

## Action Plan 2005-6

This document sets out the actions through which the Consortium will seek to achieve its objectives, as set out in the Strategic Plan 2005/6 – 2008/9. Responsibility for the actions lies with the Consortium's Working Groups and the Steering Group. Progress against the actions will be reported at the January Business meeting with a final report at the June AGM.

### **Mission of the M25 Consortium**

*To develop and improve access to library and information services across the region in support of learning and research, by facilitating co-operation amongst Consortium members and by collaborating with relevant regional and national organisations.*

The Consortium will seek to achieve this mission through strategic aims relating to:

Services to learners  
and researchers

Mutual Support

Collaboration and  
influence

Underpinning these are cross-cutting supporting aims relating to:

Governance and financial management

Advocacy and communication

**1. To facilitate access to London's diverse and complex range of library resources for learners and researchers, through the development and delivery of collaborative services.**

<b>Objective</b>	<b>Action</b>	<b>Owner</b>	<b>Progress</b>
<b>1.1 To develop collaborative resource discovery, resource sharing and coordination strategies to support learning, teaching and research</b>	Maintain (through the M25 Systems Team) the suite of existing InforM25 services (Find-a-library, Visit-a-library, Search-catalogues and the ULS) in accordance with the agreed Service Delivery Plan.	<b>RDWG</b>	Ongoing. Data and catalogues added as far as possible for new members. Services running with 0 failures and very few technical problems.
	Develop a usage statistics data system for logging the M25 services and websites.	<b>RDWG</b>	Jun/06. Usage statistics investigated, examples produced; further programming effort needed.
	Actively pursue external funding opportunities for developing the Search-catalogues service to enable connection to it via Z39.50.	<b>RDWG</b>	Ongoing investigation of software options. Considered calls for funding from JISC: none relevant.
	Follow up the recommendations (July 2005) of Information Management Associates, and in particular, look at practical ways in which to enrich the resources available for the Search-catalogues service	<b>RDWG</b>	Jun/06. Members canvassed for suggestion for additional catalogues. Advised Steering Group to achieve this by expanding membership of Consortium
	Continue work on an exit strategy for InforM25.	<b>RDWG</b>	Sept/06. Action not complete. Forms part of regular agenda.

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<p><b>1.1 To develop collaborative resource discovery, resource sharing and coordination strategies to support learning, teaching and research</b></p>	<p>Follow up opportunities for working in the area of e-repositories, sharing metadata, and support to e-learning, where collaboration between Members is appropriate. The group will also monitor regional, national and international developments in the RD arena and follow up any opportunities for funding to develop and improve the M25 services provided for members.</p>	<p><b>RDWG</b></p>	<p>Sept/06. Considered calls from JISC. Received regular reports from Group members on different aspects of Resource Discovery.</p>

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<b>Objective</b>	<b>Action</b>	<b>Owner</b>	<b>Progress</b>
<b>1.2 To ensure that existing national and regional reciprocal access schemes meet the needs of learners and researchers in Consortium institutions</b>	Keep national and regional schemes under review and ensure gaps are filled by the M25 Consortium's own scheme.	<b>SG</b>	Ongoing
<b>1.3 To identify opportunities for further pan-London collaboration in access arrangements of benefit to Consortium members</b>	Keep watching brief.	<b>SG</b>	Ongoing
<b>1.4 To identify opportunities for further collaborative services of benefit to learners and researchers in Member institutions</b>	To review opportunities as they arise DSNWG to consider reciprocal access and enhanced services for disabled and special needs users.	<b>SG</b> DSNWG	Ongoing

## 2. To encourage and enable mutual support of member libraries in improving services to their users.

Objective	Action	Owner	Progress
<b>2.1 To develop and promote the Consortium's support for Members in the area of disaster preparedness.</b>	Exchange of Experience session in November 2005 to promote awareness of regional practise and encourage participation in disaster management activities.	<b>DMG</b>	Session attended by 21 disaster planning representatives from Consortium Libraries. Scenarios, facilitated by Mary Auckland, highlighted provisions of Mutual Support Agreement. Feedback from participants used to produce FAQ's on Mutual Support Agreement which are now available on the web.
	Survey members in January 2006 to establish the extent and nature of disaster plans in member libraries.	<b>DMG</b>	Survey circulated with a closing date of March 2006. Outcomes will be compared with 2000 survey to ascertain progress in relation to disaster management amongst Consortium members.
	In collaboration with CPD25 develop a programme of staff development to ensure members are kept up to date with regional and national initiatives as well as developments in best practice.	<b>DMG</b>	Seminar on disaster preparedness held in conjunction with cpd25 in late Spring 2006.  Preliminary discussions held with London Metropolitan Network exploring a joint seminar on sharing good practise in business and service continuity.

