



International Association of Music Libraries (UK & Ireland Branch) Strategic Plan 2020-2025

This plan sets out IAML (UK & Irl)'s objectives for the next five years, to enable members and others in the UK and Ireland to see the overall direction of the Branch and reflect on milestones achieved and challenges to be addressed.

It forms the basis of an action plan to enable realistic objectives to be set for each year and allow for flexibility as circumstances change. This will need active involvement by all members and committees. Priorities may change, depending on opportunities and on the perceptions of members as to their urgency and desirability.

The current Covid-19 pandemic may also influence short-term event planning and longer-term working practices for the Branch.

Role and Purpose

IAML (UK & Irl) provides a professional forum for librarians, archivists and others who support and preserve the world's musical heritage and its performance, study and enjoyment today. As a national branch of the International Association of Music Libraries, Archives and Documentation Centres (IAML), it recognises the diverse range of music and music materials around the world in a wide variety of formats.

The increasing globalisation of music calls for an all-embracing vision and flexible approaches to ensure that all who enjoy music, as professionals, amateurs or listeners, can gain access to the materials they need. Music has tremendous cultural, social, wellbeing, economic and educational value which impacts strongly on people's lives and on national interests. In recognising the central role of libraries in these, IAML (UK & Irl) seeks to support music in all its forms by:

- ensuring and enhancing **access** to music for all by facilitating good, responsive and flexible ways of housing, preserving and making available collections which develop and change in response to users' needs, expectations and changing technology
- providing **leadership** for the collection and preservation of music materials, particularly those which are vulnerable, and for the use of new technology to preserve them
- raising **awareness** of collections of music materials, and providing information about them
- anticipating and responding to **change** and developing new models to meet changing needs and emerging technology
- contributing to the development of national and international **standards** for the

bibliographic control of music, to improve knowledge and access by all music lovers, regardless of expertise

- developing **skills** amongst librarians, archivists and their users, particularly in the use of technology in navigating collections of music and related materials in all formats, ensuring diversity and inclusivity
- developing policies and guidelines to **support, strengthen and improve music library services and universal access to music**, while also recognising and protecting the interests of rights-holders
- encouraging **collaboration** between the many different types of libraries at international, national and local levels ensuring that all who perform, study, teach, research or simply enjoy music are aware of the range of services that music libraries provide for their users

Core Values

IAML (UK & Irl) is committed to:

Access – Music and information about music should be findable, accessible and preserved

Inclusivity – All who work with music, in libraries or beyond, are welcome as members. We value diversity in our Branch of the larger International Association of Music Libraries, Archives and Documentation Centres, and recognise the benefits that a varied membership brings

Collaboration – reaching out to and cooperating with individuals, institutions and organisations involved in music creation, publishing and supply, performance, study, research, and intellectual property

Expertise – fostering excellence in music librarianship and related disciplines through the professional development of its members

Advancement of knowledge, enjoyment and participation in music – promoting research and scholarship, amateur and professional performance and study, and the improvement of knowledge to all

User focus – providing services and positive experiences which meet and exceed user expectations

Action Plan:

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1. Organisation

Aim: The Branch is efficient, effective and transparent.

Objective 1.1 Improve access to information by and about the Branch and the International Association to meet the needs of members and other interested parties.

Evidence of success: IAML (UK & Irl)'s workings are efficient, effective, and transparent to its members and other interested parties.

- Maintain the Branch website, ensuring that its appearance is professional and its content is current.
- Regular review of committee structure to ensure that it meets the needs of the Branch and reflects the priorities in the present plan.
- Ensure that committees and officers include details of goals met and articulate future goals in the Branch's Annual Report, to provide the membership with evidence of outcomes and aspirations.
- Ensure that committees and officers have remits that produce tangible outcomes; and that they provide updates on their work on the website, the IAML (UK & Irl) discussion list, blog and in the Annual Report.
- Investigate the cost and practicalities of the digitisation of IAML (UK & Irl)'s archive. Fund and undertake the digitisation if deemed appropriate, sufficiently future-proofed to allow long-term preservation
- Consult members on what further information they would find useful, and create as appropriate.
- Continue to work in close association with the Music Libraries Trust (MLT).

