



Glasgow Women's Library

Strategic Plan

2018-2021

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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 unique, highly respected, professional and multi-award winning organisation with an ambitious vision and clear aims. A Library, Archive and Accredited Museum, GWL delivers life-changing and innovative programmes of public events and creative learning opportunities. Open to all, it is visited by people from around the world and around the corner: growing, and thriving, with the support of and ‘ownership’ by the diverse communities it serves.

Since the writing of the previous Strategic Plan 2014-17, GWL has achieved growth of a further 54% increase in paid staff members and the number of both core and time limited learning projects has also expanded during this time. In terms of Strategic Aims, GWL successfully achieved, and in some cases surpassed, nine out of 12 stated Strategic Objectives, most notably:

- The raising of all required funding to complete a major four-phase internal and external capital refurbishment project of £1.8 million, the building being officially launched after Phase Two in November 2015 by the Rt. Hon. Nicola Sturgeon MSP, First Minister of Scotland, who publically declared GWL as ‘...*truly a national treasure*’;
- Designation as a Recognised Collection of National Significance, further cementing GWL’s status as the only Accredited Museum in the UK dedicated to women’s history;
- The winning of 16 major awards, recognising architectural excellence in the building renovations, and exceptional achievement and innovation in GWL’s learning programmes and projects. In addition, in early 2018, GWL was selected as one of five UK wide Finalists for Art Fund Museum of the Year, the largest and most prestigious museum prize in the world;
- Progressing independent income generation strategies and activities, attaining a 69% increase in self-generated income.

During its most exciting period of development to date, GWL now delivers its programmes to expanded audiences in a remarkable building that serves the local community whilst being a destination venue for national and international visitors alike.

This Strategic Plan sets out the vision and strategic direction of the organisation over the next three years, 2018-2021. It summarises GWL’s background and track record to date, highlighting its outstanding achievements. GWL’s Vision, Purpose, Core Values and Strategic Aims are outlined,

underpinned by an integral commitment to Equalities, Diversity and Inclusion throughout the organisation.

GWL puts forward four key Strategic Aims that will result in: The highest standards of innovation and excellence throughout its extended programmes of creative learning, public events and activities, with the Equality, Diversity and Inclusion Action Plan at its core; The showcasing of GWL's world class collections through fresh permanent and temporary exhibitions, with an enhanced digital offer; Developing GWL's role as a national and international change maker across the sectors it inhabits; and continuing to secure a sustainable future by developing new income streams and investing in its staff, and its physical and virtual environments.

The Plan clearly 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. Organisational risks are thoroughly assessed and the financial basis of GWL's future explained, culminating in a Strategic Plan that sets a robust framework for the period 2018-2021.

This Strategic Plan will be reviewed in April 2019 and April 2020.

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.

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 are inequalities that create 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 inclusive 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 the only Accredited Museum in the UK dedicated to women's lives, histories and achievements, with a lending library, archive collections and innovative programmes of public events & creative learning opportunities.

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.
- Increase our financial independence.
- Provide the highest quality service to all visitors, audiences, users and enquirers.

Objectives – *how we do it*

In meeting our aims, GWL:

- Actively collects relevant artefacts and materials to make them accessible to the broadest range of users.
- Provides an information resource, library, museum 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, projects and services and in contributing to the documentation, collection, creation and use of materials.
- Offers Lifelong Learning, training, education, skill-sharing, volunteering, and employment opportunities for women across Scotland.
- Provides a multi-award winning, accessible, welcoming building and venue to house our Recognised Collection of National Significance and deliver a range of activities.

- Creates 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 a 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 five.

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 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.

In 2010 the temporary Parnie Street premises were 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. A newly funded Volunteer Development Programme, led by a Volunteer Co-ordinator, also resulted in GWL's increased capacity to support more volunteers.

Working closely with Glasgow Life and Clyde Gateway Urban Regeneration Company, GWL relocated to its current permanent home at Landressy Street in 2013, raising £1.8 million and working with Collective Architecture to embark on a four-phase internal and external renovation programme over five years. This has created a fit-for-purpose, more accessible and welcoming home for GWL's activities and collections in premises of excellence that befit such a unique national treasure. The building now has two environmentally controlled archive and museum stores, film screening facilities, gallery spaces and public events zones.

Since this relocation and completion of renovations, GWL has thrived. Its public and media profiles have significantly increased, with unprecedented high levels of interest in its work. Its visitor numbers have doubled to around 20,000 per year, online and Social Media engagement have hugely expanded, and its national and international reputation continues to grow. GWL is now a Creative Scotland Regularly Funded Organisation, a status that has facilitated the creation of a further four paid posts.

Summary Review

GWL essentially comprises two key functions: the collection and care of materials by and about women; and the delivery of dedicated cultural and learning-centred public events and projects that are often associated with these collections.

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, comprising fiction by women and non-fiction about women and / or women's issues.
- Collections of donated archive materials, from individual items to unique and larger collections, including the UK's national Lesbian Archives.
- 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, including *Collect.if*, a project supporting women of colour creatives across art forms.

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. Dedicated outreach settings also include delivering events and activities in four Scottish prisons.

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.

Equality in Progress – Supporting the wider museum and arts sectors with research and bespoke training to gain a better understanding of values-led equality approaches, with the intention of widening access, representation and inclusion for people with Protected Characteristics.

Other Services

In addition to the collections and learning aspects of its work, GWL currently fulfils a range of associated functions. Its income generating activities include:

- Providing a destination venue for hire and / or use by external providers, with five fully accessible, well-equipped, multi-function, flexible creative zones providing high quality, stylish spaces suitable for conferences, symposia, meetings, exhibitions, screenings and a wide range of other events and activities. These are of various sizes (single room capacity of up to 100 people) with optional refreshments provision
- The delivery of bespoke workshops, training and public talks through the *Inspired!* Palette, including 'Equality in Progress: Equality, Diversity and Inclusion', and sessions that focus on Health and Wellbeing, Heritage and History
- Front of House and shop zone with in-house merchandise and bookings for events, along with an online shop and events booking service
- Research commissions and publishing of occasional texts, DVDs and monthly e-newsletters. The organisation has an active, expanding and continually developing website and operates across Social Media platforms
- Free online resources, such as 'Mapping Memorials to Women in Scotland'
<http://womenofscotland.org.uk/memorials>

Glasgow Women's Library has been developing into a significant research venue and resource for academic activity on a range of registers. It provides a formal hub for postgraduate placements and co-supervises a PhD research project with the University of Stirling Gender Studies Department and the University of Glasgow Gender History Department. GWL delivers training to cohorts of PhD students from across Scotland as a partner of the Scottish Graduate School of Arts and Humanities. GWL delivers talks across a range of national Art Schools, HE and FE institutions and offers placements and internships to students in Scotland and from every continent. GWL's collections are used by independent researchers, institutions, press and creatives and are a venue for a wide range of international and national academic conferences and symposia.

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 eight members who have ultimate responsibility, including legal / employers' liabilities, for the professional running of the organisation. The Board meets every 6-8 weeks with both the Creative Development Manager (CDM) and Enterprise Development Manager (EDM) in attendance.

There are two senior staff team members: the Enterprise Development Manager and the 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 are underpinned by the Strategic Plan, Equality Diversity and Inclusion Action Plan, and organisational Policies. They have common mainstreamed considerations at their core, are designed to focus on thematic areas to address hotspots and any 'stuck' areas, and aim 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 and knowledge. 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.

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

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 new personnel, from Board Members and paid staff to volunteers, undergo a thorough induction process, and covering, in the case of Board Members, 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;
- Conducting and minuting thorough Board Meetings every two months, with the two Senior Managers in attendance, reviewing 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.

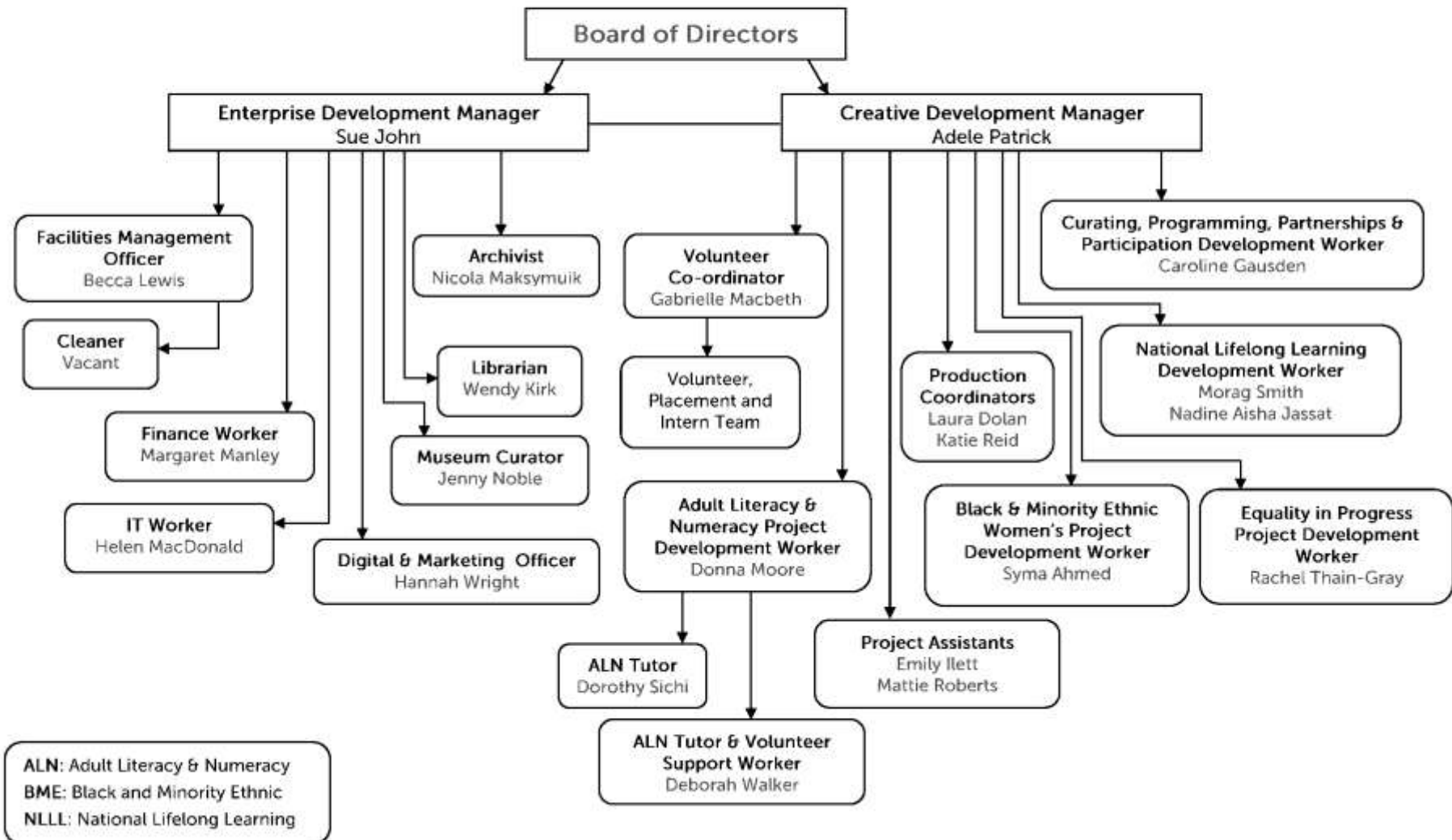
The Board comprises a range of appropriately skilled individuals, is supported by external professional advisors where appropriate, holds an Annual General Meeting with elections and implements robust Strategic and Business Plans.

