

NoWAL Plan 2016-19

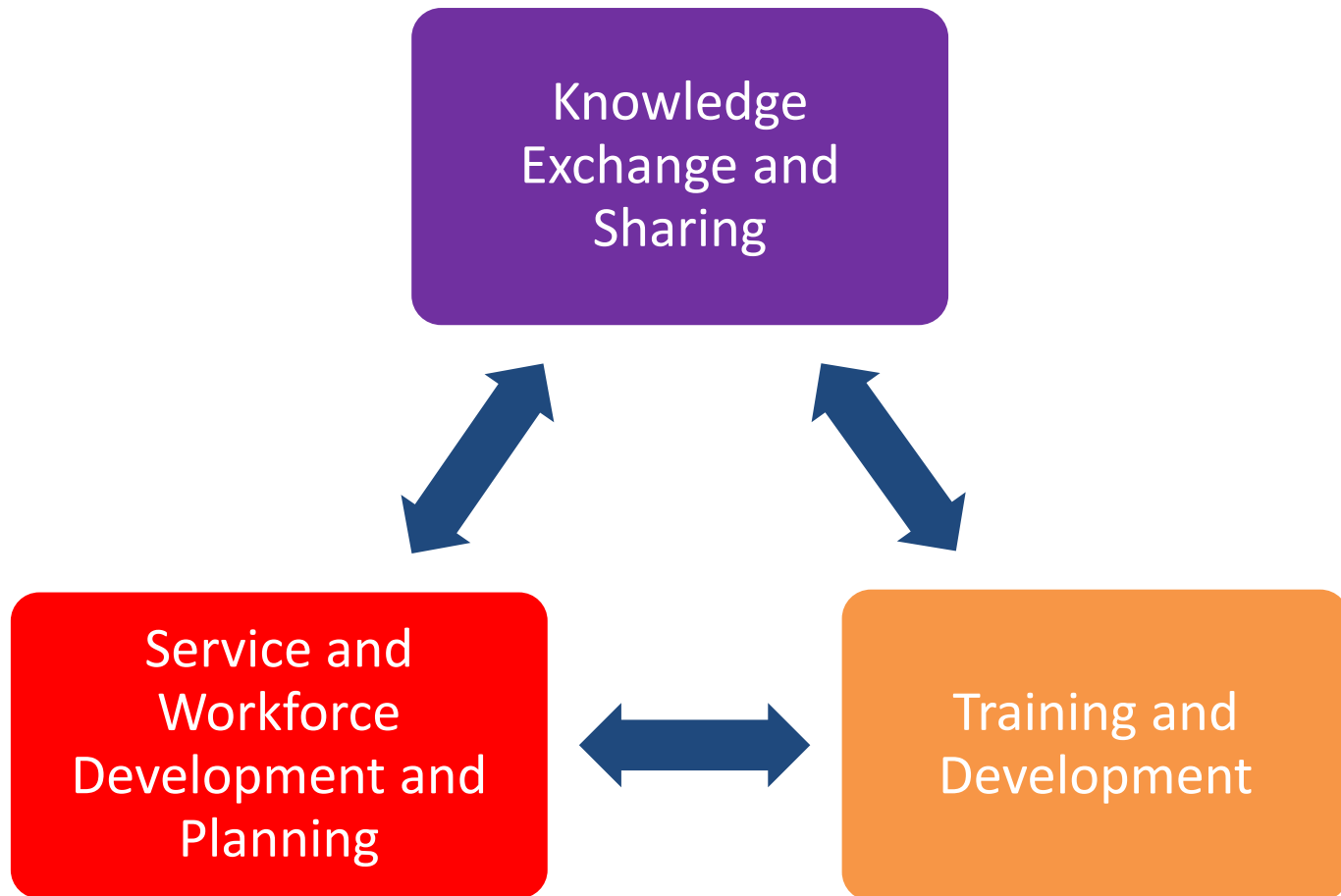
What is NoWAL?

We are a network of academic libraries in the North West of England, with an outstanding reputation for knowledge exchange, staff development and training; benefitting our members by providing access to specialist skills and shared services across the HE sector.

