



# Libraries Connected Yorkshire & Humber – Tender for Advocacy Development

## Invitation to tender

**Title:** Libraries Connected Yorkshire & Humber – Tender for Advocacy Development  
**Return to:** [regional@librariesconnected.org.uk](mailto:regional@librariesconnected.org.uk) with Y&H Advocacy Development ITT in the subject header

**Deadline for receipt of tender proposals: 09.00 Friday 31 January 2024**

## 1. INTRODUCTION

This Invitation to Tender (ITT) specifies the requirements of producing an Advocacy Development plan for the Libraries Connected Yorkshire and Humber (LCYH) region.

The following details are outlined in this document:

- Background information
- Objectives of this project
- Workplan and milestones
- Budget
- The terms of business relating to the award of any contract
- Process for submitting proposals
- Further information
- Compliance
- Appendix 1: LCYH 2024-2025 Annual Strategic Plan



## **2. BACKGROUND**

### **2.1 About Us - Libraries Connected** [www.librariesconnected.org.uk](http://www.librariesconnected.org.uk)

Libraries Connected is an independent charity that supports, promotes and represents all public library services in England, Wales, Northern Ireland, and the Crown Dependencies. We are an Arts Council England Investment Principle Support Organisation (IPSO), offering advice, advocacy and expertise in the delivery of public library services. We believe in the power of libraries to change lives. Our vision is an inclusive, modern, sustainable and high-quality public library service at the heart of every community. We work to promote the value of libraries, broker national partnerships, share best practice and drive innovation in the sector.

Our [annual reports](#) summarise our achievements since we became a charity in 2018.

### **2.2 About Us – Libraries Connected Yorkshire & Humber**

Libraries Connected Yorkshire & Humber is the regional grouping of the following 15 library services:

- Barnsley
- Bradford
- Calderdale
- Doncaster
- East Riding
- Hull (Hull Culture & Leisure Ltd)
- Kirklees
- Leeds
- North East Lincolnshire (Lincs Inspire)
- North Lincs
- North Yorkshire
- Rotherham
- Sheffield
- York (Explore, York Libraries and Archives)
- Wakefield

The LCYH network enables members to give users the best experience possible across the region by pooling resources, skills and expertise. Services are delivered by a mix of Local Authorities and Mutual and Limited Companies with a mix of metropolitan boroughs, unitary authorities and three combined authorities. Together they serve a regional population of more than 10 million people and issue nearly 36 million items per annum.

For the purposes of this tender, the group is working together to commission the work, contribute to the project and assess the outputs. The LCYH region and The Combined Regions have contributed financially to this project.

## **3. OBJECTIVES OF THIS PROJECT**



We are seeking a consultant or organisation to work with LCYH to deliver against Outcome 4 of the LCYH 2024-2025 Strategic Plan: *“Everyone understands the impact we make and the value of libraries to our communities”*. LCYH would like to better identify and articulate the important work of its network members to regional decision makers and thus secure support and funding. This commission aims to positively impact the wider workforce, generating a culture-change to be as dynamic as we can be across our services in a B2B way.

In addition the following outcomes in particular should be addressed:

- Provide a roadmap to increased financial sustainability of library services across the region through diversification of their funding streams in addition to their Local Authority base funding.
- A commission-ready Network at regional level, ready to take advantage of funding opportunities for collaborative projects
- All Heads of Service equipped with the tools, skills and confidence to be able to identify, develop and submit funding bids of various kinds

We would expect the successful tenderer to consult with LCYH members, stakeholders and partners, and to demonstrate the impact of that consultation in their responses to the outcomes above.

### **The work**

- To identify and help broker relationships with regional and sub-regional organisations that have most potential to bring funding opportunities through e.g. CSR, grant funding or commissions
- To identify a range of policy areas and themes that fit with these organisations’ funding priorities
- Work with LCYH to develop compelling, evidence-based narratives of how LCYH can deliver against these themes, to inform bids and business cases
- To develop the skills and confidence of Heads of Library Services to broker beneficial relationships with regional bodies and submit funding bids of various kinds

### **Outputs**

- **Stakeholder mapping resulting in a list of key organisations** across the region that have most potential for funded partnerships / commissions which best match libraries’ potential to support, together with their priorities for funding. This should include specific contacts within combined authorities, NHS partnerships, Integrated Care Boards, economic partnerships, major local businesses etc.
- **Collated list of priority policy areas and themes that libraries could support.**
- **Collection and professional presentation of data and evidence and messaging to show the impact libraries can have in these areas**, drawn from data collected by LCY&H, national data, local and national case studies etc.
- **Collation of good practice case studies of successful funding bids, commercial relationships and commissions**, locally and nationally, for inspiration and learning
- **In-person workshop with the Network to develop skills and confidence in pitching an idea and developing bids / proposals**
- **Toolkit and templates** as takeaways from the workshop enabling ongoing e-learning and putting learning into practice



