



Glasgow Women's Library

Strategic Plan

2014 - 2017

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Strategic Plan, 2014 - 2017

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Section 1 – Executive Summary and Review of the Previous Strategic Plan

Glasgow Women's Library (GWL) is a charity, registered with the Office of the Scottish Charity Regulator (OSCR) and a company limited by guarantee. Established in 1991, it has grown from a grass-roots group with no funding and completely reliant on volunteers into a highly respected organisation employing 17 members of staff, supporting 80 volunteers, running several innovative learning and cultural projects, and boasting a unique collection of museum artefacts, archive materials and library resources.

GWL is accessed by a broad range of people. While its collections of materials are open to all, with a range of public events, some dedicated learning projects are targeted specifically at women, and in particular those who are the most disadvantaged and marginalised in society. Consequently, there is no typical GWL user: PhD students, academics, researchers, homeless women, those living with or overcoming addictions, women surviving domestic abuse or in the criminal justice system all access GWL, are all equally welcome and all feel the same sense of ownership and belonging in the organisation.

Since the writing of the previous Strategic Plan 2009-12, GWL has achieved growth of a further 78% increase in paid staff members and an 84% increase in annual turnover. The number of both core and time limited learning projects has also increased during this time. In terms of Strategic Aims, GWL has successfully achieved eight out of 12 stated Strategic Objectives, most notably: relocation to permanent premises after several years in temporary accommodation; the raising of all the required funding for a major capital refurbishment project of just under £1 million; achieving Full Museum Accreditation; and progressing independent income generation strategies and activities, winning several awards for innovation in this area and attaining a 372% increase in self-generated income.

Perhaps the most significant development since 2012 has been the decision to permanently relocate not to a self-contained area in the Mitchell Library as originally planned, but to take up the offer of an entire building - the former Bridgeton Public Library. This change in direction resulted from the need to reassess the organisation's situation following a move into the Mitchell Library on a temporary basis in 2010. Once there it became apparent that the designated space would no longer be large enough to accommodate GWL's expanded team nor the increased numbers of project users and broadened audiences. Following a six month long Property Options Appraisal process, independently undertaken by Rydens, the Board and Staff team chose to make Bridgeton the permanent home of GWL, moving there in November 2013. However, it was also established that the premises were in need of internal and external refurbishment to increase the footprint and make the building fit-for-purpose.

With two relocations within a three year period, the Board of Directors took a strategic decision to continue to use and review the 2009-12 Plan for an extended period until after relocation to Bridgeton at the end of 2013. This enabled the organisation to hold a series of strategy days during 2012 and 2013, to work towards appointing an Architect and Design Team and to secure all the capital funding needed for renovations, as outlined above.

Glasgow Women's Library is arguably at its most exciting and challenging stage of development to date and this Strategic Plan sets out the vision and strategic direction of the organisation over the next three years, 2014-17. The Plan was developed in consultation with those who have an interest in Glasgow Women's Library and its future development – Directors, staff, volunteers and past, current and future potential GWL service users and learners are all key contributors to this Plan.

The 2014-17 Plan puts forward four key Strategic Aims that will result in: the major refurbishment of permanent premises to which GWL has recently relocated; accreditation and name change as a Scotland-wide national resource; the consolidation, development and expansion of collections, services and projects; and increased independent income generation through the development of enterprise activities.

The Plan also sets out how GWL will achieve these Strategic Aims to secure the long-term sustainability, full accessibility and further growth of this established and proven organisation.

This Strategic Plan will be reviewed in April 2015 and April 2016.

Karen Birch
Chair of the Board of Directors

Sue John
Enterprise Development Manager / Secretary

Section 2 – Introduction

Our Vision

Our vision is of a world in which women's historical, cultural and political contributions to society are fully recognised, valued and celebrated by all.

Our Mission: Statement of Purpose

Glasgow Women's Library's mission is to celebrate the lives and achievements of women, champion their historical, cultural and political contributions and act as a catalyst to eradicate the gender gap that contributes to widespread inequalities in Scotland.

Our Core Values

Empowerment: Glasgow Women's Library provides a safe, friendly, empowering environment where women can access the information and opportunities they need to find their voice and discover the confidence to embrace new opportunities, take control of their own learning and personal development and to change their lives for the better.

Addressing Inequalities: We recognise that there is inequality between women and men and that this creates barriers for women to fully participate in many aspects of life. We will work with and for women to make Scotland a better place for all.

Valuing All Women: We value all women and work proactively and creatively to bring women together from diverse backgrounds, so that each individual shares a sense of equal ownership and belonging in this organisation and in order to invest in women's social and cultural capital to the benefit of our nation.

Learning and Development: We affirm that we are all learners and are committed to sustaining and supporting the personal growth of individuals, and to encouraging the development of skills, knowledge and self-confidence.

Diversity and Inclusivity: We are fully committed to diversity, respecting human rights and creating opportunities for access and participation across Scotland. We strive at all times to promote the achievement of individual potential, to operate transparently and to involve people across the organisation in decision-making.

Openness and Respect: We are committed to maximising the accessibility of our resources by ensuring that they are freely and widely available; by providing a courteous, friendly, professional and non-discriminatory service and by working to ensure that all our staff, Board Members, partners, volunteers, learners, users, donors and supporters treat each other and are treated with respect.

Aims and Objectives

Glasgow Women's Library is an Accredited Museum and vibrant information hub housing a lending library, archive collections and contemporary and historical artefacts relating to women's lives, histories and achievements. It works across Scotland delivering innovative Learning Programmes and providing dedicated services, including Adult Literacy and Numeracy support, a Black and Minority Ethnic Women's Project and a Volunteer Development Programme.

Specific Aims – *what we do*

Glasgow Women's Library aims to:

- Advance the education of the general public by increasing the knowledge and understanding of women's history, lives and achievements.
- Provide information on a range of women's and gender equality issues.
- Enable women, particularly the most vulnerable and excluded in society, to access the information, resources and services they need to make positive life choices.
- Break down barriers to learning and participation for women so that they become fully active citizens, develop skills and knowledge, engender self-confidence and equip themselves to pass on their experience to benefit their families and broader communities.
- Be a catalyst for change by taking a lead role in redressing the neglect of women's historical and cultural contributions to Scottish society.
- Pioneer new ideas of, and approaches to, culture and heritage that bring together people from the most diverse backgrounds.
- Invest in women's social, cultural and creative capital to the benefit of our nation.
- Achieve financial independence.
- Provide the highest quality service for all our users, enquirers and members.

Objectives – *how we do it*

In meeting our aims, GWL:

- Actively collects relevant information and materials to make them accessible to the broadest range of users.
- Provides an accessible information resource, library and archive relevant to all areas of women's lives, history, culture and achievements for use by individuals and groups from all areas of the community.
- Encourages the involvement of as many women as possible in developing the Library and its related resources and services and in contributing to the documentation, collection, creation and use of materials.
- Provides and promotes Lifelong Learning, training, education, skill-sharing, volunteering, and employment opportunities for women.

- Will relocate into a refurbished, fully accessible building.
- Will create Scotland's first *Women's Archive*, building a dedicated archive space within GWL's new premises.
- Seeks to achieve further Museum Accreditation as a 'Recognised Collection of National Significance'.
- Will create ethical, sustainable and economically vibrant enterprise activities, with an expanding range of income-generating products and services.
- Seeks to attain and uphold the appropriate accredited professional standards across the organisation's service delivery.

Section 3 – Background

Glasgow Women's Library (GWL) has been providing information, resources and services since 1991. It developed from a broad-based arts organisation - *Women in Profile*, which was set up in 1987 with the aim of ensuring the representation of women's culture during Glasgow's year as the European City of Culture in 1990. *Women in Profile* comprised community artists, grass-roots activists, academics and students who collectively ran a year-long season of events, workshops, exhibitions, projects and other activities before and during 1990. Over the course of that time, *WiP* gathered documentation and materials relating to its activities and, following consultation with the local community and women's groups across the City of Glasgow, opened Glasgow Women's Library in September 1991 based in the Garnethill area.

Despite the absence of revenue funding and a complete reliance on volunteers, GWL was quickly established as the central general information resource about and for women in Glasgow. People from all sections of the community donated books, magazines, journals and ephemera and by 1994 GWL's rapid growth, both in terms of collection size and user numbers, resulted in the need to relocate to larger premises. Consequently, the organisation moved to Glasgow City Council-owned premises at 109 Trongate where it continued to expand and develop, providing learning opportunities informally in the context of the lack of any funding for this purpose. In 1997, GWL incorporated as a Company Limited by Guarantee and in 2000 became recognised as a Charity in Scotland by the Inland Revenue.

In 2000, GWL secured its first project funding, enabling the employment of paid workers for the first time. This was followed by further successful funding bids to facilitate new projects focusing on the provision of Lifelong Learning opportunities and an Adult Literacy and Numeracy Project aimed at women. In addition, during a key period of development between 2002 and 2006, GWL appointed a Librarian, undertook several research commissions on behalf of public bodies and launched its *Women Make History* Project. This period saw further growth in user numbers, with more than 10,000 people a year accessing the ever-expanding collection of materials and range of services.

In 2007, GWL was decanted from 109 Trongate to temporary accommodation at 81 Parnie Street (due to the development of 109 Trongate for visual arts organisations) pending a negotiated and agreed relocation to permanent self-contained premises at the Mitchell Library, for which the organisation worked towards a planned £1.5 million refurbishment. Whilst some archive materials and artefacts remained in storage at Parnie Street, project work continued and in April 2008, a new learning initiative aimed at Black and Minority Ethnic Women was launched. The new *Women Make History* Project researched, developed and delivered its first Women's Heritage Walk and has since developed a further four.

In June 2008 GWL was successful in its bid for funding to the Heritage Lottery Fund and was awarded £410,000 to create a purpose-built archive space within the Mitchell Library premises and to employ an Archivist for three years to train volunteers in archive-related skills, conserve the collection and co-ordinate a programme of related public events. In addition, the Scottish Government agreed three years funding to develop GWL's Lifelong Learning Programme at national level.

Like 109 Trongate, the temporary Parnie Street premises were also designated in 2010 as being required for visual arts project development, resulting in GWL having to move once again and take occupation of the Mitchell Library space in advance of planned renovation works. This move revealed, in fact, that the space could no longer meet GWL's operational and strategic requirements in terms of size, functionality, vision and ambition. In the five years between the offer of these premises and the temporary move into them GWL's growth had been significant, having increased its paid staff cohort three fold from four to 12 and doubling its number of core projects from four to eight.

GWL has created, and now fulfils, a distinct role in Scotland. It has successfully defined its remit as an organisation that can deliver vital services and inspiring learning programmes to women from diverse backgrounds with different experiences and needs. The organisation has developed and expanded a range of innovative projects that primarily aim to address issues of social exclusion and marginalisation. In doing so, GWL has grown from a small grass-roots organisation into a well-used and widely-respected resource in Scotland which will, by 2015, see the completion of a fit-for-purpose building for its activities and collections, housed in premises of excellence that befit such a unique national treasure.

Summary Review

GWL essentially comprises two key organisational elements: the collection and care of materials by and about women and the delivery of dedicated cultural and learning-centred projects.

Collections

The GWL collections comprise historical and contemporary materials relating to women's lives, history, culture and achievements. Library, Archive and Museum services that respond to research and general enquiries about women's / gender issues, and actively promote the value and relevance of the collections to the broadest range of users include:

- The provision of a lending and reference library of approximately 10,000 donated volumes, comprising fiction by women and non-fiction about women and / or women's issues. The collection is managed by a Librarian, supported by volunteers.

- Collections of donated archive materials, from individual items to unique and larger collections, including the UK's national Lesbian Archives, managed by an Archivist and supported by volunteers.
- Objects and artefacts, from Suffragette memorabilia to Second Wave Feminist materials, knitting patterns to badges.

Learning

Lifelong Learning Programme – providing a range of creative and innovative courses, workshops, activities and other learning opportunities. These comprise public events open to all and dedicated events aimed specifically at women. This Programme includes, among other things, exhibitions, large-scale community engagement projects, screenings, talks and the popular Women Make History project which develops pioneering Women's Heritage Walking Tours.

Adult Literacy and Numeracy Project – providing direct one-to-one and group tutoring and guidance to women in Glasgow who wish to improve their reading, writing and number skills. This Project also provides pathways into wider learning experiences, at GWL and beyond.

