

M25 Consortium Development Plan 2002/03 to 2005/06

Annual Report on progress 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 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 2004² and more detailed information can be accessed via minutes of the Steering Group on the M25 Consortium web site³. The report is in five sections, reflecting the goals and key areas of activity of the Consortium planned for 2003/4

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

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

² <http://www.m25lib.ac.uk/m25sec/docs/interanrptjan04.pdf>

³ <http://www.m25lib.ac.uk/m25sec/business/steeringgrp/steerhome.html>

- 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 2003/04 the Consortium has addressed a number of key areas of work and continued to make excellent progress against its objectives.

Suzanne Enright
Secretary, M25 Consortium
June 2004

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

AIMS	OBJECTIVES	PROGRESS AGAINST 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 Resource Discovery Working Group will co-ordinate the Consortium's resource discovery work. It will</p> <ul style="list-style-type: none"> • identify development paths in relation to InforM25 • identify development paths in relation to value-added services (including AET, ULS and docdel services) • the extension and better integration of services such as AIM25, MASC25, FiIL within the Consortium's portfolio of resource discovery services 	<p>During the year 2003/2004, RDWG and the Steering Group had a wide ranging discussion on the changing context for M25 services and the need to identify future development paths to ensure continued relevance of M25 RD provision. Factors for consideration included ensuring continued VFM for members, changes in the wider London and national environment, the growing migration of Member libraries to use of commercial RD products, the need for changing team skills given the InforM25 product is now an established service; the need for Members to be more self-sufficient in supporting Z39.50 locally where possible; the need for more web work over the coming years, the apparent unlikelihood of incorporation of M25 systems support within wider London ICT service support arrangements.</p> <p>The Consortium agreed to continued financial support for the systems team at the existing level (plus an element for inflation at say 3%) for a further period of two years for 2004/2005 and 2005/2006 to give stability and continuity. This agreement excluded underwriting any other costs which might be funded from external agencies in connection with other related non-M25 development work.</p> <p>During this two year period it was agreed that the Resource Discovery Working Group would undertake the following work:</p> <p>(i) to draw up a work plan for service delivery over the next two years taking account that the team's work was moving from project management to delivery of services, Consortium requirements are changing (e.g. Working Groups needing web-work to support their activities), balancing demand for Z server work with accommodating new requirements, recognizing that access to some library catalogues was more important than others. The Service delivery plan and standards has been prepared ready for submission to the SG. A performance report for 2003/2004 against the draft Service Plan has also been produced for circulation to Members - see http://www.M25Lib.ac.uk/m25sec/business/resdiscowg/M25SystemRpt04.pdf</p>

		<p>(ii) to draw up an exit strategy for InforM25 services. This should cover succession planning, the future management of web-based services, a more secure way of providing systems support for M25 services and how services might integrate with VLEs.</p> <p>(iii) to sustain service delivery of the InforM25 suite of services (Find a Library, catalogue searching, Visit a Library, ULS) in the interim</p>
	To maintain the InforM25 service with priority given to supporting existing members (as opposed to development work associated with adding new members)	<p>Ongoing – new members are added to Find a Library but only added to the Search catalogue depending on collection strength and as appropriate as some are easier to add than others and some have internal hardware requirements. Planning and implementation work for adding 7 new members was undertaken during the year.</p> <p>Top level links were added during the year to AIM25, LLiL, WiLL and MASC25.</p> <p>New server hardware was installed and the service migrated to the new provision.</p> <p>Plans were drawn up for future automated web page usage monitoring of InforM25.</p>
	To maintain the ULS service	Ongoing
	To test the AET test version 0 in the live environment; To develop and launch AET version 1 (and to seek a new name!)	<p>A pilot version of the AET was launched as 'Visit a Library' in December 2003. This has some limitations and Members have been asked to update their complementary visitor information on library websites to which users are referred from 'Visit a Library'.</p> <p>No external funding sources have yet been identified to further develop this work for an XML-based access definition scheme for national use to parallel the collection description schema</p>

