

M25 Consortium of Academic Libraries

Mission, Strategic Objectives and Action Plan

The mission and strategic objectives were agreed by the Consortium in April 2005, with minor amendments since then to reflect new initiatives and changes to the Consortium's organisational structure. They cover the period until 2009/10.

Deleted: to cover the period 2005/06 – 2008/09

Action Plans are agreed on a two year rolling basis and updates are provided to the Consortium twice a year at general Consortium meetings.

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Mission

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

Strategic aims and objectives

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.

Objectives

1.1 To develop collaborative resource discovery, resource sharing and coordination strategies to support learning, teaching and research

- *By maintaining and developing a suite of InforM25 services (currently Find-a-Library, Visit-a-Library, Search-catalogues and the Union List of Serials)*
- *By integrating these services with other Consortium activities (e.g. web site) and external developments*
- *By exploring external funding opportunities to support resource discovery work for the benefit of Consortium members*

(Responsibility: Resource Discovery Working Group)

1.2 To ensure that existing national and regional reciprocal access schemes meet the needs of learners and researchers in Consortium institutions

- *By keeping national and regional schemes under review and ensuring gaps are filled by the Consortium's own scheme*

(Responsibility: designated member of the Steering Group)

1.3 To identify opportunities for further pan-London collaboration in access arrangements of benefit to Consortium members.

- *By keeping a watching brief*

(Responsibility: Steering Group)

1.4 To identify opportunities for further collaborative services of benefit to learners and researchers in Member institutions.

- *By reviewing opportunities as they arise*

(Responsibility: Steering Group)

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

Objectives

2.1 To provide, via CPD25, high quality training and development for staff in Member institutions.

- *By offering a comprehensive programme of high quality staff development activities for members and, when appropriate, offering these activities to the external community*

(Responsibility: CPD25)

2.2 To support M25 Consortium directors and representatives in their work and personal development, facilitating communication, providing networking channels and fostering shared learning

- *By compiling and maintaining a directory of expertise and interests within member libraries, particularly at senior management level*
- *By developing a secure password-protected area of the web site for directors to engage in confidential debate and share documentation*
- *By creating mentoring and/or other learning opportunities for directors and representatives.*

(Responsibility: Task and Finish Group on director services in the first instance)

2.3 To support Consortium Members in relation to service quality monitoring and measurement activities.

- *By carrying out appropriate activities to assist members with service quality monitoring e.g. through surveys of members' activities, development of toolkits and forwarding suggestions for appropriate staff development activities to CPD25*

(Responsibility: Quality Group)

2.4 To assist Consortium Members in providing support to library users with disabilities

- *By offering appropriate staff development activities*

(Responsibility: CPD25)

2.5 To develop and promote the Consortium's support for Members in the area of disaster preparedness.

- *By arranging an annual exchange of experience seminar for disaster planning*

(Responsibility: CPD25)

- *By keeping a watching brief on developments in this area and advising the Steering Group as appropriate*

(Responsibility: designated member of the Steering Group)

2.6 To investigate further ways in which the Consortium can support Members in supporting students.

- *By regularly consulting with members on how the Consortium can assist members in supporting students*

(Responsibility: Steering Group)

2.7 To support Consortium Members in cross-sector collaboration.

- *By developing and maintaining a pan-London NHS Student Placement scheme, setting out the obligations and rights of placement students at their host HEI and NHS placement libraries, similar to the SCONUL Access and TVINSPIRE schemes*
- *By encouraging the reciprocal training of placement students by both NHS and HEI libraries*

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(Responsibility: Collaboration and Partnership Working Group, with London Health Libraries Council)

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.

Objectives

3.1 To continue to develop links and partnerships with appropriate regional and national agencies

- *By working closely with partner organisations representing libraries generally in London or particular sectors (e.g. ALCL)*
- ¹
- *By participating, or organising, cross-sectoral events as appropriate*
- *By making recommendations to the Steering Group or its Working Groups for other areas of collaboration as appropriate*
- *By exploring opportunities for further collaboration with the British Library*
- *By identifying best practice and new opportunities for collaboration with other academic library consortia*

Deleted: By working with the University of London Libraries Committee on joint projects as appropriate

(Responsibility: Collaboration and Partnership Working Group)

3.2 To provide input to national initiatives and consultation exercises as appropriate

¹ [Committee has ceased to exist in the new UoL committee structure](#)

- *By providing a representative on steering groups for appropriate organisations (e.g. LLiL/INSPIRE)*
- *By responding to national developments and making recommendations on how the Consortium can participate in / support any initiatives*

(Responsibility: Steering Group, Collaboration and Partnership Working Group)

3.3. To take a lead on relevant strategic issues, in particular those with a regional aspect and to lobby on behalf of Consortium Members as required.

