIMS	OBJECTIVES	ACTION POINTS ONGOING/PROGRESS TO DATE
<p>To develop, promote and implement a coherent programme of resources discovery, resource sharing, resource management and co-ordination to support learning, teaching and research</p>	<p>See below</p>	<p>In October 2002 the M25 Systems Advisory Group considered and agreed a formal proposal presented by Anne Bell to extend and broaden its role, remit and membership as the new M25 Resource Discovery Working Group. The work of the new Group includes the identification of development paths in relation to InforM25 and of value-added services, the co-ordination of the Consortium's resource discovery work and the definition of future scenarios over the next 3-5 years.</p> <p>In addition to finalising the Terms of Reference, Membership and administrative arrangements for the conduct of business, the Group carried out a critical appraisal of the M25 Action Plan 2002/2003 for Resource Discovery, agreed priorities within the current range of tasks for the M25 Systems Team and had an exploratory 'brainstorming' session on resource discovery issues for the next 3-5 years.</p> <p>The Group identified some successful outcomes to date (e.g. AET, FiiL demonstrator) but also considerable circumstantial change (e.g. personnel changes, national developments, organisational change, cessation of funding) which indicated that significant revision and updating was required. Given the timescale the Group has focused on selecting specific areas for further investigation and progression within a 2003/2004 plan to be presented to the Consortium summer 2003 meeting.</p>

1.1. Extend InforM25 coverage	<p>To add other Consortium members as and when appropriate</p> <p>To link with other sectors/domains</p> <p>To identify how best to relate InforM25 to the British Library</p>	<p>Ongoing</p> <p>Liaison with Projects WILL &amp; AIM25 ongoing. Funding secured for linkage InforM25 and AIM25</p> <p>BL now a full member of the Consortium . This will be reviewed in light of its new library management system implementation and national developments</p>
1.2. Provide value added services	<p>To develop and implement Access Eligibility Tool</p> <p>To keep under review InforM25/docdel links</p> <p>To consider regional docdel opportunities</p>	<p>The AET Project is progressing but it is a very complex tool. Investigation into increased transparency of access arrangements planned. Developing portability will be in the 2<sup>nd</sup> phase.</p> <p>Progress with Docusend and other national docdel initiatives has been slower than plan expected.</p> <p>Refer to new Director LLDA</p>
1.3. Identify ULS development path	<p>To extend scope of ULS and integrate in InforM25</p>	<p>ULS is being maintained but not extended – M25 Resource Discovery Working Group will review when SUNCAT development path clearer</p>
1.4. Consider M25 services in relation to national developments	<p>To ensure M25 resource discovery services are appropriately plugged into relevant national developments</p>	<p>M25 Resource Discovery Working Group are maintaining watching brief on national developments (UKNUC, SUNCAT, Bath Profile etc.)</p> <p>InforM25 involved in JISC funded inter-consortia clumps projects</p>

1.5. Review role of M25Link Project Board now InforM25 is a service	To implement proposed new M25 Systems Advisory Committee	New M25 Resource Discovery Working Group set up and operational
1.6. Seek funding to extend MASC25 (Mapping Access to Special Collections)	<p>To extend MASC25 to include non University of London HE special collections and regional public library special collections</p> <p>To identify how MASC25 might be integrated within the Consortium's portfolio of resource discovery services</p>	<p>Future development path of MASC25 under consideration by M25 Resource Discovery Working Group.</p> <p>The issue of co-ordination with AIM25 as regards membership and Consortium web presence also highlighted.</p>
1.7. Help develop Find it in London if demonstrator project is successful	To support London Learning Network Group to extend the project from demonstrator to service	<p>Pilot demonstrator complete and final report submitted to sponsoring bodies. Vision remains to extend to 450 libraries, museums and archives in stages with targeted funding.</p> <p>LMAL has taken over the work of LLNG</p>
1.8. Support LLDA in developing and implementing Project WILL	<p>To provide advice and assistance to LLDA</p> <p>To agree how WILL might be linked to InforM25</p>	<p>Project WILL progressing, M25 Systems Team provide consultancy support and the Consortium is represented on Project Steering Group.</p> <p>AIM25 metadata should be used as source for archives information</p>
1.9. Collection management	<p>To share best practice</p> <p>To continue to work in those subjects where co-ordination appears feasible</p>	<p>There is considerable scope for sharing best practice – this will be reviewed by M25 Resource Discovery Working Group in due course.</p> <p>The Consortium will need to assess implications arising from the RSLG report</p>