Black and Minority Ethnic Women's Project – providing ESOL (English Speakers of Other Languages) classes at GWL four times a week to groups of Black and Minority Ethnic Women, in partnership with Glasgow Clyde College (Langside Campus) and delivering programmes of activities targeted at BME women, focusing on personal development and social and cultural capital investment.

National Lifelong Learning Project – Working, often with partners, in rural and urban geographical locations across Scotland to expand the GWL Lifelong Learning Programme through a 'palette' of learning opportunities.

Mixing the Colours – Working across Scotland providing a range of creative workshops and events to gather women's experiences of Sectarianism with diverse community groups and delivering training for partner agencies. The project feeds into the Scottish Government's Tackling Sectarianism Advisory Group.

Volunteer Development Programme – Providing training, support and volunteering opportunities to enable women from all backgrounds with varying levels of confidence, formal education, work experience and skills to contribute to GWL's aims and objectives. Volunteer roles are tailored to the interests and motivations of individual women and support every project and area of GWL's work.

Other Services

GWL undertakes research commissions and publishes occasional texts, DVDs and newsletters. The organisation has an active, expanding and continually developing website.

Management, Personnel and Organisational Structure

The GWL staff and management structure creates the framework for a proficient team that works closely together and engenders a positive, enjoyable, motivating working environment based on clarity of roles, collaboration and good communication. The team consists of committed individuals that combine into a team where mutual respect and high morale are prevalent. Learning, training and the developing of cultural capital for all staff is an organisational commitment.

GWL is governed by a Board of Directors currently comprising seven members who have ultimate responsibility, including legal / employers' liabilities, for the professional running of the organisation. The Board meets every 6-8 weeks with the Enterprise Development Manager (EDM) in attendance as Company Secretary. In addition, at this particular time of expansion and transformational change, there are bi-monthly Interim Board Meetings that each focus on a specific pre-agreed agenda item that warrants additional discussion.

There are two senior staff team members: the Enterprise Development Manager and the Lifelong Learning & Creative Development Manager, who both undertake strategic and operational duties and the line management of relevant staff.

GWL has in place several Creative Clusters, the organisation's structural mechanism of sub / working groups. These create the space and time for strategic and operational development to be progressed by smaller teams comprising Board members, paid staff, volunteers and external experts / professionals where relevant. These Creative Clusters have common mainstreamed considerations at their core, being underpinned by the Strategic and Business Plans, and are designed to focus on thematic areas to address hotspots and any 'stuck' areas and to make progress on concerns and opportunities identified in meetings of the broader team and while going through Strategic Planning processes. They also enable cross-cutting contact between the teams and provide the opportunity to unleash the full creative potential of all for the benefit of GWL.

Volunteers and placement students continue to play an active and important role within GWL, with each individual bringing unique skills and abilities that combine collectively to create a valuable and positive environment for volunteers and users alike. Volunteers often view donating their time as a step towards building confidence, value and self-esteem and also developing new skills. The Library is able to be flexible in meeting these needs and offers a safe, supportive space where

women of all ages and from a wide range of backgrounds are encouraged to develop proficiency and ability in many areas.

GWL also benefits from the occasional input, on a voluntary basis, of external advisors and consultants, for example a Curatorial Advisor in relation to museum activities.

Appendix 1 details Personnel Biographies of Directors and paid staff members and Appendix 2 outlines the outcome of a Skills Audit conducted in 2014.

Succession Planning

Increasingly, as the organisation continues to expand and evolve, GWL is giving more consideration to Succession Planning so that as changes occur in the Board and paid staff teams, personnel can be confident of knowledge retention and the future proofing of the organisation.

The Board of Directors addresses Succession Planning by:

Ensuring that all Board Members undergo a thorough induction process, covering all legal roles and responsibilities pertaining to Company and Charity Law and to good practice;

Implementing a Board 'buddy' system where newly recruited Members shadow and are mentored by more experienced members;

- Having in place an up to date, easily accessible (electronically and office based 'hard copy') Organisational Handbook that contains all Policies, Procedures and key documents;
- Conducting and minuting thorough Board Meetings every two months, with the two Senior Managers in attendance, that review up to date Management Accounts and financial performance, Project Reports from each staff member, Funding Pipeline and Risk Assessment documents;
- Having effective Creative Clusters - an excellent system of working sub-groups that comprise Board, staff and volunteer team members and external experts where appropriate.

The Board comprises a range of appropriately skilled individuals, is supported by external professional advisors where appropriate, holds an Annual General Meeting with elections and implements robust Strategic and Business Plans.

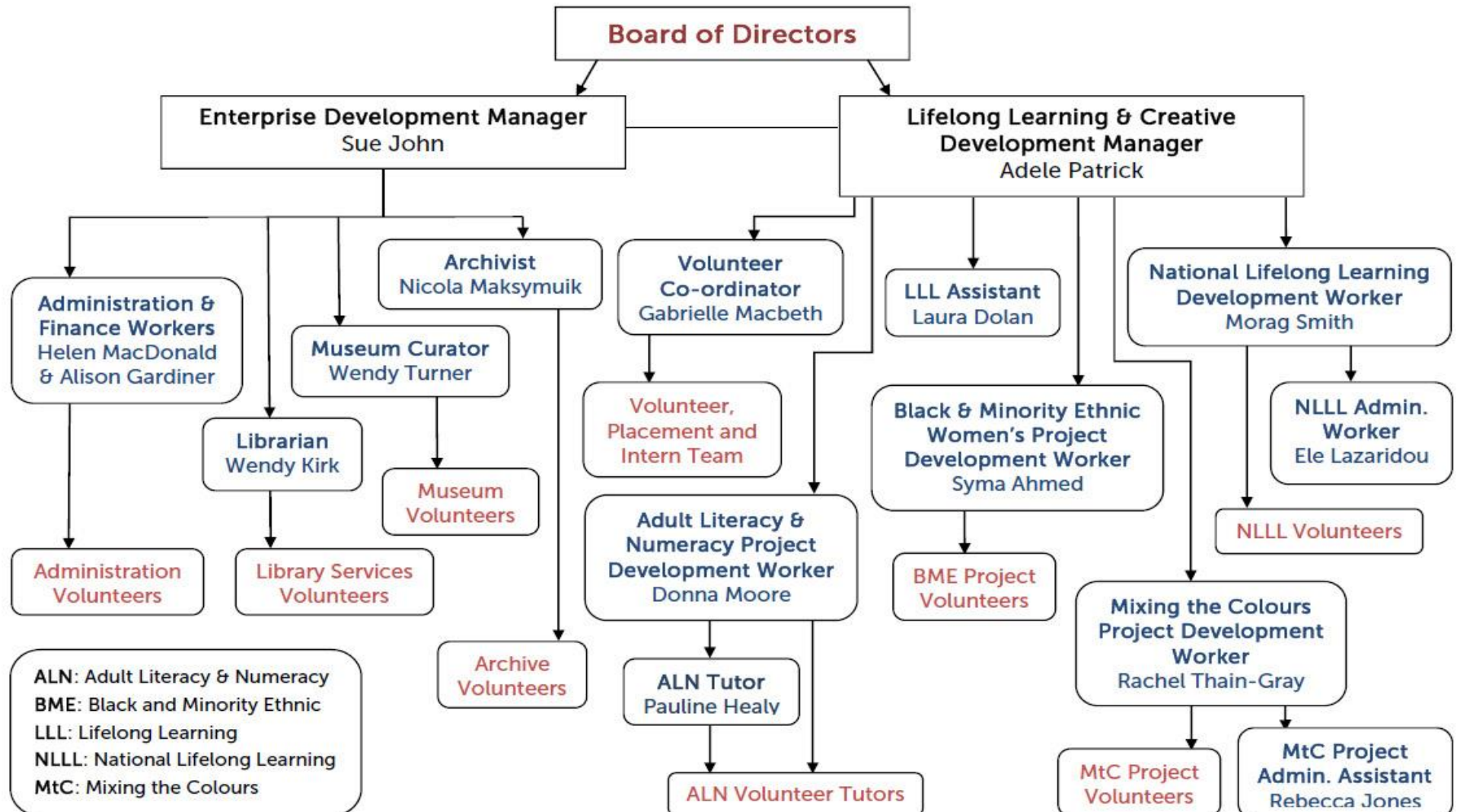
Relationships and Networks

GWL has a good track record of forging and maintaining external relationships, thriving on partnership working and participation in key local and national networks, having continually developed good, positive working relationships across a wide number of sectors since its inception. Some aspects of its service delivery rely on such links, for example working with Colleges to

deliver formal learning opportunities to women within the GWL environment. GWL works hard to maximise its joint working and partnership approaches, ensuring that the organisation is both a beneficiary of and contributor to the development of good practice, avoiding duplication of services and providing expert input into relevant discourse.

Appendix 4 provides some current and recent past examples of relationships, networks and partnerships that help to illustrate the depth and breadth of GWL's collaborative working across sectors. The list ranges from large national agencies to small grass-roots groups, from cultural organisations to those focusing on human rights. These relationships will be further consolidated and expanded during the period of this Plan.

Glasgow Women's Library Staff and Management Structure



Current premises

In November 2013 GWL relocated to permanent premises: an early twentieth century Grade B Listed Carnegie Library building in Glasgow's increasingly vibrant East End, where GWL is the sole occupant. In November 2014 (with completion due in May 2015) specific areas of these premises will undergo a £1 million internal and external refurbishment programme, creating fit-for-purpose premises of excellence that befit such a unique national resource. During this time, GWL will remain open, delivering services and learning programmes in the central zone of the building, where limited library, archive and museum materials will still be accessible.

This will transform the building, providing an environmentally controlled, PD5454:2012 compliant archive, increased museum display facilities and expanded creative / learning zones. This investment will facilitate further collecting of materials as well as resourcing their preservation, conservation and interpretation, resulting in full access to the collections. Further, it will enable expansion in the delivery of GWL's innovative programmes of events and activities and also open up a raft of income generating commercial and enterprise opportunities for the organisation (such as hireable venue spaces and a small café) contributing to its long term sustainability.

The building is owned by Glasgow City Council with GWL holding a 25 year Lease, renting the premises on a Leasehold basis for 25 years until 2039 at a Concessionary Rent of £750 per year.

Current budget and funding

Over the years, GWL has increasingly attracted funding for many projects from an array of funding bodies. In addition to public sector funders such as the Scottish Government and Glasgow City Council, funding has been secured from a range of other agencies, charitable trusts and foundations. In the more recent past, these include: Creative Scotland, Museums Galleries Scotland, The Robertson Trust, The Henry Smith Charity, Heritage Lottery Fund and BIG Lottery Fund. See Appendix 3 for a summary of current project funding allocated to GWL.

It is also important to highlight the level of support (and essential income) received from organisations, groups and individuals over the years, for example through the 'Friends' Scheme, providing core revenue income in the absence of funding for non-project related costs and the lack of Full Cost Recovery elements.

Consultation and Analysis of Views

Glasgow Women's Library believes that undertaking regular consultation among its current and potential users, learners and supporters is crucial to the successful continued development of the organisation, to retaining the participation and support of current audiences and to attracting new, broader levels of engagement across all strands of GWL's work.

GWL has built its own bespoke, comprehensive 'Library Out Loud' (LOL) CRM (Client Relationship Management) System, a depository used by all staff to input and analyse the extensive qualitative and quantitative monitoring and evaluation data routinely collected at GWL. Information from the Visitors' Book, event feedback forms, group and individual verbal feedback, Social Media / Networking and website, third party feedback, video reflections and a range of other means is gathered, analysed and responded to. LOL is able to track and link attendance patterns, user and learner interests, trends, case studies and longitudinal profiling, and is also linked to funder outcomes. GWL uses Focus Groups, community consultations, questionnaires, on-line surveys, one to one meetings with users, staff supervision and a wide range of other instances to capture and share information that helps to assess effectiveness on an ongoing basis.

Analysis of the most recent 2014 data from an on-line survey of 3,000 people (with a high 6% return) revealed that 89% of respondents rated GWL events as either 'excellent' or 'very good', with 10% rating them as 'good' and 1% as 'fair'. No respondents considered them 'poor'. Respondents used similar terms to describe GWL events as: 'well organised', 'welcoming', 'inclusive', 'friendly', 'supportive' and 'unique', whilst most respondents agreed that GWL's strengths are that it is also 'innovative', 'diverse' and 'creative'.