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



ALN: Adult Literacy & Numeracy
 BME: Black and Minority Ethnic
 NLL: National Lifelong Learning

Current premises

In November 2013 GWL relocated to permanent premises: an early twentieth century Grade B Listed Carnegie Library building in Bridgeton (in Glasgow's increasingly vibrant East End), where GWL is the sole occupant. A four phase £1.8 million internal and external renovation and capital build project has transformed the building, creating several new learning and public events zones, film screening facilities, dedicated gallery spaces, environmentally controlled archive and museum stores, and an accessible mezzanine floor. Accessibility is also significantly improved by the installation of a lift to the first floor. This project was supported by Clyde Gateway URC, the Heritage Lottery Fund (HLF), Creative Scotland, Museums Galleries Scotland (MGS), The Robertson Trust, Glasgow City Council, The Scottish Government, the Scottish Futures Trust, Glasgow City Heritage Trust, Historic Environment Scotland and over 500 personal investors supporting GWL's inventive 'Women on the Shelf' capital fundraising initiative.

As well as increasing the building footprint and enabling the simultaneous delivery of a range of different activities, this investment also facilitates further collecting of museum and archive items as well as resourcing their preservation, conservation and interpretation, resulting in greatly enhanced access to GWL's nationally important collections. Further, it has enabled expansion in the delivery of GWL's innovative programmes of events and activities and has also opened up a raft of income generating commercial and enterprise opportunities for the organisation (such as hireable venue spaces and, in the near future, 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, the Wolfson Foundation, Voluntary Action 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 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, verbal feedback, Social Media 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. In 2016 GWL undertook a consultation exercise called GWL Hears Me, gathering data in house and on line, and using the Social Media hashtag #GWLHearsMe

Internal Analysis

Strengths	Weaknesses
Unique and multi award-winning organisation, and the only Accredited Museum dedicated to women's history in the UK	Deficit in current personnel capacity compared to that required to respond to unprecedented demand and increase in visitors and enquirers
Museum and Archive collection is designated as a Recognised Collection of National Significance	Some funding gaps: core revenue costs and some salaries currently being supported from unrestricted reserves.
The sole occupant of its own beautiful, refurbished, multi award-winning building and venue space	No formal stewardship programme for champions and financial supporters
Outstanding reputation for excellence and innovation across sectors, regularly profiled in case studies of good practice by key external organisations such as Museums Galleries Scotland, Creative Scotland, the Scottish Government and Glasgow City Council	The ratio of digitised materials remains low, and capacity to develop on line and technical aspects are hampered due to lack of dedicated funding to advance this aspect of work

<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>Robust commitment to equalities, diversity and human rights, with its Equality, Diversity and Inclusion Action Plan considered a model of good practice by Creative Scotland</p> <p>A strong reputation for delivering consistently diverse, innovative and inclusive creative and learning programmes</p> <p>Unique position flanking the academic, Voluntary, equalities, museums, heritage, arts, cultural and library sectors</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>The name of the organisation is a misnomer and some discussion may be required to explore this whilst retaining and capitalising on goodwill harnessed over three decades</p> <p>Increased donations of materials and growing demand for use of the venue place pressure on space, so constraints will need to be monitored</p> <p>Responsibility for the management, care and maintenance of an entire Grade B Listed building, including long term and expensive investments such as re-roofing and boiler replacement</p> <p>Limited storage space to expand museum and archive collections</p>
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<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 and champions, including high profile / women in the public eye</p> <p>Expert knowledge in several specialised areas</p> <p>Coherent 'branding' and recognisable logo</p> <p>Regular local, national and international high profile press and media coverage, and good relationships with press contacts</p> <p>Dynamic contemporary collecting of library, archive and museum material with potential to expand to new areas such as moving image and born-digital material</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>Threats</p> <p>Unpredictable funding landscape for capital, revenue and project funding</p> <p>Public sector funding is under pressure, threatening the amount of grant available to voluntary organisations and resulting in 'stand still'</p>

<p>A resurgence of interest in and support for feminism and women's / gender / equality issues, with global movements and online campaigns for (gender) equality at the fore, for example the #MeToo and #TimesUp Movements</p> <p>Highly respected and supported by a broad range of individuals and organisations across a number of sectors</p> <p>Further professionalisation, including the attainment of standards such as Investors in People</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>Specific relationship at the interface / axis between cultural / creative organisations such as GWL and the 'mainstream' (charitable) voluntary and academic sectors</p> <p>Buoyant interest in heritage and, specifically, equalities histories, for example the Vote 100 Centenary of the Representation of the People Act in 2018</p> <p>Increasing percentage of collections on permanent display from 2018 and therefore more accessible to visitors</p>	<p>budgets with funding award packages</p> <p>GWL's uniqueness and innovative approaches to addressing inequalities is not fully comprehended or valued by all funders or by some colleagues across key sectors such as museums</p> <p>A misperception by funders, the public and other stakeholders that GWL's recent / ongoing successes mean that the organisation is doing so well that it no longer needs grant support, public funding or financial support from individual donors to develop or sustain its services</p> <p>Economic and political uncertainty: post Brexit, and in the context of a potential second Independence Referendum for Scotland</p> <p>The global rise of right wing values and behaviours potentially undermines equality gains from the past two decades</p> <p>The threat of digital attacks in terms of Social Media trolling and online presence may increase in line with GWL's rising profile</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. This follows the standard PESTLE framework.

The outcome of the referendum on the UK leaving the European Union - Brexit - has created widespread uncertainty across all aspects of political, economic, social, technological, legal and environmental areas, and the following PESTLE will be reviewed and updated in response to more clarification being evident. At this stage, the scale of unpredictability is immense and may include, for example, a second referendum on Scottish Independence, and / or another General Election, over the next few years.

Political

Women currently make up 32% of all MPs at Westminster; 25.7% Members of the House of Lords; 35% of Members of the Scottish Parliament and 29% of Councillors in Scotland. Scotland is one of the few countries in the world to have a gender balanced cabinet, led by a woman First Minister, and this has been the case since 2014. The First Minister of Scotland, Nicola Sturgeon MSP, also publicly identifies as a feminist and has demonstrated public support for the work of Glasgow Women's Library on several occasions. Further, the First Minister set up a dedicated National Advisory Council on Women and Girls in 2017 to directly advise her on what is needed to tackle gender inequality in Scotland. Similarly, the Leader of Glasgow City Council and the Lord Provost are both women who support GWL.

The policy trend of both the Scottish Government and Glasgow City Council has equalities firmly embedded and the overall political environment in Glasgow and in Scotland is currently a positive one for Glasgow Women's Library. The significant raising of GWL's public and media profiles over the past three years, the winning of major awards, and the shortlisting for Art Fund Museum of the Year have all galvanised a desire, and a noticeable growth in invitations, in these contexts for increased inclusion of GWL in policy shaping discussions. This may bode well for funding from these sources in at least the short term and opens more opportunities for GWL's proactive input in a change making role in policy development in key areas.

Despite this, public sector funding remains fragile. Currently, at best, Voluntary Organisations like GWL routinely receive 'stand still' funding allocations from Glasgow City Council and the Scottish Government, resulting in no increases in Project funding in some cases for 10 years – this has resulted in the inability of GWL to implement any pay rises to staff during this period, risking the

loss of excellent team members and creating the need for even higher levels of independent income generation.

Economic

The Gender Pay Gap still prevails, standing at 9.8% (median) across the UK labour market in 2017. In Scotland the Gender Pay Gap for full-time workers (the main indicator used by the Scottish Government) was at 6.6% while for all employees, full-time and part-time, it was 16.1%¹. As of August 2017 only six of the FTSE 100 Chief Executive Officers are women. In 2017, the female employment rate in the UK was 70.6% and in Scotland it was 72.1%, with 42% of women employed in Scotland working part-time compared to 13% of men. Women working in Scotland are clustered in a small number of jobs and sectors. Scotland's Modern Apprenticeship programme continues to be acutely segregated by gender, where women account for only 2% of construction apprentices, 20% of manufacturing apprentices, 97% of childcare apprentices, and 93% of hairdressing apprentices.

Austerity is still having a significant impact on women in Scotland. Women are more likely to be employed in low paid, part-time work, more likely to head a single parent household, to have fewer financial assets and be more likely to live in poverty, especially in older age. 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.

GWL will continue to set accessible rates for activities, goods and services that cost, apply its Pay it Forward scheme where appropriate, and allow self-determination for individuals to decide for themselves the cost level that applies to them when attending ticketing events with an associated cost.

Globalisation and the effects of global economic trends on the lives of women in Scotland will continue to impact on the work of GWL. Scotland is looking to encourage inward migration to sustain population levels and contribute to economic growth. We are likely to see continued 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 of 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.