**Requirements**

- Track record, relevant experience, preferably sectoral experience etc.
- Commercial mindset
- Ability to support people and services at different stages of development and experience
- Desk research capability
- Excellent interpersonal skills to communicate with a wide range of stakeholders
- Able to commit to and deliver to time and within budget
- Ability to source support from elsewhere and sub-contract elements if required
- Excellent understanding of the public sector policy landscape pertinent to the region
- Good understanding of how & where commercial organisations use their CSR

**Background**

- LCYH strategic plan and outcomes
- Local authority funding crisis and increased need for services have highlighted the need for funding diversification and sustainability
- LCYH developing work on benchmarking and measuring social value
- Previous unsuccessful attempts to secure sub-regional Combined Authority funding
- Aspiration to mirror Libraries Connected national at a regional level in terms of advocacy with key stakeholders and brokering funding partnerships at scale

**4. CONTRACT MANAGEMENT AND GOVERNANCE**

The contract will be managed by the Regional Development Team who will work with a working group of LCYH members. The work will be reviewed and signed off by the LCYH Executive Team.

**5. WORKPLAN AND MILESTONES**

We envisage the project will follow this workplan, but proposals can set out an alternative timetable to meet the brief.

Overall time period: February to May 2025

Appointment of successful contractor	21 February 2025
Planning, including an initiation meeting with the LCYH Working Group, agreeing scope of commission, project plan, milestone moments and data management through the project	March 2025
Desk research, analysis and consultation with LCYH members and wider sector	March – April 2025
Interim Draft report presented to LCY&H Working Group. This will include:	End of April 2025



<ul style="list-style-type: none"> <li>- Stakeholder mapping of key organisations, including contacts and relevant boards or bodies within larger organisations, with their priorities for funding</li> <li>- List of priority policy areas and themes that libraries could support</li> <li>- Presentation of data and evidence and messaging to show the impact libraries can have in these areas</li> <li>- Collation of good practice studies of successful funding bids, commercial relationships and commissions</li> </ul>	
<p>In-person workshop with the Network to develop skills and confidence in pitching an idea and developing bids / proposals</p>	<p>Early May 2025</p>
<p>Final report presented to the LCYH Working Group to include:</p> <ul style="list-style-type: none"> <li>- feedback from the interim report, addressing objectives set out in section 3</li> <li>- a toolkit and templates informed by the in-person workshop</li> <li>- roadmap for the region to follow with estimates of resource requirements to effect delivery</li> <li>- suggested interim and outcome specific metrics for the YHLC region to adopt</li> </ul>	<p>May 2025</p>

## 6. BUDGET

£20,000 has been set aside for this project inclusive of VAT and all expenses. Any travel, accommodation, sustenance, and any other reasonable costs incurred by the tenderers as part of project should be costed in the overall budget.

LCYH will absorb localised costs such as catering, venue hire for the in-person workshop element of this project.

## 7. THE TERMS OF BUSINESS RELATING TO THE AWARD OF ANY CONTRACT

Payment at key milestones in three instalments subject to satisfactory delivery of objectives.

## 8. PROCESS FOR SUBMITTING PROPOSALS

### 8.1 Procurement timetable

- Submission by 09:00 on Friday 31 January 2025
- Award selection process completed by 21 February 2025

### 8.2 Proposal submission

Please submit proposals by email to [regional@librariesconnected.org.uk](mailto:regional@librariesconnected.org.uk)  
Proposals must be submitted by 09:00 hours on **Friday 31 January 2025**

Proposals should be no more than 2500 words and should include



- Understanding of the brief
- An outline methodology for achieving the brief
- A statement of your skills and experience in context of this brief including names and experience of each person assigned to the project. Examples and links to relevant reports you have written or contributed to should be included
- An outline work plan and timetable for this work
- A clear breakdown of costs which includes all rates, fees, and expenses you are anticipating for the project. If you are VAT registered this must be included in your costings
- Two contactable referees who could provide a relevant reference of your suitability to work on this project

### **8.3 Evaluation of proposals**

We will evaluate proposals using these criteria:

CRITERIA	Weighting
Extent to which proposal demonstrates an understanding of the brief	25
Knowledge and experience relevant to the project, including experience of running consultation processes and strategic planning	25
Quality of methodology	25
Proposed team composition and management	15
Cost (Value for money)	10



## **9. FURTHER INFORMATION**

For an informal discussion about the work, please contact:

Christine May, LCYH Chair and Head of Libraries & Archives, Bradford Council.  
[christine.may@bradford.gov.uk](mailto:christine.may@bradford.gov.uk)

OR

Clancy Mason and Nick Partridge, Regional Development Managers, Libraries Connected  
[regional@librariesconnected.org.uk](mailto:regional@librariesconnected.org.uk)

## **10. COMPLIANCE**

Libraries Connected reserves the right to disqualify any provider's response to this ITT if it does not fully comply with the requirements contained therein. This is particularly relevant in relation to the stated closing date and time of applications.