<p>To carry out a survey amongst Consortium members to identify resource discovery priorities, user expectations, MLE/VLE developments, etc to inform forward Consortium RD developments.</p>	<p>The RDWG has prepared an initial draft survey questionnaire. Following further refinement and testing, Members will be asked to respond with details of local provision plans and their views on priorities to inform future M25 RD developments and the InforM25 exit strategy.</p>
<p>To consider the implications for Consortium RD developments of national developments agreed in the light of the RSLG recommendations and vice versa.</p>	<p>When details of RLN and its priorities are available the Group will undertake a significant revision and updating of existing plans to ensure M25 resource discovery services are appropriately plugged into relevant national developments</p> <p>ULC has been successful in getting £54.5K from the Vice Chancellor's Development Fund for Phase 2 of the MASC project (Mapping Access to Special Collections in the London Region). UCL will lead the project which will produce a web-enabled database covering all special collections material in the M25 Consortium (Phase 1 covered material in the University of London Libraries).</p>
<p>To evaluate the implications of the recommendations arising from the JISC funded CC-Interop project.</p>	<p>A plan was agreed for improvements to InforM25 in the light of user feedback received from the end-user testing done through the JISC funded national cc-Interop project.</p>
<p>To work, and report, on the key objectives for the Group.</p>	<p>Resource Discovery Working Group web pages provide access to the Group's meeting minutes and reports.</p> <p>The M25 web pages were updated with the new M25 name and logo and to include revised WG arrangements.</p> <p>The M25 Bath Profile project was completed, resulting in inter-operability guidelines for 8 library system Z-servers.</p> <p>The Project WiLL work was also completed.</p>

2. CONSORTIUM GOAL TWO : Access

AIMS	OBJECTIVES	PROGRESS AGAINST 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 Consortium 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 SRX and 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 <p>Future access activities will be considered by the Student-centred Support Working Group.</p>	<p>The Steering Group have stood down the Access Working Group with thanks for their efforts in setting up and embedding a range of access schemes, which have now been incorporated into national schemes under SCONUL Research Extra and INSPIRE.</p> <p>A final report on access activity for 2002/3 was reported to the Members meeting in January 2004.</p> <p>Work by Caroline Lloyd (Birkbeck) and Vivien Robertson (KCL) to mesh the Consortium scheme into SCONUL Research Extra was successful.</p> <p>Concerns remained, however, about non-HE M25 Consortium member libraries outwith either/or SCONUL and SRX. As a result the Steering Group advised the Members meeting in January 2004 that it was necessary to re-introduce the original M25 Access and Borrowing Scheme for staff and researchers as 8 non-HE members of the Consortium have been disenfranchised by SRX. The scheme will be based on updated procedures and a new card but will not impose unnecessary admin burden on libraries. The scheme will go live on 1 June 2004.</p>

CONSORTIUM GOAL THREE : Mutual support

AIMS	OBJECTIVES	PROGRESS AGAINST 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>The Group is working to deliver an ambitious programme for the benefit of the Consortium members. Some elements of the current workplan, notably the objective to create a business and service continuity plan based on a sister template to the disaster control plan template will be further developed in 2004/5.</p> <p>The initial review of strategy and activities has been completed and the DMG's re-launch is now well-publicised via the web pages, the Disaster Control Plan template and training events.</p> <p>Two new members have recently joined the DMG, which, collectively, has a strong and representative range of experience in disaster planning.</p> <p>Speakers from sister organisations such as the National Preservation Office, the Blue Shield and the National Archives will be invited to address the Group in due course, to foster links and partnerships.</p> <p>The Group works with the Collaboration and Partnership Group to ensure a mutual exchange of information (The Chair of the M25 DMG acts as Secretary to the C&P group).</p> <p>The DMG keeps the Advocacy Group informed to ensure that publicity is targeted and effective.</p> <p>The Group has accepted an invitation to speak at an internal disaster training event at Bournemouth University on the M25 DMG's work on disaster planning.</p>

