

2018

Annual Report

THE NORTHERN
COLLABORATION

northerncollaboration.org.uk

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The Chair's Reflections on 2018

Welcome to the Annual Report of the Northern Collaboration for 2018. This is first time we have produced an annual report in this way, and we hope that it will serve as a valuable and useful record of our work over the past year in putting our principles of collaboration and sharing to achieve our collective and institutional goals, into practice.

I was delighted to become Chair of the Northern Collaboration part way through the year, in September 2018, taking over the helm of our very active consortium from Liz Jolly. I would like to pay tribute to Liz's inspirational work for the NC from its first beginnings, acting as Chair for the past two years and starting as the first Secretary at the NC's inception in 2011. She clearly takes collaboration and something of our northern spirit into her new role as Chief Librarian at the British Library.

I have been involved in the NC since the very first brainstorming meeting in York back in 2009, when it started as a few ideas about using our deep-seated library culture of collaboration to support all of us in challenging times for HE. Those ideas are just as relevant today, and I'm proud of the progress we've made in putting those principles to work over the past nine years.

As ever, if you have any ideas or thoughts about the NC, or ideas for potential opportunities to collaborate, please do drop me a line.



JO NORRY,
CHAIR,
LEEDS BECKETT



Steering Group



JO NORRY
NC CHAIR,
LEEDS BECKETT



PETE MAGGS
NC TREASURER,
LANCASTER



MARY DAWSON
SHEFFIELD HALLAM



OLIVER PRITCHARD
SUNDERLAND



EMMA SPIVEY
(EX OFFICIO)
NC DEVELOPMENT
OFFICER



RUTH JENKINS
NC SECRETARY,
MMU



MICHELLE ANDERSON
HULL



ALISON MACKENZIE
EDGE HILL



SUE WHITE
HUDDERSFIELD

2018 Members

Bradford
Bolton
British Library
Central Lancashire (UCLAN)
Chester
Cumbria
Durham
Edge Hill
Huddersfield
Hull
Lancaster
Leeds
Leeds Beckett
Leeds Trinity
Liverpool
Liverpool Hope
Liverpool John Moores
Manchester
Manchester Metropolitan (MMU)
Newcastle
Open University
Salford
Sheffield
Sheffield Hallam
Sunderland
Teesside
York
York St. John

Special Interest Groups – Summary of activities

CONTENT

Chair: Julie Cleverley, Leeds Beckett

NC's longest running special interest group has a well-established work plan:

- organised a supplier workshop in October 2018, attended by 13 member institutions and senior managers from ProQuest and EBSCO.
- hosted Learning Exchange in November, examining 'Value for Money', which included presentations and open discussions.
- topics for discussion in 2019 include Evidence Based Acquisition schemes, Plan S/cOAlition S, phase 2 of e-book accessibility audit.

VALUE & IMPACT

Chair: Kay Grieves, Sunderland

Group remodelled during 2018:

- aims to look beyond the library and consider how institutions assess the value of our services based on the data we provide.
- will also review the key value and impact evidence requested by University senior managers.
- a learning exchange will be organised in 2019 to explore and share evidence of impact at individual institutions.

ENABLING

Chair: Clare Miller, Durham

Aims to share knowledge and experiences supporting students with disabilities:

- focused on reviewing alternative formats, on the use of the RNIB Bookshare scheme and evaluated use of SensusAccess.
- an audit was undertaken, looking at e-book accessibility, using publishers' platforms and websites.
- a Learning exchange - Learning to be inclusive – Quality & Equality for everyone, was hosted at the University of Sheffield in November.

USER EXPERIENCE

Chair: Alison Sharman, Huddersfield

The group worked on the development of a UX toolkit based on techniques produced by Sheffield Hallam:

- template created for institutional case studies, to encourage dissemination and experience sharing.
- knowledge shared on encouraging students to volunteer for UX projects (using the 6-8-5 method).
- first 2019 meeting will focus on methods and techniques to analyse the data gathered.

SPECIAL COLLECTIONS & ARCHIVES

Chair: Janneke Geene, MMU

Action plan drafted based on delivering the greatest benefit to members:

- mapping exercise undertaken for the development of Special Collections of the North.
- group aims to develop a relationship with the Archives Hub and post on website during 2019.

