



## 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.

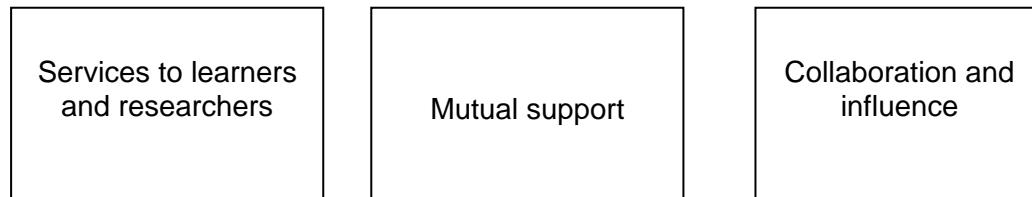
Action Plans are agreed on a two year rolling basis and updates are provided to the Consortium on an annual basis.

#### Mission

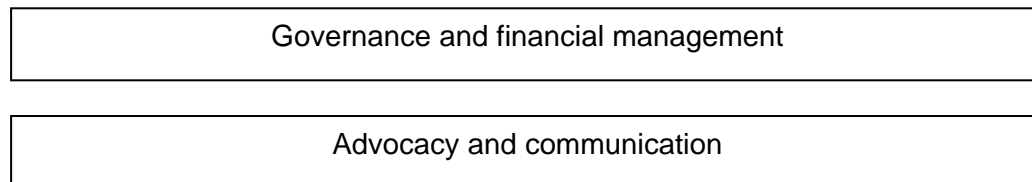
##### Mission of the M25 Consortium

*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 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 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

Last updated - 29 May 2008

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	Idea considered		This follows discussion on a report (by Liz Chapman, UCL) on proposals for an M25 guide to research collections - considered by the SG in Dec 2007. It was agreed at December SG that the option of enhancing InforM25 with links to MASC25 data should be considered. Contact made with UCL by WM. Linking MASC and InforM25 may be contained within the Big Idea, see below
AIM25 interoperability project	1.1	Systems Team	Project start		£10k already allocated for this project (c/f from 2006/07), nearing completion.
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. Also connected with the Big Idea.
“The Big idea” - Single User-Focussed Service for Collection Descriptions	1.1	Resource Discovery Working Group	Initial enquiries; small consultancy to scope tender	Consultancy to prepare tender. Main project	Linked with Review of InforM25 Services

Project	Link to Strategic Plan	Responsibility	07/08	08/09	Comments and report on progress
Deliver a usage statistics data system for logging M25 services and web sites	1.1	Systems Team	Complete this year		Still on track for completion
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		Still outstanding: may have to move into 08/09. Linked with the Big Idea.
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 start		Feasibility Study carried out 07/08. Will be asking HEFCE at end June 2008 to fund a pilot project.
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	CPD25 to indicate audiences for events, starting from 2008/9. CPD25 Chair circulated M25C Directors on topics for events - responses due before beginning June.
CILIP chartership candidate staff exchange scheme	2.1	CPD25		Implement new proposals to widen scheme to other staff and/or convert it to	Task Group working on new proposal approved by M25 SG. CPD Chair will report back to SG with proposals.

Project	Link to Strategic Plan	Responsibility	07/08	08/09	Comments and report on progress
				placement scheme.	
Chartership programme	2.1	CPD25		Review in light of changes to CILIP	CILIP report received, task group will review summer 2008.
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	Will be on agenda for next task group meeting (1 July)
Knowledge bank for SDOs	2.1	CPD25	E-Base report	Develop knowledge bank based on report	Starting summer 2008
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	Circulate a questionnaire to establish requirements of Directors & organise breakout sessions at AGM.		<u>Completed</u>
	2.2	Task and Finish Group on Director Services	Plan and run a series of opportunities/ events to foster shared learning	----->	Two events planned for July 2008; further to follow in 2008/09.

Project	Link to Strategic Plan	Responsibility	07/08	08/09	Comments and report on progress
	2.2	Task and Finish Group on Director Services		Set-up a password protected area of the M25 website	Work in progress to develop "Directors' Room" (working title). Requirements for a part-time post to progress the project being defined
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	Scoping out project	Implementation (may take more than a year)	The April meeting of the group was devoted to scoping the project. The following areas for action were agreed and assigned to group members: <ul style="list-style-type: none"> <li>- costing models</li> <li>- audit of recent recent small to medium sized building projects. Summarise drivers for such projects.</li> <li>- Checklist for visits to buildings</li> <li>- Study SCONUL stats relating to space utilisation and identify gaps.</li> <li>- Identify criteria used for impact assessment</li> </ul>
Establish a directory of expertise in the area of quality – could include who's got what award e.g. Chartermark	2.3	Quality Group		To be subsumed in the general directory of expertise to be compiled by the Directors' Services Task and Finish 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>
Audit of university formal quality processes	2.3	Quality Group		Will find out what the SCONUL Quality Assurance Group is doing in this area to avoid duplication of effort. Will then decide whether or not to progress.	
Some work on the application of the Quality Maturity model – see SCONUL Focus issue 38 2006, article by Frankie Wilson	2.3	Quality Group	Initial consideration of the idea.		Frankie Wilson to attend June meeting of 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 staff development (in conjunction with CPD 25)	2.7, 3.1	Collaboration and Partnership Working Group	Establish new ways of working with London Health Libraries following changes to structures in the NHS	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	Establish work remaining to be done and action plan	Work with M25 member libraries on move to INSPIRE London	New target added after planning day March 2008. Meeting to work out next steps being held May 2008
Respond to Research Information	3.2, 3.3	Collaboration and	Annual briefing	Annual briefing	Briefing March 2008. No substantive

<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>
Network – making recommendations on how M25 Consortium can participate / support initiatives		Partnership Working Group	from RIN and follow up on any issues relevant to M25 and it's members	from RIN and follow up on any issues relevant to M25 and it's members	items for follow up.
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 by end 2008	
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 it's members	Annual briefing from London Higher and follow up on any issues relevant to M25 and it's members	Briefing held 20 <sup>th</sup> May 2008 and agreed need a joint meeting with Marketing and Communications to look at the London Higher publications system in more detail. There after to input information as required.
Review of administrative support for the Consortium including CPD25	4.2	Task and Finish Group	Review	Implementation, in association with new financial arrangements.	Task and Finish Group made recommendations, agreed at SG Planning Day. Longer-term issues will be considered once new Secretary in post.
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. Application for charitable status submitted to Charities Commission – 2 May 2008.
Review of the M25 branding (on the website and promotional and other materials) to reflect the	5.2	Marketing and Communications Working Group			Agreed at SG Planning Day. WG to bring proposals to SG

Project	Link to Strategic Plan	Responsibility	07/08	08/09	Comments and report on progress
incorporation of the three arms of the Consortium into a single entity					
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