

INFORMATION SERVICES LIBRARY OPERATIONAL PLAN 2013-2014

(INCLUDING TIMEFRAME 2013-2017 FOR STRATEGIC PLAN FOR INFORMATION SERVICES)

Draft

Abbreviations

CDP – Collection Development Plan

CMS – Content Management System

DIS – Director of Information Services John FitzGerald

DIT – Director of Information Technology Gerard Culley

DLS – Director of Library Services Colette McKenna

ICT – Information Communications Technology

IL – Information Literacy

ISERC – Information Strategy & Education Resources Committee

ITIL – Information Technology Infrastructure Library

LUG – Library Undergraduate Programme

OPC – Official Publications Centre

PDA – Patron Driven Acquisition

PDRS – Performance & Development Review System

PMO – Project Management Office

QIP – Quality Implementation Plan

Project Name	SP-IS-1 Shared IS Project	Project Sponsor	DIS
Project Description	Implement ITIL (Information Technology Infrastructure Library) processes, availing of College expertise where available, and a single Service Desk for Information Services	Project Manager	DIT & DLS
Target	A single support desk for all customer queries and support issues operational by 2015 (T1)	Estimated Start Date Estimated End Date	Immediate Aug 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
IS Service Convergence Project / Public Desk	VK	Staffing arrangements, Catalogue of Services, Information & Queries Level Assignment, Towards total self-service, Review of Pilot	Pilot for 1 year
QIP LINK	Identify two or three initiatives for which project teams could be formed to carry out the recommendations to pilot collaborative efforts in key areas * IS provide enhanced support to users through 'simple fix' training and other creative collaborative solutions to meet user needs in an effective manner		

*Applicable to all shared projects

Project Name	SP-IS-4 Shared IS Project	Project Sponsor	DIS
Project Description	Develop an intuitive, engaging and informative Information Services website incorporating upgraded Library and ITS websites with enhanced self-service functions	Project Manager	DIT & DLS
Target	An integrated upgraded Information Services website (T4)	Estimated Start Date Estimated End Date	Immediate Sept 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Improving the website to provide enhanced discoverability and accessibility <ul style="list-style-type: none"> • Library Phase 1 – re-skin primary library website • Library Phase 2 – Migration to IT Services content management system (CMS) • Library Phase 3 - Take ownership of Library portion of the IS website 	CS	1: Completed Sept 2013 2: Sept 2014 3: Sept 2014	
Develop & promote library apps & guides	CS	Sept 2014	Working with subject librarians
Support research through continuous improvement of the Library Website	CS		
QIP LINK	IS should develop a marketing and communications plan that reflects the identity and mission of the new integrated IS organisation		

Project Name	SP-IS-5 Shared IS Project	Project Sponsor	DIS
Project Description	Develop the University's online Digital Estate, by building a University multimedia repository for images, films and other digital content including legacy formats	Project Manager	DIT & DLS
Target	A multimedia repository established in 2014 for images and rolled out for film and other digital assets (T5)	Estimated Start Date Estimated End Date	2014 Dec 2015

TASKS	MANAGER	DELIVERABLES	COMMENTS
Develop a repository infrastructure for AV and digital content	Tbc	An interim CMS for AV & digital projects content	Further work required on developing this project (linked to IS-17, IS-28, IS-30)
QIP LINK	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible		

Project Name	SP-IS-17 Shared IS Project	Project Sponsor	DIS
Project Description	Create an Information Policy for data quality and data governance at UCC	Project Manager	DIT & DLS
Target		Estimated Start Date Estimated End Date	2013

TASKS	MANAGER	DELIVERABLES	COMMENTS
Contribute to work required in implementing Information Policy in the Library	CMcK		Pending - contribution to be determined when project developed
QIP LINK	No direct link to Quality Implementation Plan		

Project Name	SP-IS-18 Shared IS Project	Project Sponsor	DIS
Project Description	Establish a Project Management Office across Information Services to manage strategic projects	Project Manager	DIT & DLS
Target	Establish an Information Services Project Management Office (PMO) in 2013 and ensure that a single project methodology is used for all IS projects (T18)	Estimated Start Date Estimated End Date	Immediate End 2013

