Society of Chief Librarians business plan 2018-2022

Contents

1. Executive summary

Arts Council England as the development agency for public libraries will fund the Society of Chief Librarians to become a sector support organisation for the public library sector. SCL looks forward to working in close partnership with Arts Council England to effectively deliver ACE's strategic goals and across the public library sector, in a time of rapid change and uncertainty where strong support and vision for the sector is more important than ever.

This document represents our plan to support ACE's ambition as a development agency for libraries through our own work as an innovative and inclusive sector support organisation, while also maintaining the strengths of our membership structure and links with the sector on the ground.

SCL's vision is an inclusive, modern, sustainable and high quality public library service at the heart of every community in the UK. We believe modern public libraries should be the cornerstone of the community and should deliver a diverse spectrum of local needs around information, learning, literacy, employment and digital skills, health, culture and leisure.

As a sector support membership organisation, our mission is to work in the sector, for the sector to:

- **Represent** the public library sector nationally, regionally and locally and to communicate the value of libraries to decision makers and to a limited extent to the general public
- **Connect** partners to local libraries, by brokering national partnerships with a wide range of partners around the delivery of services and for the attraction of funds, by working together and making optimal use of resources
- **Improve** the provision of local library services by developing and disseminating standards of best practice, provide training and development for library staff and facilitating a network of library leaders across the UK
- **Drive** innovation and new thinking around the important role of libraries in a modern society

We will deliver our role as a sector support organisation alongside our existing work as a membership organisation. Our work will be guided by the following principles:

- **Test and learn.** In response to the rapidly changing business models, workforce and digital and information environments that public libraries operate within, we will use a 'test and learn' approach to delivering sector support activities. This will enable us to respond in a timely fashion to opportunities and challenges as they arise and will ensure that we embed a learning culture in our organisation as it develops its practice.
- **Co-production.** Our governance structures and approach to developing sector support services will be co-produced with the sector.
- **Partnership.** We will review and strengthen our existing partnerships to support our reach and to enable us to work together with other organisations to provide the best possible sector support services across our Universal Offers. We will use our role as one of several sector support organisations across the ACE's art and culture portfolio to extend and deepen partnership working between libraries and the rest of the arts and cultural sector.

- **Measuring outcomes.** We plan to develop an approach to evaluation that will enable us to measure the success of our activities through the wider impacts on the sector, and ultimately on the audiences and members of the public whose lives we seek to enrich.

We look forward to the huge opportunities that this new role presents, both for SCL and the public libraries sector as a whole.

2. Context

2.1 Opportunities and challenges 2018-22

Introduction

The public library sector is changing rapidly. These changes are due to a number of factors, the most notable being changing customer habits and expectations, a changing local authority landscape and reductions in resources. Across the sector this has meant different patterns of use[1], a smaller workforce, library closures and the introduction of new operating models.

At the same time there are opportunities, including potential funding possibilities strategy initiatives for public libraries will enable service improvement and innovation along with new connections and partnerships across the arts, culture, health and digital sectors.

Public libraries remain at the heart of communities across the country, with more visitors per year than any other cultural service[2] and a reach that extends right across income brackets, ages and ethnicities. Maintaining and building on this unique strength of public libraries will be at the heart of SCL's mission.

Arts Council England as the development agency for libraries

Arts Council England (ACE) has been supporting public libraries nationally since 2010 and public libraries are now a key part of its arts and culture portfolio. ACE oversaw the introduction of free WIFI across the public library sector in 2014-15 and they developed the Libraries Opportunities for Everyone Fund.

Along with SCL as a sector support organisation, six library services in England have been awarded National Portfolio Organisation (NPO) status. ACE has outlined five goals in its strategic plan[3], as follows:

- Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
- Goal 3: The arts, museums and libraries are resilient and environmentally sustainable
- Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

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[1]The recent Carnegie Trust report 'Shining a Light' provides a five year review of changing patterns of public library usage across the UK https://www.carnegieuktrust.org.uk/carnegieuktrust/wp-content/uploads/sites/64/2017/04/Policy-Report-Shining-a-Light.pdf. DCMS recently published spotlight report on libraries as part of its 'Taking Part' series which references 2015-2016 data against previous years: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/519675/Libraries_short_story_-_FINAL.pdf

[2] 265 million visits are made to public libraries in Great Britain each year. There are 8.9 million active borrowers using public libraries in Great Britain: CIPFA Public Library Statistics 2015-16 Actuals and 2016-17 Estimates, December 2016

[3] http://www.artscouncil.org.uk/great-art-and-culture-everyone

We will set out below how SCL can support these five goals as a sector support organisation. Being part of ACE's arts and culture portfolio is having a positive impact on public libraries. The number of high quality arts and cultural events within public libraries has increased and these events expand the public library offer, attract new audiences and help to retain and re-engage existing users. In turn, public libraries provide new avenues for ACE to support and develop the Creative Case for Diversity and deliver new audiences and locations for the arts. The Celebrating Shakespeare programme in 2016 is a prime example of an Arts Council funded project, delivered by libraries, which successfully reached over 29,000 people.

Our research shows that public libraries increasingly benefit from support to develop local cultural partnerships, engage effectively with Bridge Organisations and understand how they can participate in Artsmark and Arts Award[4]. Within an increasingly competitive funding environment there is still a need to support the development of successful and high-quality applications to Grants for the Arts and Culture[5].

There is also an important role for a sector support organisation to effectively connect the public library sector to the wider arts and culture sector and to ACE funded organisations based in their local communities. The launch of the Culture Offer in November 2017 provides a strong platform for extending and developing these partnerships.

Changing business models and funding environment (Goals 1, 2 and 3)

In recent years delivery models for public library services have diversified and there are also an increasing number of instances where libraries or whole service areas are run by local communities. These various models of public library services and their leaders need support to:

- Identify new ways to deliver high quality services with reduced budgets so that everyone can access the library experience (Goal 2)
- Share and enable learning from service innovation across the sector, to understand how to use this and tailor it to their local need to increase and celebrate excellence (Goal 1)
- Clearly articulate and evidence the value that a strong public library sector delivers, to make the case for continued funding and build resilience (Goal 3).

With the support of a strong sector support organisation[6] the sector can come together to pool data and evidence, share best practice, promote innovation and creativity and create a compelling case for future investment. The Universal Offers, developed by SCL, have supported service development (building excellence, Goal 1) and advocacy (increasing resilience, Goal 3), both locally and nationally. They have created a clearer understanding of the public library offer among stakeholders and offer a strong platform from which we can launch our activities as a sector support organisation. SCL will also work with partners across the sector to promote new opportunities for public libraries, such as

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[4] 'Public Libraries Universal Culture Offer', Metavalue 2017
[5] Ibid
[6] We have used this definition of a sector support organisation from ACE's Guidance for SSO Applicants: 'sector support organisations include Bridge Organisations, Museum Development Providers, umbrella and networking organisations, strategic library and museum partnership bodies, and other organisations that support the arts and cultural sector as part or all of their function.'

the Engaging Libraries programme[7], Grants for the Arts and Culture, and other opportunities as they arise.

Changing workforce (Goal 4)

Across the public sector workforces are reducing and skill bases are changing[8]. Library staff now need to be skilled facilitators, working together with the public to develop and define the required services. The use of volunteers to deliver library services also creates new challenges for workforce development, which we have already begun to address through a reader development pilot for volunteers.

There is a significant international community of practice looking at new librarianship skills, which we are already participating in[9]. SCL has published a Public Library Skills Strategy jointly with CILIP and this will inform our work to develop public library skills for the future[10].

In 2015 CILIP published a cross-sector mapping of the UK Information workforce, which includes public libraries[11]. The key issues identified are an ageing workforce, lack of ethnic diversity and a gender pay-gap within the sector. As a consequence, we will look for ways in which the Creative Case for Diversity can be promoted through workforce and volunteer recruitment strategies to help develop a more diverse workforce (Goal 4).

We are also committed to developing leadership skills among the existing library workforce (Goal 4). Carnegie Trust is currently supporting library leadership development through their Library Lab initiative[12], which is due to close in 2017. SCL has the opportunity, through its new role, to influence future leadership and work with potential partners and funders to realise this agenda.

Changing information and digital environments (Goals 2 and 5)

The 'third industrial revolution'[13] of digital technology offers opportunities and challenges for the public library sector. The internet has fundamentally changed the information environment, along with the public's expectation of how they engage with services. At the same time there are still significant numbers of people who are digitally excluded and so unable to benefit from this 'revolution'.

Public libraries have been at the forefront of helping their communities to gain new digital skills and these skills have changed rapidly over time. As a result, libraries have started developing coding and digital making services with partners and there is a wealth of opportunities to develop this offer further. SCL's Learning Offer has begun to bring together resources and best practice ideas and libraries have identified a need for more support in this area. We will also provide support to the British Library as it explores the options for a Single Digital Presence.

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[7] https://www.carnegieuktrust.org.uk/project/engaging-libraries/

[8] http://www.bbc.co.uk/news/uk-england-35707956

[9] http://www.europarl.europa.eu/RegData/etudes/STUD/2016/585882/IPOL_STU(2016)585882_EN.pdf

[10] https://www.cilip.org.uk/about/projects-reviews/public-library-skills-strategy/public-library-skills-strategy-2017-2030

[11] https://www.cilip.org.uk/sites/default/files/documents/executive_summary_nov_2015-5_a4web.pdf

[12] https://www.carnegieuktrust.org.uk/project/library-lab/

[13] 'The Third Industrial Revolution', Jeremy Rifkin, Pan Macmillan 2011 and The Third Industrial Revolution, 'The Economist' 21st April 2012 http://www.economist.com/node/21553017

National library strategies and initiatives (Goal 3)

As part of its work supporting public libraries, ACE has published a library strategy[14], and there are a number of other strategic documents, best practice guides and funding opportunities.[15]. These all provide a helpful framework for developing public libraries but it can be difficult for local library services to translate national initiatives into local action. SCL has worked with libraries for many years to develop responses to national strategies and this work will continue and develop as we take up our role as a sector support organisation.

Planning for the unexpected (Goals 1, 3 and 4)

As a forward looking organisation we need to plan and develop support that will enable services and leaders to flourish in a continually changing environment and therefore we plan to:

- **Provide learning opportunities** to enable the sharing of best practice/support in relation to service reconfigurations/transfers to new types of organisational structures and governance (Goal 4)
- **Ensure that SCL remains sustainable** going forward, providing a strong voice for the sector and the high quality support that the sector needs (Goal 3)
- **Horizon scan** for new developments, nationally and internationally that public libraries might want to consider as part of their offer and providing an evidence led and data-driven approach to advising library services on the most effective and efficient way to incorporate new activities into their offer to communities (Goal 1)
- **Support the British Library** and ACE to develop national digital infrastructures and maintain existing national co-operation e.g. Reference Online, the single sign on pilot etc. (Goal 3)

2.2 Understanding what support the sector wants and needs

SCL is a membership organisation for the public library sector and this is a unique strength. Our Executive of senior librarians raises important issues and areas where the sector requires support. In addition, since 2011 we have commissioned a large number of independent research reports which have analysed the wants and needs of the sector in response to societal, economic and policy change, to support its development and quality of provision now and in the future.

These two information sources: tactical, real-time feedback from the sector and strategic external consideration of new development areas will continue to provide the information to shape SCL's activities over the next four years. SCL will be an intelligence-led and responsive organisation, meeting need while also scanning for trends and opportunities on behalf of the public library sector. From these sources, we know that the priority areas where the sector requires support at present are:

1. **A framework for the Creative Case for Diversity.** Bringing together the diverse work that public libraries have undertaken over recent years to improve accessibility of services and

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[14] http://www.artscouncil.org.uk/sector-resilience/envisioning-library-future#section-6
[15] https://www.gov.uk/government/groups/libraries-taskforce
https://www.carnegieuktrust.org.uk/carnegieuktrust/wp-content/uploads/sites/64/2017/04/Policy-Report-Shining-a-Light.pdf
https://www.carnegieuktrust.org.uk/project/engaging-libraries/

support for diversity into a single, coherent approach that can be applied across the sector.(Goal 2)

2. **Opportunities to pilot, develop and roll out new services in the sector following an evidence base of what works.** For example, expanding understanding of and access to digital making, creative technology and informal science learning opportunities within the public library sector[16], exploring ways to include more high-quality family learning opportunities[17] and understanding how public libraries can play an important role in addressing the nationally identified skills gap in digital making and science and implementing that locally (Goals 1,2,3 and 5).

3. **Supporting workforce skills and capacity development** in supporting reading[18], facilitating learning experiences in library settings[19], building local partnerships to develop services and raise awareness of the public library offer among local stakeholders, cascading new areas of the Universal Offers as they develop. (Goals 3 and 4)

4. **Supporting and developing public library leadership** so that it is able to respond to challenges and opportunities as they present themselves, especially in relation to digital and learning service development. (Goal 4)

5. **Positioning the public library offer effectively at a national level,** while providing tools so that public library services are able to create compelling messages locally to attract partnerships and funding across culture, information, health, learning and digital development organisations and compete successfully for GDS, public health and other contracts as they arise. (Goal 3)

6. **Supporting the public library sector to access new sources of funding and make the case for investment.** Although the public library sector has benefited from being included in ACE's remit, the sector need to access new revenue streams to support its long-term sustainability. (Goal 3).

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[16] 'Development of the Public Library Universal Learning Offer', Red Quadrant 2015
[17] 'The Experiential Library – The Future of Family Learning', Common Vision 2017
[18] 'Review of Reader Development Activities and Training Needs', SCL, 2017 http://goscl.com/wp-content/uploads/Review-of-Reader-Development-Activities-and-Training-Needs-February-2017-1.pdf
[19] 'Development of the Public Library Universal Learning Offer', Red Quadrant 2015 and 'The Experiential Library – The Future of Family Learning', Common Vision 2017

3. Vision and mission

3.1 Our vision

Our vision is an inclusive, modern, sustainable and high quality public library service at the heart of every community in the UK. We believe modern public libraries should be the cornerstone of the community and should deliver a diverse spectrum of local needs around information, learning, literacy, employment and digital skills, health, culture and leisure.