¹ <https://digitalpublications.parliament.scot/ResearchBriefings/Report/2018/3/7/The-gender-paygap--facts-and-figures---2017>

Like the rest of Scotland, Glasgow is currently enjoying a tourist boom, attracting visitors from around the world and boosting its global tourism, convention and events markets. Museums continue to be among the top reasons for tourists coming to Scotland. GWL has recently inputted in to developing new online content as part of the Glasgow Tourism Strategy led by People Make Glasgow (the City's marketing organisation). This has enabled GWL to be featured as a highlight of cultural life in the City and has created a better working relationship with People Make Glasgow, who now have a better understanding of the organisations work and relevance to tourism and Glasgow's cultural offer, for example the Women's Heritage Walks.

Relocation and refurbishment has enabled GWL to offer venue hire of a number of its spaces, accommodating up to 100 people for smaller conferences – this has now become vital to GWL's income generation strategy, and also has an ongoing positive economic and cultural impact on the Bridgeton area.

Social

Women and girls continue to routinely experience complex inequalities at a societal, structural and institutional levels. As well as underrepresentation in many senior positions and in parliamentary elected roles, and the continuing Gender Pay Gap, there are other widespread inequalities, including:

- Pregnancy and maternity discrimination
- Women are disproportionately affected by domestic abuse, rape, sexual assault and other forms of violence
- Women are more likely than men to have a common mental health problem and are almost twice as likely to be diagnosed with anxiety disorders
- Girls have higher rates of self-harm (nearly four times more than boys), body image issues (one in five are unhappy with how they look), eating disorders (one in every 20 women will experience some form of eating distress during her lifetime, with the majority of sufferers aged between 14 and 25)
- 99% of sponsorship investment and 95% of media coverage is dedicated to men's sport

Existing trends show the total population of Scotland rising from 5.40 million in 2016 to 5.58 million in 2026, and to continue to rise to 5.69 million in 2041, an increase of 5% over the 25 year period. The population is projected to age overall with people aged 75 and over the fastest growing age group in Scotland, increasing by 27% over the next ten years and by 79% over the next 25 years.

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. 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 historical knowledge. Using GWL's unique collections, and the window they provide on the past to understand the future, will be particularly important. The rise and success of the global #MeToo and #TimesUp movements has contributed to an ongoing rise in interest in GWL's work and relevance to new generations of feminists and activists. GWL will ensure that its inclusive intersectional feminist approach continues.

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.

There is a strong case in favour of the provision of vibrant, innovative museums and libraries. 'Museums as Spaces for Wellbeing' produced by the National Alliance for Museums, Health and Wellbeing in 2018 reports: *'As we are living longer, the need to improve people's health and quality of life has never been more important. There is real potential for museums, which have a purpose to help us learn and to share knowledge, to play a long term role in supporting a healthier population. The heritage sector is a valuable asset to communities...and can be a powerful force to enable more of us to live longer in good health. Museums and heritage venues bring people together at the heart of their communities, which helps both their physical and mental health at every stage of their life. As seen with the projects highlighted in this report, museums also have an important role to play in tackling health inequalities'*²

Research by the Reading Agency has concluded that reading for pleasure can result in increased empathy, improved relationships with others, reduction in the symptoms of depression and dementia, and improved wellbeing. The Arts Council recently reported from their research that those who had attended a cultural place or event in the previous 12 months were almost 60 per cent more likely to report good health compared to those who had not³. Similarly, research undertaken in Scotland in 2013 revealed a clear link between participation in cultural activities and good health / wellbeing and high life satisfaction. It 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

² <https://museumsandwellbeingalliance.files.wordpress.com/2018/04/museums-as-spaces-for-wellbeing-a-second-report.pdf>

³ https://www.artscouncil.org.uk/sites/default/files/download-file/The_value_of_arts_and_culture_to_people_and_society_an_evidence_review.pdf

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 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 learners⁴.

Technological

Technology continues to develop and change, but the perceived increase in digital usage is not matched by digital literacy across the population. The internet is in a stage of flux, with the fallout from ongoing privacy breach scandals and 'Fake News' still to be fully realised. Governments across the world are attempting to control issues around privacy and copyright, and consequently threaten net neutrality.

The increased use of technology has resulted in more material that is exclusively digital and, like many organisations in the sector, GWL struggles to keep up with rapid changes within this trend and is in need of increased capacity, funding and resources for the digitisation of objects and digital displays. GWL aims to stay on top of technological changes and be innovators, recognises the need to upskill staff in digitisation techniques and develop a Digitisation Policy, bringing in external, skilled professionals where relevant. The organisation remains conscious of the need to continue to ensure that all staff are confident IT users and are able to, when necessary, pass on this knowledge to volunteers and learners. It also recognises that, in the drive to become more digital, it also caters for those who cannot access GWL digitally.

As an organisation built around the importance of access to information, GWL is an advocate of net neutrality. The privacy of users is important and GWL will continue to ensure that it follows not only the law, but good practice, around personal data. With a prolific Social Media presence, GWL must remain able to respond to any trolling that may occur and needs to ensure that its online presence, both website and Social Media accounts, are secure, reviewing its Social Media Policy and Privacy Policy regularly.

The period of this Plan will facilitate discussions and decisions on what GWL wants / is able to collect and what is viable to store to the same standard as physical collections.

Legal

GWL strictly adheres to all legal compliance requirements and always ensures that it responds timeously to new relevant laws, for example the European Union General Data Protection

⁴ Healthy Attendance: The Impact of Cultural Engagement and Sports Participation on Health and Satisfaction with Life in Scotland, The Scottish Government, 2013

Regulation of 2018. The organisation will need to monitor and respond to, as yet unclear, potential legal changes and demands in relation to Brexit.

Environmental

GWL recognises that global climate change has serious consequences, and that its detrimental effects are disproportionately experienced by women. It believes that individuals, organisations, agencies and institutions must have a clear and embedded focus on environmental issues to redress the negative impact of climate change.

The Scottish Government is committed to playing its part in the Paris Agreement, of which the central aim is to keep global temperature rise this century well below 2 degrees Celsius above pre-industrial levels, and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. As such, the Scottish Government has increased long-term targets to reduce greenhouse gas emissions by at least 90% by 2050.

GWL is aiming to reduce its carbon emissions by 3% each year in line with the targets of the Scottish Government and its own commitment to environmental sustainability. GWL intends to continue to monitor its carbon emissions, linked to energy consumption, travel and waste, and from September 2018 will implement a Carbon Management Plan, informed by the Environmental Policy, outlining how emissions will be reduced. GWL's Environmental Policy demonstrates how its commitment to reducing carbon emissions and working towards a sustainable environmental future is embedded across all aspects of work including interactions with partners, stakeholders and audiences.

The GWL Green Creative Cluster, a team of staff, Board members and volunteers, meets regularly to develop and implement innovative and creative ways to reduce GWL's carbon footprint. GWL uses environmentally friendly products and local suppliers; recycles, reuses and upcycles materials; uses carbon neutral printers for printed matter; promotes travel by public transport, foot and bike; avoids single use packaging and cutlery; publicises its membership of the Green Arts Initiative; encourages vegan and vegetarian eating; uses paper-free systems; programmes events highlighting environmental issues; and regularly monitors energy emissions. As GWL is housed in a 1906 Grade B listed building, the organisation is always working to find a balance between its commitment to ensure the building is as energy efficient as possible and the protection of its heritage. The main focus of the carbon emissions reduction plan over the next three year period is to install a more energy efficient boiler and secondary glazing on the windows.

Section 5 – Strategic Direction

Plans for Future Periods

GWL has created a sound framework within which to build a long-term, ambitious and 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 (2018-2021) 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 2017 and 2018:

1. Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities.
2. Building a world class collection with accessible associated resources.
3. Developing GWL's role as a change maker and influencer.
4. Securing a sustainable future.

The intensive strategic input from the broader GWL team captured a snapshot of the 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' and lack of personnel capacity.

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: Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities

Objectives	Actions	Outcomes	Timescales	Resources
Encouraging the proactive involvement of women in the design and delivery of programmes of creative learning, public events and activities, meeting the highest standards of excellence and innovation	Devise and deliver a new programme of regular This Is Who We Are public events aimed at those seeking to work in partnership, wanting to volunteer and people wanting to find out more about GWL (IAP)	Continually delivering high quality inspiring, fresh, cutting edge programmes of public events and activities that profoundly and positively impact on people's lives	Start April 2018 – ongoing; Review April 2019	Paid staff; volunteers; GWL venue space; out of office hours; marketing, publicity, promotion Lead: Volunteer Co-ordinator
	Building on the #GWLHearsMe consultation in 2016, develop a consultation programme to be launched and undertaken in Year Three (YEAR 3)	Services, projects and events programmes are informed by and based on a genuine 'ownership' of GWL by its broad range of users	Start April 2020	Paid staff; volunteers; GWL venue space; marketing, publicity, promotion Lead: CDM
Extending programme delivery partnerships in schools and strengthening formal links with colleges and universities	Source funding / curatorial resourcing to enable this to be fully scoped, planned and costed (YEAR 2)	Working with new constituencies, with the opportunity to increase knowledge and understanding of women's history, lives and achievements among younger generations	Start April 2019	Paid staff Lead: CDM
Ensuring that the Equality, Diversity and Inclusion Action Plan is central to creative learning, public events and activities programming across physical and virtual spaces	Revise and review the organisational Equality, Diversity and Inclusion Action Plan to ensure that it is being successfully implemented (IAP)	Broadest public engagement with GWL in line with GWL's Core Values of equality, diversity and inclusion	Full Review September 2018; Review quarterly	Paid staff; volunteers; Board Members; GWL venue space Lead: EDM
Developing best practice in Reader Development	Research and embed new and innovative approaches to Reader Development (YEAR 2)	The development of radical new approaches to library provision and new explorations of the potential of literature and reading	Start September 2019	Paid staff Lead: Librarian

Aim 2: Building a world class collection with accessible associated resources.

