

## M25 Consortium Development Plan 2002/03 to 2005/06

### Update for 2004/5

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 update is designed to give members information on the revised aims and objectives proposed for 2004/5 and should therefore be read in conjunction with it. It is in five sections, reflecting the goals and key areas of activity of the Consortium planned for 2004/5

It should also be noted that members will be given an annual report in June 2004 on progress against aims and objectives for 2003/4<sup>2</sup>. 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 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/m25anrpt03-04.pdf>

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

- 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
- Access
- Mutual support
- Collaboration and partnership

These are underpinned by

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

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June 2004

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 Resource Discovery Working Group (RDWG) will co-ordinate the Consortium's resource discovery work. It will</p> <ul style="list-style-type: none"> <li>• identify development paths in relation to the InforM25 suite of services (Find a Library, Search catalogues, Visit a Library, ULS)</li> <li>• the extension and better integration of other services (such as AIM25, MASC25) within the Consortium's portfolio of resource discovery services</li> </ul>	<p>RDWG will continue to identify future development paths to ensure continued relevance of M25 RD provision. RDWG will take account of a range of factors including 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>In particular the RDWG will:</p> <ul style="list-style-type: none"> <li>(i) refine and monitor the service delivery plan for service delivery over the next two years</li> <li>(ii) produce an annual performance report against the service delivery plan.</li> <li>(iii) continue work on drawing up an exit strategy for InforM25 services.</li> <li>(iv) sustain service delivery of the InforM25 suite of services (Find a Library, catalogue searching, Visit a Library, ULS) in the interim</li> <li>(v) implement web page usage monitoring of InforM25 services</li> <li>(vi) review the pilot arrangements for <i>Visit a Library</i> to identify possible improvements. Investigation into funding opportunities to support its further development will continue.</li> <li>(vii) continue to add new members to Find a Library and to Search catalogue according to M25 evaluation of collection strength and practical technical considerations.</li> </ul>

<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>Ongoing.</p>
<p>To consider the implications for Consortium RD developments of national developments agreed in the light of the RLN and other national developments and vice versa.</p>	<p>Revision and updating of existing plans to ensure M25 resource discovery services in the light of details of the RLN and its priorities (when announced) to ensure these are appropriately plugged into these and other relevant national developments</p> <p>Keep a watching brief on Phase 2 of the MASC-25 project (Mapping Access to Special Collections in the London Region - a web-enabled database covering all special collections material in the M25 Consortium)</p>
<p>To evaluate the implications of the recommendations arising from the JISC funded CC-Interop project.</p>	<p>To implement the Action Plan agreed for improvements identified from the end-user feedback obtained through the CC-Interop project.</p>
<p>To work, and report, on the key objectives for the Group.</p>	<p>To continue to use the RDWG web pages to provide access to RDWG minutes and reports</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 Consortium will continue to:</p> <ul style="list-style-type: none"> <li>○ identify areas of collaboration and pan-London access activities of benefit to the Consortium</li> <li>○ 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</li> <li>○ provide appropriate training support events</li> <li>○ review access needs, including taught course students in light of the Consortium's move towards a student-centred approach to services</li> </ul>	<p>The M25 Access and Borrowing Scheme for staff and researchers (revived to allow seamless access for all Consortium members as existed before SRX) came into force on 1 June 2004.</p> <p>It will be kept under review by Caroline Lloyd (Birkbeck), on behalf of the Steering Group, and activity will be monitored by card issuing libraries only, as far as practicable.</p> <p>Future access activities for taught postgraduates will be considered by the Student-centred Support Working Group.</p> <p>Work with the LLDA to ensure best use is made of LLiL scheme to facilitate movement of users across the region.</p>

### 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>The Group is working to deliver an ambitious programme for the benefit of the Consortium members.</p> <p>Membership of DMG will be kept under review</p> <p>Speakers from sister organisations such as the National Preservation Office and the Blue Shield will be invited to address the Group 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&amp;P group).</p> <p>The DMG will keep the Advocacy Group informed to ensure that publicity is targeted and effective.</p>
	<p>To provide more comprehensive web based DMG product</p>	<p>The Disaster Control Plan template website is now incorporated with the main M25 web pages and hosted at LSE and was re-launched at the M25 Consortium AGM in June 2004.</p> <p>The pages of the M25 Consortium Development Plan relating to the DMG will continue to be made available via the M25 DMG pages. To promote and disseminate DMG activities, the unconfirmed minutes will continue to be available as soon as possible after each meeting. Where appropriate, presentations and other content arising from seminars and events will also be promoted.</p>
	<p>To identify ways to extend Consortium Mutual Support Agreements</p>	<p>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</p>