TASKS	MANAGER	DELIVERABLES	COMMENTS
Implement project management framework for the Library	CMcK	Project management template & visible schedule available to all staff	
QIP LINK	Identify two or three initiatives for which project teams could be formed to carry out the recommendation to pilot collaborative efforts in key areas		

Project Name	SP-IS-19 Shared IS Project	Project Sponsor	DIS
Project Description	Complete an organizational restructuring of IT Services and Library functions, including shared cross-unit functions.	Project Manager	DIT & DLS
Target	New organizational models operating in IT Services and the Library (T19)	Estimated Start Date	2013
		Estimated End Date	2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Identify optimum Organisational structure for Library Services	CMcK	Oct – Dec 2013	Library identification of core services & future of Library Service
Engage in staff consultations	CMcK	Oct - Dec 2013	
Engage with HR in process	CMcK	Oct - Dec 2013	
Implementation of new structures	CMcK	Jan – July 2014	
Succession Planning	CMcK	Ongoing	Will be included as a strand in Organisational Restructuring.
Provide opportunities for greater staff engagement	CMcK	Ongoing	
Implement staff training & development (T&D) requirements for all Library Staff	CMcK		
Implement PDRS to all Library Staff	CMcK		

QIP LINK

IS should develop a new organizational structure, based on recommendations in the Spencer report and on its Strategic Plan
Staff development should be given a high priority with the development of a plan which fosters collaboration and innovation throughout IS, using a variety of techniques and approaches

Project Name	SP-IS-20 Shared IS Project	Project Sponsor	DIS
Project Description	Develop a fully costed specification for the IT and Library capital development programme required for the completion of this strategic plan	Project Manager	DIT & DLS
Target	University wide Financial Plan	Estimated Start Date	Aug 2013
		Estimated End Date	Dec 2013

TASKS	MANAGER	DELIVERABLES	COMMENTS
Financial forecasting 1-3 year for all library budgets	CMcK	Forecasts 31/10/13	
Review financial allocations and timelines	CMcK	Oct 2013	
Further develop financial forecasting model with Colleges & Finance Department	CMcK	Oct-Dec 2013	
Financial forecasting 1-3 year for all library information resource budgets	MDK	Report	
Provide evidence of obtaining value for money	MDK	Review of vendors and their services	
QIP LINK	IS should develop a programme to demonstrate value for money across the range of its activities The allocation to IS should be benchmarked to national and international norms		

Project Name	SP-IS-28 Shared IS Project	Project Sponsor	DIS
Project Description	Develop an electronic archival strategy to ensure sustained access to electronic collections	Project Manager	DIT & DLS
Target	Production of an digitisation strategy	Estimated Start Date Estimated End Date	2013 Dec 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Developing a digitisation policy to preserve and make accessible existing and new collections	COD	Definition of the range of collections that IS will consider preserving Resources allocation framework Partnerships with DAH programme, other institutions Identify training and skills development partnerships e.g. via CONUL, ANLTC, UL, NUIG, NLI, DPC, CCA, and with colleagues in UCC	
Agree a framework for managing the preservation and digitisation of collections	COD	Development of preservation policy & Memorandum of Understanding (MOU) Development of a preservation infrastructure Development workflow/processes	2014
Determine preservation priorities and align with identified academic/research needs and best practice	COD	Identify cataloguing skills requirements Identify research collection	

		cataloguing priorities	
Ensure longer term archival access to electronic collections through development of an electronic archival strategy	MC re IRel	Investigate the limitations of the publishers agreements in terms of archival strategy Co-ordinate a national approach via CONUL or IUA	LOCSS or portico – a national framework?
QIP LINK	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible		

Project Name	SP-IS-30 Shared IS Project	Project Sponsor	DIS
Project Description	Develop a content management framework for the curation of digital artefacts and collections, to include a repository for online digital assets used by UCC websites, social media, iTunesU	Project Manager	DIT & DLS
Target	A content management framework providing ready access to online digital assets	Estimated Start Date	2013
		Estimated End Date	2016

TASKS	MANAGER	DELIVERABLES	COMMENTS
Ensure the preservation of digital collections through development of a digitisation strategy & investigate a content management system (CMS)	COD	Special Collections & Archives digital artefacts CMS (linked to other IS Repositories) as appropriate	Linked to IS-5, IS-17 & IS-28
QIP LINK	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible		

