

**M25 Consortium Member's Meeting  
24 January 2008**

**M25 Consortium of Academic Libraries  
Mission, Strategic Objectives and Action Plan**

**Explanatory notes on attached document**

Following the wide-ranging discussion on the future of the Consortium at the Annual General Meeting in June 2007, it seemed an appropriate time to review our strategic objectives and action plan.

The Consortium's mission and strategic objectives were agreed by the membership in 2005 to cover the period 2005/06 – 2008/09. Annual action plans would then set out how the Consortium sought to achieve its objectives over the next year.

The original mission and strategic objectives have been amended, after the following changes were agreed by the Steering Group. The new document

- Separates out the ongoing activities required to implement the objectives (e.g. producing an annual report, maintaining InforM25 services, keeping a watching brief on national developments in particular areas) from the specific targets for a particular year.
- Incorporates some minor changes to wording and order of objectives plus a new objective (2.2) on supporting M25 Consortium directors and representatives in their work and personal development.
- Incorporates a rolling two year action plan (given that projects typically take longer than a year to bring to fruition).
- Incorporates the operational plans of the Working Groups to ensure that WG plans are linked to the overall Action Plan and to make it easier to monitor and report back on developments.

Consortium members are asked to approve the attached plan. A report on progress against these targets will be given at the next general Consortium meeting.

*Nick Bevan  
8 January 2008*

## **M25 Consortium of Academic Libraries**

### **Mission, Strategic Objectives and Action Plan**

The mission and strategic objectives were agreed by the Consortium in April 2005 to cover the period 2005/06 – 2008/09.

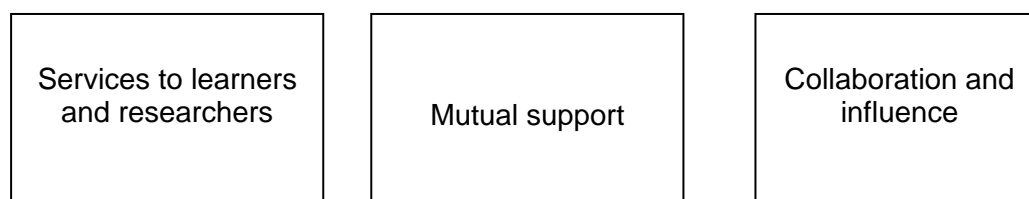
Action Plans are agreed on a two year rolling basis and updates are provided to the Consortium on an annual basis.

### **Mission**

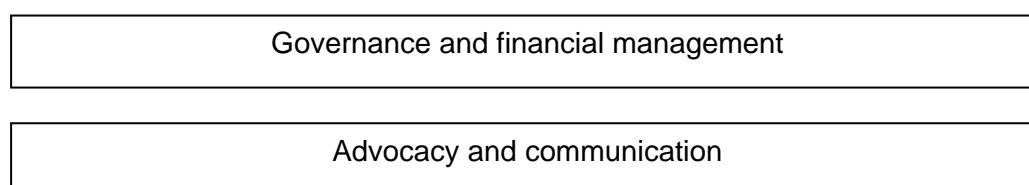
#### **Mission of the M25 Consortium**

*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:



Underpinning these are cross-cutting supporting aims relating to:



## **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 member 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 SCOUNL Access Band B and TVINSPIRE schemes*
- *By encouraging the reciprocal training of placement students by both NHS and HEI libraries*

*(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)*
- *By working with the University of London Libraries Committee on joint projects as appropriate*
- *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*

*(Responsibility: Collaboration and Partnership Working Group)*

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

- *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: Systems Team)*

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 2007/8 – 2008/9

### Specific Consortium projects in this time period

Project	Link to Strategic Plan	Responsibility	07/08	08/09	Comments and report on progress
Improve guidance on research strengths through InforM25 and MASC	1.1	Resource Discovery Working Group			This follows discussion on a report (by Liz Chapman, UCL) on proposals for an M25 guide to research collections - considered by the Steering Group in Dec 2007.
AIM25 interoperability project	1.1	Systems Team	Project commences		£10k already allocated for this project (c/f from 2006/07)
Review of InforM25 services in light of technical developments	1.1	Resource Discovery Working Group		Start this year?	Will continue into the next planning period. Likely to require funding.
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	1.1	Systems Team	Complete this year		