Objectives	Actions	Outcomes	Timescales	Resources
Retaining existing and achieving new relevant professional standards pertaining to collections	<p>Successful submission of the Museum Accreditation Return in May 2018 (IAP)</p> <p>Pursue the Archive Service Accreditation standard, working with the National Records of Scotland and Scottish Council on Archives (YEAR 2)</p>	<p>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 nationally and globally for its outstanding work</p>	<p>Start August 2018</p> <p>Start September 2019</p>	<p>Paid staff; Lead: EDM / Museum Curator</p> <p>Paid staff Lead: EDM; Archivist</p>
Showcasing the collections through permanent, temporary and touring exhibitions	<p>Ensure that there is a wide array and imaginative use of collection materials in each Programme Planning and Reflection cycle (IAP)</p> <p>Involve volunteer Community Curators in the 'permanent collection' display and interpretation, supported by the Curator (IAP)</p>	<p>Highest standards of collections care and the broadest engagement with the collections by the public in line with GWL's Core Values of equality, diversity and inclusion</p>	<p>April 2018 – ongoing</p> <p>April – December 2018</p>	<p>Paid staff Lead: Collections staff</p> <p>Paid staff; investment in display resources Lead: EDM; CDM; Curator</p>
Developing national and international partnerships to promote GWL's collections, resources and expertise	<p>Join relevant Museum, Archive and Library sector membership organisations in order to better participate in conferences and events, and submit articles to sector journals and other publications (YEAR 2)</p>	<p>Raised sectoral profile for GWL, with the potential for opening up new / additional funding streams, partnerships and other opportunities; Upskilling of GWL staff</p>	<p>Start April 2019</p>	<p>Paid staff; finance Lead: EDM; Collections staff</p>
Enhancing collections management and digital access	<p>Invest in an accessible online Collections Management System to meet the needs of users wishing to access information about the Museum and Archive items held at GWL (IAP)</p> <p>Create a Digital Asset Management Plan for the next three years (YEAR 2)</p>	<p>Increased access to the collections by remote enquirers; increased efficiency of collections management; contribution to overall Succession Planning processes and future proofing of GWL</p>	<p>August – November 2018</p> <p>Start April 2019</p>	<p>Paid staff; system Lead: EDM; Curator; Archivist; IT Worker</p> <p>Paid staff Lead: Digital and Marketing Officer; IT Worker</p>

Aim 3: Developing GWL's role as a change maker and influencer.

Objectives	Actions	Outcomes	Timescales	Resources
Being the leading organisation, with an outstanding reputation, as the arts, cultural and heritage sectors' trainer of choice regarding EDI and Social Justice	Research and write a new Business Plan for the Equality In Progress initiative (IAP)	The provision of a sound framework for delivery of ground breaking training and development that will impact on the arts, cultural and heritage sectors nationally	February – April 2019	Paid staff Lead: EiP Development Worker
Providing a model of innovative practice and governance in the sectors GWL inhabits	Agree and implement revised Job Descriptions and recalibrated titles for the Senior Management Team (IAP)	Long term contribution to GWL's Succession Planning; recognition of the expanded leadership roles and responsibilities of the Senior Management team	September – December 2018	Board; Senior Management Team Lead: Chair
	Secure funding for a project to reflect on the innovative practice, evolution and governance of GWL, historically and as a contemporary change maker (YEAR 2)	Reflection, gathering and dissemination of vital records that will contribute to the broader equalities, voluntary, arts, cultural and heritage sectors	Start September 2019	Paid staff Lead: CDM
Participating in national and international conversations on policy and practice in the equalities, arts, cultural and heritage sectors	Build capacity of and promote (internally and externally) the skills and knowledge of appropriate GWL personnel on Social/Media/Press lists to comment on relevant issues (YEAR 2)	Increased recognition of GWL's vital contribution to policy development at local and national levels; Upskilling of GWL staff	Start November 2019	Paid staff Lead: EDM
	Conduct an Audit of relevant national and local bodies that GWL should input into, and secure a place on them (IAP)	Direct input of GWL's knowledge and expertise to shape new approaches in the equalities, arts, cultural and heritage sectors	January – March 2019	Paid staff; Board Lead: EDM
Making a positive impact and leading change in the local community	Ensure that local people remain a target priority group in the Equality, Diversity and Inclusion Action Plan (IAP) Approach local infrastructural organisations with a view to presenting talks at their AGM, writing pieces on GWL for their newsletters / reports, including Clyde Gateway, Bridgeton Community Council and Housing Associations (YEAR 2)	Engendering widespread support and local community engagement; continuing to deliver for, and challenge, the local community; forging new partnerships; continuing to contribute to the social, economic and cultural capital of the East End	August 2018 – ongoing Start April 2019	Paid staff; Board Members; volunteers; GWL venue space Lead: EDM
Developing methods to better interpret and promote GWL's impact as a change maker and influencer	Develop a proactive approach in expressing where GWL has and is making profound change: on its website, in the Equality in Progress initiative and in its projects, to reflect on the innovative practice, evolution and governance of GWL, historically and as a contemporary change maker (YEAR 2)	The creation of a new model to evidence the depth and breadth of the impact of GWL as a unique and radical organisation	Start February 2020	Paid staff Lead: EDM

Aim 4: Securing a sustainable future.

Objectives	Actions	Outcomes	Timescales	Resources
Developing income streams through a mixed portfolio of self-generating income initiatives	<p>Proactive promotion of the <i>Inspired!</i> Palette, Venue Hire and Merchandise through improved online marketing and the scoping of new print marketing (IAP)</p> <p>Produce a new Outline Business Model to fully determine viability and costings of income generating products and services (YEAR 2)</p> <p>Investigate the setting up of a Trading Arm for GWL (IAP)</p>	<p>Creation of long-term, sustainable unrestricted income for the organisation; Unique services and products to meet the needs of expanded audiences, partners and customers; specialist, high-quality and bespoke awareness raising and training on a range of gender / equality issues; initiatives that benefit the nation and contribute to knowledge about Scotland, women's history, culture, gender and heritage issues</p>	<p>January – March 2019</p> <p>Start May 2019</p> <p>September – December 2018</p>	<p>Paid staff; marketing, publicity, promotion Lead: EDM</p> <p>Paid staff; Board Lead: EDM</p> <p>Board; Senior Management Team Lead: Chair; EDM</p>
Actively future proofing the GWL physical and virtual environments and maximising their potential	<p>Production of futureproofing plans and recommendations by the Our Space and Tech Creative Clusters (YEAR 3)</p>	<p>Ensuring that GWL remains accessible, pioneering and relevant to everyone, now and in the future</p>	<p>Start April 2020</p>	<p>Board; paid staff; volunteers Lead: CDM; EDM</p>
Implementing a sustainable organisational Succession Plan	<p>Strategy to research and develop models for Staff and Board Members to create and maintain hand-over / 'how to' documents to ensure knowledge sharing among the team and especially for the future (YEAR 2)</p> <p>Review organisational structure, capacities, staff roles and post titles across GWL (IAP)</p> <p>Benchmarking of salaries for GWL paid staff team members (YEAR 2)</p>	<p>Creation of a robust and transparent framework on which the current and future team can continue to develop GWL</p> <p>A fit for purpose, appropriately resourced and structured organisation that values and rewards its staff</p>	<p>Start April 2019</p> <p>September 2018 – March 2019</p> <p>Start April 2019</p>	<p>Board; paid staff; volunteers Lead: CDM; EDM</p> <p>Board; paid staff Lead: CDM; EDM</p> <p>Board; Senior Management Team Lead: EDM</p>
Investing in the GWL team, providing support and training to retain and nurture skills and talent	<p>Assess the current funding streams and seek out partnership provision and further funding to invest in memberships to relevant professional associations, attend conferences, undertake training and enhance each staff member's CPD (YEAR 2)</p>	<p>The development and upskilling of a diverse workforce</p> <p>An outstanding organisation comprising a highly skilled, committed, professional team with high levels of morale</p>	<p>Start October 2019</p>	<p>Paid staff; Board Lead: EDM; CDM</p>

Implications

There have been a number of key factors over the past three years that have contributed to a significant rise in GWL's public and media profiles, including: relocation to permanent premises; a £1.8 million building renovations programme; the winning of multiple awards; and designation as a Recognised Collection of National Significance. This has resulted in: unprecedented interest in GWL's ground-breaking work; increased visitor numbers and enquiries from researchers; a rise in donated artefacts, archives and other materials to the collection; more requests for GWL to participate in high profile events (such as Keynote Speaking at conferences) and to contribute articles to a range of publications; and a substantial rise in partnership working approaches to GWL from a broad range of organisations and individuals.

A subsequent further and inevitable period of growth and change over the next three years will have implications as follows:

Implications for Staff

- Dealing with changes in some paid staff roles or job titles
- Staff increases, both paid and voluntary
- New areas of work to resource and manage, such as partnership in schools, Equality in Progress training, expanded *Inspired!* Palette delivery and new Trading Arm related activities
- Managing expectations of users, other stakeholders and the Board of Directors
- Requirement to continue to build and sustain engagement with 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 Core Values of GWL
- Increased professional standards to uphold
- The need to continue delivering cutting edge work, constantly coming up with fresh ideas for events programming and income generating ideas
- Managing the stretch and working outside comfort zones in relation to public speaking, conference participation, involvement in local / national bodies, and writing of articles for publication by others
- Expanded skills and knowledge; enhanced feeling of being valued in the organisation

Implications for the Board of Directors

- Ensuring that there is appropriate capacity in terms of staff and volunteers to support a further period of growth
- Continuing to attract diverse, highly skilled and dynamic women to the Board of Directors who have the contacts, skills and enthusiasm to move GWL forward, as well as ensuring

that Board members continue to add strategic value to the work of GWL based on its Core Values

- Negotiating and managing a new Trading Arm
- 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

- Opportunities to respond to consultation exercises and shape the work of GWL
- People may experience a busier and possibly noisier environment than they are used to at GWL, with more demands on physical space
- Meaningful engagement and potentially life-changing experiences with a unique organisation delivering innovative and exceptional events and opportunities, underpinned by sound Core Values
- Expanded and new user / learner bases introduced to the work of GWL
- Increased digital / online access to resources

Financial Implications

- The need to continue to raise Unrestricted Income to cover all unfunded costs
- Needing to secure continued and new project funding for all key projects
- Constantly instigating fresh, innovative income generating initiatives and activities
- The need to review space availability / constraints, and consider the need for further capital building investment / funding as the collections, functions and personnel numbers increase
- Managing increased revenue / income stands and ensuring new robust systems are in place regarding requirements such as Corporation Tax and VAT

Financial Forecasts 2018-2021

The following forecasts and cash flows exclude any further major capital investment and assume that:

- Project funding from Glasgow City Council and the Scottish Government will remain in place, on stand-still allocations, based on GWL's highly regarded service delivery in the context of aligned priorities.
- All projects will be delivered on budget.
- Salary costs include a 6% Employer's Pension contribution.
- GWL's raised media and public profiles 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.

