

Scottish Library and Information Council

Operating Plan

2011-2014



## SLIC's Mission

To provide leadership and act as the primary focus, co-ordinator and promoting agent for all library and information services in Scotland, and to support their work for the benefit of the nation and the development of its cultural life.

## Primary Tasks

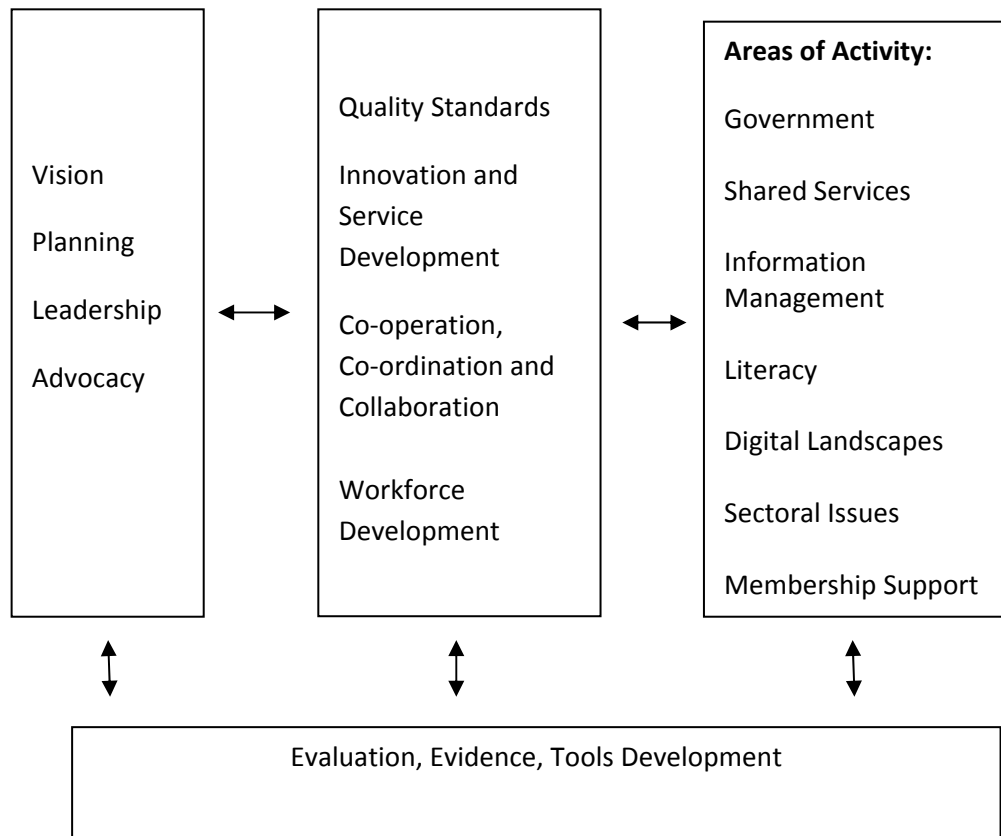
- *Provide leadership to library and information services and facilitate the co-ordination of these services.*
- *Promote understanding of the contribution of the library and information services to life of the nation.*
- *Monitor standards of provision of library and information services and advocate the development required for their continuing vitality.*
- *Advise Scottish Ministers upon library and information service matters.*
- *Undertake research and provide information, education and advice to its members*
- *Liaise with other organisations and institutions*
- *Award grants to promote innovation and development in Scottish library and information services.*

The new Scottish Library and Information Council's Strategic Plan available on our website. [Http://www.slainte.org.uk/slic.htm](http://www.slainte.org.uk/slic.htm)

The focus is on strategies, policies and programmes which deliver the aspirations outlined in our policy briefing "Libraries Connecting People and Communities" published in 2010, so that library and information services are able to demonstrate how contribute to;

Skills for Employability and research  
Curriculum for Excellence  
Individuals and Communities

SLIC's operational framework can be viewed in the under-noted diagram



SLIC has agreed that our key service strands are

- Quality, standards and evaluation;
- Innovation and Service Development;
- Co-ordination, collaboration and co-operation
- Workforce development.

Through these we will support and contribute to the delivery of

- Improved library and information provision in our schools, communities, universities and colleges.
- Improved standards of literacy and digital skills in Scotland.
- A robust evidence base to inform policy and support decision-making.
- Improved services through joint and cross sectoral initiatives.
- Innovative digital initiatives, promoting the role of library and information services in all sectors.
- Improved co-operation and collaboration across all sectors of the library and information community and related organisations to encourage co-ordinated service development.
- High quality flexible workforce.
- Enhanced relations with emerging information professions and networks.

The Comprehensive Spending Review 2011 will impact on our work, at the time of writing SLIC does not have final confirmation of funding. However we anticipate a three year funding settlement. Current forecasts for the budget for 2012/13 factors in a 15% reduction in overall income. Likely operational costs will be reduced in 2012/13 reflecting reduction in rent and office costs of around 15% and further full year reductions in 2013/14 by 25%.

