

## Action Plan 2006-7

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.
	Deliver a usage statistics data system for logging the M25 services and websites.	<b>RDWG</b>	Work progressing, estimated completion - Summer 2007
	Improve the web interface to InforM25 services to align it with the new website.	<b>RDWG</b>	New-look InforM25 launched 20 Nov 06
	Investigate and revise the "landscaping" functionality of "Search Catalogues" (i.e. the way users can select which catalogue to search).	<b>RDWG</b>	Planned completion by December 2007
	Develop Find-a-Library with additions to the subject list, moving to a recognised Collection Level Development schema.	<b>RDWG</b>	Subject List revisions completed. Migration to recognised schema dependent on development plans for other London based services
	Continue investigating the feasibility of making "Search Catalogues" available via OpenURL and Z39.50 interfaces. If technically and financially viable, carry out necessary development work.	<b>RDWG</b>	Investigations continue but development not financially viable without external funding at present.
	Continue discussions with LLDA and London Connects re links with WiLL.	<b>RDWG</b>	Ongoing
	Prepare a Risk Analysis.	<b>RDWG</b>	Risk Analysis document completed and actions reviewed by RDWG
	Continue to explore JISC and other external funding opportunities to support resource discovery work for the benefit of Consortium members	<b>RDWG</b>	Ongoing
	Follow up opportunities for working in the area of e-repositories, sharing metadata, and support to e-learning, where collaboration between Members is appropriate.	<b>RDWG</b>	Ongoing

**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.**

Objective	Action	Owner	Progress
<p><b>1.2 To ensure that existing national and regional reciprocal access schemes meet the needs of learners and researchers in Consortium institutions</b></p>	<p>Keep national and regional schemes under review and ensure gaps are filled by the M25 Consortium's own scheme.</p>	<p><b>SG</b></p>	<p>87 M25 cards were issued in 2005/6 to researchers based at non-HEFCE funded institutions. Usage levels remain relatively low but the opportunity to use the consortium's libraries by members of institutions which cannot join SRX is valued. An annual report is presented to the September meeting of the Steering Group.</p>
<p><b>1.3 To identify opportunities for further pan-London collaboration in access arrangements of benefit to Consortium members</b></p>	<p>Keep watching brief.</p>	<p><b>SG</b></p>	<p>Bid submitted April 2007 to HEFCE "Shared services" call for funding for pilot project on walk-in access to e-resources at M25 libraries (WAM25). Response awaited.</p>
<p><b>1.4 To identify opportunities for further collaborative services of benefit to learners and researchers in Member institutions</b></p>	<p>To review opportunities as they arise DSNWG to consider reciprocal access and enhanced services for disabled and special needs users.</p>	<p><b>SG</b> DSNWG</p>	<p>Ongoing</p>

## 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>	<p>The Annual Exchange of Experience seminar for disaster planning representatives was held on 30 November 2006. This was attended by 24 representatives from 22 Consortium member libraries.</p> <p>Future exchange of experience seminars will be led by CPD25.</p>
	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>	In the light of the recent Annual Exchange of Experience seminar, proposals regarding future staff development events have been made to CPD25.

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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>	Substantial new content, especially on business and service continuity planning, has been developed for the Disaster Control Template and for the M25 disaster planning web pages. With the specialist assistance of John Gilby, this new content is being integrated into the content management system for the M25 web pages.  The new structure and content for the disaster planning web pages will be reported on at the M25 Consortium's AGM in June 2007.
	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>	The following article written by the Chair, Christine Wise, has been published in SCONUL Focus, Summer/Autumn 2006 (No 38): "Thinking the unthinkable: disaster planning for the M25 Consortium of Academic Libraries" <a href="http://www.sconul.ac.uk/publications/newsletter/38/">http://www.sconul.ac.uk/publications/newsletter/38/</a>  The Chair has represented the M25 Consortium on the AHRC-funded Safeguarding Heritage at Risk project ( <a href="http://www.ljmu.ac.uk/BSN/58823.htm">http://www.ljmu.ac.uk/BSN/58823.htm</a> ) and on the Emergency Planning Group convened by the Department for Culture, Media and Sport.  The Steering Group will continue to maintain a watching brief on relevant regional and national initiatives.