As a sector support membership organisation, our mission is to work in the sector, for the sector to:

- **Represent** the public library sector nationally, regionally and locally and to communicate the value of libraries to decision makers and to a limited extent to the general public
- **Connect** partners to local libraries, by brokering national partnerships with a wide range of partners around the delivery of services and for the attraction of funds, by working together and making optimal use of resources
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- **Drive** innovation and new thinking around the important role of libraries in a modern society

3.2 What success will look like for SCL

To develop our strategic objectives for the next four years, we have considered what success will look like for SCL as an organisation:

1. SCL is sustainable and financially secure
2. SCL has an effective executive and governance structure that supports delivery of sector support activities and is accountable to the sector that it represents
3. SCL represents its members effectively and is seen to add value to the sector through its support activities
4. SCL is seen as an inclusive learning organisation which shares its knowledge and information with the sector and stakeholders and is open to challenge and new ideas, wherever they come from
5. SCL has developed and expanded its national partnerships so that they are strong and able to support public libraries in service development, innovation and improvement, now and in the future
6. SCL is able to influence funding partners to ensure greater alignment of investment with sector need, in particular in relation to long-term rather than project based funding.

4. Delivering effective sector support activities

4.1 Changing SCL

SCL is a membership organisation that has grown from the sector it supports. SCL membership provides members with access to a confidential and skilled network of professionals for support and advice. We will continue to facilitate this by providing forums to share best practice, latest news and developments, and by representing libraries in national decision making forums, such as the Libraries Taskforce.

Our members will continue to provide intelligence about the opportunities and challenges the sector as a whole is facing and information about innovation taking place across the country. We will also seek information and intelligence from outside of the public library sector to identify changes and trends within related and complimentary sectors both nationally and internationally. This will enable us to deliver on ACE's strategic objectives and provide timely, relevant and robust support to the sector.

We also recognise that we need to change as an organisation so that we are able to effectively deliver against this vision. SCL has reformed its governance and executive structures so that it can respond to needs and opportunities as they arise and fulfil its responsibilities to ACE as a sector support organisation. We are now a registered charity and we are recruiting a Chief Executive and board of Trustees in early 2018. We also need to develop our sustainability and attract new sources of funding and income to ensure that our activities can continue in the long-term.

4.2 Our new approach to delivering sector support

Through the framework of the Universal Offers and the approaches to data collection and intelligence gathering, as outlined above, SCL has been supporting the sector since 2011. However, we recognise that to deliver against our vision and strategic outcomes and respond to new challenges and opportunities in a timely manner, we will need to adopt some new ways of working.

The category of 'sector support organisation' is a new one for ACE and for the sector. We therefore see the next four years as being an opportunity to explore the potential of this role, to understand how it can be delivered sustainably for the sector and to understand what excellence looks like in respect to this category of organisation.

We intend to build networks with other sector support organisations and share our learning with ACE in the spirit of joint exploration and learning. We do not see ourselves in competition with other sector support organisations or stakeholders that are supporting the public library sector and so we think that the opportunities for sharing and building on the learning of others are wide ranging and exciting. SCL has a reputation as an inclusive learning organisation and we intend to continue and grow this aspect of our work in the future.

Test and learn
Our approach to delivering sector support services will be a 'test and learn' approach, informed by intelligence and supported by data collection and evaluation. We have successfully adopted this approach to support and develop creative digital activities and new digital services such as the single sign on project as well as co-producing approaches to supporting reading activities in community run

libraries. Individually each of these projects has engaged pilot services to test new activities and report back on findings, which has enabled SCL to develop an approach that can then be rolled out to other library services.

As a sector support organisation, we will systematise this approach to new service development and improvement and create a regular programme of activities to disseminate the findings to the sector using channels that we already know are effective and popular. The SCL Seminar, roadshows, learning events and the online learning platform that SCL has invested in to support library staff to develop their skills and stay up to date with new offers, have all been successfully developed and used for this purpose.

Our priority areas for development are set out in our year-by-year plan below, however we recognise that this may need to flex and change to respond to new challenges and opportunities as they occur.

We also propose to develop this approach to exploring which sector support services are most effective and deliver the greatest value to the sector. We will do this by piloting mechanisms to support the sector and then evaluating the sector's response to these services using a number of different measures, including verbal/informal feedback from SCL advisory committees, monitoring uptake of events and training packages and devising formal feedback surveys focussing on wider outcomes. We will also complete broader impact measurement as our activities develop in scope and size, for example, measuring the uptake of new service areas across the sector and providing support to enable the exploration of their impact on community satisfaction and the number or people using library services.

Co-production with the public library sector

SCL is a membership organisation that relies on its members to deliver against a mutually agreed approach. SCL has until recently relied on the voluntary contributions of members to deliver ambitious new work plans and service development approaches across the sector. We plan to build on this way of working, while relieving members of the responsibility to plan and deliver activities on a day-to-day basis.

Our new governance structure, outlined in more detail in chapter six, will include an advisory committee which will provide a sounding board from the sector for strategic and operational decision-making. This will ensure that SCL remains truly representative of the public library sector and that the sector remains engaged with its work.

The advisory committee will also nominate 'task and finish' groups from the sector, to work on areas of specific interest, such as workforce development and the Single Digital Presence. This will provide leadership development opportunities for the sector, while limiting the responsibility placed on individual members volunteering for specific projects and tasks with a clear end date and project management and administrative support from the core paid team in SCL.

The Universal Offers as a communications framework and organising principle

Until now SCL has used the Universal Offers as a delivery framework for sector support services, a tool to help the sector understand its unique contribution to communities and a communications tool to express the value the sector provides to external stakeholders. However, going forward it will

be necessary to bring together some of the work being undertaken separately by Universal Offer Leads and working groups to avoid duplication and ensure that learning is systematically analysed and presented so that the sector is easily able to use it as a tool for service development and improvement.

Despite this need for change, the Universal Offers remain an important organising principle for the sector, breaking down the wide range of services offered into clear packages of work, enabling SCL and the sector to analyse the gaps in provision and areas for development and highlighting where new offers need to be developed. We will conduct a review of the Universal Offers as one of the first activity areas. This will include a review of existing products and programmes under each Universal Offer and how they are currently delivered to ensure they are clearly understood, provide strong added value to the sector and are delivered in the most efficient and effective way possible.

Partnership

SCL values the strong partnerships it has developed with stakeholders and organisations within the library sector and other related and complimentary sectors over recent years. We will use our role as a sector support organisation to strengthen existing partnerships and develop new ones for the benefit of the sector. We see no reason for us to duplicate existing activity or to undertake work ourselves that can be better delivered by our partners. We will therefore conduct a systematic partnership review to map our activities onto those of partner organisations, avoiding duplication and commissioning support where the expertise to deliver activities lies within other organisations in the sector. These partner relationships will be governed by clear memoranda of understanding and service level agreements where appropriate. Our approach to relationship frameworks is set out in section 7.

4.3 Strategic outcomes we want to achieve between 2018-22

SCL takes its role as a sector support organisation very seriously and we have set ourselves some ambitious targets and strategic outcomes to deliver against this role. Over the next three to four years SCL intends to develop its capacity to deliver as a sector support organisation against the five outcomes below.

1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to service innovation, development and adaptation
3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities, funding streams and increased investment
5. SCL is a strong, sustainable sector support organisation which also supports and advocates for the wider sustainability of the sector.

Below we have set out for each outcome:

- How it relates to ACE goals
- SMART objectives for the next four years.

1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs

How this outcome contributes to Arts Council England's goals

This strategic objective supports a number of ACE goals. Primarily it relates to *Goal 2: Everyone has the opportunity to experience and be inspired by the arts, museums and libraries*. The detailed objectives we have set out below intend to extend the reach of the sector, support and grow the audience benefitting from access to libraries and the many opportunities they offer. We recognise that in order to maintain audiences, and reach new ones, public libraries need to consider and address local need, work in partnership with communities and be responsive. However, we also believe that in order to provide strong benefit to communities, public libraries need the support of horizon scanning and new service development which may not be requested by communities but has the potential to enhance their lives.

This goal will also contribute to *Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries*. By ensuring that services are high quality, relevant and meeting needs, we will support excellence for public libraries. We will draw on existing research and strategic documents published by ACE and others, to ensure that we are promoting excellence, where that has already been defined, and contributing to new understanding of excellence, for example through the development of an outcomes framework.

Implicit in our aim to meet the needs of communities is support for *Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries*. The activity plan will set out specific pieces of work relating to children and young people under this strategic outcome.

We have identified leadership, workforce development and appropriate skills as a priority for public libraries in the short and medium term and we see workforce skills development as a core part of our role as a sector support organisation. Activities to support *Goal 4: the leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled* will be a key mechanism for us to deliver public library services that are resilient, relevant, provide strong benefit and meet community need**.**

Finally, we see *Goal 3: The arts, museums and libraries are resilient and environmentally sustainable* as an important result of our successful support for the sector in relation to this strategic outcome. Fundamentally, all of our priorities and strategic goals work towards supporting the sector's long term sustainability and ability to continue to contribute to the cultural life of our country.

SMART objectives for outcome 1:

1.1 The sector will be able to assess its accessibility and diversity accurately and take quality action and evidence-based interventions to respond to this: a review of current tools available to develop the creative case for diversity will be conducted by the end of 2018. A

new toolkit will be developed and piloted in 2019 and a final version of the toolkit will be rolled out by 2020.

1.2 SCL will develop an outcome framework from existing tools to provide evidence of the benefit that public library services provide by 2019. This will be adopted by the sector in 2020 to demonstrate its impact on communities. We will start to publish evidence from evaluation activities undertaken using the framework by 2021.

1.3 The Universal Offer framework will provide a relevant, inspiring and coherent picture of the core public library offer and evidence-based roadmaps for stretching the offers through new services that meet public need and are appealing and relevant to our audiences. We will conduct a review of the Universal Offers in 2018 and a revised set of offers in 2019 with an action plan for how they will be implemented and developed that will cover 2019-2021.

1.4 Key national partnerships will be in place to underpin the high-quality delivery of each public library offer by the end of 2018 and these partnerships will deliver challenge, new thinking and opportunities for public libraries in each subsequent year. These could be research reports, funding opportunities or revisions and developments of each Universal Offer, as appropriate.

2. **Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to new service development and adaptation**

How this outcome contributes to Arts Council England's goals

This strategic objective primarily relates to *Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries*. We will work with the sector to explore new approaches and service development in a systematic way so that new products and services delivered by the sector are high quality and meet the needs that have been identified. In this way we will use innovation to support excellence. However, it will also support audience development among both adults and children, by refreshing the library offer and bringing new opportunities for cultural engagement, learning and information to communities. It will therefore also support goals 2 and 5 and we will be able to measure its success against these goals through our outcomes and evaluation framework.

The test and learn approach that we propose will have a direct benefit in skilling the library workforce, giving them the opportunity to try new services, evaluate their efficiency and effectiveness and learn from the practice of others. Therefore this outcome will support *Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.*

As for the previous strategic outcome, this approach to excellence and innovation is directed at ensuring the sector's sustainability. The new products and service developments that are created through this process should therefore support *Goal 3: The arts, museums and libraries are resilient and environmentally sustainable.*

SMART objectives for outcome 2:

2.1 Effective and efficient approaches to delivering new service areas such as the public library creative digital offer and the family learning offer, assisted digital work and

the delivery of Government Digital Service[20] contracts have been tested, evaluated and rolled out throughout the sector by 2020

    2.2   Approaches to greater integration of, and co-operation between, library services to deliver digital services have been tested, evaluated and recommendations produced by 2021

    2.3   SCL has supported the British Library and other partners to improve the public library digital infrastructure and build on the WIFI rollout by ACE by 2022.

3.   The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed

How this outcome contributes to Arts Council England's goals
This strategic objective primarily relates to *Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled*. Although workforce skills and diversity underpin the delivery of the other strategic objectives, the opportunities and challenges facing the sector that were identified in the context section are so great that there is a need for a specific focus on workforce and leadership to ensure that the ambitions for the sector can be achieved.

An appropriately skilled workforce is essential to support excellence in the sector and therefore this outcome also supports Goal 1. Our recent work with CILIP to develop the Public Library Skills Strategy will provide an excellent framework to support our paid workforce. The Public Library Skills Strategy[21] outlines nine key aims, all of which will contribute to high quality public library service in England over the next 13 years. In particular, Aim 2 of the strategy 'Targeting inclusion, diversity, representation and equality' particularly dovetails with the Creative Case for Diversity as well as supporting and underpinning all of ACE's goals. It will be important to ensure that issues around diversity and inclusion are embedded in this leadership development work. SCL will work closely with other sector support organisations to share and learn about inclusive leadership development that brings the benefits of increased diversity in the sector.

Volunteers are also an increasingly important for delivering library services and likely to become a larger part of the public library workforce over the next four years. We will build on existing work to support volunteers[22] to ensure the viability of community run services and provide skills development opportunities for our volunteer work force.

Without an appropriately skilled workforce and leadership it will be difficult to maintain audience engagement, particularly with children and young people who have specific needs. Therefore the successful delivery of this outcome will also positively impact on goals 2 and 5. In particular, we will work with our partners in the Association of Senior Children's and Education

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[20] https://gds.blog.gov.uk/
[21] https://www.cilip.org.uk/about/projects-reviews/public-library-skills-strategy/public-library-skills-strategy-2017-2030#Skills
[22] E.g. reader development pilot with volunteer-run libraries in Staffordshire and Warwickshire

Librarians[23] (ASCEL) to ensure their expertise supports appropriate workforce skills in supporting children and young people to engage with the public library offer.

The sustainability of the public library workforce has specific issues, relating to attracting and retaining talent, supporting new leaders to emerge, changing professional skills as well as the increasing use of volunteers to deliver library services. SCL has already had some success in skilling cohorts of volunteers through pilot work to develop reader development skills in volunteer run libraries and we would continue this work, where it is relevant and effective. We will also work with partners interested in workforce sustainability, such as CILIP, in the delivery of this outcome, to understand how it can support *Goal 3: The arts, museums and libraries are resilient and environmentally sustainable*.