Libraries Connected is not responsible for and will not pay for any expenses or losses you incur during, but not limited to, the application preparation, visits, negotiations, or interviews in relation to this procurement process. It is your responsibility to ensure that any consortium member, sub-contractor, and adviser abide by the conditions set out by Libraries Connected.

In submitting a response to this ITT, it will be implied that you accept all the provisions of this ITT including these conditions.

If Libraries Connected needs to change any information contained within this ITT before the closing date, you will be written to advise you of these changes, which includes the extension of any submission deadlines. Libraries Connected reserves the right to cancel or suspend this ITT process at any time but will notify you in writing as soon as possible if this occurs.

It is expected that the contractor will work within the values and behaviours of Libraries Connected and this will be part of the contract of engagement.



## Appendix 1: LCYH 2024-2025 Annual Strategic Plan

### **Annual Strategic Plan (April 24 – March 25) Libraries Connected Yorkshire & Humber Network (LCYH or the ‘Network’)**

#### **1. Purpose and Outcomes**

- 1.1 This Libraries Connected Yorkshire and Humber Strategic Plan aims to ensure that the ambition and aspiration as set out in the regional Terms of Reference document is achieved.
- 1.2 Our vision is that the Yorkshire and Humber library network enables our members to give users the best experience possible across all our libraries by pooling our resources, skills and experience.
- 1.3 Our work together to realise this vision is focused on the following four outcomes:
  - **Outcome 1:** We improve our customers’ experience of libraries by innovating and identifying new opportunities to work together.
  - **Outcome 2:** We deliver value for money for our communities through the economies of scale we are able to generate for our members.
  - **Outcome 3:** All library services are able to draw on the skills and expertise they need from staff across the consortium.
  - **Outcome 4:** Everyone understands the impact we make and the value of libraries to our communities.
- 1.4 Our work together is guided by the following principles for how we collaborate and share resources and expertise. Our network is:
  - Ambitious in its vision for the future of our libraries.
  - Flexible in enabling innovation to emerge.
  - Realistic about the resources needed to work together.
  - Focused on customer experience and mindful of the need to achieve savings.
  - Respectful of individual service autonomy and identity.
- 1.5 The activity in this Plan will be led and shared by leads drawn from across the network and supported by the Libraries Connected Regional Development Team as appropriate.





## Outcome Action Plan

Priority Activity	Actions	Lead	Timescales	Budget	Progress Update (Chair)
<b>Outcome 1</b> We improve our customers' experience of libraries by innovating and identifying new opportunities to work together.	1. The actions linked to this outcome will emanate from the work undertaken in other outcome areas, notably the Skills Development work (Outcome 3) and the shared LMS project (Outcome 2). These opportunities will be identified and articulated during the year.	Steering Group	April 2024 – March 2025	-	
<b>Outcome 2</b> We deliver value for money for our communities through the economies of scale we are able to generate for our members.	2. Complete the tender for a fully shared and integrated regional LMS platform. 3. Prepare and agree governance arrangements for consortium working. 4. Identify and make decisions on key issues including systems administration arrangements for a single shared database.	LMS Sub-Group	1. Dec 2024 2. By Mar 2025 5.3. By Dec 2025	Cost of Project Manager. £21,000	
<b>Outcome 3</b> All library services are able to draw on the skills and expertise they need from staff	6. Undertake mapping of Best Practice initiatives across the region 7. Use this and the results of the Skills Audit to plan workshops on agreed priority topics, using the skills of the network alongside best practice drawn from elsewhere.	Skills Devt. Sub-Group. Supported by LC RD Team	1. June 2024 2. At least 1 workshop by	Budget TBA.	



across the network.			Dec 2024		
<b>Outcome 4:</b> Everyone understands the impact we make and the value of libraries to our communities.	8. Work with the Regional Development Team to develop a regional Marketing and Advocacy Strategy and Action Plan.	Marketing & Advocacy Sub-Group *	1. 1st draft June 2024	£10k Combined Regions funding.	
	9. Deliver at least one of the actions on the Action Plan		10. Sept 2024		
<b>Governance (including finances)</b>	11. Recruit to vacant roles of Chair Elect and Reading UO Lead, and any other roles that become vacant during the year.	1. Steering Group	1. By June 2024	-	1. Complete
	12. Hold AGM as part of June meeting.	2. Chair	2. June 2024		2. Complete
	13. Reconfigure LCYH Base Camp site so that documents are easier to find and access controlled.	3. Secretary	3. April 2024		3. Complete
	14. Use new template for all regional updates.	4. All	4.	Ongoing	
	15. Undertake regular budget monitoring with Libraries Connected.	5. Treasurer	5.	Quarterly	
	16. Maintain and develop master documents for region including contacts and benchmarking information	6. Secretary	6. By Sept 2024		

Final June 2024 (Approved at AGM 14 June 2024)