Glasgow Women's Library has extensive experience in successfully managing grants, from Public Sector bodies, Lottery Distributors, Charitable Trusts and Foundations. This funding ranges from small, one-off grants and time limited, ring-fenced project funding, to complex, multiple-year support and large scale capital grants. Although not fully core revenue funded, GWL has a strong and diverse project funding base, drawing on a mixed portfolio of income streams and enjoying an excellent relationship with all funders, with a wide network of stakeholders and supporters.

GWL has exceptionally good finance systems in place and runs its financial management with efficiency and diligence, using a SAGE system. The organisation routinely pays suppliers on time and also receives payments from customers within a stated 28 day time frame, resulting in excellent relationships with debtors and creditors alike. GWL is exemplary in its reporting arrangements to funders and to Companies House and OSCR, always filing thorough and compliant financial reports and annually independently Audited Accounts on time.

GWL's overall Finance Strategy involves: continuing to seek financial support from its key funding sources; and growing self-generated income through an expanding range of products, merchandise and services. Pricing of services, events and venue hire is annually reviewed and reflects GWL's Core Values and the profile of end service users in relation to GWL's social purpose, offering concessionary rates and other initiatives such as 'Pay it Forward', enabling those who can afford it to pay for someone with less income to participate in events.

Financial Forecasts & Budget 2018-2021

	2018-2019	2019-2020	2020-2021
INCOME			
Grants			
Lifelong Learning / BME Project (GCC)	80,919	80,919	80,919
Adult Literacy Project (GCC)	45,315	45,315	45,315
Librarian/Archivist (GCC / South Lan.)	36,744	36,744	36,744
National LLL Project (Scottish Govt)	52,524	52,524	52,524
Equality in Progress	50,000	58,000	58,000
Volunteer Development	50,802	43,000	43,000
Museum Curator (Scottish Govt)	32,553	32,553	32,553
Strategic / Enterprise Development (Scottish Govt)	36,165	36,165	36,165
Creative Scotland Regular Funding	116,802	121,320	121,846
Short-term, time limited, one off projects	90,000	45,000	40,000
Glasgow International Festival of Visual Art	-	4,000	-
Self-Generated Income - Fundraising			
Friends Scheme	11,500	12,000	12,300
Donations	13,000	14,000	15,000
Corporate Sponsorship	2,000	2,500	3,000
Fundraising Events	3,000	4,000	5,000
Legacies	1,000	2,000	2000
Social Enterprise Self-Generated Income			
Branded Merchandise	5,000	4,000	3,000
Heritage Walks and Audio Tours	2,900	3,000	3,000
Venue Hire	22,600	23,400	24,700
GWL Published Books and Zines	1,900	2,200	2,500
FromGWL: Panel Commissioned Merchandise	5,000	1,000	-
Public Events and Creative Learning	13,000	14,000	14,500
Capital Build	-	-	-
Bank Interest and Reclaimed VAT (Section 33A)	39,000	8,000	8,000
TOTAL INCOME	711,724	645,640	640,066
EXPENDITURE			
Wages incl NI (ER) and Pension	512,000	485,000	480,000
Property Costs	35,800	36,700	37,000
Programme / Project Costs	100,000	92,000	87,000
Admin	21,200	22,000	22,800
Marketing/Publicity	5,000	5,500	6,000
Capital (minor / cosmetic)	32,000	-	-
TOTAL EXPENDITURE	706,000	641,200	632,800
NET CASH FLOW	5,724	4,440	7,266

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

Over the past three years, excluding capital refurbishment investment, there has been a 55% increase in financial turnover and a 146% increase in self-generated income. During this time the proportion of this revenue represented by self-generated income has risen from 5.4% of income to 8.6% of income, with venue hire and the creation of a dedicated shop space for merchandise having the most impact, along with a 49% increase in the income generated through GWL's *'Inspired!'* Palette of educational workshops.

The current financial position of GWL remains strong with a reasonable cash and bank balance position at this time. This reflects well on the Board and Management, its ongoing ability to generate trading income, and its internal monitoring processes.

GWL's 'ring-fenced' project costs are primarily still supported via a number of public sources of funding, such as the Scottish Government, Creative Scotland and Glasgow City Council. This is anticipated to continue given the value of GWL's work in terms of achieving high impact and positive outcomes for these funders, despite continued pressures on public sector funding. The rest of GWL's operating costs are currently met from a range of other funding sources, including the organisation's own income generating activities and fundraising.

Going forward, the organisation will scope the potential of setting up a trading arm and continue to explore new income generating opportunities, including the addition of a small café facility, fresh merchandise, targeted campaigns to attract Legacy giving, and corporate sponsorships.

Staff, Projects and Resources

GWL has achieved growth of 54% in paid staff members in the last three years, and the number of both core and time limited learning projects has also expanded during this time.

The lending library stock is an estimated 20,000 items, with an approximate additional 300,000 archive items and 3,000 artefacts in the museum collection. The stock is entirely donated and, while the rate of donations has remained steady, the range has broadened into more historically significant, unique and rare items.

User Base

Relocation to permanent premises, and the subsequent four-phase refurbishment programme has seen a doubling in the numbers of users, visitors and learners at GWL, with the user base becoming ever more diverse and the geographical spread of users growing each year. There has been a particular increase in the numbers of national and international visitors over the past two years.

It is anticipated that in the life of this Strategic Plan, with continued raised profile, numbers will continue to increase.

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

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 – Year One Immediate Action Plan, 2018-2019 **Updated: April 2019**

Aim	Objective	Milestones / Tasks	Timescales	Resources
Aim 1 Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities	Encouraging the proactive involvement of women in the design and delivery of programmes of creative learning, public events and activities, meeting the highest standards of excellence and innovation	Devise and deliver a new programme of regular This Is Who We Are public events aimed at those seeking to work in partnership, wanting to volunteer and people wanting to find out more about GWL ✓ This has been successfully launched, and is now embedded into the seasonal GWL Events Programmes, with different GWL staff members delivering each session.	Start April 2018 - ongoing; Review April 2019	Paid staff; volunteers; GWL venue space; out of office hours; marketing / publicity / promotion Lead: Vol. Co-ord
Aim 1 Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities	Ensuring that the Equality, Diversity and Inclusion Action Plan is central to creative learning, public events and activities programming across physical and virtual spaces	Revise and review the organisational Equality, Diversity and Inclusion Action Plan to ensure that it is being successfully implemented ✓ Revised and launched, September 2018; Reviewed and updated, June 2019.	Full Review September 2018 Review quarterly	Paid staff; volunteers; Board Members; GWL venue space Lead: EDM
Aim 2 Building a world class collection with accessible associated resources	Retaining existing and achieving new relevant standards pertaining to collections	Successful submission of the Museum Accreditation Return ✓ Submitted; Successful - Full Accreditation awarded until 2025.	August 2018	Paid Staff Lead: EDM; Museum Curator
Aim 2 Building a world class collection with accessible associated resources	Showcasing the collections through permanent, temporary and touring exhibitions	Ensure that there is a wide array and imaginative use of collection materials in each Programme Planning and Reflection cycle ✓ Ongoing and successfully embedded into the seasonal GWL Events Programmes.	April 2018 - ongoing	Paid staff Lead: Collections staff
Aim 2 Building a world class collection with accessible associated resources	Showcasing the collections through permanent, temporary and touring exhibitions	Involve volunteer Community Curators in the 'semi-permanent collection' display and interpretation, supported by the Curator ✓ Completed, with a new display launched in August 2019 with Community Curator input.	April - December 2018	Paid staff; investment in display resources Lead: EDM; CDM; Curator
Aim 2 Building a world class collection with accessible associated resources	Enhancing collections management and digital access	Invest in an accessible online Collections Management System to meet the needs of users wishing to access information about the Museum and Archive items held at GWL ✓ Completed, e-Hive launched April 2019.	August - November 2018	Paid staff; system Lead: EDM; Curator; Archivist; IT Worker

Aim	Objective	Milestones / Tasks	Timescales	Resources
Aim 3 Developing GWL's role as a change maker and influencer	Being the leading organisation, with an outstanding reputation, as the arts, cultural and heritage sectors' trainer of choice regarding EDI / Social Justice	Research and write a new Business Plan for the Equality In Progress initiative STILL OUTSTANDING, subject to funding for this work. Deadline for completion amended to December 2019.	April - December 2019	Paid staff Lead: EiP Development Worker
Aim 3 Developing GWL's role as a change maker and influencer	Providing a model of innovative practice and governance in the sectors GWL inhabits	Agree and implement revised Job Descriptions and recalibrated titles for the Senior Management Team Ongoing and progressing well, deadline for completion amended to September 2019.	September - September 2019	Board; Senior Management Team Lead: Chair
Aim 3 Developing GWL's role as a change maker and influencer	Participating in national and international conversations on policy and practice in the equalities, arts, cultural and heritage sectors	Conduct an Audit of relevant national and local bodies that GWL should input into, and secure a place on them ✓ Completed.	January - March 2019	Paid staff team; Board Lead: EDM
Aim 3 Developing GWL's role as a change maker and influencer	Making a positive impact and leading change in the local community	Ensure that local people remain a target priority group in the Equality, Diversity and Inclusion Action Plan ✓ Plan revised and launched, September 2018; Reviewed and updated, June 2019.	August 2018 - ongoing	Paid staff; volunteers; Board Members; GWL venue space Lead: EDM
Aim 4 Securing a sustainable future	Developing income streams through a mixed portfolio of self-generating income initiatives	Proactive promotion of the <i>Inspired!</i> Palette, Venue Hire and Merchandise through improved online marketing and the scoping of new print marketing Ongoing and progressing well, deadline for completion amended to December 2019.	January - December 2019	Paid staff; marketing / publicity / promotion Lead: EDM
Aim 4 Securing a sustainable future	Developing income streams through a mixed portfolio of self-generating income initiatives	Investigate the setting up of a Trading Arm for GWL Ongoing and progressing well, deadline for completion amended to December 2019.	September - December 2019	Board; Senior Management Team Lead: Chair; EDM
Aim 4 Securing a sustainable future	Implementing a sustainable organisational Succession Plan	Review organisational structure, capacities, staff roles and post titles across GWL Ongoing and progressing well, deadline for completion amended to December 2019.	September 2018 - December 2019	Board; paid staff Lead: CDM; EDM