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<b>2.1 To develop and promote the Consortium's support for Members in the area of disaster preparedness.</b>	Review and update the Disaster Control Template and launch an additional section on Business and Service Continuity Planning in January 2006. New content on e-resources, infrastructure and resilience and archival documents are also planned.	<b>DMG</b>	First draft of content completed and key components include the role of the institution and the library; advocacy; role definition; functional analysis; risk assessment and outcomes. Content to be launched in June 2006 AGM
	Review and update the website and use the DMG Information list to keep members abreast of developments in the field and identify emergent areas of concern within the Consortium. Revise the website in line with the recommendations of the Web Review Panel, and add FAQ's.	<b>DMG</b>	Results of the literature review on business and service continuity planning have been added to the bibliography in the Disaster Control Template.
	Share and develop expertise by pursuing links with relevant bodies and participating at external conferences and seminars. The Chair will continue to represent the M25 Consortium on the AHRC-funded project Safeguarding Heritage at Risk Advisory Panel.	<b>DMG</b>	Group has offered content for the forthcoming issue of SCONUL Focus on collaborative disaster planning  Chair has attended two meetings of the AHRC – Advisory Panel.

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<b>2.1 To develop and promote the Consortium's support for Members in the area of disaster preparedness.</b>	In collaboration with the Advocacy Working Group, promote awareness of the Consortium's services, products and expertise in Disaster Management, specifically the Mutual Support Agreement and the new content on Business Continuity Planning.	<b>DMG</b> AWG	Advocacy group has been updated on new developments and their expertise will be used in drawing up a campaign to launch new resources and content.
<b>2.2 To provide, via CPD25, high quality training and development for staff in Member institutions.</b>	Continue to offer and improve the events programme as the core CPD25 activity.	<b>CPD25</b>	Ongoing
	Undertake preliminary work and assess viability of the provision of added value activities e.g. staff exchange register, mentor register for managers.	<b>CPD25</b>	June 2006
	Implement and maintain a staff development training policy repository on the CPD25 web	<b>CPD25</b>	Done
	Continue to reassess the efficiency of current administrative systems and make appropriate improvements.	<b>CPD25</b>	Done Ongoing. CMS on website will make updating faster

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Objective	Action	Owner	Progress
<b>2.3 To assist Consortium Members in providing support to library users with disabilities</b>	Produce advice on how to draft a disability policy with a suggested template and keep libraries informed of best practice and legal changes.  Continue to run annual exchange of experience seminar for members.	<b>DSNWG</b>	Ongoing
<b>2.4 To support Consortium Members in relation to service quality monitoring and measurement activities.</b>	Report on a survey on focus groups by September 2005 and continue to investigate and monitor quality related activities within the Consortium, specifically qualitative measurement processes.	<b>QWG</b>	Responses from survey to be collated and circulated
	In collaboration with CPD25 organise a workshop on focus groups and work to develop a wider programme to promote staff training in relation to qualitative measurement processes.	<b>QWG</b> CPD25	Workshops on focus groups held in April 2006
	Maintain an up to date list of Quality contacts in the Consortium.	<b>QWG</b>	Up to date list available through website
	Monitor and investigate HE practice both regionally and nationally and provide relevant information and links through the website.	<b>QWG</b>	Ongoing

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<p><b>2.4 To support Consortium Members in relation to service quality monitoring and measurement activities.</b></p>	<p>Develop and disseminate good practice guidelines on user feedback methods.</p> <p>Promote the use of the Service Level Definition template and report on an investigation into the feasibility of comparing service level definitions in key service areas with a view to benchmarking.</p>	<p><b>QWG</b></p>	<p>Service level definition templates available on website. A number of examples have been provided to show how the template might be completed.</p>
<p><b>2.5 To investigate further ways in which the Consortium can support Members in supporting students.</b></p>	<p>Student Centred Task and Finish Group to bring proposals to SG</p>	<p><b>SCTFG SG</b></p>	<p>Initial report Dec 2005</p>
<p><b>2.6 To support Consortium Members in cross sector collaboration.</b></p>	<p>Establish obligations and rights of placement students at their host HEI and NHS placement library similar to the UK Lib plus and the TVINSPIRE schemes.</p> <p>Develop a Pan-London NHS Student Placement Charter to cover all London NHS Trust libraries that will highlight what is expected from both student and NHS library.</p>	<p><b>M25/ LHL</b></p>	<p>By summer 2006</p>

