



CPD25

Business plan 2004/5 – 2005/6

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Section One: Introduction

1. Background

CPD25 was established in March 2002 with the appointment of a Chair for the group and the formation of five Task Groups. The first events programme was planned and implemented for 2002-3. The operational structure of the Group followed the template provided by the Joint M25 and University of London Staff Training and Development Review. Effort in the first year of operation was aimed at establishing a strong programme of events contained in three main strands:

1. Chartership workshops
2. Visits to library and information services
3. Seminars, meetings and briefings (from 3 day management programmes to half day seminars)

2. Task groups

The CPD25 programme is developed and implemented by the five Task Groups:

- Career Development
- Legal Compliance
- Operations Management
- Management and Personal Effectiveness
- User Resources and Services

Each Task Group is responsible for a theme. The Chairs of each Task group report to the main CPD25 Steering Group, which oversees co-ordination of the groups. Task Group members plan event content and identify speakers.

The administrator services all task group meetings and this ensures that any duplication of ideas for events is avoided. Further overall co-ordination is achieved by an annual plenary session where all task group members meet and share ideas

3. The Administrator

The Administrator is responsible for providing minutes for meetings, updating web pages, attending events, publicity, booking event participants, invoicing, banking and all other administration associated with planning and running events. Administration is largely paper-based.

The current Administrator was appointed on a seconded basis from an institution within the M25 Consortium for a period of two years. This secondment comes to a close on 31st July 2004 and an early decision is required if the M25 Consortium wishes this arrangement to continue. A 2 year arrangement provides stability and flexibility should alternative arrangements become more appropriate in the future.

The Administrator is currently based in accommodation in the University of Westminster. Regular face-to-face meetings are arranged with the CPD25 Chair and a considerable amount of communications occurs by email. This arrangement appears to be successful and can continue for the next secondment period.

Section Two: Review of operations 2002/3 – 2003/4

1. Events

- Twenty-five seminars and short courses were planned for 2002/3. One of these was cancelled as a result of industrial action. A total of 622 participants attended this programme.
- A Chartership programme of nine workshops was planned and held over the year and with a total of 185 participants. Participants are encouraged to attend the whole series by price incentives.
- Visits were made to 10 library and information services with a total number of 180 participants.
- Total participants at all events: **987**

Events have been well attended and in some cases they have been closed to further participants where number restrictions have been in force because the style of event has necessitated limiting attendance. CPD25 has not needed to advertise events beyond the consortium membership in order to fill places.

Events were largely held in London but experiments with other venues have been successful and will be continued in 2003/4.

Appendix One. 2002/3 Programme

Appendix Two. 2003/4 Programme

2. Task Groups

Initial Task group membership levels of four or five people have proved too small and Task Group Chairs recommended that a membership of nine or ten was required to ensure viability and to maintain the events programme. A recruitment campaign was undertaken during summer 2003 strengthening the Legal Compliance Task Group. This now has an increased membership with a high level of expertise. The other four groups have also increased in size.

Experience of the first year of operation indicates that normal staff turnover involving task group members moving away from M25 institutions or changing roles means that continual effort is required maintain workable membership levels. These need to reflect the range of Consortium institutions and all levels of staff.

3. Collaborative activity

• LMN

CPD25 has provided administrative support to the London Metropolitan Network (LMN) programme (5 events) on receipt of £5000 per annum. The Chair of the LMN staff development group attends CPD25 Steering Group meetings.

• Cross sectoral groups

CPD25 has been in close liaison with the Consortium Collaboration and Partnerships Group. Some contacts have been made, notably with the new NHS Workforce Development Confederation London Health Libraries Training Group. Other cross-sectoral links are being pursued.

• Regional academic training consortia

Informal links are being pursued. CPD25 is leading on the replication of an Australian staff development and training survey in regions of the UK and this is providing a useful opportunity for increased links with other regional consortia including NoWAL and SALCTG.