Project Name	SP-LIB-21 Library Project	Project Sponsor	DIS
Project Description	Transform Library space and optimize service points to deliver a wide variety of effective learning and service environments	Project Manager	DLS
Target	All Library Space reviewed and associated changes implemented (T20)	Estimated Start Date Estimated End Date	2013 2015

TASKS	MANAGER	DELIVERABLES	COMMENTS
Review & repurpose function of all Library Space	CMcK		Will be undertaken following Library Staff Restructuring Project
Review function in consultation with stakeholders of the OPC Space & implement agreed changes	CMcK		
Review & consider the physical storage arrangements for Library stock	CMcK		
Explore possible collaborative arrangements for the storage of stock with relevant stakeholders	CMcK		
QIP LINK	<p>UCC develops a strategy to optimize all its study space in libraries, computer labs and study hubs, in a coordinated fashion, ensuring that there is a variety of types of space, and that it is consistently of as high a quality as possible, with some spaces open for as long as possible</p> <p>Consideration is given to using positive messaging to students in the Library</p>		

Project Name	SP-LIB-22 Library Project	Project Sponsor	DIS
Project Description	Improve access to high quality physical and virtual information resources and services both on and off campus to enable enhanced discoverability, accessibility and research support	Project Manager	DLS
Target	<p>Increased investment in the provision of electronic resources and services in each year to 2017 (T23)</p> <p>Review of digital back-runs of journals completed and access provided to space occupied by legacy print holdings by 2014 (T22)</p> <p>Implementation of a policy on demand-led subscription-based e-book services (PDA) (T24)</p> <p>Active use of blogging platform and other social media by the Library(T29)</p>	Estimated Start Date Estimated End Date	2013 2017

TASKS	MANAGER	DELIVERABLES	COMMENTS
Implement service initiatives to streamline & innovate acquisition and cataloguing processes e.g. PDA – patron driven acquisition	MDK	Review of TS processes Evaluate & implement innovative services available from providers	
Continue to improve the catalogue in terms of discoverability and accessibility & improve access by linking traditional cataloguing skills to modern metadata standards. Refining cataloguing to reflect the needs and interest of the University's teaching and research communities and those of the wider academic world	MDK	1 Review of catalogue services 2 Authority Control Project	
Promote information resources, to ensure awareness of the wealth of resources available	MC	Targeted Resource Specific Seminars Spring 2014	

		Targeted User Specific Seminars Spring 2014 IL Classes	
<p>Improve access to high quality information resources and services both on and off campus and in supporting student life cycle needs</p> <ul style="list-style-type: none"> • Webpages • Targeted, level-appropriate IL classes • College Liaison Librarians work, liaison etc. 	MC	<p>Subject Guides, “How do I” & Study & Research live links on webpages – ongoing</p> <p>Identify Project Team for Liaison/Committee work – Summer 2014</p>	
<p>Implement awareness marketing of IReL linking the Library to the delivery of these services and their benefits</p> <ul style="list-style-type: none"> • Marketing to Academics/Researchers • Regular reports to committees such as ISER • “Database –of-the-month” Promotion 	MC	Ongoing	
<p>Enhance the service delivery of electronic material from the Library to the user’s desktop/device</p>	CS	See SP-IS-4 Sept 2017	
<p>Acquire additional digital back-runs of journals to improve access to release space occupied by legacy print holdings</p>	MDK	Assessment Report	<p>CDP issues</p> <p>Local & national considerations</p> <p>Selection of titles</p> <p>Funding issues</p>
<p>Accelerating migration from print to electronic holdings where possible & increasing availability and range of e-book and e-resource content</p>	MDK	<p>Provide CDP proposal on resource format priorities</p> <p>Review of funding mechanism</p>	