Year Two Immediate Action Plan, 2019-2020

Aim	Objective	Milestones / Tasks	Timescales	Resources
Aim 1 Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities	Extending programme delivery partnerships in schools and strengthening formal links with colleges and universities	Source funding / curatorial resourcing to enable this to be fully scoped, planned and costed	April 2019 – April 2020	Paid staff Lead: CDM, Development Workers
Aim 1 Setting the highest standards of innovation and excellence in delivering programmes of creative learning, public events and activities	Developing best practice in Reader Development	Research and embed new and innovative approaches to Reader Development	September 2019 – March 2021	Paid staff Lead: Librarian
Aim 2 Building a world class collection with accessible associated resources	Retaining existing and achieving new relevant standards pertaining to collections	Pursue the Archive Service Accreditation Standard, working with the National Records of Scotland and the Scottish Council on Archives	September 2019 – March 2021	Paid staff Lead: Archivist
Aim 2 Building a world class collection with accessible associated resources	Developing national and international partnerships to promote GWL's collections, resources and expertise	Join relevant Museum, Archive and Library sector membership organisations in order to better participate in conferences and events, and submit articles to sector journals and other publications	April 2019 – April 2020	Paid staff; finance Lead: EDM; Collections staff
Aim 2 Building a world class collection with accessible associated resources	Enhancing collections management and digital access	Create a Digital Asset Management Plan for the next three years	April 2019 – April 2020	Paid staff Lead: IT Worker; Digital and Marketing Officer
Aim 3 Developing GWL's role as a change maker and influencer	Providing a model of innovative practice and governance in the sectors GWL inhabits	Secure funding for a project to reflect on the innovative practice, evolution and governance of GWL, historically and as a contemporary change maker	September 2019 – September 2020	Paid staff Lead: CDM
Aim 3 Developing GWL's role as a change maker and influencer	Participating in national and international conversations on policy and practice in the equalities, arts, cultural and heritage sectors	Build capacity of and promote (internally and externally) the skills and knowledge of appropriate GWL personnel on Social/Media/Press lists to comment on relevant issues	Start November 2019	Paid staff team; Lead: EDM

Aim	Objective	Milestones / Tasks	Timescales	Resources
Aim 3 Developing GWL's role as a change maker and influencer	Making a positive impact and leading change in the local community	Approach local infrastructural organisations with a view to presenting talks at their AGM, writing pieces on GWL for their newsletters / reports, including Clyde Gateway, Bridgeton Community Council and Housing Associations	Start April 2019	Paid staff; volunteers; Board Members; GWL venue space Lead: EDM
Aim 3 Developing GWL's role as a change maker and influencer	Developing methods to better interpret and promote GWL's impact as a change maker and influencer	Develop a proactive approach in expressing where GWL has and is making profound change: on its website, in the Equality in Progress initiative and in its projects, to reflect on the innovative practice, evolution and governance of GWL, historically and as a contemporary change maker	Start September 2019	Paid staff; Lead: EDM
Aim 4 Securing a sustainable future	Developing income streams through a mixed portfolio of self-generating income initiatives	Produce a new Outline Business Model to fully determine viability and costings of income generating products and services	Start October 2019	Paid staff; Board Lead: EDM
Aim 4 Securing a sustainable future	Implementing a sustainable organisational Succession Plan	Strategy to research and develop models for Staff and Board Members to create and maintain hand-over / 'how to' documents to ensure knowledge sharing among the team and especially for the future	Start October 2019	Board; paid staff; volunteers Lead: CDM; EDM
Aim 4 Securing a sustainable future	Implementing a sustainable organisational Succession Plan	Benchmarking of salaries for GWL paid staff team members	April - December 2019	Board; Senior Management Team Lead: EDM
Aim 4 Securing a sustainable future	Investing in the GWL team, providing support and training to retain and nurture skills and talent	Assess the current funding streams and seek out partnership provision and further funding to invest in memberships to relevant professional associations, attend conferences, undertake training and enhance each staff member's CPD	Start October 2019	Paid staff; Board Lead: EDM; CDM

Section 8 – Risk Assessment

Charting and Managing Risk

Nature of Risk	Probability	Potential Result	Risk Reduction Measure
The rate of growth and ongoing raised profile of GWL leaves the organisation ill equipped in the area of Governance and Leadership	Low	Slippage in legal compliance; Reputational harm; Undermining of Core Values; Loss of strategic direction	On-going training and development for the Board of Directors and Senior Management Team ensures that the organisation remains equipped in the areas of: Board roles and responsibilities; Principles of good governance; Working together as a Board; Strategy development and implementation; Financial due diligence. Recalibration / review of Senior Management roles ensures innovative and effective practice and governance. The need for recruitment of additional Board members is regularly reviewed.
Increased demand, expanding audiences and ongoing raised profile of GWL leaves the organisation ill equipped in the area staff capacity	Medium	Overstretching of staff members, resulting in increased stress, ineffective performance, individual / team dissatisfaction, reduced morale; The need to deliver fewer events or reduce services	Succession Planning, Organisational Structure review, staff resourcing and roles review and benchmarking of salary levels will equip the organisation for the future. Effective leadership and staff management with Staff Support and Supervision systems and clarity of roles and responsibilities. All staff are involved in ongoing Programme Planning and Reflection meetings, ensuring that personnel collectively determine levels of organisational capacity, activity and programme delivery. The ability to cover forthcoming events is reviewed at fortnightly staff team meetings in advance. Honest, open, transparent communication across the organisation. Investment of training, Career and Personal Development for all staff.
Public Sector funding for key projects / posts reduced or not renewed	Low	Loss of projects that are at the heart of GWL's work	Ongoing scoping of alternative streams of secure funding for project. Independent income generation development. Galvanising public support of GWL's work. Continuing to ensure positive stakeholder / funder relationships and stewardship.
Difficulties in recruiting volunteers	Low	Volunteer elements of the project under resourced	Attention to quality of experience offered to volunteers. Development of professional standards.

Nature of Risk	Probability	Potential Result	Risk Reduction Measure
Failure to ensure legal compliance leaves GWL and its Directors vulnerable to legal action	Low	Potential fines and reputational risk	Induction and Governance Training for all Board Members. Timely submissions of paperwork to funders, Companies House and OSCR. Recording of all compliances regarding statutory / legal requirements. Insurances.
As the Senior Management Team comprises GWL founder members and long serving staff, the organisation needs to ensure that it can be sustained after their involvement comes to an end	Low	Loss of such strong leadership, experience and knowledge; increased pressure on new and / or existing personnel	Succession Planning is in place so that personnel can be confident of knowledge retention and the future proofing of the organisation. This includes the collating of an up to date, easily accessible (electronically and office based 'hard copy') Organisational Handbook that contains all Policies, Procedures and key documents. Identification of funding strand to support a project to focus on GWL's own history so that it is safeguarded and made accessible ahead of 30 th anniversary.

Appendix 1 - Personnel Biographies

Board of Directors:

Kirsten Alexander-McGarry is a Masters student at the University of Strathclyde. Originally from Dunoon, Kirsten moved to Glasgow in 2014 to begin studying for a degree in International Business with Modern Languages. She was selected to be an Entrepreneurial Scotland Saltire Scholar in 2017, undertaking a 12-week internship with the Cultural Enterprise Office, Scotland's business support agency for the creative industries. During this internship she researched the inclusivity of the creative industries in Scotland. Kirsten was named TargetJobs UK Management Undergraduate of the Year in 2017, winning a 12 week placement at the European Corporate Headquarters for Enterprise Holdings, where she has chosen to specialise in the area of diversity and inclusion in recruitment. As well as this, Kirsten is proud to have been elected President of the Strathclyde Women in Business Network, a University society which aims to link experienced women in the field with the female business leaders of the future. Alongside her studies, she has been a youth worker for the Iona Community, assisting with the planning and leading of an international youth festival on the Island of Iona. Kirsten first encountered GWL in 2016 through the Young Critics programme and has since gone on to become an advocate, Friend and volunteer of the organisation. She joined the GWL Board Pathway Programme in 2016 aged just 19, acting as a representative voice for the next generation of women in Scotland.

Helen Anderson has 20 years' experience in arts fundraising and organisational development, holding positions in the cultural sector across Scotland, Yorkshire and London. She has worked on several high-profile capital and revenue campaigns and is also an experienced coach and peer mentor. A common thread has been a belief in the extraordinary power of creativity and in the ability of individuals to effect transformational change. She has an M.A. in Russian/Theatre, an M.Phil. (Research) in Slavonic Languages/Literatures, both from the University of Glasgow, and is a Trustee of BaldyBane Theatre. Helen is also a Common Purpose graduate, spin enthusiast, lover of golden age detective fiction and sings in a Russian acappella choir. She is a member of the Institute of Fundraising and Member of ACOSVO.

Jude Barber is an Architect and Director at the Collective Architecture. This employee owned and controlled studio has offices in both Glasgow and Edinburgh specialising in arts and culture, housing, shared community facilities and conservation. In parallel with her studio practice, Jude has undertaken a number of close collaborations with local organisations, activists, artists and writers. She was co-director of the award-winning Empire Café with writer Louise Welsh during the 2014 Glasgow Commonwealth Games, undertook a Crafts residency at Cove Park in 2015 and recently exhibited 'The Better Days' solo exhibition at the Briggait Gallery Spaces, Glasgow during the 2016 Archi-Fringe programme. Jude previously worked with Reiach and Hall Architects and

Malcolm Fraser Architects in Edinburgh, Dominique Perrault Architects in Paris and was a founding member of GLAS Co-operative (Glasgow Letters on Architecture and Space). She has also taught part time at various Schools of Architecture, has written for a number of architectural publications and is Convenor of the Saltire Society Housing Design Awards.

