



Glasgow Women's Library

Strategic Plan

2024-2029

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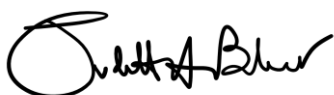
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Section 1 – Executive Summary

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, exhibitions 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, GWL has achieved growth of a further 9% increase in paid staff members, represented by the establishment of new core projects. The unprecedented challenge of the global COVID-19 Pandemic was met with imagination, determination and agility by a wholly committed team of Board and paid staff members. Staff upskilling, increased access measures and investment in the building in this period has resulted in GWL now delivering its events programmes, and showcasing its collections, to expanded audiences within its remarkable building, in outreach locations, online and by hybrid means, serving local communities whilst being a destination venue for national and international visitors, users, audiences and partners.

This Strategic Plan sets out the vision and strategic direction of the organisation over the next five years. It summarises GWL’s background and operating context, and analyses the external environment within which GWL works. GWL’s Vision, Purpose, Core Values and Strategic Aims are outlined, underpinned by an integral commitment to three key pillars of the organisation: Equalities, Diversity and Inclusion; The Environment; and Fair Work. The Plan clearly demonstrates how the Strategic Aims will be achieved and resourced, securing longer-term sustainability, full accessibility and further growth. Organisational risks are thoroughly assessed and the sound financial basis of GWL’s future demonstrated, culminating in a Strategic Plan that sets a robust framework for the period 2024-2029.



Jude Barber
Chair of the Board of Directors



Sue John
Director of Operations, Resources and Enterprise

Section 2 – Introduction

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 and learning opportunities.

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.

Overall Aims and Objectives

- 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.

In meeting these 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 and Operating Context

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.

Despite the absence of revenue funding and a complete reliance on volunteers for its first decade, GWL was quickly established as a central resource about and for women. 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 in Trongate, from where it operated for 12 years. Following a subsequent period of time in inadequate temporary premises between 2006 and 2013, GWL relocated to its current permanent home at Landressy Street, raising £2 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, accessible and welcoming home for GWL's activities and collections in premises of excellence that befit such a unique national treasure.

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 (locally, nationally and internationally) have doubled to around 20,000 per year, and online and Social Media engagement have hugely expanded. Based in an area that is within the top 5% most deprived in Scotland, core audiences include those that other organisations often refer to as 'hard-to-reach', but who GWL prefers to frame as 'easy-to-ignore': people from minoritised communities that often feel excluded from cultural and arts spaces, as they feel that their needs and interests are not being met.

Collections

GWL is the only Accredited Museum dedicated to women's history in the UK, and a designated Recognised Collection of National Significance in Scotland. The Library, Archive and Museum collections comprise entirely donated items managed by specialist professional staff. The collections are rich, diverse and constantly growing, exemplifying the lives of women, and charting their historical and contemporary achievements and contributions. As well as materials relating to women's lives, GWL also houses those relevant to broader feminist, LGBTQ+ and equalities issues. These are accessible for general interest and research purposes, and are often a catalyst for artists, creatives and audiences alike. The collections offer a unique body of artefacts, literature and materials mined by local, national and international individuals, groups and organisations, as well as inspiring thousands of creatives in residences, as exhibitors, in launch events, readings, screenings and other collaborations.

The collections contextualise, with great depth and breadth, linkages across the many spheres that women inhabit personally and politically in Scotland, the UK and internationally. Women's stories are told and lived experiences evidenced through this collection, documenting their 'everyday' popular domestic and leisurely past times, together with their demands for change in waves of activism that address inequalities. The collection contains recipe books, knitting and dress making patterns, original works of artists and designers, individual and organisational collections, personal letters, diaries, photographs, badges, banners and recorded oral histories. Objects of the Suffragette Movement (both for and against the cause), women in both World Wars, activism in movements for change as diverse as Temperance and Women's Liberation, LGBTQ+ groups and Trade Unions, all feature in the context of a collection that champions, celebrates and teaches us about how women have shaped lives, families, communities, the country, and sometimes changed the law.

Public Events and Learning

GWL delivers high quality, fresh, packed seasonal programmes of creative events, exhibitions and activities, incorporating those developed in partnership with others. These comprise public events, open to all, and dedicated events aimed specifically at women (inclusive of Trans and Non-Binary people). In addition, GWL provides specialist projects for women, including:

- Adult Literacy and Numeracy, providing direct one-to-one and group tutoring and guidance for women who wish to improve their reading, writing and number skills. This Project also provides pathways into wider learning and volunteering experiences, at GWL and beyond;
- ESOL (English Speakers of Other Languages) classes, in partnership with Glasgow Clyde College;
- Black and Minority Ethnic Women's Project, with activities targeted at Global Majority women / Women of Colour, focusing on personal development, and social and cultural capital investment, including *Collect.if*, a project supporting Women of Colour creatives across art forms;
- National Outreach, working, often with partners, within communities in rural and urban geographical locations, and site specific contexts such as prisons, across Scotland;
- Volunteer Development, an exemplary programme providing training, support and volunteering opportunities to enable women from all backgrounds with varying levels of confidence, formal education, work experience and skills. Volunteer roles are tailored to the interests and motivations of individual women and support every project and area of GWL's work.

Other Services

GWL also:

- Provides a destination venue for hire and / or use by external providers, with four 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;
- Delivers bespoke workshops, training and public talks, including 'Equality in Progress: Equality, Diversity and Inclusion', and sessions that focus on Health and Wellbeing, Heritage and History;
- Undertakes research commissions, the publishing of occasional texts, and a monthly e-newsletter. The organisation has an active, expanding and continually developing website and operates across Social Media platforms;
- Provides free online resources, such as 'Mapping Memorials to Women in Scotland' <http://womenofscotland.org.uk/memorials> and Women's Heritage Walk maps <https://womenslibrary.org.uk/discover-our-projects/women-make-history/womens-heritage-walks/>;
- Hosts large group visits and offers tours of the building to showcase the extent of GWL's work;
- Acts as a significant research venue and resource for academic activity on a range of registers. It provides a formal hub for student placements and co-supervises PhD research projects with several universities.

Equality, Diversity and Inclusion (EDI)

Equality, Diversity and Inclusion are intrinsic, non-negotiable Core Values, underpinning every aspect of GWL's work as a unique organisation serving the needs of broad audiences throughout Scotland, and form the foundation of all key policy and framework documents, including the EDI Action Plan and the Strategic Plan.

Our commitment and approach to EDI is entirely embedded in all aspects of the organisation - strategic and operational, from governance, employment and management to venue accessibility and programming. EDI principles are shared across the whole organisation -

members of the Board of Directors, the paid staff cohort and volunteers, with a common belief in and commitment to the positive and practical implementation of these values in our day-to-day work, along with constant striving for improvement. GWL recognises that our key aims can only be fully achieved if Equality, Diversity and Inclusion drive all aspects of our service delivery and development. Further, we also firmly believe that the more equitable, diverse and inclusive an organisation is, the more everybody in our communities and our country benefits.

GWL's EDI commitments and aims are clearly defined in the Equality, Diversity and Inclusion Policy; while specific ambitions, objectives, tasks, targets, measures of success and timeframes are all detailed in the Equality, Diversity and Inclusion Action Plan, which is compiled, reviewed and updated with the active involvement of the Board of Directors, the paid staff team and volunteers (some of whom are also event and project participants at GWL). The Action Plan is clear, robust, positive, and sets out an achievable strategy that supports the organisation (and holds it accountable) in its ambitious delivery of the highest quality work to the broadest possible audiences. The Plan: Presents an evidence-based current 'snapshot' of involvement across GWL of people with Protected Characteristics; Highlights where our agreed priorities for action lie; Sets out the updated objectives and actual performance within a given period; Measures any risk factors involved.

GWL's work, delivered by a team that is diversity-led and comprising people defined as having a range of Protected Characteristics, is often cited as a model of good practice in this area (for example, by Creative Scotland, Glasgow City Council, Museums Galleries Scotland).

The Environment

Along with EDI, environmental sustainability, carbon reduction and the climate emergency are key organisational priorities. GWL has always worked with an awareness of its environmental responsibilities, and these values are instilled throughout the Board, staff and volunteer team and across all aspects of GWL's work practices.

GWL recognises that global climate change has serious consequences, and that its detrimental effects are disproportionately experienced by women. GWL 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. GWL also believes that as a library, museum, archive and arts organisation, it has a role in influencing visitors, audiences and the wider community, and the organisation is committed to fulfilling this role through the implementation of its Environmental Policy, which sets out how this commitment is put into practice.

In June 2023 GWL publicly launched its Net-Zero Handbook, an ambitious and realistic practical plan setting out the changes that GWL will make to its building to reach 'Operational Net Zero' by 2030. A major component in this Strategic Plan is to achieve that aim.

There is full recognition across the organisation that the world is in a climate emergency, and everyone involved in GWL is committed to actions that can effect change. The Environmental Policy and Net-Zero Handbook ambitions are fully embedded and 'owned' by Board and staff team members and by volunteers, and the Risk and Opportunities Register, with mitigations, is diligently monitored and actioned at Board and senior staff level.

In 2023, in response to GWL's annual reporting on its carbon emissions, Creative Carbon Scotland noted that GWL is taking "...a sector-leading approach and you should be very proud of all the work that has been put into the process so far". GWL will build on this progress in this period.

Management, Personnel and Fair Work Principles

The GWL staff and management structure creates the framework for a proficient team that works closely together and engenders a positive, enjoyable, motivating and productive working

environment based on clarity of roles, collaboration and good communication. The team consists of committed individuals that support each other's' growth, are accountable, and share responsibilities for the organisational Mission, Vision and Core Values, founded on mutual respect.

There are two senior Co-Directors: the Director of Creative Development, Delivery and Engagement; and the Director of Operations, Resources and Enterprise, who both undertake strategic and operational duties and the line management of relevant staff. GWL is governed by a Board of Directors who have ultimate responsibility, including legal / employers' liabilities, for the professional running of the organisation. The Board meets every eight weeks with both Co-Directors in attendance, and holds an Annual General Meeting.

GWL is committed to Fair Work principles and practice, having developed and embedded an equitable and effective organisational culture since its inception in 1991. GWL's origin story is built and sustained on core values of equality, social justice and Human Rights. These values, and the principles of Fair Work, are reflected both in GWL's work with visitors, audiences and learners, and in its governance, management, leadership and wider working practices. Moreover, GWL has pioneered and adopted feminist leadership and governance approaches that recognise, develop and model leadership skills, and forefront effective voice, across GWL. Central to this approach is a key feminist principle that we are all: *'equal as thinkers even in a hierarchy'*. This is based on an acknowledged hierarchy of *accountability* – rather than *power* – in the organisation. It accepts that there are different responsibilities and roles in relation to this accountability, but that GWL's embedded organisational culture is always about agency of effective voice, and power being devolved across the organisation, rather than aggregated at the top. This leads to the empowerment of workers, a strong culture of openness, encouragement and welcoming of discussion and transparency - and less opaqueness, retention of power and control. We believe that creating the conditions for workers to develop and utilise their skills (including their leadership skills) enables everyone to play a fulfilling and active role in the organisation. The full Statement on Fair Work can be found on GWL's website: <https://womenslibrary.org.uk/gwl/wp/wp-content/uploads/2023/10/Statement-on-Fair-Work-at-Glasgow-Womens-Library-September-2023.pdf>

Appendix 3 details Personnel Biographies of Directors and paid staff members and Appendix 4 outlines the outcome of a Skills Audit.

Partnerships and Networks

GWL has an excellent track record of forging and maintaining external relationships and partnerships locally, nationally and internationally. Some aspects of service delivery rely on such links, for example working with Colleges to deliver formal learning opportunities to women within the GWL environment. GWL is active in local, national and international networks, and many of its staff are active each year in visits, symposia, conferences and knowledge and skills sharing gatherings. 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 6 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.