- *By maintaining a watching brief, taking action where appropriate*

(Responsibility: Collaboration and Partnership Working Group; Steering Group)

3.4 To ensure, via effective marketing and advocacy, that the Consortium's profile is raised in relevant regional, national and government circles.

- *By engaging and collaborating with London Higher as appropriate*
- *By producing an Annual Report on Consortium activities and ensuring wide distribution to relevant regional and national organisations*
- *By carrying out appropriate lobbying and networking activities*

(Responsibility: Collaboration and Partnership Working Group; Marketing and Communication Working Group)

Supporting aims

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

Objectives

4.1 To ensure appropriate governance structures for the Consortium.

- *By reviewing the role of the Steering Group and Working Groups on a regular basis*

(Responsibility: Steering Group)

- *By ensuring that annual elections to the Steering Group are conducted according to the rules of the Consortium*

(Responsibility: Secretary)

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

- *By reviewing organisational structure, services etc on a regular basis*

- *By considering and evaluating potential new Consortium members and making recommendations to the Steering Group*
- *By ensuring standardisation of documents, web pages etc*
- *By reporting back regularly on progress against the Action Plan*

(Responsibility: Steering Group)

4.3 To keep the financial strategy for the Consortium under regular review

- *By reviewing income, expenditure, reserves and subscriptions on an annual basis*
- *By carrying out occasional strategic reviews of Consortium finances*

(Responsibility: Steering Group; Treasurer)

4.4 To maintain robust and transparent financial management and auditing procedures

- *By presenting audited annual accounts in a timely manner*

(Responsibility: Treasurer)

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

Objectives

5.1 To review the Consortium's publications and other print communications to ensure a positive and consistent brand

- *By developing a consistent visual identity and branding across Consortium publications and ensuring that this is cascaded through the Working Groups*
- *By developing relationships with designers, printers and photographers to support Consortium publication activities*

(Responsibility: Marketing and Communications Working Group)

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.

- *By promoting the web site on a continuing basis*

(Responsibility: Marketing and Communications Working Group)

- *By auditing the web site on a regular basis for currency and relevance and archiving, removing or commissioning material as relevant*

(Responsibility: Marketing and Communications Working Group; Steering Group; Working Groups)

- *By keeping under review the functionality of the web and recommending developments as appropriate*

(Responsibility: M25 Support, Team)

Deleted: Systems

5.3 To improve communication with staff in Member libraries and to raise their awareness of Consortium services, activities and projects

- *By disseminating news and information to members via e-bulletins, the web, periodic publications etc*
- *By developing promotional material for use at Consortium and other meetings*
- *By targeting the placing of articles and news items in the press, to maintain a Consortium presence and disseminate news on Consortium developments*

(Responsibility: Steering Group, Marketing and Communications Working Group)

5.4 To improve marketing of end-user services to learners and researchers in Member institutions

- *By promoting specific Consortium services and products through a range of themed activities*

(Responsibility: Marketing and Communications Working Group)

- *By periodically surveying and gathering stakeholder views on the effectiveness of current services and products and developing a “wish list” to assist with the planning of future developments*

(Responsibility: Steering Group)

Action Plan 2008/9 – 2009/10**Specific Consortium projects in this time period**

Last updated – 17 January 2008

Project	Link to Strat. Plan	Responsibility	08/09	09/10	Comments and report on progress
Review of InforM25 services in light of technical developments	1.1	Resource Discovery Working Group	Scoping of project; project completed by autumn 2009		Scoped at November 2008 RDWG meeting.
“The Big idea” - Single User-Focussed Service for Collection Descriptions	1.1	Resource Discovery Working Group	Consultancy to prepare tender. Main project		Linked with Review of InforM25 Services
Deliver a usage statistics data system for logging M25 services and web sites	1.1	Systems Team	Complete this year		
Investigate and revise the “landscaping” functionality of “Search catalogues” (i.e. the way users can select which catalogue to search)	1.1	Systems Team	Complete this year?		Linked with the Big Idea.
Pilot project on walk-in	1.3	Systems Team	Awaiting outcome		