<b>Project</b>	<b>Link to Strategic Plan</b>	<b>Responsibility</b>	<b>07/08</b>	<b>08/09</b>	<b>Comments and report on progress</b>
“Search catalogues” (i.e. the way users can select which catalogue to search)					
Develop “Find-a-Library” with additions to the subject list, moving to a recognised Collection Level Development schema	1.1	Systems Team			<u>Completed</u>
Pilot project on walk-in access to e-resources - HEFCE “Shared services” bid for funding	1.3	Systems Team and Resource Discovery Working Group	Project commences		
Review of CPD25 portfolio, especially in the light of changing role of libraries and librarians	2.1	CPD25 Chair	Planning changes to programme and organisation of task groups	Implementing changes	Need to create capacity to organise events at shorter notice for other groups or on new topics
CILIP chartership candidate staff exchange scheme	2.1	CPD25	Hope to have first candidates	Re-brand if necessary	Review in spring 2008. Consider widening it to other staff and/or converting it to placement scheme
Chartership programme	2.1	CPD25		Review in light of changes to CILIP	

<b>Project</b>	<b>Link to Strategic Plan</b>	<b>Responsibility</b>	<b>07/08</b>	<b>08/09</b>	<b>Comments and report on progress</b>
External speakers	2.1	CPD25	Review relationship of internal to external speakers	Introduce any changes	A higher ratio of external speakers will have an impact on pricing for some events
SDO/TG day	2.1	CPD25	Review in summer 2008	Introduce any changes	
Knowledge bank for SDOs	2.1	CPD25	E-Base report	Develop knowledge bank based on report	
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 Member Services	Circulate a questionnaire to establish requirements of Directors.		May require funding (2008/09 budget?)
			Plan and run a series of opportunities /events to foster shared learning		
			Set-up a password protected area of the M25 website		

<b>Project</b>	<b>Link to Strategic Plan</b>	<b>Responsibility</b>	<b>07/08</b>	<b>08/09</b>	<b>Comments and report on progress</b>
In support of and dovetailing with the SCONUL Vamp project, working with colleagues in Estates on a detailed study of space utilisation and related costs in libraries and establishing some PIs for a benchmarking exercise	2.3	Quality Group			
Establish a directory of expertise in the area of quality – could include who's got what award e.g. Chartermark	2.3	Quality Group			
Audit of university formal quality processes	2.3	Quality Group		?	
Some work on the application of the Quality Maturity model – see SCONUL Focus issue 38 2006, article by Frankie Wilson	2.3	Quality Group		?	
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	2.7, 3.1	Collaboration and Partnership Working Group			

<b>Project</b>	<b>Link to Strategic Plan</b>	<b>Responsibility</b>	<b>07/08</b>	<b>08/09</b>	<b>Comments and report on progress</b>
staff development (in conjunction with CPD 25)					
Respond to Research Information Network – making recommendations on how M25 Consortium can participate / support initiatives	3.2, 3.3	Collaboration and Partnership Working Group			
Consider feasibility of M25C acting together to influence or advise consortial purchasing bodies such as LUPC	3.3	Glyn Price (LSE) to draft an initial report			
Continue to progress the Consortium's engagement with London Higher including work on the research excellence project.	3.4	Collaboration and Partnership Working Group			
Review of administrative support for the Consortium including CPD25	4.2	Task and Finish Group	Review	Implementation, in association with new financial arrangements.	
Financial review and incorporation as a charitable company	4.3	Task and Finish Group (SG Officers)	Consultancy from auditors, agree action plan, seek charitable company status	First year of unified financial arrangements	In progress