Current Premises

GWL is the sole occupant of an early twentieth century Grade B Listed Carnegie Library building in Bridgeton (in Glasgow's increasingly vibrant East End). Since relocating there in 2013, GWL raised funding for and undertook a four phase £2 million internal and external renovation and capital build project. This transformed the building, creating several new learning and public events zones, film screening facilities, dedicated gallery spaces,

environmentally controlled archive and museum stores and a new mezzanine floor. The building environment provides a distinctively stimulating and accessible context for showcasing, creating, developing and enjoying artistic talent. Accessibility has been also significantly improved across the building, not least by the installation of a lift to the first floor and automated doors to ease access through the spaces. The building is owned by Glasgow City Council with GWL 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, Glasgow City Council and Creative Scotland, funding has been secured from a range of other agencies, charitable trusts and foundations. These include: Museums Galleries Scotland, The Robertson Trust, The National Lottery Heritage Fund, the Wolfson Foundation, The Paul Hamlyn Foundation and Art Fund. See Appendix 5 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, Monitoring and Evaluation

Glasgow Women's Library believes that undertaking regular consultation, monitoring and evaluation 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.

In 2022, the final report was launch of an independent research and consultation project about and at Glasgow Women's Library. *Transformative Servicescapes and Consumer Vulnerability (2020-2022)* was a two-year project funded by The Leverhulme Trust and based at the University of Strathclyde, with GWL as the sole case study. The project explored the role of physical space in contributing towards positive transformative experiences for those who make use of its resources. The project expanded on this theme to gain an in-depth understanding of many other aspects of the organisation, from organisational culture to partnership working. The project looked particularly at how service spaces have the capacity to transform the lives of those experiencing vulnerability. It included 64 interviews with users, volunteers, staff, and people from associated networks and organisations; Material from two art-based risograph workshops on the theme of GWL and transformations; Historical analysis of GWL's archives; Analysis of GWL website and social media analysis of Twitter, Facebook and other content to help understand the range and types of events and projects hosted in GWL; Participant observations in the GWL space and of events (due to Covid-19 these were largely online). The report can be accessed here: https://womenslibrary.org.uk/gwl_wp/wp-content/uploads/2022/08/Transformative-Spaces_Final-Report_Aug-2022-4.pdf

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 / audience 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.

The monitoring and evaluation of progress and performance in relation to the delivery of this Strategic Plan will be undertaken six monthly by the Board of Directors, with an additional annual review by the entire Board and paid staff team cohort.

Section 4 – External Environmental Analysis

The GWL Board and Staff Team has 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.

At this moment in time, the scale of domestic and global political, economic, social, cultural, technological, legal and environmental instability and unpredictability is immense, and the following PESTLE will be reviewed and updated in response to more clarification being evident during the next three years.

Political

Political turbulence exists on an international scale. Globally, in 2024, more voters than ever in history will head to the polls as at least 64 countries (plus the European Union), representing a combined population of about 49% of the people in the world, are meant to hold national elections, the results of which, for many, will prove consequential for years to come.¹ Countries holding elections include world 'superpowers' such as the USA, the EU, India, Russia and the UK.

The rise of right wing values and behaviours, and the election of populist leaders, potentially undermine - and may even reverse - equality gains from the past two decades, impacting women, LGBTQ people and other minoritised communities the most.

In the UK, Brexit continues to have both political and economic implications. The Westminster election will probably return a change of UK Government, the policies of which remain uncertain. A political choice to further reduce public spending and implement austerity measures will add to an already existing economic crisis.

Elections to the Scottish Parliament will take place in 2026, again with uncertain results at this stage. Some argue that the current party of Government, the Scottish National Party, may lose some of the support and domination it has enjoyed for the previous years. The current First Minister has continued with the National Advisory Council on Women and Girls set up by his predecessor, continuing to advise the Scottish Government on what is needed to tackle gender inequality in Scotland. Similarly, local government elections will take place during the period of this Strategic Plan. The policy trend of both the current 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. This may bode well for support 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. For example, Glasgow City Council is committed to a Feminist Urban Planning approach, and a new Human Rights Bill is scheduled for Scotland. The adoption of the 'Fair Work' agenda at Government level, and its application to all future public sector funding, suits GWL's Feminist Leadership and Governance approaches, and the organisation is well placed in this context. Indeed, GWL's Feminist Leadership and Governance work provides a change-making alternative model to current failing systems of 'strong man' leadership across the world.

Despite this, public sector funding remains fragile, resulting in the inability of GWL to implement adequate pay increases to staff in the past, risking the loss of excellent team members and creating the need for even higher levels of independent income generation.

¹ *Time Magazine*, 28 December 2023: <https://time.com/6550920/world-elections-2024/>

Women continue to be under-represented at the top levels of political life in the UK and in Scotland. Increased on-line and in-person abuse, harassment and intimidation of elected representatives has impacted women greatly and threatens to act as a deterrent to women standing for election.

Grass roots and issue based political activism appears to be burgeoning in response to a range of issues: from the cost of living crisis to Palestine; the global environmental climate crisis to cuts in local cultural facilities; rising homelessness to Gender Critical ideology. GWL, although not a campaigning organisation in its Purpose, is a space rooted in freedom of expression that can aim to hold a 'power to convene', allowing for complex discussions away from polarisation, binary thinking and Social Media toxicity. However, this would require investment of time in staff upskilling and safeguarding.

Economic

The UK is witnessing a 'cost of living crisis' that is negatively impacting women disproportionately. Interest Rates are the highest in 15 years, with little chance of significant decreases over the next year, and putting financial strain on those with mortgages and in private rented accommodation. Rising energy costs add to this financial strain and are also a major threat to organisations across the sectors that GWL inhabits. Cultural, heritage and voluntary sector organisations are commonly reporting that their building operational costs have increased to such a degree that they may be at risk of closure. In addition, higher inflation also adds to increasing operational costs associated with programme delivery. This impacts the communities and the creatives that GWL works with, as well as staff and volunteers within the organisation. 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.

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. GWL will continue to provide a welcoming space beyond the 'warm space' rhetoric to create a meaningful relationship with those using GWL primarily for this purpose.

At March 2022, there was a 10% gap between men's and women's average hourly rates, and a 27% gap when you compare women's part-time average hourly rate to men's full-time hourly rate². Flexible work is a key mechanism that can enable women to better balance their working lives with their caring responsibilities or other priorities. Enabling greater access to good quality flexible work can help to advance gender equality at a national level, and GWL is committed to flexible working.

Globalisation and the effects of global economic trends on the lives of women in Scotland will continue to impact on the work of GWL. Despite increasingly draconian anti-migration policies at UK Government level, Scotland nonetheless 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 Global Majority, Women of Colour and women from BME 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 some specific needs. These 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 and creative activities.

² Close The Gap: <https://www.closesthegap.org.uk/content/gap/>

Like the rest of Scotland, Glasgow is 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, and GWL is sometimes among those featured in profiles of Glasgow as a place to visit. GWL is well placed to be inputting into collective and policy conversations to explore different economic models, other than those purely rooted in 'investment', for example feminist or based on well-being.

As funders, especially independent Trusts and Foundations, shift their investment priorities towards social justice, equalities and Human Rights, GWL is better placed for successful funding bids, and in turn to influence and impact positively on the work of such funders.

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 and Cultural

Having navigated the turbulence of the Covid-19 pandemic, which impacted particularly significantly on communities served by GWL, there are immense social and cultural challenges to be met. GWL must not only be resilient and agile over these coming years, but must provide a beacon of hope.

On the positive side, there is a burgeoning interest in feminist, LGBTQ, social justice and broader equalities issues and histories, and an increased appetite for inclusive programming. Other equalities focused and counter-cultural art spaces, museums, libraries and archives have been established, for example the Museum of Homelessness, the Vagina Museum and Queer Britain. More mainstream cultural organisations, who often see GWL as a gateway to 'easy to ignore' communities, now actively seek GWL's input, such as loaning of items from the GWL collection to their own exhibitions (for example, Tate Britain, National Galleries of Scotland and V&A Dundee). There is a cultural turn towards inclusive archival practices and collections development, and similarly, academic institutions increasingly seek partnerships with GWL. Co-creation and co-production practices are also possibilities for development.

Sector umbrella organisations such as Creative Scotland and Museums Galleries Scotland³ have refreshed Strategic Frameworks that align with GWL's Aims and Core Values, while The National Library of Scotland has appointed its first woman National Librarian and Chief Executive. GWL enjoys participation in the UK wide Women Leaders in Museums Network; and is part of the International Association of Women's Museums - and currently scheduled to host its 2025 conference at GWL.

GWL continues to embrace an international and expansive perspective to its work, open to opportunities for making connections and sharing experiences across different social and cultural contexts, while there is also a demonstrable increasing demand for GWL's physical space at local and national level.

Although there are occasional glimmers of hope, such as committed investment in Glasgow's People's Palace by the National Lottery Heritage Fund or Scottish Government hints of increased funding to Creative Scotland, there is a funding crisis among public sector cultural organisations, with the potential loss, for example, of a third of archive and curatorial staff in

³ For example: https://www.creativescotland.com/_data/assets/pdf_file/0006/93795/CS-Strategic-Framework-FINAL.pdf and https://www.museumsgalleriesscotland.org.uk/strategy-hub/?utm_source=MGS+CRM+Safe+to+Send&utm_campaign=b60b9ff27c-EMAIL_CAMPAIGN_2023_07_06_01_26&utm_medium=email&utm_term=0_b60b9ff27c-%5BLIST_EMAIL_ID%5D

Glasgow Life Museums. Public Library closures are threatened across many areas of Scotland, and cultural budgets are often the first to be impacted by cuts, with culture seen as a 'dispensable luxury' by policy makers (who largely lack sufficient cultural literacy) at elected representative and officer level. Economic pressures threaten many cultural organisations and the creatives they support. Yet, Libraries, including GWL, find themselves at the forefront of providing support over and above the provision of information, and without the resources needed or recognition of this vital role.

"Libraries are trying to rapidly respond, to adapt and to play a part in mitigating shattered communities. Simultaneously they are required to make the case for their continued existence against a tide of economic and political threats... Libraries are amongst the cultural institutions that have become lightning rods for both the Culture Wars and the diverging needs of increasingly shattered constituencies within a general climate of anxiety, despair, and anger, and where we have a less than clear mandate, and without necessary support to manage ourselves, and our teams, let alone the communities we serve"⁴.

We have an aging population and a social care crisis. The 2022 Census revealed that there are more people in older age groups than ever recorded in Scotland's Census, with over one million people aged 65 and over (1,091,000). This is over a quarter of a million higher than the number of people under 15 (832,300). Increased segregation of generations is a growing feature of Scottish society, and ageism is firmly rooted. 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. 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 in activism, and a desire for historical knowledge on these subjects. 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 grass roots 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.

'Culture Wars' have contributed to growing polarisation and conflict, with Social Media toxicity and in-person protest more evident in cultural spaces. The upskilling and safeguarding of GWL staff and volunteers, along with reinforcing GWL's Purpose, Core Values and equalities focused work, including our commitment to Trans-inclusive working, is always required. Further, GWL accepts that it can act as a place with the 'power to convene', to hold difficult conversations and is open to work with others to do this.

