



# Invitation to Tender: Fundraising provision for Libraries Connected

Deadline for receipt of tender proposals: 9am Monday 16<sup>th</sup> September

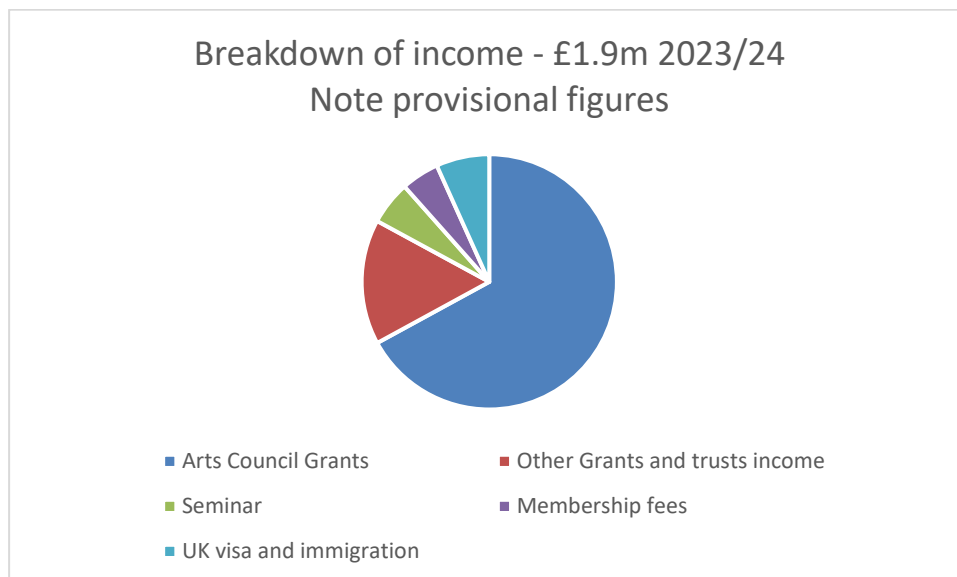
## 1. Introduction

Libraries Connected is a national charity and the membership organisation of public libraries across England, Wales, Northern Ireland and the Crown Dependencies.

Libraries Connected has a mixed funding model, made up of grants and earned income from membership fees, consultancy, sponsorship, ticketed events and commercial projects. Since our establishment as Libraries Connected in 2018, we have grown our income from £0.5m p.a. to £2.3m in 2022/23.

We are soon to enter year 2 of a 4 year Investment Principle Support Organisation grant which provides core funding for the organisation from Arts Council England (ACE). In addition to this we have a number of programmes and projects funded by ACE, including one which is to support libraries develop regional networks to a point where they are able to bid for and secure local and regional funding to provide services aligned to the libraries.

We hold and manage a national commercial contract into 13 libraries delivering an outsourced element of the UK Visa and Immigration Service, bringing around £2.5m per year to the libraries.



Our grant funding is then very dependent on Arts Council England which has an impact on sustainability, but also focusses on a single nation within our membership area.



To underpin our strategic plan 2022-27, our Trustees have identified the need and opportunity for the organisation as a whole to diversify our funding base to:

- increase our resilience and independence by securing funding from a wide range of sources including commercial activities, membership offer, events and activities and trust and grant funded project income
- increase our total income
- support a wider range of projects and activities as a way to meet the needs of the sector, and to test and develop new activities
- fund activity in Wales, Northern Ireland and the Crown Dependencies as well as England
- secure funding for our own programmes and to support delivery of library work

To support us in this we have grown the commercial team, and are looking at broadening the fundraising provision we have. Currently, we have no dedicated fundraising staff and funding bids have been generated by team members.

We are seeking external support to help develop and deliver our fundraising strategy.

## **2. Background**

### **2.1 About Us – Libraries Connected**

Libraries Connected is a charity partly funded by Arts Council England as the Sector Support Organisation for libraries. We are also proud to remain a membership organisation, made up of every library service in England, Wales, Northern Ireland and the Crown Dependencies.

Our vision is an inclusive, modern, sustainable, and high-quality public library service at the heart of every community in the UK. We work to promote the value of libraries; broker national partnerships share best practice and drive innovation in the sector.

We:

- Represent the public library sector to communicate the value of libraries
- Connect partners to local libraries by brokering national relationships with a wide range of organisations and individuals
- Improve library services by developing and sharing best practice, providing training for library staff, and facilitating a network of library leaders in the UK
- Drive innovation and new thinking on the role of libraries in a modern society.

### **2.2 The library sector**

Our membership is the 178 public library services in England, Wales, Northern Ireland and the Crown Dependencies.

We foster regional/national networks for these libraries, and also connect them nationally via our Basecamp communities and our thematic Universal Library Offer networks.