Objective 1.2 Improve and sustain the Association's information technology infrastructure and expertise in order to better support the work of officers, members, groups and projects.

Evidence of Success: IAML (UK & Irl) has an interactive website and active social media presence, timely publications online, facilitation of online meetings and access to IAML (UK & Irl) resources.

- Evaluate current use of technology and investigate further possibilities for administration, and for the ongoing development and dissemination of projects.
- Investigate further how individuals and groups in IAML (UK & Irl)'s administrative structure can host and support access to online collaborative workspace and other tools for IAML (UK & Irl) business.
- Continue to develop the blog and interactive areas of website.

Objective 1.3: Collaborate with other organisations for mutual benefit.

Evidence of success: good working relationships and contact with relevant bodies.

- Work with professional and user organisations and develop links with them.
- Consider whether participation in some committees by external representatives would be helpful.

- Consider joint periodic meetings with other appropriate groups and stakeholders to achieve economies of scale, generate fresh content for events and foster closer working.
- Maintain close communication with relevant groups in the International Association to share information and expertise.
- Continue to work with the Music Libraries Trust in its role as the charitable arm of IAML (UK & Irl).

Objective 1.4: Develop and sustain the necessary financial resources to ensure the vitality of the Association, its programmes and services.

Evidence of success: IAML (UK & Irl) has the financial means to achieve its goals.

- The Branch will seek to use its funds, including subscription income from members, in an efficient, strategic and transparent way.
- IAML (UK & Irl) will seek to increase income from advertisers in its print and online publications and activities, and continue to monitor the desirability of electronic and open access to *Brio*.
- Monitor the costs of the Annual Study Weekend and other training events to ensure that they generate some surplus to support the operating budget, while also considering their affordability to attendees.
- Assist the MLT by promoting their bursaries and celebrating the recipients.
- Work with the MLT to consider IAML (UK & Irl) project funding.
- Investigate appropriate potential website income.
- Continue to monitor interest rates and our investments to ensure that they keep pace with inflation.

2. Value of the Profession and Advocacy

Aims: IAML (UK & Irl)'s activities remain relevant to current issues in music librarianship, and non-members understand the mission and goals of the Association. The Branch promotes and supports the equitable and ethical use of music in learning and leisure, participates in the dissemination of scholarly communication, and seeks to ensure that music is available where needed, ensuring that its official positions on these issues are widely known and influential.

Evidence of Success: IAML (UK & Irl)'s activities are relevant to current issues in music librarianship, and its positions on the importance and availability of music materials are widely known and influential.

Objective 2.1: Increase the visibility of IAML (UK & Irl) among library and music organisations, users and library staff, and develop the professional resources needed by them.

- Have clear statements on the Branch website of the value of music and of music libraries and their cultural, social, educational, wellbeing and economic significance. Link to IAML advocacy pages.
- Identify and publicise the factors which present unique challenges for music libraries and their users.

- Review position papers for currency and collocate them prominently on the website.
- Produce downloadable information sheets, bookmarks, etc. about music libraries.
- Encourage use of the Branch website and keep it up to date.
- Initiate and develop mutually beneficial links on the websites of IAML (UK & Irl) and other organisations.
- Develop policies for the maintenance and development of IAML (UK & Irl) e-Archive, in line with GDPR and other legislative requirements.
- Ensure that all IAML (UK & Irl) professional events highlight the importance and development of advocacy.
- Charge all IAML (UK & Irl) committees with responsibility for advocacy and encourage members to act as ambassadors, providing appropriate guidance and materials as necessary.
- Work to ensure that other organisations look to IAML (UK & Irl) for information on current music librarianship issues.
- Continue to heighten awareness of the work of the MLT.
- Ensure that abstracts, PowerPoint presentations (and where possible conference papers) from meetings are preserved in the IAML (UK & Irl) e-Archive and are reported in the blog; and develop a consistent policy and workflows for archiving them.
- Develop more online access to sessions at professional events.
- Work to ensure that pages on IAML (UK & Irl)'s website are high in search engine rankings on relevant issues.
- Investigate mechanisms for obtaining robust analytics for the website, and make use of them.
- Encourage members to provide articles and news for *Brio* and *Fontes Artis Musicae* (the journal of international IAML).
- Put forward papers/presentations of exceptional quality and content at conferences and other venues.
- Ensure that articles on music/librarianship topics are submitted to targeted (high impact) peer reviewed journals or other publications beyond IAML (UK & Irl).