<p>Open access: Proactive marketing and advocating of Open Access as a concept</p>	<p>COD</p>	<p>Open Access programme of events e.g. Open Access week & schedule programme through academic calendar</p>	<p>A national campaign at IUA level is required with clear policy statements & compliance measurements.</p> <p>Requires institutional support including Research Office, & Academic committees. Competes with objectives of academic & commercial publishers & their interest groups.</p>
<p>Investigate the introduction of a self-archiving methodology module</p>	<p>COD</p>	<p>Awareness programme on Self-Archiving</p>	<p>Linked to OA, publication workflow process, EPU, & digital preservation. This should be part of a suite of archiving & perhaps disaster planning strategies perhaps including participation from OCLA, EPU, RO & IT Services.</p>
<p>Investigate the development of a Digital Collections interface</p>	<p>COD</p>	<p>Develop blogging interface</p>	<p>Wordpress may be developed in this direction but it is imperative to have a CMS/Repository infrastructure in place in the medium term e.g. 3yrs for full realization of this</p>

Provide exhibition space for the Library's Special Collections	COD	2 exhibitions per year	4 exhibitions are currently held per year. We require a purpose built controlled environment for the exhibition of our more valuable collections e.g. Sisk Gallery. Explore the possibility of an exhibition officer role, potential for an internship or partnership with Glucksman
Collaborating with international providers to enhance discoverability and access to collections e.g. OCLC	CS	Dec 2013	
QIP LINK	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible UCC develops a strategy to optimize all is study space in libraries etc. IS better coordinates services for researchers		

Project Name	SP-LIB-23 Library Project	Project Sponsor	DIS
Project Description	Establish an effective formal mechanism for engaging with the four Colleges to contribute to developments in curriculum delivery, particularly with regard to information and digital literacy skills and supporting life-cycle needs, and in specific strategic initiatives, such as the Digital Humanities, Irish Studies	Project Manager	DLS
Target	Establishment of an information and digital literacy framework (T25)	Estimated Start Date Estimated End Date	2013 2014

TASKS	MANAGER	DELIVERABLES
Communication Strategy	VK	<p>Develop a communications plan with the objectives:</p> <ul style="list-style-type: none"> To improve the communications between the Library and its stakeholders through clear, consistent & timely messages using a range of communication channels To promote the Library as a high quality resources for the UCC community To increase awareness and promote the use of library services, facilities and resources Promote the library as part of a student's on-campus & off-campus experience
Increase use of social media including development of an app to improve communications generally to all users	VK	<ul style="list-style-type: none"> To improve the channels available for feedback & input To expand the channels of communication available To increase the level of patron satisfaction with library communications
Developing a comprehensive communication and marketing strategy with our user population	VK	Using a Lifecycle framework appropriate to each cohort Academic Staff

		General Staff Internal Undergraduate Students External Undergraduate Students Postgraduate & Higher Degree Students International Students Students living with a disability Learning Partners (i.e. Research office, Learning Technology Unit & others) Donors General Public
Library Undergraduate Programme <ul style="list-style-type: none"> • Work towards ICT type model of University Wide Undergraduate Education Programme • Establish University wide Project Steering Committee • Collaborate with Academic Departments to embed LUG into 1st Year Undergraduate Academic Programme • Foundation of Academic Career - Impart IL Skills to support Transferable Life Long Learning, Student Experience & Retention 	MC	Library Workshops
E-Learning Programmes eg. Online Masters <ul style="list-style-type: none"> • Develop Stand Alone Online Graduate Information Literacy Skills Module 	MC	Ongoing IL Classes – in collaboration with IT Services
PG6009 Graduate Information Literacy Skills <ul style="list-style-type: none"> • Extend programme to include all PhD Students • Work with Graduate Studies Office, Academic Council Research Committee, College Research Committees • Update online version 	MC	Credit bearing PostGrad Module (existing) <u>Generic and Transferable Skills Modules -</u> Contributing to graduate quality and employability through the provision of information literacy programmes
UCC Orientation & Registration 2013 <ul style="list-style-type: none"> • LUG programme embedded in University process 	MC	Physical Orientation Credit bearing UnderGrad Module – Spring 2014 <ul style="list-style-type: none"> • Discover UCC Library Online • Explore the Web for Your Assignment • Get Ahead: Library Electronic Resources • Give Credit/Get Credit
QIP LINK	IS better coordinates services for researchers	