SMART objectives for outcome 3:

3.1   The public library workforce clearly understands and is able to deliver against each of the Universal Offers' core skills to underpin the delivery of each offer by 2022. This includes a review of workforce skills requirements under each Universal Offer, baselining of skills and confidence in the workforce by 2019 and the planning, design and delivery of appropriate online and face-to-face skills development packages between 2019-2022.

3.2   SCL is a central co-ordinating organisation for workforce development activities in the public library sector, including professional staff and volunteers, ensuring all organisations investing in the public library workforce are joined up to reduce duplication. We will set up a workforce forum to oversee our work in this area, made up of all key national partners as well as frontline library staff and volunteers by the end of 2018. A key task of the workforce forum will be to develop a new skills development programme which enables practical delivery against aspects of the skills strategy while identifying the rapidly changing skills deficits as they arise.

3.3   An effective approach to leadership development in the public library workforce, which is responsive to the changes the sector is undergoing and supports diversity and inclusion, has been tested, developed and rolled out by 2022, in partnership with sector stakeholders and funders.

3.4   The public library innovation network is a basis for SCL's creative digital innovation piloting and roll out and is a self-sustaining and thriving community for sharing new practice, challenges and opportunities among service development library staff by 2021.

3.5   The new Culture Offer is well understood by library staff across the country by 2018 and new capacity to develop cultural partnerships has been generated via a clear action plan by 2019. We will measure the success of this objective through the numbers of bids by library services to Grants for the Arts and Culture, starting in 2020. We will work with ACE to agree exact objectives but we would like to see a 25% uplift in the first year and a 10% uplift in 2021 and 2022 on each respective year's total, representing a 45% increase in total and this would be supplemented by feedback from ACE regarding the quality of applications received.

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[23] http://www.ascel.org.uk/

4. **The core offer of public libraries is understood by local authority and external stakeholders, partners and potential partners, funders and potential funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities and funding streams**

How this outcome contributes to Arts Council England's goals

This strategic objective primarily relates to *Goal 3: The arts, museums and libraries are resilient and environmentally sustainable.* A key issue that has been identified by the sector, stakeholders and potential funders/partners is that it can be difficult to understand the core offer of the public library sector in the 21st Century and the ways in which it supports key outcomes that partners and funders are looking for. By clarifying the core offer as a communications tool, that also raises awareness of the excellent practice and outcomes the sector achieves, we believe that we will substantially contribute to its sustainability, ensuring that there is a case for investment in to the sector which will attract new funding and income. Individual public library services will also be able to use this tool to support their own communications and partnership development, thereby amplifying its impact.

As mentioned above, this outcome will also support *Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries* by highlighting the difference that public libraries make to communities across a range of outcomes and celebrating the excellent practice that exists.

Advocacy and effectively communicating the benefit that public libraries provide has long been identified as a key development area for library leaders and the workforce in general. SCL has a strong track record of supporting capacity and capability development in this area by developing communications packs for key events and issues. We will use the revised Universal Offer communications strategy as an opportunity to further develop workforce capability in advocating for public libraries locally and nationally and will therefore contribute to *Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled*.

SMART objectives for outcome 4:

4.1   SCL has new clear and compelling branding, online presence and stakeholder communications materials about its role as a sector support organisation and the benefit it provides to the sector by 2018. This new communications strategy will link with all national partners and the wider conversation about the role of libraries in our society.

4.2   Stakeholders, potential partners and funders have been engaged in the outcomes framework development process and there are identifiable links between the outcomes framework and the priorities of different partners, funders and stakeholders by 2020.

4.3   Building on the Universal Offer review, a strategy for communicating the public library offer is developed by 2020 and its effectiveness at raising stakeholder awareness of the public library offer, supporting partnership and fundraising and increasing stakeholder support for public libraries is evaluated by 2022.

5. **SCL is a strong, sustainable sector support organisation which also supports the wider sustainability of the sector**

How this outcome contributes to Arts Council England's goals

This strategic objective primarily relates to *Goal 3: The arts, museums and libraries are resilient and environmentally sustainable*. We believe that public libraries will benefit from a strong and sustainable sector support organisation and therefore we believe that the strategic outcome of a sustainable SCL will support the sector's long-term viability.

However, because of our rigorous evidence-based approach to supporting innovation and promoting new practice in the sector, we also believe that a strong, sustainable SCL will also support *Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries*.

Finally, because we intend to focus a considerable amount of our resource on supporting the workforce and leadership in the sector, we believe that our long-term sustainability will also support *Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled*.

SMART objectives for outcome 5:

5.1   SCL's governance structure and executive capacities are appropriate to support our business plan by 2018.

5.2   SCL has a communications strategy in place that strengthens the offer to members and articulates the benefits that sector support organisation status provides to them, including across the nations where SCL represents library services (Wales and NI) by 2018 to support continuing membership revenues.

5.3   SCL has attracted additional funding for project work to support its sector support activities by 2020, including a development plan to be published in 2019 and targets for the new CEO to be agreed with the board in 2019.

5.4   SCL has a strong commercial offer by 2021, including: testing and developing commercial products by 2020 and bringing at least one commercial proposition to market by 2021.

5.5   SCL has researched and tested approaches to sustainability in the sector, especially in relation to any new service innovations that we recommend rolling out to the sector. This will be done on an ongoing basis, with the first outputs available with the publication of the Universal Offer Review in 2019 and other sustainability reports/reviews produced as needed between 2020-22.

5.6   SCL's role as a sector support organisation complements ACE's work as a library development agency and it is perceived to be an effective organisation that provides excellent value for money with the support it provides the sector by 2019 and ongoing until 2022.

5.7   New and sustained development funding from funders, partners and commercial sponsors has been attracted into the sector by 2022 with specific targets for fundraising and partnership development in place by 2019.

4.4 Our activity plan 2018-22

2018-19 Strategic outcome	SMART objectives	Activities	Progress Q 4 2018/19
1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs	1. The sector will be able to assess its accessibility and diversity accurately and take action and evidence based interventions to respond to this 2. SCL will develop or bring together an outcome framework from existing tools to provide evidence of the benefit that public library services provide 3. The Universal Offer framework will provide a relevant, inspiring and coherent picture of the core public library offer and evidence-based roadmaps for stretching the offers through new services that meet public need and are appealing and relevant to our audiences 4. Key national partnerships will be in place to underpin the high-quality delivery of each public library offer.	• Universal Offers review – reduce duplication, priority areas for development, gap analysis • Review of current tools available to develop the creative case for diversity in the public library sector, including six steps promise, autism friendly libraries, dementia friendly libraries etc. • A complete review of partnerships, identifying those NPOs and partners that have referenced public libraries in their bids/business plans and align activity with them to prevent duplication • We will put in place SLAs with The Reading Agency for delivery of the Health and parts of the Reading Offer, within the framework of the Universal Offers review • Commission review of existing outcomes frameworks and look at ways of bringing them together so that they provide a comprehensive tool for public libraries – taking steps to address gaps where they exist	• UO review underway with Shared Intelligence contracted as independent reviewer. Review is through a process of consultation with members and stakeholders, including a reference group, roundtables, survey and interviews. The review is on track to report with recommendations in April • We have developed a Creative Case strategy with a strong focus on sector workforce diversity. This will be discussed at the Board meeting in February. • Partnerships are under review as part of the work for the UPO review, the regional support offer and the Libraries Blueprint. This includes the SLA with the Reading Agency. As these reviews are still live, we have not yet developed the new wave of SLAs and MoUs. • We have begun this long range piece of work by auditing toolkits and learning modules and publishing a new area on our website. A new outcomes framework is one of the tools we may develop as a result of the UO framework. We are also supporting DCMS in its evidence workshops this spring as they currently lead this area of work within the Libraries Taskforce.

2018-19 Strategic outcome	SMART objectives	Activities	Progress Q 4 2018/19
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to new service development and adaptation	1. Effective and efficient approaches to delivering new service areas such as the public library creative digital offer and the family learning offer, assisted digital work and the delivery of GDS contracts have been tested, evaluated and rolled out throughout the sector by 2020 2. Approaches to greater integration of - and co-operation between - library services to deliver digital services have been tested, evaluated and recommendations produced by 2021 3. SCL has supported the British Library and other partners to improve the public library digital infrastructure and build on ACE's WIFI rollout by 2022.	• Develop a Memorandum of Understanding with the British Library for how SCL will support them with the development of the single digital presence • Review effectiveness of existing work to support new offer development (e.g. creative digital, family learning) as part of Universal Offer review and outcome framework development • Joint tendering infrastructure for GDS contracts set up • Support The Reading Agency's Summer Reading Challenge Review and work with ASCEL to test and comment on new developments so that it remains relevant and accessible for the sector.	• We agreed our support for the BL in its current phase of work on SDP, and will agree whether we need a more formal MoU to support any future stages including testing or implementation. • This is being discussed as part of the UO review • We have progressed effectiveness of our management of the GDS contracts and submitted a new tender in January. • We have a representative on the SRC review group, and are now in discussion with ASCEL about how to take forward findings of the review they commission including through discussion at our February Advisory Committee.

3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed	1. The public library workforce clearly understands and is able to deliver against each of the Universal Offers' core skills to underpin the delivery of each offer by 2022 2. SCL is a central co-ordinating organisation for workforce development activities in the public library sector, including professional staff and volunteers ensuring all organisations investing in the public library workforce are joined up and reduce duplication 3. An effective approach to leadership development in the public library workforce, which is responsive to the changes the sector is undergoing and supports diversity and inclusion, has been tested, developed and rolled out by 2022, in partnership with sector stakeholders and funders 4. The public library innovation network is a basis for SCL's creative digital innovation piloting and roll out and is a self-sustaining and thriving community for sharing new practice, challenges and opportunities among service development library staff by 2021 5. The new Culture Offer is well understood by library staff across the country by 2018 and new capacity to develop cultural partnerships has	• Convene a workforce panel from sector organisations and frontline staff to support the workforce review and strategy development. • Comprehensive workforce strategy, including for professional staff and volunteers is developed together with CILIP – building on the pilot Public Library Skills Programme Pilot and recent reviews undertaken, new research where required. • Consult with the sector about the best mechanisms and approaches to delivering sector support activities, e.g. preferences for masterclasses, discussion forums, seminars and learning events, online training, reports, regional and national meetings etc. Use their feedback to develop a sector support plan to commence in September 2018 and be reviewed annually in line with our test and learn approach. • Build on recent joint leadership development activities with CILIP, reviewing their effectiveness and developing recommendations for future activities. • Develop a new skills package to support the sector to integrate the new culture offer.	• We have identified with CILIP the need to "re-boot" the Public Library Skills Strategy and will include establishment of a workforce panel as part of this process. It will also address our joint work in relation to leadership – and we have begun by submitting a joint EoI for the Transforming Leadership Fund. • We have contracted Activist as independent consultants to support a review of the sector development function, using a process of consultation with members, stakeholders and funders. This review will conclude in April and deliver a costed business case for a future support offer. • We have worked with the Culture Universal Offer group to scope a training and development package for the culture offer. A film and online guidance has already been launched and a new culture calendar to support planning.

2018-19Strategic outcome	SMART objectives	Activities	Progress Q 4 2018/19
	been generated via a clear action plan by 2019.		
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities and funding streams	1. SCL has new clear and compelling branding, online presence and stakeholder communications materials about its role as a sector support organisation and the benefit it provides to the sector by 2018 2. Stakeholders, potential partners and funders have been engaged in the outcomes framework development process and there are identifiable links between the evaluation framework and the priorities of different partners, funders and stakeholders by 2020 3. A communications strategy for communicating the public library offer is developed by 2020	• SCL rebrand launched and stakeholder communications developed about SCL's role as a sector support organisation • Clear member benefits communications devised and delivered detailing the value that SCL members get from membership and the precise nature of SCL's remit • Partnerships mapped and reviewed, all existing partners contacted by new CEO and where appropriate new MOUs/SLAs agreed • New website developed and launched • Stakeholder forum set up to support development of comprehensive outcomes framework • Development strategy put in place with CEO in partnership with board • Consult with new library service NPOs on potential for joint communications and activities for the following three years, including potential to support SCL's workforce development and sector support activities • Contact all non-library sector NPOs mentioning public libraries in their business plans and all new SSOs to explore potential to share learning and work together.	• We relaunched as Libraries Connected in June 2018. Including a new visual identity and website. • Membership benefits communications in draft • Stakeholder and partnerships mapping underway within our key review projects, and will be synthsised in late February and will include identifying where new or revised SLAs and MoUs are necessary • Stakeholder/member reference groups established at the heart of our main review projects including UO review, regional support offer and Blueprint • Development strategy signed off by Board in June 2018 • Initial wave of visits to library NPOs in progress to identify areas for joint work and communications • Once the library NPO visits are complete, we will target non-library NPOs although discussion has taken place already with some including Reading Agency and The Reader

5. SCL is a strong, sustainable sector support organisation which also supports the wider sustainability of the sector	1. SCL's governance structure and executive capacities are appropriate to support our business plan by 2018 2. SCL has a communications strategy in place that strengthens the offer to members and articulates the benefits that SSO status provides to them/the added value of this change, including across the nations where SCL represents library services (Wales and NI) by 2018 to support continuing membership revenues 3. SCL has attracted additional funding for project work to support its sector support activities by 2020 – including a development plan to be published in 2019 and targets for the new CEO to be agreed with the board in 2019 4. SCL has researched and tested approaches to sustainability in the sector, especially in relation to any new service innovations that we recommend rolling out to the sector – this will be done on an ongoing basis, with the first outputs available with the publication of the Universal Offer Review in 2019 and other sustainability reports/reviews produced as needed between 2020-22. 5. New and sustained development funding into the sector from funders, partners and commercial sponsors has been attracted	• Recruit full executive team to support activities in this plan by July 2018 • Finalise new governance structure by April 2018 • Put formal MOUs in place with SCL Wales, Libraries NI, and the Scottish Libraries and Information Council to support joint bidding on UK-wide funding opportunities. Begin to plan commercial offer: to include an assessment of the current market place and initial thinking about what a successful commercial offer might look like • Ensure that the new evaluation/outcomes framework enables us to assess how well our sector support work is functioning against our goals as an organisation • Consult on the best methods for supporting library services to develop Grants for the Arts and Culture bids, start providing this support by Jan 2019 and start monitoring the quantity and quality of bids from the public library sector to ACE • Develop a regular reporting and feedback mechanism with ACE representatives to ensure our work complements theirs and is well-understood and supported by ACE • ACE reporting strategy is developed together with public library NPOs and	• Team fully recruited by end July • Governance structure established by April • Extensive development work on our commercial offer including with lessons learned from current activities. Discussion with SLIC, MALD and Libraries NI to identify common areas of interest • The effectiveness of our support as an SSO and how we will measure this is being considered by the current work on the Regional Support offer • Grants for the Arts and Culture bids: discussion with the Culture UO has identified appetite for an action learning approach through a bid to support touring activity, and support with bids for regional festivals • We have monthly meetings with our Relationship Manager and regular meetings with the Director of Libraries and Birmingham • We are supporting ACE's planning for a library NPO meeting in May including by suggesting core topics of concern for discussion

2018-19Strategic outcome	SMART objectives	Activities	Progress Q 4 2018/19
	6. SCL's role as a sector support organisation complements Arts Council England's work as a library development agency and it is perceived to be an effective organisation that provides excellent value for money with the support it provides the sector – by 2019 and ongoing until 2022.	piloted for the January 2019 reporting cycle.	