	<p>To consider business and service continuity planning issues</p>	<p>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).</p> <p>A further new and allied area of work has been identified for 2004-2005: risk management in libraries and archives. This area will also require scoping and appraisal before the best approach on the dissemination of information on good policy and practice is determined.</p>
	<p>To provide appropriate training and support events</p>	<p>It is planned to run another training session in collaboration with CPD25 on writing a disaster control plan (designed to provide participants with the tools to begin to write library disaster control plans), with the programme and timing to be decided in conjunction with CPD 25.</p> <p>Further consideration will be given to training events on IT preparedness and on business and service continuity planning.</p> <p>Any events will again feature a combination of expert M25, and invited speakers.</p> <p>A repeat 'Exchange of Information' session held with disaster control planning representatives is planned for November 2004.</p>
	<p>To identify shared institutional priorities</p>	<p>M25 Consortium members will be regularly surveyed to identify emergency issues which can be followed up through the exchange of information fora and the M25 DMG mailing lists.</p> <p>The DMG will investigate on behalf of the Consortium the possibilities and benefits offered by consortial contracts with disaster recovery suppliers, and will undertake a survey to determine interest in this approach.</p>

<p>3.2. Keep a watching brief on progress of CPD25</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>A 2 year business plan for 2004–6, approved by members at the January 2004 meeting, will be implemented to support the Consortium</p> <p>Following evaluation of the 2003/4 programme, the 2004/5 portfolio will include core programmes including the Chartership Workshops, Pick and Mix Programme for senior managers and Breakfast Briefings.</p> <p>A new programme series on information literacy skills delivery will be launched in 2004/5.</p>
	<p>Support the development plan of the Consortium (and ULC)</p>	<p>The 2004/5 events programme will be strongly linked to consortium activities including student support, disaster planning and disability.</p>
	<p>To foster good practice and facilitate exchanges of experience between participating member</p>	<p>Ongoing</p>
	<p>To provide an overview of staff development and training issues on behalf of the Consortium</p>	<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 will continue. The London Metropolitan Network provides its events on technical topics through CPD25.</p> <p>CPD25 will monitor the impact of the CILIP's new qualifications framework.</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. A further benchmarking analysis with data from survey results obtained in Australia is also being undertaken and report is expected in Autumn 2004.</p>

<p>3.3. Develop services to support students on taught courses, and to help library staff supporting such students</p>	<p>. 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>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>Three projects for 2004/5 are currently under discussion:</p> <ul style="list-style-type: none"> <li>• Extending access for students through encouraging better participation rates for Consortium libraries in UK Libraries Plus scheme</li> <li>• Improved provision for students with disabilities (in partnership with Disability and Special Needs Working Group)</li> <li>• Collaboration on information skills training and packages</li> </ul> <p>(in partnership with CPD25 User Resources and Services Task Group)</p> <p>Seek to extend membership of the group</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>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>Maintaining watching brief. Exchange-of-experience to be run annually to promote shared understanding of legislation and policies, and to disseminate good practice. Report will be instigated to advise members on the rights of visitors to our libraries with disabilities and special needs.</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. Contact to be made with Open Rose Group to offer promotion of their forthcoming staff training video.</p> <p>Investigate with the RNIB and other relevant organisations 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 being considered for 2004/5 on</p> <ul style="list-style-type: none"> <li>• Mental health</li> <li>• Mobility problems</li> <li>• SENDA 2 years on</li> <li>• Fire evacuation procedures</li> </ul> <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. Support Consortium members in health libraries</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 Confederation Librarians in the region and to</p> <ul style="list-style-type: none"> <li>• develop the regional agenda</li> <li>• promote engagement</li> <li>• identify possible projects</li> </ul>	<p>Progress links with Joint London Health Libraries/M25 Working Group, in order to</p> <ul style="list-style-type: none"> <li>• formulate and progress a pan-London agenda for co-operation between academic and NHS libraries consistent with the objectives of LHL and M25.</li> <li>• consider matters of mutual interest and support relating to the interface between NHS and M25 Consortium libraries.</li> <li>• develop an advocacy role and to lobby applicable groups and organisations within Academia, the NHS and government in order to support and develop the aims of the group.</li> <li>• liaise with other LHL and M25 groups as appropriate.</li> <li>• prepare and carry out an annual workplan which will include an annual event as a means of informing and consulting with health library professionals in NHS and M25 libraries.</li> </ul>

