Communications brief: Future Funding Commercial Skills Training Resources

PURPOSE: TO SUPPORT LIBRARY SERVICES TO ACTIVELY DEVELOP AND DELIVER INCOME GENERATION STRATEGIES FOR THEIR SERVICES

DEADLINE FOR RECEIPT OF PROPOSALS: 5 JULY 2021

1. INTRODUCTION

As part of our Future Funding Programme, we are commissioning a set of resources to support our online commercial skills training programme focused on income generation. Participants are mainly Heads of Library services and Business Development Leads. Access to training resources will be given to the wider sector once the training programme has ended.

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 be a membership organisation, made up of every library service in England, Wales and Northern Ireland.

Our vision is an inclusive, modern, sustainable and high-quality public library service at the heart of every UK community. 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.

Libraries Connected are also committed to promoting and demonstrating transformative recruitment and tendering practices to attract more people from diverse communities. We therefore encourage responses from individuals or organisations that are led by people from global majority communities, people with disabilities and women, who are all currently underrepresented in library management.

2.2 The context

Since 2010, funding for public libraries is estimated to have reduced by £213m[[1]](#footnote-2). In many libraries this equates to a third of their budget. In response, all public libraries are now focused on diversifying their financial base through fundraising from charitable sources, commissioning and income generation via commercial activities. Libraries Connected are delivering an ACE-funded programme of skills and capacity development to help library services achieve this and create sustainable and effective income generation strategies.

2.3 The programme

The training programme is being developed by the Commercial Team with a Training Provider using a pathfinder approach, to ensure the content fully aligns with library sector needs and interests. Workshops began in January 2021 and will finish in July; in between each workshop mentoring sessions have provided further support, with pre and post workshop activities for participants to complete. On completion of the workshops, content for the training will be finalised and supporting resources drafted. Future cohorts are currently being recruited and we aim to have 36 participants to start training week commencing 20 September 2021 running through until April 2022.

Alongside the training programme, for the wider membership, we have run Future Funding webinars on a variety of topics and have created an Income Generation Network on Basecamp to host discussion, resources and general information.

3. The organisation we are looking for

As an agency working across the public and third sectors, we are seeking a partner who can:

* Demonstrate an understanding of the third and public sectors and the ways in which they work
* Demonstrate an alignment and commitment to the values of Libraries Connected, its members and the broader public and third sectors.
* Work in a flexible and responsive manner to reflect the immediate pressures libraries are under in generating income.
* The ability to work collaboratively to create a narrative thread linking the resources and guiding readers through them.

4. AUDIENCE

* Heads of library services
* Business Development leads
* Wider Libraries Connected Membership (post programme)
* Partners in the sector / other sectors looking at commercial skills development (post programme)

5. DELIVERABLES

All resources should reflect the Libraries Connected brand, tone of voice and include the Arts Council England logo. We have an image library that may be used for these resources. The html toolkit and workbook must meet level AA of the [WCAG 2.1 Web Accessibility Standards](https://www.w3.org/TR/WCAG21/). This includes ensuring all images are labelled with text alternatives and ensuring text has suitable visual contrast and can be resized.

**Training workbook**  
The workbook will directly support the workshops and hold information about each workshop, with an overview, learning outcomes, relevant charts/graphs/models and explanations and space for taking notes. It must be accessible and use illustrations where needed to bring the narrative or meaning to life. It is estimated the workbook could be up to 80 pages in Word (note required deliverable is PDF but content will be drafted in Word). The workbook will be printed and sent out to participants and should also be available to download.

Examples:

<https://valuesandframes.org/resources/CCF_report_discover_and_share_promoting_positive_values_arts_cultural.pdf>

<https://educationendowmentfoundation.org.uk/public/files/Publications/SEL/EEF_SEL_Audit_Tool.pdf>

(And an example of what we **DON’T** want <https://www.fastlinetraining.co.uk/images/site/downloads/sentinel/Pre-course-Workbook-26.0.pdf>)

**Toolkit**

The toolkit will hold the various models and ways of working that are delivered in training – but needs to be a standalone document so it can be used outside of the training programme. It will give an overview of income generation, the qualification process of developing new products and services and tools to support this. It must be accessible and use illustrations where needed to bring the narrative or meaning to life. The toolkit will be available online. There is scope here for an interactive version with videos embedded (see How to Videos/video guides below).

Length: 50 pages (approx)

Example:

<https://media.nesta.org.uk/documents/Creative_Hub_Leaders_Toolkit.pdf>

<https://educationendowmentfoundation.org.uk/public/files/Publications/SEL/EEF_SEL_Summary_of_recommendations_poster.pdf>

**How to videos / video guides**  
We would like to incorporate ‘how to’ /introductory guides to introduce specific themes or models focused on commercial skills, in the context of the library service, that are used in the training. These should be highly visual, with relevant illustrations and/or animations to demonstrate meaning, providing an accessible explanation of the theme or topic. Where appropriate the Workbook and / or toolkit should link to a relevant video. Note that videos will likely be used to introduce a theme or idea ahead of a workshop and may be shown in mentoring sessions. Following the end of the training, these videos will become resources available to the wider sector to support CPD.

We estimate that we will need five, two to five minute videos on different themes, but in a similar style. Please provide a price per video.

Examples <https://youtu.be/ReM1uqmVfP0>

<https://www.open.edu/openlearncreate/course/view.php?id=2216> (don’t want to have a person in the shot, just narration, like the animation on this and simplicity).

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| Resource | Copy delivered | Deadline |
| Toolkit for website – PDF & html | August 2021 | September 2021 |
| Workbook – PDF & html | 16 August 2021 | 6 September 2021 |
| Video 1 – MP4 | July 2021 | 10 September 2021 |
| Video 2 | August | October |
| Video 3 | September | November |
| Video 4 | November | January |
| Video 5 | December | February |

6. CONTRACT MANAGEMENT

The contract will be managed by Victoria Dilly, Future Funding Project Manager, Libraries Connected.

The contract will be overseen by a group including the Commercial Sponsor to the Libraries Connected Board.

7. BUDGET

We have an overall budget of £20,000.

8. PROCESS FOR SUBMITTING PROPOSALS

8.1 Timetable

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| --- | --- |
| Action | Deadline |
| Invitation sent out | 14 June 2021 |
| Deadline for proposals | 5 July 2021 |
| Selection | 9 July 2021 |
| Appointment and initiation | 12 July 2021 |

8.2 Proposal content

The proposal should outline:

* Understanding of the project and deliverables
* Relevant experience for the project
* Costs breakdown for each phase or unit of work.

8.3 Proposal submission

Please submit proposals by email to [marsha.lowe@librariesconnected.org.uk](mailto:marsha.lowe@librariesconnected.org.uk) by 5pm on Monday 5 July 2021.

## 9. FURTHER INFORMATION

For an informal discussion about the work, please contact: victoria.dilly@librariesconnected.org.uk

1. CIPFA statistics [↑](#footnote-ref-2)