## 2. CONSORTIUM GOAL TWO : Access

AIMS	OBJECTIVES	ACTION POINTS ONGOING/PROGRESS TO DATE
<p>2.1. Standardise Consortium arrangements in the light of national developments</p>	<p>To standardise referrals to BL in line with national developments</p> <p>To work with others to develop and implement SCONUL Research Plus</p> <p>To work with the SCONUL Taskforce INSPIRE to promote referrals between HE/BL and public libraries nationally</p>	<p>Complete – M25 scheme to fast track taught course students will be subsumed into new national BL referral scheme by 1 August 2003</p> <p>Complete – M25 access/borrowing scheme for staff and researchers will be subsumed into SCONUL Research Extra by 1 August 2003</p> <p>Ongoing – London region will be live in phase 1 of INSPIRE roll out</p> <p>A small group has been set up to work out the details of how these overarching national access/borrowing schemes will impact on regional practices</p>
<p>2.2. Continue to work with the BL on the fast track scheme for students</p>	<p>To ensure the scheme continues to work satisfactorily</p>	<p>Complete: see above</p>
<p>2.3. Implement LLiL fully</p>	<p>To ensure Consortium members are updated on progress and fully trained</p>	<p>LLiL launched in July 2002. The scheme has been widely adopted, with a few remaining non-participants amongst the Consortium. Roll-out nationally planned as part of INSPIRE.</p>
<p>2.4. Continue to monitor the Consortium borrowing scheme</p>	<p>To improve the scheme's administrative and statistical gathering arrangements</p>	<p>Good practice expected to continue as the new national schemes have developed operational methods based on those being used by</p>

	To consider the possibility of extending the scheme to include taught course students and assess the implications	the Consortium and UK Libraries Plus. Referred to new Working Group looking at developing student centred and shared services for advice.
2.5.Pilot the borrowing scheme with the OU London Region	To assess the impact of including the OU London Region within the scheme	Outstanding
2.6. Maintain good links with local contacts	To ensure local operational staff are appropriately informed	Ongoing
2.7. Assess the feasibility of integrating the Consortium and U. of London Access Schemes	To streamline and simplify local access schemes	Outstanding
2.8. Support the development of the Access Eligibility Tool	To facilitate user uptake of, and library staff understanding of, Consortium access schemes	AET still under development (see 1.2 above)

**3. CONSORTIUM GOAL THREE: Mutual support**

<b>AIMS</b>	<b>OBJECTIVES</b>	<b>ACTION POINTS ONGOING/PROGRESS TO DATE</b>
<p>3.1. Develop the Consortium's disaster preparedness support to members</p>	<p>To review Disaster Management Group membership and ways of working</p> <p>To raise DMG profile and increase involvement of members</p> <p>To provide more comprehensive web based DMG product</p> <p>To provide appropriate training support events</p>	<p>New Chair of DMG appointed (Christine Wise) and review of strategy and activities underway to facilitate the introduction of a task-based approach. Completed membership review and new members have been added, with particular expertise and interest in disaster control plans, including IT issues.</p> <p>The Group has now been re-launched and its track record of work in this area, notably the award-winning Disaster Control Plan website, is being publicised. Over 50% of M25 Consortium members have notified details of their disaster planning contact. Activities planned until July 2003 include an Exchange of Experience session for these disaster control planning representatives (see below).</p> <p>The revised M25 DMG website is now active and contains detailed content of value to M25 Consortium members. The web site pages have already all been substantially revised and considerable content added.</p> <p>The M25 DMG discussed performance indicators and decided that it is too early to build these into a plan.</p> <p>Two mailing lists are now active: for the M25 DMG members; and for the M25 Disaster Control Planning representatives. These will facilitate discussion on specific DMG-related topics and enhance the DMG's profile amongst Consortium members</p> <p>An Exchange of Experience session for M25 Disaster Control</p>