<p>3.6 Support Consortium members in relation to Creative Arts</p>	<p>The Creative Arts Working Group was set up to identify and develop collaborative activities, and monitor practice in member libraries in support of this subject area. This would include</p> <ul style="list-style-type: none"> <li>• Identification and dissemination of good practice amongst member libraries and beyond the Consortium.</li> <li>• HE practice in other regions and at national level would also be checked, along with experience in other sectors, for its relevance to the M25 Consortium.</li> <li>• Investigate the feasibility for collaborative purchasing and/or retention within the creative arts</li> <li>• Organise an exchange of experience session(s) for librarians working within the creative arts, perhaps in collaboration with the CPD25 Group.</li> </ul>	<p>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.</p> <p>Planning and activity is now deferred pending discussions about the future role of the group</p>
<p>3.7 Support Consortium members in relation to quality issues</p>	<p>The Quality Working Group will investigate and monitor quality related activities within the Consortium and specifically qualitative measurement processes.</p> <p>Good practice will be identified and templates and best practice advice will be developed and disseminated.</p> <p>HE practice in other regions and at national level will also be investigated and monitored (along with experience in other sectors) for its relevance to the M25 Consortium. Links will be developed and maintained with relevant groups and institutions.</p>	<p>The Working Group will formulate an action plan, informed by the results of the 2003/4 survey, to investigate and disseminate good practice across a range of quality measurement processes, including</p> <ul style="list-style-type: none"> <li>• SLDs/SLAs and monitoring processes</li> <li>• Qualitative measurement processes</li> <li>• Survey design and analysis</li> <li>• Monitoring of service quality e.g. mystery shopping</li> <li>• Benchmarking</li> </ul> <p>The Group will also</p> <ul style="list-style-type: none"> <li>• Develop and promote staff training in relation to qualitative measurement processes (in liaison with CPD25)</li> <li>• Organise a quality contacts list to facilitate exchange of experience and to promote partnerships e.g. in relation to benchmarking</li> </ul>

		<ul style="list-style-type: none"> <li>Promote advice and co-ordination on use of surveys by Consortium Working Groups</li> </ul>
3.8 Review subject and functional interest groups	To consider whether other subject and functional groups can effectively support the Consortium's agenda	The Consortium will need to assess implications for subject and functional interest groups arising from RLN

#### 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, ALM London, University (of London) Libraries Committee and SEMLAC</p> <ul style="list-style-type: none"> <li>• To identify strategic areas for collaboration</li> <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>Continued close working with following partners with M25 representatives attending partners' meetings</p> <ul style="list-style-type: none"> <li>• LLDA</li> <li>• ALCL</li> <li>• ALM London</li> <li>• University (of London) Libraries Committee</li> <li>• SEMLAC</li> </ul> <p>Use M25 Advocacy group representative as appropriate</p>
	<p>To develop key partners in developing regional agenda</p> <ul style="list-style-type: none"> <li>• To promote engagement</li> <li>• To identify possible projects</li> </ul>	<p>Progress links with the following key partners:</p> <ul style="list-style-type: none"> <li>• FE Colleges (plus LSC &amp; LearnDirect)</li> <li>• NHS (to be taken forward via Joint LHL/M25 Group)</li> <li>• Government Libraries</li> </ul> <p>Take forward issues arising from the LLDA, ALCL &amp; M25 seminar entitled 'Building Learning Partnerships' in July 2004</p> <p>Plan similar cross-sectoral events twice a year.</p> <p>The Collaboration &amp; Partnership Group continues to refer onto other M25 Working Groups areas for development within their remit (via Steering Group)</p>
	<p>To progress the Consortium's engagement and collaboration with London Higher</p>	<p>Continue regular meetings with Jane Glanville and others as appropriate. Agreed area identified to date:</p> <ul style="list-style-type: none"> <li>• Helping with advocacy (sharing data of libraries' impact)</li> </ul>