2019-20

Strategic outcome	SMART objectives	Activities
1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs	1. The sector will be able to assess its accessibility and diversity accurately and take quality action and evidence based interventions to respond to this 2. SCL will develop or bring together an outcome framework from existing tools to provide evidence of the benefit that public library services provide by 2019 and adopted by the sector in 2020 3. The Universal Offer framework will provide a relevant, inspiring and coherent picture of the core public library offer and evidence-based roadmaps for stretching the offers through new services that meet public need and are appealing and relevant to our audiences 4. Key national partnerships will be in place to underpin the high-quality delivery of each public library offer by the end of 2018 and these partnerships will deliver challenge, new thinking and opportunities for public libraries in each subsequent year.	• A new combined accessibility and diversity toolkit will be developed and piloted • The new comprehensive outcome framework will be piloted in May-Sept 2019 and rolled out by March 2020 • The revised Universal Offer framework will be relaunched with an action plan for how they will be implemented and developed that will encompass 2019-2021 • Work with The Reading Agency to create revised development plans for our shared offers of health and reading in the light of the relaunched Universal Offer framework.

Strategic outcome	SMART objectives	Activities
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to new service development and adaptation	1. Effective and efficient approaches to delivering new service areas such as the public library creative digital offer and the family learning offer, assisted digital work and the delivery of GDS contracts have been tested, evaluated and rolled out throughout the sector by 2020 2. Approaches to greater integration of - and co-operation between - library services to deliver digital services have been tested, evaluated and recommendations produced by 2021 3. SCL has supported the British Library and other partners to improve the public library digital infrastructure and build on ACE's WIFI rollout by 2022.	• Support national rollouts of new services identified as effective and efficient through our review of previous Universal Offer development work – starting with creative digital and family learning service offers • Gather intelligence about the new developments in public libraries that could benefit from SCL support, work with pathfinder/pilot authorities to explore these opportunities • Continue to support the British Library's single digital presence • GDS tendering infrastructure reviewed in the light of tenders submitted/won and changes made as necessary • Co-ordinate pilots of integrated digital services, based on the needs and opportunities identified together with the sector in 2018/19.
3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed	1. The public library workforce clearly understands and is able to deliver against each of the Universal Offers' core skills to underpin the delivery of each offer 2. SCL is a central co-ordinating organisation for workforce development activities in the public library sector, including professional staff and volunteers ensuring all organisations investing in the public library workforce are joined up and reduce duplication. 3. An effective approach to leadership development in the public library workforce has been developed and tested 4. The public library innovation network is a basis for SCL's creative digital innovation piloting and roll out and is a self-sustaining and thriving community for sharing new practice, challenges and opportunities among service development library staff by 2021.	• Continue to manage workforce development panel • Research, develop and launch first new modules of workforce development based on the requirements established by the workforce development panel – up to three modules developed, delivered and evaluated in 2019/20 • Work with ASCEL to develop workforce development package to support libraries to deliver against pre-natal journeys promise • Deliver new leadership support activities based on recommendations from research commissioned in 2018, drawing on existing networks (e.g. innovation network) and leadership opportunities • Continue to develop the public library innovation network and put a sustainability plan in place to be operative by 2021.

Strategic outcome	SMART objectives	Activities
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities and funding streams	1. SCL has new clear and compelling branding, online presence and stakeholder communications materials about its role as a sector support organisation and the benefit it provides to the sector by 2018 2. Stakeholders, potential partners and funders have been engaged in the outcomes framework development process and there are identifiable links between the outcomes framework and the priorities of different partners, funders and stakeholders by 2020 3. A communications strategy for communicating the public library offer is developed by 2020.	• We will use the evaluation tool and revised Universal Offer framework as a launchpad for new partnerships across the value spectrum that public libraries provide • Develop and deliver a communications strategy for communicating the public library offer, following on from the Universal Offer review • Member benefits communications revised and updated, including a revised annual report with clear outcomes and effectiveness messages for members • Commission research into how public libraries can contribute to the placemaking/place shaping agenda • Develop new MOUs with target partner organisations, including library focussed NPOs and other SSOs, and explore new activities that can be developed and delivered in partnership with them • Continue to provide support to library services to develop Grants for the Arts and Culture bids, continue monitoring the quantity and quality of bids from the public library sector to ACE.

Strategic outcome	SMART objectives	Activities
5. SCL is a strong, sustainable sector support organisation which also supports the wider sustainability of the sector	1. SCL has a communications strategy in place that strengthens the offer to members and articulates the benefits that SSO status provides to them/the added value of this change, including across the nations where SCL represents library services (Wales and NI) by 2018 to support continuing membership revenues 2. SCL has attracted additional funding for project work to support its sector support activities by 2020 3. SCL has researched and tested approaches to sustainability in the sector, especially in relation to any new service innovations that we recommend rolling out to the sector 4. New and sustained development funding into the sector from funders, partners and commercial sponsors has been attracted 5. SCL's role as a sector support organisation complements ACE's work as a library development agency and it is perceived to be an effective organisation that provides excellent value for money with the support it provides the sector – by 2019 and ongoing until 2022.	• Deliver and review the sector support package developed through consultation in 2018/19, making adjustments as necessary • Evaluate effectiveness of SCL against the self-evaluation framework developed in the previous year • Develop detailed sector support plan and schedule for activities for 2020/21 • Development plan for SCL published • Revenue generation targets agreed by board • Commission research into resilience/sustainable business models for the sector, including how to sustainably deliver new service innovations • Develop Universal Offer licensing and training module licensing • Research potential for international consultancy offer and develop pricing strategy for Universal Offer products • Continue regular reporting and feedback to ACE representatives to ensure our work complements theirs and is well-understood and supported by ACE • Continue partnership work with library NPOs to support and develop the work of the library sector and maximise ACE's investment • Lead or partner on at least three separate bids to bring new funding into the public library sector.

2020-21

Strategic outcome	SMART objectives	Activities
1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs	1. The sector will be able to assess its accessibility and diversity accurately and take quality action and evidence based interventions to respond to this 2. SCL will develop or bring together an outcome framework from existing tools to provide evidence of the benefit that public library services provide by 2019 and adopted by the sector in 2020 3. The Universal Offer framework will provide a relevant, inspiring and coherent picture of the core public library offer and evidence-based roadmaps for stretching the offers through new services that meet public need and are appealing and relevant to our audiences 4. Key national partnerships will be in place to underpin the high-quality delivery of each public library offer by the end of 2018 and these partnerships will deliver challenge, new thinking and opportunities for public libraries in each subsequent year.	• Accessibility and diversity toolkit rolled out and evaluated using the comprehensive outcome framework • Continue co-ordinating and analysing cross-sector data collection from the comprehensive outcome framework • Commission external report into impact of public library sector based on data from outcome framework rollout • Continue delivering action plan for implementation and development of the Universal Offer framework • Continue developing partnerships and areas of work relating to the Universal Offer framework, publishing joint reports and participating in joint initiatives where we have complementary objectives.

Strategic outcome	SMART objectives	Activities
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to new service development and adaptation	1. Effective and efficient approaches to delivering new service areas such as the public library creative digital offer and the family learning offer, assisted digital work and the delivery of GDS contracts have been tested, evaluated and rolled out throughout the sector by 2020 2. Approaches to greater integration of - and co-operation between - library services to deliver digital services have been tested, evaluated and recommendations produced by 2021 3. SCL has supported the British Library and other partners to improve the public library digital infrastructure and build on ACE's WIFI rollout by 2022	• Continue to roll out new service concepts based on piloting/research undertaken in 2019-20 • Publish evaluations of pilots into joint digital infrastructure and make recommendations for roll out as part of service development rollouts for this year • Continue to gather intelligence about the new developments in public libraries that could benefit from SCL support, work with pathfinder/pilot authorities to explore these opportunities • Continue to support the British Library's single digital presence development • GDS tendering infrastructure will continue to be supported, numbers of bids and successful bids will continue to be monitored and changes made as necessary

Strategic outcome	SMART objectives	Activities
3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed	1. The public library workforce clearly understands and is able to deliver against each of the Universal Offers' core skills to underpin the delivery of each offer 2. SCL is a central co-ordinating organisation for workforce development activities in the public library sector, including professional staff and volunteers ensuring all organisations investing in the public library workforce are joined up and reduce duplication. 3. An effective approach to leadership development in the public library workforce has been developed and tested 4. The public library innovation network is a basis for SCL's creative digital innovation piloting and rollout and is a self-sustaining and thriving community for sharing new practice, challenges and opportunities among service development library staff by 2021.	• Deliver and review the sector support package developed through consultation in 2019/20, making adjustments as necessary. • Continue to manage workforce development panel • Develop detailed sector support plan and schedule for activities for 2021/22. • Evaluate success of previous year's workforce development training modules. Review and revise any modules that need changing and research, develop and launch more new modules of workforce development – up to three modules developed, delivered and evaluated in 2020/21. • Review leadership support activities and change as required. Continue to deliver and evaluate leadership support activities in 2020/21. • The public library innovation network is self-sustaining by 2021.

Strategic outcome	SMART objectives	Activities
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities and funding streams	1. SCL has new clear and compelling branding, online presence and stakeholder communications materials about its role as a sector support organisation and the benefit it provides to the sector by 2018 2. Stakeholders, potential partners and funders have been engaged in the outcomes framework development process and there are identifiable links between the outcomes framework and the priorities of different partners, funders and stakeholders by 2020 3. A communications strategy for communicating the public library offer is developed by 2020.	• Publish findings from initial evaluation studies and develop communications plan to use this as a platform to advocate for the impact of public libraries on community outcomes • Continue to develop communications strategy for Universal Offer framework based on developments in the sector over the previous year and new partnership/communications opportunities • Member benefits communications revised and updated, including annual report with clear outcomes and effectiveness messages for members • Publish research into how public libraries can contribute to the placemaking/place shaping agenda and develop an action plan to support the sector, based on the evidence gathered • Develop new MOUs with target partner organisations, including library focussed NPOs and other SSOs, and explore new activities that can be developed and delivered in partnership with them • Continue to provide support to library services to develop Grants for the Arts and Culture bids, continue monitoring the quantity and quality of bids from the public library sector to ACE.

Strategic outcome	SMART objectives	Activities
5. SCL is a strong, sustainable sector support organisation which also supports the wider sustainability of the sector	1. SCL's governance structure and executive capacities are appropriate to support our business plan by 2018 2. SCL has a communications strategy in place that strengthens the offer to members and articulates the benefits that SSO status provides to them/the added value of this change, including across the nations where SCL represents library services (Wales and NI) by 2018 to support continuing membership revenues 3. SCL has attracted additional funding for project work to support its sector support activities by 2020 4. SCL has researched and tested approaches to sustainability in the sector, especially in relation to any new service innovations that we recommend rolling out to the sector 5. New and sustained development funding into the sector from funders, partners and commercial sponsors has been attracted 6. SCL's role as a sector support organisation complements ACE's work as a library development agency and it is perceived to be an effective organisation that provides excellent value for money with the support it provides the sector by 2019 and ongoing until 2022.	• Evaluate effectiveness of SCL against the self-evaluation framework developed in the previous year • Start delivering against development plan • Review success against revenue generation targets for 20/21 and set new targets for 21/22 • Publish research into resilience/sustainable business models for the sector, and action plan for sustainably delivering new service innovations • Market Universal Offer licensing and training module licensing and monitor income generation • Launch international consultancy offer (if viable) • Continue regular reporting and feedback to ACE representatives to ensure our work complements theirs and is well-understood and supported by ACE • Lead or partner on at least three separate bids to bring new funding into the public library sector.

2021-22

Strategic outcome	SMART objectives	Activities
1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs	1. The sector will be able to assess its accessibility and diversity accurately and take quality action and evidence based interventions to respond to this 2. SCL will develop or bring together an outcome framework from existing tools to provide evidence of the benefit that public library services bring 3. The Universal Offer framework will provide a relevant, inspiring and coherent picture of the core public library offer and evidence-based roadmaps for stretching the offers through new services that meet public need and are appealing and relevant to our audiences 4. Key national partnerships will be in place to underpin the high-quality delivery of each public library offer by the end of 2018 and these partnerships will deliver challenge, new thinking and opportunities for public libraries in each subsequent year.	• Continue co-ordinating and analysing cross-sector data collection from the comprehensive outcome framework • Continue delivering action plan for implementation and development of the Universal Offer framework • Continue developing partnerships and areas of work relating to the Universal Offer framework, publishing joint reports and participating in joint initiatives where we have complementary objectives.
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to new service development and adaptation	1. Effective and efficient approaches to delivering new service areas such as the public library creative digital offer and the family learning offer, assisted digital work and the delivery of GDS contracts have been tested, evaluated and rolled out 2. Approaches to greater integration of - and co-operation between - library services to deliver digital services have been tested, evaluated and recommendations produced by 2021 3. SCL has supported the British Library and other partners to improve the public library digital infrastructure and build on ACE's WIFI rollout by 2022.	• Continue to roll out new service concepts based on piloting/research undertaken in 2020-21 • Continue to gather intelligence about the new developments in public libraries that could benefit from SCL support, work with pathfinder/pilot authorities to explore these opportunities • Continue to support the British Library's single digital presence development • GDS tendering infrastructure will continue to be supported, numbers of bids and successful bids will continue to be monitored and changes made as necessary.