	<p>To identify shared institutional priorities</p> <p>To identify ways to extend Consortium Mutual Support Agreements</p>	<p>Planning representatives will be run on 26 June 2003</p> <p>M25 Consortium members will be alerted to emerging issues through the planned exchange of information forum and the M25 DMG's mailing lists</p> <p>The M25 DMG have agreed that in the short to medium term there is little potential for income generation associated with the DMG website.</p> <p>It is planned to raise awareness of the existing generic Mutual Support Agreement at M25 Consortium Director-level, and of the thematic Education Mutual Support Agreement. Other areas under active consideration include the creative arts.</p>
<p>3.2. Implement CPD25</p>	<p>To provide high quality staff training and development for all staff in all of London's HE libraries</p> <p>To provide cost effective and value for money events</p> <p>Support the development plan of the Consortium (and ULC)</p> <p>To provide networking opportunities for all levels of HE library staff</p> <p>To foster good practice and facilitate exchanges of experience between participating members</p> <p>To provide an overview of staff development and training issues on behalf of the Consortium</p>	<p>An update report will be presented to June 2003 Consortium meeting. Design of the <a href="http://cpd25.ac.uk">cpd25.ac.uk</a> website is being reviewed and made more user friendly.</p> <p>CPD25 Steering Group will evaluate first year programme.</p> <p>CPD25 Steering Group will review CPD25 programme for year one in the light of the Consortium's Development Plan</p> <p>Ongoing</p> <p>Liaison with other agencies and groups is underway. CPD25 Steering Group will advise the Consortium on the potential for cross-sectoral and cross-domain links within the region and beyond.</p> <p>Ongoing</p>

<p>3.3. Undertake an initial assessment of the potential to develop services to support students</p>	<p>To consider the potential development for the Consortium to develop student-centred services, including the possibility of shared services, within the context of the learning and teaching agendas of member institutions and government policy and students as paying customers</p>	<p>A small task group was set up under Anne Peters (IOE) and on its recommendation a new Consortium Working Group was been set up in May 2003, chaired by Nick Bevan (Brunel U) to take this work forward as a matter of urgency</p> <p>It is expected this work will compliment the existing work of a number of Consortium Working Groups in respect of sharing services in support of library staff and in meeting student expectations</p>
<p>3.4. Support Consortium members in relation to Disability and Special Needs issues</p>	<p>To review current practice in member libraries</p>	<p>The survey of the membership completed.</p>
	<p>To disseminate best practice</p>	<p>Good progress: a briefing given to Directors at the Members' meeting in January 2003 which a speaker from SKILL attended. The Group will concentrate future work on guidelines about specific aspects of disability support, as relevant to the membership.</p> <p>A list of publications and web-links of interest is under development to guide members to current information. The SCONUL Briefing Paper was circulated.</p>
	<p>To monitor relevant government and HEFCE policy</p>	<p>Maintain watching brief</p>

	<p>To identify relevant activities for collaborative activity amongst member libraries</p>	<p>A general introduction to disability legislation for frontline staff was run as part of the M25 CPD programme and will be repeated. The Disability and Special Needs WG is planning events covering specific disabilities and the issues relating to support for those affected by them – starting with deaf awareness and dyslexia awareness.</p> <p>Relationship with CLAUD has been clarified and Working Group will continue to collaborate with CLAUD.</p> <p>The need and potential for a Transcription Centre in the London area is being explored.</p> <p>The balance of the WG membership was revised, to include more involvement and advice from staff holding senior management positions in member libraries.</p>
	<p>To make recommendations to the M25 Steering Group on policy matters and special initiatives</p>	<p>The legal liabilities of offering advice and guidance are being taken account of in developing M25 activity.</p>
<p>3.5. Review subject and functional interest groups</p>	<p>To consider whether subject and functional groups can effectively support the Consortium's agenda</p>	<p>Creative Arts Group has been reviewed and new terms of reference approved (chaired by Doug Dodds of National Art Library)</p> <p>The Consortium will need to assess implications arising from the RSLG report</p>