access to e-resources - HEFCE "Shared services" bid for funding		and Resource Discovery Working Group	of bid for HEFCE funded for pilot project		
Review of CPD25 portfolio, especially in the light of changing role of libraries and librarians	2.1	CPD25 Chair	Implementing changes	Continue to build on this	CPD25 to indicate audiences for events, starting from 2008/9.
CILIP chartership candidate staff exchange scheme	2.1	CPD25	Two new task group members to take over the scheme and implement changes as suggested by M25SG.	Publicise new scheme to staff of member institutions	.
Chartership programme	2.1	CPD25	Market as introductory sessions on a range of topics as well as course for Chartership and Associateship candidates		.
External speakers	2.1	CPD25	Further discussions with some task groups		Need to balance expertise against cost and take appropriate action

SDO/TG day	2.1	CPD25	Events for SDOs to be separate from Review day, which will be followed by cpd25SG meeting		Plans for SDO training now in progress
Knowledge bank for SDOs	2.1	CPD25		Develop knowledge bank based on report	Progress delayed due to staff changes
CILIP Seal of Approval	2.1	CPD25		Apply for renewal	
Establishing services for directors and representatives including creating a secure password-protected area of the web site for confidential debate and sharing of expertise and interests.	2.2	Task and Finish Group on Director Services	Launch "Exchange" programme and evaluate impact ----->	Continue "Exchange" programme in tandem with "Directors' Room" and, in collaboration with CPD25, plan further development / integration of programme within M25 offer	"Exchange" programme launched July 2008; first event on Leadership ran in July 2008; two further events in Leadership series planned for January and March 2009
	2.2	Task and Finish Group on Director Services	Set-up a password protected area of the M25 website	Launch "Directors' Room" and develop in accordance with feedback from	Directors' Room specification completed and signed off November 2008. Job specification agreed and interviews scheduled for

				users	January 2009
Consider work around the changing role of front-line customer-facing staff.	2.3	Quality Group	For discussion at the members meeting in Jan 2009		
Some work on the application of the Quality Maturity model (Frankie Wilson)	2.3	Quality Group	Being progressed		
Work with London Health Libraries on matters of mutual interest including student access to and training in the use of libraries, resource sharing (in conjunction with RDWG), quality (in conjunction with QWG) and staff development (in conjunction with CPD 25)	2.7, 3.1	Collaboration and Partnership Working Group	Work with CPD25 on an event around the Darzi Review. Review placement scheme		A link person has been appointed as a member of C&P and LHL Council.
Work with INSPIRE and LLDA to complete move from LLiL to INSPIRE London	3.2	Collaboration and Partnership Working Group	Work with M25 member libraries on move to INSPIRE London		
Respond to Research Information Network – making recommendations	3.2, 3.3	Collaboration and Partnership Working Group	Annual briefing from RIN and follow up on any		

on how M25 Consortium can participate / support initiatives			issues relevant to M25 and its members		
Consider feasibility of M25C acting together to influence or advise consortial purchasing bodies such as LUPC	3.3	Glyn Price (LSE) to draft a report	Report to be drafted this year		
Continue to progress the Consortium's engagement with London Higher including work on the research excellence project.	3.4	Collaboration and Partnership Working Group	Annual briefing from London Higher and follow up on any issues relevant to M25 and its members		
Review of administrative support for the Consortium including CPD25	4.2	Task and Finish Group	Implementation, in association with new financial arrangements.		Single support team now in place
Financial review and incorporation as a charitable company	4.3	Task and Finish Group (SG Officers)	First year of unified financial arrangements. Appoint auditors Establishment as a company. Resubmit application for		Financial procedures established for operation of single Support Team

			charitable status		
Review of the M25 branding (on the website and promotional and other materials) to reflect the incorporation of the three arms of the Consortium into a single entity	5.2	Marketing and Communications Working Group			Agreed at SG Planning Day. WG to bring proposals to SG
Need to distil key messages regarding activities of WGs to provide a simple message for members	5.2	Marketing and Communications Working Group			WG Chairs to progress with Marketing and Communications Group