63% visited GWL specifically to use library, archive and museum materials, while 80% attended events and other learning opportunities. 65% buy GWL products and merchandise.

It is heartening that GWL already has strategies in place to address the majority of 'Suggestions for Improvement' in the survey. These suggestions included: minor changes to the physical environment and extended opening hours for evenings and weekends (both to be met as a result of forthcoming refurbishment works, creating more / bigger accessible spaces for events and collections alike, along with increased staff and volunteer capacity); more 'outreach' work and events (with varying ideas of what these might be); increased marketing, promotion and Social Media engagement - all of which will be looked at in the context of the post-renovations relaunch.

Internal Analysis

This follows the standard SWOT framework.

Strengths	Weaknesses
Unique and award-winning, the sole resource of its kind in Scotland with an outstanding reputation for excellence across sectors, regularly profiled in case studies by external organisations such as Museums Galleries Scotland.	Deficit in current personnel capacity compared to that required for successful development and running of the newly renovated premises as a venue.

<p>A genuinely diverse user base in terms of ethnicities, cultural diversity, sexualities, learning abilities and ages, catering for the interests and needs of people with broad geographic, social, cultural and economic profiles.</p> <p>Strong commitment to equalities, diversity and human rights.</p> <p>An innovative Lifelong Learning programme, renowned for its creative approaches and offering learning opportunities unavailable elsewhere.</p> <p>Excellent consultation, monitoring and evaluation systems in place that evidence demand for services and feedback from users.</p> <p>A proven sense of 'ownership' and inclusion by users.</p> <p>Good and constantly growing local, national and international networks and partnerships.</p> <p>Strong governance and financial management, with robust systems and all relevant policies and procedures in place with regular reviews and good implementation.</p> <p>A committed, hard-working team with high morale and low staff turnover.</p> <p>Good experience and track record of fundraising and a diverse funder base.</p> <p>Reasonably early adopters of ICT.</p> <p>Wide range of supporters, including high profile / women in the public eye.</p>	<p>Some funding gaps: core revenue costs and some salaries currently being supported from unrestricted reserves.</p> <p>Need to more 'formally' engage Champions – both high profile and at community level.</p> <p>Some collections will be in external storage until renovations are completed in Spring 2015.</p>
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<p>Expert knowledge in several specialised areas.</p> <p>Coherent 'branding' and recognisable logo.</p> <p>Regular high profile press coverage in local and national press, radio and TV and good relationships with press contacts.</p> <p>Relocation to refurbished improved, larger, more accessible premises.</p>	
<p>Opportunities</p> <p>All enterprise / income-generating activities have potential for growth subject to capacity and resourcing.</p> <p>Development of more services and partnerships, eg academic institutions, schools.</p> <p>A resurgence of interest in and support for feminism and women's / gender issues.</p> <p>Potential to develop some popular national initiatives such as online mapping of women-related archives, museum and library collections.</p> <p>Highly respected and supported by a broad range of individuals and organisations across a number of sectors, for example heritage, arts, cultural, voluntary, public, charitable and learning.</p> <p>Development into an accredited, named national resource, accessible to all in the new premises.</p> <p>Creation of a potentially award-winning space of excellence in the new premises.</p> <p>Further professionalisation, including the</p>	<p>Threats</p> <p>Unpredictable funding landscape for capital, revenue and project funding.</p> <p>Public sector funding is under threat from large scale cut backs, threatening the amount of grant available to voluntary organisations.</p> <p>The ambitious vision of the future may not be realised in full.</p> <p>GWL's uniqueness and innovative approaches to addressing inequalities is not fully comprehended or valued by all funders.</p> <p>Diminishing tourist market both internationally and nationally due to economic downturn in the USA and Europe and the higher fuel costs impacting on domestic tourism.</p> <p>Diminishing disposable income for potential customers.</p>

<p>attainment of standards such as Investing in People.</p> <p>Relatively low rates of inflation and general economic climate favour capital building projects at this time.</p> <p>Expansion into the Tourism Sector, including 'heritage tourism', 'staycations', city-breaking and healthy holiday markets and the specialised but expanding women's tourist industries.</p> <p>Opportunities associated with becoming a 'Recognised Collection of National Significance'.</p> <p>Increased visitors and related benefits from the Glasgow Commonwealth Games 2014, with new premises located in the heart of the East End Games 'Corridor'.</p>	
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Section 4 – Environmental Analysis

The GWL Board and Staff Teams have conducted a series of analytical exercises to review the work and performance of GWL and to determine future trends and activities, and how these may impact on the work and direction of the organisation. These analyses are the result of consultation between GWL Board members, staff, volunteers and current and potential / future GWL learners and users.

This follows the standard PESTLE framework.

Political

Scotland is currently anticipating the outcome of a Referendum, to be held in September 2014, to determine if Scotland should be an independent country. Campaigning organisations promoting both 'Yes' and 'No' sides of the debate are outlining their respective arguments for and against independence. The political parties in favour of a 'Yes' vote are principally the Scottish National Party (SNP) and the Green Party, while a cross-party 'No' campaign comprises the Labour, Liberal Democrats and Conservative Parties. It is difficult at this time to define what the precise implications might be for the country in general, as well as for GWL, in each of the 'Yes' / 'No' scenarios. However GWL does receive cross-party endorsements for its work at local and national levels, having been recently commended for example by the First Minister and Deputy First Minister (SNP Government) whilst the Leader of the Scottish Labour Party and the Leader of Glasgow City Council both actively and publicly support GWL. Various Motions celebrating the work of GWL in the Scottish Parliament have all been signed by all five Parties (Labour, SNP, Conservative, Liberal Democrat and Green). GWL keeps local and national elected representatives informed of its work on a regular basis and often hosts visits of Councillors and MSPs in response.

The General Election for Westminster seats, scheduled for May 2015, will of course also affect the political landscape in Scotland and similarly at this stage the outcome and direct consequences are difficult to estimate. Regardless of the result, a likely scenario is the continuation of 'austerity' measures including further public sector cuts that impact on funding of voluntary sector organisations. Although this constitutes a risk for GWL, and any further reductions may well impact on individual projects, the organisation feels relatively well prepared for such consequences, with regular risk assessments in place and ongoing progress in independent income generation.

The introduction of Single Outcome Agreements (SOAs), agreed between the Scottish Government and Local Authorities / Community Planning Partnerships¹, is having a significant

¹ The purpose of SOAs is to identify areas for improvement and to deliver better outcomes for the people of Scotland, through specific commitments made by Community Planning Partners and the Scottish Government.

impact on voluntary sector organisations at both national and local levels, since such organisations are usually publicly funded in some way. SOAs set out how each Council will work towards improving outcomes for local people in a way that reflects local circumstances and priorities, but within the context of the Government's National Outcomes and Purpose. At national level, GWL's work fits well within the Scottish Government's Five Strategic Objectives ('Wealthier and Fairer', 'Smarter', 'Healthier', 'Safer and Stronger', 'Greener') and its 16 National Outcomes, while at local level, GWL also sits very well within Glasgow City Council's Community Planning SOA Objectives and Priorities. However, despite being able to demonstrate a good performance in relation to SOA objectives, outcomes and indicators, it is important for GWL to be aware of and prepared for any potential funding cuts in the context of growing financial pressures on the public sector and rising expectations that voluntary organisations will become gradually less reliant on public funding in favour of other forms of income generation.

Economic

Globalisation and the effects of global economic trends on the lives of women in Scotland will continue to impact on the work of GWL. As the world becomes more interdependent and integrated, the UN predicts a continuing growth in global migration. Scotland is looking to encourage inward migration to sustain population levels and contribute to economic growth. We are likely to see increased diversity among women in Scotland, with more women from BME and Eastern European communities in particular. We anticipate that GWL's safe, welcoming space for women, located near the centre of the country's largest city, will be well placed to support their needs. These needs may be information-focussed, for ESOL (English Speakers of Other Languages) classes, for opportunities to meet and be with other women, for building links, or sharing in and reflecting their experiences via cultural activities.

The global economic downturn is still having a significant impact on women in Scotland. Both overall economic inequality and women's economic inequality are high in the UK². Women are more likely to be employed in low paid, part-time work (43% of women work part-time, compared to 13% of men and women account for 75% of all part-time workers in Scotland)³, more likely to head a single parent household, likely to have less financial assets and more likely to live in poverty, especially in older age. The gender pay gap between women and men in Scotland is currently 13.3%⁴ while the gap between male and female employment rates is 5.4 percentage points (both figures in favour of men)⁵. At the same time, women's unpaid labour is worth tens of billions of pounds to the economy every year – unpaid carers (the majority of whom are women) contribute £87 billion a year. Women in work and business also contribute billions to our economy and its growth and are critical to its success.

² Richard Wilkinson and Kate Pickett, *The Spirit Level*, Penguin 2009.

³ <http://www.closesthegap.org.uk/content/gap-statistics/>

⁴ <http://www.closesthegap.org.uk/content/gap-statistics/>

⁵ Scottish Government, November 2014.

From 1st April 2014, a new system of Self-Directed Support (SDS) offers individuals more choice about how the support they need is provided, giving them as much control as they want over their individual social care budget and allowing them to choose how it is spent on support to meet their agreed health and social care needs. SDS includes a number of options for getting support, including the allocation of money to a care provider of the individual's choice for services that benefit that individual. There is good scope for GWL to be such a provider, given the many beneficial health and social care related services delivered by the organisation, for example within the *Inspired Palette*. This will be researched in more detail during the time of this Strategic Plan.

In the context of Glasgow hosting the Commonwealth Games in July and August 2014, now that GWL is located within the Commonwealth Games 'corridor' in the heart of the East End, it has the opportunity to explore many related aspects of its service delivery, for example developing and engaging women, especially those who do not feel involved in sporting activity, in Women's Heritage Walks. The awarding of 'XX Commonwealth Games Glasgow Legacy Branding' in April 2014 confirms that Glasgow Women's Library provides a Legacy from the Games.

The Commonwealth Games will undoubtedly increase Glasgow's international profile, extending the City's reach into global tourism, convention and events markets. It is the UK's best shopping destination outside London and Glasgow's SECC (Scottish Exhibition and Conference Centre) is voted the UK's best Conference facility. The Glasgow Tourism Strategy along with the City's new 'People Make Glasgow' branding will ensure that Glasgow continues to thrive as a leading international leisure and business tourism destination. GWL, as a member of the Glasgow Social Enterprise Network, enjoys Collective Membership of the Glasgow City Marketing Bureau and is well placed to secure a foothold within these markets, for example targeting conference delegates for Women's Heritage Walks and providing venue hire for smaller conferences (up to 100 people) on the completion of the building refurbishment in May 2015.

Social

Existing trends show the total population of Scotland rising from 5.31 million in 2012 to 5.78 million in 2037, with longer term projections showing the population continuing to rise. Women currently make up 52% of the population and women over the age of 65 is predicted to rise by 50% by 2037⁶.

GWL has vast experience of working with older women and will look to build on this and ensure that its work is accessible and relevant to different groups of older women.

⁶ Scottish Government Statistics, 30 June 2012

Equally GWL will continue to make its work relevant to younger women, building resources based on the collection for use in schools, higher education and youth groups. At a time of rapid social change there is currently an increase in both an interest in feminism and activism, and a desire for history. Using GWL's unique collections, and the window they provide on the past to understand the future, will be particularly important.

Increased segregation of generations is a growing feature of Scottish society. Models of mentoring and eldership together with opportunities for sharing experiences and learning together will be important to establishing work that cuts across age and diversity and builds strong intergenerational links.

Research undertaken in Scotland in 2013 revealed a clear link for the first time between participation in cultural activities and good health / wellbeing and high life satisfaction. The detailed study revealed that those who attend cultural places or events are 60% more likely to report good health and life satisfaction than those who do not, regardless of other factors such as age, economic status, income, area deprivation, educational attainment, disability or ill health. Interestingly for GWL, those who visited a library or museum were 20% more likely to report good health than those who had not, and those who read for pleasure were 33% more likely. This ground-breaking research indicates a clear association between the benefits of the type of cultural services and events delivered by GWL and overall improved health and wellbeing of our users and learners⁷.

Technological

The future of libraries, archives, museums and learning organisations, and the role they play in local, national and global communities, is subject to much examination across these sectors. These services are experiencing radical and rapid change due to developments in information technology and huge growth in use of Social Media, yet remain at the centre of formal and informal learning, enabling creativity and helping to build individual and community identity.