⁴ Adele Patrick, Keynote Speech, the CILIPS National Conference, *Looking to the Future*, 5th June 5 2023, also referencing Pamela Tulloch, *The Herald*, 23rd May 2023: <https://www.heraldscotland.com/news/23537890.agenda-libraries-key-flourishing-mental-health/> *"It is crucial to recognise [...] the vital role Scottish public libraries play in promoting mental health. By embracing the healing power of literature, fostering social connections and expanding their services to meet evolving needs, these libraries are beacons of hope in an increasingly complex world. This is more important than ever during the cost of living crisis, where libraries are providing a safe space for people struggling with increasing bills, including the cost of heating their homes. As Scotland's mental health crisis continues to make the headlines, Scotland's libraries have proven themselves to be integral pillars of support. We must celebrate our libraries as spaces to read, and recognise that they create a supportive environment which nurtures mental well-being, fosters community and provides access to resources"*.

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 and Social Media are in a stage of flux, with the fallout from ongoing privacy breach scandals and 'Fake News' still to be fully realised. Privatisation and the corporatising of digital spaces has increased. Governments across the world are attempting to control issues around privacy and copyright, and consequently threaten net neutrality. Decreasing faith in and use of platforms such as X/Twitter, where GWL has enjoyed goodwill and often relies on as a source of marketing in the absence of a budget, will be cause for reflection and decisive action. The need to stay abreast of developments in AI and new related technological advances will be key.

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 more digitisation of materials 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. A forthcoming contract with GALE will result in such increased digitisation of resources that are publically accessible, while generating income for GWL⁵.

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 and prefer to access GWL's physical space. Hybrid programming and blended learning, a mix of in-person and on-line events, is now firmly embedded at GWL, but resourcing for better solutions to delivery must always be sought.

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, especially being aware of the likelihood and implications of Cyber-attacks. With a prolific Social Media presence, GWL must remain able to respond to trolling 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 digitally, and what is viable to store to the same standard as physical collections. For example, digital artworks, digital donations and GWL's own digital history.

Legal

GWL strictly adheres to all legal compliance requirements and always ensures that it responds timeously to new relevant laws.

A general increase in Hate Crime reporting reflects the reality of perceived hostile environments, felt in-person and online, for many of the communities that GWL serves. The Crown Office and Procurator Fiscal Service (COPFS) reports that in 2022-2023: Racial crime remained the most commonly reported hate crime; Sexual Orientation aggravated crime was the second most commonly reported, with an increase of 2% on the previous year; The number of Disability aggravated charges increased by 3% - the highest number of charges reported since the legislation came into force in 2010, and this follows an increase of over 50% in the number of charges reported in 2021-22; There were 8% more charges with a Religious aggravation than in 2021-22; Although the number of charges with an aggravation of Transgender identity reported in 2022-23 was lower than in 2021-22, this category accounts for the second highest number of

⁵ <https://www.gale.com/>

charges reported since the legislation introducing this aggravation came into force in 2010⁶. The Hate Crime and Public Order (Scotland) Act came into force on 1 April 2024 and has received mixed responses. GWL is a long-standing Third Party Hate Crime Reporting Centre, playing a key role in the reporting of Hate Crime, and it will be vital to keep abreast of and clear about responsibilities in this area.

Legislation on equalities and Human Rights is regarded by many as inadequate and / or in need of reform, including the Equality Act 2010. New Gender Reassignment legislation, although passed by a clear majority in the Scottish Parliament, was blocked by Westminster on the basis that this does not sit within the powers of Devolution. While test cases have ruled that Gender Critical views are a 'protected belief', the law has a grey area over the where such expressed beliefs cross a line into 'objectionable manifestation', and become discriminatory under the Equality Act 2010. There are conflicting views on some issues across and within groups with Protected Characteristics. The Scottish Government is consulting on a new Human Rights Bill. GWL must keep up-to-date on such legislation and seek legal advice to protect itself when necessary.

Copyright, Intellectual Property, Health and Safety and GDPR laws are also among those that require the organisation to be kept up to date.

Environmental

GWL recognises that there is a global climate emergency that is having 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.

While world leaders gathered in Glasgow for COP26 in 2021, hopes were high, and the Scottish Government said that its targets to reduce emissions were some of the toughest in the world. Scottish Government Ministers want renewable energy generation to account for 50% of energy demand across electricity, heat and transport by 2030. Scottish Government data published in September 2022 shows that 26.7% of all of Scotland's energy consumption came from renewables in 2020. The Scottish Government is committed to supporting community organisations through the Community and Renewable Energy Scheme (CARES), which aims to help communities engage in and benefit from the energy transition to Net Zero. This is in line with both the Heat in Buildings Strategy, Scotland's draft Energy Strategy and Just Transition Plan.

Along with Equality, Diversity and Inclusion, environmental sustainability, carbon reduction and the climate emergency are GWL's key organisational priorities. GWL has always worked with an awareness of its environmental responsibilities and this is shared across the Board, staff and volunteer team and in all aspects of work practices. GWL has a robust and clear Policy that outlines its position, and will continue to augment this with regular risk assessing and mitigations regarding the realities of climate change on the building and the environment in which GWL's operates. GWL has a dedicated Green Creative Cluster made up of staff, Board members and volunteers that drives organisational ambitions to reduce carbon emissions in line with Scotland's pathway to Net Zero. In June 2023 GWL publicly launched its Net-Zero Handbook, an ambitious and realistic practical plan setting out the changes necessary to make to GWL's building 'Operational Net Zero' by 2030.⁷ GWL commissioned Dress for the Weather, John Gilbert Architects and Lùths Services to produce the Net-Zero Handbook, and has already successfully secured over £300,000 in funding to cover the 'fabric first' phase. There is scope for GWL to share knowledge and experience in this area with sector

⁶ *Hate Crime In Scotland*, COPFS, 13th June 2023: <https://www.copfs.gov.uk/publications/hate-crime-in-scotland-2022-23/html/>

⁷ https://womenslibrary.org.uk/gwl_wp/wp-content/uploads/2023/05/GWL_Building-Handbook_Low-Res.pdf

colleagues. GWL will look at how Glasgow's Local Heat and Energy Efficiency Strategy can be useful, and will be acting on Creative Carbon Scotland's recommendation that GWL uses their 'Adapting our Culture' toolkit to develop the organisational Adaption Plan more fully over the next year.

Attention will also be paid to programming in line with these Net Zero ambitions, and to look closely at digitisation carbon footprints and the environmental impacts of new technologies. A recently new strand of work, funded by the Paul Hamlyn Foundation, examines equitable approaches to collecting and will focus on the climate emergency and improving environmental literacy, drawing on items in the GWL collection and proactively engaging people in creative responses. This will see a cohort of critical collecting peers research our collection and co-commission new works by artists, with an emphasis on the environment.

Section 5 – Strategic Aims and Direction

In compiling this Strategic Plan, GWL has created a sound framework within which to build a long-term, ambitious and sustainable future that enables appropriate levels of development and growth, and better equips the organisation for the challenges that lie ahead in order to secure this future.

In addition to staying true to its Mission, Vision, Overall Aims and Core Values, GWL has thoroughly considered, and taken on board, its strengths, weakness, opportunities and threats, along with a broader external landscape, in setting the Strategic Aims and Objectives for the next five years (2024-2029).

GWL will therefore focus on the following four Strategic Aims, determined by intensive work undertaken during Board and staff team Strategic Planning between September 2023 and March 2024:

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

Aim 1: Setting the highest standards of innovation and excellence in delivering projects and programmes of creative learning, public events and activities

Objectives	Actions	Outcomes	Timescales / Milestones	Personnel / Resources
<p>Ensuring that personnel from across the organisation are involved in shaping the design and delivery of in-person, online and hybrid cross-arts programmes of creative learning, public events and activities</p>	<p>Schedule Programme Planning and Reflection meetings three times a year, with an 'equality of voice' among those attending across the organisation</p> <p>Research and invest in required technologies and interfaces for online / hybrid programming, and upskill staff and volunteers in this area</p>	<p>Continually delivering high quality inspiring, fresh, cutting edge programmes of public events and activities that profoundly and positively impact on people's lives</p>	<p>April 2024 – ongoing</p> <p>April 2024 – ongoing</p>	<p>Paid staff; Board members; volunteers; venue space; marketing Lead: Director of Creative Development, Delivery and Engagement</p>
<p>Ensuring that a range of external individuals, groups and organisations are included in events programming</p>	<p>Proactively encourage and support prospective partners to submit proposals to a well-structured, clear and accessible '<i>Working With GWL</i>' process</p>	<p>Services, projects and events programmes are informed by and based on a genuine 'ownership' of GWL by its broad range of users, resulting in vibrant and diverse programming</p>	<p>April 2024 – ongoing</p>	<p>Paid staff; venue space; marketing Lead: Director of Creative Development, Delivery and Engagement</p>
<p>Placing environmental concerns and the climate emergency within programming, linked to GWL's Net Zero ambitions and a new dedicated three year project</p>	<p>Delivering events based on socially engaged practice, with direct involvement by the project community collections team</p>	<p>Communities are better informed about micro and macro environmental issues and have agency in addressing the climate emergency</p>	<p>April 2024 – ongoing</p>	<p>Paid staff; venue space; marketing Lead: Director of Creative Development, Delivery and Engagement</p>
<p>Extending focused programme delivery / partnerships to schools in the G40 postcode and within relevant Further Education colleges</p>	<p>Source funding for this to be delivered within the context of a new 'Feminist Heritage School', with the required levels of capacity needed for successful delivery</p>	<p>Working with new constituencies, with the opportunity to increase knowledge and understanding of women's history, lives and achievements among younger generations in particular</p>	<p>Start April 2025 for three years</p>	<p>Paid staff; volunteers; venue space; marketing Lead: Director of Creative Development, Delivery and Engagement</p>
<p>Ensuring that the Equality, Diversity and Inclusion Action Plan is central to creative learning, public events and activities programming across physical and virtual spaces</p>	<p>Revise and review the organisational Equality, Diversity and Inclusion Action Plan to ensure that it is being successfully implemented, and make this accessible on the GWL website</p>	<p>Broadest public engagement with GWL and increased accessibility for all in line with GWL's Purpose, Aims and Core Values</p>	<p>Full Review: April 2025; Review six monthly thereafter</p>	<p>Paid staff; Board members; volunteers Lead: Director of Operations, Resources and Enterprise</p>
<p>Developing an intersectional feminist approach to the delivery of ESOL (English for Speakers of Other Languages) provision at GWL</p>	<p>Commence discussions with delivery partners (City of Glasgow College) regarding the development of an alternative curriculum for learners</p>	<p>A new curriculum based on equality, diversity and inclusion, and expanding accepted 'norms' and gender conventions and expectation for ESOL learners</p>	<p>September 2024 – ongoing</p>	<p>Paid staff Lead: Director of Creative Development, Delivery and Engagement</p>