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<p><b>2.6 To support Consortium Members in Cross sector collaboration.</b></p>	<p>Promote IT literacy through encouraging reciprocal training of placement students by both NHS and HEI libraries. Where necessary this will include training in access and support requirements for the disabled in relation to the Disability Discrimination Act (DDA) and in relation to the implications of the Freedom of Information Act (FIA)</p> <p>Support collection development by ensuring NHS Libraries receive core reading lists prior to student placements.</p> <p>Investigate potential of cross sector collaborative purchasing allowing libraries to opt in where appropriate to their students' or staff needs. Review requirements within HEI and NHS libraries to identify appropriate e-resources providers.</p>	<p><b>M25/LHL</b></p>	<p>Ongoing work with cpd25</p> <p>Summer 2006 (where possible)</p> <p>Paper and questionnaire produced – in progress – working with eKAT.</p>

**3. To represent the Consortium's best interests and to influence policy- making through collaboration with appropriate regional and national organisations; this will include taking the lead on relevant strategic issues.**

Objective	Action	Owner	Progress
<p><b>3.1 To continue to develop links and partnerships with appropriate regional and national agencies</b></p>	<p>Continue close working with partners with following M25 representatives at partners' meetings: ·</p> <ul style="list-style-type: none"> <li>• LLDA &amp; ALM London</li> <li>• ALCL</li> <li>• University (of London) Libraries Committee</li> </ul> <p>Continue to contribute to their strategic plans Liaise with Chair of M25 Advocacy Group as appropriate</p>	<p><b>CPWG</b></p>	<p>Chair and secretary attend ALM London board meetings and participate in ALM London lead 'Cultural Offer' for 2012 Olympics.</p>
	<p>Progress links with the following key partners:·</p> <ul style="list-style-type: none"> <li>• FE Colleges (plus LSC and LearnDirect)</li> <li>• NHS – to be taken forward via Joint LHL/M25 Group</li> <li>• Government Libraries</li> </ul> <p>Take forward LLDA/M25 cross-sectoral events twice a year.</p> <p>Continue to refer onto other M25 Working Groups areas for development within their remit (via Steering Group).</p>	<p><b>CPWG</b></p>	<p>In progress Done Held discussions with CDL on the possibility of searching across member library catalogues.</p> <p>Third joint LLDA/M25 seminar held in January 2006 was well attended. Ongoing</p>

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Objective	Action	Owner	Progress
<b>3.1 To continue to develop links and partnerships with appropriate regional and national agencies</b>	<ul style="list-style-type: none"> <li>• Continue to consider and evaluate potential new Consortium members</li> <li>• Continue to make recommendations to M25 Steering Group.</li> </ul>	<b>CPWG</b>	Ongoing Four new appointments At January meeting
	<ul style="list-style-type: none"> <li>• Explore opportunities for further collaboration with BL by working with Jan Wilkinson and Sara Gould at the BL to progress joint initiatives.</li> </ul>	<b>CPWG</b>	Ongoing
	<ul style="list-style-type: none"> <li>• Identify best practice and new opportunities for collaboration with other academic library consortia</li> <li>• Investigate potential for informal meeting of representatives from other Regional Groups</li> <li>• Maintain Regional HE Consortia web page</li> </ul>	<b>CPWG</b>	Ongoing
<b>3.2 To provide input to national initiatives and consultation exercises as appropriate</b>	<ul style="list-style-type: none"> <li>• <i>LLiL/INSPIRE</i> – provide a representative on the National Steering Group.</li> <li>• <i>Roots to Knowledge</i> – contribute to revived initiative</li> </ul>	<b>CPWG</b>	Ongoing
	<ul style="list-style-type: none"> <li>• Research Information Network – respond to developments &amp; make recommendations concerning how M25 Consortium can participate / support any initiatives.</li> </ul>	<b>CPWG</b>	In progress. Stephane Goldstein spoke at January 2006 Consortium meeting.

**3. To represent the Consortium's best interests and to influence policy- making through collaboration with appropriate regional and national organisations; this will include taking the lead on relevant strategic issues.**

Objective	Action	Owner	Progress
<p><b>3.3 To take a lead on relevant strategic issues, in particular those with a regional aspect and to lobby on behalf of Consortium</b></p>	<ul style="list-style-type: none"> <li>• Maintain a watching brief, taking action where appropriate.</li> <li>• On the Consortium's behalf, 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 such as the collaborative journals store.</li> </ul>	<p><b>CPWG</b> SG</p>	<p>Ongoing CoolPerStor report available for members</p>
<p><b>3.4 To ensure, via effective marketing and advocacy, that the Consortium's profile is raised in relevant regional, national and government circles.</b></p>	<p>Progress the Consortium's engagement and collaboration with London Higher Continue by regular meetings with Director and others, as appropriate.</p> <p>Agreed areas identified to date:</p> <ul style="list-style-type: none"> <li>• Helping with advocacy (sharing data of libraries' impact)-</li> <li>• Providing M25 Consortium information for a publicity leaflet</li> <li>• Contributing to Libraries publication</li> </ul>	<p><b>CPWG</b> AWG</p>	<p>Ongoing Publicity leaflet produced and disseminated. Fact sheet on HEI libraries and a contribution to London Higher's Research Excellence publication planned.</p>