Libraries, archives and museums continue to be highly regarded and heavily used. Museums in particular are currently enjoying an unprecedented boom, with rising visitor numbers - there are now 55,000 museums worldwide, double the number than in 1990⁸.

As a knowledge resource, GWL will be impacted on by changes in technology and how people choose to access knowledge. Technology will continue to be cheaper, easier, faster, smarter - and everywhere, with the use of handheld devices and downloaded apps now commonplace.

⁷ Healthy Attendance: The Impact of Cultural Engagement and Sports Participation on Health and Satisfaction with Life in Scotland, The Scottish Government, 2013

Consumer expectation as to what they can access and how they can access it will continue to grow.

Libraries and archives may move towards housing more digital materials, but the demand for and love of books and archived items in printed form certainly appears to be holding. GWL will have a major role to play in supporting people to access technology as well as negotiate the mass of information available. As digital resources become ever more popular, users may expect GWL to offer access to a range of electronic resources, so the digitisation of materials will be a key focus of future development, as will the use of technology to digitised resources remotely and in the physical space of GWL.

GWL will continue to increase its focus on building interactivity and grow its collections using new technologies and new data formats to reflect the voices of women from a wider range of backgrounds. It will look to expand its Social Media presence and use of innovative digital technologies. GWL will also play a key role in developing information and digital literacies among its users, ensuring that they have the skills to search and evaluate the reliability and quality of information they download.

The buying of goods and services online is now very routine and there are high expectations that this can be conducted quickly and easily, so this element of any good website is important and should always be given due consideration.

Legal

GWL's work is against the backdrop of developments in copyright and legal issues in the digital environment. The Legal Deposit Act 2003 now includes non-print electronic materials and opens up possibilities of wider archiving.

With the increase in online publishing, open source applications and creative commons are likely to grow in popularity.

As it moves to fully occupy and refurbish a building as the sole tenant on a 25 year lease, and to become a Recognised Collection of National Significance, GWL will need to both adhere to and anticipate changes in the legal environments in which it is operating.

Environmental

Linked to globalisation is the impact of global climate change and the need for all organisations to have a clear focus on environmental issues.

⁸ The Independent Newspaper, November 2014: <http://www.independent.co.uk/arts-entertainment/is-there-a-future-for-the-traditional-museum-9855822.html?origin=internalSearch>

GWL has always worked with an awareness of its environmental responsibilities, for example by currently: recycling plastics, paper, glass and other materials; using Fair Trade suppliers for stock; using environmentally friendly cleaning products; encouraging cycling by becoming a Cycling Scotland 'Cycle Friendly Employer' and developing a Clydeside Women's Heritage Bike Ride; using recycled paper and re-using stationery items such as envelopes and folders where possible; using low energy light bulbs; maximising opportunities for paper-free working systems; producing publicity materials on environmentally responsibly sourced paper; distributing GWL publicity materials across Glasgow using our own 'PaperGirls' volunteer cycle couriers; and by maximising re-use of fixtures and fittings as part of the refurbishment project, for example flooring and panelling.

The forthcoming planned refurbishment of GWL's permanent premises has been driven by an experienced Design Team committed to environmental considerations, with actions taken where viable within the scope of the build and the practicalities of a building that is over 100 years old. In the longer term, following the completion of these renovations in Spring 2015, GWL plans to scope the viability of using the building's flat roof for bee-keeping and also the installation of a more efficient heating system / boiler. GWL will also pursue comprehensive training and support from Creative Carbon Scotland to enable the measuring of carbon emissions.

Section 5 – Strategic Direction

Plans for Future Periods

GWL has created a sound framework within which to build a long-term sustainable future that enables ongoing development and growth. The organisation is now ready and equipped for the challenges that lie ahead in order to secure this future.

Strategic Aims

The next three years of GWL's development will therefore focus on the following four Strategic Aims, determined by work undertaken during a series of Board and staff team Strategy Days in 2012 and 2013:

1. Ensuring the long-term care and future of the collections, underpinned by the delivery of highest quality services.
2. Seeking to attain and uphold recognised and accredited professional standards.
3. Consolidation, development and expansion of collections, Lifelong Learning Programmes, projects and other services.
4. Securing a sustainable financial future, with a broadened funding base, independent income generation and a decreasing reliance on public sector funding.

The intensive strategic input from the broader GWL team captured a snapshot of the panorama of work being undertaken across the whole organisation linked to the above Strategic Aims. The team then assessed the likely areas of growth over the next three years or, conversely, elements likely to include reduced activity, measuring capacity deficits, areas for resource prioritisation and paying particular attention to 'hotspots'.

This comprehensive approach has been key in forming the following approach to achieving the four Strategic Aims.

Strategic Objectives

These four Strategic Aims will be achieved as follows:

Aim 1: Ensuring the long-term care and future of the collections, underpinned by the delivery of highest quality services.

Objectives	Actions	Outcomes	Timescales	Resources: People; Finance
Ongoing work with Architects, Design Team, Contractors, Clyde Gateway URC, capital funders and other stakeholders to completion of the building refurbishment project	Regular Design Team / site meetings and Site Works Production of a comprehensive Marketing Plan to contribute to GWL's Strategic Framework Re-launch and opening	Long-term sustainability to enable GWL, its collections, projects and activities to be housed in fit-for-purpose premises of excellence that befit a unique national resource, designed and built to the highest professional standards, with the aim of creating a beautiful, inspiring, environmentally friendly home accessible to local, national and global users	2013 - June 2015 September 2014 - March 2015 June 2015	Enterprise Development Manager (financed from Museums Galleries Scotland until January 2015, followed by a further investment from a funder and / or from GWL Unrestricted Reserves), Board
The appointment of a Museum Curator	Research, write and submit appropriate funding applications Recruitment, induction, project planning	Augmenting the GWL Collections Team to include professional Librarian, Archivist and Museum Curator, working alongside the Learning Team, resulting in long-term collections care and the fullest engagement with collections by the public	September 2014	Board, Enterprise Development Manager, as above
Scope the potential for further capital works, including green energy options, external lighting strategy and a further phase for a new build extension	Research, write and submit appropriate capital funding applications Promotion and management of GWL's Women on the Shelf capital fundraising initiative	Further investment in and enhancement of the building and its environment, contributing to it becoming a 'destination' venue for national and international visitors The creation of more space for expanded service delivery and display / care of the collections	April 2015 - March 2016	Board, Enterprise Development Manager, staff team (finances to be determined)

Aim 2: Seeking to attain and uphold recognised and accredited professional standards.

Objectives	Actions	Outcomes	Timescales	Resources: People; Finance
Retaining Full Museum Accreditation	Ongoing work with Museums Galleries Scotland, including attendance at relevant training sessions and events	Providing Scotland with a unique resource, accessible to all, that delivers long-term outcomes at local and national levels, is a source of pride and inspiration to the City of Glasgow and to Scotland, and is recognised globally for its outstanding work	Ongoing	Board, Enterprise Development Manager (financed from Museums Galleries Scotland until January 2015, followed by a further investment from a funder and / or from GWL Unrestricted Reserves), Museum Curator (financed by GWL Collections budget)
	Submission of Accreditation Return application		December 2014	
Recognition of the collection, under the National Significance Scheme, as a 'Recognised Collection of National Significance' in Scotland	Submission of the bid to become a 'Recognised Collection of National Significance'	As above, and raised profile and capacity for GWL, with the potential for opening up new / additional funding streams	February – December 2015	
Achieve additional relevant accredited professional standards	Work in partnership with appropriate standards organisations to research and progress applications	Providing a public service of high-quality, continually improving, efficient and responsive to the needs of individuals and communities	August 2015 - June 2016	
Attaining full compliance and best practice in all areas of service delivery and governance	HR - review and implementation check of all Policies and Procedures	As above, and the expansion and upskilling of a diverse workforce	April 2014 – April 2015	Board, staff team
	HR - undertake a personnel capacity review in relation to staff needs following relocation and renovations			

Aim 3: Consolidation, development and expansion of collections, Lifelong Learning Programmes, projects and other services.

Objectives	Actions	Outcomes	Timescales	Resources: People; Finance
Ongoing consultation and engagement with current and potential / new users, learners and other stakeholders	Undertake a series of Market Research and other consultation exercises, including on-line surveys and Focus Groups, to continue to evidence need, demand, gaps and objective feedback on all aspects of GWL's work	Services, projects and learning programmes are informed by and based on a genuine 'ownership' of GWL by its users and stakeholders	On-line surveys: September - October 2014	External Consultant; Board; GWL IT staff (Resourced from HLF 'Catalyst' Grant)
	Identify and address current user 'gaps' by specific groups, eg schools	Engendering of widespread support and community engagement	Focus Groups: October 2014	Board, staff (No direct financial outlay)
		Raised profile and increased support through positive media coverage and promotional materials	Community Consultation Exercises: June – September 2015	Creative Development Manager; Staff team (Resourced from Creative Scotland Regular Funding)
Continue to actively collect relevant library, archive and artefact materials in line with our collections policies so that they are accessible to the broadest range of users	Write and publicise policies and procedures around collections, donations, disposals and access, ensuring that they are equalities 'proofed'	Provision of an accessible information resource, museum, library and archive relevant to all areas of women's lives, history, culture and achievements for use by individuals and groups from all areas of the community	April 2014, ongoing	Enterprise Development Manager, Collections Team staff (Librarian, Archivist, Curator) (Resourced from Glasgow City Council, HLF)
	Documentation / processing of collections materials and items in line with all professional standards, including SPECTRUM and ISAD(G)			
	Create a Digital Development Strategy			Continued...

Encourage the involvement of as many women as possible in developing resources and services and in contributing to the documentation, collection, creation and use of materials	Recruit and train volunteers in relevant library, archive and museum skills, supported by GWL's fully trained staff team	A unique organisation with excellent resources serviced by highly skilled, committed professional staff	April 2014, ongoing	Enterprise Development Manager, Collections Team staff (Librarian, Archivist, Curator) (Resourced from Glasgow City Council, HLF)
Provide and promote innovative, wide-ranging programmes of Lifelong Learning, training, education, skill-sharing, volunteering and employment opportunities for women across Scotland; organise and deliver public events	Secure continued funding for existing projects and additional funding for new projects, based on demand and need Continue and expand partnership working Development and wide adoption of Social Media across the organisation Recruitment of GWL 'Champions' comprising community supporters and women in the public eye	Improvement in women learners' and volunteers' aspirations and self-esteem Improvement in the quality of life for women, and ultimately for their families and broader communities Increased education, training and employment opportunities for women, and their fuller participation in society A reduction in inequality and discrimination in our society	April 2014, ongoing	Board, All staff (Resourced from all GWL funders)

Aim 4: Securing a sustainable financial future, with a broadened funding base, independent income generation and a decreasing reliance on public sector funding.

Objectives	Actions	Outcomes	Timescales	Resources: People; Finance
Development and implementation of a coherent strategy for continued growth as a sustainable and vibrant 'Enterprising Charity', underpinned by a robust Business Plan and GWL's Core Values	<p>Identify and develop current and future / potential opportunities for generating income from services and merchandise / products, including:</p> <ul style="list-style-type: none"> • Women's Heritage Walks with associated Audio Tours • GWL's <i>Inspired</i> Palette • Bibliotherapy Services • Packs, Publications and Learning / Handling Toolkits • Products / Merchandise based on ethical practices • Ticketed Events • Venue Hire • Café <p>Establishing an effective on-line shop on the GWL website</p> <p>Building of shop and small cafe zones within the refurbished premises</p> <p>Developing links with tourism sector bodies such as the Glasgow City Marketing Bureau</p>	<p>Creation of long-term, sustainable unrestricted income for the organisation</p> <p>Less reliance on public sector funding and more financial independence</p> <p>Unique services and products to meet the needs of expanded audiences, partners and customers</p> <p>Specialist, high-quality and bespoke awareness raising and training on a range of gender / equality issues delivered to the cultural, heritage and creative arts sectors</p> <p>Initiatives that benefit the nation and contribute to knowledge about Scotland, women's history, culture, gender and heritage issues</p> <p>Extending GWL's commercial reach into national / international markets</p>	April 2014, ongoing	Board, Enterprise Development Manager, all staff, volunteers (Resourced from cross-organisational work and GWL funders)

Implications

Relocation to refurbished permanent premises and further Accreditations regarding 'national status' represent significant developments for Glasgow Women's Library. From its beginnings as a small grass-roots organisation, GWL has over the years established itself as a well-used and widely respected resource for Scotland. The move to such premises, as the sole occupants of an iconic Grade B Listed Carnegie Library, and attainment of these further Accreditations will provide visible confirmation of this and a fantastic springboard for the next phase of the organisation's development. Implementing the Strategic Direction as outlined will generate the energy and ideas to carry GWL forward.