Events

ANNUAL CONFERENCE: Enterprising Academic Libraries at Lancaster University

The 2018 annual conference received a wide range of positive comments related to both presentations and keynotes, verbally and via Twitter.

33 presentations and two keynotes were delivered; the morning keynote by Alison Hicks, from UCL, *'Challenging Library myths'* provoked a range of reactions and stimulated discussion amongst delegates which resonated during the day; in the afternoon *'Whatever good things we build end up building us'* was delivered engagingly by Cheryl Reynolds, University of Huddersfield, and centred on *'Flying Start'* an award winning form of intensive student induction which aimed to engage students earlier and more successfully with their peers, department and study.

With over 150 attendees, including presenters, the day offered a wide variety of choice. Presentations are available on the NC website, and a post-conference summary and longer look at some of the conference KPIs was presented to the NC Directors' meeting in November 2018.

We welcomed the highest level of support yet from our sponsors – 14 companies were involved, bringing in a revenue of almost £10,000.

LEARNING EXCHANGES: Working together - exploring the value and opportunity of multi-professional teams.

Hosted by the University of Huddersfield on 20 November this LX was organized to test out interest and appetite for new development activities, and to share views and experiences of multi-professional teams. The theme was focused on multi-professional working and how library teams can and do work with others for the benefit of our learner communities. The programme brought together a variety of perspectives from librarians and student services staff and included a really insightful view of how cross-professional working and service integration has shaped the Public Library Sector over the recent past. The session offered value in highlighting how multi-professional working is about organisational culture as well as structure and that empowering staff to identify and seek opportunities for collaboration is key. In a HE sector which continues to develop and transform these themes will continue to hold both relevance and value for some time to come.

Value for Money

Organised by our Content SIG, this LX was held at the University of Liverpool on the topic of *'value for money' (doing more with less/the same)*. Presentations included using data and analytics to develop services and feedback, and statistics to inform purchasing. There was an opportunity to share best practice on the relocation of staff to develop core competencies and enable realignment of staffing for seasonal tasks. Following feedback from the 2017 LX about sharing of best practice there were open discussions on future innovative business models.

Learning to be inclusive

Our Enabling SIG organised the LX *'Learning to be inclusive – Quality & Equality for everyone'*. Hosted by the University of Sheffield, it offered opportunities for discussion and networking, plus three key presentations on:

- **Learning spaces**
Lancaster University Library refurbishment: planning, implementation and reception. How the students use the building and what to consider when planning a learning space.
- **Handouts and e-resources**
Making handouts and presentations accessible; some suggestions for best practice. E-resources: just how inclusive are they?
- **From Additional Support to Inclusive Learning**
Our journey so far: How the Additional Support Service at the University of Sheffield Library has looked at the Inclusive Learning Agenda and Universal Design for Learning and brought these practices into their services.

DIRECTOR EVENTS

Two meetings of the NC Directors were held in 2018, hosted by Sunderland in July and Salford in November. Along with discussing standard NC business and incorporating the AGM in November, the meetings include a themed session for extended discussion and experience sharing by the Directors. July's themed session was *'Future Directions'*, which considered the SCONUL workforce development project, the principles for an options appraisal for NC and NOWAL, and possible activities for 2019. The November meeting welcomed Ruth Stubbings, SCONUL Deputy Director, for a SCONUL strategy discussion and update, including a potential name change for SCONUL, and the future direction of SCONUL Focus.

Financial Summary

The Northern Collaboration's financial strategy is to achieve a broadly break even position on an annual operating basis. Income from subscriptions and the annual conference covers expenditure on events, projects and operating resources, leaving a small element of reserve for future years.

Having previously been retained at the same level in 2015, 2016 and 2017, membership subscriptions were increased by 25% in 2018 - with increases ranging from £38 to £188 (averaging £127 – coupled with a slight redistribution of universities between the JISC bandings in our subscription model to reflect the bandings more closely). Subscriptions for 2019 will be pegged at the same level as last year.

Good efficient financial management in 2017 and 2018, especially in conference sponsorship and prudent spending, means the Northern Collaboration has an estimated positive surplus of £22,018 to take into 2019.