Strategic outcome	SMART objectives	Activities
3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed	1. The public library workforce clearly understands and is able to deliver against each of the Universal Offers' core skills to underpin the delivery of each offer 2. SCL is a central co-ordinating organisation for workforce development activities in the public library sector, including professional staff and volunteers ensuring all organisations investing in the public library workforce are joined up and reduce duplication 3. An effective approach to leadership development in the public library workforce has been developed and tested 4. The public library innovation network is a basis for SCL's creative digital innovation piloting and rollout and is a self-sustaining and thriving community.	• Continue to support the workforce development panel • Deliver and review the sector support package developed through consultation in 2020/21, making adjustments as necessary • Develop detailed sector support plan and schedule for activities for 2022/23 • Commission and publish external evaluation of the effectiveness of workforce development and leadership development activities undertaken over the previous three years in supporting the sector to develop appropriate skills and deliver excellent services • Monitor sustainability of the public library innovation network.
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities and funding streams	1. SCL has new clear and compelling branding, online presence and stakeholder communications materials about its role as a sector support organisation and the benefit it provides to the sector by 2018 2. Stakeholders, potential partners and funders have been engaged in the outcomes framework development process and there are identifiable links between the outcomes framework and the priorities of different partners, funders and stakeholders by 2020 3. A communications strategy for communicating the public library offer is developed by 2020.	• Evaluate effectiveness of Universal Offer communication strategy and update to reflect feedback from stakeholders and the sector • Member benefits communications revised and updated, including annual report with clear outcomes and effectiveness messages for members • Review MOUs developed over the previous three years, assessing strength and effectiveness of partnerships and putting plans in place to further strengthen where needed • Continue to provide support to library services to develop Grants for the Arts and Culture bids, continue monitoring the quantity and quality of bids from the public library sector to ACE.

Strategic outcome	SMART objectives	Activities
5. SCL is a strong, sustainable sector support organisation which also supports the wider sustainability of the sector	1. SCL's governance structure and executive capacities are appropriate to support our business plan by 2018 2. SCL has a communications strategy in place that strengthens the offer to members and articulates the benefits that SSO status provides to them/the added value of this change, including across the nations where SCL represents library services (Wales and NI) by 2018 to support continuing membership revenues 3. SCL has attracted additional funding for project work to support its sector support activities by 2020 4. SCL has researched and tested approaches to sustainability in the sector, especially in relation to any new service innovations that we recommend rolling out to the sector 5. New and sustained development funding into the sector from funders, partners and commercial sponsors has been attracted 6. SCL's role as a sector support organisation complements ACE's work as a library development agency and it is perceived to be an effective organisation that provides excellent value for money with the support it provides the sector by 2019 and ongoing until 2022.	• Commission external report into the effectiveness of SCL's sector support activities and the impact of the Universal Offer framework and comprehensive outcome framework on public library sector effectiveness and outcomes, for publication by November 2021 • Evaluate sustainability based on success of commercial offer and grant bids, develop ongoing sustainability plan for the next two years based on this data • Continue regular reporting and feedback to ACE representatives to ensure our work complements theirs and is well-understood and supported by ACE • Lead or partner on at least three separate bids to bring new funding into the public library sector.

4.5 Visualisation of key workstreams

	Year 1	Year 2	Year 3	Year 4
Review and develop universal offers	Review of universal offers	Launch revised Universal Offer framework	Develop partnership activity & working through new framework	Plan to deliver Universal Offers outside of ACE funding
Review and develop partnerships	Partnership review / SLAs in place with key delivery partners / Library NPOs engaged	Develop MOUs with target partner organisations & explore joint working / Continue working with library NPOs	Continue working with library NPOs / Develop new partnerships & extend existing ones	Work with library NPOs / Explore partnerships as basis for future work
Develop and use effective evaluation tools	Research & evaluation framework development	Pilot new universal evaluation framework	Roll out universal evaluation framework / Commission report into impact of public library sector	Publish report into impact of public library sector / Publish report into SCL effectiveness
Supporting effective innovation	Support BL Single Digital Presence / Review effectiveness of exiting innovation	Roll out effective interventions / Explore new service areas & pilot / Horizon scan	Review effectiveness of pilots & roll out effective activities / Explore new pilots & Horizon scan	Review learning from previous 3 years / Explore how innovation can be supported in future
Develop relevant and effective workforce activities	Workforce panel set up / Culture training roll out	Roll out up to 3 new training modules & leadership development / Support GfAC bids	Evaluate previous year's work / Develop new activities as required / Support GfAC bids	Evaluate previous year's work & plan for sustainability / Support GfAC bids
Effective communications of SCL mission and public library value	SCL rebrand launched & partners engaged / SSCL member benefits comms developed	Develop comms for Universal Offer framework / Commission research into placemaking	Publish research into placemaking / Continue communications strategy & update	Stakeholder perceptions review commissioned as basis for future planning
Sustainability and business planning	Development strategy put in place / Consult on sector support activities	Deliver and review sector support package / Agree revenue targets & develop licensing product	Submit at least 3 bids / Publish research into business models / Continue commercial development	Evaluate sustainability based on work undertaken in previous 3 years and develop action plan for the future
Creative case for diversity	Review of existing tools and gp analysis	New toolkit developed and piloted	Toolkit rolled out	Effectiveness of toolkit in supporting the creative case for diversity in libraries evaluated

5. Monitoring and evaluation

Evaluation is at the heart of how SCL will deliver its work as a sector support organisation. To effectively implement a test and learn approach to delivering sector support services, we need to ensure we have a robust evaluation impact framework to measure the success of our activities to support the sector and the sector's wider impact on the communities it serves.

Monitoring our activities

We will work with ACE to agree an approach to reporting our activities, including completing the bi-annual monitoring report as specified in the conditions of funding.

We envisage that our regular monitoring activities will seek to capture:
- The number and type of activities completed
- The number of public library staff and volunteers engaged through those activities
- The number of members of the public either directly or indirectly engaged through those activities (e.g. pilots of service development)
- Stakeholders and partners engaged – and the quality of that engagement
- Feedback on our activities from staff, volunteers, stakeholders and members of the public, which will also be fed into our internal review processes as detailed above
- Financial reporting and regular updates on progress towards sustainability
- Reporting on governance arrangements and any changes in key staff or trustees
- Regularly updated risk register.

Supporting library NPOs to deliver against their reporting requirements

We plan to work in close partnership with the new library NPOs to ensure they are able to comply with ACE reporting requirements and to pool together expertise where relevant and feasible, so that any learning is shared and duplication of effort is avoided. More information on this is contained in chapter 8 on our relationship frameworks.

Evaluating our own work

As a sector support organisation, we see our own success as reflected in the overall success of the sector. While there will always be factors beyond our control, we want to make a positive difference to the public library sector through our activities and we should see that difference reflected on the ground. We therefore propose that our own outcome measures be linked to the outcome framework we develop together with the sector.

A robust set of impact measures related to library service delivery and quality will also enable us to understand the difference we are making as a sector support organisation, to advocate effectively on behalf of the sector with national stakeholders, partners, funders and government and to equip the sector to make its own case locally. In this way, our evaluation approach will both support our own delivery and service development to the sector, and provide a key element of the sector support that is needed.

In addition, a test and learn approach to developing our sector support services will require us to gather feedback from the sector, the public and stakeholders about their experiences of programmes that we have created, delivered or supported so that these can be constantly reviewed and improved. Our advisory committees and task and finish groups will also peer review and provide

advice about improving the design and delivery of our sector support services in real time. Each year there will be reflection on the previous year's activities prior to planning the following year's work.

We have developed a number of SMART objectives, which we believe will deliver the outcomes we want to achieve, however we also believe that it will be important to revisit those SMART objectives, in line with our 'test and learn' approach, so that the strategic outcomes can continue to be delivered, even where the context and need in the sector changes.

Evaluating the impact of the public library sector

There has been much work to develop a variety of evaluation frameworks in the sector recently[24] and ACE is also reviewing its own quality principles and evaluation guidance[25]. Although these frameworks are all very useful tools to assess different aspects of library service development and delivery, there is also a risk of libraries being overwhelmed by a proliferation of frameworks.

We propose to consult with the sector and stakeholders to understand all of the outcomes the public library sector is currently delivering against, or wishes to deliver against. We envisage that the Universal Offers will provide a conceptual framework for this and that the outcome framework will be developed at the same time as the Universal Offer review, so that both are aligned.

Once our outcome framework has been agreed, we propose to bring all of the work that has been undertaken on evaluation in the sector together and review how well this matches the outcomes that the sector needs to measure in order to demonstrate its impact. We may commission additional work to develop simple evaluation tools for the sector where there are gaps in the existing tools. We will also explore where tools in use in other sectors, particularly within arts and culture, learning and education and local government can be repurposed for the public library sector.

We will then produce a simple guide to the overarching outcome framework and which tools can help the sector to measure which outcomes. We know from work on the Reading Outcomes framework that these tools need to be simple and easy to use, and we will conduct sector engagement and learning events to develop workforce capacity and confidence in using the tools.

A key issue for the sector is the take up of evaluation tools and we will therefore consult with library services, funders and other support organisations to explore some of the issues in deciding which tools to use and how to administer them. We will use these findings to develop a toolkit that helps library services navigate the evaluation tools available and feedback the findings from their evaluation nationally. We will work with volunteer library services to pilot the toolkit before rolling it out to the sector. This should allow us to collect a valid national data set.

We propose to provide dedicated evaluation expertise in-house within our new organisational structure to enable us to effectively support the sector as it moves towards co-ordinated national approaches to evaluation. In consultation with the sector, we will provide a simple way for them to feed back their evaluation data so that it can be collected and collated centrally.

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[24] See The Reading Outcomes Framework, the Libraries Taskforce Benchmarking Framework, also the Common Vision report on Family Learning in libraries includes a potential evaluation framework. Some library services have also developed their own evaluation approaches – e.g. Kent Library Service.
[25] http://www.artscouncil.org.uk/quality-metrics/quality-principles

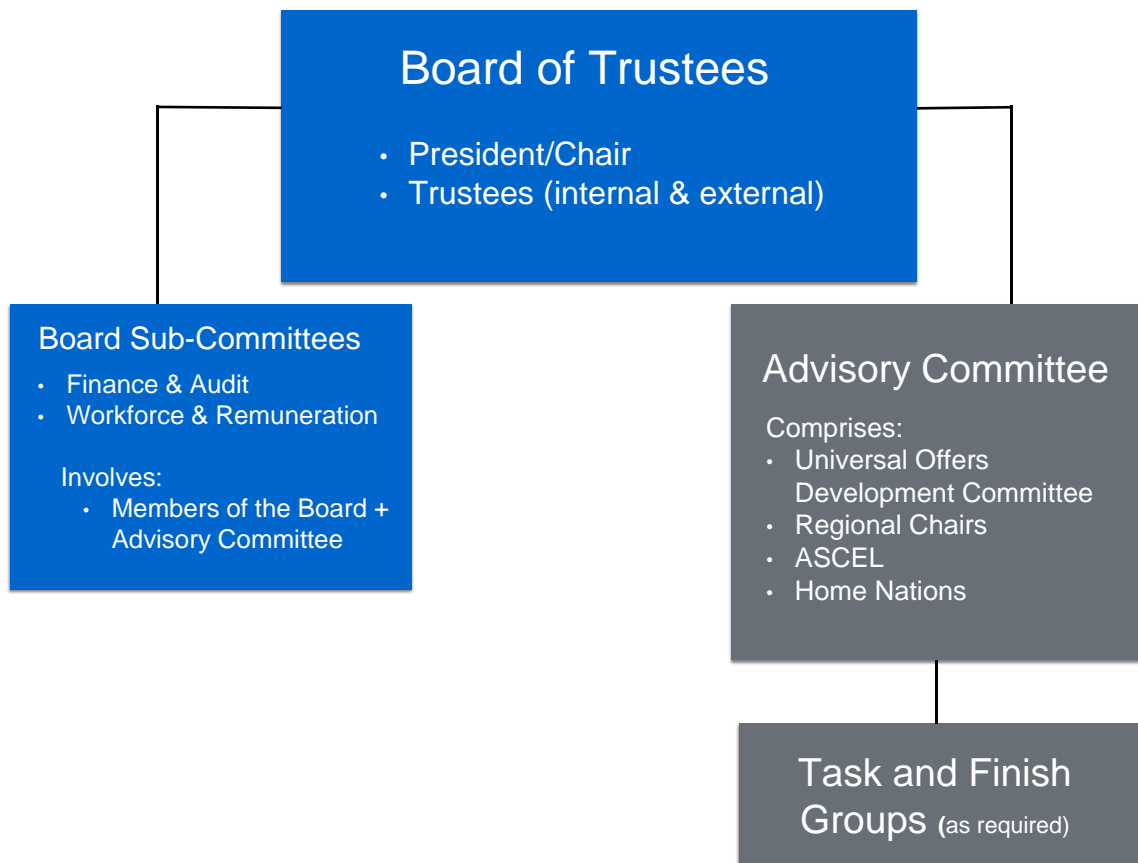## 6. Governance and organisational transformation

Overview

Following the organisational development review undertaken in 2016 and with the agreement of SCL Executive in June 2017, a steering group chaired by Neil Macinnes has been established to progress the transition to a robust and resilient operating model for SCL. The organisational development review identified that a new governance and operating structure needs to be put in place so that SCL can grow as an organisation, support its own future sustainability and deliver against the high expectations that ACE has of sector support organisations.