This period of growth and change will have major implications as follows:

Implications for Staff

- Dealing with change and equipping the staff team accordingly – change of physical surroundings, expectations, roles and tasks
- Staff increases, both paid and voluntary (including placements and interns)
- Managing the 'stretch', maintaining existing levels of service, locally and nationally, while preparing for and carrying out the renovations / capital building works
- Managing expectations of users, other stakeholders and the Board of Directors
- Working with architects and the design team to realise the vision of GWL in its permanent home, requiring the ability to manage a capital build, albeit with Project Management support from Clyde Gateway URC
- Requirement to build and sustain engagement with new geographical and culturally diverse communities in the immediate vicinity of GWL's new premises and in other areas throughout Scotland
- Maintaining and safeguarding the ethos and values of GWL
- Substantial increase in the numbers of visitors, users and learners
- Day to day building management

Implications for the Board of Directors

- Increasing access and audiences, ensuring that GWL is 'barrier free' and that as many people as possible have the means to participate in its activities
- Ensuring that there is appropriate capacity in terms of staff and volunteers to support the period of change and subsequent launch of refurbished premises with substantially increased public profile and user numbers
- Attracting additional influential, high-profile women to the Board of Directors who have the contacts, knowledge, skills and enthusiasm to move the concepts of GWL forward as well as ensuring that Board members continue to add strategic value to the work of GWL

- Ensuring that Board members, staff and volunteers work together to create the synergy needed to meet GWL's new objectives
- Maintaining a strategic focus on the objectives outlined in this Plan and supporting the staff team to carry this forward

Implications for Users of Glasgow Women's Library

- Benefiting from a massive improvement in the quality of facilities offered by GWL, including online resources
- Experiencing improved consultation on, engagement with, use of and access to the collection and other services
- Increasing interaction and more diverse group of day to day users of GWL, including remote, remote / online users
- Broadening of the work of GWL as it becomes a recognised 'national' resource

Financial Implications

- The securing of unprecedented levels of finance for capital and building works
- The need to either 'outsource' day-to-day financial recording, or invest in additional personnel and better recording systems to manage substantially increased financial activity and to enable, for example, credit / debit card sales
- The need to raise more Unrestricted Income to cover rent, rates, maintenance, utility and other general running costs associated with the new premises
- Needing to secure continued and new project funding for all key projects
- Instigating income generating initiatives and activities

Financial Forecasts 2014 - 2017

The following forecasts and cash flows exclude the refurbishment capital build income and expenditure (since these are managed by Clyde Gateway URC) and are based on the assumptions that:

- Project funding from Glasgow City Council and the Scottish Government will remain in place, based on GWL's highly regarded service delivery in the context of Single Outcome Agreements and Community Planning priorities.
- All projects will be delivered on budget.
- Salaries will be the subject of a 1% annual increase and project costs will increase slightly in income and expenditure.
- Salary costs include a 6% Employer's Pension contribution.
- Rising profile as GWL approaches re-launch in refurbished premises will result in increased income in the areas of 'Friends', donations, fundraising and earned / self-generated income from enterprising activities; and increased expenditure in travel costs as a result of an increase in volunteers.

Financial Forecast 2014-2017		2014-2015					2015-2016					2016-2017				
	Notes	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 1	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 2	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 3
INCOME																
Grants																
Lifelong Learning / BME Projects	Assume standstill award	13,486	22,478	22,477	22,478	80,919	13,486	22,478	22,477	22,478	80,919	13,486	22,478	22,477	22,478	80,919
ALN Project	Assume standstill award	7,950	13,250	13,250	13,250	47,700	7,950	13,250	13,250	13,250	47,700	7,950	13,250	13,250	13,250	47,700
Librarian/Archivist	Assume standstill award	9,186	9,186	9,186	9,186	36,744	9,186	9,186	9,186	9,186	36,744	9,186	9,186	9,186	9,186	36,744
National LLL Project	Assume standstill award	13,131	13,131	13,131	13,131	52,524	13,131	13,131	13,131	13,131	52,524	13,131	13,131	13,131	13,131	52,524
Anti-Sectarianism Project	Assume standstill award	20,021	20,021	20,021	20,022	80,085	20,021	20,021	20,021	20,022	80,085	20,021	20,021	20,021	20,022	80,085
Volunteer Development	Assume standstill award	11,750	11,750	11,750	11,750	47,000	11,750	11,750	11,750	11,750	47,000	11,750	11,750	11,750	11,750	47,000
Museum Curator	New award	9,295	9,296	9,296	9,296	37,183	9,295	9,296	9,296	9,296	37,183	9,295	9,296	9,296	9,296	37,183
Strategic / Enterprise Development	Assume standstill award	8,937	8,937	8,937	8,938	35,749	8,937	8,937	8,937	8,938	35,749	8,937	8,937	8,937	8,938	35,749
Creative Scotland Regular Funding	New award 2015-18	-	-	-	-	-	30,034	30,035	30,034	30,035	120,138	31,141	31,140	31,141	31,141	124,563
BIG Young Start	Year 1 award	12,612	-	-	-	12,612	-	-	-	-	-	-	-	-	-	-
Creative Cities, Artist in Residence	Assume standstill award	17,500	-	-	-	17,500	17,500	-	-	-	17,500	17,500	-	-	-	17,500
New bee keeping initiative, start up award	New one-off award	-	-	-	-	-	10,000	-	-	-	10,000	-	-	-	-	-
GI	Bi-Annual, small grant	-	-	-	-	-	-	-	-	3,800	3,800	-	-	-	-	-
Self-Generated Income - Fundraising																
Friends Scheme	2015, HLF Catalyst grant embedded	1,000	1,500	1,500	1,500	5,500	2,500	2,600	2,600	2,700	10,400	2,800	2,800	2,900	3,000	11,500
Donations	Benefitting form raised profile	1,500	1,500	1,500	2,000	6,500	2,800	2,900	3,000	2,300	11,000	2,500	3,000	3,000	3,500	12,000
Corporate Sponsorship	Benefitting form raised profile	-	-	-	500	500	4,000	2,000	2,000	2,000	10,000	3,000	4,000	3,000	2,000	12,000
Fundraising Events	Benefitting form raised profile	2,000	2,000	2,000	2,000	8,000	2,000	2,000	2,000	2,000	8,000	2,500	2,000	2,500	2,000	9,000
21 Revolutions Prints Fundraising	Increased sales with dedicated shop	2,000	1,000	1,500	2,400	6,900	1,000	2,400	2,400	2,000	7,800	2,000	1,000	1,000	1,000	5,000
Legacies	2014 HLF Catalyst grant embedded	-	1,000	-	3,000	4,000	-	1,000	-	3,000	4,000	1000	0	4000	0	5,000
Social Enterprise Self-Generated Income																
Branded Merchandise:																
Postcards	Increased sales with dedicated shop	200	200	250	250	900	250	260	270	270	1,050	300	330	350	400	1,380
21 Revolutions Book	Increased sales with dedicated shop	700	900	900	900	3,400	1,000	1,200	1,300	1,300	4,800	1,200	1,300	1,400	1,500	5,400
Badges and Stickers	Increased sales with dedicated shop	50	50	50	70	220	70	80	80	80	310	80	90	90	100	360
T Shirts	Increased sales with dedicated shop	60	70	80	100	310	100	120	120	130	470	140	150	160	200	650
Tote Bags	Increased sales with dedicated shop	300	300	350	350	1,300	400	430	450	470	1,750	500	550	600	650	2,300
Other, incl. bee products from year 2	Increased sales with dedicated shop	150	180	220	250	800	250	300	500	600	1,650	700	800	900	900	3,300
Heritage Walks and Audio Tours	Benefitting from raised profile	200	250	100	100	650	200	200	200	200	800	250	250	200	250	950
Venue Hire	Full launch of renovated building	-	-	-	-	-	2,400	3,000	3,500	4,000	12,900	4,500	4,600	4,800	5,000	18,900
Coffee Shop	Full launch of renovated building	-	-	-	-	-	600	800	800	900	3,100	1,000	1,100	1,200	1,200	4,500
Externally Published Books	Increased sales with dedicated shop	30	40	50	60	180	60	70	80	90	300	110	130	150	170	560
GWL - SSITS Book	Increased sales with dedicated shop	70	100	120	120	410	120	130	130	150	530	150	150	150	150	600
GWL - Zines	Increased sales with dedicated shop	20	100	20	20	160	30	100	30	20	180	40	100	40	30	210
Events:																
Salons	Full launch of renovated building	-	-	-	-	-	600	700	700	700	2,700	800	800	900	1,000	3,500
Book Group	Full launch of renovated building	-	-	-	100	100	-	-	-	120	120	-	-	150	-	150
Other Public Cultural / Creative Events	Full launch of renovated building	400	600	600	600	2,200	600	600	700	700	2,600	800	800	900	1,000	3,500
'Inspired!' Palette Workshops																
Health and Wellbeing	Benefitting from raised profile	500	500	700	700	2,400	700	500	800	800	2,800	800	1,000	1,000	1,100	3,900
Public Talks	Benefitting from raised profile	200	250	300	350	1,100	400	400	450	500	1,750	550	600	600	650	2,400
Awareness Raising	Benefitting from raised profile	100	300	300	400	1,100	300	500	600	800	2,200	400	500	500	700	2,100
Heritage / History	Benefitting from raised profile	500	500	800	800	2,600	300	500	700	300	1,800	500	600	400	500	2,000
Other bespoke training	Benefitting from raised profile	100	200	200	200	700	200	300	300	400	1,200	300	400	400	400	1,500
Bank Interest																
		100	100	100	120	420	120	120	100	100	440	120	130	100	100	450
TOTAL INCOME		134,048	119,689	119,688	124,941	498,366	172,290	161,294	161,892	168,516	663,992	169,437	166,369	170,579	166,692	673,077

		2014-2015					2015-2016					2016-2017				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 1	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 2	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Year 3
EXPENDITURE																
Wages incl NI (ER) and Pension	For all posts in the organisation	90,200	90,200	90,200	90,200	360,800	119,406	119,407	119,406	119,406	477,625	120,007	120,007	120,007	120,007	480,028
Rent	Concessionary Rent	200	200	200	200	800	200	200	200	200	800	200	200	200	200	800
Insurance	Contents and Building	-	-	3,300	-	3,300	-	-	4,700	-	4,700	-	-	5,200	-	5,200
Property Maintenance	Cyclical maintenance requirements	1,250	1,250	1,250	1,250	5,000	1,300	1,300	1,300	1,300	5,200	1,400	1,400	1,400	1,400	5,600
Project Delivery Costs	incl. small capital equipment costs	23,400	23,400	23,400	23,400	93,600	30,566	30,565	30,565	30,566	122,262	27,621	27,621	27,621	27,621	110,484
Utilities	Gas, Water, Electricity	3,500	3,500	4,000	4,000	15,000	6,000	6,000	6,000	6,000	24,000	7,000	7,000	7,000	7,000	28,000
Telephone (Non Project)	Most costs covered by projects	500	500	500	500	2,000	750	750	750	750	3,000	850	900	900	950	3,600
Marketing/Publicity (Non-Project)		800	800	800	800	3,200	900	900	900	900	3,600	1,100	1,100	1,100	1,100	4,400
Postage & Stationery (Non-Project)	Most costs covered by projects	200	200	200	200	800	300	300	300	300	1,200	400	400	400	400	1,600
Audit & Accountancy		-	3,500	-	-	3,500	-	4,000	-	-	4,000	-	4,500	-	-	4,500
Legal & Professional Fees		-	2,500	-	2,500	5,000	-	3,000	-	3,000	6,000	-	3,500	-	3,500	7,000
Sales stock / merchandise production	Expanded area of work from 2015	100	100	100	100	400	900	1,200	1,200	1,300	4,600	1,400	1,500	1,500	1,600	6,000
Fundraising / Event Costs		500	-	500	-	1,000	-	500	-	500	1,000	-	600	-	600	1,200
Sundry Expenses		200	200	200	200	800	300	300	300	300	1,200	300	400	400	400	1,500
TOTAL EXPENDITURE		120,850	126,350	124,650	123,350	495,200	160,622	168,422	165,621	164,522	659,187	160,278	169,128	165,728	164,778	659,912
NET CASH FLOW		13,198	- 6,661	- 4,962	1,591	3,166	11,668	- 7,128	- 3,729	3,994	4,805	9,159	- 2,759	4,851	1,914	13,165

Section 6 – Track Record GWL

Critical Success Factors

The trajectory of GWL's ongoing positive development is clearly highlighted in this Strategic Plan and can be augmented by the following critical success factors:

Financial Growth

In less than ten years, GWL's income has seen a 300% increase.