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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 Marketing and Communications 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> M&CWG	M&CWG 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>	2006/7 programme available on CPD25 web pages
	Launch the CILIP chartership candidate staff exchange scheme	<b>CPD25</b>	Exchange scheme launched Autumn 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. New systems will enable smooth transfer of administration processes and robust records maintenance

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<b>Objective</b>	<b>Action</b>	<b>Owner</b>	<b>Progress</b>
<b>2.3 To assist Consortium Members in providing support to library users with disabilities</b>	Relevant staff development events to be run by CPD25	<b>CPD25</b>	Ongoing
<b>2.4 To support Consortium Members in relation to service quality monitoring and measurement activities.</b>	Mystery Shopping: develop guidelines and investigate the feasibility of developing a consortium wide approach to mystery shopping	<b>QWG</b>	Project being developed to follow benchmarking project
	Benchmarking: monitor progress at Wellcome Institute, develop guidelines and templates, collate data from members.	<b>QWG</b> CPD25	Funding agreed for feasibility study and consultants being sought.
	Promote SLD template and encourage members to share SLD information for the purposes of comparison across the consortium.	<b>QWG</b>	Available on M25 website. Promotional work still to be done.
	Investigate the feasibility of developing a quality assessment toolkit and/or collating templates and assessments from other bodies.	<b>QWG</b>	For action in 2007/08
	Events: with CPD25 organise workshop/seminar on a) Benchmarking and b) Chartermark	<b>QWG</b>	Chartermark event being organised by CPD25

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<p><b>2.5 To investigate further ways in which the Consortium can support Members in supporting students.</b></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>The student Charter was developed and agreed by all five of the London NHS Strategic Health Authorities (SHA). This is now on the M25 website for downloading by institutions for their placement students.</p> <p>This has been produced to show the extent of the service support offered students on placement but also the obligation for the NHS library to the Health Science students.</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. A member of CPD25 sits on the working group to evaluate any needs and requirements highlighted by the group to provide appropriate training. Several of the scheduled courses were attended by the NHS support staff.</p> <p>However in 2007/08 we will review the CPD25 offers of courses to evaluate whether more focused and relevant courses for NHS are required.</p> <p>There has not been a great impetus with this objective, due to London NHS reorganisation. However; in 2007/8 this will be progressed.</p> <p>This is the work of the joint sub-group although no definitive purchase can be identified. The group has (with interested HEI's) evaluated two significant commercial collections – Social Policy and Planning (SPP) and EMcare. SPP was not beneficial to NHS partner. EMcare is in evaluation stage.</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 Marketing 7 Communications Group as appropriate</p>	<p><b>CPWG</b></p>	<p>Chair and secretary of CPWG attend ALM London board meetings and participate in ALM London lead 'Cultural Offer' for 2012 Olympics.  Secretary of M25 attends ULC meetings</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.  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 Three new members approved this year.
	<ul style="list-style-type: none"> <li>Explore opportunities for further collaboration with BL.</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><b>LLiL/INSPIRE</b> – 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. M25 Chair and Secretary have met with Michael Jubb of RIN.  Response to various RIN initiatives.

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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 Members as required.</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.</li> </ul>	<p><b>CPWG</b> SG</p>	<p>Ongoing</p> <p>SG agreed to provide partial funding for extension of AIM25 service; main funding being sought from Vice-Chancellor's Development Fund.</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> M&amp;CWG</p>	<p>Ongoing</p> <p>Publicity leaflet produced and disseminated. Fact sheet on HEI libraries completed and a contribution to London Higher's Research Excellence publication planned.</p>

<b>4. To ensure appropriate and effective governance and financial management arrangements are in place for the conduct of Consortium business</b>			
<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	Changes to Working Groups agreed at Jan 2007 meeting. Paper to June 2007 AGM re. proposed changes to SG membership arrangements
<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>	Strategic review of Consortium finances by external auditors approved by Steering Group in May 2007
<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	Audited accounts were received by membership at the January 2007 meeting.

**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>M&amp;CWG</b></p>	<p>Guidelines still to be developed.</p> <p>Relationships in place and being developed</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 promote the website on a continuing basis</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>SG / M&amp;CWG</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing CMS upgrade taken care of by Systems Team</p>

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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>M&amp;CWG</b></p>	<p>Range of promotional activities and material produced to launch new website.</p> <p>In progress of producing a Getting-Started with InforM25 Guide for users. Expected completion Summer 2007</p> <p>Ongoing</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>M&amp;CWG</b></p> <p><b>SG</b></p>	<p>Campaign to launch new InforM25 domain and interface in progress with M25 Systems Team</p> <p>Members workshops on future direction of M25 at AGM June 2007</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>M&amp;CWG / CPWG</b></p>	<p>Marketing &amp; Comms plan agreed by SG May 2007</p>