The steering group requested information and advice from legal counsel and, on the basis of that advice, recommended that SCL seeks charitable status in addition to its current status as a company limited by guarantee. This recommendation was made because this structure will provide continuity to the organisation and means that the existing company does not need to be wound down (as it would need to be if it became a CIO) and provides all of the benefits (both financial and reputational) in becoming a conventional registered charity.

SCL Executive Committee approved this proposal in a meeting on 13 September 2017 and SCL members voted unanimously to adopt the changes to our memorandum and articles at an extraordinary general meeting on 22nd November 2017. Our application to become a registered charity was approved by the Charity Commission on 2nd January 2018.

Governance changes required and timeline

The diagram below sets out our new governance structure, which will be in place by April 2018:

Board of Trustees

- President/Chair
- Trustees (internal & external)

Board Sub-Committees

- Finance & Audit
- Workforce & Remuneration

Involves:
- Members of the Board + Advisory Committee

Advisory Committee

Comprises:
- Universal Offers Development Committee
- Regional Chairs
- ASCEL
- Home Nations

Task and Finish Groups (as required)

Board of trustees

As a registered charity, SCL will have a Board of Trustees who will be responsible for ensuring that the organisation achieves its charitable objectives, discharges its legal duties as a charity and who will set the overall strategy and vision for the organisation.

The new board will comprise 12 trustees (+ the previous President for a term of 1 year to ensure continuity of leadership). This is considered an optimum number to ensure that the board can be sufficiently effective in acting as a team and setting a coherent and compelling vision for the organisation. The composition of the board will comprise:

- Seven heads of library services selected for the skills and experience they can bring to the board
- Four independent trustees who bring additional skills and experience (e.g. legal, marketing, commercial, etc.)
- SCL President who will continue to be elected by the SCL membership.

The standard length of tenure for each board member is three years although this can be extended up to a maximum of eight years. However, at the time of recruitment, some trustees may be selected for a shorter tenure to ensure there is managed turnover of board members over time. Sub-committees of the board will be required. These will be made up of board members and members of the advisory committee, to ensure broad member representation:

- Finance and Audit Committee
- Workforce and Remuneration Committee.

To move the formal process forward, a shadow board is being established (based on the existing steering group and with the addition of the President Elect, who will be in place from November 2017) to approve draft legal documents, manage the recruitment and selection of trustees and procure external advice as required and in line with budget availability. There is no assumption that members of the steering group will become trustees of SCL by virtue of their prior involvement in the group.

Advisory committees

With a board of trustees responsible for the strategic direction of the organisation and a CEO and their small team delivering much of the day-to-day delivery of the organisation's business plan, the role of the SCL Executive will be reshaped to become an Advisory Committee. The make-up of the Advisory Committee will include all regional chairs as well as representatives from the home nations and from ASCEL.

The role of the Advisory Committee will be to:

- Contribute to the overall management of the organisation by participating in board sub-committees
- Provide two-way communication between SCL board, executive team and the wider membership via the regions
- Act as a sounding board for SCL on the overall vision and direction

- Provide the Chief Executive and their team with relevant professional information and advice as required
- Provide input as required on a task and finish basis for any working groups that the Chief Executive may need to deliver the organisation's overall business plan.

SCL President

Until now, the President has fulfilled an Executive role for SCL (overseeing the day-to-day operation of SCL) along with roles typically associated with a non-Executive Chair role, such as acting as the spokesperson and ambassador for the organisation. The organisational development work recognised that this role is unsustainable, particularly given the planned growth and development of SCL as a sector support organisation.

The future role of the President will reflect typical activities expected of a non-Executive Chair. They will chair the board of trustees and, with the other trustees, will set the overall vision and strategy for the organisation. They will remain an important voice for libraries in the sector, representing SCL as appropriate on key sector bodies. Further work is currently being undertaken to prepare a role description for the President/Chair, setting out responsibilities and terms of reference.

Role of the Chief Executive

A new role of Chief Executive will be created with a small paid team. Together, the Chief Executive and their team will ensure delivery of the organisation's agreed business plan, manage the day-to-day finances of the organisation and will develop new areas of work in line with SCL's overall mission and purpose. There will be a close working relationship between the President and the Chief Executive.

A job description and person specification has been considered by the Executive Committee and a recruitment agency appointed. The recruitment process for a Chief Executive will begin following the planned General Meeting in November 2017.

Timeline for governance changes

Month	Activity
November 2017	• Agree constitutional changes at Annual General Meeting • Chief Executive position advertised • New SCL President elected • Expressions of interest in assessing trustee applications and CEO candidates requested from SCL Regional Chairs
December 2017	• SCL members apply for trustee positions • SCL applies for charitable status
January 2018	• Trustees appointed
February 2018	• Chief Executive appointed • Trustee training
March 2018	• Additional trustee positions advertised • Charity Commission awards charitable status
April 2018	• Trustee applications assessed and appointments made

7. Relationship framework

We have set out in our approach to delivering sector support activities, the importance we place on partnerships. There are many organisations that are current and potential partners who could support SCL to deliver on the objectives in this plan.

7.1 Working in partnership with Arts Council England

We understand our role as a sector support organisation will be complementary and supportive of ACE's role as the library development agency. We propose to establish regular information exchange processes whereby we inform ACE about our work and of any new developments in the sector. We also expect that ACE will wish to work with us to publicise opportunities that become available for the public library sector, for example in maximising responses in the sector to funding opportunities, building strong partnerships across the arts and culture sector and integrating other support and quality mechanisms into the public library sector that ACE has invested in developing.

We believe it will be particularly important for ACE to be closely involved in the development of our impact/outcome framework and our approaches to measuring this across the sector, to ensure that it is aligned with the ACE's own quality framework and evaluation approaches.

We will also invite ACE to observe our board meetings and input into major strategic decisions (e.g. recruitment of staff, assessing major tenders, sitting on steering groups for important strategic projects, etc.).

7.2 National partnerships and funding opportunities

Library services play a key role in delivering local government agendas such as economic regeneration, health and wellbeing, community engagement and face to face services. The sector has also attracted interest through its response to the need for new literacies. Because of this work and the development of the Universal Offers to highlight these activities, a number of national partnerships and funding relationships are already in place. These include:

- Wellcome Trust, The Reading Agency and health care bodies in relation to our Health Offer
- The Department of Work and Pensions in relation to Universal Credit, the Government Digital Service in relation to assisted digital contracts and the British Library on the Living Knowledge Network for the Information Offer
- BBC, The Reading Agency, Booktrust, the Publishers Association and the Booksellers Association in relation to the Reading Offer
- A wide range of organisations supporting learning and digital skills for the Learning Offer
- National frameworks and partnerships with organisations such as Jisc, BIC and others in relation to the Digital Offer
- New and existing partnerships with ACE and a wide range of National Portfolio Organisations, the British Library, the Reading Agency, BBC, the Royal Shakespeare Company, the British Film Institute to support our new Culture Offer

- For the Children's Promise: The Reading Agency, BookTrust, The National Literacy Trust, ACE Bridge Organisations, Dimensions UK, iCAN, Beanstalk, School Library Association, CILIP Youth Libraries Group, CILIP School Libraries Group
- The Libraries Taskforce and Carnegie Trust in relation to all of the above offers and future potential development areas for public libraries.

There are opportunities to further develop and expand national partnerships for the public library sector in the next four years, building on the investment provided by ACE and the work that has taken place to develop and promote the Universal Offers to stakeholders. There are also opportunities to build on recent successes, such as the public library health offer and the Year of Reading, to attract new national funders to support project activity in the public library sector.

Partnership review

As stated in our activity plan, we will conduct a comprehensive review of our existing partnerships in the first year of our activity as a sector support organisation. This review will consider:

- How this partnership can support our business plan and the public library sector in general
- Any areas in which the partnership could be strengthened
- Opportunities to work together to secure additional funding or resource for the sector
- Ways in which a national partnership could make an impact on the ground.

As part of the review, we will discuss ways of further developing the partnership with individual partners and will put in place new MOUs and action plans for activities where appropriate. Where we are working with partners to deliver activities that are time critical (e.g. the Single Digital Presence), we will ensure that we are able to continue our active support for this work, through task and finish groups, while the review is ongoing.

Joint service delivery

Some of our partners support the delivery of the Universal Offers or other support services for the sector. These partnerships will be maintained and new SLA agreements put in place following the Universal Offer review. Where these partners support us to deliver Universal Offers with the sector they will be invited to contribute to the review and involved in discussions about new ways of working going forward.

There may be opportunities to work with new partners to deliver Universal Offers that are currently managed by SCL alone and we hope that the partnership review will provide more and new opportunities for joint service delivery. For example, sharing staff costs across organisations, colocation of premises and shared IT services, where appropriate. We will consider all of these as part of our organisational development and following on from our governance changes in November 2017.

7.3   Library National Portfolio Organisations and other NPOs

We will work with library NPOs to discuss joint working opportunities following on from the funding agreements being issued in February 2017. For example, library NPOs could operate as pathfinders

for an action framework for the creative case for diversity. In this way we can support them in their obligations to ACE while also providing a useful tool for the wider sector to support its accessibility, diversity and inclusivity. We plan to share our ACE bi-annual reporting framework with library NPOs through a community of practice/sharing forum to help them meet these obligations.

SCL will support library NPOs and the wider sector, so that the sector as a whole has the opportunity to learn from the experiences of the first library NPOs. We will consult with the new NPOs about how this learning may be shared through our wider sector support activities, however we envisage that library NPOs will have a role to play in supporting workforce development, new service development and thinking about the wider sustainability of the sector including supporting and piloting new ways of seeking funding and managing costs effectively.

We are also keen to build new relationships with NPOs that mention public libraries in their business plans and with key strategic partners such as other sector support organisations, Bridge Organisations and delivery partners for Arts Mark and Arts Award. We will make contact with these organisations through ACE and look forward to discussing possibilities for collaboration over the next four years.

8. People and resourcing plan

8.1 Vision for SCL people

SCL recognises that it can only achieve its vision through the people who work for it: either as direct employees, as members contributing their time and skills, or as third parties contributing specific expertise. **The ambition of SCL is to be a great place to work, where people are able to contribute ideas, share knowledge and co-create innovative solutions that make a difference to our sector and add value to local communities.** Our aspiration is that through the experience our people have with SCL, they will learn, develop and enhance their own capabilities and careers.

To achieve this, SCL's approach to its people is in line with its principles:

- **Test and learn.** SCL will develop a learning culture, where reflecting and learning from our actions is embedded in the way we do business

- **Co-production.** SCL will promote a culture that is open to new ideas and to working with SCL members as one team to deliver against our activity plan

- **Partnership.** SCL will value the relationships it has with its partners, and promote an ethos of public service and building excellent working relationships across the sector

- **Measuring outcomes.** SCL will operate with a commitment to the positive impact our sector has on the wider community.

SCL has been successful in drawing on the skills and expertise of its members and this will continue to be at the heart of our success as an organisation. We will operate as one team regardless of the way people are engaged with SCL; either as employees, members, partners, or third parties. This will be underpinned by SCL's commitment to diversity and inclusion, to reflect and represent the many

communities we serve. Operationally, our goal is always to have the right people with the right skills available for the services and activities we deliver at the right time.

8.2 People plan

The people proposition and HR infrastructure

SCL needs to develop a professional people plan so that it can respond to needs and opportunities as they arise and fulfil its responsibilities to ACE as a sector support organisation. One way in which SCL will change is to directly engage employees. SCL will develop a professional approach to employing and managing people that includes: developing a compelling employment proposition to attract and retain the right people; developing appropriate HR processes, procedures and policies; and implementing an appropriate HR infrastructure including record keeping, payroll and ongoing HR advice and support.

Governance and efficiency

SCL recognises that oversight and governance of its approach to its people is critical to success. To meet this requirement, as part of SCL's governance structure the Sub-Committee on Workforce and Remuneration will be established reporting to the Board of Trustees. This Sub-Committee will be responsible for overseeing and ensuring HR policies and procedures are fit for purpose, establishing and implementing SCL's remuneration policy, and monitoring and reviewing KPIs relating to its people.

SCL aims to establish an effective and efficient HR infrastructure so that maximum amount of funding is delivered to front line activities and services. This means that as we start out and at the early stages of our development, we will seek to partner with other established organisations that can provide services for us such as payroll, office accommodation and employee record keeping.

Flexible resourcing

As SCL develops and implements its vision, an important principle that will be adopted is the need to be flexible and adaptable. This means implementing an approach of flexible resourcing, where a mix of employed staff, volunteer SCL members in 'task and finish groups', contracted temporary resources, and commissioned work from third parties fulfil the organisation's talent requirements. The rationale behind this approach is to manage and minimise risks and long-term commitments associated with permanent employment; to ensure access to the expert talent needed to deliver success; and to be able to respond with agility to emerging needs and demands. The aim is to employ people in a limited number of permanent/ fixed term roles, and to meet other needs through temporary contracts and commissioned work from external sources of expertise. Areas of expertise where it is anticipated external resource may be required include, but is not limited to, financial auditing, HR advisory services, creative design advice, impact evaluation and software engineering expertise.

Another important aspect of SCL's approach to resourcing is the involvement of all people in the activities required to meet the organisation's vision as represented by its eight workstreams. In this way, there is no distinction between back-office and externally-facing delivery roles; all roles have as a core component a significant contribution to SCL's programmes to deliver the business plan to 2022.

SCL recognises that its success, both now and in the future, is down to the active and generous support of its members. As SCL develops and grows, the organisation sees membership support as a vital component of the organisation's future, and a key part of its approach to resourcing will be to build on the contribution of its membership to date. The business plan presents exciting opportunities for members to contribute across a wide range of activities through task and finish groups created through the Universal Offers advisory group. This approach will enable them to develop our sector through their unique range of skills and knowledge.

8.3 Resourcing strategy

In developing a resourcing plan for SCL, three underpinning principles have been identified and adopted that form a strategic approach to our resourcing plan. These are:

- *One team.* Staff, members volunteering their time, contractors and partner organisations will all be treated equally, and valued and recognised for their contribution.

- *Effective and efficient.* SCL will operate in an effective and efficient way to prioritise the workstream activities needed to achieve its vision. This means that the back-office support and infrastructure at SCL is cost-effective, and that bids and contracts for external work are managed in line with best practice.