Since 2009, there has been an 84% increase in annual turnover with a 372% increase in self-generated income during this time.

The percentage of overall income represented by self-generated income has also grown since 2009, from 5.5% to 13.5%.

Staff, Projects and Resources

In less than ten years, GWL has more than quadrupled its paid staff team, increasing numbers by 78% in the past five years, to 17. In addition, GWL employs a further four-six sessional workers at any one time to work on dedicated, time-limited projects. There is a constant figure of around 80 volunteers per year.

The number of projects being delivered by GWL has also increased during this time. Since 2009, there has been a 50% growth in the number of core projects alone, bringing the number to nine, while the combined number of both core and dedicated, time-limited projects active at any one time can be as high as 20.

The lending library stock is an estimated 20,000 items, with an approximate additional 100,000 archive items and 1,000 artefacts in the museum collection. The stock is almost entirely donated and, while the rate of donations has remained steady, the range has broadened into more historically significant and rare items.

User Base

GWL has relocated premises three times in seven years, potentially jeopardising levels of engagement with its users, learners and supporters, particularly since the buildings occupied by GWL until relocation to its current premises in 2013, have all fallen short in terms of adequacy for a number of different reasons.

However, despite this, the numbers of users, visitors and learners have continued to increase, the user base becoming ever more diverse and the geographical spread of users growing each year. It

is anticipated that in the life of this Strategic Plan, with renovations, raised profile and Accreditation as a Recognised Collection of National Significance, numbers will increase fivefold, with 50,000 people per year engaging with GWL, its collections and events.

The ability to deliver such good value for money to our stakeholders – funders and learners alike – is testimony to GWL’s proven skills in project management, partnership working and high-quality service delivery.

From a small, informal, local, unconstituted group with neither paid staff nor funding, GWL has developed into an Accredited Museum and established national organisation with 17 paid staff and an annual income of over £500,000. This sustained growth has been the result of creative and ambitious visioning underpinned by collaboration, partnership working and broad community support. The organisation is directed by the needs and demands of its diverse user base and facilitated by a dedicated staff team. GWL has thrived even in times of economic downturn and political upheaval, rising to and overcoming the challenges of funding constraints and cuts, local and national government reorganisation and an ever changing voluntary / charitable sector landscape.

At this point, the organisation has a high degree of management competence and the necessary experience to successfully implement and manage this Strategic Plan. GWL has a sound structure, with robust policies and transparent practices, providing the framework for its current activities and a solid foundation for further expansion.

See Appendix 5 for a selection of achievements to date.

Section 7 – Immediate Action Plan, 2014 - 2015 **Updated: May 2015**

Aim / Objective	Focus	Milestones / Tasks	Timescales	Resources
Refurbishment / capital build project	Relocation / Refurbishment of permanent premises	Regular Design and Construction Team meetings until completion and handover of the building to GWL <u>ON SITE, ongoing</u>	April 2014 – June 2015	Enterprise Development Manager
Consolidation, development and expansion of collections, projects and services	Funding / Fundraising	Seek funding for existing and additional new projects, based on demand and need, and key roles to fill capacity deficits <u>SUCCESSFUL in bids for three year funding from GCC for four core projects; SUCCESSFUL in bids for one year funding from the Scottish Government for three core projects</u> <u>Applications PENDING for short-term Archive projects to Feminist Review Trust and National Cataloguing Grants</u>	April 2014 – ongoing	Lifelong Learning and Creative Development Manager / Enterprise Development Manager; Creative Clusters
Consolidation, development and expansion of collections, projects and services	Staff development / capacity building	Recruit and train volunteers in relevant library, archive and museum skills, customer service, venue / front of house duties and learning project support <u>Ongoing</u>	April 2014, ongoing	Volunteer Co-ordinator; Staff Team
Enterprise / Income Generation	Merchandise, Product and Service Development	Scope partnerships, research and move to production <u>Ongoing</u>	April 2014, ongoing	Lifelong Learning and Creative Development Manager / Enterprise Development Manager; External Advisors; Creative Clusters
Consolidation, development and expansion of collections, projects and services	Fundraising / Funding	Apply to Creative Scotland to become a 'Regularly Funded' organisation with a three year programme portfolio and increased staff capacity to run the GWL building / venue <u>SUCCESSFUL</u>	July 2014	Lifelong Learning and Creative Development Manager; Enterprise Development Manager; Board
Consolidation, development	Fundraising /	Secure funding to recruit a Museum	September	Enterprise Development Manager

and expansion of collections, projects and services	Funding	Curator <u>SUCCESSFUL for short term funding, further bids planned</u>	2014	
Consolidation, development and expansion of collections, projects and services	Consultation and Market Research	On-line surveys of GWL users, learners and supporters <u>Completed</u>	September – October 2014	Enterprise Development Manager; Board; External Advisor
Consolidation, development and expansion of collections, projects and services	Profile raising	Production of a Marketing Plan <u>Ongoing</u>	September 2014 – March 2015	Board, staff team
Consolidation, development and expansion of collections, projects and services	Consultation and Market Research	Focus Groups <u>Completed</u>	October 2014	Enterprise Development Manager; Board
Consolidation, development and expansion of collections, projects and services	Service (Learning) Development	Plan the Lifelong Learning Programme for 2015 <u>Completed for June - September 2015 / Ongoing</u>	October 2014 – September 2015	Lifelong Learning and Creative Development Manager; Staff Team
Accreditation and 'National' Status	Accreditation Standard	Accreditation Return submission to retain 'Full' status as a Museum <u>Submitted</u>	December 2014	Enterprise Development Manager; Museum Curator; Board;
Consolidation, development and expansion of collections, projects and services	Funding / Fundraising Profile raising	Recruit high profile 'Champions'	September - December 2015	Board; Senior Staff Team
Accreditation and 'National' Status	Accreditation Standard	Application process for Recognised Collection of National Significance status <u>Ongoing</u>	February – October 2015	Enterprise Development Manager; Museum Curator; Board; External Advisors

Consolidation, development and expansion of collections, projects and services	Service (Collections) Development	Start to catalogue and re-organise the materials ready for relaunch Ongoing	March – August 2015	Collections Team; Creative Clusters
Professional Standards	Policy Development	Full Policy Review	July – September 2015	Staff Team; Board; External Advisors
Refurbishment	Funding / Fundraising	Review capital funding targets / fundraising strategy for additional capital works	July 2015 – March 2016	Board; Enterprise Development Manager; Creative Clusters
Consolidation, development and expansion of collections, projects and services	Consultation and Market Research	Community Consultation exercises	August – December 2015	Lifelong Learning and Creative Development Manager; Staff Team
Consolidation, development and expansion of collections, projects and services	Digital Development Strategy	Research, consultation, writing and implementation	August – December 2015	Staff Team; Board; External Advisors; Creative Clusters
Consolidation, development and expansion of collections, projects and services	Consultation	Annual General Meeting	August 2015	Board / Enterprise Development Manager

Section 8 – Risk Assessment

Charting and Managing Risk

Nature of Risk	Probability	Potential Result	Risk Reduction Measure
Failure to raise other capital support from targeted funders	Medium	Changes to the anticipated development timeline, including possible problems in the synchronisation of capital funding	<p>Increased focus on private fundraising strategies</p> <p>Activate alternative capital funding streams</p> <p>Revise the capital building plans / designs and re-evaluate the ambitious vision</p> <p>Value Engineering</p>
Structural issues uncovered through the process of refurbishment	Low	Changes to the anticipated development timeline; increased costs	<p>Appointment of highly experienced, qualified Design and Construction teams</p> <p>Project Management support from Clyde Gateway URC, also being the main client</p> <p>Contract involves removed risk / insurances from GWL onto Contractor</p>
Public Sector funding for key projects / posts reduced or not renewed	Medium	Loss of projects that are at the heart of GWL's work	<p>Ongoing scoping of alternative streams of secure funding for projects</p> <p>Social Enterprise / Third Sector development to generate independent income</p> <p>Galvanising public support of GWL's work</p> <p>Continuing to ensure positive stakeholder / funder relationships and stewardship</p>
Difficulties in recruiting volunteers	Low	Volunteer elements of the project under resourced	<p>Attention to quality of experience offered to volunteers</p> <p>Development of professional standards</p>

Donor income adversely impacted by economic downturn	Medium	Reduced Unrestricted Income to cover non-Project running costs	<p>Ongoing scoping of funding towards general running costs</p> <p>Social Enterprise / Third Sector development to generate independent income</p> <p>Ongoing monitoring of all existing donor relationships to evaluate likely outcomes against existing commitments</p> <p>Ongoing monitoring of the Major Donor and Trusts market sector</p> <p>Detailed database research to establish the extent and potential to recruit new high value givers</p> <p>Recruitment of GWL 'Champions' to raise profile</p>
Failure to ensure legal compliance leaves GWL and its Directors vulnerable to legal action	Low	Potential fines and reputational risk	<p>Induction and Governance Training for all Board Members</p> <p>Timely submissions of paperwork to funders, Companies House and OSCR</p> <p>Recording of all compliances regarding statutory / legal requirements</p> <p>Insurances</p>
Staff under / over perform	Low	Over stretched, stressed team resulting in ineffective performance, individual and team dissatisfaction, reduced morale; impact on income and creating the potential to lose good staff; poor work-life balance for staff	<p>Effective leadership and staff management with Staff Support and Supervision systems implemented</p> <p>Good management of team and individual work loads</p> <p>Clarity of roles and responsibilities</p> <p>Honest, open, transparent communication across the organisation</p> <p>Investment of training, Career and Personal Development for all staff</p>

Appendix 1 - Personnel Biographies

Board of Directors:

Karen Birch (Chair) - An entrepreneur with a wealth of experience in creating and supporting enterprise. The founder and Managing Director at 'the3rdi magazine', a member owned co-operative, Karen is also Managing Director of Maroan Limited, specialising in supporting and promoting ethical business practices. Through her work at, and beyond, the3rdimagazine, Karen is also actively involved in many groups seeking to promote equality and diversity, including being a founding member at Changing the Chemistry, a group working to increase board effectiveness through diversity. Karen is also a regular speaker at conferences, business schools, workshops and events on co-operative and community enterprise, leadership, women into business and ethical business practices. She has a degree in Zoology from Sheffield University and MBA from North Staffordshire University.

Zoe Strachan (Vice Chair) - Zoe is the published author of three novels: 'Ever Fallen in Love', 'Spin Cycle' and 'Negative Space'. She also writes short stories, essays, journalism and various pieces for radio and theatre, writing plays for Oran Mor, the Citizen's Theatre/Glasgay, as well as libretti for Scottish Opera. As a reader, writer and researcher Zoe has a passion for libraries, and also has experience in museum work – both in terms of designing and delivering education programmes and producing interpretation materials. Zoe has a MLitt in Creative Writing from the Universities of Glasgow and Strathclyde and teaches on the Creative Writing Programme at the University of Glasgow.

Helen Anderson (Treasurer) - Helen studied East European Languages and Theatre before moving into a career in the arts. Her fundraising and development career began over 10 years ago in the fiercely competitive cultural charity fundraising sector; with 7 years spent at strategic and executive level at organisations across the UK.

Dr Maud Bracke

Born in Ghent, Belgium, Maud is a historian of 20th-century European social and political history. Widely published, she is Senior Lecturer (History) in the School of Humanities at the University of Glasgow and a Fellow of the Royal Historical Society and of the Higher Education Academy.