Public library services are funded from local government, and while a statutory service, they are facing significant challenges as local government funding is reduced.

Our expectation is that the contractor would develop expertise within the library sector and that this expertise would be very highly sought after across the library sector. It is likely there is opportunity for the contractor – if they desire – to seek direct commissions from library services across the country.

### 2.3 Our funders and partners

Partnerships are fundamental to our work. We have long-standing relationships with a family of close partners including:

- Arts Council England
- The Association of Children's and Education Librarians (ASCEL)
- BBC
- Booksellers Association
- Booktrust
- The British Library
- Carnegie UK Trust
- CILIP
- The Local Government Association
- National Literacy Trust
- The Publishers Association
- The Reading Agency
- Share the Vision

## 3. Deliverables

We are seeking an expert contractor – individual or agency – to support our Team and Board to:

- develop a four-year fundraising strategy for Libraries Connected
- deliver fundraising bids, to test the new strategy and reach income targets in the budget for 2024/25

We would also seek support in upskilling the staff team and identifying additional resources necessary to successfully deliver the strategy

The strategy should:

- Build on the strengths of our existing fundraising work
- Integrate with our income generation strategy (earned and commercial income)
- Integrate with our regional development programme which focuses on sub-national funders and commissioners
- Set out how to build skills and capacity within the team
- Identify our strategic funding priorities
- Identify key funders that match our funding priorities



- Set fundraising targets and KPIs for the Trustees to monitor progress over the next four years

The strategy will be signed off by the Trustees. The contractor will work with the Trustees to define the strategic objectives of the project.

### **3.1 Ways of working**

The contractor will need to set the development of the strategic plan within a societal context, and be able to demonstrate their understanding of this within the tender.

Our staff team will be integral to the project and the contractor will work closely with them to develop the plan and other elements of the project.

We are a membership organisation and we work 'with' our members and the stakeholders to the broader sector. Development of the strategy should involve consultation with the sector, stakeholders, existing funders and partners.

As a charity we have a clear set of values and we expect contractors to work to these values.

## **4. OUTCOMES**

- A fundraising strategy that aligns with the organisational strategy and income generation strategy
- Supporting in regular reporting against the fundraising strategy
- Successful bids meeting a target of £40k unrestricted income in 2024/25

## **5. CONTRACT GOVERNANCE**

The contract will be directly managed by the Commercial Director of Libraries Connected.

The contractor will report into the Commercial and Fundraising Subcommittee of the trustee board.

## **6. WORKPLAN AND MILESTONES**

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

### **Overall programme plan**

*Set out a clear timetable for procurement and delivery of the project, and any deadlines or milestones. Example given below with indicative times following appointment.*



Activity	Time Period
Planning, including an initiation meeting with the Fundraising Strategy Development Group, agreeing a project plan, and milestone moments through the project	Q1
Consultation and development of strategy	Q1
Presentation to board	Q1
Final strategy signed off	End Q2
Resources identified and plan developed to support strategy	End Q2
Tracking and management processes developed	End Q2
Successful bids contributing £20k unrestricted	End Q3

## 7. BUDGET

A maximum of £30,000 is available for this project inclusive of VAT and all Contractors' expenses.

Whilst many of the stakeholder engagement meetings can be conducted virtually, there is an expectation that tenderers will visit some sites to review in person events.

Travel, accommodation, sustenance, and any other reasonable costs incurred by the tenderers as part of project should be costed in the overall budget.

## 8. PROCESS FOR SUBMITTING PROPOSALS

### 8.1 Procurement timetable

Invitation to Tender	w/c 19 <sup>th</sup> August
Deadline for clarifications	2 <sup>nd</sup> September
Clarifications published	6 <sup>th</sup> September
Closing date	16 <sup>th</sup> September 9am
Appointment of successful contractor	Early October



## 8.2 Proposal content

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
- A statement showing understanding of and commitment to the values of Libraries Connected <https://www.librariesconnected.org.uk/page/about-us>
- Two contactable referees who could provide a relevant reference of your suitability to work on this project

## 8.3 Proposal submission

Please email proposals to [commercial@librariesconnected.org.uk](mailto:commercial@librariesconnected.org.uk) by 9am on Monday 16<sup>th</sup> September.

## 8.4 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



## 8. The terms of business relating to the award of any contract

Set out the payment arrangements for the work. We usually pay an instalment at the start, and then staged payments at project milestones and a final payment when the work is fully signed off. However, this is negotiable depending on the size and length of the project. Example given below.

Payment at key milestones in three instalments subject to satisfactory delivery of programme phase and report to the Project Board

## 9. 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.

## 10. Further information

For an informal discussion about the work, please contact:

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