

**SWRLS Strategic Plan 2014-17.  
Revision 7, October 2016.**

The SWRLS charity's objects are:

- to promote co-operation between libraries in the area of Bath and North East Somerset, Bournemouth, Bristol, Cornwall, Devon, Dorset, Gloucestershire, Guernsey, Jersey, North Somerset, Plymouth, Poole, Somerset, South Gloucestershire, Swindon, Torbay and Wiltshire;
- to arrange loans between constituent libraries;
- to maintain access to a unified catalogue of resources as required which, in general terms, promote the principle of community education.

**Introduction**

The Strategic Plan 2014-17 was reviewed and amended at the Regional Council meeting in April 2015 The following priorities form the workplan for the Director, guided by the Board:

- To raise its profile to the wider library sector with clear offer and purpose;
- To demonstrate value for money to its members – e.g. cheaper than BL; clear offer of value for money (VFM) and benefits, access to backstock is USP;
- To ensure availability of funds for projects and training;
- To encourage co-operation and partnership working- identifying benefits, including a grant process;
- To promote resource sharing;
- To explore and exploit collaborative collection development.

SWRLS will aim to achieve the priorities by being mindful of the following:

- Maintaining a risk log to identify risks and ways of mitigating them;
- Defining involvement with workforce development;
- Considering how SWRLS will respond to new geographical boundaries and sub-regional groupings e.g. if three clusters emerge in the region for public libraries;
- Continuing the advocacy role;
- Encouraging partnership working to improve access to resources.

## Actions 2014-17

Theme	P*	Subject Area	Task/Actions	Date for Completion	Outcomes/Benefits
<b>1 Governance</b>					
1.1	H	Clarify role of active participants in SWRLS business	<ul style="list-style-type: none"> <li>Define role of Board members</li> <li>Detail responsibilities of Trustees</li> <li>Establish procedures for reporting of sub groups to the Board</li> </ul>	Completed 6 new members appointed	<ul style="list-style-type: none"> <li>Members are clear about roles, responsibilities and accountability</li> <li>Encourage new Board members</li> </ul>
1.2	H	Streamline administrative functions	<ul style="list-style-type: none"> <li>Establish methods for outsourcing appropriate tasks</li> </ul>		<ul style="list-style-type: none"> <li>Director can focus on strategic issues</li> <li>Better value for money</li> </ul>
1.3	H	Ensure the Service is fit for purpose	<ul style="list-style-type: none"> <li>Fundamental review to be carried out to include:                             <ul style="list-style-type: none"> <li>objectives</li> <li>Constitution</li> <li>membership form</li> <li>financial model</li> <li>review of Constitution</li> </ul> </li> <li>Board's initial recommendations to be taken to AGM</li> <li>Constitution to be rewritten and presented to Regional Council for approval</li> <li>Any further actions to be identified and completed</li> </ul>	Completed  Nov. 2016  April 2017  July 2017	<ul style="list-style-type: none"> <li>Improved objectives reflecting the role of the Service</li> <li>Improved relevance for members</li> <li>Increased membership</li> <li>Constitution reflects revised aims and geographical coverage</li> <li>Constitution more relevant to activity and membership</li> <li>Annual Report amended to new SORP format</li> <li></li> </ul>

## 2 Advocacy

2.1	H	Raise SWRLS' profile in the sector with members and non members	<ul style="list-style-type: none"> <li>• Promote SWRLS to members and non-members</li> <li>• Maintain a target list of potential members</li> <li>• Badge all courses where SWRLS has involvement</li> </ul>	<p>Several meetings attended by Director. 4 new members since March 2014</p> <p>On-going – CILIP courses in June 2015, and November 2016 badged</p>	<ul style="list-style-type: none"> <li>• Attract new members</li> </ul>
2.2	H	Raise profile through improved website	<ul style="list-style-type: none"> <li>• Seek Members' views on new website</li> <li>• Produce respecification and tender for new website</li> <li>• New site live and operational</li> <li>• Evaluation criteria to be developed</li> <li>• Evaluate new site</li> <li>• Report on site at Board meetings</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Completed Dec 2016</p> <p>Jan 2017</p>	<ul style="list-style-type: none"> <li>• Increased functionality</li> <li>• Interactivity possible e.g. for training and joining on-line</li> <li>• Improved look and feel</li> <li>• Increased use</li> </ul>
2.3	M	Raise profile to the cultural and heritage sectors.	<ul style="list-style-type: none"> <li>• Distribute Annual Report and other relevant documents</li> <li>• Establish and maintain contact with relevant organisations to foster mutual interests</li> <li>• Joint working such as training</li> <li>• Map collections in Members' libraries</li> <li>• Work with BL to improve access to newspaper files through Newsplan</li> <li>• Take advantage of new digital technologies</li> </ul>	<p>Annually, in November</p> <p>Rep from SWFMAG attended AGM</p>	<ul style="list-style-type: none"> <li>• Better understanding of the work of SWRLS and its members</li> <li>• Better understanding between sectors</li> <li>• Shared resources demonstrating value for money</li> <li>• Greater awareness of regional resources</li> </ul>

### 3 Value for Money

3.1	M	Inter-Library Loans (ILLs)	<ul style="list-style-type: none"> <li>• Explore future processes for efficiency across the region</li> <li>• Encourage communication with BL and other relevant organisations to communicate in respect of best practice with ILLs</li> <li>• Research into the state of inter lending.</li> </ul>	Completed	<ul style="list-style-type: none"> <li>• Increased use of regional resources</li> <li>• Ensure best value for money</li> <li>• Report from the BL at the annual Southern Interlending Forum</li> <li>• Supported TCR's research into Interlending carried out by the University of Sheffield.</li> </ul>
3.2	L	Grant Provision	<ul style="list-style-type: none"> <li>• Operate, review and promote the grant process</li> <li>• Support libraries bidding for the grant</li> <li>• Promote the outcomes of the grant projects</li> </ul>	Review and relaunch completed On-going Annually 5 Grants awarded since Sept. 2015	<ul style="list-style-type: none"> <li>• Good use of reserves</li> <li>• Increased collaborative working between members</li> <li>• Increased membership</li> <li>• Best practice shared</li> </ul>