Silka Patel - Silka is Thought Leadership Marketing Manager at Cisco Systems, with a strong business background and many years' experience in Strategic Planning, Marketing and IT. Her particular strengths are in effective communication and negotiation, strong advocacy skills and creative thinking. Silka is successful at achieving outcomes and overcoming obstacles by problem-solving with a 'can-do' attitude, gained from experience in leading and governing a board and from

working within the travel and tourism and technology sectors. Silka is founder & Chair of Scotland Women in Technology (SWIT).

Professor Laura Piacentini - Laura is Professor of Criminology at the Law School, University of Strathclyde. For the last 20 years she has been actively researching marginalised communities held in places of confinement, namely, prisons. She engages in ground-breaking, imaginative scholarship that focuses, in particular, on the needs of women as a marginalised, criminalised group. Laura has published widely on the subject and won awards for this work. Laura is a fluent Russian speaker and also plugged into Russian campaigning groups focusing on women's rights, women's education and women in the arts.

Claire Stewart - Claire has a degree in Scots Law and experience in charity management and governance, and in company and charity law. She is a Company Director of a small consultancy and has considerable skills in carrying out development activities for growing organisations, including visioning, strategy and re-brand, digital strategy and change management. Her extensive experience includes planning, managing and delivering literature projects as part of wider strategic aims. Claire set up the first Book Week Scotland and founded 'Electric Bookshop'.

Staff Team Members:

Sue John - Sue is the Company Secretary and Enterprise Development Manager. She joined Glasgow Women's Library as a volunteer in 1993 having graduated (as a mature student) from Glasgow School of Art with a BA (Hons) degree in Fine Art Printmaking. She became a paid GWL worker in 2000, job sharing the post of Development Worker on the *LIPS* Project, and since 2006 has been in post as the full-time Development Manager. Part of the Senior Management Team, Sue's key responsibilities at GWL comprise strategic and operational duties, including Strategic Plan delivery and line management of workers.

Dr Adele Patrick - Adele is a founder member of GWL and current Lifelong Learning and Creative Development Manager. She has been involved in women's and equality projects in Glasgow since the 1980s. An Alumna and former tutor at Glasgow School of Art, she holds B. A. (Hons) and M. A. degrees in Design. She is committed personally and professionally to the concept of learning throughout life and achieved her own Doctorate in 2004.

Morag Smith - Morag joined Glasgow Women's Library as the National Lifelong Learning Development Worker in 2009. She studied English Literature at the University of Strathclyde and then lived in Germany for some years where she worked as a teacher of English as a Foreign Language and then in the travel industry. Morag returned to Scotland with her family where she had a career change and started to work in Adult Learning and completed a post-graduate

Certificate in Adult Guidance. Before joining GWL, she worked for Renfrewshire Libraries and Adult Literacies Renfrewshire in learning and reader development.

Rachel Thain-Gray - Rachel joined the GWL Staff Team in 2013 as the Development Worker on the 'Mixing the Colours: Women Speaking about Sectarianism' Project (MtC). She engages learners at GWL and across Scotland, providing a range of creative workshops and events, gathering learning about women's experiences of Sectarianism with diverse community groups and delivering training for partner agencies. The project feeds into the Scottish Government's Tackling Sectarianism Advisory Group. Rachel has a First Class Honours Degree in Applied Arts and practiced as a Participatory Artist with community groups for seven years.

Syma Ahmed - Syma is the Development Worker (Black and Minority Ethnic Women's Lifelong Learning Project) and joined GWL in 2007. She is responsible for promoting lifelong learning, arts and creative opportunities for BME women and is keen to celebrate the success and achievements of BME women in Glasgow through capturing and compiling their life stories and preserving them at GWL. Syma has worked in the Voluntary Sector for over ten years and enjoys developing new projects to support the local community.

Laura Dolan - Laura joined GWL in 2007 as the Lifelong Learning Assistant. She is responsible for assisting with the development of learning programmes, organising and supporting events and handling the promotion of GWL's learning activities. Laura has worked in the voluntary sector since 1998, including posts with The Poverty Alliance, Money Advice Scotland and the Workers Educational Association and has a keen interest in promoting learning and culture for all. She was General Manager for Universal Comedy during its Pilot Project in 2006 and has extensively worked and travelled abroad.

Donna Moore - Donna is GWL's Adult Literacy and Numeracy Development Worker, providing support to women who need help with their reading, writing or numbers. She is also involved with many other related projects at GWL, including: the annual 'Dragon's Pen' creative writing competition; 'Illuminated Letters' (supporting women to write illustrated letters to inspirational heroines); creative writing and craft projects with women in the criminal justice system; and, most recently, GWL's public art project March of Women (involving research, creativity, performance and procession around a Suffragette play). Donna is ITALL qualified and has a Masters' Degree in Community Learning and Development. She is also a published writer of fiction and currently studying for a Masters' Degree in Gender Studies at Stirling University.

Pauline Healy - Pauline has been the Adult Literacy and Numeracy Tutor at GWL since 2007. She has many years' experience and is highly skilled in this field, having worked in several community

based organisations. She holds a Post Graduate qualification in Adult Literacies from the University of Strathclyde and has undertaken action-based research in this area, specialising in the impact that trauma / violence have on learning.

Gabrielle Macbeth - Gabrielle joined the team in 2011 as GWL's first Volunteer Co-ordinator. Having completed a Masters in Human Rights and International Politics from the University of Glasgow in 2007, Gabrielle worked with Amina: the Muslim Women's Resource Centre and then Glasgow YWCA, providing learning and development opportunities to Black and Minority Ethnic women. She is the main point of contact and support for the dozens of volunteers involved in GWL's work, matching their interests, skills and strengths to the needs of each project.

Wendy Kirk - Wendy joined GWL in 2005 as the Librarian, having previously worked in community-based support work and community libraries. She is a graduate of the University of Strathclyde, where she studied English Literature as an undergraduate and Library Studies as a postgraduate student, and is a Chartered Member of the Chartered Institute of Library and Information Professionals. Wendy has designed a bespoke Classification System for GWL and, as well as taking the lead role in developing the Library Management System, also delivers book related events as part of GWL's learning programme.

Nicola Maksymuik - Nicola joined the GWL staff team in 2014 as the Archivist, working on all aspects of collection management and development including cataloguing, ensuring the collections are in appropriate storage and making the collections accessible to users. She has an MA in History and an MSc in Information Management and Preservation and has previously worked on cataloging projects for the Spirit of Revolt Archive and Milngavie Heritage Centre.

Wendy Turner - Wendy joined GWL in 2014 as its first professional Museum Curator. She worked at the National Museums of Scotland for twenty-five years in a number of different roles. Most recently she was Head of the Collections Services department and has overseen major projects including the creation of new storage facilities at the National Museums Collections Centre; and the de-installation of 1 million stored and displayed Collections for the Royal Museum Project (RMP). Wendy began her museum career as an Assistant Curator at The Black Country Museum in the West Midlands. This was followed by work for the Scottish Museums Council (MGS) on the Industrial Heritage Scotland Project and the Conservation Services Survey. She was a founder member of the team that established the original SPECTRUM standard working with MDA (now Collections Trust). She is Curatorial Adviser for Linlithgow Heritage Trust. She has a Masters in Museum Studies from Leicester University and a Postgraduate Certificate in Business Studies from Napier University. Most recently Wendy completed a Masters in Theatre Directing at The Royal Conservatoire of Scotland.

Helen MacDonald - Helen has been a part-time Administration Worker at GWL since 2005, with a focus on IT support and digital development, including managing GWL's online presence and developing its bespoke Monitoring & Evaluation and CRM system, Library Out Loud. She is also developer & moderator of the Women of Scotland website, created by GWL in partnership with Women's History Scotland, and represents GWL on the WHS steering committee.

Alison Gardiner - Alison came to GWL in 2003 to teach a ten week T'ai Chi class, subsequently joining the team as a volunteer and then paid part-time Administration and Finance Worker. She is a qualified Archivist with many years' experience in this field.

Eleftheria Lazaridou - Ele joined Glasgow Women's Library as Administrative Assistant to the National Lifelong Learning Project in 2011 after volunteering with the Library. She has Bachelors' and Postgraduate degrees in Information and Library Studies.

Rebecca Jones - Rebecca joined GWL as a volunteer in 2013, involved in activities including blogging and reviewing, transcribing interviews and providing assistance at a range of events and workshops. She is now the Administrative Assistant to the 'Mixing the Colours' Project. Rebecca has an M. A. (Hons) and an M. Litt in Classics from the University of Glasgow, and is a keen writer (and reader) with a particular passion for history, short stories and historical fiction. She has a background in higher education student support, including roles in placement provision, residential and pastoral support and fundraising. She has also worked in human resources and as a copywriter and proofreader.

Iona Macleod - Iona joined GWL in 2014 as a Receptionist. With previous experience in community run Social Enterprises, and skilled in Customer Care, she is often the first point of contact for GWL visitors, providing a friendly welcome to all.

Appendix 2 - Skills Audit

The Skills Audit of GWL's Board of Directors is regularly reviewed and updated. The Board of Directors collectively has high levels of expertise in the areas of: Strategic Planning; Marketing; Fundraising; Social Enterprise and Business Development; Training; Organisational and Change Management; Information Technology and Digital Strategy; Company and Charity Law and Governance; Entrepreneurship; Research; Academia; Publishing; Learning and Education; Museums; Literature; Policy Implementation; Human Resources; Public Speaking; and Consultancy.

Further, there is some expertise in Customer Care; Equality and Diversity; Financial Management; Effective Networking and Analytical Abilities.

The Senior Staff Team members, the Enterprise Development Manager (EDM) and the Lifelong Learning and Creative Development Manager (LLCDM), also participate in Skills Audits and demonstrate high levels of expertise in Change Management; Project Development; Capital Build Project Management; Administration; Campaigning; Fundraising; Strategic Planning; Training; History of the Sector; Knowledge of the Community; Personnel Management and Leadership; Effective Networking; Presentation Skills; Media and Public Relations; and Systems Implementation. The Managers also have some expertise in Consultancy; Customer Care; Equality and Diversity; Campaigning; Financial Management; Governance; Policy Implementation and Research. They are also confident, committed and knowledgeable Champions of the Women's Library, with the LLCDM being a founder member and the EDM having worked for the organisation in both voluntary and paid capacities since 1993.

The key skills gaps identified in this Audit were in the areas of Conflict Resolution and Disability Awareness. Whereas GWL is active in networks that can easily provide expertise, advice and support on these and any other issues, the Board of Directors will recruit additional Board Members during 2014-15.

Appendix 3 - Summary of Current Project Funding (2014-15)

The following table summarises the current project funding (2014-15) allocated to GWL:

Name of Funding Body	Amount of Grant / Operating Budget	Purpose
Glasgow City Council	£ 80,919	Lifelong Learning and BME Women's Programmes
Glasgow City Council	£ 47,700	Adult Literacy and Numeracy Project
Glasgow City Council	£ 29,000	Collections Development Staff
Glasgow City Council	£ 6,176	LGBT Project
The Scottish Government	£ 52,524	National Lifelong Learning Project
The Scottish Government	£ 80,085	'Mixing the Colours' Women and Sectarianism Project
Museums Galleries Scotland	£ 28,653	Enterprise Development Manager Post
The Robertson Trust	£ 14,500	Volunteer Development Programme
Henry Smith Charity	£ 32,100	Volunteer Co-ordinator Post
South Lanarkshire Council	£ 1,532	LGBT Project
Heritage Lottery Fund	£ 7,000	Archive Development Costs
Heritage Lottery Fund	£ 9,600	'Sharing Heritage' Programme, West Dunbartonshire
BIG Lottery, Young Roots	£ 6,658	Young Critics project

Appendix 4 - Relationships and Networks: *Selected Sample* of Current and Past Examples

National

National Library of Scotland

Museums Galleries Scotland

Amnesty International

Scottish Mental Health Arts and Film Festival

Doors Open

Engender

University of Stirling Gender Studies Department

Women's History Scotland

STUC

Creative Scotland

H.M.P Cornton Vale

H.M.P Greenock

H. M. P. Saughton, Edinburgh

Scottish Book Trust

Scottish Community Development Centre

Youth Link Scotland

Stand up to Sectarianism

SACRO

LGBT Youth Scotland

Wigtown Book Festival

Harpies, Fechters and Quines, Edinburgh

Aberdeen Women's Alliance

Place for Hope

Xchange Scotland

Shetland Arts

Royal Conservatoire of Scotland

The Wellcome Trust

WEA Women at Work Highlands

West Dunbartonshire Libraries and Museums

Edinburgh City Libraries

SHAKTI Women's Aid

Local

Glasgow Life

Glasgow Museums

University of Glasgow

Glasgow Clyde College
The Village Storytelling Centre
Amina Muslim Women's Resource Centre
West End Festival
Glasgow School of Art
Tomorrow's Women (Criminal Justice Project)
Glasgow Gallery of Modern Art
Women's Aid – various locations
SAY Women (Sexually Abused Young Women)
West of Scotland LGBT Forum
Dundee International Women's Centre
Adult Literacies Practitioners Forum
Centre for Contemporary Arts, Glasgow
Friends of the Glasgow Necropolis
Aberlour
Glasgow Disability Alliance
Platform / The Bridge, Easterhouse
Clyde Gateway
Jobs and Business Glasgow
Merchant City Festival
The Bike Station
Mind Waves
The Bridges Programme
GAMH

International

Aletta, Netherlands
Know How international network of women's libraries, archives and documentation centres
WINE (Women's Information Network Europe)
Association Les Femmes et la Ville, Marseille
Bildweschel, Germany
FLA Network (Feminist Libraries, Archives and Museums)

Appendix 5 - Achievements

Selection of achievements to date include:

2015

- Major partnership project with the Royal Conservatoire of Scotland, March of Women, attracting national media coverage.
- The inaugural Outstanding Women of Scotland Awards, a partnership with the Saltire Society, held at GWL.