PETE MAGGS,
TREASURER
LANCASTER
UNIVERSITY

People News

APPOINTMENTS

- Liz Waller joined the University of Durham as Director of Library Services and University Librarian, in April.
- Masud Khokhar was appointed as Director of Library and Archives at the University of York in August.
- Regina O'Brien was appointed as Assistant Director - Operations and User Services at the University of Lancaster in February, and Tom Shaw as Assistant Director: Digital Innovation and Research Services in October.
- Claire Knowles was appointed as Head of Research Support & Digital Libraries at the University of Leeds in September.

RESIGNATIONS

- Liz Jolly left Teesside University in September, to take up the role of Chief Librarian at the British Library.
- Jan Wilkinson retired as Librarian and Director at the University of Manchester.
- Lynne Leader, Head of Collections, Content & Digital Innovations left the University of Salford. Lynne had also acted as Chair for the NC Value and Impact special interest group.
- Bo Middleton, Head of Research Support & Digital Infrastructure at the University of Leeds retired in July.

Interesting Facts

28

MEMBER INSTITUTIONS

The most northerly being Newcastle and most southerly being Chester.

26

INSTITUTIONS ATTENDING THE NC CONFERENCE

15 of the 26 also provided presenters, and 10 had staff members on the conference planning group. 9 institutions were engaged in all three activities.

22

INSTITUTIONS ENGAGED IN OUR LEARNING EXCHANGES IN 2018

15 engaged in multiple events

25

INSTITUTIONS WITH MEMBERS IN OUR SPECIAL INTEREST GROUPS

Leeds Beckett and MMU led the way, having representation on all five SIGs, and another 11 institutions were represented on four.

8

STEERING GROUP MEMBERS

Attending 3 meetings per year. Directors meet twice a year.

438

TWITTER FOLLOWERS

170

CONFERENCE ATTENDEES

Looking Forward

There are a number of initiatives in the pipeline for 2019.

ANNUAL CONFERENCE

To be held on Friday 6th September at the University of Hull. This year's theme is 'Collaborating across physical, organizational and cultural boundaries'

LEARNING EXCHANGES

Several Learning Exchanges are already in the calendar for 2019, covering the following topics:

- Marketing and Communications
- Value and Impact
- Learning and Development
- Students as Partners
- Research Data Management

DIRECTOR EVENTS

A JISC Account Manager will attend the Directors' May meeting to discuss developments in learning technologies, digital preservation and other relevant topics.

GRADUATE TRAINEE NETWORK

This network will aim to connect graduate trainees or graduate interns with the intention of establishing a mutually beneficial relationship that will inform the early stages of their careers.

Open to all those undertaking formal graduate trainee/intern programmes at any Northern Collaboration institution library, it will offer a supportive informal network for sharing and discussion.

NEW SPECIAL INTEREST GROUPS (SIGS)

Two new SIGs have been formed and both have generated considerable interest from a large number of NC colleagues to either join or Chair a group. The groups' terms of reference are outlined below.

Research Support SIG

Chair – Eddy Verbaan, Sheffield Hallam

This SIG will:

- provide an oversight of current and emerging developments in the areas of research support and future trends in digital humanities and more broadly digital scholarship. The focus is on highlighting and sharing developments, which actively support research and researchers and wider service delivery.
- offers a forum for the sharing and dissemination of best practice in support of all research informed activities and the REF 2021 specifically.

Learning Spaces SIG

Chair – Lorraine Noel, Huddersfield

This SIG will:

- offer a forum for the sharing and dissemination of best practice in Learning Space Project Management.
- provide an oversight of current, emerging developments and future trends in sustainable learning space design across campuses and in academic libraries. The focus is on highlighting and sharing innovation which actively support developments in learning, teaching and research and wider service delivery. This via innovative design rather than only architectural merit.

Appendix

Principles and Governance 2018-19

AIMS OF THE NORTHERN COLLABORATION

1. The Northern Collaboration (NC) is a group of higher education libraries in the North of England. Against a background of rapid change in higher education and in the information and technology industries, the group aims to provide a framework within which libraries can work together to improve the quality of services, to be more efficient, and to explore new business models. It also provides a means for exchanging ideas and good practice, for raising awareness among the staff of member libraries of changes in the external environment, and for making connections between librarians and related professional groups.

EXPECTATIONS OF MEMBERS

2. The NC is intended to be a flexible, responsive and participative group, dependent for its success on the energy and commitment of member libraries. The expectation is that all members will contribute in some way towards achieving the aims of the NC, for example, through participation in Special Interest Groups, through membership of the Steering Group, or by offering venues for meetings.
3. Members are not required to participate in all areas of collaboration.