	<p>To provide more comprehensive web based DMG product</p>	<p>The technical structure of the Disaster Control Plan template has been revised and the website is now incorporated with the main M25 web pages and hosted at LSE. It was re-launched at the M25 Consortium AGM in June 2004, with the addition of enhanced content on special collections, archives and IT, and following a thorough review of the entire content.</p> <p>The pages of the M25 Consortium Development Plan relating to the DMG have now been made available via the M25 DMG pages To promote and disseminate DMG activities, the unconfirmed minutes are made available as soon as possible after each meeting.</p>
	<p>To provide appropriate training and support events</p>	<p>The Chair of the M25 DMG gave a paper on disaster planning at the CILIP Rare Books Group conference on 11 September 2003. This highlighted the work of the M25 DMG. The PowerPoint accompanying this paper has been made available via the M25 DMG web pages.</p> <p>Three seminars were run in collaboration with CPD25 during 2003-2004:</p> <ul style="list-style-type: none"> • Writing a disaster control plan (to provide participants with the tools to begin to write library disaster control plans) • Dealing with damaged stock (concentrating on conservation and preservation issues, included a demo of the effects of water on printed books) • Running a disaster scenario training events in your library (concentrating on the importance of, and tools for, running a disaster scenario training event)

		<p>These three events provided training, either as singleton occasions, or an integrated package. They featured a combination of expert M25 and invited guest speakers. All attracted positive feedback, suggesting they met and fulfilled expressed training needs. Presentations from these seminars are being made available with the consent of the speakers via the M25 DMG website.</p> <p>Feedback from the Exchange of Information session held with disaster control planning representatives in June 2003 has been used to inform the programme of training events above. It is planned to run a further and follow-up event in November 2004, to ensure that appropriate training and support is provided by the DMG, and to identify emergent shared institutional priorities (see <i>below</i>)</p>
	To identify shared institutional priorities	M25 Consortium members have been regularly surveyed to identify emergency issues which can be followed up through the exchange of information fora and the M25 DMG mailing lists.
	To identify ways to extend Consortium Mutual Support Agreements	In response to feedback from the Creative Arts Group, the DMG considered how the concept of the M25 global Mutual Support Agreement may best be developed for the benefit of all M25 Consortium members. A new model, using the subject strengths reported by member libraries on InforM25, was discussed at the M25 Consortium Meeting on 29 January 2004. Following further consultation proposed amendments to the global Mutual Support Agreement, for the benefit of all Consortium members is to be re-presented to the AGM in June 2004.

	To consider business and service continuity planning issues	This is a new area of DMG work. A literature review on business and service continuity planning topics has been undertaken and will inform the further scoping and research to be carried out before a fully scoped proposal to develop a template, similar to the Disaster Control Plan template, can be worked up, accompanied by appropriate training events and publicity. This is the major development work for DMG during 2004/5 (and may take 18 months). To inform the scoping process further, the Chair of the M25 DMG is representing the Consortium at a seminar on Implementing Business Continuity, organised by the Emergency Management Section of Leicestershire County Council, on 30 June 2004.
3.2. Review progress of CPD25 and prepare longer term business plan if appropriate	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	The 2003/4 programme has proved popular with a good attendance levels for all events. New event formats such as Breakfast Briefings and Pick & Mix programmes for senior management have been successful and will be extended for 2004/5. The re-designed CPD25 web site now includes an online booking form.
	Support the development plan of the Consortium (and ULC)	The Business Plan for 2004/5 and 2005/6 was approved by Members at the January 2004 meeting. The Plan includes continuation of the mixed economy model of subscriptions to finance administration salary cost and "pay as you go" for events. Secondment arrangements for the Administrator are being renewed.
	To foster good practice and facilitate exchanges of experience between participating member	Ongoing