2014

- GWL is successful in its bid for Regular Funding for three years from Creative Scotland.
- The successful raising of all the capital finance required - just under £1 million - for the remaining Phases of internal and external renovations of GWL's Landressy Street building, supported by Clyde Gateway URC.
- The publishing and launch of a book of the '21 Revolutions' Project, attracting significant media coverage including broadsheet, magazine and national BBC radio.
- Highly Commended by the UK Women's History Network Community Prize for the 'Badges of Honour: How Badge-Wearing Women Changed the World' Project.
- Highly Commended by the UK Collections Trust in the 'Enterprise in Museums' Award category for the 'Badges of Honour: How Badge-Wearing Women Changed the World' Project.
- GWL wins the Jobs and Business Glasgow 'Social Enterprise of the Year' Award.
- Launch of the GWL Clydeside Women's Heritage Cycle Ride Map.
- GWL appoints an 'Artist in Residence for the Women of Glasgow'.
- The awarding of 'XX Commonwealth Games Glasgow Legacy Branding', confirming that Glasgow Women's Library provides a Legacy from the Games.

2013

- Completion of Phase 1 of a capital refurbishment project and subsequent relocation to GWL's new permanent premises at 23 Landressy Street, an early twentieth century Grade B listed Carnegie Library building, where GWL is the sole occupant.
- The securing of three years funding from the Robertson Trust and Henry Smith Charity for the continued employment of the Volunteer Co-ordinator to lead the Volunteer Development Project.
- The launch of a new project, 'Mixing the Colours', funded by the Scottish Government to focus on Women and Sectarianism.
- Awarded the Arts & Business Scotland 'Enterprising Museum of the Year' Award (sponsored by Museums Galleries Scotland) for the '21 Revolutions' Project.

2012

- The launch of '21 Revolutions: Two Decades of Changing Minds', a major project and hugely successful, popular exhibition featuring 21 of Scotland's most prolific visual artists and 21 writers, who were each specially commissioned to create new works inspired by items in the GWL collections.
- The appointment of a Design Team, led by Collective Architecture, for the refurbishment of GWL's permanent premises at 23 Landressy Street.
- The launch of a new project, with a dedicated post, to focus on Outreach and Audience Development in the context of GWL's relocation to Landressy Street in the East End of Glasgow.
- The appointment of a Reader in Residence, funded by the Scottish Book Trust.

2012

- The appointment of a Property Agent to scope the availability and feasibility of a range of premises across Glasgow as suitable, fit-for-purpose permanent premises for GWL, enabling the organisation to make an informed final decision on the location of its future home.
- The publishing of a new book, 'She Settles in the Shields: Untold Stories of Migrant Women in Pollokshields', the culmination of a two year reminiscence project involving the collection of testimonies and oral histories.
- The launch of an on-line project, 'Mapping Memorials to Women' across Scotland, receiving an endorsing Message of Support from Scotland's First Minister.

2011

- A successful funding application to the Voluntary Action Fund results in the appointment of a Volunteer Co-ordinator, increasing GWL's paid staff cohort to 13 and marking a formal partnership with three other voluntary organisations.
- The launch of GWL's first Audio Tour, featuring the West End Women's Heritage Walk, downloadable from GWL's website.
- GWL featured on BBC 2's, 'The Culture Show, in a programme on 'World Book Night'.
- One day Symposium on GWL's 'Making Space' Public Art Project, with the launch of a DVD charting the project.
- GWL staff, Directors and volunteers participate in Social Enterprise development and training programmes, delivered by CEiS ('Aspire to Enterprise') and ODS ('Equally Enterprising').

2010

- The Adult Literacy and Numeracy Project, featuring staff and learners, appears on BBC 2's 'Politics Scotland' programme.
- GWL's 'Women in the Necropolis' and 'Merchant City Women' Heritage Walks featured on BBC Radio 4's 'Ramblings' Programme, presented by Clare Balding.
- Glasgow City Council pledges £80,000 towards capital costs of the premises refurbishment.

- Relocated, temporarily, to the former Anderston Library at the Mitchell Library.
- Motion in the Scottish Parliament tabled by Robert Brown MSP congratulating GWL on its Accreditation as a Museum.
- Achieved Full Accreditation as a Museum by the Museums Libraries Archives Council.
- Successful bid to the Scottish Government's Third Sector Enterprise Fund awards GWL £94,080 towards capital costs for the new premises and for the appointment of a Business Development Worker to develop social enterprise activities to generate income.
- GWL organises 'One Small Step', a one-day national conference on walking held at the Mitchell Library with 130 delegates attending from across Scotland.
- Successful application to the Glasgow Grows Audiences / Scottish Arts Council's Amb:IT:ion Scotland programme, leading to Associate status for GWL and providing dedicated specialist ICT development support for the organisation.
- Partner organisation in 'The Long Loch / Feminist Lines of Flight in Art and Politics' at the CCA Glasgow, a major project in the Glasgow International Festival of Visual Art.

2009

- Successful bid to the Scottish Arts Council Capital Funding scheme, resulting in a grant of £62,991 towards capital costs for the Mitchell Library premises.
- Match funding secured for the Heritage Lottery / Archive Project costs, with funding awarded by The Lloyds TSB Foundation for Scotland, The Endrick Trust and The Feminist Review Trust.
- Awarded a grant of £26,963 by the Scottish Arts Council / National Lottery Capital Grant (Public Art Fund) for the first stages of a public art project to celebrate and marks the achievements of women.
- GWL is awarded £75,000 from the Robertson Trust towards capital funds for the refurbishment of the Mitchell Library.
- Completion of the RIAS / RIBA Stage D Report for GWL's relocation to the Mitchell Library, undertaken by Gareth Hoskins Architects.

2008

- GWL is awarded a £410,000 grant from the Heritage Lottery Fund to create a dedicated, environmentally controlled archive and employ an Archivist for 3 years.
- The HLF grant attracts local and national TV, radio and press coverage, with GWL appearances on BBC 1 'Reporting Scotland', BBC Radio Scotland 'Radio Café', and in The Times, the Herald and the Evening Times.
- GWL is congratulated on its HLF success in a Motion tabled in the Scottish Parliament.
- The Scottish Government funds GWL for three years to expand its Lifelong Learning Programme to national level.

- Launch of a new fundraising initiative, Women on the Shelf, designed to raise funds towards capital costs for relocation to the Mitchell Library (at the time earmarked as the new permanent premises for GWL).
- GWL's Adult Literacy and Numeracy project is commended by the Scottish Further Education Unit and short listed for the 2008 Award for Student Learning for its Outreach Programme for Vulnerable Adults (project in partnership with Stow College and the Wayside Day Centre for homeless people).
- Further Women's Heritage Walks commissioned by the WEA and Glasgow City Council.

2007

- The securing of funding for, and launch of, a new project, providing Lifelong Learning opportunities for Black and Minority Ethnic (BME) Women in Glasgow – two additional members of staff appointed.
- GWL features as Number two in the top 16 'Places of Hope' in the book, *'The Dreaming City: Glasgow 2020 and the Power of Mass Imagination'* (Demos).
- GWL's Adult Literacy and Numeracy Project launches *'Breaking Barriers'*, a report funded by the Scottish Community Action Research Fund to look at barriers to learning faced by women. The compilation of this report was led by Adult Literacy Learners themselves and contributes to the field at both academic and grass-roots levels.
- The launch of a pioneering Women's Heritage Walk of Glasgow's West End, the first of GWL's series of walks researched and delivered by *Women Make History* volunteers.
- GWL works in partnership with Amnesty International to successfully campaign for the Freedom of the City of Glasgow to be awarded to the Burmese politician, Aung San Suu Kyi, and was subsequently congratulated for this in a Motion tabled in the Scottish Parliament.

2006

- Attendance at 'KnowHow' in Mexico City, the 4-yearly international conference of women's libraries, archives and documentation centres.
- The securing of funding for and completion of a Documentation Project to photograph and video GWL users throughout its 13 years at 109 Trongate before relocation.
- Relocation into temporary 'decant' premises at Parnie Street.
- The launch of a major new Lifelong Learning project, *Women Make History*.

2005

- The appointment of a full-time Librarian, a new permanent post.
- Commissioning of publications including a booklet to mark the 30th anniversary of the Equal Opportunities Commission, launched at the Scottish Parliament, and the production of *Homophobia: Taking no Pride in Prejudice*, an awareness-raising handbook, commissioned by Glasgow City Council, and later adopted as a model of good practice by UNISON at UK national level.

- The launch of GWL's first website, enabling members and users to keep more up to date with events and activities.

2004

- Participation in the ground-breaking Rule of Thumb season at the Gallery of Modern Art has many successful outcomes for GWL learners, including the award-winning *elbowroom* exhibition.
- Such is the rate of GWL's growth that an additional floor is rented within the building at 109 Trongate to accommodate an increase in projects, events and staff.
- The appointment of GWL's first full-time Scottish Arts Council funded Writer in Residence (Cultural Diversity) for a period of two years.

2003

- The launch of the Adult Literacy and Numeracy Project offering free, accessible, learner-centred guidance and tutoring to women wishing to improve their skills in reading, writing and number skills.
- The production and launch of a ground-breaking video, *Literacy Is for Me*, aimed at raising awareness of literacy issues and highlighting the experiences of women.
- The ongoing success of the *LIPS* Project secures a further three years funding from Comic Relief to develop *LIPS* into a Peer Education project.
- GWL becomes the first Linked Library of the Scottish Parliament.

2002

- The Scottish Executive provides funding for GWL to develop and manage the *Women in Scotland* Database, a networking and consultation tool for agencies and public bodies interested in women's and gender equality issues.
- Research commission, publication and conference in partnership with Greater Glasgow Health Board: *Something to Tell You – A Health Needs Assessment of Young Gay, Lesbian and Bisexual People in Glasgow*.

2001

- GWL's innovative Lifelong Learning Project receives funding for the first time, enabling the organisation to provide a resourced, expanded range of learning opportunities, courses, events and activities.
- A Motion tabled in the Scottish Parliament congratulates GWL on its work, in celebration of the 10th anniversary of its inception.

2000

- First paid workers are employed as Comic Relief funds a three year project to develop a young women's peer support project – *LIPS*.

1999

- GWL produces ground-breaking research, commissioned by Glasgow City Council, *Poverty and Social Exclusion of Lesbians and Gay Men in Glasgow*.

1998

- 1,000th GWL member.

1997

- Glasgow City Council honours the work of GWL in a Civic Reception held at the City Chambers.

1996

- GWL starts to produce a quarterly newsletter.

1995

- Individual and group archives begin to be deposited, including the collection from Edinburgh Women's Centre and the UK's National Lesbian Archives, relocated to GWL from London.

1994

- Relocates to larger premises at 109 Trongate due to increased collections, learning activities and demand from users.

1993

- Launches its first publication, '*Women, AIDS and HIV: A Bibliography*', short listed for a Library Association Award.

1991

- GWL opens its first premises in Garnethill, having developed from the broad-based arts organisation, *Women in Profile*.

© Glasgow Women's Library

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