4. Publicity and marketing of events

Start of year launch packs for the new programmes are mailed to Staff Training Officers and heads of service. The programme is posted on CPD25 web pages.

CPD25 web pages have been redesigned providing a more professional image, links to venue and event information and an online event booking form.

The CPD25 web pages can be reached via links on the Consortium web page and through the CPD25 web address at www.cpd25.ac.uk

5. Finance

CPD25 funding is based on a mixed economy of

- flat fee or subscription per head (based on library staff)
- pay as you go with a set charge per event (depends on nature and scale of event)

It was designed to allow CPD25 to be financially self-supporting, and indeed it has proved to be a robust model.

CPD25 member subscriptions are used to cover Administrator salary costs and any other surplus from the programmes is ploughed back into overheads, publicity and events. Where CPD25 uses external professional trainers at commercial rates and is reliant on commercial venues surplus income is used to cross subsidise events. Financial risk management has been based on ensuring that some contingency funds are retained and in seeking external income (e.g. from LMN).

As the current mixed economy model has proved robust it is recommended that it is retained for the next two years at least. However, it is proposed that the CPD25 mechanism for calculating CPD25 subscriptions should be closely linked to wider Consortium funding arrangements. The current review of the wider Consortium funding model has recommended that the subscription element of the CPD25 is changed so that it is brought in to line with the banding model suggested for the main Consortium subscription rather than being based on headcount. Subscriptions for CPD25 have remained the same for the first two years and will also be subject to review for the coming two year period covered by this report. These issues will be discussed at the Members' meeting in January 2004.

Income and expenditure tables are provided in Appendix Three.

Section Three: Plan for 2004/5 – 2005/6

1. Introduction

By the beginning of 2004/5 CPD25 will have been in existence for two years and it is essential not to lose the solid base provided by its early achievements. Underpinning this plan is the need to ensure that all Consortium members benefit from CPD25. Therefore the emphasis for the next two years will fall largely on the consolidation of early successes by maintaining CPD25's core business. At the same time CPD25 will continue to be alert to new opportunities and directions which will not distract from the core business and will add value for Consortium members. CPD25 needs to remain a dynamic organisation but changes will need to take account of capacity issues. The following sections address areas of development for CPD25.

Aim One: To improve administrative capacity and seek efficiency gains

Although the appointment of a full time Administrator has provided a robust basis for the work of CPD25, success is also significantly reliant on the goodwill and contributions of Task Group members. Administrative capacity will be substantially improved by the automation of financial administration. Any gaps in administrative support would be difficult to sustain for any extended unexpected absences and a fall back strategy is required.

Objectives:

1. Investigate and install automated finance system (custom made or "off the peg").
2. Retain appointment of the Administrator through secondment arrangements within the Consortium on a 2-year cycle to ensure stability.
3. Risk management: develop a fallback management strategy in the event of loss of administrative support.
4. Extend administrative support through earned income and surpluses.

Aim Two: To dovetail the CPD25 financial model with Consortium arrangements

The current mixed economy of 'pay as you go' for events and annual subscription is easy to administer and has provided reliable income for funding administrative support.

Objectives:

1. Maintain the mixed economy of subscriptions and 'pay as you go'.
2. Review arrangements and charges for LMN administrative support.
3. Seek other sources of income through joint arrangements, commissioning and other means.
4. Link CPD25 subscription arrangements to revised Consortium subscription arrangements.

Aim Three: To ensure that events portfolio continues to be relevant to Consortium members

The events programme is central to the success of CPD25. Therefore continuing effort must be devoted to maintenance of the annual events programme, while avoiding stagnation.

Objectives:

1. Maintain core events programme.
2. Continue to include innovations in events programme e.g. location, timing and type of event.
3. Undertake annual surveys of members' training and development needs.
4. Maintain a watching brief in respect of other academic training consortia and other training providers.
5. Extend the events programme via outreach activities: arranging training and development events for individual or groups of institutions on site.
6. Develop the web pages as portal to evaluated online training tools.