	To provide an overview of staff development and training issues on behalf of the Consortium	<p>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>Liaison with other agencies and groups is underway The London Metropolitan Network now provides a range of events on technical topics through CPD25.</p> <p>A survey of staff development policy and practice in the M25, NoWAL, SALCTG and Oxford University has been led by CPD25. A full report will be available in Summer 2004. Further comparative analysis with data from survey results obtained in Australia is also being undertaken.</p>
3.3. Develop services to support students on taught courses, and to help library staff supporting such students	New Working Group has been set up 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>The Group is chaired by Graham Bulpitt (Kingston University). Terms of reference have been agreed. A number of 'quick wins' projects are currently under discussion:</p> <ul style="list-style-type: none"> • Developing an M25 Consortium website for international students • Developing an M25 Consortium website to advertise job vacancies in Member libraries suitable for students • Promoting Consortium services in the next <i>Time Out</i> student feature
3.4. Support Consortium members in relation to Disability and Special Needs issues	<p>The Group will monitor practice in member libraries in support of users with disabilities or special needs.</p> <p>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>The Disability and Special Needs WG website is now much improved and will be used to maintain an up-to-date listing of information resources and websites for members' use and to provide promotional information about the Working Group and its activities.</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>Collaborative activities will be identified and developed.</p>	<p>The Group continues to foster collaboration with other organisations and regions active in disability support, in particular with CLAUD</p> <p>It has been established that the BL has no current plans for a transcription centre within their operations. Alternative approaches for M25 are under discussion (e.g. a transcription network within the Consortium). Contact has been made with the RNIB, and their fuller advice is being sought about how a transcription service might be developed for M25 members.</p>
	<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>	<p>Events have been organised or are planned during 2003/4 on</p> <ul style="list-style-type: none"> • Visual impairment • Mental health (revised schedule is for Autumn 2004) <p>The Group is collaborating with CPD25 in delivery of generic training on disability legislation</p> <p>It is hoped to provide an exhibition of assistive technology at the January 2005 AGM</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. Steering Group will seek independent legal advice on this issue</p>
<p>3.5. Undertake an initial assessment of the potential to develop services to support nurses on placement</p>	<p>To run a small pilot service to test the demand and resource requirements for access and borrowing.</p> <p>To monitor practices in member libraries in support of nurses on placement. 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>Good practice will be identified and disseminated amongst member libraries and beyond the Consortium.</p>	<p>A small Task Force was set up, convened by John Wolstenholme to consider the potential development for the Consortium to develop access arrangements in support of nurses on placement. The issue was referred to UK Libraries Plus for consideration, as related to time restrictions within the scheme, and appropriate adjustments have now been made to UKL+ so as to incorporate this group of users into its normal access arrangements. As a result the Task Force was stood down.</p> <p>A new Joint London Health Libraries/M25 Working Group has been set up to facilitate pan-London working between M25 Consortium libraries and the 5 London Health Libraries Workforce Development</p>

	To discuss needs of nurses on placement with UK Libraries Plus	Confederation Librarians in the region. The group will <ul style="list-style-type: none"> • develop the regional agenda • promote engagement • identify possible projects .
3.6 Support Consortium members in relation to Creative Arts	The Creative Arts Working Group will identify and develop collaborative activities, and monitor practice in member libraries in support of this subject area. 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.	Members of the Creative Arts Working Group are currently considering whether the group should continue to exist in its current form, and whether some or all of its activities might be better undertaken via other channels.
	Work with arlis.net to ensure the directory entries for M25 Consortium libraries are accurate	Now the arlis.net directory of art library resources is up and running, members are being encouraged to use it for resource discovery and, where relevant, for helping with collection development issues. Among other things, the service attempts to map the subjects coverage of individual collections, and members are currently reviewing their declared strengths.
	Investigate the feasibility for collaborative purchasing and/or retention within the creative arts	Deferred pending discussions about the future role of the group
	Consider the appropriateness of a Mutual Subject Support Agreement for the Creative Arts Work, in collaboration with the Disaster Management Group	The Group has worked with DPG to explore the extension of Consortium Mutual Support Agreements for disaster planning. Initial discussions about provision for the Creative Arts led to a new model being considered overall.