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

Objectives	Actions	Outcomes	Timescales / Milestones	Resources
Retaining existing and achieving new relevant professional standards pertaining to collections	<p>Successful submission of the Museum Accreditation Return, due in 2026 / 2027</p> <p>Pursue the Archive Service Accreditation standard, working with the National Records of Scotland and Scottish Council on Archives</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>August 2026; Submit in February 2027</p> <p>Start April 2026</p>	<p>Paid staff Lead: Director of Operations, Resources and Enterprise / Museum Curator / Archivist</p>
<p>Showcasing the collections through permanent, temporary, touring and online exhibitions, and the development of further handling kits</p>	<p>Ensure that there is a wide array and imaginative use of collection materials in each GWL Programme Planning and Reflection cycle, and in outreach contexts</p> <p>Develop strategic national and international partnerships to promote and showcase GWL's collections and expertise</p>	<p>Highest standards of collections care and the broadest engagement with the collections by the public; Increased access to and visibility of the GWL collections</p>	<p>April 2024 – ongoing</p> <p>April 2025 – ongoing</p>	<p>Paid staff; venue space; marketing Lead: Museum Curator / Archivist</p>
<p>Developing a feminist approach to selecting, collecting, commissioning and curating artworks, with a specific focus on environmental concerns and the climate emergency</p>	<p>Work with organisational partners and a recruited community collections team to include diverse representation in a dedicated, funded three year project</p>	<p>New alternative equalities-focused frameworks and processes, resulting in new acquisitions, and communities feeling more knowledgeable and empowered to shape collections that speak to their urgent concerns</p>	<p>April 2024 – 2027</p>	<p>Paid staff; volunteers; venue space; marketing Lead: Development Worker For Curating and Engagement / Director of Creative Development, Delivery and Engagement</p>
<p>Addressing gaps in the collections in terms of systemic exclusion and underrepresentation</p>	<p>Conduct an audit of the collections and devise a plan</p> <p>Review the Collections Policy</p>	<p>A more representative collection of materials reflecting a wider range of lived experiences of women's lives and broader equalities issues</p>	<p>April 2025 – 2026</p> <p>April 2025 – 2026</p>	<p>Paid staff Lead: Museum Curator / Archivist</p>
<p>Enhancing collections management and digital access</p>	<p>Create a Digitisation / Digital Asset Management Plan for the next three years, incorporating best practice approaches and investing in required equipment and skills</p> <p>Work with GALE to digitise selected materials for public access</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>September 2024</p> <p>April 2024 – ongoing</p>	<p>Paid staff Lead: Museum Curator / Archivist / IT Worker</p> <p>Paid staff Lead: Museum Curator / Archivist</p>

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

Objectives	Actions	Outcomes	Timescales / Milestones	Resources
Creating a sustainable framework for knowledge exchange around GWL Values-led models of working, fore fronting equalities and leadership	Develop and refine realistic, sustainable, successful delivery methods and finance to provide training to external organisations, for example using Equality in Progress	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	April 2026 – ongoing	Paid staff; marketing Lead: Director of Creative Development, Delivery and Engagement
Providing a model of innovative leadership and governance in the sectors GWL inhabits	Progress the work of the cross-organisational Feminist Leadership and Governance Creative Cluster, internally embedding, and externally communicating and disseminating its work, and the tangible benefits of feminist leadership and governance approaches	Long term contribution to GWL's Succession Planning and passing on of institutional knowledge; Investment in the skills and knowledge of GWL personnel; Attainment of Fair Work principles	April 2024 – ongoing	Paid staff; Board members; marketing Lead: Director of Creative Development, Delivery and Engagement
Instigating a training and awareness raising programme for personnel to address complex issues	Delivering Gender Complexity Training Establishing a plan towards Trauma Informed working across GWL	Increased understanding and upskilling for personnel across the organisation; a more supportive environment for visitors / audiences / GWL users	April 2024 – ongoing April 2024 – ongoing	Paid staff; external trainers Lead: Director of Creative Development, Delivery and Engagement
Participating in and leading national and international conversations on policy and practice in the equalities, arts, cultural and heritage sectors, including on challenging topics and areas of work	Communicate to and work with sector umbrella organisations to play a proactive role in sharing organisational experiences of 'learning out load', achieving successes and addressing challenges	Increased recognition and impact of GWL's vital contribution to policy development at local and national levels; Upskilling of GWL staff; Direct input of GWL's knowledge and expertise to shape new approaches in the equalities, arts, cultural and heritage sectors	April 2024 – ongoing	Paid staff; Board members; marketing Lead: Director of Creative Development, Delivery and Engagement / Director of Operations, Resources and Enterprise
Making a positive impact and leading change in GWL's local community	Ensure that local women and communities remain a target priority in programming Communicate the Operational Net Zero ambitions of GWL to local people, focussing on broader Climate Emergency issues and environmental literacy development Maintain and develop partnerships with local organisations	Engendering widespread support and local community engagement; Continuing to deliver for, challenge and impact on the local community; Forging new partnerships; Contributing to the social, economic and cultural capital of the East End	April 2024 – ongoing April 2024 – ongoing April 2024 – ongoing	Paid staff; volunteers; venue space; marketing Lead: Director of Creative Development, Delivery and Engagement / Director of Operations, Resources and Enterprise

Aim 4: Securing a sustainable future.

Objectives	Actions	Outcomes	Timescales / Milestones	Resources
Actively future proofing GWL's building / physical space to meet substantially increased demands and maximise its potential	<p>Commence negotiations on the extension of GWL's building lease (currently until 2039)</p> <p>Scope the potential, through relevant conversations with stakeholders, for much needed increased physical space / capacity through larger premises for expanded collections, multi-arts programming and staff requirements, through a building extension or other means</p>	Ensure that GWL remains accessible, sustainable, pioneering and relevant to everyone, now and in the future	<p>April 2027</p> <p>Start September 2024</p>	Paid staff; Board members Lead: Director of Operations, Resources and Enterprise
Actively future proofing GWL's virtual space to meet increased demands and maximise potential	<p>Redesign and launch of an improved GWL website</p> <p>Review use of online platforms</p>	Ensure that GWL remains accessible, sustainable, pioneering and relevant to everyone, now and in the future	<p>May 2024</p> <p>April 2025</p>	Paid staff Lead: IT Worker; Digital and Marketing Officer
Becoming operational Net Zero by 2030	<p>Secure the necessary Planning Permissions and Consents</p> <p>Undertake 'Fabric First' (Phase One) works, as outlined in the Net Zero handbook</p> <p>Secure funding for and implement the remaining phases required to reach operational Net Zero</p>	Reduce carbon emissions; Address the Climate Emergency; Reduce running costs; Raise awareness about the environment	<p>April – September 2024</p> <p>September 2024 – September 2025</p> <p>April 2025 – December 2029</p>	Paid staff; Board members; Green Creative Cluster Lead: Director of Operations, Resources and Enterprise / Facilities Management Officer
Developing and diversify income streams through a mixed portfolio of funding sources and self-generating income initiatives	<p>Investment in and promotion of the <i>Inspired!</i> Palette, Venue Hire, Merchandise and the 'Women on the Wall' fundraising initiative through improved online marketing and ideas development</p> <p>Add GWL arts related merchandise to the online Art UK shop platform</p> <p>Develop an ethical High Net-Worth Donor strategy</p> <p>Progress the partnership with GALE</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>April 2024 – ongoing</p> <p>September 2014</p> <p>April 2025</p> <p>April 2024 – ongoing</p>	Paid staff; Board members; Fundraising Creative Cluster; venue space; marketing Lead: Director of Operations, Resources and Enterprise
Implementing a sustainable organisational Succession Plan across the whole organisation, building on, sharing and embedding the learning and outcomes of the 'Three Decades of Changing Minds' Project, undertaken between 2022 - 2024	<p>Develop models for Staff and Board members to create and maintain hand-over / 'how to' documents to ensure institutional knowledge sharing among the team, and in preparation for the exit of GWL Co-Founder and Co-Directors</p> <p>Scheduling of regular Staff Support and Supervision and Annual Appraisals</p>	Creation of a robust and transparent framework on which the current and future GWL team can continue to maintain and develop GWL; A fit for purpose, appropriately resourced and structured organisation that values and rewards its staff	<p>April 2024 – ongoing</p> <p>April 2024 – ongoing</p>	Paid staff; Board members; Feminist Leadership and Governance Creative Cluster Lead: Director of Creative Development, Delivery and Engagement / Director

<p>Investing in the GWL team, providing support and training to retain and nurture skills and talent</p>	<p>Scheduling of regular individual Coaching sessions and Action Learning Sets</p> <p>Review organisational structure, capacities, staff roles and pathways for career development</p> <p>Benchmarking of salaries and scoping of overall benefits of employment for GWL paid staff team members</p> <p>Assess current funding streams and seek partnership provision / further funding to enhance each staff member's CPD through: Memberships to relevant professional associations; Attending relevant conferences; Undertaking training; Engaging with appropriate cultural activities</p>	<p>The development and upskilling of a diverse workforce; An outstanding organisation comprising a highly skilled, committed, professional team with high levels of morale</p>	<p>April 2024 – ongoing</p> <p>April 2025 – ongoing</p> <p>April 2025 – ongoing</p> <p>April 2025 – ongoing</p>	<p>of Operations, Resources and Enterprise</p> <p>Paid staff; Board members; Feminist Leadership and Governance Creative Cluster Lead: Director of Creative Development, Delivery and Engagement / Director of Operations, Resources and Enterprise</p>
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Delivery Implications

As detailed in this section already, there have been a number of key factors during recent years that have resulted in unprecedented rising interest in GWL's ground-breaking work. This has resulted in: 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 development and change over the next five years will have implications as follows, and GWL will manage and develop its resources as outlined previously in this section.

Implications for Staff

- Commitment to the development and implementation of a sustainable organisational Succession Plan as institutional knowledge is shared, and organisational structure, capacities, staff roles and pathways for career development are reviewed.
- New areas of work to resource and manage, such as partnership in schools.
- Upskilling and supporting the organisation and its users in relation to becoming operational Net Zero by 2030.
- Active involvement in the consultation and decision making about increased physical space / capacity through larger premises.
- Commitment to training and awareness raising to address complex issues.
- Managing expectations of users, visitors, audiences and partners.
- Maintaining and safeguarding the ethos and Core Values of GWL.
- Increased professional standards to uphold.
- The need to continue delivering cutting edge work, and constantly coming up with fresh ideas for events programming and independent, ethical and environmentally informed income generation.
- 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 in delivering GWL work.

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.
- Taking ultimate responsibility for major areas of work, such as a potential new capital build and operational Net Zero ambitions.
- Paying close attention to risk management through regular and through review of the Risk and Opportunities Register.
- 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

- People may experience an increasingly busy environment, with more demands on physical space as visitor and user number continue to grow.

- 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 and core work.
- Constantly instigating fresh, innovative income generating initiatives and activities.
- The need to review space availability / constraints, and seek capital building investment / funding.
- Managing increased revenue / income stands.

Financial Forecasts 2024-2028

The current financial position of GWL remains strong with a reasonable cash and bank balance position. This reflects well on the Board and Management, demonstrating the organisation's ongoing ability to generate income, and its internal robust financial management processes and systems.

The following forecast (focussing on the next four years) excludes any further major capital investment and assumes that:

- Project funding from Glasgow City Council and The Scottish Government continues, based on GWL's highly regarded service delivery and meeting of outcomes / priorities.
- Creative Scotland funding will be increased to more fairly and realistically reflect GWL's work and unique contribution to Scotland's creative and cultural ecology.
- All projects will be delivered on budget.
- Salary costs include a 7% Employer's Pension contribution and 2% annual gross salary increase.
- Self-generated income will increase in the areas of: 'Friends', donations, Legacy Giving, High Net Worth Donors and fundraising; and in earned income from enterprising activities such as educational workshops / training, merchandise sales, Venue Hire and GALE digitisation income.