Objective 2.2: Develop the professional resources needed by music librarians and music library users.

- Continue to manage, improve, enhance and develop existing IAML (UK & Irl) music resource-discovery tools and other resources.
- Ensure that the IAML (UK & Irl) website and all Branch projects, such as Encore21, Concert Programmes Project and Cecilia, have a stable, sustainable and affordable digital platform.
- Continue to publicise and support the development of IAML's national and international bibliographical projects, such as RILM, RidIM, RIPM, RISM, Encore21, Cecilia and the Concert Programmes database, to increase their use.
- Provide expert advice on the documentation and discovery of music materials.
- Continue to work in close association with the MLT, supporting their projects as appropriate.

- Promote music resources and professional development through the award of prizes for outstanding contributions in these areas.
- Continue to collaborate with the MLT on the award of the E.T. Bryant Prize.
- Ensure that new developments in professional music library practice are communicated to the membership.

Objective 2.3: Increase the visibility of IAML (UK & Irl), music libraries and music librarianship to political and media organisations, using new technologies as appropriate.

- Establish what goals have been and can be accomplished by social media activities (Twitter, Wikipedia, blogs, YouTube, etc.) and monitor the traffic on each stream.
- Ensure IAML (UK & Irl) press releases on all important events and initiatives, and other links to relevant material, appear on the discussion list and the website.
- Continue IAML (UK & Irl) blog addressing issues relevant to music and performing arts librarianship.
- Investigate models/strategies of how other organisations or institutions are using YouTube and other social media and how those messages are being packaged.
- Maintain current media contacts list for library and music related press venues, and for library/archives professionals working in high- profile organisations in the music or performing arts arenas. Reach out to influential individuals as appropriate.
- Respond to relevant calls for input, for example from Government consultations, and proactively promote the work of IAML (UK & Irl).

Objective 2.4: Develop and disseminate official positions on intellectual property, access, standards and other relevant issues.

- Maintain official IAML (UK & Irl) statements and guidance in a prominent position on the branch website, and review regularly.
- Maintain mechanisms to ensure that the Branch's representatives to other organisations are aware of all current advocacy issues.
- Charge individuals or groups within IAML (UK & Irl) to actively engage with relevant organisations and committees, including legislators, publishers and vendors, for the purpose of developing official positions on emerging intellectual property issues which have an impact on the operations or users of music collections.
- Prepare position statements on areas of concern, as identified by the Communications Committee and others.

Objective 2.5: Enable and encourage members' individual advocacy efforts.

- Identify specific advocacy issues relevant to music librarians or others who work with music materials in library settings, and who may need or wish to advocate at their own institutions, with dealers, with publishers, or in public discourse.
- Produce position statements on specific issues that IAML (UK & Irl) members can access via the members' area of the website and use as needed. These may include the value of employing music specialists in libraries; how the unique needs of music users translate into music library services; budgets; facilities for branch libraries; procedures for managing performance sets; the value of retaining collections of older formats such as vinyl discs, etc. Consider what information members commonly need to help them in local strategic planning.
- Seek advice from members on what advocacy information would be useful to them.

3. Membership

Aim: Membership of IAML (UK & Irl) is valued by and beneficial to a broad range of organisations and individuals, and membership reflects the broad diversity of the music and populations we serve.

Objective 3.1: Retain current members and increase outreach efforts to current and potential members from under-represented groups.