- *Right people, right place, right time*. SCL is undertaking creative and innovative work in pursuit of its vision, and needs to ensure that the right talent is available to successfully deliver this.

8.4 Resourcing plan

Our first priority is the appointment of a Chief Executive Officer. We plan to appoint to this role in Q4 2017/18, and for the successful candidate to be in post in Q1 2018/19.

The resourcing plan is developed by reviewing what tasks and activities we need to deliver; considering what core competencies are needed to fulfil these tasks; and then aligning these to job roles and other sources of talent available to us.

In developing the plan, we have paid attention to two conditions. First, while the plan needs to be developed now, we know that its delivery will be a critical success factor for the incoming CEO and therefore it must be subject to review, adjustment and sign off by the CEO when s/he joins the organisation. Second, the plan needs to be flexible and adaptable. This latter point may mean that in the early stages, SCL will engage the necessary talent through short-term contracts, or third-party resources.

Below is a summary of the resource plan to support delivery of the business plan.

Activities	Core competencies	Resources and roles
(What tasks will SCL need to deliver?)	*(What skills and knowledge will SCL need to deliver these tasks?)*	*(How will these be delivered?)*
1. Existing activities (note: all these activities will be enhanced with the move to SSO status)		
• Membership services	• Customer service • Planning and organising • Project management	Membership Officer
• Administration support	• Administration • Customer service • Event management	Administrator
• External and internal communications	• Communications expertise • Contract management • Project management	Communications Officer
2. Leadership and direction as SSO for public library sector		
• Organisational leadership and operations management	• Leadership • Operations management • Relationship management	CEO
• Strategy development and governance	• Governance • Strategic management • Financial performance	President and Trustees
• Financial management and reporting	Qualified Finance and Accounting Professional	Finance Officer
3. Workstreams to deliver business plan to 2022		
• Review and develop Universal Offers	• Project management • Innovation and creativity • Library sector knowledge	Programme Manager Additional flexible resource
• Review and develop Partnerships	• Relationship skills • Partnership management • Contract management	CEO Programme Manager
• Develop and implement evaluation tools	• Evaluation techniques • Research methodology • Report writing	Flexible evaluation resource
• Support effective innovation	• Digital expertise • Innovation and creativity • Horizon scanning	Programme Manager Additional flexible resource
• Develop and implement workforce development activities	• Project management • Bid and contract Management • Learning and development knowledge	Programme Manager Membership Officer

Activities *(What tasks will SCL need to deliver?)*	Core competencies *(What skills and knowledge will SCL need to deliver these tasks?)*	Resources and roles *(How will these be delivered?)*
• Effective communication of SCL mission and value	• Communications expertise • Contract management • Project management	Communications Officer
• Sustainability and business planning	• Fundraising capability • Business planning • Bid writing	CEO Finance Officer Membership Officer Additional flexible resource
• Creative Case for Diversity	• Analytical skills • Project management • Library sector knowledge	Programme Manager

The quarter by quarter plan recruitment plan is as follows:

Permanent role	Business quarter			
	Q4 17/18	Q1 18/19	Q2 18/19	Q3 18/19
CEO		In post		
Programme Manager			In post	
Membership Officer*		In post		
Finance Officer			In post	
Communications Officer*	Contract resource		Employed resource in an expanded comms. role	
Administrator*	Contract resource		Employed resource in an expanded admin. role	

* Existing Communications Officer and Executive Officer roles are funded by Membership Subscriptions and fulfilled by individuals providing a contract service. In future, these tasks will be re-organised and allocated across the Membership Officer, Communications Officer and Administrator roles.

8.5 What will success look like?

As for other aspect of the business plan, SCL is keen to establish measures that will monitor progress and assess success for its People and Resourcing Plan. The detail of these measures will be

established and agreed by the Sub-Committee on Workforce and Remuneration as part of its governance responsibilities. The measures established will align with the three principles of the Resourcing Strategy as set out below.

Strategic outcome	Measure
One team	There is active membership support, and members willingly engage with SCL and contribute to workstream activities.
Efficient and effective	Overhead and infrastructure costs are managed in line with delivering a cost effective HR and people service.
Right people, right place, right time	Talent is available to ensure activities and projects are delivered on time and to budget.

9. Finance

The budget set out below demonstrates how we will distribute the ACE funding across the workstreams which are identified on page 36 of the business plan and it also demonstrates how this funding is differentiated from our member income and activity funding.

9.1 Budget notes

- When considering the investment in each workstream it is important to acknowledge the role that the new paid team will play in delivering our activities.
- The key roles of Chief Executive, Programme Manager and Communications Manager will lead on delivery of all of the workstreams, their resource will be crucial to delivering effective partnerships, innovation and workforce development activities. This is why there is little additional funding allocated to these activities
- In addition, we have assumed substantial in-kind support from SCL members, which is a senior level of support. This does not appear in the budget under income or expenditure however it is important to recognise that this will be crucial to the successful delivery of the business plan
- The Member Support Officer role will support members to provide the voluntary resource that underpins the successful delivery activity plan.

Universal Offers review and development

- This includes an external consultancy tender in Year 1 to support the review
- It also includes a workforce development module relating to the new Culture Offer
- Communications activities about the revised Universal Offer are included from year 2
- There is an allowance to fund sector-based activities from year 2 to embed the Universal Offer in the sector.

Effective partnerships

- These will be primarily delivered through the activities of the Chief Executive, Communications Officer, Programme Manager and SCL President
- A small budget has been allocated for round-table events and to contribute to joint development activities

Effective evaluation

- We will deploy flexible specialist evaluation resource across the four years in the form of a fixed term contract or contracts
- We have also allowed £10,000 across year 1 and 2 to commission external evaluation support in developing the universal evaluation framework.

Supporting innovation

- We have included some external support for the Innovation Network in year 1, moving towards a self-sustaining community from year 2 onwards

- Additional resource has been allocated to support new pilot work across years 2-4 and to roll out innovation that has been piloted across the grant period.

Workforce development

- Some of the workforce development activities are included in the Universal Offer budget line, where they relate to the Universal Offers
- In addition, we have included some funding in each year to support the Workforce Development panel and develop new activities identified through the panel.

Communication of public value of libraries

- This budget line includes website development, general communications work across the four years that does not relate to the Universal Offers plus any external reports we commission to illustrate the public value of public libraries to stakeholders.

Sustainability and business planning

- Included in this workstream are external tenders to support us to develop our commercial offer and the development costs of revenue generation activities.

Creative Case for Diversity

- We have included funding for an external review of existing tools to support diversity and accessibility in public libraries and the development of a toolkit to support public libraries in year 1
- In year 2 we have included funding to support a pilot of the new toolkit in the sector
- From Year 3 when we will be rolling out the toolkit, the core staff will resource this workstream.

9.2 Budget

CPI Allowance		2%	2%	2%
	2018-19	**2019-20**	**2020-21**	**2021-22**
INCOME				
Arts Council grant	500,000	500,000	500,000	500,000
National membership fees	70,000	70,000	70,000	70,000
Regional precepts	50,000	50,000	50,000	50,000
Seminar ticket sales	60,000	60,000	60,000	60,000
GDS contracts	5,000	10,000	10,000	10,000
Consultancy income	5,000	15,000	15,000	10,000
TOTAL INCOME	**690,000**	**705,000**	**705,000**	**700,000**
EXPENDITURE				
Staffing costs				
Chief Executive	(78,043)	(79,604)	(81,196)	(82,820)
Programme Manager	(47,593)	(48,545)	(49,516)	(50,506)

Communications Officer	(23,233)	(23,698)	(24,172)	(24,655)
Finance Officer (0.5WTE)	(23,233)	(23,698)	(24,172)	(24,655)
Admin Officer	(29,323)	(29,910)	(30,508)	(31,118)
Member Support Officer	(29,567)	(30,158)	(30,761)	(31,377)
Expenses	(15,000)	(15,300)	(15,606)	(15,918)
Total	*(245,994)*	*(250,914)*	*(255,932)*	*(261,051)*

Programmes and activities
** - Arts Council backed**

Universal Offers review and development	(35,000)	(41,500)	(36,500)	(15,000)
Universal offers - Reading Agency contract	(60,000)	(60,000)	(60,000)	(60,000)
Effective partnerships	(3,000)	(5,000)	(6,000)	(8,000)
Effective evaluation	(15,000)	(10,000)	(19,000)	(20,000)
Supporting innovation	(16,000)	(5,200)	(6,400)	(8,600)
Workforce development	(3,000)	(8,000)	(14,500)	(25,000)
Communications and public value in libraries	(38,500)	(29,900)	(24,300)	(30,700)
Sustainability and business planning	(11,000)	(26,000)	(4,000)	(4,000)
Creative Case for Diversity	(11,000)	(11,000)	0	0
Programme contingency/new initiatives	(20,000)	(20,000)	(20,000)	(20,000)

** - Member funded**

Regional network programme	(50,000)	(50,000)	(50,000)	(50,000)
Conference and seminar programme	(48,000)	(48,000)	(48,000)	(48,000)
Member led sector support events	(40,000)	(40,000)	(40,000)	(40,000)
Contract and consultancy delivery	(9,000)	(22,500)	(22,500)	(18,000)
Total	*(359,500)*	*(377,100)*	*(351,200)*	*(347,300)*

Corporate support

Recruitment	(5,000)	(800)	(800)	(800)
Accomodation inc. utilities	(25,000)	(25,500)	(26,010)	(26,530)
Equipment	(13,000)	(4,000)	(4,000)	(4,000)
Office supplies	(2,000)	(2,040)	(2,081)	(2,122)
ICT support	(11,500)	(11,730)	(11,965)	(12,204)
Banking	(1,000)	(1,020)	(1,040)	(1,061)
Insurances	(2,000)	(2,040)	(2,081)	(2,122)
Total	*(59,500)*	*(47,130)*	*(47,977)*	*(48,840)*

Governance

Board meetings and expenses	(10,000)	(10,200)	(10,404)	(10,612)
Legal services	(10,000)	(10,200)	(10,404)	(10,612)
Financial reporting and examination	(5,000)	(5,100)	(5,202)	(5,306)
Total	*(25,000)*	*(25,500)*	*(26,010)*	*(26,530)*

Total expenditure	**(689,994)**	**(700,644)**	**(681,119)**	**(683,721)**

Surplus / (deficit) for the year	**6**	**4,356**	**23,881**	**16,279**

Reserves brought forward	340,722	340,728	345,085	368,966
Reserves carried forward	340,728	345,085	368,966	385,245

10. Risk assessment

We have divided the risk assessment into operational risks that are internal to SCL and sector risks which could have an impact on SCL's delivery of its action plan and successful operation as a sector support organisation.

We have used the following scales to assess both the likelihood of the identified risks occurring and the potential severity if they occur:

	Likelihood	Severity
Low	Unlikely to happen	Impact on delivery will be low
Medium	Possible but not likely	Delivery will be impacted, but not critically
High	Likely or very likely	Delivery will be severely impacted

Operational risks

Category	Risk	Likelihood/severity	Mitigating actions
Organisational change/ governance	Governance changes are not approved by the membership	Low/High	If the governance changes are not approved it will be possible for SCL to continue to operate as a company limited by guarantee until appropriate changes can be agreed with the membership. Executive Committee will be able to approve the appointment of paid officers through the existing company structure until that point.
Organisational change/ governance	Chief Executive recruitment process is not successful in Jan/Feb 2018	Low/High	An interim Chief Executive would need to be appointed until a suitable permanent Chief Executive can be found.
Organisational change/ governance	Team recruitment is not able to be achieved by July 2018	Medium/Medium	Activities can commence using freelance support until the permanent team is in place. This would entail an additional cost which would be covered through contingency funding
Organisational change/ governance	Suitable premises cannot be secured in time for the team recruitment	Low/Low	We will begin with a home-working structure until suitable premises can be found. Short-term co-working spaces can continue to be used until that time, as currently used when meeting room space is required.

Category	Risk	Likelihood/severity	Mitigating actions
Finance	Robust financial reporting mechanisms are not developed in time to commence activities	Low/Medium	We are developing new financial reporting and management systems as a matter of priority. If any of these systems is not in place, we will employ additional finance support on an ad-hoc basis until they are satisfactorily developed.
Finance	Grant monies are not able to be spent within the time allocated	Low/High	This risk is primarily related to the resourcing risks identified in Y1 of the grant – this will be addressed by bringing in freelance support to deliver critical activities if this is required. We will liaise closely with ACE on this matter so that any issues are identified early in the financial year and dealt with before end of year accounting.
Quality	SCL does not deliver the sector support services that ACE is expecting	Low/High	ACE's input into the business planning process is crucial in mitigating this risk. However, we will also conduct regular meetings with our Relationship Manager to ensure that we are delivering against ACE expectations.
Quality	Sector support services are not high quality or not aligned with sector needs	Low/High	Because we plan to adopt a test and learn approach that is co-produced with the sector we believe the risk of this is low. However, if it does occur we have annual reviews of our ongoing activity built into our business plan to enable us to ensure any services that do not meet quality expectations are improved. We will also use our governance and advisory committee structure to mitigate against this risk through regular scrutiny and sector feedback.
Quality	Delivery partners and contracted agencies do not provide high-quality services	Medium/Medium	We will ensure our service level agreements have clear expectations in terms of both output quality and the sanctions that we will take if sub-contracted services do not meet our standards. This risk is registered as 'medium' in terms of likelihood as a precautionary measure because these services are not in our direct control.
Partnerships	Lack of engagement from the sector in England	Low/High	Our governance and advisory committee structures should mitigate against this risk, by engaging the sector effectively. However, we also plan to launch a new communications strategy about our organisational change and new objectives as a sector support organisation which should also prevent disengagement from the sector.
Partnerships	Lack of engagement/buy in from home nations	Medium/High	Home nations are enshrined in our advisory committee structure and the SCL President and Chief Executive will work together to ensure that the home nations are consulted and engaged throughout our organisational change in as we start to deliver as a sector support organisation.