	To explore opportunities for further collaboration with BL	<p>Work with Jan Wilkinson, Head of HE Marketing at the BL to progress joint initiatives</p> <p>Progress the proposed annual open meeting for staff of M25 member libraries and the BL.</p>
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	<p>As appropriate (LLiL, INSPIRE, WILIP/Routes to Knowledge etc.)</p> <p>WILIP –Continue to liaise with Andrew Stevens (MLA) concerning M25 input to developments.</p> <p>LLiL – watching brief on LLDA review of LLiL because of concern over low take-up and in light of national developments (i.e. INSPIRE)</p>
	To identify required action arising Research Libraries Network	<p>RLN in process of being set up. Respond to developments and make recommendations as to how the Consortium can participate/support any initiatives.</p> <p>The Consortium will continue to be involved in, and supportive of, proposals put forward by the University of London's University Libraries Committee to prepare the region for possible areas of development (collaborative collection management, collaborative journals store and online training in research methods).</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	Continue mapping

## 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>Achieve incorporation and charitable status as soon as practicable. The latter has been re-applied for.</p> <p>The possibility of employing or seconding administrative help for the consortium will be examined.</p>
<p>5.2 Ensure Consortium financial strategy arrangements are implemented</p>	<p>To implement, review and monitor the financial strategy</p> <p>The Consortium will keep the levels of subscriptions and reserves under review in the light of charitable status, possible incorporation, the proposed activities of the new working groups (quality, student services) and the Consortium proposals for resource discovery activities once the period of guaranteed Systems Team funding comes to an end.</p>	<p>New subscription arrangements will be monitored to ensure that they deliver intended improvements.</p> <p>New arrangements for financial support for the Systems Team 2004-05 and 2005-06 will be monitored to ensure that it delivers intended stability.</p> <p>If approved in June 2004, the new reserves policy will be monitored to ensure that it delivers intended stability.</p> <p>The Financial Task Force will meet annually to identify any threats to financial stability and sustainability, to follow up ideas for income generation, including sponsorship, project funding and vendor exhibitions at meetings, and the development of consultancy services. The Task Force will meet again before the end of 2004.</p> <p>The Consortium has still to identify a new project with a significant IT element to attract new funding.</p>

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

AIMS	OBJECTIVES	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, LMAL, SCONUL). To do this the Advocacy Working Group will need</p> <ul style="list-style-type: none"> <li>• To improve Consortium understanding of its various stakeholders so as to improve its lobbying/influencing role</li> <li>• To improve the Consortium's role in influencing/lobbying key groups in relation to Members' activities</li> </ul>	<p>Engage with Collaboration and Partnership Working Party to define way forward – new link person has been identified</p> <p>Define advocacy strategy (building on joint leaflet produced with LLDA)</p> <p>Target Library Schools within London as a way of raising awareness of the Consortium</p> <p>Update 'top 10 facts'</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 &amp; AIM25)</p>	<p>Use the results of the recent awareness survey to define way forward on internal advocacy and communication amongst member libraries.</p> <p>The Group will continue to assist with rollout of new services as appropriate</p> <p>A new publicity campaign for InforM25 has been discussed and branded PR materials (e.g. pens and updated leaflets) are being prepared</p> <p>Promote 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; Use second general awareness survey (May 2004) to determine priorities</p> <p>Continue to encourage Members' awareness raising through their internal meetings, newsletter etc; use Steering Group members in particular to promote Consortium services, activities, projects etc based on prepared advocacy materials</p>

	<p>To review and evaluate the Consortium's website</p>	<p>Total review of design, hosting, accessibility and compliance with SENDA etc should be undertaken in 2004/5 as the next stage in the medium term development strategy</p> <p>Development of a CPD25 online feedback form remains outstanding.</p> <p>Review archiving policy (possibly moving SG material over 3 years old and WG material over 2 years old)</p>
	<p>Continue to interact with and underpin services, activities and projects of other Working Groups</p>	<p>Continue to use AWP named contacts to advise WGs on advocacy/communication and marketing of services and evaluation strategies has proved beneficial</p>
	<p>To carry out other relevant work as requested by the Consortium or Steering Group</p>	<p>As required</p>