Karen Birch is an entrepreneur with a wealth of experience in creating and supporting enterprise and is actively involved in many groups seeking to promote equality and diversity. Currently Managing Director at the3rdimagazine, an on-line publication championing women's achievements, and Chief Officer at Abundant Borders, a charity which addresses food poverty. Her career has spanned a multitude of high level positions, including: Director General of the Scottish Biomedical Association, consultant to Scottish Enterprise local agencies, advisor to Scottish Parliament on strategic e-commerce and various senior positions in entrepreneurial business start-ups. An experienced non-executive director, Karen has held positions with Co-operative Development Scotland, Glasgow Women's Aid, BBC Trust Audience Council for Scotland and Scottish Women's Football. Karen has a degree in Zoology from Sheffield University and MBA from North Staffordshire University.

Louisina Currie started working life in her family's businesses in the fruit and flower industry at the age of 17. After obtaining qualifications from horticultural college at Woodburn House Glasgow in 1980 and Floristry Design in the same year, she embarked on starting her own independent flower business. Louisina has a wealth of experience and knowledge of this marketplace and has also learned to adapt to the ever-changing landscape; having experienced the supermarket boom, fluctuating property markets and times of economic recession. She understands the precarious nature of trade and industry, how to adapt to it, and has first-hand experience of the tough requirements associated with running a business, as well as upholding creativity and enthusiasm. Louisina first become a volunteer at Glasgow Women's Library in June 2014 to pursue her passion for reading, learning new things, meeting new people, and feminist endeavour. Over the years, she has been involved in many projects most notably the March of Women, Young Critics, and developing and guiding GWL's Women's Heritage Walks.

Silka Patel is a strategic marketing expert with over 18 years' experience of working within the travel industry and global blue chip organisations. She has worked with Cisco, monitoring market industry trends in Digital Technology and is skilled at using internal and external communication across traditional and digital media. Silka moved from London to Glasgow in 2008 and is the Founder of Scotland Women in Technology group (SWiT), where she actively works to attract, inspire, empower and retain women and young people into the sector by developing a community and network to help grow women's contribution in IT business.

Silka has been on the Board of Glasgow Women's Library since 2013, advising on marketing and digitalisation aspects for future growth.

Zoë Strachan is an award-winning author of novels, short stories, plays and libretti. She co-convenes the prestigious Creative Writing Programme at University of Glasgow, and is particularly interested in cross-disciplinary working. She is passionate about promoting literacy and reading, and mentors new writers in a variety of contexts from community workshops to practice-based PhDs. Zoë's work as a writer has taken her all over the world. She has been the recipient of international fellowships in the USA, France, Germany and New Zealand, as well as in the UK, and has also appeared at literary festivals in China, Canada, Hungary, Serbia, Czech Republic and Poland. With a first degree in Archaeology and Philosophy, and through a position as UNESCO City of Literature Writer in Residence at the Museum of Scotland in Edinburgh, she has experience in designing and delivering education programmes based on museum collections and archives as well as producing interpretation materials for exhibitions.

Katherine Wainwright was brought up in a cross-cultural family in Aberdeenshire and has been living in Glasgow for 20 years. She is Head of Human Resources for Turning Point Scotland, a leading national social care charity providing services to adults with addictions, learning disabilities, autism, mental health issues, those involved in the criminal justice system and those who are homeless. She has been a senior manager for four Scottish and UK charities and Social Enterprises and has run her own consultancy. She is an experienced Board member with a particular interest in Social Enterprise and community development. Voluntary roles have included Board member of Neilston Development Trust, supporter for the Breastfeeding Network, language tutor and Chair of the Glasgow Good Information Group (accessible information). She currently sits on a UK Pensions Committee and the National Working Group for Pregnancy and Maternity Discrimination. Katherine has a psychology degree and a post-graduate diploma in Human Resource Management and has Fellowship (FCIPD) in her field. She has more recently undertaken development in mediation, conflict management and organisational resilience.

Staff Team Members:

Syma Ahmed 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 fifteen years and enjoys developing new projects to support the local community.

Laura Dolan joined GWL in 2007 as the Lifelong Learning Assistant and is now the Production Co-ordinator. She is responsible for ensuring that the GWL public events and learning programmes are successfully delivered. 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.

Dr Caroline Gausden is a new addition to the team having joined GWL in December 2018. Before working at the Library Caroline was based in Aberdeen where she completed a practice based PhD in Feminist Manifestos and Social Art Practice. She is a Development Worker for Programming, Curating, Partnerships and Participation at GWL. This role involves her moving between all the different facets of the organisation, from the archive to the library shelves and surrounding neighbourhood, to think about how the collection and public programme continue to speak to each other and to the diverse groups of people who are at home in the Library.

Emily Ilett joined the Library in October 2016 as the Lifelong Learning Assistant, supporting the learning and public events programmes. Emily became a volunteer tour guide on GWL's Women's Heritage Walks in 2014, and is still discovering the stories of incredible unsung women in the city. She is an award-winning children's writer, and an avid reader for whom the Library's shelves are a constant treat.

Nadine Aisha Jassat joined the GWL team in 2018 and works as a National Lifelong Learning Development Worker. She comes to GWL having spent seven years in Scotland's gender-based violence sector, delivering education work locally and nationally to young people and youth agency staff with organisations such as Zero Tolerance and Edinburgh Rape Crisis Centre, as well as championing creative practice within the sector. Alongside this, her work as a writer takes her across the UK, performing poetry, speaking about her work and issues relating to storytelling and social justice, and delivering creative writing workshops.

Sue John 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 B. A. (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.

Wendy Kirk joined GWL in 2005 as the Librarian, having previously worked in community-based support work and community libraries. She studied English Literature and MSc Library Studies at

the University of Strathclyde. Wendy runs a weekly group called Story Cafe, which brings women together over lunchtime to enjoy stories and poems, and which includes regular visits from Scottish and international writers. She is passionate about the life-changing impact of reading and libraries, and enjoys taking part in festivals including Book Week Scotland and World Book Night.

Becca Lewis joined GWL in 2019 as the Facilities Management Officer. She oversees the upkeep of its Grade B listed Carnegie Library, co-ordinating building services and maintenance contracts. Becca contributes to the Green Creative Cluster, working across the organisation to implement the Environmental Policy. She has an MA in Heritage Management from Bath Spa University and has really enjoyed learning about community focused organisations. Becca has worked in libraries, heritage and the arts and loves that GWL is in all these worlds.

Gabrielle Macbeth 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.

Helen MacDonald has worked 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.

Nicola Maksymuik 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 M. A. in History and an MSc in Information Management and Preservation.

Margaret Manley joined GWL in 2015 as the Finance Officer. Margaret is a graduate of Edinburgh University (BSc Social Sciences). Her financial and management experience has been acquired from working in the NHS, the Royal Pharmaceutical Society and a couple of GP practices.

Donna Moore joined GWL in 2010 as a volunteer Literacy Tutor and 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 'Bold Types' creative writing competition and 'Drama Queens', GWL's play-reading for

pleasure workshops. Donna is ITALL qualified and has a Masters' in Education in Community Learning and Development and an MLitt in Gender Studies. She is also a published writer of fiction and is currently studying for a PhD in Creative Writing at Stirling University.

Jenny Noble was appointed GWL Museum Curator in October 2017 and is responsible for managing, caring for and increasing access to the museum collections. She began her museum career as a seasonal attendant at the Highland Folk Museum in 1996 while studying for her M. A. in English Language and Scottish Literature at the University of Glasgow. She has worked continuously in the sector since 2001. Previous roles include Education Facilitator at the National Museum of Rural Life, Education Officer at Paisley Museum and Outreach Officer in a pan-Lanarkshire partnership project. She still works part-time as Social History Curator at CultureNL.

Dr Adele Patrick 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. Adele won the Scotswoman of the Year Award in 2016 and in 2017 was awarded an Honorary Doctorate (Doctor of Letters, DLitt) from Glasgow School of Art / University of Glasgow followed by an Honorary Doctorate (Doctor of Letters, DLitt) from the University of Strathclyde. She is undertaking a Clore Leadership Fellowship in 2018/2019.

Katie Reid began working at GWL in 2015 as the Lifelong Learning Assistant, a role she now job shares with Emily Ilett. Katie also job shares the Production Co-ordinator role with Laura Dolan. Coming from a background of working in the arts, Katie's work at GWL centres on planning and developing the learning and events programme, managing audience bookings, and updating event information on our website. She especially loves it when someone new uncovers the joys and possibilities That GWL has to offer.

Mattie Roberts joined the Library as a *Seeing Things* volunteer in 2017. She now shares Project Assistant and administrative responsibilities with Emily Ilett, co-ordinates GWL venue hires and is part of the Active Welcome cluster. Mattie loves all the conversations she engages in at GWL, fulfilling her enthusiasm for dismantling barriers to people's enjoyment of arts, and producing supportive and meaningful administrative structures. She has a MLitt in Curatorial Practice (Contemporary Art) from the University of Glasgow and Glasgow School of Art, and is a member of the volunteer-run bookshop Good Press.

Dorothy Sichi joined GWL as the Adult Literacy and Numeracy Tutor after working as a Community Tutor with West Dunbartonshire and then a Workplace Tutor for Glasgow City Council. Her role as tutor supports women on a 1:1 basis, helping them gain confidence with their reading, writing and number skills and to use the resources at GWL to support their learning. Whilst studying for a Post Graduate Degree at Strathclyde University Dorothy grew to enjoy supporting people with literacies issues and being able to guide learners to become self-directed learners.

Morag Smith joined Glasgow Women's Library as the National Lifelong Learning Development Worker in 2009. She studied English Literature at the University of Strathclyde and is a writer with a strong interest in the short story form and poetry. Morag 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, reader development and literature development.

Rachel Thain-Gray has worked in equalities for the past 20 years and joined GWL in 2013 delivering its prejudice reduction projects. She leads the Equality in Progress project; and is an AHRC-funded PhD researcher in *Fourth Wave Feminist Museological Practice*.

Deborah Walker initially started as a volunteer and student on placement at the Library, working with Syma Ahmed on the BME project. Now working as the Adult Literacy and Numeracy Volunteer Support Worker and Tutor, she continues working towards her degree in Community Development at Glasgow University. Community work has always been a strong passion of hers and she enjoys nothing more than helping others on their journey to empowerment.

Hannah Wright joined the Library in September 2016 as the first Digital and Marketing Officer. She is responsible for the organisation's Social Media accounts, digital marketing activities (including GWL's monthly newsletter) and Media / Press co-ordination. Hannah is interested in digital innovations in the library and museum sectors and hopes to continue to raise the profile of GWL, ensuring that as many people as possible know about the important work it does.