Aim Four: To continue to raise the profile of CPD25 and increase market penetration

CPD25 is beginning to be a recognised "brand" among end users, training officers and the wider information community. Continuing effort will be devoted to maintaining and improving the CPD25 profile.

Objectives:

1. Continue to review approaches to increasing awareness of CPD25 with M25 Advocacy Group.
2. Increase individual awareness of CPD25 to empower end users by reviewing publicity and marketing.
3. Undertake an evaluation of the impact of CPD25 on member libraries (commissioned survey) to identify the influence of CPD25 on member training activity and provision.
4. Introduce a biennial award scheme open to staff of subscribing institutions (Appendix 4).
5. Identify ways of adding value to the CPD25 web pages (see Aim 3, no 6).

Aim Five: To focus on additional support for staff developers and Task Group members

There are currently few opportunities, apart from an annual working plenary session, for Task group members to meet and network beyond the confines of individual Task Groups. Improved opportunities for the development of Task group members are required to ensure continued innovation in the CPD25 portfolio.

Objectives:

1. Provide informal late afternoon/evening briefings with high profile keynote speakers for Task group members to improve cohesion, provide support and informal networking opportunities.
2. SDO and/or Heads of Service residential event in a quality location looking at new tools for staff training e.g. Coaching, action learning sets, shadowing, mentoring.

Aim Six: Develop cross-sectoral collaborative training arrangements where appropriate

An "Exchange of experience" between cross-sectoral groups in London will be undertaken in 2003/4. The success of CPD25 (and a full-time Administrator) makes it an attractive partner for other professional groups and organisations particularly for joint events. Such partnerships will have to be judged on their merits and require careful management.

Objectives:

1. Evaluate Consortium cross-sectoral activities before making substantial commitment.
2. Effort will initially focus on awareness raising of cross-sectoral issues through the CPD25 programme.
3. Develop a framework/policy for joint events with CILIP and other professional groups, e.g. UC&R, to avoid deflection from core programmes and to avoid drain on administrative capacity.

Aim Seven: Ensure relevance of CPD25 in the context of regional, national and international training initiatives

CPD25 is currently one the largest academic library training consortium in the UK but benchmarking against other consortia is vital.

Objectives:

1. Maintain a watching brief on national issues, including the new CILIP Qualifications Framework, to ensure that CPD25's programme continues to be relevant.
2. Maintain liaison with regional academic consortia.
3. Continue to identify opportunities for international liaison.

Section Four: Recommendations

M25 Consortium members are asked to comment on and approve the aims and objectives as set out in the Plan for 2004/5 – 2005/6. Particular attention is drawn to the following:

Administration

The current secondment arrangements cease on 31st July 2004. Approval is sought for a continuation of the 2-year secondment cycle to enable the recruitment of an Administrator from August 2004.

Finance

In order to enable continuation of funding support for CPD25 approval is sought for:

- continuation of subscription arrangements linked to any agreed M25 subscription model
- continuation of the robust model of subscriptions and 'pay as you go'

CPD25 Award Scheme

The Consortium is asked to comment on the proposed Award scheme outlined in Aim 4 and set out in Appendix 4.

21 January 2004

Appendix One. Events Programme 2002/3

Month	Chartership Programme	Seminars/workshops/short courses	Visits
October	Chartership: What's it all about?	Library & Information Courses: Applying to Study LIS	HM Treasury One Visit
November	Collection Development	Enriching your graduate trainee year	Peckham Public Library Two Visits
		Changing the Culture	
		Space Planning	
December	Project Skills	Managing E-resources	The New Guardian Archive One Visit
		Employment Law	
		Disabilities Discrimination	
January	Selling Yourself	Management Skills Programme	London Business School Two Visits
		Operating a 24/7 Service	
		Project Management	
February	Financial Planning & Budgets	New Approaches to Information Services Training	Imperial College Two Visits
		Career Pathways	
		Training for Trainers	
March	Presentation Skills	Managing Enquiry Services	Wellcome Institute Library Two Visits
		Financial Planning for Middle & Senior Management	