AREAS OF COLLABORATION

4. Areas of collaboration shall include:
 - Topical meetings and learning exchanges for all levels of library staff designed to improve knowledge of the changing environment and to exchange ideas and good practice
 - Development of connections with common purpose professional groups to explore shared intents and challenges
 - Exploration and implementation where appropriate of shared services and new service models among NC member libraries
 - Annual conference

RELATIONSHIP WITH SCONUL

5. The NC is a sub-group of SCONUL. SCONUL provides an administrative infrastructure and support in the following areas:
 - Financial management, including invoicing of subscriptions and conference fees
 - Employment of the Northern Collaboration Officer on behalf of the NC
 - Hosting and continuing development of the NC website
 - This support is at a cost to be agreed annually by the Directors' Group and SCONUL.
6. It is the responsibility of the NC Steering Group to maintain links with SCONUL e.g. through a member of the SCONUL Executive Board.

MEMBERSHIP AND COSTS

7. Membership is open to any HE library in the north of England which is a member of SCONUL. Membership is contingent upon payment of an annual subscription, due on 1st January, which will be proposed by the Steering Group and agreed by the Directors' Group at the AGM.
8. Membership of the Northern Collaboration and of its Special Interest Groups is restricted to institutions covered by the Northern Collaboration region.
9. Should the development of the areas of collaboration incur costs, funding will be sought from appropriate sources where possible.
10. The Steering Group has delegated authority to spend NC funds for the purposes consistent with the aims and objectives of the NC, as set out in the annual budget and agreed by the Directors' Group at the AGM. Approval of such expenditure must be given by the Treasurer, Secretary or Chair, or a person delegated by the Steering Group to authorise such spending, such as the Development Officer.
11. Notice to leave the NC should ideally be given prior to the AGM in order to inform subscription levels.
12. Current membership includes those institutions displayed on the [NC website](#).

13. GOVERNANCE AND MANAGEMENT - FORMAL GROUPS

The two formal groups of the NC are indicated below:

GROUP	PURPOSE	MEMBERSHIP	PERIOD OF OFFICE	FREQUENCY OF MEETINGS
DIRECTORS' GROUP	To agree the composition of the Steering Group; to agree priorities, activities, the annual budget and subscription levels	All Directors or their nominees	Duration of institutional membership	Twice annually
STEERING GROUP	To be agile in responding to emerging priorities and requirements of the members; to develop an annual plan for approval by the Directors' Group	Chair; Secretary; Treasurer. Up to 4 Directors; NOWAL representative. NC Development Officer in attendance	Steering Group term of office commences on 1st January Chair – 2 years All other members – 3 years	At least 3 times annually

14. The NC will hold its AGM each autumn, usually in November. Steering Group elections will take place at this time and the following year's budget and subscriptions will be agreed.

15. Members elected to the Steering Group may stand for re-election for one further consecutive term of three years. An elected Director who has served two consecutive three-year terms of office shall retire and shall not be capable of re-election for a minimum of one year. The Chair may serve up to two consecutive two-year terms of office, and shall not be capable of re-election to the position of Chair for a minimum of one year.

16. A quorum of one third of representatives is required at meetings where resolutions are made. At any meeting a resolution put to the vote will be decided by a show of hands.

17. Representation on both the Directors' Group and the Steering Group will be either a member library's Director or their nominee, who will normally be a senior person with significant responsibility for library services.

18. SPECIAL INTEREST GROUPS

Special Interest Groups (SIGs) may be suggested by any member of the NC for consideration by the Directors' Group. Criteria for establishing a SIG include level of demand from, and benefits to, members across the NC. Each SIG will have a designated Chair and will be expected to produce an annual action plan, and make periodic reports.

19. Membership of SIGs is restricted to members of the NC.

NORTHERN COLLABORATION DEVELOPMENT OFFICER

20. A part time Development Officer is funded from subscriptions to ensure the aims and objectives of the Collaboration are driven forward. The Development Officer will be employed by SCONUL but based in the North of England.

21. The above Principles and Governance will be reviewed annually.

Agreed by NC Directors 16.11.2018

THE NORTHERN COLLABORATION

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