Evidence of Success: IAML (UK & Irl)'s membership increases, is diverse and mirrors the demographics of the populations we serve.

- Examine ways in which the membership can be increased and made more diverse by reaching out to the populations served.
- Develop and clarify the benefits of membership on the public pages of the website, to encourage potential new members.
- Develop active methods of retaining members, including student members, by encouraging submission of articles and blog posts, and inviting members to join committees.
- Invite local music professionals and students to the opening reception and session of the Annual Study Weekend as guests, and/or offer potential recruits reduced or free registration for sessions.
- Explore the potential of a mentoring programme for those new to the profession or to music libraries.
- Consider what IAML (UK & Irl) can provide for members of various relevant associations and music professionals, and prepare targeted invitations to them.
- Evaluate the benefits and implications of joint, discounted membership subscriptions with other organisations.
- Track career paths of student members and bursary recipients, and discover how IAML (UK & Irl) has helped them, what more the Branch could do to assist them in career preparation and to keep them as members if they are not working specifically in music libraries.
- Explore negotiating IAML (UK & Irl) member discounts with music vendors, particularly those whose publications are not discounted through wholesalers.

Objective 3.2: Increase outreach efforts to under-represented organisations, including those whose holdings reflect many types of music.

Evidence of success: IAML (UK & Irl) supports music collections of all types and formats.

- Build on IAML (UK & Irl)'s relationships with other library and user associations/ organisations (CILIP, Library Association of Ireland, SCONUL, FIL, RLUK, IASA, Making Music, ABCD, RMA, NAMHE, Society for Musicology in Ireland, etc.) and establish how these work. Explore how to apply that to our relationships with other organisations such as MOLA, theatre and dance librarian groups. What can we offer them as members?
- Investigate specifically involvement in RMA Learned Societies initiative.
- Ensure that articles in *Brio*, and conference presentations on all types of music and collections continue to appear.
- Encourage representatives to other associations to develop a true presence at their meetings. These might include:
Presenting relevant papers or sessions where they fit with meeting programmes.

Reporting “News from IAML (UK & Irl)” at annual meetings of these associations and in newsletters, listservs, blogs, etc.

Posting “news from [others]” in the IAML (UK & Irl) listserv, blogs, etc.

- Develop ways to work with music professionals, producers and consumers as a clearinghouse for resources.

4. Education and Training

Aim: IAML (UK & Irl)’s professional development programmes foster excellence in those who work with music collections, and increase user information literacy and knowledge of music libraries.

Evidence of success: IAML (UK & Irl) achieves an enlarged programme of courses and online instruction, with members able to gain experience of user education of all kinds. The Events and Training Committee publishes a list of courses at the start of every year.

Objective 4.1: Increase enrolment in IAML (UK & Irl) training and professional development programmes.

- The Events and Training Committee investigates what demand there may be for a greater variety of courses, and the potential uptake of such courses.
- The Events and Training Committee continues to investigate expanding the reach of its annual presentations to LIS students.
- The Events and Training Committee investigates what further trainers might be needed and identifies potential trainers.
- Examine, update and tailor to differing sectors Core Competencies documentation to support efforts for music library education internally and externally and to inform library staff recruitment processes.
- Maintain and update a list of topics and curricular ideas to be included in library and information studies courses, put on website and inform institutions of its existence, sending information in advance of presentations.
- Investigate course and ASW advertising to ensure that it reaches a wide range of potential attendees (nationally and internationally).
- Consider the value of including sessions for LIS students in the ASW.

Objective 4.2: Use technology to provide training and professional development opportunities through webcasts and other web-based activities.

- Pool experience of user education in academic and public libraries and use it to prepare guidance for users, ensuring that it appears prominently on the Branch website.
- Investigate the feasibility of recording and making available training events of all kinds.
- Explore whether any credits for participation in IAML (UK & Irl) events can be achieved in any courses.
- Evaluate the use of online communication to maintain contact and mentor new professionals.
- Investigate webinar software and assess its potential.