**4. To ensure appropriate and effective governance and financial management arrangements are in place for the conduct of Consortium business**

<b>Objective</b>	<b>Action</b>	<b>Owner</b>	<b>Progress</b>
<b>4.1 To ensure appropriate governance structures for the Consortium.</b>	To review the role of the SG and WGs on an annual basis and ensure that annual elections to SG are conducted according to the rules of the Consortium.	<b>SG</b> Secretary	Ongoing
<b>4.2 To keep the organisational structure of the Consortium under review, to ensure effective delivery of services and collaborative activities for the benefit of Members</b>	SG to discuss Standardisation of documents, web pages and reporting on progress against Action Plan	<b>SG</b>	Templates produced for Consortium documents and minutes
<b>4.3 To keep the financial strategy for the Consortium under regular review</b>	Routinely review income, expenditure, reserves and subscriptions on an annual basis. Occasional strategic in – depth reviews of Consortium finances may be held to support strategic initiatives, or as requested by the SG or membership.	<b>SG</b>	Ongoing
<b>4.4 To maintain robust and transparent financial management and auditing procedures</b>	Present audited annual accounts in a timely manner.	<b>SG</b> Treasurer	Ongoing

**5. To develop and implement a robust advocacy and marketing strategy, to raise the profile of the Consortium externally and to communicate effectively with Members**

Objective	Action	Owner	Progress
<p><b>5.1 To review the Consortium's publications and other print communications to ensure a positive and consistent brand.</b></p>	<p>To develop guidance for Groups and members on the use of Consortium logo and visual identity requirements and assist its implementation.</p> <p>To build and maintain relationships with designers, printers and photographers to support consortium publications activities.</p> <p>To take a lead role in preparing proof ready documents for publication and, in consultation with the Steering Group to act as final editor for official consortium publications.</p>	<p><b>AWG</b></p>	<p>Ongoing</p> <p>Annual report redesigned</p>
<p><b>5.2 To ensure that the website is regularly reviewed and updated to promote the work of the Consortium to internal and external audiences and to provide effective access to Consortium services and products.</b></p>	<p>To carry out a major review of the Consortium website.</p> <p>To promote the new website</p> <p>To work with the SG and Groups in a regular (annual) audit of web content for currency and relevance and to archive, remove or commission material as relevant.</p> <p>To keep under review the functionality of the web and recommend developments e.g. CMS upgrade; potential use of authentication controls and parts of the site.</p>	<p><b>SG / Web Review Group</b></p> <p>AWG</p>	<p>Preview of new website at January meeting.</p> <p>Launch of M25 business site and cpd25 site in May 2006; Inform25 site in Summer 2006</p>

**5. 5. To develop and implement a robust advocacy and marketing strategy, to raise the profile of the Consortium externally and to communicate effectively with Members**

Objective	Action	Owner	Progress
<p><b>5.3 To improve communication with staff in Member libraries and to raise their awareness of Consortium services, activities and projects</b></p>	<p>To target dissemination of news and information to all stakeholders via e-bulletin, the web, flyers, periodic publications and other methods.</p> <p>To develop appropriate promotional material for use at consortium and other meetings promoting our key messages e.g. promotional banners; generic flyers etc.</p> <p>To target the placing of articles and news items in the information press maintaining a Consortium presence and disseminating news on current developments.</p>	<p><b>AWG</b></p>	<p>Range of promotional activities and material produced to launch new website.</p> <p>Promotional banner produced with new logo</p> <p>Press release launching new website sent to information press.</p>
<p><b>5.4 To improve marketing of end-user services to learners and researchers in Member institutions</b></p>	<p>To work closely with CPD25; Inform25 and other groups targeting the promotion of specific Consortium services and products through a range of themed activities.</p> <p>To periodically survey and gather stakeholder views on effectiveness of current services and products and to develop a 'wish list' to assist the planning of future developments.</p>	<p><b>AWG</b></p>	<p>Campaign to launch new InforM25 domain and interface in progress with M25 Systems Team</p> <p>Ongoing</p>

**5.5 To promote the Consortium to relevant regional and national organisations, through better understanding of the various stakeholders and more effective advocacy and marketing.**

Objective	Action	Owner	Progress
<p><b>5.5 To promote the Consortium to relevant regional and national organisations, through better understanding of the various stakeholders and more effective advocacy and marketing.</b></p>	<p>To support Consortium activities in influencing regional issues, lobbying and networking activities through the provision and promotion of relevant advice, practical support, publicity and proactive use of the web to maintain collaborative links and disseminate the Consortium perspective.</p>	<p><b>AWG / CPWG</b></p>	<p>Ongoing</p>