

M25 Consortium Development Plan 2002/03 to 2005/06

DRAFT Update for 2003/04

In June 2002 the Consortium approved a new 5-year Development Plan¹ (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 Update is designed to give members information on the revised aims and objectives proposed for 2003/4 and should therefore be read in conjunction with it.

It should also be noted that members will be given an annual report in June 2003 on progress against aims and objectives for 2002/3² and that more detailed information in relation to progress against objectives can be accessed via minutes of the Steering Group on the M25 Consortium web site³.

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.
- 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

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

² TBC

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

- 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
- Access
- Mutual support
- Collaboration and partnership

These are underpinned by

- Advocacy, communication and marketing arrangements
- Governance, organisational and administrative arrangements

This Update is in six sections, reflecting the goals and key areas of activity of the Consortium planned for 2003/4

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Secretary, M25 Consortium
May 2003

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

AIMS	OBJECTIVES	ACTION POINTS
<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>The work of the Resource Discovery Working Group includes</p> <ul style="list-style-type: none"> ○ the identification of development paths in relation to InforM25 ○ the identification of development paths in relation to value-added services (including AET, ULS and docdel services) ○ the co-ordination of the Consortium's resource discovery work ○ the definition of future scenarios over the next 3-5 years ○ the significant revision and updating of existing plans to ensure M25 resource discovery services are appropriately plugged into relevant national developments ○ the extension and better integration of services such as AIM25, MASC25, FiiL within the Consortium's portfolio of resource discovery services 	<p>The M25 Systems Advisory 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 for approval.</p>

2. CONSORTIUM GOAL TWO : Access

AIMS	OBJECTIVES	ACTION POINTS
<p>To develop, promote and implement a coherent programme of access arrangements, managed and co-ordinated to support learning, teaching and research</p>	<p>The M25 Access Working Group will have a new Chair for 2003/4. It is proposed to review Group membership and ways of working after the June 2003 AGM. But it is expected that the Group will continue to:</p> <ul style="list-style-type: none"> ○ identify areas of collaboration and pan-London access activities of benefit to the Consortium ○ maintain a watching brief in respect of national schemes such as INSPIRE in order to ensure the Consortium's continuing role in influencing their development ○ provide appropriate training support events ○ review access needs, including taught course students in light of the Consortium's move towards a student-centred approach to services 	

3. CONSORTIUM GOAL THREE : Mutual support

AIMS	OBJECTIVES	ACTION POINTS
<p>3.1. Develop the Consortium's disaster preparedness support to members</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>To identify shared institutional priorities</p> <p>To identify ways to extend Consortium Mutual Support Agreements</p>	<p>Review of strategy and activities underway. 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.</p> <p>The Disaster Control Plan website is currently hosted at Royal Holloway; this arrangement will be reviewed.</p> <p>IT preparedness content for the Disaster Control Plan website has been identified as a high priority alongside enhancing the content on archives, manuscripts and artefacts. This content will be developed during 2003-2004</p> <p>An IT preparedness event will be run in conjunction with CPD25 in 2003-2004</p> <p>A seminar on writing a disaster control plan will be run in conjunction with CPD25 in 2003-2004</p> <p>M25 Consortium members will be surveyed to identify emerging issues which will then be followed up through exchange of information fora and the M25 DMG's mailing lists</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. The next thematic areas to be approached have been identified as medical libraries and those libraries covered by the Creative Arts Group</p>
<p>3.2. Review progress of CPD25 and prepare longer term business plan if appropriate</p>	<p>To provide high quality staff training and development for all staff in all of London's HE libraries based on cost effective and value for money events which provide networking opportunities for all levels of HE library staff</p>	<p>Launch new programme for 2003/4</p> <p>Launch new design of cpd25.ac.uk.</p>

	<p>Support the development plan of the Consortium (and ULC)</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>CPD25 Steering Group will evaluate first year programme in the light of the Consortium's Development Plan and prepare a Business Plan for 3 to 5 years</p> <p>Ongoing</p> <p>Liaison with other agencies and groups is underway. CPD25 Steering Group will continue to advise the Consortium on the potential for cross-sectoral and cross domain links within the region and beyond.</p> <p>Conduct M25 survey on staff development within M25 in collaboration with La Trobe University Library, Australia</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 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>The Group will monitor practice in member libraries in support of users with disabilities or special needs. Good practice will be identified and disseminated amongst member libraries and beyond the Consortium. HE practice in other regions and at national level will also be checked, along with experience in other sectors, for its relevance to the M25 Consortium.</p> <p>Members will be kept up-to-date with government and HEFCE policies, particularly in relation to SENDA (Special Needs and Disability Act).</p>	<p>To maintain an up-to-date listing of information resources and websites for members' use</p> <p>To develop promotional information about the Working Group and its activities</p> <p>Maintain watching brief</p>