GWL 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 income generating activities is annually reviewed,

reflecting GWL's Core Values, 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

	<u>2024-2025</u>	<u>2025-2026</u>	<u>2026-2027</u>	<u>2027-2028</u>
<u>INCOME</u>				
Grants				
Scottish Government, EHR Fund	125,056	125,056	126,618	127,300
GCC Communities Fund	149,116	149,116	151,300	151,300
Creative Scotland Multi-Year Funding	119,989	199,909	206,986	213,132
The Robertson Trust	28,500	28,500	7,230	32,500
Paul Hamlyn Foundation	90,650	90,650	45,350	-
Art Fund	21,094	10,652	-	-
National Lottery Community Fund	22,196	23,716	53,783	-
National Lottery Heritage Fund	-	9,100	12,800	37,900
Small Project Grants	20,000	20,000	25,000	30,000
Fundraising				
Friends Scheme	17,500	18,000	18,500	19,000
Donations	25,000	26,000	27,000	28,000
Fundraising Events / Initiatives	10,000	11,000	15,000	20,000
Self-Generated Income				
Branded Merchandise	9,000	10,000	11,000	12,000
Venue Hire and Events	10,000	12,000	15,000	20,000
GALE income from digitisation of materials	3,000	6,000	10,000	15,000
Public Events and Creative Learning	8,000	9,000	9,500	10,000
Bank Interest	9,000	6,000	4,000	3,000
TOTAL INCOME	668,101	754,699	739,067	719,132
<u>EXPENDITURE</u>				
Wages, NI (ER) and Pension	561,332	572,556	584,016	595,690
Project Costs	43,200	68,950	55,300	41,300
Property Costs - Maintenance	13,000	16,000	18,000	20,000
Property Costs - Utilities	20,000	19,000	18,000	19,000
Admin	2,500	3,000	3,500	4,000
Marketing	2,500	3,000	3,500	4,000
Access Costs	8,000	9,000	10,000	11,000
TOTAL EXPENDITURE	650,532	691,506	692,316	694,990
Income - Expenditure	17,569	63,193	46,751	24,142

Appendix 1 - Internal SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none">• A unique and multi award-winning organisation, and the only Accredited Museum dedicated to women’s history in the UK, with a clear and strong Purpose, Aims and Core Values• GWL’s Museum and Archive collection, made up of donated items, is designated as a Recognised Collection of National Significance• The sole occupant of a beautiful, refurbished building and venue space• Strong leadership, governance and financial management, with robust systems, and relevant policies and procedures in place, along with the development of Feminist Leadership and Governance practices• A committed, hard-working, professional team of specialist staff and Board members, supporting and supported by a large cohort of volunteers, make up an organisation that is resourceful and resilient• Outstanding reputation for excellence in programming consistently diverse, innovative, creative, inclusive events across art forms, with collections integral to programming• Staff across the organisation are involved in Programme Planning and Programme Reflection, as well as input from volunteer ‘critics’ in Programme Reflection cycles	<ul style="list-style-type: none">• A genuinely diverse audience, visitor and user base, catering for the interests and needs of people with broad geographic, social, cultural and economic profiles• Dynamic rapid response / contemporary collecting of library, archive and museum materials, with the potential to expand to new areas such as moving image and born-digital material• Rooted in equality, diversity and inclusion; social justice; and human rights, and always seeking to improve with agility, for example setting up a Trauma Informed Working Group in 2023• Highly respected and supported by a broad range of individuals and organisations across the voluntary, equalities, museums, heritage, arts, cultural, academic and library sectors• Sound consultation, monitoring and evaluation systems in place that evidence demand for services and encourage feedback from users• A proven sense of ‘ownership’ and inclusion by users• Good and constantly growing existing and potential local, national and international networks and partnerships, enabling outreach work and the loaning of items in the GWL collection to exhibitions across Scotland, the UK and beyond• Excellent track record of fundraising, and a diverse funder base• Good social media presence and reach• Ambitious and viable plan to become Operational Net Zero by 2023
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Weaknesses

- Increased donations of materials, an expanded staff team, increased visitor / audience numbers, and an ever growing demand for use of and interest in GWL materials, projects and the venue have placed a severe pressure on space. More room is needed for: the growing collections; events; staff; meeting space; researchers
- 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 moves towards Net Zero can place pressure on fundraising
- The two current long-standing Co-Directors (including GWL's Co-Founder) will both exit the organisation within the next three-five years
- The growth of the staff team (the number of staff has increased by 56% in the last ten years) means that the Co-Directors' capacity for support in the area of 'human resources' is stretched, and the ability to prioritise strategic, policy, external, change-making opportunities compromised
- Deficit in current staff capacity compared to that required to respond to unprecedented rising demand for GWL's services, and an ongoing increase in audiences, visitors, enquirers and researchers
- Lack of funding stymies the ability to apply adequate salary increases in line with inflation and this, along with lack of an internal career progression structure, can impact on retaining staff and risks a dip in morale
- Increased costs relating to energy / utilities, materials and maintenance put a strain on Unrestricted Reserves
- Some funding gaps and shortfalls: core revenue costs and some salaries are sometimes supported from Unrestricted Reserves
- Staff professional development, especially dedicated time to experience cultural events delivered by others, needs investment
- 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
- Deficit in technical / digital resources hamper GWL's full potential in delivering blended / hybrid events to a high standard
- A cataloguing backlog and the lack of knowledge and procedures on digital asset management needs to be addressed
- Issues of Google Drive / Workspace / Dropbox sustainability as a way of sharing information and documents internally

Opportunities

- Scoping for solutions to create more physical space, for example an extension to the building
- Operational Net Zero ambitions could attract financial investment for the building
- Embedding a longer term vision for organisational succession planning in the context of the exiting (well!) of the current Co-Founder / two Co-Directors
- All income-generating activities, including high net worth donors, merchandise and digitisation (for example through GALE), have potential for growth
- Development of more services and partnerships, for example in academic institutions, schools, and a bespoke equalities focused intersectional ESOL curriculum
- A resurgence of, increasing interest in, and support for feminism and women's / gender / equality issues mean that such related events and exhibitions are popular
- A paradigm shift in the library and museums sectors, which now more openly embrace social justice / equalities approaches, means that GWL's change-making role is actively sought and has more influence
- The development of a feminist approach to selecting, collecting, commissioning and curating work by artists
- Further professionalisation, including the attainment of standards such as Archive Accreditation
- Part of a growing cultural network in the East End, and potential to develop 'counter-cultural' tourism appeal
- Specific relationship at the interface / axis between cultural / creative organisations and the 'mainstream' (charitable) voluntary and academic sectors
- Increased digitisation of, and therefore more access to, the collections (for example through GALE)
- Buoyant interest in heritage and, specifically, equalities histories, for example the centenary in 2028 of the Equal Franchise Act of 1928
- Interest rate increases mean an increased level of Unrestricted Income through bank interest
- A better website to help with more dynamic messaging on the extent and impact of GWL's work across the board, that is more reflective of the organisation and the vibrancy of GWL's physical space
- Hybrid programming development
- GWL benefits from the high profile of GWL's Co- Founder and Co-Directors, and this can continue in terms of their role as 'ambassadors'
- GWL's innovative approach to Feminist Governance and Leadership, involving personnel from across the organisation, can influence others and show innovation in becoming a place with the 'power to convene', hold difficult conversations, and drive change
- Institutional knowledge capture and sharing of GWL's 30+ years
- An expanding volunteer base hold knowledge and experience to tap into

Threats

- An ongoing unpredictable funding landscape for capital, revenue and project funding
- Public sector funding is under increased pressure, threatening the amount of grant available to voluntary organisations and potentially resulting in reduced or 'stand still' awards
- GWL's inclusive, innovative approaches to addressing inequalities are not fully understood or valued by all funders
- 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
- Inadequate succession planning would undermine GWL's future and care needs to be taken in this area
- Economic and political uncertainty, nationally and globally, with national elections imminent
- The global rise of right wing values and behaviours, Culture Wars, and 'Anti-Woke' rhetoric potentially undermine and may reverse equality gains from the past two decades
- The state of feminism / LGBTQ+ politics, and toxicity around gender recognition / Trans lives discourse, has resulted in backlash to GWL's Trans-inclusive approaches, including Social Media 'pile-on' and protest
- The threat of digital / cyber-attacks are a threat to all organisations
- Technological advances are fast moving, such as AI
- The cost of living is at crisis level within the communities we work with, and also directly impacts some volunteers and staff
- The stressors, trauma and vulnerability of people we work with are felt by volunteers and staff across the organisation – the ask of GWL to deliver in such a fragmenting social context, picking up systems failures elsewhere, is sometimes overwhelming
- Inability to meet salary increases in line with inflation, while on standstill funding awards, risks a lowering in staff morale and increasing staff turnover as people leave to take higher paid work
- The ending of analogue telecoms (landlines) in this period means that GWL will need to respond promptly to ensure that intruder, fire and lift alarms are transferred to digital provision, and that calls from and into GWL are enabled
- The current expiry of Building Lease in 2039 will need to be addressed
- The global climate emergency requires action at local, national and international levels, not least having a direct impact and requirement to mitigate risk around the building and immediate environment
- The Operational Net Zero ambitions require staff resourcing over and above the Green Cluster in order to be successfully delivered by 2030

Appendix 2 - Personnel Biographies

Board of Directors:

Sheila Asante is the Programme Manager for the Delivering Change Project at Museums Galleries Scotland and she has nearly 20 years of experience in museums. Sheila works across the heritage sector in Scotland to help remove barriers to participation in culture. She is interested in how museums can help people to understand and claim their human rights; by involving people in shaping their work. She spends a lot of time engaging directly with people to promote participatory practice and help them embed that in everything they do. Sheila previously led the Empire, Slavery & Scotland's Museums Project, supporting an independent Steering Group to deliver recommendations for how Scotland's involvement in empire, colonialism, and historic slavery can be addressed using museum collections and museum spaces.

Jude Barber is an Architect and Founding Director at Collective Architecture with studios in Glasgow, Dundee and Edinburgh. The 100% employee-owned and controlled studio is founded on principles of creative freedom, equity and sustainability. Jude also has specific expertise in strategic planning and engagement, having developed proposals for Water Row in Govan in Glasgow, and Granton Waterfront in Edinburgh. In parallel with her studio practice, Jude has undertaken several close collaborations including the award-winning Empire Café with writer Louise Welsh during the 2014 Commonwealth Games. With Suzanne Ewing and Nicola McLachlan, Jude co-leads Voices of Experience. This collaborative project is an investigation into women who have made important contributions to architecture and the built environment. Jude is a visiting tutor at the University of Sheffield. An Academician (Elect) of the RSA and a fellow of the Royal Society of Edinburgh.

Gracie Mae Bradley is a writer and campaigner with particular interests in migration, policing, surveillance and abolition. Before moving to Glasgow she spent ten years working in NGOs in England, including as Director of the civil liberties group Liberty. She has also long been involved in grassroots liberation work, including as a founding member of the grassroots Against Borders for Children campaign, on the Board of SOAS Detainee Support, and as a co-facilitator for the Black Abolitionist Futures reading group. Gracie has written extensively for a range of publications including the Guardian, Independent, Vice, OpenDemocracy and more. In 2022, she and Dr Luke de Noronha published Against Borders with Verso Books. Other writings include From Grenfell to Windrush in 'After Grenfell: Violence, Resistance and Response' (2019), and the poem Unlawful Gathering in 'When This Is Over: Reflections on an Unequal Pandemic' (forthcoming 2023). Gracie loves film photography, contemporary poetry and speculative fiction, and is an artist member of Glasgow Print Studio. She holds a BA (Hons) in Philosophy and French from Trinity College, Oxford, and an MSc in Human Rights from the LSE. In October 2024 she begins a DFA in Creative Writing at the University of Glasgow.

Kirsty Devine is the Director for Paisley Museum Re-Imagined (PMR) project leading on the development of the vision, strategy, planning and implementation of all aspects of PMR, ensuring the delivery of an innovative, international-class visitor destination. She has over 25 years' experience of working in the heritage and cultural sectors in Scotland, the UK and internationally. She has worked on a number of capital projects ranging in value from £5m to £340m. Her experience predominantly relates to museum projects such as The Riverside Museum (winner European Museum of the Year 2012 and Micheletti European Museum of the Year 2012), The Burrell Collection, National Museums of Scotland (winner Permanent Exhibition Galleries, Museum & Heritage Awards 2017), The Royal Alberta Museum, Canada and The D-Day Story, Portsmouth (shortlisted European Museum of Year 2017) but also includes historic buildings such as The Citizens Theatre, Glasgow and Durham Cathedral. As the Senior Curator for The Riverside Museum project she worked on the project from inception to opening and was responsible for the delivery of all research, content and interpretative

elements. She has also worked with museums in North America and China and in 2013 curated the exhibition *A Tale of Two Cities*, in partnership between HES and Nanjing Museum, China. This was the first co-curated temporary exhibition in China and it subsequently won the Arts & Business International Award 2014. She has an MA in Modern and Medieval History, and a BSc in Psychology as well as postgraduate degrees in IT and museum studies.