#### 4. CONSORTIUM GOAL FOUR: Collaboration and partnership

AIMS	OBJECTIVES	ACTION POINTS ONGOING/PROGRESS TO DATE
<p>4.1 To continue collaborative links and partnerships which are mutually beneficial and supportive of the Consortium's agenda, particularly with</p> <ul style="list-style-type: none"> <li>○ London Libraries Development Agency</li> <li>○ London's Museums, Archives and Libraries</li> <li>○ Association of London Chief Librarians</li> <li>○ South-East Museums, Libraries and Archives Council</li> <li>○ South East University Librarians</li> <li>○ London Higher Education Consortium</li> </ul>	<p>To continue to develop collaborative links and partnerships</p> <ul style="list-style-type: none"> <li>○ To promote activities</li> <li>○ To promote engagement / events / participation of M25 Consortium members in their events</li> <li>○ To consider what projects jointly undertaken</li> </ul>	<p>Close working by M25 Collaboration and Partnership (C&amp;P) Working Group with following partners continuing, with M25 representation at a range of partners' meetings.</p>
	<p>To develop as key partners in developing regional agenda</p> <ul style="list-style-type: none"> <li>○ To promote engagement</li> <li>○ To identify possible projects</li> <li>○ To assign roles &amp; timescales after mapping completed</li> </ul>	<p>Links are being developed with the following key partners by the following C&amp;P Group members:</p> <ul style="list-style-type: none"> <li>○ <i>FE Colleges</i>: Contact had been made with Chair of COFHE London Circle, who will be invited to a future meeting of the C&amp;P Group.</li> <li>○ <i>NHS</i>: Contact has been made with the Workforce Development Confederations and a representative will attend a future meeting of the C&amp;P Group. A contact with the NHS University was also being followed up.</li> <li>○ <i>Government Libraries</i>: Peter Griffiths, Chair of the Committee of Departmental Librarians (CDL), came to talk with C&amp;P members about possible areas for collaboration in March 2003. A follow-up meeting is being arranged to progress this very fruitful dialogue concerning access, resource discovery, mutual support (e.g. training) and advocacy. M25 representatives will attend July meeting of CDL.</li> <li>○ <i>LSC and LearnDirect</i>: The output from the questionnaires sent to Consortium Directors will help investigations in these areas.</li> </ul>

	<p>To identify strategic areas for collaboration by mapping:</p> <p>a) <i>business plans of main partners against M25 plan to identify potential gaps and new partners</i></p> <ul style="list-style-type: none"> <li>○ MD and BM to conduct mapping exercise utilising business plans of LMAL, LLDA, ACLC, SEMLAC and LHEC (if available)</li> <li>○ Group to consider potential strategic areas for collaboration</li> </ul> <p>b) <i>current collaborative practice across Consortium</i></p> <ul style="list-style-type: none"> <li>○ To draft a "Key Themes" and "Key Partners" tables to form a questionnaire for amendment &amp; agreement by C&amp;P Group</li> <li>○ C&amp;P Group members to pilot questionnaire with own institutions</li> <li>○ To elicit feedback from Consortium members on wider distribution of questionnaire to all M25 Consortium members at January Consortium meeting</li> <li>○ If supported by Consortium members, Group to arrange distribution of questionnaire and organise collation of results</li> <li>○ To consider actions and partners for key themes from mapping exercises e.g. widening participation, research support etc</li> </ul>	<p>The Consortium's business plan has been mapped to those of its main strategic partners, namely, LMAL, LLDA, ALCL and SEMLAC. LHEC's Chair has still not responded concerning their business plan but C&amp;P Group continuing to chase. The C&amp;P Group are currently considering potential strategic areas for collaboration in discussion with Fiona O'Brien, Jemima Johnstone, Margaret Snook (and David Bradbury), and Margaret Coutts to identify potential areas with LLDA, LMAL, ALCL and SEMLAC respectively. The mapping documents are available for consultation on the Group's web pages.</p> <p>Questionnaires have been formulated in the form of two tables, one entitled Key Themes and the other Key Partners, as a means of reviewing the collaborative activity carried out by the Consortium members. Members of the C&amp;P Group first trialed these as a form of questionnaire and, following endorsement by the membership at the January Consortium meeting, e-mail copies were distributed to M25 Directors list in February. Responses to the questionnaire have been slow, resulting in the deadline for completion being extended to 1<sup>st</sup> May 2003. Responses will be collated to produce an overview of collaborative activities of individual member institutions, including the role of member libraries in such collaboration. The questionnaire and an example of a completed questionnaire may be viewed on the C&amp;P Group web pages.</p> <p>Ongoing</p> <p>Ongoing</p>
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	<p>To review the Consortium's engagement with LHEC (especially within the context of the proposed new HEFCE funding model) and identify possible means by which to improve the frequency and extent of engagement</p>	<p>Copy of LHEC's Business Plan requested in November 2002 but no reply. Chair is chasing via UEL V-C.</p>
	<p>To explore with BL opportunities for further collaboration should they choose to become full Consortium members</p>	<p>BL became a full member of M25 in January 2003 and C&amp;P Group has commenced discussions with Geoff Smith.</p>
<p>4.2 Identify appropriate national or international opportunities on an ongoing basis</p>	<p>To continue to provide input to national initiatives and consultative exercises, as appropriate</p>	<p>LLiL Project – C&amp;P members are liaising with Fiona O'Brien concerning this project's extension to include FE colleges and government department libraries.</p> <p>WILIP – C&amp;P Group has contacted Sue Howley and Andrew Stephens to initiate discussions into how M25 can contribute to project's focus on user needs as well as strategic overview issues.</p> <p>RSLP – see below</p>
	<p>To scope the Consortium's agreed aims and objectives for the coming year against other academic library consortia to identify best practice and new opportunities for collaboration</p> <ul style="list-style-type: none"> <li>• Build upon contacts from the Joint SCONUL/M25 event February 2002 and map activities against CALIM and other appropriate consortia</li> </ul>	<p>Mapping has commenced.</p>