Project Name	SP-LIB-24 Library Project	Project Sponsor	DIS
Project Description	Develop and deliver a programme of research information skills in collaboration with the Research Support Office	Project Manager	DLS
Target	Delivery of a programme of research information skills, including bibliometrics (T26)	Estimated Start Date Estimated End Date	2013 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Prioritising and promoting resources that support research <ul style="list-style-type: none"> • Market Research Focussed Databases • Provide IL Classes e.g. Alt Metrics, Searcher etc. 	MC	Spring 2014	
Continuing to engage with Research Institutes, and further embed Library services in research activity where appropriate <ul style="list-style-type: none"> • Identify Research Support Person/Team/Unit • Explore possibilities for collaboration with relevant Units/Committees • Map Research Institutes 	MC	Spring 2014	
QIP LINK	IS better coordinates services for researchers		

Project Name	SP-LIB-25 Library Project	Project Sponsor	DIS
Project Description	Develop subject-specific bibliometrics programmes to assist academic staff in enhancing their citation performance in collaboration with the Office of the Vice President for Research & Innovation	Project Manager	DLS
Target	Delivery of a programme of research information skills, including bibliometrics (T26)	Estimated Start Date Estimated End Date	2013 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Develop & deliver a suite of bibliometric programmes & info skills programmes <ul style="list-style-type: none"> Extend & develop generic bibliometrics programme Include Alt Metrics & other metrics programmes Develop subject-specific IL programmes with a generic skills collaborative approach 	MC	<ul style="list-style-type: none"> Semester 1 2013 Semester 2 2014 	Should be part of a suite of programmes related to IR, RO & IS.
Identify & develop a strategy for Non-Traditional Learners i.e. Adult Ed, Online, Distance, Evening etc.	MC	Identify Project Team Bring Report forwarded to IS&ER Committee Summer 2014	
QIP LINK	IS better coordinates services for researchers		

Project Name	SP-LIB-26 Library Project	Project Sponsor	DIS
Project Description	Review and expand the Library's Collection Development Plan, to include policies on the acquisition to disposal/retention life-cycle E-resources and printed book collections, legal deposit, donations and theses, and an explicit commitment to maintaining the IReL service	Project Manager	DLS
Target	Implementation of revised Collection Development Plan (T27)	Estimated Start Date Estimated End Date	2013 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Seeking opportunities to benefit from new business models in publishing	MDK		
Pursuing opportunities for collaborative collection development	MDK	Collaboration with CONUL initiatives Collaboration with local cataloguing initiatives Collaboration with local libraries & information providers in collection development planning	
Review and expand the Collection Development Plan (CDP) to provide policies on E-resources and print collections, legal deposit, donations and theses.	COD	Review the CDP – Report to IS&ER in Feb 2014	A revised CDP needs to reflect national policy & legislation e.g. Data Protection & the costs that may need to be invested in managing collections under these

			obligations.
Provide timely management information to support collection management through further developing and improving the techniques and procedures used	MDK	Review access to budget information	
Review and develop collection management policies on legal deposit, donations and theses	COD	Feb 2014 report	As part of the CDP review
QIP LINK	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible		

Project Name	SP-LIB-27 Library Project	Project Sponsor	DIS
Project Description	Establish a system for measuring the effectiveness of delivery of electronic material from the Library to the user's desktop/device	Project Manager	DLS
Target	Active use of blogging platform and other social media by the Library (T29)	Estimated Start Date Estimated End Date	Immediate 2013

TASKS	MANAGER	DELIVERABLES	COMMENTS
Assess & review use of blogging platform and other social media by the Library	CS	Evidence of increased usage	Analytics & webometrics should be incorporated
QIP LINK	No direct link to Quality Implementation Plan		

Project Name	SP-LIB-29 Library Project	Project Sponsor	DIS
Project Description	Investigate a new publishing workflow that will service directly the needs of the individual academic and their specific discipline, linking the publication pathway more closely to CORA	Project Manager	DLS
Target	Increased UCC academic staff participation in CORA (T30)	Estimated Start Date	2013
		Estimated End Date	2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Improving the awareness across campus and regionally of Open Access, CORA, eBooks and the role of digital services and facilities in Library provision	COD	Open Access Week Programme of events See item under Lib-22 & IS-20	Achieving increased UCC academic staff participation in CORA will require increased UCC Library staff resources
Investigate the development of a new publishing workflow that will service directly the needs of the individual academic and yet link the publication pathway more closely to CORA	COD	Publication process awareness campaign (linked to open access) Rationale for submission to CORA	Dependent on workflow process devised by EPU
Investigate the introduction of a self archiving methodology module	COD		
Awareness marketing of IReL and CORA linking the Library to the delivery of these services and their benefits	COD		
QIP LINK	IS better coordinates services for researchers		