April	Supervisory Skills	Managing Attendance	London Assembly Library Two visits
		SDOs meeting	
		Communications Management	
May	Customer Care	Developing a Library Portal	Imperial War Museum One Visit
		Disabilities Discrimination	
		Legal Research Skills	
June	Current Issues	Time Management	Women's Library
		Evaluating Library Services	
		Overhauling Efficiency & Effectiveness in Your Service	
July		Changing Roles in Subject & Liaison Librarianship	Institution of Mechanical Engineers Two Visits

Appendix Two.

CPD25 Events Programme 2003/4

Month	Chartership Programme	Seminars/workshops/short courses	Visits
October	Chartership: What is it about	Library & Information Courses: Applying to Study LIS	Book Aid One Visit
November	Collection Development	Dyslexia Day	Bank of England Two Visits
		Evaluation of Training	
		Financial Planning & Budgeting for Managers	
		Technical Disaster Recovery (LMN Event)	
December	Copyright Law	Writing a Disaster Plan M25 Disaster Management Group	The New Guardian Archive One visit
		User Education	
		Coping at the Counter Run Twice	
		Technical Project Management LMN Event	
January	Selling Yourself	New Managers Skills Programme. 3 day event	Bow Ideas Store Two visits
		Overhauling Efficiency and Effectiveness	
		Promoting & Marketing Library Services	

Month	Chartership Programme	Seminars/workshops/sh ort courses	Visits
February	Supervisory Skills	Senior Managers Skills Programme 3 day pick and mix	Courtauld Institute of Art Library
		Career Pathways	
		Breakfast Briefing	
		Legal Research Skills	
		Special Collections	
		Dealing with Difficult Users	
March	Presentation & Teaching Skills	Dealing with Damaged Stock M25 Event	
		Staff Development Projects	
		Managing Attendance	
		Race Relations Awareness	
		Flexible Working	
		Bidding for Projects	
		Network Monitoring LMN Event	
April	Financial Planning & Budgets	Staff Development Officers Seminar	Greater London Authority Visit
		Conducting a Disaster Scenario: M25 Event	
		Emotional Intelligence	
		Disabilities Event – LMN Collaborative Event	
May	Customer Care	Project Management	National Archive Visit
		Virtual Learning Environments	
		Networkshop; LMN Event	

Month	Chartership Programme	Seminars/workshops/ short courses	Visits
June	Current Issues	Managing Change	City Business Library Two Visits BBC Information Service One Visit
		E Resources Update Seminar	
		Dyslexia Day	
		Video Streaming LMN Event	
		Halls of Residence LMN Event	
July		Financial Planning & Budgeting for Managers	Open University Library Two Visits
		Deploying Staff	
		Enquiry Service Seminar	

Appendix Three: Income and expenditure 2002/3 and 2003/4

2002/3	Income	Expenditure	Contingency fund	Surplus
Programme				
Chartership	3,360	870		2490
Events	28,107	19,490		8617
Total	31,467	20,360		11,107
Other				
LMN events admin support	5000			
General CPD25 outgoings		7240		
Office space/overheads (est.)		(5000)		
Total	5,000	12,240		
Overall total	36,467	32,600		3867

2003/4	Expected Income	Expenditure To Date
Chartership	2715	523
Events	11,020	10,085
Total	13,735	10,608
Other		
LMN events admin support		
General CPD25 outgoings		5786
Web page redesign		1470
Office space/overheads (est.)		(5000)

Appendix Four. CPD25 Award Scheme

1. Biennial Award of £1000 open to staff of subscribing institutions to be used for an activity demonstrating development, e.g. study tour of libraries, course fees, research.

Proposal will indicate development benefit to staff member and the library service. Will require support by service head and recipient will be expected to present outcomes of activity at a CPD25 event.

or

2. Two awards of £500 to go towards improving staff development in their organisation.