Tessa Ferry is a climate change expert with close to a decades experience working at the intersection of climate policy and international engagement. Currently Tessa manages the global Race to Zero campaign led by the UN Climate Change High Level Champion which has mobilised over 13,500 non-state actors like businesses, financial institutions and cities to take credible, net zero action. Tessa has also worked on international climate change for the Scottish Government, including as head of international policy for COP26, and with the UK Government. She is interested in gender-just transitions to a net-zero, resilient future. Tessa returned to Glasgow before the pandemic, having spent time in London, Ireland, Copenhagen and Nepal and is interested in community engagement and building - and is also on the Board of the Greater Govanhill Community Magazine. She has a BA in Peace and Development Studies and a LLM in Human Rights Law.

Silka Patel is a strategic marketing expert with 24 years' experience of working within the technology industry, and is currently the Senior UK Marketing Manager at Leidos. Silka is Chair and Founder of Scotland Women in Technology, set up in 2008 to champion women and girls in the technology sector. In addition to being on the GWL Board, Silk has a number of other roles, including advisor to the Board at Glasgow International, Non-Executive Director at Technology Scotland, and a member of Changing the Chemistry, which seeks to improve Board effectiveness and quality through the Diversity of Thought.

Staff Team Members:

Syma Ahmed is the Development Worker (Black and Minority Ethnic Women's Project) and joined GWL in 2007. She is responsible for promoting learning, arts and creative opportunities for BME women, and is keen to celebrate the success and achievements of BME women in through capturing and compiling their life stories and preserving them at GWL. Syma has worked in the Voluntary Sector for over 20 years and enjoys developing new projects to support local communities.

Yuliia Babenko joined GWL in October 2023 as the Finance Officer. Yuliia has a Master's degree in accounting and auditing (Mykolaiv University of Shipbuilding, named after Admiral Makarov, Ukraine). Yuliia has seven years of education in Accounting and Finance and 13 years of experience working as an Accountant in Ukraine.

Naomi Brown joined GWL in May 2020 during the first Covid-19 pandemic lockdown. Naomi is responsible for GWL's marketing, Social Media and other digital output. In her role she aims to increase and diversify the reach of GWL's work to expanded audiences through the use of digital technologies. Naomi has worked for a number of Arts organisations within the city including Glasgow Print Studio, Glasgow Sculpture Studios and as Research Coordinator for AHM (Sam Ainsley, David Harding, Sandy Moffat). Naomi has worked at Glasgow Print Studio for 14 years and continues to do so on a part-time basis as Marketing Officer. She has an MA (Hons) in History of Art and Philosophy (Joint Honours) and a MLitt in The History of Collecting and Collections both from the University of Glasgow.

Ren Clark joined GWL in November 2020 as the Volunteering Programme Assistant. Working alongside Gabrielle Macbeth, the Volunteer Coordinator, Ren assists in recruiting, training and supporting volunteers in the Library and remotely. Ren is interested in volunteering as an activist endeavour, and is passionate about feminist organisations and how they support and uplift marginalised people. Outside of

GWL Ren is a community activist and facilitator, and has recently graduated from their Masters in Applied Gender Studies at the University of Strathclyde. Their academic interests are mainly in Trans and queer theory and studies, with a focus on queer anti-assimilation and anti-capitalism, histories of Trans literature, and the liberatory potential of contemporary trans non-fiction.

Caroline Gausden Before working at GWL, Caroline was based in Aberdeen where she completed a practice-based PhD in Feminist Manifestos and Social Art Practice. She is GWL's Development Worker for Programming, Curating, Partnerships and Participation. This role involves her moving between all the different facets of the organisation, from the archive to the Library shelves, from the surrounding neighbourhood to international partnerships, 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 at GWL.

Annie Goddard began as an archive volunteer at Glasgow Women's Library in early 2023, where she worked on cataloguing the Zines, and later also volunteered on Front of House. She is now working as an Administration Assistant, supporting the smooth running of GWL's wide-reaching work, and for two days a week as the Front of House receptionist. Annie moved from Brighton to Glasgow in 2020 to complete a Master's degree in English Literature at the University of Glasgow. She has a longstanding interest in the untold stories of women's lives and artistic production, and is delighted to be working for a feminist organisation that values the potential of libraries as spaces of inspiration, inclusion and lifelong learning.

Lil Green joined Glasgow Women's Library in January 2023 as an Outreach and Engagement Development Worker. In this role, Lil coordinates sessions and trips for Readers of Colour, a community of Women of Colour and Non-binary BPOC folks who meet to read and discuss literature by Women of Colour and Non-binary BPOC folks. For Lil, reading, writing and publishing have always been tools that can bring people together. Lil moved to Glasgow in November 2022 from Bristol, where they ran the publishing studio, No Bindings, for seven years producing hybrid audio-print projects with collectives, community groups and emerging artists, both internationally and locally. They were an Industry Fellow with Bristol + Bath Creative R+D and one of Rife Magazine's 30 Under 30 (2021). Before running No Bindings full time, they were a Senior Developer at Paper Nations, a creative writing research hub at Bath Spa University, where they developed the *Dare to Write? Library* workshop and training framework, which was delivered in schools, libraries, cultural centres and universities across the South West of England.

Kirstin Halliday first became involved in Glasgow Women's Library as a member of the Young Critics Group in 2014, before becoming a volunteer Tour Guide for the East End Women's Heritage Walk. Kirstin is now an Administration Assistant, undertaking a range of administrative tasks and developing systems to support the GWL's wide ranging work. Kirstin loves working within a feminist organisation that is deeply committed to life-long learning. Kirstin has a background in Human Geography and Dance. They have previously researched women's experience of walking in public space, and are interested in the political potentials of dance and movement research.

Sue John is the Director of Operations, Resources and Enterprise, taking a lead role in the delivery of the organisation's Strategic Plan, ensuring sustainability, driving GWL towards achieving its Vision, fulfilling its Aims and Objectives, and providing strong and inspiring feminist leadership. She leads on internal governance in relation to finance, policies, building management, accreditations, risk and opportunity, and legal compliance. Sue is the Company Secretary of Glasgow Women's Library Limited, ensuring that all legal requirements as a Limited Company and as a Charity are met and, along with Adele Patrick, advises the Board of Directors so they can provide robust governance and clear strategic direction for the organisation. Sue is an alumna of Glasgow School of Art and has a BA (Hons) in Fine Art. She

is also currently a part-time PhD History Researcher at the University of Glasgow, with the topic *Satire and Suffragettes: Women's Rights in Everyday Material Culture in Britain, 1900-1930*.

Doreen Kelly joined the paid staff team as Cleaner in August 2019 after volunteering since summer 2018. Her volunteering role (which continues alongside her paid work) incorporates her wide interest in the heritage, learning and intersectional activities of GWL. Doreen applied to be the cleaner after helping in the creation of the GWL garden. She is a member of the Green Creative Cluster, and helps to deliver activities such as Women Making It, Story Cafés and Conversation Cafés. She is also a learner in GWL's empowering ALN programme. Doreen also volunteers with Dyslexia Scotland, as she has dyslexia herself and wants to help her community. Doreen graduated from the University of Paisley (now the University of the West of Scotland) with an honours in Biology with Geology. She worked in many seasonal, temporary and part-time jobs after University and tries to use her entire life experience in her work at GWL.

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 is passionate about the life-changing impact of reading and libraries, and loves nothing better than bringing books and people together in welcoming spaces such as GWL. Wendy runs a regular group called Story Café, where women can enjoy stories and poems being read aloud, and which includes regular visits from both Scottish and international writers. Wendy's work includes participating in festivals such as Book Week Scotland and World Book Night, and developing projects with inspiring international sister organisations.

Gabrielle Macbeth joined GWL as the Volunteer Coordinator in 2011. Her role is to ensure that volunteers get as much out of volunteering as they put in, and that they are involved in stimulating projects which makes the most out of their interests and motivations for volunteering. Volunteers are encouraged to try new things and broaden their horizons and are offered ongoing support as well as training to equip them with the skills and confidence to get involved in GWL's wide ranging and varied projects. Gabrielle loves having the opportunity to find ways for so many talented and enthusiastic women to contribute to GWL's work, and is always looking for ways to involve women from all walks of life who can bring fresh perspectives and experiences to GWL.

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.

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 loves working with the wide range of women who come through GWL's doors and supporting and encouraging them to gain in confidence and improve their lives. Donna 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 a MLitt in Gender Studies. She is also a published writer of fiction and has a PhD in Creative Writing.

Mae Moss is part of the collections team, working as the GWL Archivist. She was appointed in September 2023, and alongside Jenny Noble, is responsible for managing GWL's diverse and ever-growing archive collections. She first joined GWL in 2017 as a volunteer and has been

working in all manner of roles ever since. Before then, she worked as an associate archivist for the Art360 Foundation, for the National Library of Scotland's Moving Image Archive cataloguing a variety of films from the Screen Scotland collection, and as a research assistant for Adele Patrick, on her post Clore Leadership Fellowship research. This latter work has left her with a grounding in theory and practice of Feminist Leadership, how it is cultivated and nurtured, alongside a deep rooted understanding of GWL's history as a pioneering feminist organisation.

Jenny Noble was appointed as the 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 MA in English Language and Scottish Literature at the University of Glasgow, and 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, Outreach Officer in a pan-Lanarkshire partnership inclusion project and Social History Curator at CultureNL. Jenny is particularly interested in exploring curatorial practice centred on intersectional feminism, decolonisation, anti-racism and the climate crisis.

Annika Norrvik joined the GWL team in 2023 as the Facilities Management Officer and looks after the Category B-listed library building. She works to ensure that all facilities management and building related operations run smoothly and safely, and that the needs of the learning/events programmes as well as all visitors accessing the building are met. Annika studied History of Art and Architectural History, and has a Master's degree in Architectural Conservation (MSc) from the University of Edinburgh. She is passionate about the historic built environment, especially the ways in which historic buildings can be adapted to modern environmental and accessibility standards while preserving their historical importance and architectural character. She has volunteered with Doors Open Days Festival, the Architectural Heritage Society of Scotland and Govanhill Baths Community Trust to deepen her knowledge about built heritage in Scotland and Glasgow specifically, and feels very lucky to get to work in a building with such a strong connection to the surrounding area and community.

Adele Patrick is a Co-Founder of GWL and current Director of Creative Development, Delivery and Engagement. 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. In 2023, Adele was awarded the Saltire Society 'Fletcher of Saltoun' Award, which recognises and celebrates the innovators and entrepreneurs who shape the cultural landscape of Scotland in the fields of Science, Arts & Humanities and Public Life. She undertook a Clore Leadership Fellowship in 2018/2019. She sits on the Board of the V&A Dundee.

Mattie Roberts is an Administration Worker and Production Coordinator, supporting GWL's programmes of events and exhibitions in collaboration with incredible creatives and partner organisations. Mattie first joined GWL as a Seeing Things volunteer in 2017 and so has had different relationships with the ways audiences engage with GWL's learning programme. They consider the multiple ways that art and creative work is experienced in GWL's space and how that impacts. Mattie is a freelance art producer with a particular focus on performance art and research interests in DIY, feminist collective art practices, and the role that friendship plays in creative collaboration. Mattie has a MLitt Curatorial Practice (Contemporary Art) from the University of Glasgow and Glasgow School of Art and is a programmer for Supernormal Festival.