	Organise an exchange of experience session(s) for librarians working within the creative arts, perhaps in collaboration with the CPD25 Group.	Deferred pending discussions about the future role of the group
3.7 Support Consortium members in relation to quality issues	<p>To consider the potential development for the Consortium of investigating and monitoring quality related issues, and specifically qualitative measurement processes, within the context of changing environment.</p> <p>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>A new Working Group on quality related issues has been set up.</p> <p>A survey of the current state of quality related issues in Consortium member libraries is underway. Results of the survey will be used to establish a quality contacts list and to inform priorities within the group's work plan, which will include:</p> <ul style="list-style-type: none"> • Investigation of existing methodologies and development and dissemination of templates and best practice advise • In liaison with CPD25, developing and promoting staff training in relation to qualitative measurement processes • Identifying partnerships in relation to benchmarking for particular qualitative measurement • Advice on issue of surveys undertaken by the various Working Groups in relation to design, analysis and co-ordination. <p>A report on progress will be presented to the June 2004 AGM</p>
3.8 Review subject and functional interest groups	To consider whether other subject and functional groups can effectively support the Consortium's agenda	<p>Following several meetings with Richard Osborn from NWLWDC and the successful event organised to launch London Health Libraries (LHL) to the HE community in July 2003, a new Joint LHL/M25 Working Group to facilitate pan-London working between M25 Consortium libraries and Workforce Development Confederation libraries has been set up and a schedule of meetings is underway.</p> <p>The Consortium will need to assess implications arising from the Research Libraries Network</p>

CONSORTIUM GOAL FOUR : Collaboration and partnership

AIMS	OBJECTIVES	PROGRESS AGAINST 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, ALM London, 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>Continued close working with following partners with following; M25 representatives attending partners' meetings</p> <ul style="list-style-type: none"> • LLDA • LMAL / ALM London • ALCL • SEMLAC • SEUL <p>M25 Advocacy Group representative has joined Collaboration and Partnership Group</p> <p>The new Regional Agency, ALM London, became operational on 1st April 2004 with a new company and Trustees. The three separate domains continue to exist. The Chair of Collaboration and Partnership Working Group has taken up position on the LLDA Board and as an ALM London Trustee. The WG collated M25 Directors views and drew up a response to ALM London's new Strategic Plan and Operational Plan. A calendar of events for the first 6 months has now been published and a formal launch of ALM London is planned for early Autumn 2004.</p> <p>The Consortium Secretary has been invited to attend meetings of the University (of London) Libraries Committee to formally update ULC members on Consortium issues.</p>

