

**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. .

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

**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: Digital Developments 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 SCOUNL Access and TVINSPIRE schemes*
- *By encouraging the reciprocal training of placement students by both NHS and HEI libraries*

*(Responsibility: Strategic Partnerships 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)*
- <sup>1</sup>
- *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: Strategic Partnerships Working Group)*

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

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<sup>1</sup> *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, Strategic Partnerships 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: Strategic Partnerships 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)*

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 2009/10

### Specific Consortium projects in this time period

Last updated – December 2009

Action	Link to Strat Plan	Responsibility	Comments and report on progress
Commence review of Consortium's resource discovery and IT services and activities	1.1	Digital Developments WG	
Review management of marketing activities	5	Steering Group	
WAM25 project (if funding provided by HEFCE)	1.4	Support Team	
Develop Directors' Room and Exchange Programme	2.2	Director Services Task and Finish Group	
Work strand around changing role of front-line customer-facing staff	2.3	Quality Group	
Ensure auditing/financial processes in place for first year as a charitable company	4.4	Treasurer	

<b>Action</b>	<b>Link to Strat Plan</b>	<b>Responsibility</b>	<b>Comments and report on progress</b>
Arrange meeting with representatives of other regional consortia	3.1	Strategic Partnerships Group	

**NB/ Updated December 2009**