	Collaborative activities will be identified and developed.	<p>To foster collaboration with other organisations and regions active in disability support, in particular with CLAUD</p> <p>To assess the feasibility of developing shared transcription services for the M25 region.</p>
	In the immediate future, the emphasis will be on delivering specialist training for disability support, and associated information of value to the membership at all levels.	<p>To organise two to four events on support for specific disabilities and special needs of current relevance to the membership</p> <p>To collaborate with CPD25 in delivery of generic training on disability legislation</p>
	To make recommendations to the M25 Steering Group on policy matters and special initiatives	The legal liabilities of offering advice and guidance are being taken account of in developing M25 activity. Group will seek independent legal advice on this issue
3.5. Review subject and functional interest groups	To consider whether subject and functional groups can effectively support the Consortium's agenda	The Consortium will need to assess implications arising from the RSLG report

4. CONSORTIUM GOAL FOUR : Collaboration and partnership

AIMS	OBJECTIVES	ACTION POINTS
<p>4.1 Continue to develop links and partnerships with appropriate regional agencies</p>	<p>To continue collaborative links which are mutually beneficial and supportive of the Consortium's agenda, particularly LLDA, ALCL, LMAL, LHEC, SEUL and SEMLAC</p> <ul style="list-style-type: none"> • To promote activities • To promote engagement / events / participation of M25 Consortium members in their events • To consider what projects jointly undertaken 	<p>Continue close working with following partners M25 representatives attending partners' meetings</p> <p>Liaise regularly with M25 Advocacy representative</p>
	<p>To develop key partners in developing regional agenda</p> <ul style="list-style-type: none"> • To promote engagement • To identify possible projects • To assign roles & timescales after mapping completed 	<p>Progress links with the following key partners and ensure C&P Group refer onto other M25 Working Groups areas for development within their remit (via Steering Group):</p> <ul style="list-style-type: none"> • FE Colleges • NHS • Government Libraries • LSC and LearnDirect
	<p>To identify strategic areas for collaboration arising from mapping of :</p> <p><i>a) business plans of main partners against M25 plan to identify potential gaps and new partners</i></p> <p><i>b) current collaborative practice across Consortium</i></p>	<p>Continue to consider potential strategic areas for collaboration in discussion with representatives from LLDA, LMAL, ALCL and SEMLAC respectively.</p> <p>Identify key themes from mapping exercises e.g. widening participation, research support etc.</p> <p>To consider actions and partners for key themes</p>
	<p>To review the Consortium's engagement with LHEC (especially within the context of the proposed new HEFCE funding model)</p>	<p>Identify possible means by which to improve the frequency and extent of engagement</p>

	To explore with BL opportunities for further collaboration now that they are full Consortium members	Continue to liaise with Geoff Smith Help organise the proposed annual open meeting for staff of M25 member libraries and the BL
4.2 Identify appropriate national or international opportunities on an ongoing basis	To continue to provide input to national initiatives and consultative exercises, as appropriate	As appropriate (LLiL, INSPIRE, WILIP etc.)
	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	Continue mapping exercises and identify key themes and partners for future collaborative efforts.
	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	Respond to developments.

5. OTHER CONSORTIUM CONCERNS : Organisational developments

AIMS	OBJECTIVES	ACTION POINTS
<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 review, 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 will meet annually to identify any threats to financial stability and sustainability.</p> <p>Review the current subscription model for 2004/5.</p> <p>Follow up ideas for income generation, including sponsorship, project funding and vendor exhibitions at meetings, and the development of consultancy services.</p> <p>Review progress on funding the InforM25 service (as the largest expenditure item) and the Systems Team.</p> <p>Identify 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
Extend the range of Consortium advocacy, marketing and communication arrangements	To promote the Consortium to appropriate regional and national agencies (including LLDA, ALCL, LMAL, SCONUL)	<p>Engage with Collaboration and Partnership Working Party to define way forward</p> <p>Define advocacy strategy (already under discussion with LLDA)</p> <p>Target Library Schools as a way of raising awareness of the Consortium</p> <p>Update top 10 facts</p>
	Improve internal advocacy, communication and marketing of Consortium services, activities and projects	<p>Assist with rollout of new services as appropriate (SCONUL Research Extra, Inspire, AET, linkage InforM25 & AIM25)</p> <p>Promote the revamped name and strap-line, use both in re-design publicity materials with set style and colour palette</p> <p>Issue induction pack for new members and new service directors</p> <p>Implement and refine internal communications strategy</p> <p>Encourage Members' awareness raising through their internal meetings, newsletter etc; use Steering Group members in particular to promote Consortium services, activities, projects etc</p>
	To review and evaluate the Consortium's website	<p>Complete 2002/3 update and redesign based on new name/strap-line</p> <p>Ensure compliance with SENDA in relation to accessibility</p> <p>Populate Steering Group pages if agreed</p> <p>Improve CPD25 site and navigability</p> <p>Refine next stage in the medium term development strategy</p>

	To improve Consortium understanding of its various stakeholders	Issue a second general survey during 2003/4
	Continue to interact with and underpin services, activities, projects of other Working Groups	Continue to use AWP named contacts to advise WGs on advocacy/communication and marketing of services and evaluation strategies
	To carry out other relevant work as requested by the Consortium or Steering Group	As required