Project Name	SP-LIB-31 Library Project	Project Sponsor	DIS
Project Description	Select and implement an effective model for collaborative monograph collection with regional partners	Project Manager	DLS
Target	Agreement signed with Cork PAL to progress Cork PAL Newspaper archive by 2013 (T32)	Estimated Start Date	2013
		Estimated End Date	2014

TASKS		MANAGER	DELIVERABLES
Copyright collection and regional cultural role: review a collaborative legal deposit monograph and newspapers collection in partnership with Cork City Libraries, County Libraries, CIT and with local publishers		MDK	Explore the copyright collection Feasibility Study
Continuation of regional projects		VK	Cork-PAL Newspaper Sub-group continuing the work on the Collaborative Newspaper Project estimated completion date Sept 2014
Continuing to support and develop the Cork PAL / Music PAL collaborations		VK	Develop the promotion & marketing at regional events. New information leaflet & pull-up banner due Jan 2014 Plan the Annual Workshop Sept 2014
QIP LINK	Collection Development		

Project Name	SP-LIB-32 Library Project	Project Sponsor	DIS
Project Description	Implement an awareness-raising campaign directed at the wider community to increasing awareness of and access to Library services, including our heritage collections	Project Manager	DLS
Target	Build and consolidate working arrangements with the Access Office, International Education Office, and ACE (T33)	Estimated Start Date Estimated End Date	2013 2014

TASKS	MANAGER	DELIVERABLES	COMMENTS
Working with partners in the University to ensure the effective integration of Library services with other e-technology developments	MC	Sept 2014	
Working with partner groups and organisations to develop awareness and promote the use of our unique and distinct collections	COD	Develop outreach programme & promote access to collections via exhibitions & events in the Library	There is a budget requirement for these activities. Further partnerships & programme development with CCCA.
Supporting the wider community through civic engagement opportunities and collaborate with other areas of the University in assisting entrepreneurs	VK		
Collaborating with Faculties and central departments to identify and pursue projects supporting transition from school to University <ul style="list-style-type: none"> • LUG • Explore & collaborate with UCC Careers Service • Identify opportunities through Work Placements • Provide Academic Writing Skills • Collaborate with First Year Orientation, Registration, Schools Liaison Officers, etc. 	MC	Explore existing programme with a view to identify skills gap. Ongoing	
Promote The Great Book of Ireland	COD	Conservation of The GB Archival photographing	

		The GB Exhibition of the GB April-Jul 2014	
The George Boole Anniversary Years	COD	Devise appropriate exhibition for the anniversaries of Boole	Dependent on funding & resources support from anniversary committee.
QIP LINK	<p>The links the Library has with the community, through its services and collections, are worked up as case studies for the next University strategy</p> <p>The Development and Alumni Office develops a fundraising strategy for UCC's heritage collections, with the aim of seeking external and philanthropic funding to open up (or reveal) any hidden collections through metadata, digitisation and physical and virtual exhibitions</p> <p>IS explore improvements through collaboration and funding opportunities through CONUL and IUALG</p>		

Project Name	MANAGEMENT INFORMATION SYSTEMS	Project Sponsor	DLS
Project Description	Ongoing Library Management Projects	Project Manager	
Target		Estimated Start Date Estimated End Date	ONGOING

TASKS	MANAGER	DELIVERABLES	COMMENTS
Risk Management - LMT	CMcK	Report by Dec 2013	
Business Continuity Plan	CMcK	Report by Feb 2014	
Lib Qual	VK	Report Spring 2014 & take through committee structures (IS&ER, LUC) & implement agreed actions for 2014-2015	
Benchmarking Report, and the preparation of SCONUL statistics		Report by Mar 2014	