Dorothy Sichi joined GWL in 2016 as one of the Adult Literacy and Numeracy Tutors. Her role involves supporting women on a 1:1 basis and in small groups. She helps learners to gain confidence with their reading, writing and number skills; supports women whose first language is not English; and assists with IT skills. She enjoys going to GWL events with learners and encourages them to use archive resources at GWL to support their learning. Dorothy has worked as a Community Tutor with West Dunbartonshire and then a Workplace Tutor for Glasgow City Council. As a mature student at Strathclyde University, she grew to enjoy supporting people in the community and workplace. Furthermore, she appreciates the opportunity at GWL to support women in their everyday lives and to guide them to become self-directed learners.

Morag Smith studied English Literature in Glasgow then lived in Germany for some years before returning to Scotland where she worked in community learning and development, adult literacies, creative writing and literature development. In July 2009 she joined Glasgow Women's Library as National Lifelong Learning Development Worker and she works across the broader team and with a wide range of partner organisations, including libraries, community groups and women's prison services, to deliver bespoke learning programmes, events, and workshops, including women's heritage projects. She also develops new networks and access to GWL's unique resources for women and non-binary people of all ages and backgrounds. Morag is particularly interested in working with new partner organisations and community based women's groups, and supporting and developing new projects which enable women to develop their skills, creativity and confidence and connect with their own life history and the histories of others past and present. Morag is a published poet and was the inaugural winner of the Mirrorball / William Bonar poetry prize in 2022. Since then her work has been published in many publications, including Poetry Ireland reviews, Gutter, Ink Sweat and Years, and various anthologies including Cultural Matters.

Deborah Walker initially started as a volunteer and student placement at GWL in 2018, working with Syma Ahmed on the BME project, and is now an Adult Literacy and Numeracy Tutor and Volunteer Support Worker. She graduated with an Honours Degree in Community Development at Glasgow University in 2022. Community work has always been a strong passion of hers and she enjoys nothing more than helping others on their journey to empowerment. Deborah believes in lifelong learning and continues to try new things herself because she never wants to stop learning.

Farzane Zamen joined the GWL in 2022 as a Production Coordinator, working alongside Mattie Roberts and other colleagues. She is responsible for ensuring that all events and exhibitions within GWL's events programmes take place successfully for audiences, learners, staff, volunteers and the creatives and partners that GWL collaborates with. Farzane is originally from Iran and her background is in visual arts, music, and design. She is an active member of Scotland's cultural scene, as a musician, sound designer and event organiser. She studied for a Masters in Design Innovation and Service Design at the Glasgow School of Art during the Covid-19 pandemic. While working in the voluntary sector, she has been involved with a range of organisations and community groups, leading and supporting various programmes, events, educational workshops, and music tutorial sessions.

Appendix 3 - Skills Audit

The Skills Audit of GWL's personnel is regularly reviewed and updated.

The Board of Directors collectively has high levels of expertise in the areas of: Museums, Heritage and Cultural Sector Management; Collections Decolonisation; Architecture and the Built Environment; Strategic Planning; Policy Review and Implementation; Risk Management and Mitigation; Strategic Marketing; Information Technology; Digital Strategy and Innovation; Climate Emergency and Net Zero; Human Rights; Equality, Diversity and Inclusion; Research; Academia; Publishing; Public Speaking; Training; Learning and Education; and Consultancy.

The two Senior Staff Team members, the Director of Creative Development, Delivery and Engagement; and the Director of Operations, Resources and Enterprise, also participate in Skills Audits, and demonstrate high levels of expertise in: Feminist Leadership and Governance; 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; Partnerships and Collaborative Working; Presentation Skills; Media and Public Relations; and Systems Implementation.

The key areas that the Board of Directors has identified the need to augment are in the areas of Finance, funding and revenue generation; Managing succession, people and culture (ideally in the arts) and Social / Media Communications, particularly crisis management.

The Board of Directors will recruit additional Board Members during 2024-2025 and will be mindful of skills gaps during this process.

Appendix 4 - Summary of Major Project Funding (2024-2025)

The following table summarises the major project funding (2024-2025) allocated to GWL, while several smaller project funds (not listed) will also contribute to GWL's Aims and Objectives during this period. Capital funding awards are not included.

Name of Funding Body	Funding	Purpose
Glasgow City Council, Communities Fund	£ 149,116	Learning Programmes, BME Women's Project, Adult Literacy Project and Librarian
The Scottish Government, Equality and Human Rights Fund	£ 125,056	Senior Management Support, National Outreach, and Museum Curation
Creative Scotland	£ 119,989	Regularly Funded Organisation - for staff salaries, programming and venue costs
Paul Hamlyn Foundation	£ 90,650	Community centred project to develop a feminist approach to selecting, collecting, commissioning and curating artworks
Art Fund	£ 21,094	Match funding for the Paul Hamlyn Foundation project
The Robertson Trust	£ 28,500	Volunteer Development Programme
National Lottery Community Fund	£ 22,196	Volunteer Development Programme

Appendix 5 - Relationships and Networks: Selected Sample (current and during the past year)

<p>National</p> <ul style="list-style-type: none"> • National Library of Scotland • CILIPS • Scottish Mental Health Arts and Film Festival • The Universities of Stirling, Edinburgh, The West of Scotland, Manchester and Northumbria • DJCAD • ECA • Climate House • V&A Dundee • Scottish Contemporary Arts Network • Women's History Scotland • H.M.P. Service and individual prisons across Scotland • Scottish Book Trust • Open Book • Stellar Quines • Cinenova • LUX Scotland • Greenham Women Everywhere • Dundee International Women's Centre • Dundee Women's Festival • Scottish Refugee Council • Scottish Queer International Film Festival (SQIFF) • Kairos Women+ (Renfrewshire) • Sikh Sanjog • Edinburgh City Libraries • Dundee City Libraries • Survivor Art Network • Lighthouse Books, Edinburgh • Historic Environment Scotland 	<p>Local</p> <ul style="list-style-type: none"> • Glasgow Doors Open • Glasgow International Festival of Visual Arts (GI) • Glasgow Life / Glasgow Museums • The Hunterian • The Universities of Glasgow and Strathclyde • Glasgow Clyde College • Amina Muslim Women's Resource Centre • Glasgow School of Art • SAY Women (Sexually Abused Young Women) • Adult Literacies Practitioners Forum • Clyde Gateway • Strange Field • Glasgow Golden Generations Community Project (Dennistoun) • St Vincent Centre for the Deaf • Maryhill Integration Network • Sakinah Group - Al-Meezan • Glasgow Sculpture Studios • Glasgow Print Studio • Glendale Women's Café • Church House Marah Group • Indepen-dance • Glasgow ESOL Forum <p>International</p> <ul style="list-style-type: none"> • Book Bunk, Kenya • Femidiscas Collective, Mexico • Queer Waves and Umami Kitap, Istanbul • International Association of Women's Museums • Peace Niche, Karachi • Boulevard Art and Media Institute, Tirana, Albania
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Appendix 6 - Risk and Opportunities Register

GWL takes the assessment of risk across the organisation, along with all the necessary mitigations, very seriously.

The Board of Directors conduct regular and thorough reviews of risks, and also any related opportunities that they may present.

Ref.	RISKS	Consequence	Likelihood (1-5)	Impact (1-5)	Trend	Risk Level	Mitigation / Improvement Measures	OPPORTUNITIES	Owner (including Clusters)	Notes / Quarterly Actions
			1=Unlikely and 5=Likely	1=Low and 5=High		High = 15+ Medium = 14 or less Low = 8 or less		High = Urgent Medium = Requires attention Low = Ongoing/no action required		
	Financial							Financial		
F1	Loss or significant reduction in Core Funding (GCC, Creative Scotland, Scottish Government) particularly in light of political and economic uncertainty.	Loss or significant reduction in staffing and operations. Inability to fully meet Strategic Aims and Objectives. Outlay in redundancy payments.	3	5	Static	15	Key year financially. GCC and Creative Scotland re-application processes due for the next three years. Continue to maintain quality throughout organisation. Continue to maintain positive relationship with funders. Maintaining an up-to-date Funding Pipeline Document. Fundraising Cluster meetings are ongoing.	Focus attention towards 'High Net' individual donor funding initiatives - see also Risk Item F3	Board / Management and Fundraising Cluster	
F2	Inability to effectively manage Project Funding.	Impact on project delivery and consistency of staffing / quality. Pressure on staff retention and morale.	2	3	Static	6	Funding Pipeline document in place and under continual review. Continue to manage through staff reviews, team meetings and Creative Clusters.	Comprehensive Funding Pipelining Document has been produced and will continue to be reviewed by the Board.	Management	Action: Updated Funding Pipeline document to be issued and reviewed by Board every six months.
F3	Lack of self-generated revenue and income.	Over-dependency on external funding and therefore risk to the future financial sustainability / evolution of the organisation (related to F1)	3	3	Decreasing	9	Continue with 'Friends of GWL'. Develop income generation initiatives and fund-raising opportunities eg. Legacy and High Net Worth Donor proposals. Launch of 'Women on the Wall' fundraising initiative.	Working with an organisation called GALE to provide digitisation of some key collections within their online platform for increased access, with potential for income generation. Capitalise on 30th Year Anniversary programme and possible merchandising opportunities. Continue to investigate and develop Social Enterprise options such as Venue Hire, Merchandise, Training.	Board / Management and Fundraising Cluster	Action: Highlight to the Board that this item is noted as decreasing in risk - and Board can be updated on plans and opportunities around this.
F4	Funding or donations are in conflict with the ethics and values of GWL.	Reputational damage and negative impact on values.	2	5	Static	10	Ethical Donations Policy now in place, and can be developed to include funders and project funding within this.		Fundraising Cluster	Action: Develop the Ethical donations policy to include funders and project funding within this.
F5	Rise in cost of living	Impact across a range of areas within the organisation - bills, utilities, suppliers and staffing.	5	3	Static	15	Fixed energy deals for gas and electricity in place. Staff salary increases put in place.	Opportunity to consider how might GWL knit into the 'Warm Spaces' for people initiative (considering staff resources and capacity). Could be linked to activities and actions. Will be discussed at Active Welcome Cluster sessions.	Management / Board	Action: Split this Risk into two parts. One around staff and risk to personnel loss due to insufficient cost of living salary increases (this could go into the 'Operational' section); and one around communities that GWL works with.
F6	Inadequate scrutiny of finances and accounts.	Threatens OSCR status, Museum Accreditation status, loss of funding, reputational damage and Fraud.	1	5	Static	5	Director, Sue John, continues to work diligently with accountant, Auditor and internal staff team to prepare accounts and budgets. Director also continues to present finances and Management Accounts at Board meetings bi-annually. Continue to liaise with Auditor and monitor Auditor Management Letter recommendations. Review of Auditor to take place at end of financial year.		Board / Management	Action: Auditor Management Letter recommendations being put in place.
	Reputational							Reputational		