The Operating Plan is subject to amendment and therefore indicates the **likely** areas of work carried out by officers and the Board. Whilst continuing to building on our previous work, there will be greater emphasis on impact, advocacy and promotion of services and crucially the delivery of a change agenda.

SLIC will ensure that developments and outcomes are linked to the Scottish Government's national performance framework and the recommendations which the Christie Commission on the future of public services made to government (Appendix 1).

SLIC Board has identified underpinning principles and priorities for work

- Advocacy to stakeholders and with others.
- Quality and impact.
- Participation and communication.
- Collaboration, co-ordination and shared services.
- Skills for Scotland and lifelong learning.
- Leading the digital agenda.
- Transformational change for sustainable future.
- Succession planning, including skills development, staff shortages.
- Developing member support, services and products.

#### **SLIC Strategic *outcomes***

##### ***Quality, Standards and Evaluation***

- **Improved library and information provision in our schools, communities, universities, colleges and other sectors.**
- **Contribute to Improved standards of literacy and digital skills in Scotland.**
- **Build an evidence base to inform policy and support decision-making.**

##### **Strategic Objectives**

Council will continue to :

- Research, develop, monitor and re-configure standards and self evaluation tools.
- Develop quality assurance processes and benchmarks to monitor standards.
- Develop a vision for future of services.
- Promote and advise on standards development and implementation.
- Encourage and develop flexible service delivery models which are user focused.

- Ensure representation on key strategic forums in UK and Europe and play an active role in any negotiations.
- Support sectoral priorities and members.
- Develop programmes in partnership which support literacy and digital skills.
- Advocate the role of library and information services.
- Undertake research and evaluation programmes on SLIC funded projects.
- Horizon scan for policies and programmes which influence the delivery of services.
- Collaborate with others to support and develop the research base.

#### What we do

- Develop standards and appropriate self evaluation frameworks to service delivery and ensure that these reflect Scottish Government strategic objectives for education and communities.
- Develop quality assurance processes and benchmarks which assist in the monitoring of the impact of library services
- Advise on standards development and implementation.
- Develop outcome focused indicators which demonstrate added value of the combined library community in Scotland.
- Undertake research and case studies.
- Gather relevant qualitative and quantitative information, including the availability of statistical information on library and information services.
- Co-operate with the Scottish Government and other agencies on issues relating to library and information service development and impact.
- Work in partnership with a range of organisations including, SOLACE, COSLA, Universities Scotland, Scotlands' Colleges, Scottish Funding Council, Education Scotland, NHS , Audit Scotland, the Improvement Service, SCURL, NLS
- Deliver consultancy support to members and others to improve quality and service development

#### SLIC Strategic outcomes

##### *Innovation and Service Development*

- **Improve services through joint and cross sectoral initiatives.**
- **Support digital initiatives and promote the role of library and Information services in all sectors.**

#### Strategic Objectives

Council will continue to

- Advocate and explore funding opportunities to develop and improve services.
- Monitor impact of service innovation.
- Provide opportunities for members to bid for funds which support SLIC priorities.
- Articulate and advocate the difference library services make to education, society and the economy.
- Disseminate good practice and provide a knowledge network to members.
- Establish mechanisms to ensure good practice is transferable to others.
- Advocate for cross sectoral funding to support innovative and digital collections development.

#### What we do

- Seek to improve services through joint and cross sectoral initiatives.
- Influence and support the Scottish Government's initiatives, promoting the role of library and information services in all sectors.
- Promote co-operation and collaboration across all sectors of the library and information community and related organisations to encourage co-ordinated service development.
- Evaluate projects and commission research for dissemination.
- Support the development of services and projects which underpin networking and development of services.
- Promote the Innovation and Development Fund projects.
- Provide regular information updates for members, through website and member updates.
- Review and evaluate Innovation and Development Fund scheme.
- Support innovative collections development and digital programmes.

## SLIC Strategic Outcomes

### *Co-ordination, Collaboration and Co-operation*

- Demonstrate the value of co-ordination, collaboration and co-operation.
- Provide a focus for knowledge sharing and the development of user centred services; co-operate and collaborate with other relevant UK agencies where appropriate.
- Promote co-operation and collaboration across all sectors of the library and information community and related organisations to encourage co-ordinated service development.

## Strategic Objectives

Council will continue to:

- Work with and across sectoral networks to encourage innovation and share good practice .
- Provide advice to library and information services on the development of electronic networks.
- Engage with strategic stakeholders to develop programmes which contribute to public service reform and efficiency, economic development and health improvement and support a sense of identity and place;
- Engage with strategic stakeholders to develop programmes which contribute to public service reform and efficiency, economic development and health improvement and support a sense of identity and place.
- Work with strategic stakeholders to develop programmes which encourage innovation through working together or on behalf of other services.
- Provide a focus for knowledge sharing and the development of user centred services.
- Promote the outcomes and impacts of working together.
- Evaluate and demonstrate effectiveness and the value of collaboration.
- Advocate for libraries through communications strategy and partnerships.
- Support and monitor international work and projects.