NoWAL's Mission

To inspire excellence in the learning and research services of member libraries; to drive the North West academic library agenda and be a regional voice for SCONUL; to celebrate success through collaboration, innovation, influence and partnership.

Three Strategic Themes



Strategic Theme 1

Knowledge Exchange and Sharing

Strategic Lead: Sandra Bracegirdle

The focus of the theme is:

- Collaborating, gathering and curating knowledge and expertise across NoWAL
- Collating news and monitoring new developments in the HE sector and changes in the external environment
- Developing 'NoWAL's Voice' to provide a strong regional response to national consultations
- Sharing best practice through peer-to-peer engagement

Theme 1: Knowledge Exchange & Sharing

Strategic Lead: Sandra

Objective		Timescale	Method/Outcome	Benefits	Status
1.1	NoWAL to play an active role in national and regional consultations and activities	As opportunity arises	Liaison with SCOUNL, Jisc and other relevant national bodies, and with other regional consortia (especially Northern Collaboration) through formal and informal mechanisms.	A national and regional voice; A higher profile for NoWAL and its members	
Responsibility: Chair and Board & Senior Staff Group members					
1.2	To ensure that NoWAL provides ongoing benefits for members	Annual assessment at AGM	Benefits paper to be drawn up and annually benchmarked	To demonstrate the continuing value of NoWAL	
Responsibility: Board members					
1.3	Keeping up to-date with key issues in the academic Library sector at the Board level	Each Board meeting	Ensuring relevant topics are discussed at Board meetings	Knowledge and experience shared around Board members to ensure our libraries are in a position to maximise our opportunities	
Responsibility: Chair and Operations Group					
1.4	To ensure that communications by NoWAL celebrate and showcase NoWAL activities through timely and engaging means	All year round, with annual assessment	Create a communications plan	Member institutions and their staff will benefit from sharing information	
Responsibility: Chair and Chair of Communications Group					
1.5	Exploring / having a strategic overview of NoWAL's involvement with procurement and content delivery (extended beyond existing contracts – looking for other joint purchasing options eg Lynda.com)	Ongoing, with particular focus ahead of contract negotiations	NoWAL Procurement Group Review remit and membership	To provide the best value for money for NoWAL libraries; to ensure our needs and requirements form part of our contract and supplier negotiations	
Responsibility: Board Procurement lead and Procurement Group					

Strategic Theme 2

Service and Workforce Development and Planning

Strategic Lead: Susan Murray

The focus of the theme is:

- Horizon scanning to ensure that services prioritised for development meet student and institutional needs thereby improving service quality across the consortium
- Identifying the impact of changing services on our workforce
- Becoming a test-bed for new initiatives, building on the reputation of NoWAL's regional voice
- Creating short-term, project-driven Special Interest Groups on key service areas
- Developing a culture of advancement, innovation and trend-setting thereby improving service quality across the consortium