	<p>To develop key partners in developing regional agenda</p> <ul style="list-style-type: none"> • To promote engagement • To identify possible projects <p>To assign roles & timescales after mapping completed</p>	<p>Progressing links with the following key partners is underway:</p> <ul style="list-style-type: none"> • ALCL, FE Colleges, LSC & LearnDirect <p>There have been several meetings with Margaret Snook and Graham Fisher (re LLDA's FE contacts) concerning possible joint initiatives. ALCL are interested in sharing good practice via the M25 WGs – particularly CPD25 (programmes sent to ALCL members), Disaster Planning and Disabilities.</p> <p>The Chair of the Collaboration and Partnership Working Group represented the Consortium at the ALCL Annual Conference in March 2004.</p> <p>The Collaboration and Partnership Working Group is jointly organising an LLDA, ALCL & M25 seminar entitled 'Building Learning Partnerships' of interest to public, FE and HE libraries. It is planned for 7 July 2004 with strong encouragement for cross-sectoral networking during the event. It is planned that similar cross-sectoral events will take place twice a year.</p> <ul style="list-style-type: none"> • NHS <p>Following several meetings with Richard Osborn from NWLWDC and the successful event organised to launch London Health Libraries (LHL) to the HE community in July 2003, a new Joint LHL/M25 Working Group to facilitate pan-London working between M25 Consortium libraries and Workforce Development Confederation libraries has been set up and a schedule of meetings is underway.</p> <ul style="list-style-type: none"> • Government Libraries <p>Chair of M25 Collaboration & Partnership Working Group has spoken at a CDL meeting, has had several meetings/dialogues with Peter Griffiths (Chair of CDL) and has organised a meeting between Chair CDL, Chair CDL IT Group and M25 Systems Team to take forward an agreed priority of a joint online CDL catalogue.</p>
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	<p>To identify strategic areas for collaboration arising from mapping of :</p> <p>a) <i>business plans of main partners against M25 plan to identify potential gaps and new partners</i></p> <p>b) <i>current collaborative practice across Consortium</i></p>	<p>Continued consideration of potential strategic areas for collaboration in discussion with representatives from LLDA, LMAL/ALM London, ALCL and SEMLAC respectively.</p> <p>Building on the mapping of the Consortium's business plan with those of its main strategic partners, the Group are continuing to discuss potential strategic areas for collaboration in discussion with: Graham Fisher and Jemima Johnstone (ALM London), Fiona O'Brien (LLDA), Margaret Snook (ALCL) and Margaret Coutts (SEMLAC). The WG decided that business plan mapping with key partners would take place from time to time in future, when deemed necessary.</p> <p>Since July 2003, the Working Group has held seven meetings. Geoff Smith spoke on BL & M25 collaboration on 14th July, Richard Osborn from the NWLWDC and London Health Libraries addressed the WG on 17th September, Andrew Stevens spoke to the WG about WILIP on 28th October, Graham Fisher updated the WG on LLDA and the new single Regional Agency (ALM London) developments on 9th December; Jane Glanville (Director of LHEC, now London Higher) spoke about the LHEC Business plan on 9 February; Fiona O'Brien (LLDA) outlined the LLDA Development Plan on 29 March; and Michael Reynier from London Higher presented recent research on the economic impact of London's universities and HE Colleges on 10 May 2004.</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	Regular meetings have been established with Jane Glanville (Director London Higher) to progress discussions concerning possible collaboration and partnership.
	To explore with BL opportunities for further collaboration now that they are full Consortium members	Continued to liaise with Geoff Smith until his retirement in March 2004. An invitation has been extended to Jan Wilkinson, Head of HE Marketing at the BL to join the Group. It is hoped to progress the proposed annual open meeting for staff of M25 member libraries and the BL once Jan Wilkinson in post.
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 (LLiL, INSPIRE, WILIP/ Routes to Knowledge etc.)	Maintaining a watching brief. WILIP/Routes to Knowledge – Sue Howley from Resource (now MLA) spoke at the January 2004 Consortium members' meeting. In addition, Andrew Stevens (MLA) is keeping in touch with WG concerning M25 input to developments. LLiL – LLDA is currently reviewing LLiL because of concern over low take-up and in light of national developments (e.g. INSPIRE)
	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	Continued mapping exercises and identification of key themes and partners for future collaborative efforts. Research by the Group so far indicates the M25 Consortium is the most advanced in the UK. A number of Consortium Directors joined the SCONUL study tour to New York in October 2004. A number of themes emerged which may be of interest to the Consortium in the future around collaborative storage; regional approach to e-print/e-theses; joint purchasing; diversification of skills required for staff in member libraries; 24x7; information skills training. Some work is required to identify how the Consortium is responding to these various issues.

	<p>To identify required action arising from the RSLP Barriers to collaboration study and RSLG report</p>	<p>The Research Libraries Network is now in the process of being set up. Advertisements are expected for a Board Chair (the Board will have 8 members comprising representatives from funding bodies, academics, librarians and external experts). There is expected to be £5M funding over the first 3 years.</p> <p>The Consortium has been involved in developing proposals put forward by the University of London's University Libraries Committee to prepare the region for possible areas of development. It supported 3 bids from ULC to the University of London Vice Chancellor around collaborative collection mapping; collaborative journals storage and online training in research methods. The first two were part funded, as implications arise from the ULL/SAS merger; but the latter was not as work being funded to be undertaken by SAS. This work will continue into 2004/5 and the ULC/M25 project group will need to discuss ways forward with SAS/ULL.</p>
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5. OTHER CONSORTIUM CONCERNS : Organisational developments