Category	Risk	Likelihood/severity	Mitigating actions
Partnerships	Lack of engagement from key partners	Low/High	We will conduct a comprehensive partnership review aimed at strengthening our partnerships as one of our first activities as sector support organisation. We will also develop a new communications strategy aimed at engaging partners and demonstrating the benefits of engaging with SCL and the sector more widely. Partnership development will be a key responsibility of the new Chief Executive and the President and the high priority we place on partnerships should help to mitigate this risk.
Sustainability	Commercial services are not taken up	Medium/Medium	Commercial service development is one of our sustainability activities. We will comprehensively research the market and the proposition for licensing and consultancy services before launching, which should mitigate this risk. We will also develop a sustainability/development plan which diversifies income sources so that the failure of one strand does not have a high impact on the long-term sustainability of the organisation as a whole.
Sustainability	SCL members are unable or unwilling to pay membership subscriptions	Medium/High	This would be an issue both in terms of revenue and in terms of the legitimacy of our organisation. Given the financial constraints the sector is operating under this is a relatively high risk. We will mitigate this risk by developing member communications that emphasise the value provided by SCL membership, both in terms of member services and in terms of the increased influence over and access to our sector support activities which are provided through a separate funding stream.
Sustainability	Revenue targets from other sources are not met	Low/High	We will prioritise fundraising through grant applications in the first four years of our new organisational structure. We have a successful track record of sourcing funding opportunities and achieving grant funding from a range of funders and we believe the ACE funding will leverage further investment. Our Chief Executive and President will lead on uncovering and writing funding bids and we expect at least a 30% success rate. If this is not achieved in Y1/2 we will review our approach and consult further with funders about their expectations and how we can successfully meet them.

Category	Risk	Likelihood/severity	Mitigating actions
Sustainability	SCL does not make adequate progress towards its long-term sustainability targets	Low/High	We have outlined a range of ways in which we will develop our sustainability from Y1 of ACE's sector support funding. We believe this will give us time to refine our sustainability goals and develop broad revenue base. We will regularly review progress against targets both at board level and with our Relationship Manager at ACE to ensure that by Y4 we are able to meet our sustainability targets.

Sector risks

Risk	Likelihood/severity	Mitigating actions
Capacity to participate in pilot activities reduces	Low/Medium	Recent calls to participate in pilot activities suggest that there is still significant interest in new service development across the sector. We will use the networks that we have developed e.g. the digital innovation network to publicise pilots and gain expressions of interest.
Capacity to roll out new services reduces	Medium/High	There is a higher risk that rolling out new services will be difficult to achieve across the whole library sector. This is due to the diversity of the sector and also the variation in funding and workforce available to implement changes in service across the sector. In addition, different library services have different strategic priorities which may not align with all of the service developments supported by SCL. Realistic and far-reaching sector engagement will be key to mitigating this risk – ensuring that we do not place unrealistic expectations on the sector and that we ensure our activities are as closely aligned with the majority of services as possible. We will also consider continuing 'core' and 'stretch' elements of the Universal Offers as a way of enabling as many library services as possible to participate.
Capacity to deliver and feedback evaluations does not grow or reduces	Medium/Medium	We will provide support and capacity building within the sector to enable as many library services as possible to contribute to building a national picture of the value and impact that public libraries provide. We will use our communications strategy to demonstrate the importance and value of participating in national evaluation activity by showing its impact on partnership development, the profile of public libraries and funding opportunities
The sector is not able to demonstrate impact against the outcomes it is working to achieve	Low/High	If public libraries cannot demonstrate the impact they have on key policy priorities and their local residents they will not be able to compete for funding. We know from our work with the sector the impact that it makes to the lives of millions of people. We will use a variety of evidence collection approaches to ensure that both qualitative and quantitative evidence is collected and that a realistic approach to evaluation and analysis is used so that compelling evidence is collected.

11.   Equality action plan

Aims

The Society of Chief Librarians is the sector support organisation for public libraries in England. Part of that role is championing the Creative Case for Diversity in public libraries, however we will go further than that to ensure that promoting equality and diversity is at the heart of our work.

The research set out in our business plan shows that while public libraries provide services for some of the most diverse audiences in the culture sector, there are opportunities to further improve equality of access for all. Research conducted by CILIP in 2015[26] shows that there are also opportunities to increase the diversity of the workforce and access to career paths in the sector.

As we enter a period of organisational development we will be recruiting new staff to the organisation and developing a new board structure. This is therefore an opportune moment to build equality and diversity into the governance and executive structure of our new organisation. We note that CILIP has recently published an equality action plan[27] and will seek to collaborate with CILIP and other key stakeholders to ensure our work to promote equality is aligned and mutually supportive.

We will be a small organisation, but with a large reach and influence. We have therefore designed our equality action plan to be able to be implemented by the small executive team and governance structure, but also taking into account the opportunity to co-ordinate and influence the sector through our work.

Equality strands

Our action plan sets out what we will do to promote equality and diversity in the following areas:

- SCL as an organisation (Arts Council goal 4)
- Audiences and The Creative Case for Diversity (Arts Council goals 1&2)
- Equality and diversity in library workforce development (Arts Council goal 4)

Overleaf we set out in detail how we will achieve this.

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[26] https://www.cilip.org.uk/sites/default/files/documents/executive_summary_nov_2015-5_a4web.pdf
[27] https://www.cilip.org.uk/sites/default/files/media/document/2017/equalities_and_diversity_action_plan_final1.pdf

Equality strand	Action	Monitoring	Responsibility	Timeframe	Indicators of success
SCL as an organisation (Arts Council Goal 4)	Publish and review the equalities action plan	The board, annually	Communications officer – publish action plan Chief Executive and board to review and redraft the action plan	2018 – for publication of first action plan Annually, in June, for review and republication	Published document on SCL website in 2018, document reviewed and renewed annually, visible embedding of equalities across all activities
SCL as an organisation (Arts Council Goal 4)	Monitor diversity and equalities information of new staff recruited into the organisation	This will be monitored by the Chief Executive and the board as new staff are hired, and annually in order to set new actions for the equality plan.	Chief Executive	Initial recruitment in 2018, additional recruitment as and when necessary	A diverse, appropriately skilled organisation
SCL as an organisation (Arts Council Goal 4)	Set targets to ensure the new board is diverse	Reviewed as trustees are recruited and then as trustees retire and are replaced on a three-year cycle	Board – President	Trustees recruited 2018, cycle of new trustees will be every three years and president will be every two years	A diverse, appropriately skilled board
SCL as an organisation (Arts Council Goal 4)	Develop equalities impact assessment tools for use in project work and governance	Chief Executive to set targets for development and review	Project manager	Developed in 2018, used in all new programmes from 2018. Reviewed as necessary.	Equalities impact assessment supports the organisation in reducing harms/bias and ensuring all programmes support equality and diversity
SCL as an organisation (Arts Council Goal 4)	Ensure all external contracts are procured in line with the Creative Case for Diversity and our obligations under the Equalities Act 2010	CEO ensures procurement is taking place according to these guidelines	Project manager and evaluation manager	From 2018 ongoing	Procurement is conducted in line with our obligations

Equality strand	Action	Monitoring	Responsibility	Timeframe	Indicators of success
SCL as an organisation (Arts Council Goal 4)	Report on equalities and diversity in our annual report	Board to review equalities information in annual report before publication	CEO and communications manager	From 2018/19 ongoing	The annual report provides comprehensive and accurate information about our progress in relation to equalities and diversity
Audiences and The Creative Case for Diversity (Arts Council goals 1&2)	Gather data about the reach of public library services and targeted activities supported by SCL as part of our evaluation co-ordination work with the sector	The quality of equalities data received through evaluation activities will be monitored regularly and reviewed internally. Publishable data will be available from 2021	Evaluation manager	The co-ordinated evaluation framework will be implemented from 2020, with initial data available from 2021 for analysis.	A detailed picture of public library audiences and participation emerging to support long-term targeted planning of innovations and service developments to reach new audiences
Audiences & The Creative Case for Diversity (Arts Council goals 1&2)	Develop, pilot and roll out Creative Case for Diversity toolkit for the sector	See Activities plan – performance annually reviewed against those SMART targets	Project manager and CEO	See Activities plan – to be developed by 2019, piloted 2020 and rolled out by 2021	Greater accessibility of libraries to diverse audiences, greater use by those audiences
Audiences and The Creative Case for Diversity (Arts Council goals 1&2)	Work with partners to develop new links between the public library sector and currently under-served audiences	This will be monitored annually as part of the partnerships strand in the activity plan and considered as part of the partnership review in 2018	CEO and President	Partnership review conducted in 2018, annual monitoring in June of 2019, 2020 and 2021 by the board to review partnerships and revise strategy together with CEO	Partnerships strongly support the development of a diverse audience, new audiences are visiting libraries and new programmes are being developed with partners who work with these audiences

Equality strand	Action	Monitoring	Responsibility	Timeframe	Indicators of success
Library workforce development (Arts Council goal 4)	Collaborate with CILIP to ensure equalities and diversity are embedded in the Public Libraries Skills Strategy	Board to review in line with annual review of equality and diversity	CEO/President (to be agreed)	2018 – as the PLSS is being rolled out	The PLSS encourages equality and diversity and is accessible for and supportive of all staff and new entrants
Library workforce development (Arts Council goal 4)	Ensure equalities and diversity is considered and promoted through any leadership development activities, to support under-represented groups to access leadership opportunities	CEO to review quarterly	Project manager	2018 – constitution of workforce panel with regard to diversity, 2019-22 development of new leadership activities	The leadership is diverse and appropriately skilled to support further diversity and equality in the sector
Library workforce development (Arts Council goal 4)	Assess equality and diversity implications of any new training developed, including accessibility of the training and ensuring equality and diversity is addressed in the content	CEO to review quarterly	Project manager	2018 – development of culture offer training, 2019-22 development of new training packages in collaboration with the sector	All training packages address equality and diversity in their content and delivery

Monitoring and review

The board will be responsible for monitoring progress against the equalities action plan. The Chief Executive will hold the accountability for ensuring equalities are considered across the activity plan and in recruitment and retention of staff. This is to ensure that equalities is given a high priority in the organisation and is woven through everything we do. The Chief Executive will be accountable to the board for reporting annually against equalities and diversity in relation to the activity plan in the business plan. In addition, equalities and diversity will be a standing item on the board papers and in updates between the Chief Executive and the President of SCL.

12. Environmental policy and action plan

Context

SCL is a small organisation which is currently developing its workforce and physical office presence.

Our vision is an inclusive, modern, sustainable and high quality public library service at the heart of every community in the UK. We believe modern public libraries should be the cornerstone of the community and should deliver a diverse spectrum of local needs around information, learning, literacy, employment and digital skills, health, culture and leisure.

As a sector support membership organisation, our mission is to work in the sector, for the sector to:

- **Represent** the public library sector nationally, regionally and locally and to communicate the value of libraries to decision makers and to a limited extent to the general public
- **Connect** partners to local libraries, by brokering national partnerships with a wide range of partners around the delivery of services and for the attraction of funds, by working together and making optimal use of resources
- **Improve** the provision of local library services by developing and disseminating standards of best practice, provide training and development for library staff and facilitating a network of library leaders across the UK
- **Drive** innovation and new thinking around the important role of libraries in a modern society.

We will provide a number of sector support events and activities over the course of each year, in consultation with the sector. We will also provide opportunities for networking between heads of library service at a regional level through regular regional meetings. Our new governance structure will include a board and an advisory group, which will meet regularly over the course of the year. The permanent team will be involved in extensive travel across England and possibly the UK as part of their work in connecting the sector and engaging partners to support the library sector.

Motivation

SCL is committed to minimising its environmental impacts both as an integral part of efficient working that provides value for money to ACE and SCL members and in order to demonstrate good practice and leadership to the sector.

Main impacts

We have identified the following impacts and, due to our plans to work closely with host organisations in managing office costs, we have also identified areas where we have scope to influence or manage those impacts and where our scope is more limited:

Impact	Scope to influence
Business travel: We anticipate there will be a lot of business travel for our new team	**High.** We will put in place environmentally responsible policies in relation to business travel.
Office costs: Heating, electricity, IT etc.	**Low.** We anticipate that we will be hosted by another organisation and therefore will have to rely on their sustainability policies in relation to these aspects. As this is likely to be a public library or other local government office we anticipate they will have a strong sustainability policy.
Procurement: Stationery, portable IT, contracts and services	**Medium.** We will be able to influence those contracts we are able to independently procure, although it is not clear exactly what these will be at present. In relation to contractors, we will ask for an environmental sustainability statement but may not be able to include this in assessment criteria depending on the requirements of the tender and the priorities for value for money (e.g. expertise vs other factors).
Events: Sector meetings and learning opportunities	**Medium.** We will be able to consider sustainability issues such as the environmental impact of different locations, methods of transportation to the venue and connection with public transport, the need for face to face meetings vs virtual meetings. With regard to event spaces, we can ask for sustainability policies but will primarily need to choose spaces that are suitable for our needs and affordable. Where we are choosing between two or three spaces which are all suitable and affordable, environmental and carbon sustainability will be an important differentiating factor.
Printing: Brochures, leaflets, reports, etc.	**High.** We will ask printers for environmental and carbon sustainability assessments which may also have a positive impact on pricing. Pricing is likely to be the primary consideration but sustainability would be an important secondary differentiator between tenders. We will minimise printing where possible, both in order to minimise costs and to reduce our use of paper.

Environmental commitments

- We will agree with the board a business travel policy that takes environmental impacts into account. We will attempt to minimise travel where appropriate using technological solutions.
- We will ask all contractors and tenderers to state their sustainability policy.
- We will take environmental and carbon sustainability into account in procurement as appropriate, where pricing and suitability of tender is met, sustainability will be an important differentiating factor.
- We will consider the sustainability policy of host organisations when choosing our office.
- We will print double sided where possible and reduce our use of external printing as much as possible.
- We will consult with the sector to consider whether guidance on environmental sustainability is something they would welcome from their sector support organisation and whether they would like us to collect best practice across the sector on this issue.

Responsibility

- The board is responsible for reviewing this document and ensuring it is delivered.
- This will be done through ensuring that all key policies and strategies are accompanied by an Equalities and Environmental checklist.
- The document will be reviewed annually and revised as necessary.