## What we do

- Promote co-operation and collaboration across all sectors of the library and information community and related organisations to encourage co-ordinated service development e.g. procurement
- Provide advice and support to library and information services on the development of electronic networks and digital services.
- Co-operate and collaborate with other relevant UK agencies where appropriate.
- Increase the knowledge base in the field of electronic copyright and disseminate information to constituent members.
- Promote the Innovation and Development Fund projects
- Monitor developments and disseminate information on European Commission initiatives affecting libraries and information services
- Advocate and lobby for support for the development of a shared distributed network, which supports the vision of a strong highly skilled, economically and socially vibrant Scotland
- Support and develop the principles for digital access, collections development and preservation though advocating for a strategy, which encompasses both printed and digital collections in Scotland,
- Identify the elements of the distributed model and gaps in provision/services
- Identify barriers to infrastructure and collaborative service development and seek solutions
- Develop programmes which improve service efficiency and effectiveness
- Encourage and assist with the development of flexible cross sectoral delivery of services
- Work towards the establishment of a whole Scotland distributed library service which meets the needs of users in the digital age and is contributing seamlessly to UK and international initiatives, including Consider ways in which licensing models for electronic resources can be developed or improved, taking into account Scottish need and the wider landscape
- Encourage the development of user focused services and develop models which support users including audience research

<p><b>SLIC Strategic Outcomes</b>  <b><i>Workforce Development</i></b></p> <ul style="list-style-type: none"> <li>• High Quality flexible workforce</li> <li>• Develop good relations with emerging professions</li> </ul>
<p><b>Strategic Objectives</b>  Council will continue to :</p> <ul style="list-style-type: none"> <li>• Articulate and advocate the difference library services make to education, society and the economy.</li> <li>• Advise on delivery models for the development of workforce skills and ensure engagement with appropriate audiences and stakeholders.</li> <li>• Identify and promote skills sets and standards which add value to library and information services.</li> <li>• Develop a dynamic flexible workforce with appropriate skills</li> </ul>
<p><b>What we do</b></p> <ul style="list-style-type: none"> <li>• Support the development of National Occupational Standards for library and information services with NOS owner, and UK and Scottish Government.</li> <li>• Encourage and promulgate National Occupational Standards for library and information services.</li> <li>• Engagement with SQA, Skills Development Scotland, CILIP and CILIPS on delivery models for workforce skills.</li> <li>• Understand and agree core competencies and articulate to educational providers.</li> <li>• Support employers to secure a robust workforce to deliver services through National Occupational Standards.</li> </ul>
<p><b>SLIC</b>  <b><i>Membership, Governance and Administration</i></b></p>
<p><b>What we do</b></p> <ul style="list-style-type: none"> <li>• Seek to sustain and expand membership by promoting the work of the Council to a wide variety of library and information providers</li> <li>• Provide regular information updates for members</li> <li>• Develop, monitor and evaluate electronic information services to members through website</li> <li>• Submit its operating plan to the Annual General Meeting together with a forecast of financial and operational requirements</li> <li>• Consider the annual budget and set subscription levels</li> <li>• Support and monitor the SLIC/CILIPS joint working arrangements.</li> <li>• Develop and Publish a Strategic Plan for 2011-2014</li> <li>• Develop an annual work plan based on the operational priorities approved by the Board and AGM</li> <li>• Determine policy and priorities for the annual Innovation and Development Fund programme</li> </ul>

## Appendix

### National Outcomes

- We live in a Scotland that is the most attractive place for doing business in Europe.
- We live our lives safe from crime, disorder and danger.
- We realise our full economic potential with more and better employment opportunities for our people.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We are better educated, more skilled and more successful, renowned for our research and innovation.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- Our children have the best start in life and are ready to succeed.
- We take pride in a strong, fair and inclusive national identity.
- We live longer, healthier lives.
- We reduce the local and global environmental impact of our consumption and production.
- We have tackled the significant inequalities in Scottish society.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- We have improved the life chances for children, young people and families at risk.

### Christie Commission

- Recognising that effective services must be designed with and for people and communities - not delivered 'top down' for administrative convenience
- Maximising scarce resources by utilising all available resources from the public, private and third sectors, individuals, groups and communities
- Working closely with individuals and communities to understand their needs, maximise talents and resources, support self reliance, and build resilience
- Concentrating the efforts of all services on delivering integrated services that deliver results
- Prioritising preventative measures to reduce demand and lessen inequalities
- Identifying and targeting the underlying causes of inter-generational deprivation and low aspiration
- Tightening oversight and accountability of public services, introducing consistent data-gathering and performance comparators, to improve services
- Driving continuing reform across all public services based on outcomes, improved performance and cost reduction
- Implementing better long-term strategic planning, including greater transparency around major budget decisions like universal entitlements