AIMS	OBJECTIVES	PROGRESS AGAINST ACTION POINTS
5.1. Ensure appropriate Consortium governance and organisational arrangements are implemented	To conclude arrangements for the new governance arrangements in relation to incorporation and charitable status	Achieve incorporation and charitable status as soon as practicable. The latter has been re-applied for.
5.2 Enable the Consortium to meet an appropriate level of financial reserves	To review, develop and implement a strategy	<p>During late 2003 there was a changeover in the post of Treasurer. Nick Bevan (Brunel University) took on the role in the period prior to an election at the June 2004 AGM.</p> <p>In late 2003 a Task Force set up under Robert Hall examined alternative financial models for the Consortium. It recommended a simpler and more transparent method of assessing contributions for HEFCE-funded members based on JISC bandings and also reviewed subscription charges for non-HEFCE funded members and observers. These recommendations were approved by the members at the general meeting in January. This method of charging will also be adopted by CPD25 for its subscription charges (which cover the costs of administrative support).</p> <p>The Steering Group has reviewed progress on funding the InforM25 service (as the largest expenditure item) and the Systems Team. There will be guaranteed continuing financial support for the team for a further two years (2004/5 and 2005/6) to give stability and continuity for the team.</p> <p>During the year the financial arrangements of the Consortium were reviewed and, as a consequence, new banking arrangements were put into place.</p> <p>The Steering Group considered the appropriate level of reserves for</p>

		<p>the Consortium and a draft Reserves Policy was agreed, to be presented to the general Consortium meeting in June 2004. During the past three years there has been a deliberate policy of increasing reserves to guarantee financial stability, ensure sufficient funds for the development of new projects and meet the accounting requirements of the Charity Commissioners. By the end of 2003/4 the Steering Group were satisfied that these objectives had been met.</p>
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6. OTHER CONSORTIUM CONCERNS : Advocacy, marketing and communication

AIMS	OBJECTIVES	PROGRESS AGAINST ACTION POINTS
<p>Extend the range of Consortium advocacy, marketing and communication arrangements</p>	<p>To promote the Consortium to appropriate regional and national agencies (including LLDA, ALCL, ALM London, SCONUL)</p> <p>To do this the Advocacy Working Group will need</p> <ul style="list-style-type: none"> • To improve Consortium understanding of its various stakeholders so as to improve its lobbying/influencing role • To improve the Consortium's role in influencing/lobbying key groups in relation to Members' activities 	<p>The Advocacy Working Group works with Collaboration and Partnership Working Party to define best way forward.</p> <p>As part of wider advocacy in London a new joint leaflet was produced with LLDA</p> <p>Targeting Library Schools within London as a way of raising awareness of the Consortium has been discussed</p> <p>Review of 'top 10 facts' is underway.</p> <p>The Consortium invested £1000 in a new general London Libraries website.</p> <p>A second general awareness survey was launched in May 2004 and preliminary analysis shows a much increased response rate and higher awareness of the Consortium and its key services. The results will inform future advocacy activities</p>
	<p>Improve internal advocacy, communication and marketing of Consortium services, activities and projects (e.g. SCONUL Research Extra, Inspire, re-introduction of M25 Access and Borrowing scheme, Visit a Library, linkage InforM25 & AIM25)</p>	<p>A new induction pack for new members and new service directors has been produced and distributed widely. This will be kept under review so as to ensure currency. It includes materials for internal advocacy.</p> <p>The Group continues to assist with rollout of new services as appropriate</p> <p>A new publicity campaign for InforM25 (including ULS) has been discussed and branded PR materials (e.g. pens and updated leaflets) are being prepared</p> <p>Promoting the revamped name and strap-line, used both in re-design publicity materials with set style and colour palette is ongoing</p>

		<p>Internal communications strategy needs to be refined; implementation has commenced.</p> <p>Encouraging Members' awareness raising through their internal meetings, newsletter etc is ongoing; AWG will use Steering Group members in particular to promote Consortium services, activities, projects etc</p>
	To review and evaluate the Consortium's website	<p>Completed redesign (including new top page) based on new name/strap-line</p> <p>Total review of design, hosting, accessibility and compliance with SENDA etc agreed as priority for 2004/5 as the next logical stage in the medium term development strategy</p> <p>Steering Group web pages have been established to differentiate from Members' meeting page</p> <p>Improvements have been made to CPD25 site and navigability. Development of an online feedback form remains outstanding.</p> <p>Review archiving policy outstanding (possibly moving SG material over 3 years old and WG material over 2 years old)</p>
	Continue to interact with and underpin services, activities and projects of other Working Groups	Continued use of AWP named contacts to advise WGs on advocacy/communication and marketing of services and evaluation strategies has proved beneficial
	To carry out other relevant work as requested by the Consortium or Steering Group	As required