Ref.	RISKS	Consequence	Likelihood (1-5)	Impact (1-5)	Trend	Risk Level	Mitigation / Improvement Measures	OPPORTUNITIES	Owner (including Clusters)	Notes / Quarterly Actions
R1	Inability to consistently deliver quality, innovation and inclusive approaches underpinned by Core Values / EDI.	Decline in creative 'capital' and innovative thinking. Gap in cultural 'offer' in Scotland. Risk of reduced funding and wider reputational damage.	1	5	Static	5	Continue to develop, deliver and review Strategic Aims: (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) Embedding GWL's role as a change maker and influencer (4) Securing a sustainable future. Continue to encourage staff and programme development.	New Strategic Plan for April 2024 onwards for five years. Continued cross-sector partnerships. Embedding opportunities around Feminist Governance and Leadership, and what this might mean within and beyond the organisation.	Board / Management and relevant Creative Clusters	Action: Reviewing Strategic Plan; Developing digital outputs and innovative approaches such as digital front of house to enhance access and programme.
R2	Targeted online 'attacks' via Social Media.	Disruption, misunderstanding of GWL Purpose, Core Values, impact on organisation's reputation and impact on staff morale / safety. Risk of loss of funding, Accredited Museum status and charitable status.	3	3	Static	9	Monitored by Director Sue John in association with Naomi Brown, Digital Marketing Officer. Organisational statements and clear policies in place and on GWL website. Create blanket guide for staff and volunteers in place. Ensure H+S measures in place for Front of House. Guidance and Terms / Conditions added to the GWL online Venue Hire booking process. New Code of Conduct developed. Prepare typical press response if this happens again. Contact to be made with relevant agencies as required. Spotlight is currently on organisations with stated inclusive gender policies.		Communication Team / Management	We cannot control when and how this happens. However, the team are doing all they can to mitigate risk. Requires continual review of policies and procedures. Action: Co-option of a Board Member with skills in this area would be a useful mitigation.
R3	Inadequate 'Health and Safety in the workplace' and Insurance measures in place.	Risk to organisation / life due to accident. Reputational damage. Financial implications.	1	5	Static	5	GWL has a Facilities Management Officer in post who is qualified and diligent. Continue to monitor H+S policies. Ensure Facilities Manager up to date with training and best practice. Ensure H+S policies and best practice are shared at Staff and Volunteer inductions.		Board / Management	No change in risk level and status.
	Operational							Operational		
O1a	Lack of staff competence, training and skills development.	Staff: Poor quality work, frustration, reputational damage in the sector.	2	4	Static	8	Regular Staff Support and Supervision meetings; Annual Appraisals; Embedding of a Coaching Culture with one-to-one Coaching and Action Learning Sets; Feminist Governance and Leadership Cluster includes several staff members; Fair Work commitments embedded; Training needs are being identified across the staff team (as a group and as individuals); Thorough Induction in place.	Re-thinking around staff Support, Supervision and Appraisal methods, for example, 360 degree reviews.	Management	
O1b	Lack of Board competence, training and skills development.	Board: Poor governance, communication and skills gaps.	2	4	Static	8	Regular Skills Auffs; Ensure any training carried out is done so from a feminist perspective with reference to work being carried out by the Feminist Leadership and Governance Cluster; Thorough Induction in place.		Board	

Ref.	RISKS	Consequence	Likelihood (1-5)	Impact (1-5)	Trend	Risk Level	Mitigation / Improvement Measures	OPPORTUNITIES	Owner (including Clusters)	Notes / Quarterly Actions
O2	Lack of clarity about roles and responsibilities within the staff team.	Staff confusion, inefficient working, weak management / direction, potential to over-burden specific roles and develop low staff morale.	2	3	Static	6	Team structure in place to provide greater clarity for reporting/training/direction. Continue to review for relevance and staff changes.	Development of refreshed Organogram to reflect GWL's working culture.	Management	
O3	Inability to resource projects and activities / over-stretched teams.	Poor quality outputs, long term fatigue, drop in staff well-being / morale.	2	4	Static	8	Document has been produced to outline all the communication methods across the organisation for better clarity; Using communication structures across the team to support and manage the organisation; Ensure all projects are sufficiently resourced; Use of DARCI tools.		Management	Action: This may increase as a risk if financial pressures rise - to be monitored. Also, tensions between Venue Hire / revenue generation and staffing / cover may rise in response to this.
O4	Unable to respond or react to technological changes.	Reduction in effective operation and inability to upgrade / maintain current IT infrastructure.	2	3	Static	6	New website underway (related to NLHF 'Three Decades of Changing Minds' Project). Tools for digital communication in place. Funding for better accessibility to events eg. Live Captioning. Tech Cluster continue to meet.	Received NLHF support for additional technical investment, eg new website redesign and launch in 2024.	Management and Tech Cluster	
O5	Existing building and on-going repairs.	Disruption to operation / programme due to closure or maintenance on a regular basis. Financial implications for maintenance and repair costs which may exceed available funds; Lack of space for collections, events, exhibitions, people and staff.	4	4	Increasing	16	Maintenance cycles in place to ensure regular upkeep eg. lift inspections, external works; Continue positive relationship with GCC, Clyde Gateway and GCHT; Ensure focus of fundraising efforts also applies to building and on-going maintenance; Integral element of the Strategic Plan.	Fundraising initiatives focused towards building and physical space at GWL - also linked to on-going work of the Design Cluster. Strategic Plan inclusion is crucial.	Management / Board and Design Cluster	
O6/1	Loss of institutional knowledge and culture over time	Loss of institutional knowledge re: GWL's origin story, Core Values and foundation built on equalities and Human Rights.	1	5	Increasing	5	NLHF 'Three Decades of Changing Minds' Project work positively contributing towards this and addressing key issues.	NLHF 'Three Decades of Changing Minds' Project is documenting and sharing institutional knowledge and future possibilities; There are opportunities to measure the (literal) costs of being an inclusive organisation, and to discuss this more widely and openly with sector organisations such as CILIPS, the Museums Association, Museums Galleries Scotland, Creative Scotland, The Scottish Government, The National Lottery Heritage Fund and others.	Board / Management and 'Bigger Picture' Cluster	Action: Increased amount of time and energy spent by the leadership team on 'firefighting' rather than on strategic and operational development and visioning; Consideration to be given to bring on board another Senior Director to support in succession planning. To be explored further, with options including the stepping up of an existing team member to this augmented Director role, should dedicated extra funding be secured.
O6/2	Lack of clear succession-plan.	Long term management / directional issues, staff losses / frustration. Loss of institutional knowledge and cultural capital.	2	5	Increasing	10	Develop ongoing succession plan and clearly defined roles to suit GWL values; Ensure this is a key focus within the Strategic Plan.	Ensuring that GWL continues to be a 'force for good' and major influence locally, nationally and internationally.	Board / Management	Action: Ensure succession planning is an integral element in the Strategic Plan.
	Ethical							Ethical		

Ref.	RISKS	Consequence	Likelihood (1-5)	Impact (1-5)	Trend	Risk Level	Mitigation / Improvement Measures	OPPORTUNITIES	Owner (including Clusters)	Notes / Quarterly Actions
E1	Losing sight of GWL Core Values.	Loss of founding principles and values resulting in lower sense of camaraderie, and potential reputational risk.	1	5	Static	5	Continue 'This is Who We Are' sessions, and comprehensive induction training for all; Involvement of all staff and Board Members in the development and delivery of the Strategic Plan and EDI Action Plan; Ensure Core Values remain central in Board recruitment process; Regular policy and procedure reviews; Continual reflection and scrutiny within staff team around values and current issues eg. anti-racism, climate emergency.		All	Action: Board members to take part in 'This is Who We Are' sessions; Induction review and implementation.
E2	Association with organisations or individuals that might negatively impact on GWL's reputation and values.	Reputational damage; Social media and press exposure / 'storms'.	2	3	Static	6	Scrutinise partners via the 'Working with GWL' process; Monitor donors and associations using the Ethical Donations Policy.		Management	
	External							External		
EX1	Turbulent political, social and economic landscape (Post-Brexit, imminent elections, COVID-19 fall-out).	Reductions in funding and support within the industry; Loss of staff; Lack of revenue and wider access to GWL programmes / building.	4	4	Increasing	16	Continue to have broad support for the organisation; Diversification of income streams; Ensure strong organisational structures and communication / resilience measures are in place.		Board / Management	Risk in this area is primarily associated with issues associated with potential future public funding. In this respect relates to items F1 and F3.
EX2	Climate Change.	Threat to mid-long term sustainability.	4	4	Increasing	16	Continue to develop increased energy efficiency in building (secondary glazing, LED lights installation); The Net Zero Handbook, working towards GWL becoming Operational Net Zero by 2030 is complete and in practice - all funding is raised (over £300K) for the Phase One - Fabric First Work. Continue to place 'Sustainability' as a central theme in Strategic Plan in this area and around environmental programming; Carbon Use being measured, monitored and recorded on a regular basis and sent to Creative Scotland annually.	Continue to develop advocacy, ideas and opportunities for GWL to be Operational Net Zero and impact on sectors broadly and meaningfully (in partnership via GCC, Art Screen, Creative Carbon, etc); Opportunity to explore policy and community aspects of sustainability from a feminist perspective.	Management and Green Cluster	This item has remained as a 'red' risk at present but will be continually reviewed especially in light of the Net Zero ambitions . Action: Opportunity to explore policy and community aspects of sustainability from a feminist perspective as part of Strategic Planning.
EX3	Cyber attacks and threats to life.	Risk to life of staff and visitors; Risk to loss of security and data.	2	5	Static	10	Build on internal knowledge and skills in this area; Ensure security measures are in place and check, tighten and extend rapid response measures; Continue to log incidents within the Incident Book and follow up with Police.		Board / Management	
EX4	Data compliance and GDPR	Risk of cyber attack and breach to data storage, access and maintenance of IT software.	1	5	Static	5	GDPR Policy to be kept current and comprehensive; Ensure this is regularly reviewed, checked and tightened.		Management	

Appendix 7 - Achievements

Selection of achievements to date include:

2024

- Major capital grants from SP Energy Network Transmission Net Zero Fund, Museums Galleries Scotland and the Wolfson Foundation, totalling over £300,000, mean that Phase One (Fabric First) of the operational Net Zero work is funded, ready for work to start.
- Three year funding secured from the National Lottery Community Fund for the Volunteer Development Programme.
- A new Women's Heritage Walk researched and launched for the Dennistoun Area of Glasgow

2023

- Adele Patrick is awarded the Saltire Society 'Fletcher of Saltoun' Award, which recognises and celebrates the innovators and entrepreneurs who shape the cultural landscape of Scotland in the fields of Science, Arts & Humanities and Public Life.
- GWL officially launches its handbook towards becoming operational Net Zero by 2030.
- Major multi-year project grants are secured from the Paul Hamlyn Foundation and Art Fund.

2022

- Adele Patrick becomes a Fellow of the Royal Society of Edinburgh.

2021

- The Covid-19 pandemic continues to enforce 'lock downs' at times, disrupting and delaying some aspects of GWL's work, including the development of a new Strategic Plan to focus on the strategic direction of the organisation beyond 2021. The decision is made to schedule this work for 2023.
- GWL successfully secures a major grant from the National Lottery Heritage Fund for its *Three Decades of Changing Minds* Project. This enables GWL to embark on a two year project to catalogue and share its 30 year history, including digitising key elements, and capturing and sharing institutional knowledge in a number of forms while delivering public events. It will also culminate in a fully revamped website.

2020

- The Covid-19 global pandemic necessitates the closing of the GWL building in a series of prolonged 'lock downs'. The learning programmes and events all switch to online delivery. The staff team works together to devise and implement Guiding Principles, a

Phased Return Plan and a Covid-19 specific Risk and Opportunities Register as frameworks to navigate the organisation through the pandemic.

- Several successful funding bids from various Emergency Funds result in the implementation of Covid-19 hygiene and safety measures, accessibility adaptations and energy saving / environmental improvements to the GWL building, including the provision of PPE supplies, the installation of secondary glazing throughout the building, the installation of automatic doors and CCTV.

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/tee 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.
- GWL wins the UK national Women's History Network Community Prize for its 'Vote 100: The Moving Story' (animation) project.
- GWL is celebrated by the List Magazine, entering their 'Hot 100 Hall of Fame', with their declaration that the organisation '*...will always be number one in our eyes.*'
- Creative Development Manager, Adele Patrick, is appointed to the BBC Diversity and Inclusion Advisory Group.

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 Paull).
- 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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