Theme 2: Service and Workforce Development and Planning

Strategic Lead: **Susan Murray**

	Objective	Timescale	Method/Outcome	Benefits	Status
2.1	Develop NoWAL's understanding of digital scholarship and its impact on our current and future workforce	<ul style="list-style-type: none"> • Event programme 2016/17 • Establish group 2017 • Create tool late 2017 	<ul style="list-style-type: none"> • Expert event (book launch) to assess where we are (could also help to identify sub-group membership) • Define digital scholarship and the skills/new roles needed in our staff • Create a tool for institutions to use to map where they are and to point to sources of info / support (internal & external) • Explore opportunities with partner organisations e.g. JISC 	Greater understanding within NoWAL of this concept and creation of a tool to help institutions	Launch with book event Jan 2017
Responsibility: Sub Group of Board / other senior staff with expertise in this topic					
2.2	Better interpretation of library generated analytics data, creating case studies and/or models to share within and outside NoWAL	<ul style="list-style-type: none"> • Needs analysis Jan 2017 • Case studies and training after analysis completed 	<ul style="list-style-type: none"> • Undertake a needs analysis exercise to identify what data we currently all collect, how we currently use it and where we need to develop data interpretation skills • Identify any expertise within NoWAL or externally and collate into a database available to all members • Create case studies to share 	Expertise and resources that can be shared are built	Not yet started
Responsibility: Sub Group of Board / other senior staff with expertise in this topic					
2.3	Support the changing environment for researchers eg APCs, open access, RDM, repositories	<ul style="list-style-type: none"> • Survey during 2016-17 • Review results once survey completed 	<ul style="list-style-type: none"> • NOO to undertake a survey of members to map each institution in developing support for researchers to identify strengths and gaps • Ask the Research Librarians Group to: <ul style="list-style-type: none"> - review the survey results to identify ways that we can provide support to areas where there are gaps in several organisation or where very little expertise in NoWAL - match institutions with a specific need to an institution with expertise 	Shared expertise and where appropriate provide training / support (internal or external) especially on emerging areas	Not yet started
Responsibility: Research Librarians Group – do we need a Board link person?					
2.4	Share experience from the Process Mapping Group and the Critical Friends' visit pilot	<ul style="list-style-type: none"> • CF Pilot summer/autumn 2016 • Review CF pilot to update documentation based on this experience and share 	<ul style="list-style-type: none"> • Digital Presence pilot at Cumbria with Salford providing Critical Friend (CF) • Review with Directors issues around call for CF (June Board) • Review process & paperwork from pilot including feedback from CF • Make adjustments based on feedback and launch as service to all NoWAL members 	<ul style="list-style-type: none"> • Institutions have access to a CF to provide advice and support through service development / change • Staff acting as CFs gain experience 	Pilot underway
Responsibility: Critical Friend Susan / Margaret; Process Mapping Group chaired by Carol Kay					
2.5	Explore ideas for increased collaboration with SCONUL eg by piloting initiatives		<ul style="list-style-type: none"> • Directors brainstorm to identify areas 	Increased involvement in national initiatives	To start next academic year

Strategic Theme 3

Training & Development

Strategic Lead: Heather Thrift

The focus of this theme is:

- Supporting NoWAL members in succession planning and future-proofing staff
- Creating a collaborative continuing professional development programme that meets the evolving needs of NoWAL's members
- Identifying topics and themes via available channels
- Building partnerships inside and outside NoWAL to create a network of experts

Theme 3: Training & Development

Strategic Lead: Heather

Objective		Timescale	Method/Outcome	Benefits	Status
3.1	Create SIGs to share ideas and inform best practice	All year round, with annual reporting	SIGs are formed as a result of a defined need, project or task; or otherwise as an extension of a NoWAL event	Members benefit from the sharing of knowledge and from having contacts to discuss ideas and emerging trends outside of their own institution	
Responsibility: CPD Group					
3.2	Library staff engagement within and on behalf of NoWAL	Annual assessment at AGM	Through staff involvement with events, sub-groups, projects, and conferences	To collaborate with other institutions and build skills and expertise among staff, benefiting both NoWAL and our own institutions	
Responsibility: Board Members					
3.3	Facilitating knowledge exchange at all levels of NoWAL member libraries (including budgetary considerations)	All year round, with annual assessment	Sharing expertise on current and emerging topics and service developments	Member institutions and their staff will benefit from sharing knowledge, experiences and skills	
Responsibility: Chair and CPD Lead					
3.4	Look at how we share resources etc with other networks, consortia and appropriate external agencies to co-design and co-deliver sessions	All year round, as opportunities arise	Signpost to external events beneficial to members via NoWAL website, social media and email. NoWAL offers hosting facilities to external bodies.	Externally hosted events are brought to the attention of members. Members are able to attend events in the region and thus save costs of travel and accommodation	
Responsibility: CPD Group					
3.6	Leadership and succession planning to ensure sustainability of NoWAL and its members	All year round, as opportunities arise and during Board meetings	Sharing expertise on current and emerging leadership developments	Sharing of reciprocal knowledge and experience across NoWAL helps to maximise opportunities	
Responsibility: Board Members					
3.7	Creating shadowing / coaching / mentoring opportunities across member institutions at all levels	All year round, with annual assessment	In collaboration with other consortia & organisations, and managed by the Senior Staff group, create a mentoring network to enable the build up of knowledge and expertise	NoWAL members benefit from local and regional networks, sharing experience and expertise Staff involved gain valuable reciprocal experience	
Responsibility: Board Members					