	To identify required action arising from the RSLP Barriers to Collaboration study including any review of London (if enacted)	Awaiting recommendations and clarification of status.
	To identify required action arising from the RSLG report	M25 response to report submitted. Awaiting outcome of discussion by all funding bodies. M25 will meet with Consultants commissioned to follow up the report.
	To assess implications arising from implementation of the Empowering the Learning Community report	Under a watching brief. This report appears to have been overtaken by the new Framework for Libraries document, although some of its ideas are carried forward in WILIP.

**5. OTHER CONSORTIUM CONCERNS : Organisational developments**

<b>AIMS</b>	<b>OBJECTIVES</b>	<b>ACTION POINTS ONGOING/PROGRESS TO DATE</b>
<p>5.1. Ensure appropriate Consortium governance and organisational arrangements are implemented</p>	<p>To conclude arrangements for the new governance arrangements in relation to incorporation and charitable status</p> <p>To develop and implement a strategy to enable the Consortium to meet an appropriate level of financial reserves</p>	<p>Achieve incorporation and charitable status as soon as practicable. The latter has already been applied for.</p> <p>Task Force set up under Robert Hall met in November 2002 to examine the issues around possible future financial models for the Consortium. It was noted that there was no particular threat to M25 finances, but it was felt prudent to examine any likely issues that might arise in the future. There was a short discussion around risk assessment to try to identify any threats to financial stability and sustainability.</p> <p>No change to the current subscription model was proposed, but the Steering Group agreed in May 2003 that the model will be reviewed later in 2003 for 2004/5. Ideas for income generation, including sponsorship, project funding and vendor exhibitions at meetings are being followed up. Recommendations concerning the InforM25 service (as the largest expenditure item) and the Systems Team were made, and the development of consultancy services advanced.</p> <p>It was strongly recommended that a new project with a significant IT element be identified to attract new funding.</p>

## 6. OTHER CONSORTIUM CONCERNS : Advocacy, marketing and communication

AIMS	OBJECTIVES	ACTION POINTS ONGOING/PROGRESS TO DATE
<p>6.1. Extend the range of Consortium advocacy, marketing and communication arrangements</p>	<p>To improve internal advocacy, marketing and communication</p> <p>To support the work of the other Working Groups</p> <p>To review and evaluate the Consortium's website</p> <p>To improve Consortium understanding of its various stakeholders</p> <p>To promote the Consortium to appropriate regional and national groups</p> <p>To encourage representation on groups to influence professional developments</p>	<p>Launches of cpd25 and InforM25 successful. New branding applied where appropriate. Internal communications strategy under development following meeting held in October 2002 with external facilitator to discuss overall advocacy strategy. Materials will be produced by LLDA to assist this activity internally and externally.</p> <p>AWP named contacts for all Consortium Working Groups in place. AWG training needs analysis will be tied to this. Ongoing also through e.g. new InforM25 newsletter, email updates from Working Groups, all WG pages now live on website and presentations at Members' staff meetings underway.</p> <p>Top page re-design of website underway; tied to new branding (name, strap-line – see below).</p> <p>No progress – next survey due in 2003/4</p> <p>Meeting held in October 2002 with external facilitator to discuss advocacy strategy. Materials will be produced by LLDA to assist this activity</p> <p>Ongoing issue and many members are represented on such groups to good effect (for example the impact of LLiL and arrangements for researchers have clearly influenced national developments in SCONUL)</p>

	<p>To carry out other relevant work as requested by the Consortium or Steering Group</p> <p>To promote the new house design and style for Consortium publicity materials</p>	<p>Ongoing</p> <p>New name and strap-line being introduced in 2003 (M25 Consortium of Academic Libraries: working together for learners and researchers).</p>
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