### 4 Co-operation and Partnership

4.1	H	Working with sector groups e.g. SCL SW, SWHELs, SLA, YLG, ASCEL,	<ul style="list-style-type: none"> <li>• Maintain contact and identify the most appropriate organisations with which to develop further relationships</li> <li>• Support the activity in each sector as appropriate</li> </ul>	Director attended several meetings	<ul style="list-style-type: none"> <li>• Understand the challenges faced by different sectors</li> <li>• Encourage partnership and co-operation</li> </ul>
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		SHALL, IAML, COLRIC	<ul style="list-style-type: none"> <li>• Include items from different sectors on Regional Council agendas</li> <li>• Identify challenges and feed into training programme</li> </ul>		<ul style="list-style-type: none"> <li>• Assist sectors to share good practice between them</li> </ul>
4.2	H	Promoting reader development within the South West and links with reading organisations	<ul style="list-style-type: none"> <li>• Bid to the Arts Council for funding to complement SWRLS' two year tapered support</li> <li>• Undertake cross sectoral promotion</li> <li>• Evaluate ACE supported Reading Passport initiative and produce report for ACE.</li> <li>• Fifth year of Reading Passport fully funded by SWRLS. Delivered in partnership with Literature Works.</li> <li>• Evaluation of year 5.</li> </ul>	<p>Completed Completed</p> <p>Completed</p> <p>Sept. 2016 - March 2017 April - May 2017</p>	<ul style="list-style-type: none"> <li>• Raise profile of SW regional co-operation through SWRLS</li> <li>• Encourage cultural engagement</li> <li>• Sustainable approach to a regional reader development project</li> <li>• Number and range of displays/events</li> <li>• Number of members that bid for Libraries Fund grants</li> <li>• Numbers attending and community reach of events</li> </ul>
4.3	M	Maintain a strong working relationship with the Arts Council	<ul style="list-style-type: none"> <li>• Seek to work together for the benefit of the members</li> <li>• Promote joint activity across the sectors</li> </ul>		<ul style="list-style-type: none"> <li>• Share good practice across the sectors</li> <li>• Encouraging co-operation and partnership working</li> </ul>
4.4	M	Working with CILIP and regional groups	<ul style="list-style-type: none"> <li>• Support and arrange joint training opportunities</li> <li>• Promote SWRLS as joint provider</li> <li>• Project and research feedback on website – what worked and what didn't</li> <li>• Specialist expertise/knowledge – sponsorship of delegate to disseminate across region</li> <li>• Investigate remote meetings</li> </ul>	Director attends regional meetings	<ul style="list-style-type: none"> <li>• Sharing of resources to benefit of members</li> <li>• Means of promoting SWRLS to non-members</li> </ul>

<b>4.5</b>	<b>L</b>	Working with government initiatives and other relevant national organisations, e.g. BBC	<ul style="list-style-type: none"> <li>Identify, promote and support take-up of relevant opportunities</li> <li>Maintain horizon scanning</li> </ul>		<ul style="list-style-type: none"> <li>Members assisted to take advantage of available resources</li> <li>Sharing of information</li> <li>Widen participation</li> </ul>
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## 5 Resource Sharing

<b>5.1</b>	<b>M</b>	The Combined Regions (TCR)	<ul style="list-style-type: none"> <li>Review the benefits of TCR, Conarls and OCLC</li> <li>Refresh understanding of the links between SWRLS and TCR</li> <li>Build on existing and future research</li> </ul>		<ul style="list-style-type: none"> <li>Improve the resource discovery experience for members and their users</li> </ul>
<b>5.2</b>	<b>L</b>	E-resources	<ul style="list-style-type: none"> <li>Improve access to and use of regional resources</li> <li>Promote guest access to e-resources available in the region's libraries</li> <li>Clarify relationship with e-resources group and ensure it is cross sectoral</li> <li>Investigate SCL learning offer in relation to MOOCS</li> <li>Investigate holding an annual cross sector forum</li> </ul>	Summer/autumn 2017	<ul style="list-style-type: none"> <li>Better understanding of what is available and how to access it for members and their users</li> </ul>

## 6 Workforce Development

<b>6.1</b>	<b>H</b>	Training opportunities	<ul style="list-style-type: none"> <li>Seek to arrange courses for which a need has been demonstrated – RDA, bid writing, copyright, ILL</li> </ul>	Rolling - Overcoming Invisible Barriers course held May 2016	<ul style="list-style-type: none"> <li>Provision of good accredited value training events in the region</li> <li>Reduce costs and save time for members</li> </ul>
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			<ul style="list-style-type: none"> <li>• Explore the use of new technologies to provide courses</li> <li>• Work with other agencies, such as CILIP, JISC to source relevant courses</li> <li>• Work with providers of formal courses, such as MSc</li> <li>• Badge all courses as SWRLS where involved</li> <li>• Share locally produced training materials through the SWRLS web site</li> <li>• Investigate job shadowing schemes in particular cross sectoral</li> <li>• Use members only section of website</li> </ul>	<p>CILIP courses in June 2015 &amp; November 2016</p>	<ul style="list-style-type: none"> <li>• Training needs met in the region</li> <li>• Useful resource for members to use</li> <li>• Raises profile of SWRLS</li> <li>• 44 attended OIB course</li> </ul>
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\*P – priority level