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; Information Technology and Digital Strategy; Entrepreneurship; Research; Academia; Publishing; Learning and Education; Literature; Policy Review and Implementation; Human Resources; Public Speaking; and Consultancy.

Further, there is some expertise in Customer Care; Equality, Diversity and Inclusion; 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, Diversity and Inclusion; 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 Board of Directors' skills gaps identified in this Audit were in the areas of legal issues and the museum sector, however GWL now has funding to provide a paid professional full-time Museum Curator and 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 2018-19 and will be mindful of skills gaps during this process.

Appendix 3 - Summary of Current Project Funding (2018-19)

The following table summarises the current major project funding (2018-19) allocated to GWL:

Name of Funding Body	Funding	Purpose
Glasgow City Council	£ 80,919	Lifelong Learning / BME Women's Programmes
Glasgow City Council	£ 45,315	Adult Literacy and Numeracy Project
Glasgow City Council	£ 29,000	Archivist and Librarian
Glasgow City Council	£ 6,176	LGBT Project
The Scottish Government	£ 52,524	National Lifelong Learning Project
The Scottish Government	£ 36,165	Post of Enterprise Development Manager
The Scottish Government	£ 32,553	Post of Museum Curator
Creative Scotland	£116,802	Regularly Funded Organisation - for staff salaries, programming and venue costs
Museums Galleries Scotland	£ 28,322	Decoding Inequality Project
The Robertson Trust	£ 8,500	Volunteer Development Programme
Historic Environment Scotland	£ 17,500	Volunteer Development Programme
Wellbeing for Longer (Voluntary Action Fund)	£ 24,802	Volunteer Development Programme
The Scottish Government	£ 21,105	Equality in Progress Project
South Lanarkshire Council	£ 1,568	LGBT Project

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

National	Local
National Library of Scotland	Glasgow Doors Open
Scottish Mental Health Arts and Film Festival	Glasgow International Festival of Visual Arts (GI)
The Universities of Stirling and Edinburgh	Glasgow Life
Scottish Contemporary Arts Network	Glasgow Museums
Women's History Scotland	The Universities of Glasgow and Strathclyde
H.M.P. Service and individual prisons across Scotland	Glasgow Clyde College
Scottish Book Trust	The Village Storytelling Centre
LGBT Youth Scotland	Amina Muslim Women's Resource Centre
Wigtown Book Festival	Glasgow School of Art
Aberdeen Women's Alliance	SAY Women (Sexually Abused Young Women)
West Dunbartonshire Libraries and Museums	Adult Literacies Practitioners Forum
Edinburgh Leisure and Culture	Centre for Contemporary Arts, Glasgow
SHAKTI Women's Aid	Glasgow Disability Alliance
Dundee International Women's Centre	Platform / The Bridge, Easterhouse
Scottish Women's Aid	Clyde Gateway
Saltire Society Scotland	The Bike Station
Africa in Motion	International
Scottish Queer International Film Festival (SQIFF)	U. S. Embassy, London
Youthlink Scotland	British Association of American Studies
Muriel Spark 100	Aletta, Netherlands
Vote 100	WINE (Women's Information Network Europe)
UK Parliament Speaker's Advisory Committee on Works of Art	Kvindemuseet, Aarhus, Denmark
Craft Scotland	Kvinnohistoriskt Museum, Umea, Sweden

Appendix 5 - Achievements

Selection of achievements to date include:

2019

- GWL is chosen by the National Gallery in London as the first venue for a UK national tour to exhibit a rare Italian Baroque painting: Artemisia Gentileschi's *Self Portrait as Saint Catherine of Alexandria*, dating to 1615-17. This more than tripled the number of visitors to GWL, and resulted in wide TV, radio and press coverage.
- Three new 'themed' Heritage Walks are researched, devised and launched, two focussing on Suffrage/the history in two different parts of Glasgow, and one on LGBTQ+ history of the City.
- Successful renewing of GWL's status as an Accredited Museum.

2018

- GWL is one of five UK wide Finalists for Art Fund Museum of the Year, the largest and most prestigious museum prize in the world, attracting TV, radio, newspaper, journal, magazine and online coverage, and winning unprecedented public support.
- Creative Development Manager, Adele Patrick, is awarded the Lifetime Achievement Award at the Herald / People Make Glasgow 'Inspiring City' Awards.
- GWL is Number 1 in The List Magazine 'Hot 100.'
- Adele Patrick is selected as a Clore Leadership Fellow 2018-19.
- The Rt. Hon. Nicola Sturgeon MSP, First Minister of Scotland, visits GWL to publicly announce that the Scottish Government will fund GWL and other organisations to commemorate the Centenary of the Representation of the People Act, with GWL embarking on a year-long programme of events and activities.
- The Scottish Government starts to fund the posts of Enterprise Development Manager, Museum Curator, and National Lifelong Learning staff and project costs under its 'Intermediary' funding agreements.
- GWL launches Equality in Progress, supporting the wider museum and arts sectors with research and bespoke training to gain a better understanding of values-led equality approaches, with the intention of widening access, representation and inclusion for people with Protected Characteristics.
- The completion of Phase Three and Phase Four capital refurbishment works, with a further £400,000 invested in exterior and interior repairs and improvements to the GWL building.

2017

- Winner of the Herald Society 'Legacy' Award 2017, sponsored by Legacy 2014.
- Winner of the Community Award in the inaugural Scottish Women's Awards 2017.
- Finalist in the pan-UK CILIP (Chartered Institute of Library and Information Professionals) 'Libraries Change Lives' Award 2017.

- GWL features in The List Magazine 'Hot 100' for the second consecutive year, with Open The Door cited as an example of cultural innovation in Scotland.
- GWL is among the first charities to be awarded the Glasgow Volunteering Chartermark, rewarding excellence in supporting volunteers.
- Finalist in the Glasgow Volunteer Centre Alistair Malloy Inspire Awards, 'Commitment to Diversity and Inclusion' Category.
- GWL's first Women's Literary Festival, Open The Door.
- Adele Patrick is awarded an Honorary Doctorate (Doctor of Letters, DLitt) from Glasgow School of Art / University of Glasgow.
- Adele Patrick is awarded an Honorary Doctorate (Doctor of Letters, DLitt) from the University of Strathclyde.

2016

- GWL celebrates its 25th birthday, attracting wide local, national and international media attention including features in The Guardian, The New York Times, The Evening Times, The Skinny; on BBC 2 'Scotland 2016' programme and on BBC Radio Scotland.
- Winner of the Icon Diversity Awards 'Venue of the Year' Award 2016.
- GWL Co-founder and Creative Development Manager, Dr Adele Patrick, awarded the Scotswoman of the Year Award.
- Adele Patrick featured on BBC Radio 4 'Woman's Hour'.
- Adele Patrick receives the 2016 Marsh Award for Excellence in Gallery Education (in association with 'engage in the visual arts').
- GWL wins the Inspiring City 'Arts and Culture' Award 2016 (The Herald and Chamber of Commerce in association with People Make Glasgow, award sponsored by AHR).
- Winner of The Judges Award, Herald Property Awards for Scotland 2016 (in association with Burness Paul).
- GWL awarded the RIAS (Royal Incorporation of Architects in Scotland) / Scottish Government 'Scotland's Client of the Year' Award 2016, with Fiona Hyslop, Cabinet Secretary for Culture, Tourism and External Affairs, stating '*Glasgow Women's Library has delivered a facility that is inclusive and greatly valued by the local community as well as visitors from all over the world.*'
- Winner of the Glasgow Institute of Architects Award, Art and Leisure Category 2016
- The GWL refurbishment project awarded the sole 'Highly Commended' in the Civic Trust 'My Place' Awards.
- The GWL refurbishment project 'Commended' in the Scottish Design Awards, Regeneration Category.
- The GWL refurbishment project shortlisted for the RICS 'Community Benefit' Award.
- The GWL refurbishment project shortlisted for the RIAS Awards, Regeneration Category.

- Finalist in the Scottish Property Awards, 'Community Development Project of the Year' category.
- Finalist in the UK national Architects' Journal 'Retrofit Awards', Cultural Buildings Award: Visitor Centres, Libraries and Museums.
- GWL enters The List Magazine 'Hot 100' for the first time, at number 11, further recognition of GWL's contribution to Scotland's culture.
- GWL wins the UK national Women's History Network Community Prize for its partnership project, 'Women Making History in West Dunbartonshire'.
- GWL is Highly Commended for its 'March of Women' project in the UK national Women's History Network Community Prize.
- GWL becomes an Accredited Living Wage Employer.

2015

- Successful renewing of GWL's status as an Accredited Museum.
- The prestigious award of 'Recognised Collection of National Significance' for the entire museum artefact and archive holdings, further cementing GWL's status as the only Accredited Museum in the UK dedicated to women's history.
- Completion of Phase Two of the major internal building renovations programme, completed at a cost of over £1.4 million.
- Official opening of the newly refurbished premises by the Rt. Hon. Nicola Sturgeon MSP, First Minister of Scotland, where she declares GWL as '*...truly a national treasure...*'
- A finalist in the SURF Awards for Best Practice in Community Regeneration.
- Major partnership project with the Royal Conservatoire of Scotland, 'March of Women', attracting national media coverage.
- A hugely successful partnership with the Wellcome Collection focussing on Sex, Sexuality and Sexology, with GWL delivering a year-long programme of events and winning the Cinema For All 'Film Society of the Year' Award for 'Best Film Education Programme.'
- 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 from Creative Scotland.
- 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 One 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 newly secured future 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.
- 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 a new on-line partnership project with Women's History Scotland and Girl Guiding Scotland, 'Women of Scotland: Mapping Memorials to Women', 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.

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 to the former Anderston Library at the Mitchell Library, a move that proves to be temporary rather than permanent due to the premises now being too small for the expanding GWL.
- Achieved Full Accreditation as a Museum by Museums Galleries Scotland.
- 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.
- 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 (GI).

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.

- 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 in the forthcoming refurbished premises, and employ an Archivist for three 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.
- The Scottish Government funds GWL 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).
- 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.

2006

- Attendance at 'Know How' in Mexico City, an 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.

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.

2002

- 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.

- The launch of GWL's first website, created by volunteers; a young GWL entering the digital age as quite an early adopter given the lack of resourcing.

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*.

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